English version

Integrated Action Plan

Municipality of Kocani

URBACT
Co-funded by the European Union
Interreg

INDEX

1. INTRODUCTION

1.1. OVERVIEW OF BEYOND THE URBAN CITIES

BEYOND THE URBAN is a URBACT Action Planning Network of ten European Cties that adopt a participative and integrated approach. The project seeks to develop the next generation of urban sustainable city centers well connected with the rural areas, and promotors of urban-rural mobility. The urban sustainable city centers strive to promote positive social, environmental, and economic impacts, aims to reduce disparities between regions, and promote sustainable and inclusive growth. The network thus facilitates sustainable transport in urban and rural areas to contribute to reducing emissions, traffic sprawl, and congestion, allowing the basic needs of both individuals especially children and society, to be met with traffic safety and urban mobility.

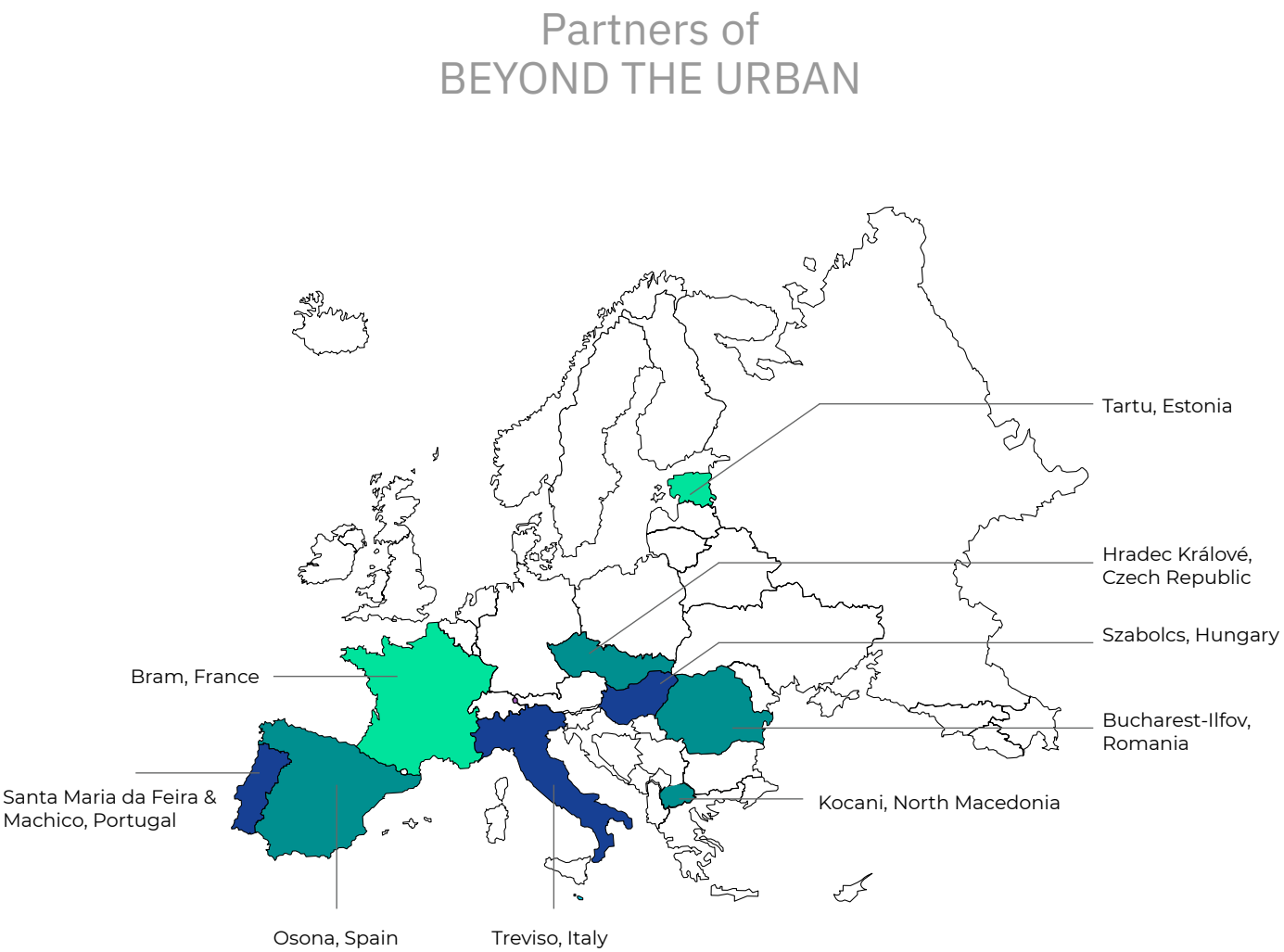


Figure 1
Partners of Beyond the Urban

1.2 PARTICIPATION CONTEXT

Kocani is a medium-sized city. In Kocani, a municipality of 360.4 square kilometers located in the eastern part of North Macedonia, the population is 31,602 individuals. These numbers represent a dynamic community with an equilibrium between urban and rural residents, creating a distinctive social landscape.

The demographics of Kocani encompass a diverse range of age groups, contributing to the richness of the community. The municipality is home to 2,858 children aged 0-9, 3,157 teenagers between 10-19, and 3,514 young adults in the 20-29 age bracket. The core of the population comprises 12,296 individuals aged 30-49, while 8,256 residents are aged 50 and above. The region showcases limited ethnic diversity, with the majority (92%) identifying as Macedonian, 6% Roma, and only 2% of another ethnic group. Kocani's birth rate outnumbers its death rate at 10.33 births versus 9.61 deaths per 1,000 population. Despite this, the region has experienced a slight population decrease of almost 1%, showing a net migration from the area.

The economic foundation of Kocani is characterized by its significance in rice production for North Macedonia, along with attracting foreign direct investments and Indigenous companies in sectors including automotive parts, cannabis products, technology and textiles. With no third-level institutions in the municipality, students commute or move entirely to continue their education.

The main motivation for Municipality of Kocani to join the project is the potential to be involved in a participatory process of creating and adopting a long term vision, strategies and programs for sustainable municipal (urban and rural) transportation development and to create preconditions for environmental friendly and energy efficient mobility including walking, cycling, and public transport. This development is planned to be done through creating mechanisms for influencing positive changes in behavieur of citizens in the whole municipality concerning rational use of individual transport (cars) in favour of other energy efficient means of transport. The participation context of a municipality entering a sustainable mobility project can encompass various aspects, including objectives, stakeholders, strategies, and the expected impact on the community.

1.3 INTRODUCTION TO THE INTEGRATED ACTION PLAN

An integrated action plan (IAP) is a document defining actions to be implemented, covering timings, responsibilities, costings, funding sources, monitoring indicators, and risk assessments. It is thus a policy instrument that can be used to respond concretely to a policy challenge.

Each IAP is unique, in terms of local context, theme, and coverage. The IAP is designed to communicate a range of key actions, the City of Kocani is already doing on an ongoing basis and actions to be prioritized as “Immediate” to be done in the next five years or “Future” beyond five years. The IAP is intended to be reviewed, and updated regularly, to ensure that actions are coordinated and reflect Council priorities to achieve City Plan Goals.

Over the years, the Municipality Council has endorsed or adopted numerous plans or made motions identifying a range of potential actions to support the community as it evolves. Developing a draft list of actions involves a coordinated interdepartmental review and update of previously endorsed actions, identifying potential new ones aligned with Municipality goals. Developing and maintaining the IAP reflects the Municipalities’ commitment to implementing the City Plan as effectively as possible. Actions are intended to be taken using an integrated approach through interdepartmental communication and where appropriate, collaboration. The aim is to leverage opportunity, invest efficiently, and maximize community benefit through strong coordination and regular monitoring and evaluation of actions to achieve Municipality Goals.

Image 1
Downtown Kocani at night

Image 2
Kocani from a bird’s view

1.4 IAP DEVELOPMENT GOALS

Kocani's IAP is the tool that will promote the capacity of the local self-government in the direction of providing conditions for decent lives of citizens: health, safety, accessibility, good public transport, and sustainable types of transport (intermodal), and overall resilience as well as tourism and culture.

The preparation, adoption, implementation, and monitoring have a lot of benefits, for the local self-government, and public institutions, the economy, the non-government sector, and of course most of all for the citizens.

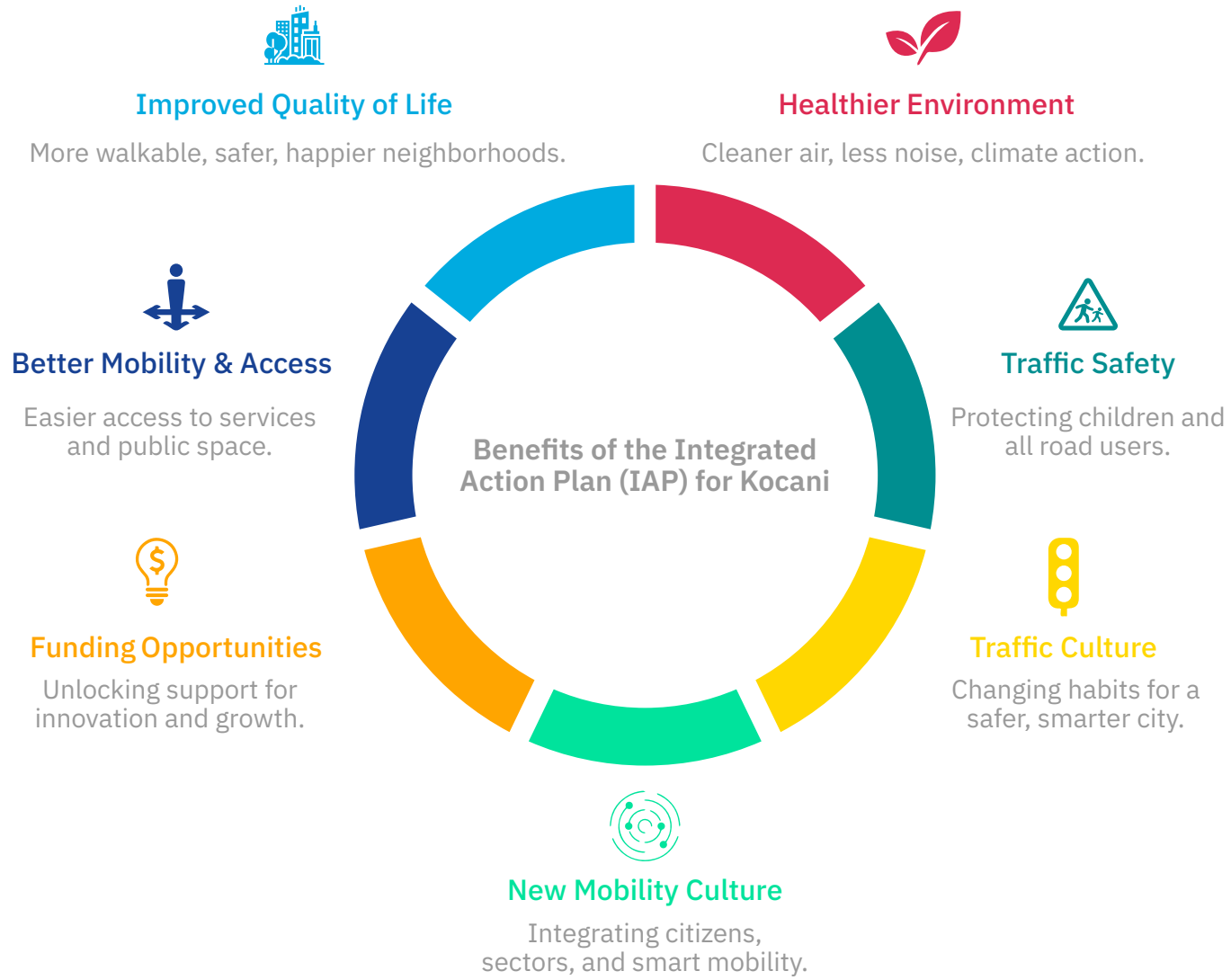


Figure 2
Benefits of the Integrated Action Plan (IAP) for Kocani

The IAP for Kocani is shaped by its unique setting: a compact city surrounded by rural communities, with strong walking habits but limited infrastructure, high private car use, and emerging potential for active mobility. Grounded in community input and local evidence, these **are our goals—designed by and for Kocani:**

Objective 1: Make school routes in Kocani safe(r) for every child by upgrading sidewalks, increase visibility at crossings, integrating mobility education programmes and introducing the concept of school streets at some of them, responding directly to parental concerns about safety, around all 6 primary schools, and 2 high schools, in which gymnasium, economic and technical departments are present.

Objective 2: Reduce car congestion in the city center while maintaining access for rural residents, by promoting cycling and walking for short city trips through municipal campaigns and promo events, and improving existing bus lines for surrounding villages, as well as organizing peripheric parking spots

Objective 2.1: Transform walking from a necessity into a pleasant and safe choice through better-maintained, wider, and shaded footpaths, along with new pedestrian-only zones – especially in central Kocani.

Objective 2.2: Buildand/or setup (mark) a basic but connected bicycle network from scratch, linking schools, neighborhoods, and industrial zones, through clearly marked cycling trails and/or lanes, supported by adequate road signs and rules, as well as with bicycle parkings

Objective 2.3: Reclaim the city center for people instead of (parked) cars by introducing calm traffic zones, structured parking policies, and a long-term plan for a central pedestrian district.

Objective 3: Support public health and tourism through active mobility, by organizing walking and cycling events, and connecting the city with its natural surroundings such as nearby mountains and recreational areas.

Objective 3.1: Support physical and mental health by developing safe, green, and accessible walking and cycling routes to and from the hospital building, solving path interruptions and lighting issues, improving the circular hospital route, and signposting green corridors from other city areas, while promoting their use through awareness campaigns.

Objective 3.2: Support mental health by organizing inclusive walking and cycling activities for vulnerable groups, developing infrastructure for cultural events, and raising awareness about the impact of the urban environment on wellbeing through campaigns and the installation of sitting areas along main pathways.

Objective 3.3: Improve environmental health through traffic calming measures and by reducing the negative impact of vehicles and buildings with vegetation screens, façade improvements, and increased urban greenery.

Objective 4: To mobilize and involve citizens of Kocani as co-designers of change, by including them in the IAP process through school programs related to mobility and public spaces, community workshops, feedback mechanisms, and pilot events to build public trust and ownership.

Objective 5: To strengthen Kocani's competitiveness and funding capacity, by aligning with EU mobility priorities and becoming eligible for national and European support to implement innovative solutions tailored to smaller, rural-integrated cities, by using the developed IAP document.

Safe School Routes

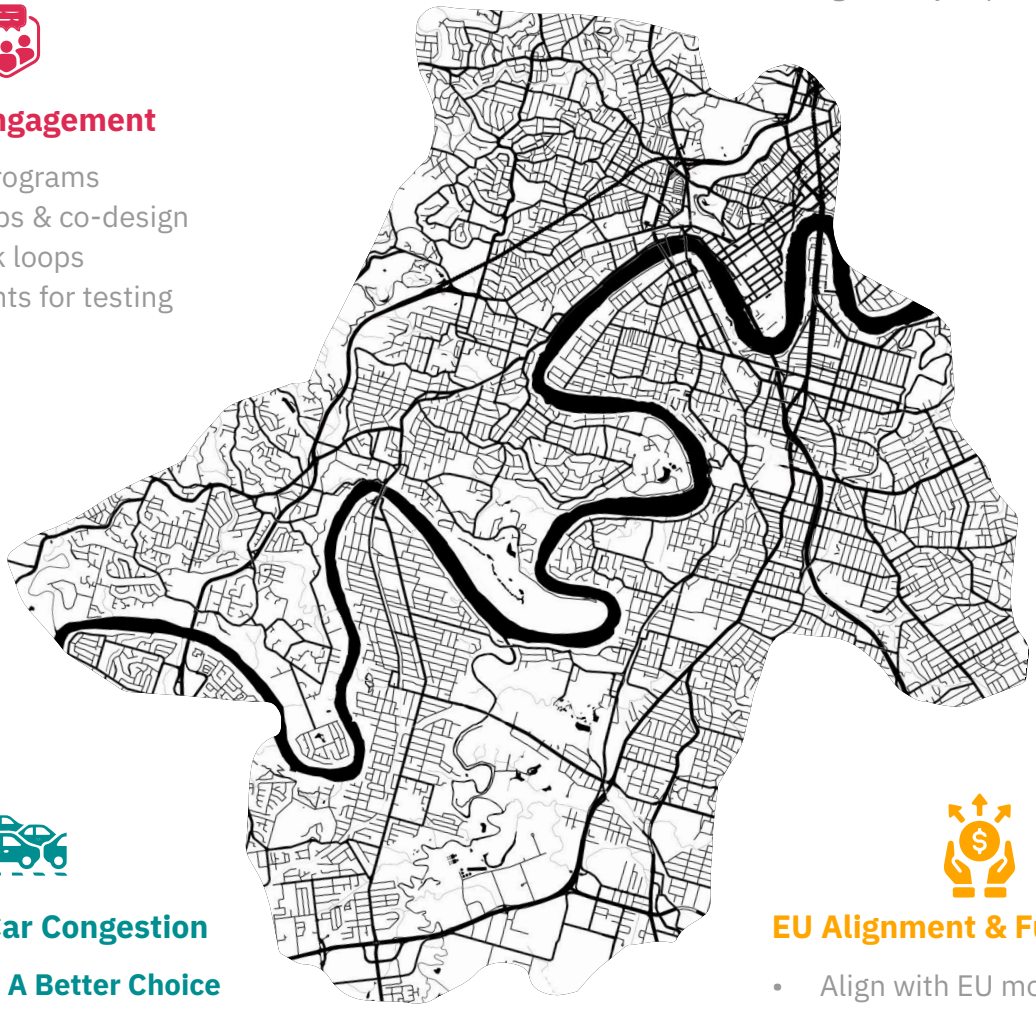
- Sidewalk upgrade
- Safe crossings
- Mobility education
- “School street” zones
- Schools impacted: 6 primary, 1 music, 2 high schools

Active Mobility for Health & Tourism

- **Hospital Connection**
- Safe, green routes
- Lighting, signage upgrades
- **Inclusive Urban Health**
- Benches along main paths
- Events for vulnerable groups
- Awareness campaigns
- **Environmental Health**
- Green walls & trees
- Traffic calming
- Urban greenery expansion

Citizen Engagement

- School programs
- Workshops & co-design
- Feedback loops
- Pilot events for testing



Reduce Car Congestion

- **Walking: A Better Choice**
- Wide shaded footpaths
- Pedestrian zones
- **Cycling Infrastructure**
- Bicycle lanes
- School/zone connectivity
- Bike parking
- **Reclaim the City Center**
- Calm traffic zones
- Long-term pedestrian district
- Parking policy reform

EU Alignment & Funding

- Align with EU mobility goals
- Improve funding eligibility
- Tailored for rural/small cities
- Leverage IAP for innovation

Figure 3
Overview of IAP objectives and benefits

1.4.1 Several IAP development effects

The Integrated Action Plan (IAP) serves as a strategic framework for enhancing urban and rural mobility within the Municipality of Kocani. Developed through participatory processes and informed by data-driven analysis, the IAP fosters multi-stakeholder collaboration among local authorities, public institutions, and the community. Its implementation is intended to support evidence-based decision-making, institutional capacity building, and the deployment of sustainable mobility solutions that respond to the specific needs of the local context. The following section presents several observed and anticipated local-level impacts stemming from IAP development and early implementation.

