

KOSOVO*

Report on the preparation of post-2020 strategy



Regional Cooperation Council



Co-funded by
the European Union



good. better. regional.

Title:	REPORT ON THE PREPARATION OF POST-2020 STRATEGY IN KOSOVO*
Publisher:	Regional Cooperation Council Trg Bosne i Hercegovine 1/V, 71000 Sarajevo Bosnia and Herzegovina +387 33 561 700; Fax: +387 33 561 701 rcc@rcc.int www.rcc.int
Tel:	
E-mail:	
Website:	
Authors:	Venera Hajrullahu
Editors:	Maja Pinjo Talevska, Bojana Zoric, RCC
Design & Layout:	Samir Dedic
	December 2019

©RCC2019 All rights reserved. The content of this publication may be used for non-commercial purposes, with the appropriate credit attributed to the RCC.

The views and opinions expressed in this report are those of the author and do not necessarily reflect the official policy or position of the Regional Cooperation Council and the European Union.

Contents

Abbreviations	5
Executive summary	6
1. Introduction	7
2. Current state of play	8
2.1 MID AND LONG-TERM NATIONAL STRATEGIES AND PRIORITIES	8
Kosovo* National Development Strategy 2016-2021	10
Economic Reform Programme 2020 -2022	15
Structural Reform Measures 2020-2022	16
European Reform Agenda II (draft – indicative only as not yet adopted)	16
National Plan for Implementation of SAA 2017-2021	17
Medium Term Expenditures Framework 2019-2021	19
Key findings	20
2.2. REVIEW OF POST-2020 INITIATIVES AND PROJECTS BEYOND GOVERNMENT SPHERE	21
WB Berlin Process framework, Multi-annual Action Plan for a Regional Economic Area (MAP REA), 2017-2020	21
World Bank, “Kosovo* – Country Partnership Framework 2017-2020”	21
European Bank for Reconstruction and Development, Strategy for Kosovo*	21
World Bank, “Kosovo* – Country Partnership Framework 2017-2020”	22
Key findings	23
2.3. LINKAGES OF MAPPED STRATEGIES AND PRIORITIES WITH EUROPEAN COMMISSION PRIORITIES	24
Key findings	27
2.4. LINKAGES OF MAPPED STRATEGIES AND PRIORITIES WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS	27
Key findings	28
2.5. CONSULTATIONS WITH KEY PARTNERS	29
Key findings	30
2.6. REVIEW OF DONOR COORDINATION MECHANISMS	30
Donor strategic documents	31
National coordination mechanisms for development of strategies and strategic planning	31

National coordination mechanisms for development of strategies and strategic planning	32
Key findings	32
3. Conclusions and recommendations	34
Annexes	35
Annex I: New Government Programme: Table of division of programme by sectors and subsectors (courtesy translation)	35
Annex II: List of links to national and sectorial strategies	38
Annex III: Sectoral Strategies	41
Annex IV: Structural reform areas and measures 2020 - 2022	47
Annex V: Annual Plan of Strategic Documents for the period 2020 - 2022 (working draft – indicative only, not finalized still in inter-ministerial consultation)	50
Annex