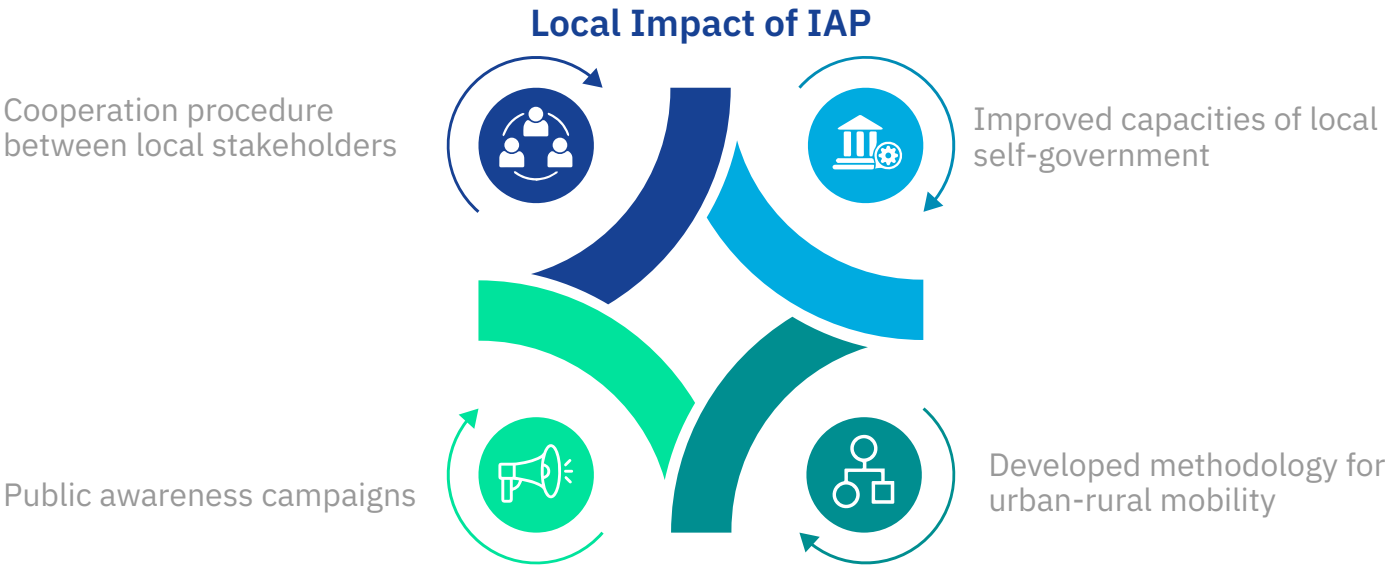


Figure 4
Local Impact of IAP

These local impacts are only the beginning. Behind them stands a wider vision for Kocani's future—one where mobility is safe, affordable, and accessible for all. The IAP sets out clear goals to guide this transformation, helping the municipality plan smarter, invest wisely, and support a better quality of life for every resident. The next section outlines these goals and how they contribute to making Kocani a more connected and inclusive regional center.

Figure 5
General Goal of IAP

Furthermore, IAP goals provide a better and healthier living environment for all citizens - users of the traffic system, and the most vulnerable users (children, pedestrians, cyclists, people with disabilities, people with reduced mobility, women, and the elderly).

Improving urban-rural mobility means offering all forms of sustainable mobility such as non-motorized modes of travel (cycling and walking), then the use of public passenger transport, all with the sole aim of reducing the use of cars in city trips. Namely, the lower use of cars will enable the reduction of greenhouse gas emissions, noise, and traffic congestion, as well as a reduction in the number of traffic accidents.

Intermodality/the stimulation of public transportation, with its better availability and better quality of service, as well as other non-motorized ways of travel, will give better social inclusion to all categories of residents of Kocani.

1.5. METHODOLOGY OF IAP DEVELOPMENT

The ULG in Kocani was established as a diverse and multidisciplinary team, including the Mayor, municipal staff from departments such as urban planning, communal services, traffic inspection, and environmental protection, as well as representatives from the City Council, Youth Council, local NGOs, urban communities, and the vocational high school specializing in transport. This broad composition ensured that the plan was built on local expertise, institutional knowledge, and citizen experience.

Key actions carried out by the Kocani ULG included:

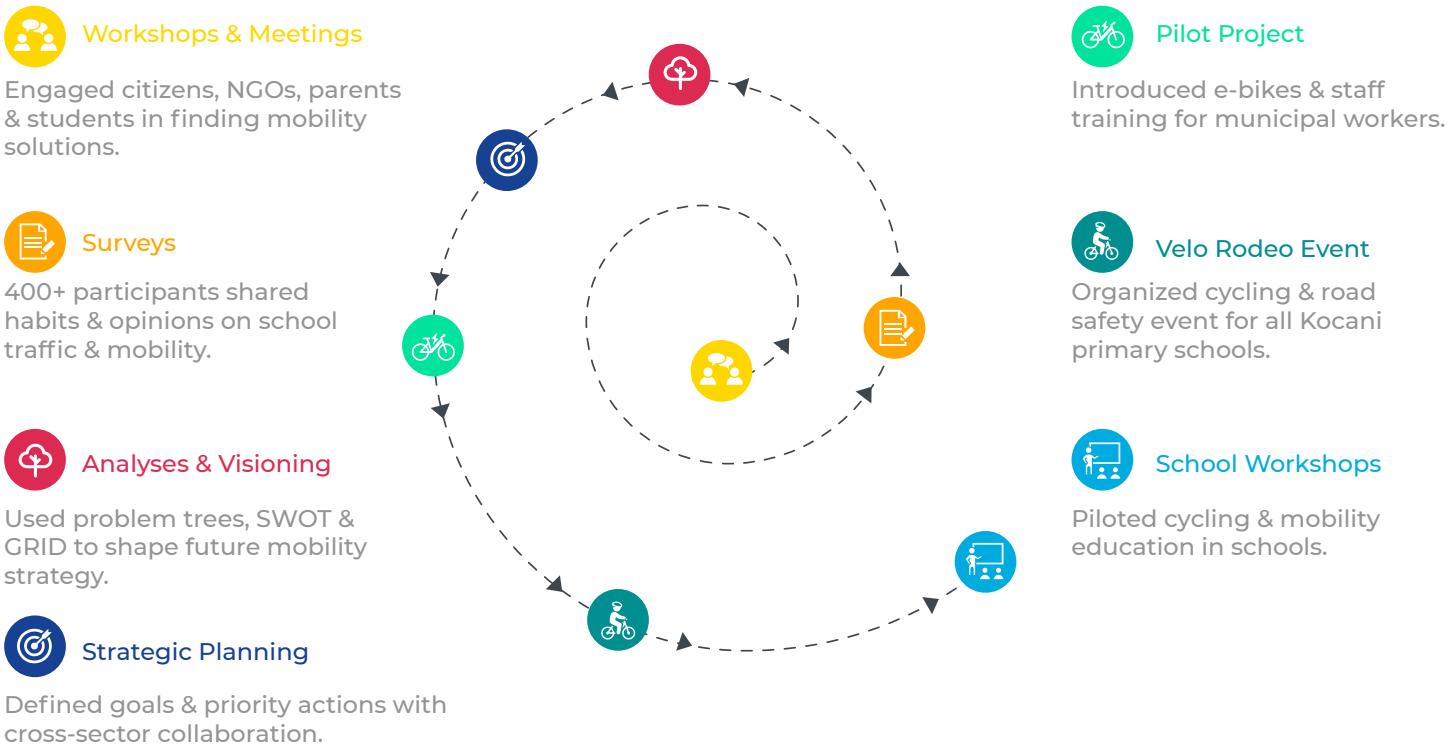


Figure 6
Key actions carried out by the Kocani ULG

This process followed the URBACT method, adapted to the local context. The method emphasizes stakeholder engagement and transformed policy-making, leading to:

- Improved coordination among municipal departments and sectors;
- A shared understanding of Kocani's mobility issues;
- Enhanced thematic knowledge and stronger data use;
- Greater public awareness and support;
- Political ownership of the IAP;
- A stronger foundation for funding and implementation planning.

Kocani's IAP development followed seven structured phases:

Figure 7
IAP development process – seven phases

The IAP is developed with the stakeholders involved in the URBACT Local Group. The URBACT Local Group coordinator normally leads the process of physical production of the IAP, but the URBACT Local Group members may also take responsibility for drafting and revising all or parts of the document. Ideally, the Integrated Action Plan should reflect and integrate all URBACT Local Group members' knowledge and perspectives and what they learn from the transnational exchange with other URBACT cities.

A visual representation of this ULG can be seen on figure 11.

The process of IAP development is realized in several steps, i.e. phases, regarding, state-of-the-art analysis, actions to be implemented, covering timings, responsibilities, costings, funding sources, monitoring indicators, and risk assessments as shown on figure 8. This participatory and tailored approach has resulted in a plan that is **authentically local,** reflects the voices of Kocani's citizens, and is positioned for **realistic and effective implementation** in the years ahead.

The methodology should be regularly reviewed as the study is carried out to ensure any required modifications. The final methodology's success can be summarised under the following example of screening table.

1.6. STAKEHOLDER ENGAGEMENT

The organization, preparation, and follow-up of the realization of the activities of the IAP should engage different stakeholders and make cooperation between local self-government sectors, the public sector, the private sector, and the association of citizens. Intersectoral cooperation is the implementation basis for the planned activities with the objectives of the activities. Within is a formal URBACT LOCAL GROUP (coordinators from institutions (schools, health, and administration) with the whole purpose of the IAP implementation, and activities.

Below there is a list of members/participants Urban Local Group, acronym ULG:

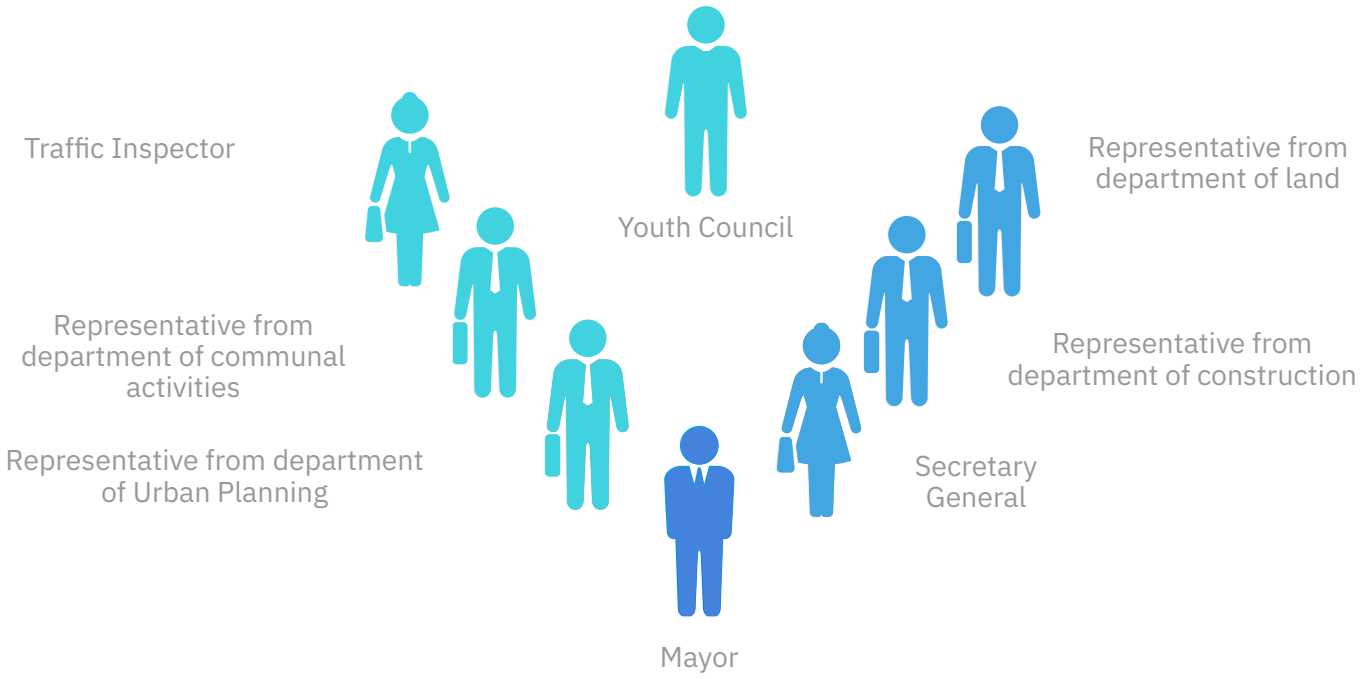


Figure 8
Members/participants of ULG

The Council of Municipality of Kocani is also engaged, as is the Youth Council, and representatives from the local and urban communities, including representative sfrom local and national NGO's. Finally, the professional staff and students from the traffic and transport management department of the vocational high school located in Kocani are also included.

1.7. PREVIEW OF IAP SECTIONS

This modern way of traffic planning focuses on people, i.e. citizens, their participation and inclusion, unlike the traditional way of planning. The contribution of the citizens is especially valuable in terms of the numerous suggestions, remarks, and comments that justify the participatory approach that is insisted upon in the preparation of the IAP in the best way. All citizens' comments are valuable material, especially in the part of choosing measures. The experiences of the cities of the European Union that have completed the process of creation and implementation of the IAP are proof that the IAP results in an improved quality of life for all citizens. Based on these experiences, it is realistic to expect that the IAP Kocani implementation will ensure a better quality of life for the citizens. Otherwise, there is a real risk that traffic will become a factor that will limit the development of Kocani and cause citizens' dissatisfaction.

With the overall assessment, IAP should provide benefits for the citizens in terms of achieving social, environmental, and economic effects and overall municipality resilience.

1.8. AUTHORSHIP

The authorship of this document goes under the rules set within the project agreement, and donor's rules. The municipality of Kocani and it's associates are having the authorship over the document

2. CONTEXT, NEEDS AND VISION

2.1. CITY (LOCAL) CONTEX

2.1.1 Local, territorial context

Kocani is a medium-sized city. In Kocani, a municipality of 360.4 square kilometers located in the eastern part of North Macedonia, the population stands at 31,602 individuals. These numbers represent a dynamic community where an equilibrium exists between urban and rural residents, creating a distinctive social landscape.

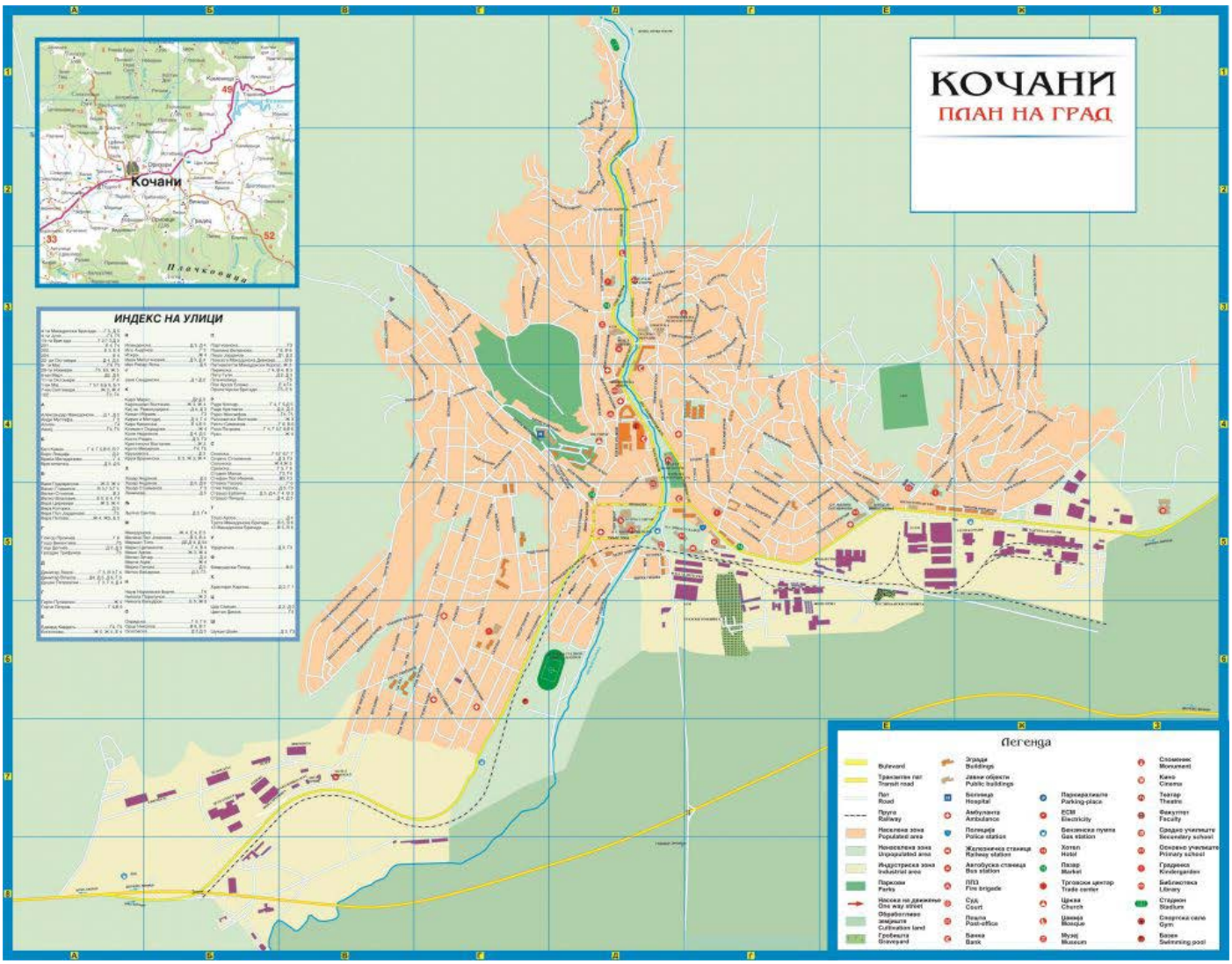


Image 3
City map of Kocani

2.1.2 Population statistics and demography

Kocani is a community characterized by a balanced age distribution, with a strong presence of working-age adults and a healthy number of children, teenagers, and young adults. While the area shows limited ethnic diversity, it is predominantly Macedonian. Despite having a birth rate that slightly exceeds the death rate, the region has faced a minor population decline due to outward migration.

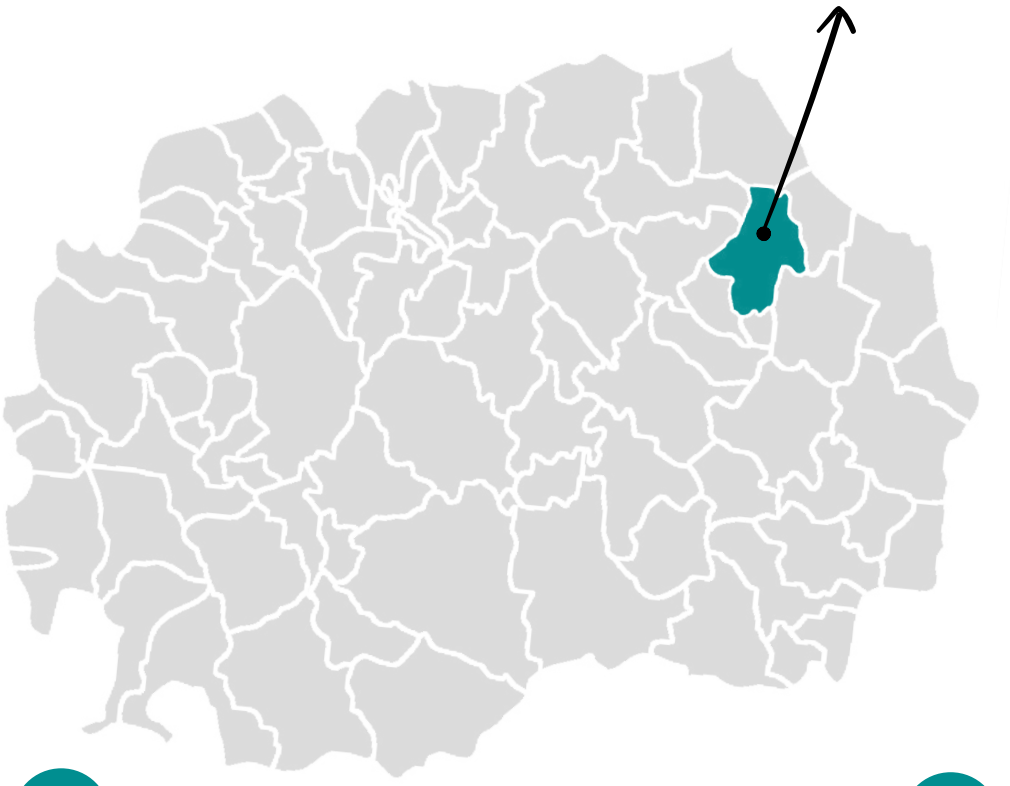
Birth rate → 10.33 per 1,000 residents

Mortality rate → 9.61 per 1,000 residents

Area: 360.4 km²

Population: 31,602 residents

Population decrease: almost 1%



0-9 years → 2,858 children

10-19 years → 3,157 teenagers

20-29 years → 3,514 young adults

30-49 years → 12,296 adults

50+ years → 8,256 individuals

Macedonians → 92%

Roma → 6%

Other ethnic groups → 2%

Figure 9
Demographic Profile of Kocani

2.1.3 Industrial composition, employment statistics, air quality

The economic foundation of Kocani is characterized by its significance in rice production for North Macedonia, along with attracting foreign direct investments and Indigenous companies in sectors including automotive parts, cannabis products, technology and textiles. With no third-level institutions in the municipality, students must commute or move entirely to continue their education.

Figure 10
Economy and Industries in Kocani

2.2 IAP Focus

The Integrated Action Plan (IAP) in Kocani was developed through a participatory, step-by-step process rooted in URBACT's methodology and focused on addressing local urban mobility challenges. Rather than being written by a single actor, it was co-created through the URBACT Local Group (ULG), engaging municipal staff, NGOs, consultants, and community members. Led by the ULG coordinator, the process combined co-design and transnational learning with strong local input from workshops, surveys, pilot projects, and joint problem analyses held in 2024. The IAP followed five structured phases of URBACT's participatory planning model, implemented through active stakeholder collaboration.

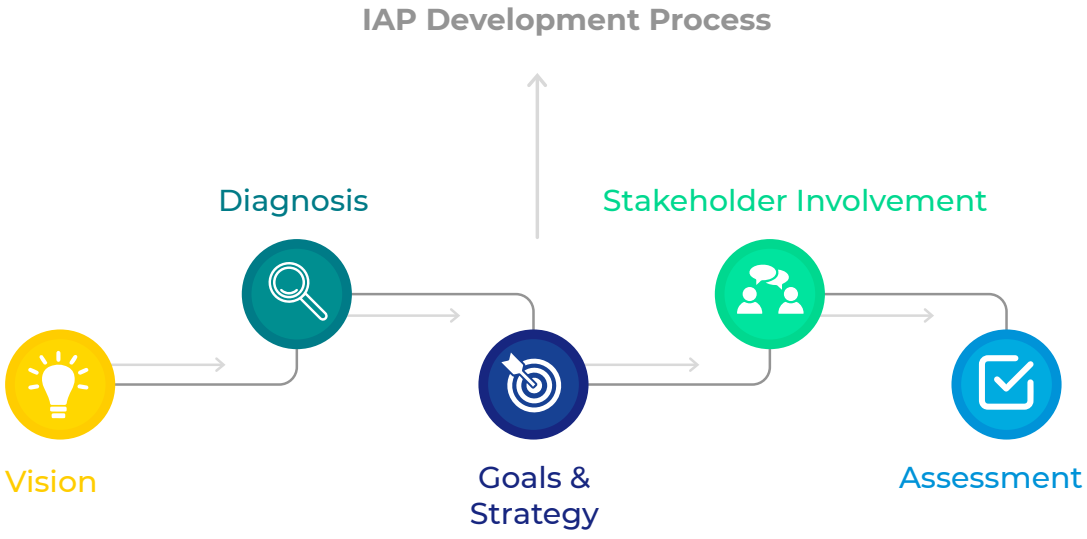


Figure 11
IAP Development Process

These phases were followed by a seven-step process to structure the final IAP, which included:

Step		Output
1	Establishing and coordinating the ULG with active involvement from all sectors, ensured through regular daily communication with members and relevant external stakeholders.	Workshop reports, public consultation summaries, pilot project documentation
2	Regular ULG meetings, surveys, and workshops with 400+ participants were organized, including co-design sessions, public events, and successful pilot projects at municipal level.	ULG coordination log, stakeholder registry, meeting minutes
3	Developing a joint vision and measurable strategic objectives aligned with the community's aspirations	Vision statement document, strategic objectives summary
4	Identifying realistic scenarios and selecting a package of priority actions and measures – cocreated by the citizens themselves, alongside the ULG members	Scenario analysis report, action prioritization matrix, co-creation workshop notes
5	Defining each action in terms of responsibilities, timelines, and estimated costs (provisional)	Draft action plan tables, responsibilities matrix, cost estimation sheets
6	Setting up a framework for monitoring, reporting, and adapting the plan during implementation	Monitoring & Evaluation (M&E) framework, reporting templates
7	Conducting a risk analysis to anticipate implementation barriers and design mitigation strategies	Risk assessment matrix, risk mitigation plan

Figure 12
Seven-Step Process for Developing the IAP

Unlike a theoretical or top-down planning process, Kocani's IAP was genuinely co-produced, grounded in locally validated data and enhanced by ongoing stakeholder ownership. The methodology combined structured planning with community empowerment—positioning the IAP as a living document to be implemented, monitored, and updated with active local participation.

In this manner, around 500 citizens in several occasions contributed to the creation of the IAP.

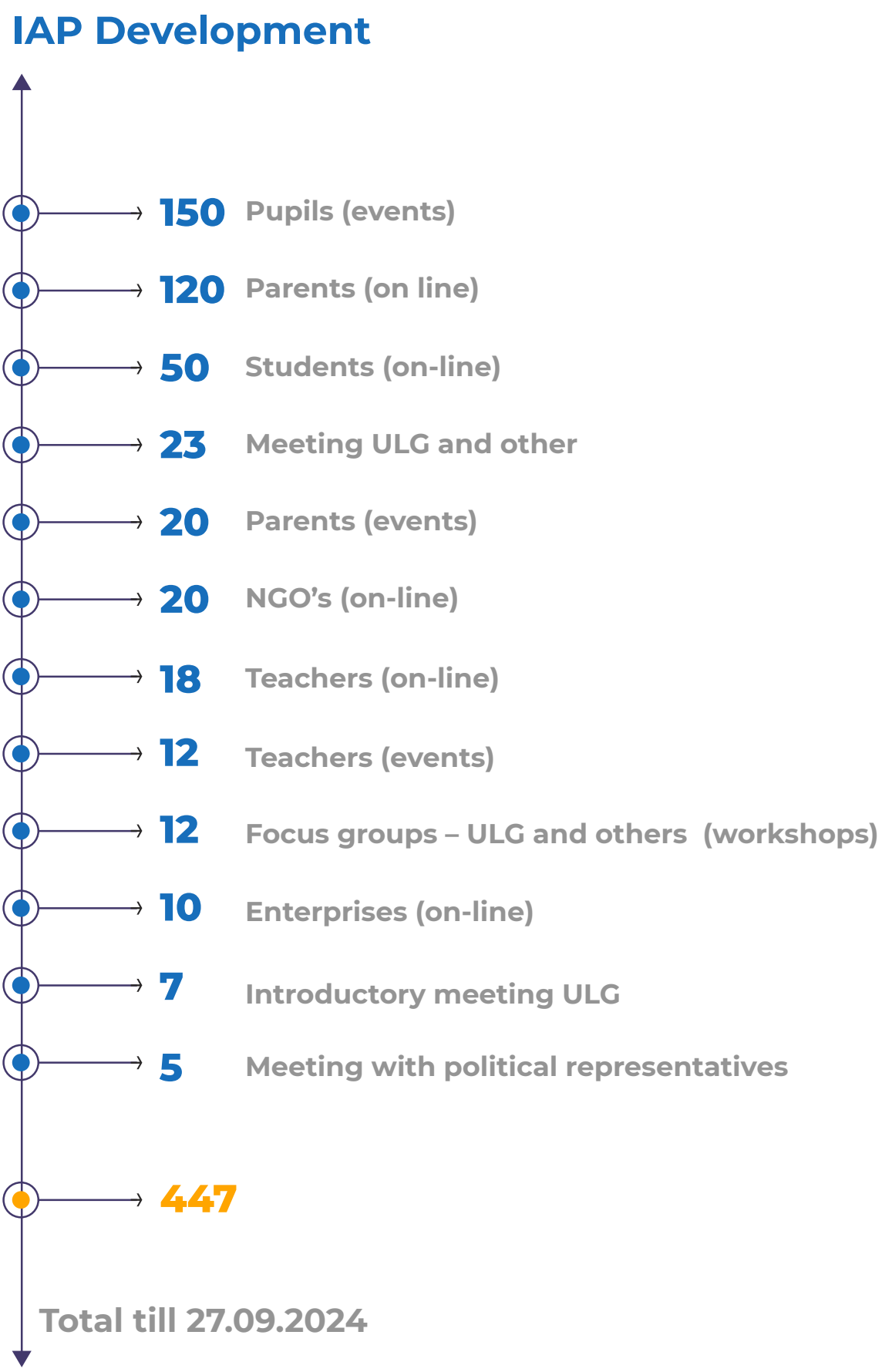


Figure 13
Number of citizens who participated in the process of creating the IAP

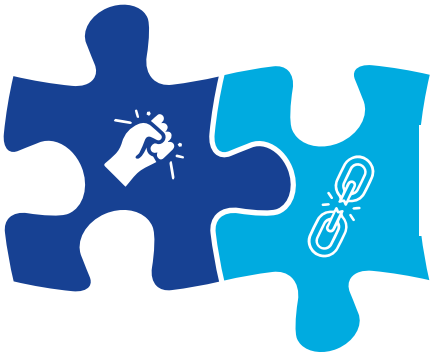
IAP key priority is urban – rural mobility, as it was already present in the Baseline Study. Namely, main aspirations for the IAP are defined regarding the developed SWOT analysis about municipal mobility management and the prospects of implementation.

INTERNAL FACTORS

STRENGTHS

Gender Initiatives: Strong gender inclusive mobility policies, with well developed walking and cycling infrastructure.

Private Sector Support: Businesses provide shared transport, filling service gaps.



WEAKNESSES

Lack of Data Analysis: Limited mobility data affects decision-making.

Poor Bicycle & Pedestrian Paths: Insufficient and poorly maintained pathways reduce safety.

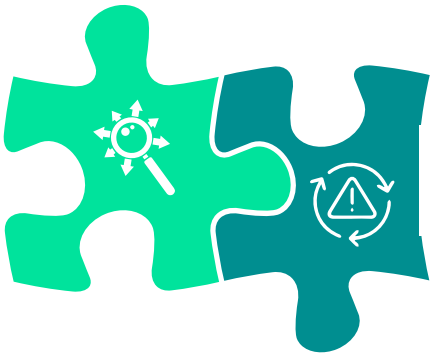
Parking & Car Use Issues: Weak enforcement leads to congestion and poor urban aesthetics.

Passenger Train Discontinuation: Train services remain halted since COVID-19.

EXTERNAL FACTORS

OPPORTUNITIES

Sustainable Transport Vision: Plans to improve walking, cycling, and public transport, reducing car dependency.



THREATS

Resistance to Car Restrictions: Public opposition to reducing car use and parking.

Political Instability: Leadership changes may disrupt infrastructure plans.

Corruption Risks: Threats to mobility projects due to profiteering.

Figure 14
SWOT analysis of mobility in Kočani

2.3. Description of the process

2.3.1. Management of the Project

City Partner Project Manager: Dijana Apostolova Zlatkova

ULG Coordinator: Elena Dimitrovska

The project is implemented under the EU-funded URBACT programme, which promotes sustainable and inclusive urban and rural development across Europe.
Its main focus is improving urban mobility. The URBACT Local Group (ULG) identified key challenges that serve as the basis for developing the Action Plan.

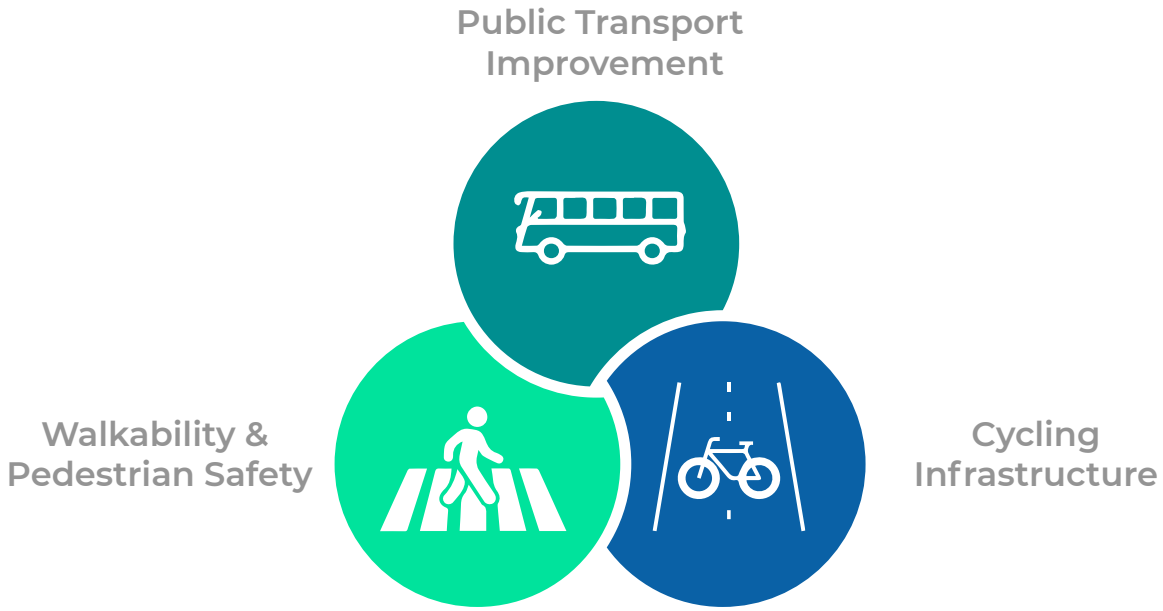


Figure 15
Identified Mobility Challenges

2.3.2. The Kocani Urbact Local Group - ULG

The URBACT Local Group (ULG) for sustainable urban mobility in Kocani was established in October 2023. It is a multidisciplinary group structured to implement the Strategy for the sustainable development of the city of Kocani. The ULG includes representatives from public enterprises, sectoral ministries, Engineers, and NGO's. Other stakeholders are also invited to send representatives such as social and community groups as well as political organisations.

The ULG is coordinated by a consultant with experience in European projects, and the local ULG coordinator, Elena Dimitrovska.

First workgroup was realized with the Urbact Local Group representatives in close collaboration and support from consultants from organziations working in the sustainable mobility sector by civil Society Organization VELO SCHOOLS.

The PROBLEM TREE as a graphical representation of an existing problem, was used to define and understand the issue. The problem tree helps to get a clear and shared understanding of the issue and is used at the beginning of the project to get a clear understanding of the problem.

ULG participants listed and classified the problems. They identified some of the causes and got a fresh and comprehensive understanding of the existing situation.

Below there are several photos from the 2nd ULG members and other stakleholders workshop, held in Municipality of Kocani, organized by NGO Velo Schools and Municipality of Kocani.

Image 4
Info – importance of the ULG, their roles, tasks and future actions

Image 5
Listing and classification of problems

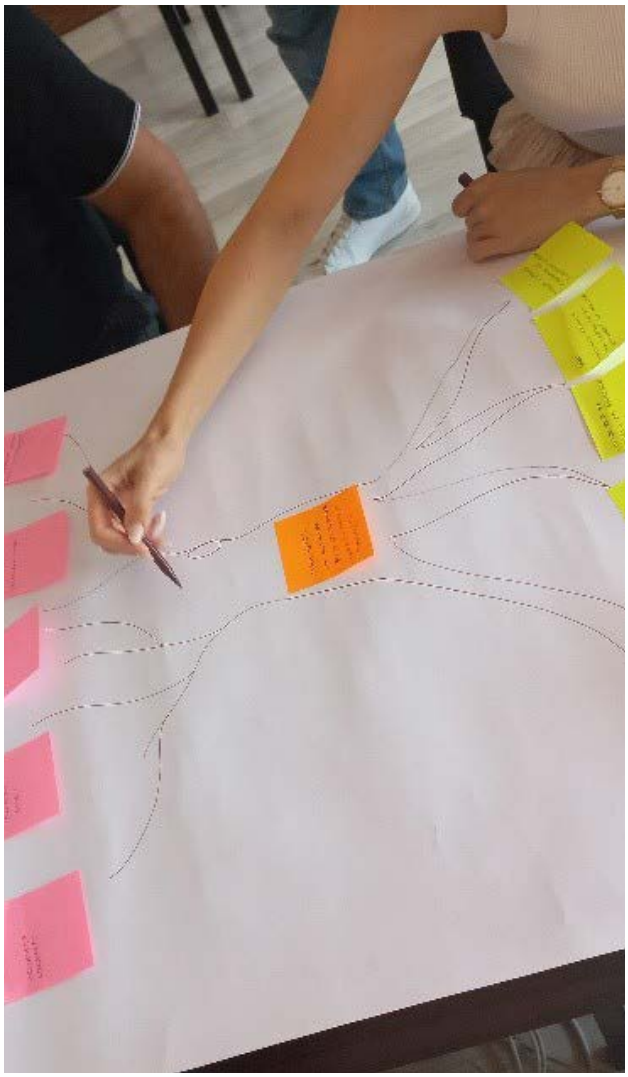


Image 6
Problem tree session

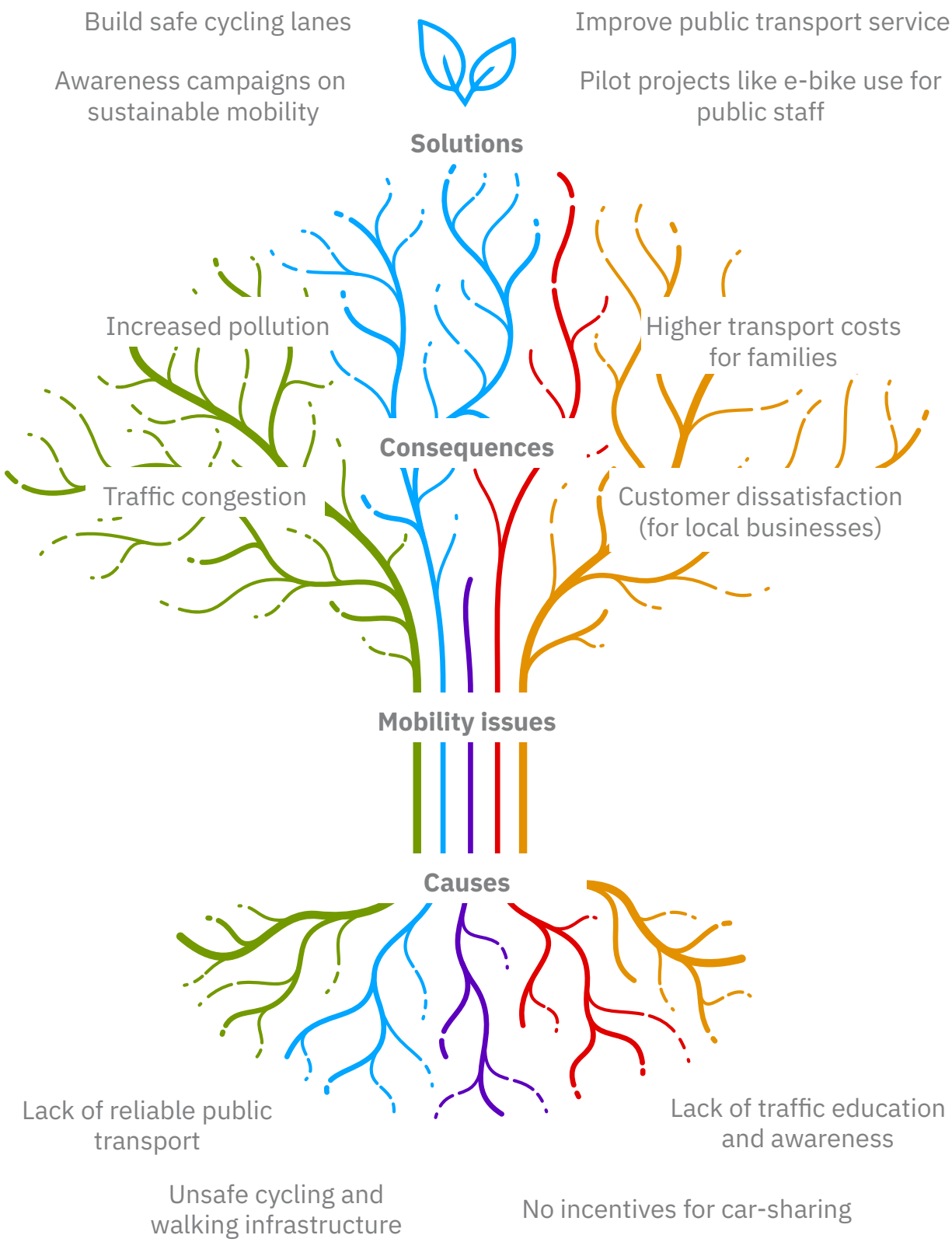


Figure 16
Problem Tree

Co-Production Process: From Stakeholder Involvement to Action Planning

To better understand how the IAP was developed through stakeholder participation, the following process map illustrates the key stages in which the URBACT Local Group (ULG) was involved. This journey—from initial diagnosis to action planning—ensures that all interventions are locally grounded, evidence-informed, and institutionally supported.

Figure 17
Key stages of URBACT Local Group participation in the IAP process

2.3.3. Small Scale Actions (SSA)

Composition and role of URBACT Local Group and its role in the process of co-production and co-implementation is crucial for the understanding the problems & limitations, the potential problems & threats, and the vision and objectives related to urban-rural mobility in Kocani.
SSA helps us with changes needed to add, reformulate, or delete some actions that might not be relevant or suitable for:

- Coordination and control of works
- Coordination in the preparation of the vision and the IAP action plan
- Implementation of the plan and integration of activities envisaged in the plan with the budget and other planning documentation
- Submitting an annual report on the realization of IAP
- Presentation of the measure

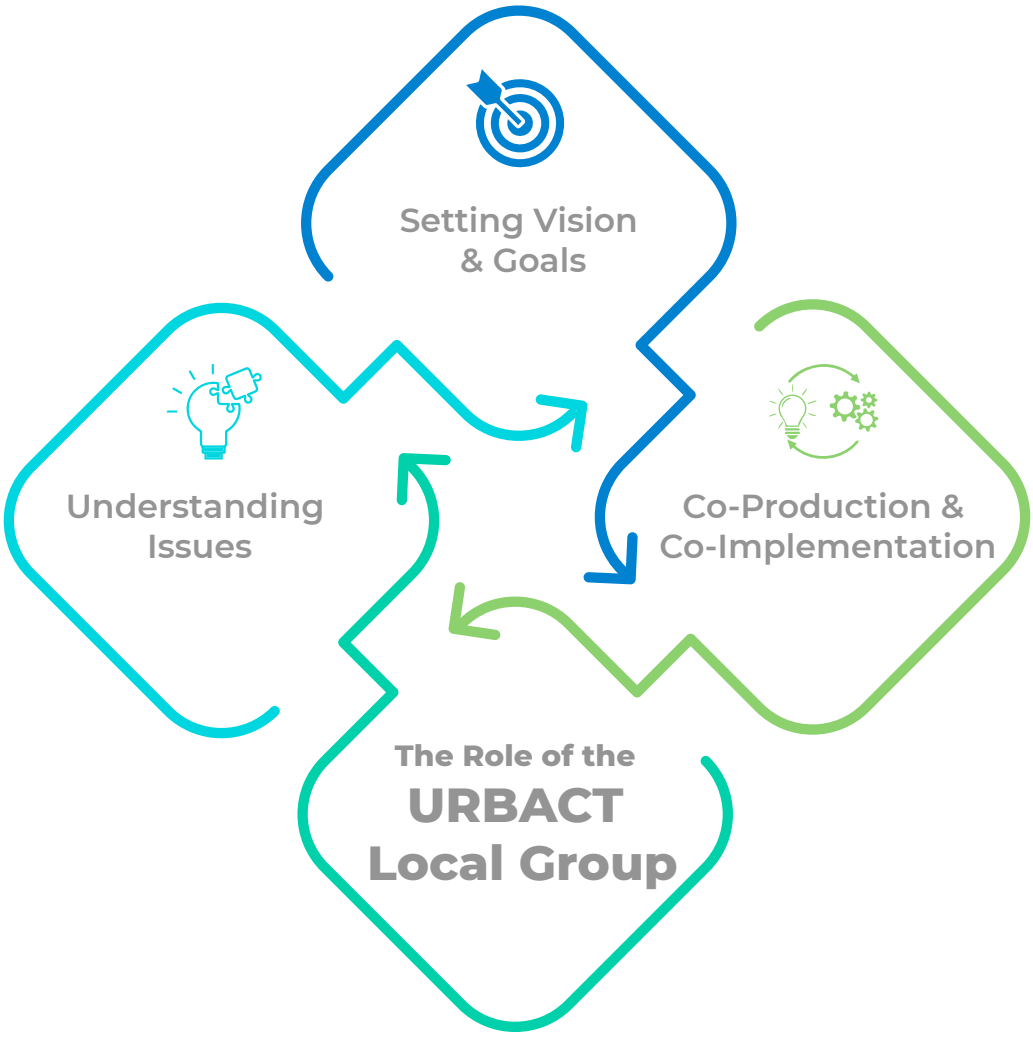


Figure 18
The role of the URBACT Local Group

2.3.3.1. GRID analysis

With a subsequent pooling of the ULG Notes as positive and negative, challenges to realize, and things to improve, a GRID analysis was conducted together with the urbact local group during the exercises at the workshop.

Table 1: GRID analysis

	DO NOT WANT	WANT
HAVE	Road traffic congestion in the city center Lack of pedestrian corridors and zones Lack of cycle paths/lanes Lack of awareness on using public transport Car parking in the city center Lack of parking spaces Illegal car parking on streets Parked cars at sidewalks and cycle paths Air pollution and high noise Road traffic accidents Lack of traffic calming zones Lack of public transport lines	Public transport Street infrastructure Cycle paths
DO NOT HAVE	High number of killed persons in road traffic accidents	Modern and accessible public transport Free Transport for Students Awareness on using public transport Zone 30 Parking garages Higher parking price Traffic culture Cycle paths and lanes Wide pedestrian paths Central pedestrian zone High air quality Liveable streets and better quality of life

Image 7
Grid analyses session

2.3.3.2. Status analysis

To define the current status of the urban transport system and to get an idea of how the urban transport system is at present, an analysis table with the key elements of the transport system in the city of Kocani was prepared (Table below).

Table 2: Description and analysis of the current mobility status

Transport mode	Level of use	Quality of road infrastructure	Safety, environmental and health status	Level of measure implementation activities	Analysis
Walking	High	Very poor	Safety risks at crossings	Medium	Need of traffic safety measures and walking infrastructure improvements
Cycling	Very low	Very poor	No benefits or impacts due to very low use	Very low	Need of cycling infrastructure
Public transport	Medium	Medium	Air pollution	Low	Need of better public transport network, time tables and modern and low emission vehicles
Private cars and motorcycles	Very high	Medium	Air pollution Traffic noise	High	Need of redistribution of road space in favour of sustainable mode of transport
Freight transport	N.A.	Poor	Air pollution Traffic noise Safety risks in the city center	Low	Need of access restriction in the city center
Analysis	The most dominant transport mode is cars	Very poor quality of the infrastructure for walking and cycling	Poor air quality due to emissions from motorized vehicles	Most of the measure implementation activities are related to the improvement of road infrastructure for motorized vehicles	N.A.

Very low/poor = 1 | Low/Poor = 2 | Medium = 3 | High/Good = 4 | Very high/Good = 5

2.3.3.3. Place analysis

Two surveys were conducted:

A) PARENTS SURVEY FOR TRAFFIC SAFETY IN ZONES AROUND THE SCHOOL (only for parents of school children)

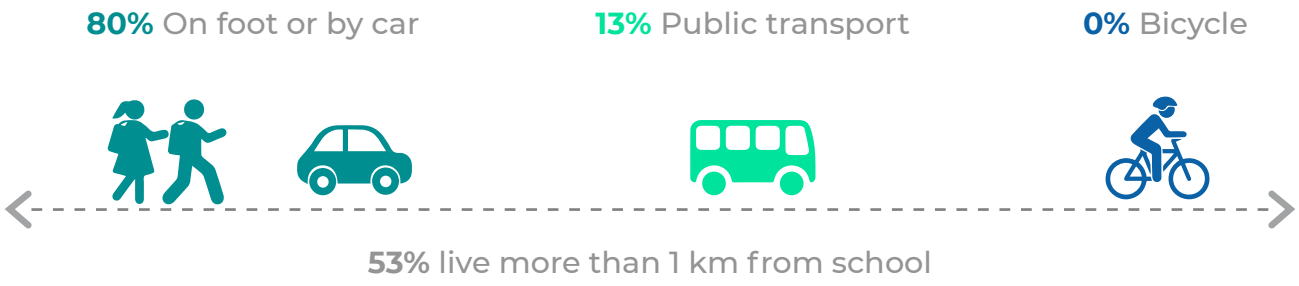
B) SURVEY ON URBAN-RURAL MOBILITY PLANNING (only for citizens of Kocani municipality)

The results of the survey show that citizens mostly travel on foot or by car, and these are the two ways children are most often transported to and from school. At the same time, in order to consider sending their children to school by bicycle, parents would like clearly marked bicycle and pedestrian paths and increased education about the traffic culture, because they fear the intensity of the traffic.
Safe paths are also the condition of 85% of the surveyed citizens of Kocani, in order to switch to using a bicycle for daily transportation.

The surveys also cover the pedestrian infrastructure, the condition of the sidewalks, the condition of the parking spaces, the organization of additional education, and other measures.
Here are the results in more detail.

Parents of students (of both sexes) from the following elementary schools were surveyed:

- OOU Nikola Karev
- OOU St. Cyril and Methodius
- OOU Risto Yurukov



These results open up new questions and space for intervention. But before all that, it was important for us to find out specifically which streets are the most used as routes to school and back and to which the received answers refer. These are the streets:

- ✓ Strasho Erbapche
- ✓ Stevo Teodosiev
- ✓ VMRO
- ✓ Teodosie Paunov
- ✓ Dimitar Vlahov
- ✓ Ivo Lola Ribar
- ✓ Brothers Stavrevi
- ✓ Revolution Quay
- ✓ May 9th

Figure 19
School Travel Routes Identified by Parents

Below there is a photograph from a map with the above mentioned schools (pinned) and streets (outlined)

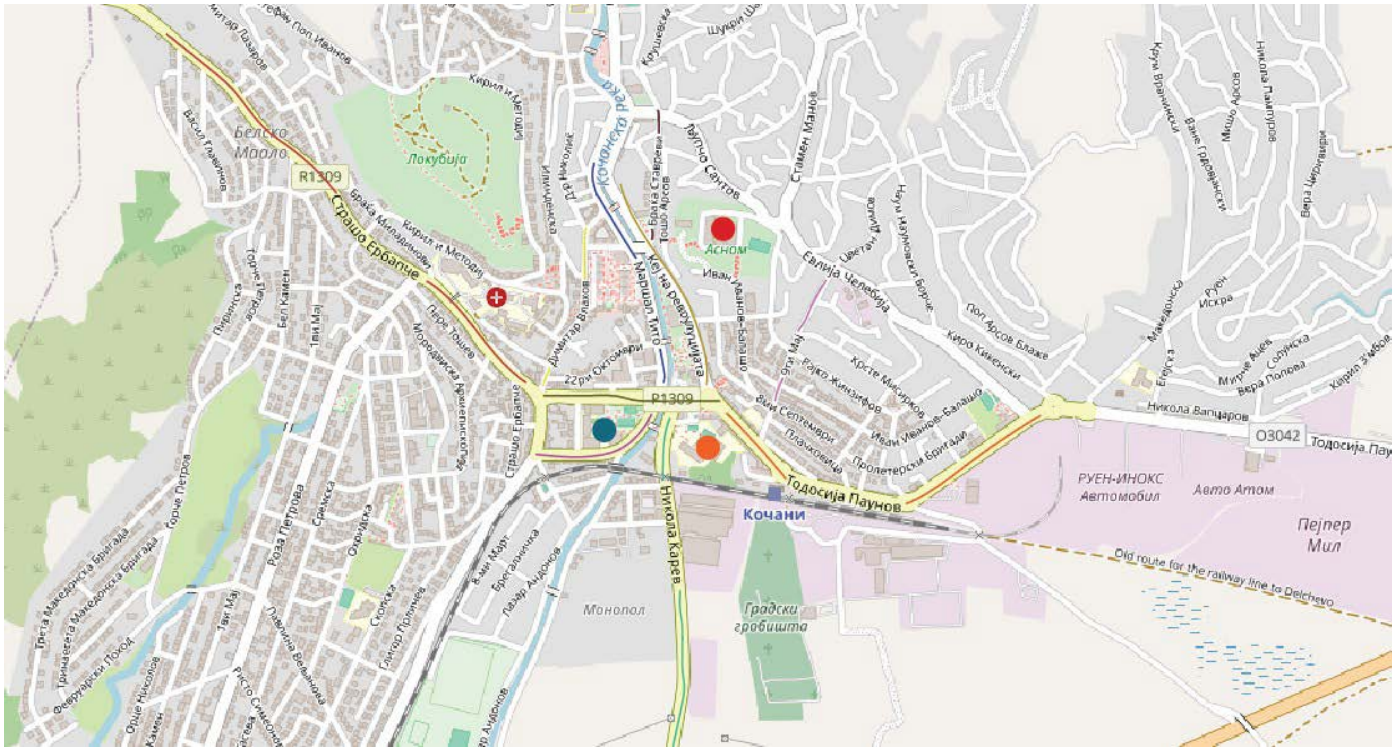


Image 8
Schools (pinned) and streets (outlined)

We asked them what they thought about the introduction of school traffic patrols (as is the case in New Zealand, USA, UK). We understand that 87% support this proposal.

100% of the surveyed citizens of Kocani believe that the current state of the traffic system is worse. Meanwhile, 86% versus 14% are not satisfied with the existing bicycle/pedestrian infrastructure (which coincides with the results of Survey with general citizens from Municipality of Kocani and Survey with parents from Municipality of Kocani).

If the paths were safer, 85% of those surveyed would switch to using a bicycle for daily transportation.
57% consider that the situation with the parking service is good. Similarly, the percentage of respondents who do not have a problem with parking in the central city area. Perhaps this result is also related to satisfaction with Public Transportation, because 57% are not satisfied with it, against 43% who are satisfied with its accuracy and regularity. It means that they find the problem elsewhere. We also asked a question about satisfaction with taxi transportation. For this type of transport, the result is quite clear. 87% are not satisfied.

We wanted to get a picture of what percentage supports the idea of the city center becoming a pedestrian zone, i.e. what percentage considers uninterrupted delivery of goods in the central area. And in this case the results are clear because 86% support the idea and 86% are bothered by the uninterrupted delivery of goods in the central area.
Here we must note that the results show that 14.3% stated that the family owns 3 or more cars, which is an alarming figure if it is known that according to the answers to another question, none of the respondents comes from a family with more than 6 members, and 43 % are from a family with 1-3 members.

According to this survey, satisfaction with general traffic safety is a solid 76%, and the most desired measure to increase it is continuous sidewalks, which would mean: paths separated from roads for transportation by motor vehicles (maybe overpasses).

87% support the introduction of school traffic patrols (as implemented in New Zealand, USA, UK).

100% of surveyed citizens believe the current traffic system is in a worse state.

86% are **not satisfied** with existing bicycle and pedestrian infrastructure.

85% would switch to cycling for daily transport if the paths were safer.

57% think the parking service is **good.**

57% say they have no problem parking in the city center.

57% are **not satisfied** with public transportation.

43% are **satisfied** with its accuracy and regularity.

87% are **not satisfied** with taxi transportation.

86% support transforming the city center into a pedestrian zone.

86% are disturbed by the constant delivery of goods in the central area.

14.3% of families own three or more cars, despite no respondents reporting more than six family members.

43% are from households with only 1–3 members.

76% are **satisfied** with overall traffic safety.

Figure 20
Public opinion survey results – summary data

2.4. Risk analysis

Description of the type of risk (e.g. operational, financial, legal, staffing, technical, behavioral), enables us to understand the coherence, completeness, concerns, and continuation of IAP measures or 4Cs.

4C's	Description	Examples/Indicators
 **Coherence**	**Policy alignment:** IAP aligns with local, regional, and national mobility and sustainability policies. **Integrated approach:** Promotes cross-sector cooperation (transport, planning, environment). **Stakeholder engagement:** Involves citizens, NGOs, and businesses in design and implementation. **Consistent vision:** Ensures shared goals across all measures.	Policy references to IAP Joint stakeholder workshops Integrated transport–land use policies
 **Completeness**	**Transport modes:** Covers public transport, cycling, walking, e-mobility, and sustainable integration. **Accessibility:** Inclusive for all groups (children, elderly, disabled). **Environmental metrics:** Tracks CO_2 reduction, congestion, and resource use. **User feedback:** Services shaped through participatory events and surveys.	Number of sustainable modes Accessibility audits CO_2 reduction metrics User satisfaction surveys

 **Concerns**	**Funding and Resources**: identification of sustainable revenue sources (e.g., taxes, grants, public-private partnerships) for both short-term and long-term actions and plans.	Budget estimates and funding sources
	Political Will: political support is needed for sustainable mobility initiatives, therefore the ULG should be composed of political persons as well.	Results of community engagement and political support surveys
	Equity Concerns: Addressing potential inequities in service distribution and access to benefits among various demographic groups, for more effective and long term planning.	Equity assessments of projects
	Behavioral Change: It is crucial to understand the barriers to changing transportation habits and develop strategies to encourage shifts toward sustainable practices.	Educational campaigns and partnerships created
 **Continuation**	**Monitoring & Evaluation**: Creating a framework for ongoing assessment of the effectiveness of measures, as a follow up of the project and the IAP implementation.	Regular reports on performance metrics
	Public Engagement: Maintaining communication with the community regarding progress and gather ongoing feedback – as part of various open discussions at community level.	Community forums and feedback mechanisms
	Scalability: Identify successful measures that can be expanded or adapted to other areas.	Pilot projects with expansion potential
	Long-Term Vision: Develop a strategic plan that connects current measures to a broader vision of sustainable urban mobility.	Documents outlining future vision and goals

Figure 21
Risk Analysis Framework Based on the 4Cs

By addressing the coherence, completeness, concerns, and continuation of measures within the Integrated Action Plan on sustainable mobility, Municipality of Kocani can effectively work towards creating a more sustainable and resilient transportation system.

2.4.1. Capacities and resources

Within the Municipality, an IAP team was established and the following tasks were defined:

Local Administration Capacity

- Traffic Inspector
- Municipal Waste Inspector
- Inspector for environmental protection
- Municipal council for road traffic safety
- Active non-governmental sector in the area
- Parking service as part of PE Vodovod

Local Administration Resources

- Municipal Vehicle Fleet
- Free Student Transport
- Subsidized Public Transport
- Organized Bus Stops
- Annual Traffic Programs
- Road Maintenance Plans
- Urban & Rural Coverage
- Traffic Safety Strategy
- Downtown Parking Management
- Limited Urban Bike Paths
- Developed Road Network
- Bus & Intercity Transport
  Railway Station (Inactive)
- Marked Pedestrian & Bike Trails (Mountain Areas)

Figure 22
Institutional Capacities and Responsibilities for IAP Implementation

Source: Municipality of Kocani

2.4.2. Current challenges of the municipality: political, technical, and operational challenges

Analysis of technical, political, and operational challenges shows:

From a technical aspect, a great barrier for IAP is:

- Lack of equipment to monitor the mobility situation and the habits of the citizens, to be able to analyze and plan based on it
- Insufficiently developed infrastructure for other types of mobility except with cars.
- Lack of well-structured databases in the field of mobility which would be continuously updated

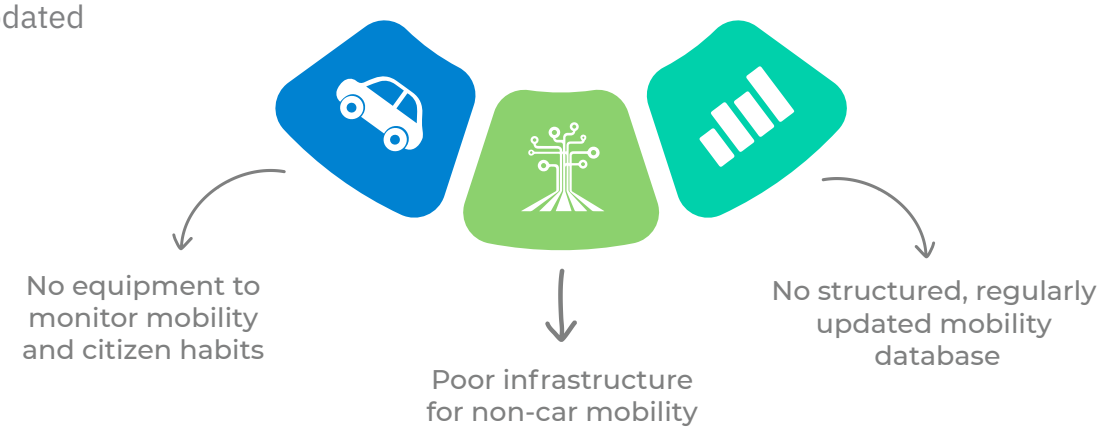


Figure 26
Technical Barriers to IAP Implementation

From a political aspect, there is:

- Local elections (possible change of Mayor and Council) in 2025.
- Possible incomplete support from the Kocani Municipality Council
- Politicians always prioritize more visible and major infrastructure works and do not pay much attention to soft measures such as education and the like.
- Politicians have a hard time deciding to make changes that would last a long time they have a positive effect, but at the moment they can cause dissatisfaction among the citizens

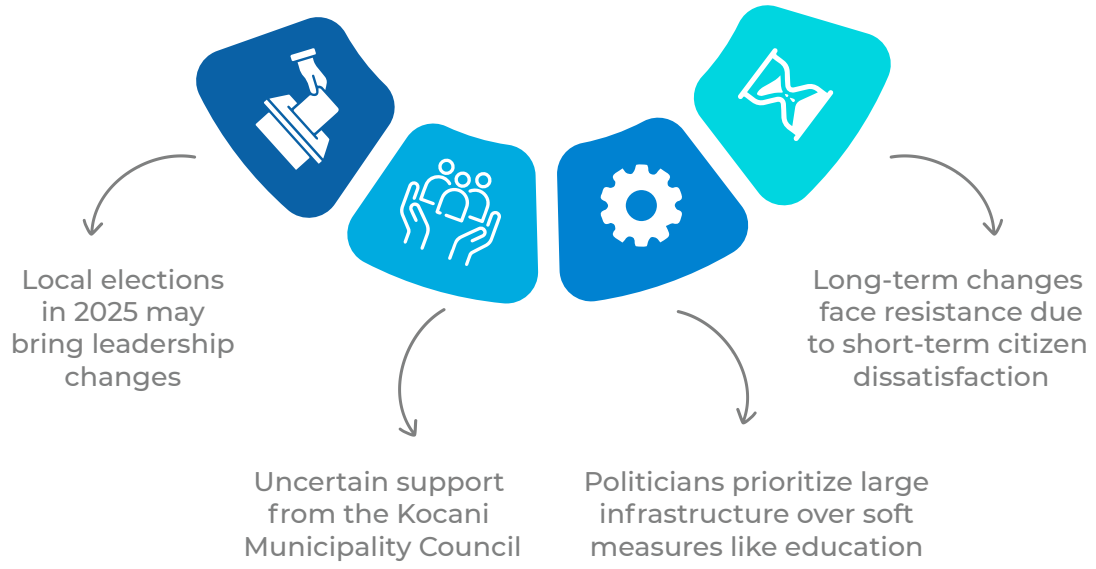


Figure 23
Political Challenges Affecting IAP Implementation

Operational Challenges:

- Only one traffic officer; no dedicated mobility department.
- Limited interdepartmental cooperation due to staff overload.
- Insufficient financial resources.
- Citizens resist changes that reduce driving comfort or add costs.

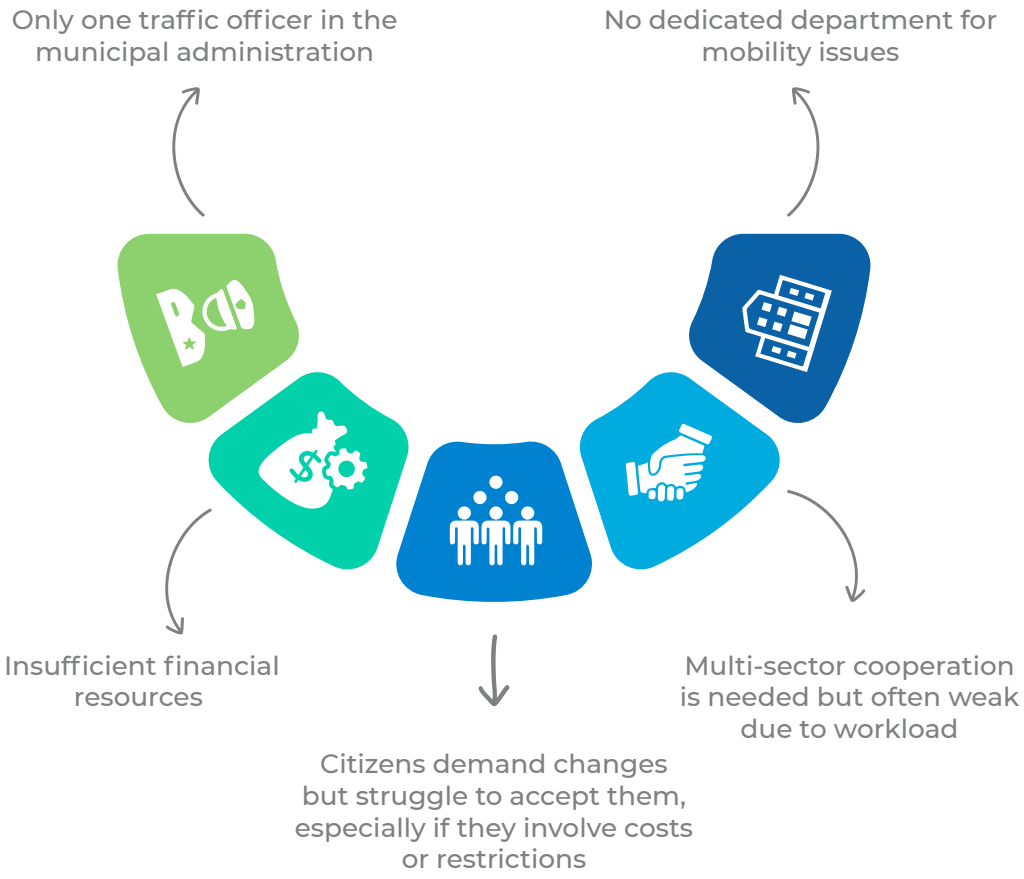


Figure 24
Operational Challenges in Implementing the IAP

2.4.3. Risk assessment

2.4.3.1. Risk management diagram

Table 3

		PROBABILITY					
IMPACT		points	rearly	unlikely	likely	almost	sure
	points		1	2	3	4	5
	severe	5	5	10	15	20	25
	major	4	4	8	12	16	20
	moderate	3	3	6	9	12	15
	minor	2	2	4	6	8	10
	insignifikant	1	1	2	3	4	5

Risk Management Approach

Risks are assessed using the formula: Risk = Probability × Impact

Probability (1–5): Rarely = 1, Unlikely = 2, Likely = 3, Almost sure = 4, Sure = 5

Impact (1–5): Insignificant = 1, Minor = 2, Moderate = 3, Major = 4, Severe = 5

The two scores are multiplied to determine overall risk and prioritization.

Risk Level Scale:
1–5 = Very Low | 6–10 = Low | 11–15 = Moderate | 16–20 = High | 21–25 = Critical

2.4.3.2. Risk evaluation

Table 4

Type of risk	Description	Evaluation	Total
Political	2025 elections may change leadership and deprioritize mobility actions.	Likely (3) × Major (4)	12
Operational	Limited staff capacity (one traffic officer; no mobility unit).	Almost sure (4) ×Major (4)	16
Financial	Delayed or uncertain EU/national funds and small municipal budget.	Likely (3) × Major (4)	12
Behavioural	Public resistance to limiting car use and parking.	Almost sure (4) × Severe (5)	20
Technical / Data	Outdated data and lack of digital monitoring tools.	Likely (3) × Moderate (3)	9
Legal / Regulatory	No national framework for integrated mobility planning.	Unlikely (2) × Moderate (3)	6
Stakeholder Engagement	Participation may drop due to workload or shifting priorities.	Likely (3) × Moderate (3)	9
Infrastructure	Delays from procurement or coordination issues.	Likely (3) × Major (4)	12

3. VISION

Kocani envisions a future where **mobility is built for its people—not for cars.** A future where children can safely walk or bike to school along clean, shaded streets; where public transport connects rural villages with the city center; and where traffic no longer dominates daily life.
This vision emerged from workshops and surveys involving over 400 citizens in 2024. Residents emphasized clear priorities: reduce car dependency, improve safety near schools, expand cycling and walking infrastructure, and reclaim public space from parked vehicles.

Kocani's sustainable mobility vision includes:

- **Safe access to schools,** especially along high-risk streets like VMRO, Strasho Erbapche, and Teodosie Paunov, with visible crossings, traffic patrols, and speed controls to protect children.
- **A basic but connected network of cycle paths and pedestrian routes,** linking key destinations—schools, parks, industrial zones, the city center, and residential neighborhoods like Ilindenska and Stevo Teodosiev. These paths will be unobstructed by parked cars, properly lit, and designed for everyday use.
- **A people-first city center,** where parking is controlled, car access is limited, and public spaces are used for community life—not traffic. This includes the introduction of pedestrian-only zones and better regulation of loading and deliveries.
- **A mobility culture rooted in awareness and inclusion,** with public campaigns, school education programs, and citizen involvement in shaping traffic policies and monitoring progress.

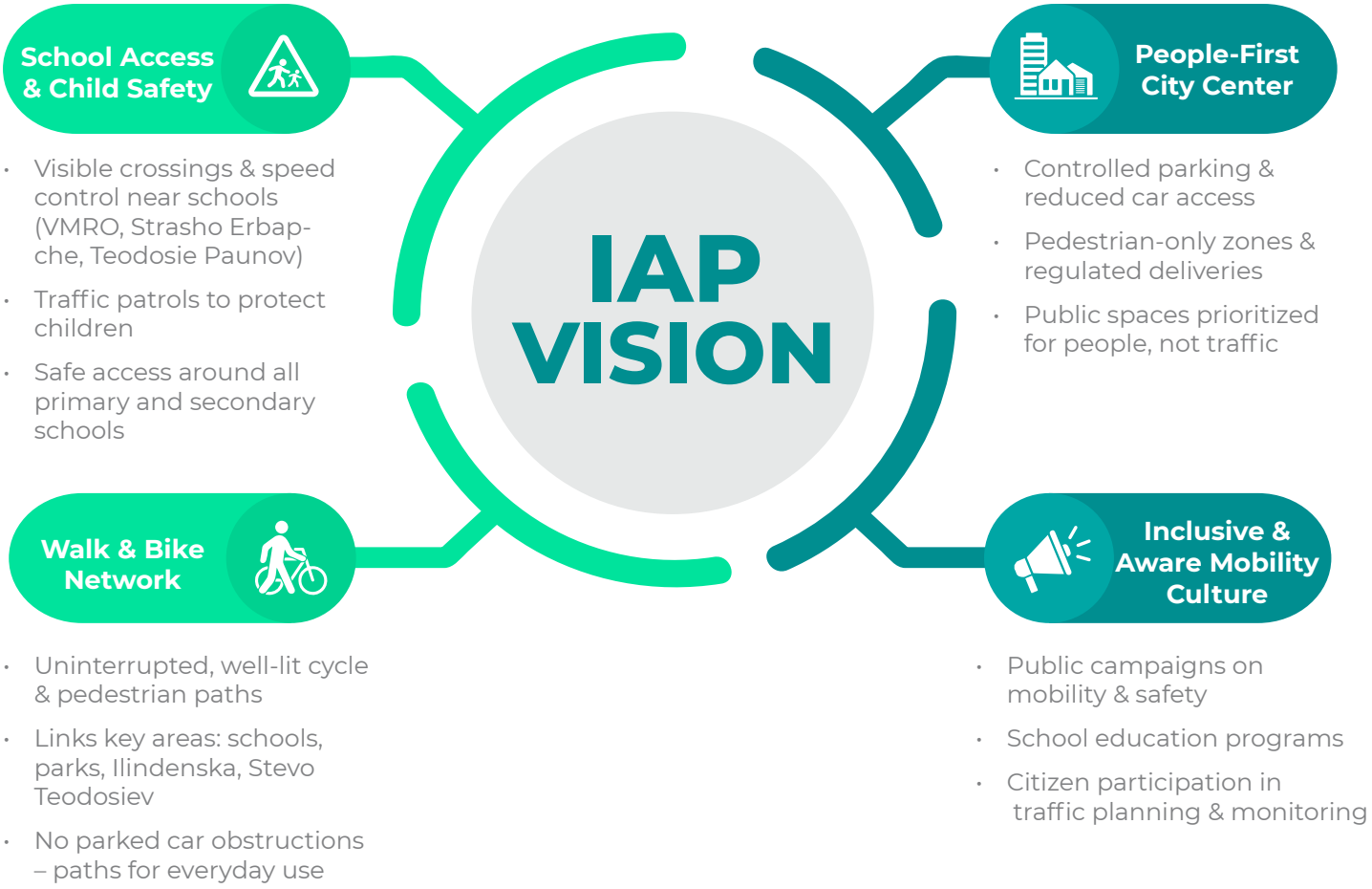


Figure 25
IAP Vision

The vision presented in Figure 28 reflects the key priorities identified during citizen engagement—such as safer school zones, better walking and cycling routes, and more inclusive public spaces. These priorities form the foundation of Kocani's approach to sustainable urban mobility. Building on this foundation, the next section (Figure 29) expands the vision by introducing the "Healthy City" concept and two future scenarios. This extended framework connects mobility planning with broader goals related to public health, environmental quality, and long-term urban resilience. In doing so, it transforms the original community-based vision into a more integrated strategy that addresses both current mobility needs and future development priorities.

Kocani as a Healthy City: Linking Mobility and Public Health

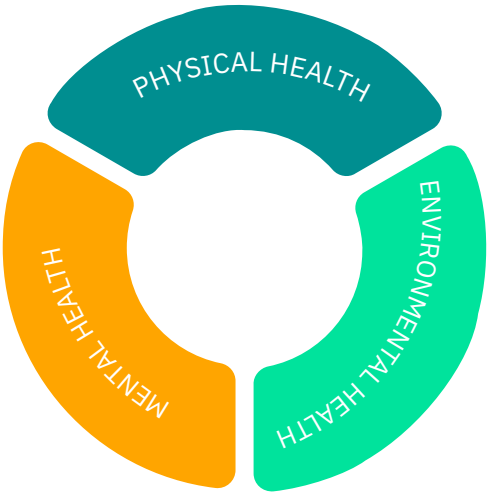
The vision of Kocani as a Healthy City expands the IAP's focus beyond transport, placing public health—physical, mental, and environmental—at the center of urban planning. Through this integrated approach, mobility becomes a tool for improving everyday wellbeing.

Improving Physical Health
Encouraging walking and cycling helps reduce sedentary lifestyles and supports healthier routines. Safe school routes, protected bike lanes, and accessible pedestrian infrastructure promote daily physical activity for all age groups.

Improving Mental Health
Calm, inclusive, and well-designed public spaces reduce stress and support social interaction. Shaded walkways, traffic calming, seating areas, and community events contribute to mental wellbeing and civic connection.

Improving Environmental Health
Lower car use reduces air and noise pollution. Green corridors, vegetation screens, and eco-friendly urban design improve air quality, support climate adaptation, and create a cleaner, healthier city environment.

Provide safe and green routes (pathways) for direct access from and to the Hospital building
Provide safe and green cycle lanes from the hospital to the green city zone
Solving the path interruptions and lighting
Improve accessibility of paths
Improve the circular route from and to the hospital building
Define and signpost physical/mental health green and safe routes (pathways and cycle lanes) from other areas in the city
Promotion



Organising of walks and cycling for vulnerable groups
Organising of cultural activities- infrastructure for events
Campaign to explain the impact of the urban environment on health - Sitting spots along the main pathways, e.t.c.

Traffic calming measures
Install vegetation screens to mitigate noise and take measures to soften the impact of vehicles and buildings (greenery, painting of facades, etc.).

Figure 26
Kocani as a healthy city

This vision also responds to Kocani's todays reality geographic and demographic: a medium-sized city surrounded by rural areas, with a strong walking culture but poor infrastructure; high car ownership but low use of bikes; and a vibrant school-age population that urgently needs safer mobility conditions.

Through this IAP, Kocani commits to becoming a city **where streets are shared, air is clean, and moving around is safe, affordable, and easy—for every resident, in every part of the municipality.** Based on the analysis and the identified problems, as well as the sources of data from other planning documents, the working team of the Municipality of Kocani has developed two scenarios.

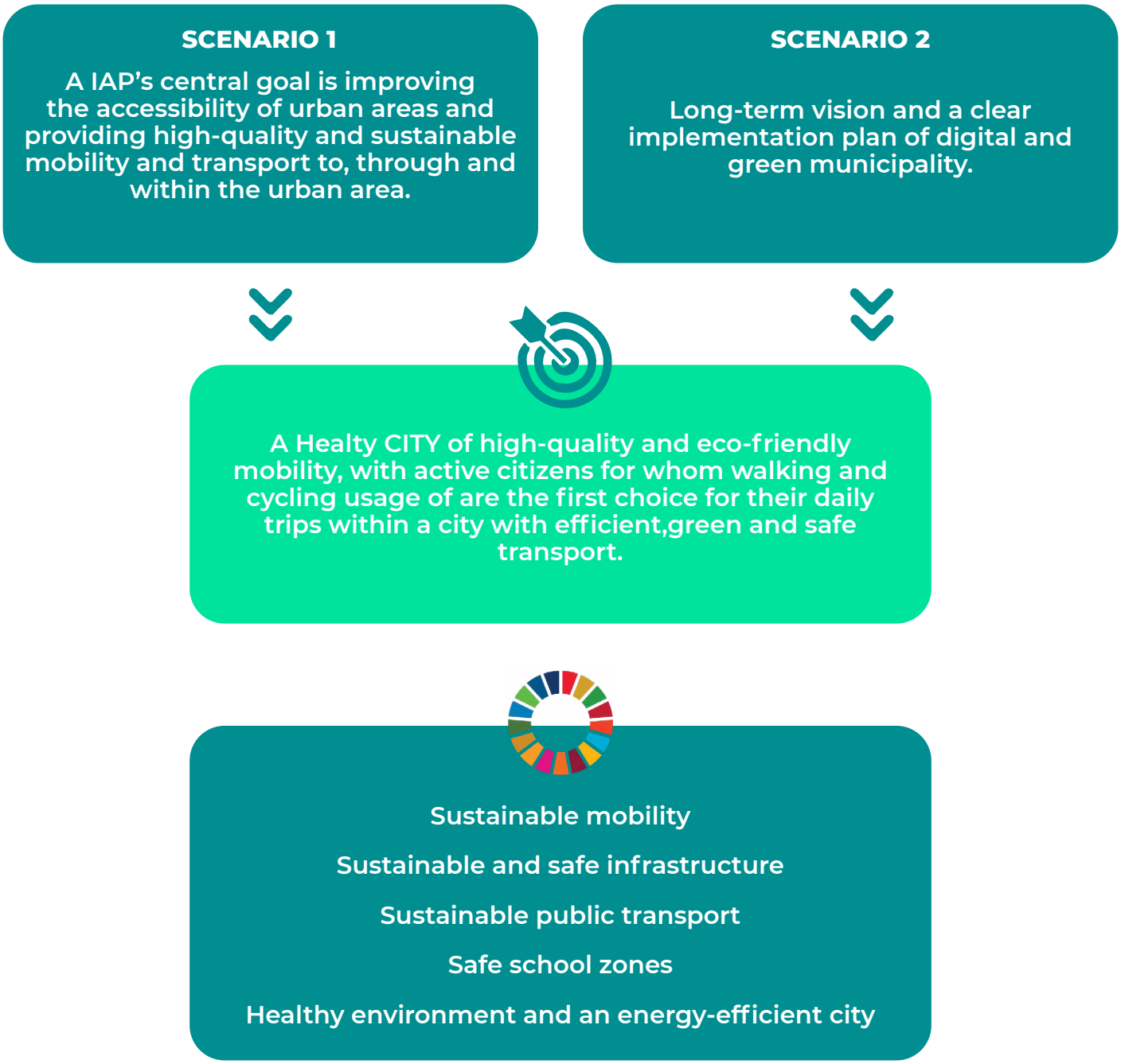


Figure 27
Strategic Scenarios and Vision for the IAP

3.1 GOALS

The draft vision considers all modes and forms of transport i.e. passenger and freight, motorized and non-motorized, public and private, moving and parking. The draft vision also goes beyond transport and mobility and considers health, quality of life, and land use. The draft vision places transport and mobility in the wider context of urban and social development and takes into account policy perspectives related to urban and spatial development, economic development, environment, health, safety, and social inclusion. The draft vision is based on an analysis of the current mobility situation and addresses the identified problems and perceived opportunities.
The draft vision shall be further discussed and agreed upon with stakeholders and citizens in the process of IAP implementation. This vision can only be a guiding element if it is widely accepted by the stakeholders and citizens. Therefore, it is crucial to create a common ownership of the vision. The vision is more likely to be accepted and effectively implemented if it is generated in partnership with all stakeholders.

While it is not always possible to involve citizens directly in the vision building process, they should at least be actively informed about the vision building process and its outcomes. This helps to create awareness, broad acceptance and foster a sense of shared public ownership of the vision.

4. OVERAL LOGIC AND INTEGRATED APPROACH

4.1 Objectives, measures and indicators

To address the current challenges related to sustainable urban-rural mobility, priority measures i.e. quick wins measures that are low-cost, justified, and easily implementable were identified. The identification has been made together with the stakeholder`s group during the exercises at the workshop which was held in Kocani (Table below).

The measures are Specific, Measurable, Achievable, Realistic, and Timebound (SMART), and related to:

- Strategic policy;
- Capacity building activities;
- Traffic safety;
- Public transport;
- Infrastructure for active modes of transport (walking, cycling);
- Promotion of sustainable modes of transport and awareness campaigns;
- Traffic management; and
- Parking management, with a focus on three pilars>

  i.walking, ii.cycling and iii.public transport.

Temporary pedestrian streets in the city center		Temporary closing of street/s in the city center with access restriction of motor vehicles.
Intelligent pedestrian crossings		Using of an illumination system which is intended to alert vehicles about the presence of pedestrians in the street. The illumination system is used to highlight the crossing and its surroundings, warning vehicles about the presence of pedestrians and therefore enhancing their safety.
Comprehensive cycle network		Development of a plan for a comprehensive cycle network in the city that will include a network of cycle routes incorporating segregated cycle facilities (marked lanes, tracks, shoulders, and paths), provision of cycle parking, bicycle pump, and service stations.
Public pool bikes		Available bicycles in the city or at the workplace allow people to have ready access to these shared bikes rather than rely on their own bikes.
Promotion of walking, cycling and public transport as alternatives to car usage		Use of the media to improve public understanding of the problems caused by traffic growth and the impact of travel behavior, as well as to convey what can be done to solve these problems, including changing one's own travel behavior.
Safe routes to schools		Review of the school roads to find strengths and weaknesses and prioritize measures.
Traffic calming measures		Using physical measures to reduce vehicle speed and acceleration such as: raised intersections (use of intersections as shared spaces), chicanes, and mini-roundabouts.
"On-demand" public transport service		Nowadays low density areas are covered by private transport due to the lack of routes or the limited spatial coverage of public transport. The main objective of the demand responsive transport is to provide a more effective response to low density mobility demand not satisfied by local public transport.
Extension of the public transport network with new lines served by modern vehicles		Developing of new transport lines for better coverage of the city with public transport.
Education of school children on traffic safety		Implement mandatory traffic safety education.

The transport-related problems should be anticipated by providing attractive and efficient alternatives to car use. In particular PUBLIC transport and active travel. Infrastructure should be built primarily for the movement of people and for place-making instead of vehicle movement. Investments should focus on sustainable mobility solutions, including public transport, cycling, and walking.

Once alternatives to car use are in place, the municipality can discourage car use and encourage a shift to more active and sustainable modes by making car travel more expensive, slower and less convenient than the alternatives (e.g. by taxing private vehicles or their use, by increasing parking fees, by decreasing the space allocated to car use).

The effects of implemented measures should be measured in order to get evidence for the contribution of the measures in achievement of the aim of certain measures. Municipality need to build a strong evidence-based policy-making and analysis process and to understand where progress is or is not being made in relation to priorities.

Municipality should use wider indicators of urban mobility performance to ensure that data is carefully measured, (Table below).

Table 5: Mobility indicators

ACTION	INDICATOR
ECONOMIC	Number of users Number of procedures performed Number of jobs created (direct or indirect) as a result of the proposed actions
LIVABILITY	Bike lane kilometers created Number of infrastructures for the bike Number of courses on sustainable mobility Number of people reached with promotional activities Number of signals Number of users (quarterly) % of linear meters of streets of coexistence (Cars, bicycles, and pedestrians) vs % Total linear meters of the city
SOCIAL	Number of courses held Number of users Number of participants in the organized actions Number of green lands created

5. INTEGRATED ACTION PLANNING DETAILS

Integrated action planning strengthen the capacity of local government to solve social, economic, and environmental problems. It serves for disclose existing problems and for the development of the procedures that include and enhance citizen participation in the search for solutions. IAP leads to the effective implementation of tools and instruments for strategic planning and environmental management.

Finally, IAP can make Kocani an example of a sustainable municipality that improves the quality of life of its inhabitants.

IMPLEMENTATION OF INTEGRATED MEASURES IN THE FIELD OF MOBILITY

Title / Measure	Action Item	Timeframe	Costing & Funding Sources	Responsible / Action Lead	Monitoring Metric / Indicator (Target by 2027)
Development of Sustainable Urban Mobility Plan (SUMP)	Preparation and adoption of the city's first Sustainable Urban Mobility Plan aligned with national and EU frameworks (Initial finalized version already developed under the "Beyond the Urban" project, as part of the URBACT EU funding programme)	2025–2026	Municipality of Kocani – € 10,000 (Horizon Europe / Cluster 5: Climate, Energy & Mobility)	Municipality of Kocani	SUMP adopted by Municipal Council by 2026; number of stakeholder consultations ≥ 3 ; gender balance in consultations ≥ 40 % women.
Mobility Plan for High-Attraction Facilities	Develop a specific mobility plan for major public facilities (schools, hospital, market, industrial zone).	2025–2030	Municipal budget / EU FUNDING: Erasmus+, KA2 Cooperation partnership in the Vocational Education (approx. € 10,000)	Municipality of Kocani / ULG / Local Stakeholders	Mobility plan completed for ≥ 4 key facilities by 2027; % of facilities with improved accessibility ≥ 75 % ; citizen satisfaction with mobility connections +20 % from 2024 baseline.

Integration of Urban and Rural Mobility	Identify and connect rural villages with urban public transport routes, improving inter-village connectivity.	2025–2030	Municipal budget / IPA Cross-border / Interreg – TBC: the calls under IPA and INTERREG vary from season to season, and based on their announcement adequate choice for submission to the most suitable call will be made.	Municipality of Kocani / Transport Operators / ULG	Number of rural villages with regular PT service increased from current 2 to ≥ 5 by 2027 ; average waiting time between buses reduced by 20 %; citizen satisfaction ≥ 80 %.
Smart Data and Mobility Monitoring	Establish a municipal database and digital dashboard to track mobility indicators (traffic, cycling, walking).	2026–2027	Municipal budget / Horizon: Cluster 5: Climate, Energy & MobilityDigital Europe Programme, pillar on Artifical intelligence / Digital Europe – € 15,000 est.	Municipality of Kocani / IT Dept / ULG	Digital mobility dashboard operational by 2027; at least 15 core indicators tracked annually (e.g., modal split, CO_2 reduction, accidents); annual data report published.
Monitoring and Evaluation Framework	Establish baseline data and yearly monitoring of actions defined in the IAP.	2025–2030	Municipal budget – € 5,000 annually	Municipality of Kocani / ULG	Baseline survey completed 2025; Annual IAP Monitoring Report published each year 2026–2030; % of actions on track ≥ 80 %.

PROMOTING PUBLIC PARTICIPATION AND THE ACHIEVEMENT OF INTEGRATED ACTION PLANNING

Title / Measure	Action Item	Timeframe	Costing & Funding Sources	Responsible / Action Lead	Monitoring Metric / Indicator (Target by 2027)
Citizen Cooperation and Engagement	Organizing meetings, public hearings, and workshops related to implementation of IAP measures.	2025–2030	Municipal budget / EU FUnding, Erasmus+ Cooperation partnerships in the fields of KA210/220 (School and Adult strands) – € 5 000 annually	Municipality of Kocani / ULG / NGOs	≥ 10 public events per year; ≥ 500 citizens participating by 2027; ≥ 80 % participant satisfaction rate in post-event surveys; ≥ 50 % representation of women and youth.
Awareness and Education Campaigns	Organizing campaigns to raise awareness of sustainable mobility and traffic safety with special focus on children.	2025–2030	Municipal budget / /EU Funding, Erasmus Small Scale Cooperation Partnership Projects, KA210SCH – € 3 000 per campaign	Municipality of Kocani / Schools / ULG	≥ 2 city-wide campaigns per year; ≥ 1 000 students and parents reached annually; ≥ 30 % increase in awareness scores (pre/post survey); ≥ 50 % schools participating.
Mobility and Safety Education	Conducting mobility/ safety education for all road users, including children, elderly, cyclists, and drivers.	2025–2030	EU Funding: Erasmus+ Capacity Building in Youth & Capacity Building in Vocational Education / Municipal budget – € 2 000 per training cycle	Municipality of Kocani / Police / Schools / NGOs	≥ 5 training sessions per year; ≥ 1 000 citizens trained by 2027; knowledge improvement ≥ 25 % (from pre/post tests); traffic accidents involving pedestrians reduced by 10 %.
Citizen Feedback Mechanism	Establishing a system for collecting and monitoring citizens' initiatives and proposals on mobility.	2025–2030	Municipal budget / Horizon: Cluster 5: Climate, Energy & Mobility – € 2 000 set-up + maintenance	Municipality of Kocani / IT Department / ULG	Online feedback portal operational by 2026; ≥ 100 proposals received and processed by 2027; response rate ≥ 90 % within 30 days; ≥ 75 % citizen satisfaction with follow-up.

Note: Indicators will be monitored annually through the IAP Monitoring Reports and citizen surveys coordinated by the URBACT Local Group.

RATIONALIZATION OF THE USE OF CARS – STRATEGIC PLANNING

Title / Measure	Action Item	Timeframe	Costing & Funding Sources	Responsible / Action Lead	Monitoring Metric / Indicator (Target by 2027)
Pedestrian Zone Development Plan	Development of a plan for the introduction of a pedestrian zone in the city centre.	2026–2028	Municipality of Kocani / ULG / associate entities – IPA ADRION / EUKI / Horizon / Erasmus KA220VET (€ 35 000–40 000 per year)	Municipality of Kocani / ULG	Pedestrian-zone plan adopted by Council (2027); ≥ 3 parts of streets / or full smaller streets proposed for conversion; public consultations ≥ 3; pedestrian traffic increase +20 % from 2024 baseline.
Calm Traffic Zone Plan	Development of a plan for traffic-calming zones in residential and school areas.	2026–2028	Municipality of Kocani / ULG / associate entities – IPA ADRION / EUKI / Horizon / Erasmus KA220VET (€ 15 000 - 25 000 000 per year)	Municipality of Kocani / Traffic Inspector / Police	Calm traffic plan approved; ≥ 3 zones identified; speed limit 30 km/h applied in 100 % of zones by 2027; average vehicle speed reduced by 25 %.
Urban Logistics Regulation Plan	Development of a regulation plan for the delivery of goods and management of urban logistics.	2026–2028	Municipal Budget, IPA - Instrument for Pre accession countries, national and/ or cross border (various topics) - € 20 000 est.	Municipality of Kocani / Chamber of Commerce / Local Businesses	Urban logistics plan completed; loading/ unloading hours regulated in ≥ 50 % of central area; delivery vehicle entries reduced by 20 %; air quality index improved by 10 %.
Parking Management Strategy	Development of a comprehensive parking management strategy (city centre & residential zones).	2026–2028	EU funding, Erasmus+, Cooperation Partnerships, KA220VET, and Horizon: Cluster 5: Climate, Energy & Mobility	Municipality of Kocani / Parking Service / ULG	Strategy adopted; digital parking inventory created; parking occupancy ≤ 85 % in central zones; unauthorized parking reduced by 30 %.

Map of Parking and Bicycle Spaces	Creation of a map of all existing and planned parking spaces for vehicles and bicycles.	2026–2028	Municipal budget / EUKI Programme, Sustainable Transportation / Mobility cluster – € 10 000 est.	Municipality of Kocani / IT Dept / ULG	GIS-based map available online by 2027; ≥ 100 new bicycle parking spots identified; map updated annually; citizen use ≥ 1 000 views/year.

RATIONALIZATION OF THE USE OF CARS – PROMOTIONAL ACTIVITIES

Title / Measure	Action Item	Timeframe	Costing & Funding Sources	Responsible / Action Lead	Monitoring Metric / Indicator (Target by 2027)
Promotion of Alternative Drive Vehicles	Awareness and visibility campaign to promote electric, hybrid, and other low-emission vehicles that do not threaten the health of citizens and the environment.	2025–2030	Municipal budget – € 1 000 annually	Municipality of Kocani / ULG / Local Businesses	≥ 2 awareness campaigns per year; ≥ 5 new public or private e-charging stations installed by 2027; ≥ 20 % increase in number of registered low-emission vehicles; ≥ 80 % of citizens reached through social media or events.
Eco-Driving and Car-Sharing Promotion	Encourage citizens and institutions to adopt eco-driving behaviour and use shared mobility options (car-sharing, e-scooters).	2026–2030	Municipal budget / EUKI programme. Cluster on Sustainable transportation / Mobility – € 3 000 annually	Municipality of Kocani / NGOs / Transport Companies	≥ 3 training sessions or public events per year; ≥ 300 drivers trained by 2027; CO_2 emissions per vehicle-km reduced by 10 %; ≥ 100 registered users of shared-mobility services.
Public Sector Example Campaign	Introduce municipal fleet electrification and publicly communicate results as a role model for local citizens and businesses.	2025–2030	Municipal budget / Instrument for Pre Accession Countries (IPA), national or cross border calls / Horizon: Cluster 5: Climate, Energy & Mobility – € 5 000 per year (est.)	Municipality of Kocani / Public Enterprises	≥ 20 % of municipal fleet low-emission or electric by 2027; annual public presentation of results; ≥ 3 media features promoting municipal transition to green fleet.

Note: Indicators will be verified through surveys, municipal vehicle registry data, and annual reports of energy and emissions monitoring.

COMPREHENSIVE PEDESTRIAN PLANNING STRATEGY MEASURE – PEDESTRIAN INFRASTRUCTURE INTERVENTIONS

Title / Measure	Action Item	Timeframe	Costing & Funding Sources	Responsible / Action Lead	Monitoring Metric / Indicator (Target by 2027)
Improvement of Pedestrian Infrastructure (Continuous Footpaths)	Upgrade and reconstruction of sidewalks and pedestrian corridors, ensuring barrier-free, continuous paths in key urban areas and school zones.	2025–2030	Municipal budget – € 10 000 annually	Municipality of Kocani / Urban Planning Dept / ULG	≥ 5 km of continuous footpaths reconstructed; ≥ 90 % compliance with national accessibility standards; pedestrian satisfaction rate ≥ 80 %; average walking trip share +15 % from baseline.
Pilot Project – CGP Reconstruction (Closure/Partial)	Redesign and partial closure of Central Green Promenade (CGP) to prioritize pedestrians and introduce shared-space design.	2026–2028	Municipal budget / EUKI Sustainable Transportation / Mobility – € 20 000 annually	Municipality of Kocani / Communal Services Dept / ULG	Pilot site completed by 2027; pedestrian flow increased by 25 %; air quality improved by 10 %; citizen satisfaction ≥ 85 % (survey results).
Accessibility Upgrades and Safe Crossings	Installation of tactile paving, dropped curbs, and raised crossings at high-traffic pedestrian intersections.	2025–2027	INTERREG Europe (various calls) / Horizon: Cluster 5: Climate, Energy & Mobility / € 8 000 annually	Municipality of Kocani / Traffic Inspector / NGOs	≥ 20 improved crossings; ≥ 100 tactile paving points installed; accidents involving pedestrians reduced by 10 %; ≥ 50 % schools audited for accessibility compliance.

Indicators will be tracked through site audits, citizen satisfaction surveys, and annual IAP Monitoring Reports (2025–2027).

COMPREHENSIVE PEDESTRIAN PLANNING STRATEGY MEASURE – PROMOTION WITH A FOCUS ON SAFETY AND HEALTH

Title / Measure	Action Item	Timeframe	Costing & Funding Sources	Responsible / Action Lead	Monitoring Metric / Indicator (Target by 2027)
Walking Map of Kocani	Creation and public distribution (print + digital) of a city walking map highlighting safe, shaded, and green routes to key destinations (schools, parks, hospital).	2025–2030	EUKI Sustainable transportation and mobility / Erasmus+ Cooperation partnerships in the field of KA220VET/ ADU/SCH – € 20 000	Municipality of Kocani / Partner NGOs / ULG	Walking map published and available online by 2026; ≥ 2 000 copies distributed; ≥ 1 000 online downloads/ views per year; ≥ 80 % of mapped routes audited for safety and accessibility.
Public Walking Campaigns and Events	Organize annual "Walk to Work/ School" and "Healthy City Walk" events promoting physical activity, safety, and air-quality awareness.	2025–2030	Erasmus + Cooperation Partnerships in the field of KA220SCH/ ADU / € 3 000 per event	Municipality of Kocani / Schools / NGOs / ULG	≥ 2 public walking events each year; ≥ 1 000 participants annually; ≥ 50 % youth and women participants; reported increase of 10 % in daily walking trips (survey data).
Safety & Health Education	Awareness sessions in schools and communities linking safe mobility with physical and mental health benefits.	2026–2030	Erasmus+ KA210/220 / Municipal budget – € 2 000 per session cycle	Municipality of Kocani / Health Centre / Schools / ULG	≥ 5 sessions per year; ≥ 500 participants annually; 30 % knowledge improvement (pre/post test); ≥ 75 % participants report increased motivation to walk or cycle.

COMPREHENSIVE PLANNING OF BICYCLE TRAFFIC – VALORIZATION OF THE POTENTIAL FOR CYCLING

Title / Measure	Action Item	Timeframe	Costing & Funding Sources	Responsible / Action Lead	Monitoring Metric / Indicator (Target by 2027)
Regional Knowledge Exchange and Good Practice Visits	Organize study visits to regional and EU cities with advanced cycling policies and infrastructure (e.g., Ljubljana, Szeged, Treviso).	2025–2030	Interreg Europe / Erasmus+ Capacity Building in the field of VET / EUKI Call on Sustainable Transportation and mobility / – € 10 000 est.	Municipality of Kocani / Partner NGOs / ULG	≥ 3 study visits completed; ≥ 10 participants per visit (≥ 40 % female); Best-practice report published by 2026; ≥ 5 practices adapted locally by 2027.
Bicycle Traffic Plan & Rental System	Develop and adopt a city-wide bicycle traffic plan, including a municipal or public-private bicycle rental system (“Bike Kocani”).	2026–2030	Municipal budget / EUKI call on Sustainable Transportation and mobility – € 50 000 est.	Municipality of Kocani / ULG / Private Partners	Bicycle Traffic Plan adopted by 2027 □; ≥ 5 rental stations operational in city centre and school zones; ≥ 100 bikes available; annual users ≥ 1 500; cycling mode share +10 % (from 2024 baseline).
Local Capacity Building for Cycling Policy	Training of municipal staff and local stakeholders on planning, safety, and maintenance of cycling infrastructure.	2025–2028	Erasmus+ Capacity Building in VET, and Erasmus+ Cooperation partnerships in KA220VET – € 5 000 annually	Municipality of Kocani / VELO SCHOOLS / NGOs / ULG	≥ 4 trainings delivered (2025–2028); ≥ 50 staff trained; ≥ 80 % of participants demonstrate improved knowledge (post-test +30 %); training manual developed and used internally.

COMPREHENSIVE PLANNING OF BICYCLE TRAFFIC MEASURE – PROVISION OF HIGH-QUALITY INFRASTRUCTURE

Title / Measure	Action Item	Timeframe	Costing & Funding Sources	Responsible / Action Lead	Monitoring Metric / Indicator (Target by 2027)
Construction of a Cycling Track Network	Build safe and continuous cycling tracks connecting schools, industrial zones, and central areas.	2025–2027	Municipal budget / IPA Cross-Border - various calls/ Interreg Europe - various calls / € 20 000–30 000 annually	Municipality of Kocani / Partner NGOs / Public Enterprises	≥ 10 km of new cycling lanes constructed by 2027; ≥ 90 % compliant with national safety standards; ≥ 500 daily users by 2027; cycling accidents reduced by 15 %.
Bicycle Parking in Public Areas	Regular placement and marking of bicycle parking lots in key public areas (schools, markets, parks, and city centre).	2026–2028	Municipal budget / Private sector partnerships / EUKI – € 10 000 est.	Municipality of Kocani / Communal Services / ULG	≥ 100 new bicycle parking spots installed; ≥ 80 % occupancy rate at peak hours; ≥ 10 % modal shift from car to bicycle for short trips; vandalism incidents < 5 per year.
Cycling Infrastructure Guidelines	Develop and adopt municipal design guidelines for safe, inclusive, and climate-resilient cycling infrastructure	2025–2030	EU Funding, Erasmus + Cooperation partnerships in the area of KA220VET € 10 000 est.	Municipality of Kocani / Urban Planning Dept / VELO SCHOOLS	Guidelines approved by Council (2026); ≥ 5 municipal projects applying new standards; ≥ 30 professionals trained; ≥ 90 % user satisfaction in follow-up survey.

COMPREHENSIVE PLANNING OF BICYCLE TRAFFIC PROMOTION WITH A FOCUS ON SAFETY AND HEALTH

Title / Measure	Action Item	Timeframe	Costing & Funding Sources	Responsible / Action Lead	Monitoring Metric / Indicator (Target by 2027)
Communication and Engagement with Citizens	Maintain active communication with citizens and key stakeholders about ongoing and completed cycling-related activities.	2025–2030	Municipal budget – € 2 000 annually	Municipality of Kocani / ULG / NGOs	≥ 4 public updates per year (press, social media, meetings); ≥ 10 000 citizens reached annually; ≥ 80 % positive perception rate in public feedback surveys; ≥ 2 community co-design sessions held yearly.
Creation of Bicycle Maps	Prepare and distribute printed and digital bicycle maps showing safe routes, parking areas, and new infrastructure.	2026–2028	Municipal budget / EU Delegation in Macedonia – € 10 000	Municipality of Kocani / VELO SCHOOLS / IT Dept	Bicycle map launched by 2026; ≥ 1 000 printed copies distributed; ≥ 1 500 online views/ downloads annually; ≥ 80 % of citizens report improved route knowledge.
Educational Programme for Bicycle Safety in Schools	Implement structured training for students on cycling rules, equipment use, and road safety culture.	2025–2030	Municipal budget / Erasmus KA220SCH – € 10 000 annually	Municipality of Kocani / Schools / Police / NGOs	≥ 10 schools participating; ≥ 1 000 students trained per year; ≥ 25 % improvement in cycling safety knowledge (pre/post survey); ≥ 50 % of students cycling to school at least once per week.

Subsidies for Bicycle Purchase	Provide small financial incentives or vouchers for citizens to purchase bicycles or safety equipment.	2026–2030	Netherlands Embassy in Macedonia / Swiss Embassy in Macedonia / US Embassy in Macedonia / Municipal budget - € 10 000 - 15 000	Municipality of Kocani / Finance Dept / Local Businesses	≥ 100 citizens supported by 2027; ≥ 20 % increase in local bike ownership; ≥ 50 % of recipients use bicycles weekly; satisfaction with subsidy process ≥ 85 %.
Cycling Campaigns (“Critical Mass,” “Bike to School/ Work”)	Organize recurring campaigns and events promoting cycling for commuting, education, and leisure.	2025–2030	Erasmus KA220SCH / Municipal budget – € 3 000 per event	Municipality of Kocani / NGOs / Schools / ULG	≥ 3 cycling events annually; ≥ 500 participants per event; ≥ 40 % female/youth participation; cycling modal share +10 % from 2024 baseline.

MODERNIZATION AND POPULARIZATION OF PUBLIC PASSENGER TRANSPORTATION
MEASURE – OPTIMIZATION OF SERVICES

Title / Measure	Action Item	Timeframe	Costing & Funding Sources	Responsible / Action Lead	Monitoring Metric / Indicator (Target by 2027)
Improvement of Bus Stops	Arrange, redesign, and equip all bus stops to make them visible, accessible, and comfortable (shelters, seating, lighting, info panels).	2025–2030	Municipal budget / Cluster 5: Climate, Energy & Mobility – € 10 000 annually	Municipality of Kocani / Public Transport Operators / Communal Services Dept	≥ 10 upgraded bus stops (2025–2027); 100 % with accessibility features (ramps, tactile paving); ≥ 80 % user satisfaction rate (survey); vandalism incidents < 3 per year.
Procurement of Low-Floor, Low-Emission Buses	Purchase or co-finance new low-floor buses to improve accessibility and reduce emissions in the city's fleet.	2025–2030	Municipal budget / National or EU (IPA, Green Fund, INTERREG Europe calls) / PPP – funding for 3 regular buses and 2 microbuses	Municipality of Kocani / Private Operators / National Authorities	≥ 5 new vehicles operational by 2027; ≥ 50 % of city bus fleet low-emission; CO_2 emissions from public transport reduced by ≥ 20 %; passenger capacity increased by 25 %.
Procurement of Small (Combi) Vehicles for Flexible Service	Introduce smaller vehicles for short-distance, frequent, and demand-based routes to better serve low-density and rural areas.	2025–2030	Municipal budget / EU cofinancing (e.g., Interreg Calls - various, IPA calls - various) – € 15 000 per year	Municipality of Kocani / Public Transport Provider / ULG	≥ 2 small (combi) vehicles procured; demand-responsive service pilot launched by 2026; passenger numbers on rural routes +30 %; average waiting time reduced by 20 %.

MODERNIZATION AND POPULARIZATION OF PUBLIC PASSENGER TRANSPORTATION
MEASURE – IMPROVING THE EXPERIENCE OF USERS OF PUBLIC PASSENGER TRANSPORT

Title / Measure	Action Item	Timeframe	Costing & Funding Sources	Responsible / Action Lead	Monitoring Metric / Indicator (Target by 2027)
Tariff Reform and Social Accessibility Programme	Introduce tariff reform and targeted subsidies for students, pensioners, and people with disabilities to increase affordability and public transport use.	2025–2030	Municipal budget & School budget (from the Municipality as well) – to be defined after implementation of service improvements	Municipality of Kocani / Finance Dept / Schools / Transport Operators	Tariff reform approved by 2026 ; subsidy scheme operational by 2027; ≥ 3 000 beneficiaries (students, elderly, PwD); PT ridership + 30 % vs 2024 baseline; ≥ 85 % user satisfaction.
Smart Ticketing and Passenger Information System	Introduce electronic ticketing, real-time bus arrival information, and mobile app integration to improve convenience and transparency.	2026–2030	Municipal budget / Horizon Europe, Cluster 5: Climate, Energy & Mobility– € 20 000 est.	Municipality of Kocani / IT Dept / PT Operator / ULG	Smart ticketing system launched by 2027 ; ≥ 50 % of users adopt e-tickets; waiting-time information accuracy ≥ 90 %; PT ridership + 25 %; paper-ticket use reduced by 60 %.
User Comfort and Safety Enhancements	Improve passenger comfort through lighting, seating, shelter quality, and safety cameras inside vehicles and stations.	2025–2030	Municipal budget / Private-public Partnerships with local transporters– € 10 000 annually	Municipality of Kocani / PT Operators / Communal Services	≥ 3 buses and 10 stops equipped with safety and comfort features; passenger satisfaction ≥ 85 %; PT use by women and elderly + 20 %; incident rate reduced by 30 %.

Accessibility for All Users	Ensure all buses, stops, and ticketing systems meet accessibility standards (ramps, tactile signage, voice announcements).	2025–2030	Municipal budget – € 5 000 annually	Municipality of Kocani / ULG / Public Transport Providers	≥ 90 % of PT stops and vehicles accessible by 2027 ; ≥ 80 % of PwD report improved access to services; audit compliance report published annually.

6. IMPLEMENTATION FRAMEWORK

The Implementation Framework defines how the Integrated Action Plan (IAP) of Kocani will be applied in practice. It clarifies responsibilities, timeframes, financial and technical arrangements, as well as mechanisms for monitoring and communication. The framework ensures that the measures outlined in the IAP are implemented in a coordinated, transparent, and sustainable way during the period 2025–2027.

6.1 INSTITUTIONAL AND GOVERNANCE ARRANGEMENTS

The implementation of the IAP will be led by the Municipality of Kocani, under the supervision of the Mayor and Municipal Council.
They provide political guidance, formal adoption of the IAP, and approval of annual work plans and budgets.

Key implementation roles:

City Partner Project Manager: Dijana Apostolova Zlatkova – oversees implementation, ensures coordination among departments, prepares annual progress updates, and reports to the Municipal Council.

ULG Coordinator: Elena Dimitrovska – manages stakeholder participation, organizes public consultations, and maintains communication between the Municipality and local partners.

Municipal departments involved:

Urban Planning and Environment Department including IT department – integrates IAP actions into planning documents and ensures compliance with spatial and design standards.

Communal Services and Infrastructure Department – responsible for implementing physical measures, signage, and maintenance.

Finance and Budget Department – manages financial resources and external co-funding applications.

Public Relations – leads communication, awareness campaigns, and data management.

Traffic and Mobility Officer – oversees day-to-day mobility management and supports the implementation of school-zone safety actions.

External partners and stakeholders include schools, parent councils, police, public transport providers, NGOs, local businesses, industrial zone managers, and community representatives from neighbourhoods such as Ilindenska and Stevo Teodosiev.

An Internal Mobility Coordination Group will be established within the Municipality to review progress annually and coordinate between departments and stakeholders.

6.2 PHASING AND PRIORITISATION (2025–2027)

Implementation will be gradual, focusing first on safety and accessibility, followed by network expansion and city-centre transformation.

A. Safe Access to Schools (2025–2027)

Work will begin with improving school zones along VMRO, Strasho Erbapche, and Teodosie Paunov streets.

In 2025, design and low-cost measures (crossings, markings, patrols, lighting) will be introduced.

In 2026, more permanent improvements will follow, including raised crossings, barrier-free sidewalks, and speed management.

By 2027, all school areas will be audited for safety and quality, ensuring sustainable maintenance and compliance with 30 km/h speed limits.

B. Walking and Cycling Network (2025–2027)

In 2025, the Municipality will establish the main corridors connecting schools, parks, residential areas (Ilindenska, Stevo Teodosiev), the city centre, and industrial zones.

In 2026, missing links will be completed and intersections redesigned to improve safety.

By 2027, the full network will be connected, properly lit, free of obstacles, and integrated into the broader spatial plan.

C. People-First City Centre (2025–2027)

In 2025, pedestrian-priority areas will be introduced in parts of the city centre, including pilot restrictions on car access and regulated parking.

In 2026, these measures will become permanent, with improved surfaces, seating, and greenery.

By 2027, the city centre will operate as a people-oriented zone, with controlled loading hours, accessible public spaces, and improved air quality.

D. Mobility Culture and Education (2025–2027)

Public awareness and education will be continuous.

Starting in 2025, schools and local organizations will conduct mobility education programmes.

In 2026, citizen campaigns and monitoring initiatives will be expanded.

By 2027, sustainable mobility education will be embedded in school activities and supported through community events and municipal campaigns.

6.3 FINANCIAL AND RESOURCE FRAMEWORK

Implementation will rely on a combination of municipal funding, national programmes, and EU opportunities.

Municipal resources (2025–2027)

Annual budget allocations for small-scale infrastructure, lighting, signage, and awareness activities.

Technical support and staff time from municipal departments.

External funding sources

National programmes for traffic safety and sustainable mobility.

European funding mechanisms (URBACT, INTERREG, IPA, HORIZON, ERASMUS) supporting local mobility and environmental initiatives.

Public-private partnerships for small improvements such as bicycle parking, urban furniture, and street greening.

A three-year financial plan will be prepared to align actions with available funding, ensuring balanced use of local and external resources and clear cost tracking for each year.

Figure 28
Financial and Resource Framework

6.4 PROCUREMENT AND TECHNICAL STANDARDS

Procurement will follow transparent municipal procedures.
Framework contracts will be used to enable efficient delivery of small interventions such as crossings, bollards, and signage.

All physical works will respect standard technical requirements:

- Sidewalks near schools: minimum clear width 2.0–2.2 m, with tactile paving.
- Cycle lanes: minimum width 1.5 meters for one way/direction, physically protected on main roads.
- Junction design: maximum corner radius 5 m, raised crossings in school areas.
- Lighting: LED technology ensuring safe visibility for pedestrians and cyclists.
- Accessibility: all designs must comply with national accessibility standards.

6.5 MONITORING AND EVALUATION

Monitoring ensures transparency, accountability, and continuous improvement.

Baseline (2025):
Establish initial data on mobility behaviour, road safety, traffic speeds, and public satisfaction (building on the 2024 citizen survey with over 400 respondents).

Annual monitoring (2026–2027):

Measurement of pedestrian and cycling volumes on main corridors.

Assessment of traffic speeds and safety near schools.

Review of new and improved infrastructure lengths (km of sidewalks and cycle routes).

Surveys on citizen satisfaction and perception of safety.

Key performance indicators (targets for 2027):

90% of school fronts equipped with safety measures (raised crossings, markings, lighting).

Speed limit compliance of at least 85% near schools.

Continuous pedestrian and cycling network connecting main destinations.

Parking occupancy in city-centre streets reduced below 85%.

Minimum of two participatory events each year with broad community involvement.

Results will be compiled in an Annual IAP Monitoring Report, discussed by the ULG, and presented to the Municipal Council for review and adaptation of next-year actions.

Figure 29
Monitoring and Evaluation

6.6 MONITORING AND INDICATORS MATRIX

Pillar / Measure	Key Actions (Summary)	Monitoring Metrics / Indicators (Target by 2027)
Integrated Mobility Measures	SUMP & facility mobility plans; rural PT connections; data monitoring	• SUMP adopted 2026 • ≥ 4 facility mobility plans • ≥ 5 rural villages served by PT • Digital dashboard operational by 2027 • ≥ 15 core indicators tracked annually
Public Participation & Awareness	Citizen co-design workshops; mobility campaigns; education; feedback platform	• ≥ 10 events per year • ≥ 500 participants annually • ≥ 2 city-wide campaigns per year • ≥ 1 000 students reached • Online portal operational 2026 • ≥ 100 citizen proposals processed • ≥ 80 % satisfaction
Rationalization of Car Use – Strategic Planning	Pedestrian zone; calm traffic plan; urban logistics; parking strategy & map	• ≥ 3 streets converted to pedestrian use • ≥ 5 traffic-calming zones • Parking occupancy ≤ 85 % • Unauthorized parking −30 % • Urban logistics plan implemented • GIS parking map online by 2027
Rationalization of Car Use – Promotional Activities	Promotion of eco-vehicles; eco-driving campaigns; municipal fleet electrification	• ≥ 2 campaigns per year • ≥ 5 charging stations installed • Low-emission vehicles +20 % • ≥ 300 drivers trained • Municipal fleet ≥ 20 % electric • CO_2 reduction ≥ 10 %

 Pedestrian Infrastructure Interventions	→	Continuous footpaths; CGP pilot; safe crossings	→	• ≥ 5 km reconstructed paths • ≥ 20 safe crossings • ≥ 100 tactile pavings • Pedestrian accidents –10 % • ≥ 80 % user satisfaction
 Pedestrian Promotion (Safety & Health)	→	Walking maps; city walking events; mobility & health education	→	• Walking map published 2026 • ≥ 2 events per year • ≥ 1 000 participants per year • Walking share +10 % • ≥ 5 school/community sessions • ≥ 500 participants per year • Awareness +30 %
 Cycling Valorization of Potential	→	Study visits; Bicycle Traffic Plan + rental system; capacity building	→	• ≥ 3 study visits • Best-practice report 2026 • ≥ 5 rental stations • ≥ 100 bikes • ≥ 1 500 annual users • Cycling share +10 % • ≥ 50 staff trained (knowledge +30 %)
 Cycling Infrastructure	→	Construction of lanes; bicycle parking; design guidelines	→	• ≥ 10 km new cycling lanes • ≥ 100 bike parking spots • ≥ 90 % infrastructure safety compliance • ≥ 30 professionals trained • User satisfaction ≥ 90 %
 Cycling Promotion (Safety & Health)	→	Citizen communication; bicycle maps; school education; subsidies; campaigns	→	• ≥ 4 public updates per year • ≥ 1 000 bike maps distributed • ≥ 1 000 students trained yearly • ≥ 100 citizens receive subsidies • ≥ 3 cycling events per year • Cycling share +10 %

Public Transport Optimization of Services	→	Bus-stop improvement; low-emission buses; combi vehicles for rural routes	→	• ≥ 30 bus stops upgraded • ≥ 5 new low-floor buses • ≥ 2 combi vehicles procured • PT fleet ≥ 50 % low-emission • Passenger numbers +30 % • Waiting time −20 %
Public Transport User Experience	→	Tariff reform; smart ticketing; comfort & safety; accessibility	→	• Tariff reform approved 2026 • ≥ 3 000 beneficiaries • Smart ticketing system 2027 • ≥ 50 % e-ticket users • PT ridership +25 % • ≥ 90 % stops accessible • User satisfaction ≥ 85 %

Figure 30
Monitoring and Indicators Matrix

6.7 RISK MANAGEMENT AND MITIGATION

Risks identified in the IAP will be managed through preventive measures integrated into the implementation process.

Political risk	Secure long-term commitment from the Council and maintain transparency on progress regardless of leadership changes.
Operational risk	Strengthen internal coordination and staff capacity through training and clear task allocation.
Financial risk	Diversify funding sources and phase investments over several years.
Behavioural risk	Accompany new measures with communication campaigns and participatory testing to build citizen support.
Technical risk	Improve data collection and adopt adaptable design standards based on field experience.
Stakeholder risk	Keep the ULG active through regular meetings and visible outcomes to sustain engagement.
Infrastructure risk	Plan construction schedules realistically and coordinate between departments and contractors to avoid delays.

Figure 31
Risks identified in the IAP

6.8 COMMUNICATION AND PARTICIPATION

Communication and stakeholder engagement will remain central throughout the implementation period.

This ongoing communication process ensures that citizens remain informed, involved, and supportive of changes in mobility behaviour.

Figure 32
IAP Communication and Participation Framework

6.9 DATA MANAGEMENT AND LEARNING

All monitoring and evaluation data will be stored and maintained by the Municipality’s IT and Planning departments.
Datasets on traffic counts, speeds, and satisfaction will be made publicly available in open format.
Annual reviews will identify lessons learned, update local standards, and refine the IAP measures for future planning cycles.
Participation in URBACT and national learning networks will allow Kocani to exchange experiences and continuously improve its approach to sustainable mobility governance.

7. CONCLUSION

The Integrated Action Plan (IAP) for Kocani represents a clear and coordinated framework for advancing sustainable urban mobility in the period **2025–2027.** It is the result of a participatory and evidence-based process that brought together over **400 citizens,** municipal departments, schools, businesses, and community organizations under the coordination of the **URBACT Local Group (ULG).**

Through this process, Kocani defined a vision for a city where **mobility serves people rather than cars**—a vision centred on safety, accessibility, and quality of life. The IAP translates this vision into a set of realistic, locally adapted measures that can be implemented within existing municipal capacities and supported by national and European frameworks.

A Plan for Gradual, Tangible Change

The IAP is not a static document, but a **living framework** that evolves through continuous implementation and monitoring.

The period **2025–2027** focuses on three concrete priorities:

- **Safe access to schools** along critical streets such as VMRO, Strasho Erbapche, and Teodosie Paunov, ensuring that every child can reach school safely on foot or by bicycle.
- **Development of a connected walking and cycling network** linking key destinations, including Ilindenska, Stevo Teodosiev, and the industrial zones.
- **Transformation of the city centre into a people-first zone,** balancing accessibility, parking regulation, and public-space use.

These actions will lead to visible improvements in road safety, air quality, and the attractiveness of public spaces, gradually shifting daily mobility patterns toward walking, cycling, and public transport.

Institutional Commitment and Local Ownership

Implementation of the IAP is firmly anchored within the **Municipality of Kocani's existing institutional structure**, ensuring that responsibility, budgeting, and decision-making remain internal and sustainable. The establishment of a **Mobility Coordination Group** and regular engagement of the **URBACT Local Group** guarantee interdepartmental cooperation and ongoing participation of citizens and stakeholders. This governance model fosters **shared ownership**, transparency, and continuity beyond individual projects or political terms.

Monitoring, Learning, and Adaptation

The IAP incorporates a consistent **monitoring and evaluation system** that allows the Municipality to measure progress, evaluate outcomes, and adjust measures based on evidence. Annual monitoring reports will summarise achievements, identify challenges, and inform future updates of the plan.

By maintaining open data, conducting regular surveys, and sharing experiences through URBACT and national networks, Kocani will continuously learn from both local results and external best practices.

Long-Term Outlook

The implementation of the IAP between 2025 and 2027 will lay the groundwork for a **long-term transition** toward a more liveable, inclusive, and climate-resilient city. Improvements achieved through safer school zones, accessible pedestrian and cycling routes, and people-oriented public spaces will directly contribute to broader municipal goals for sustainable development and environmental protection.
At the same time, the process strengthens Kocani's administrative capacity, building a foundation for future strategic initiatives and external funding opportunities.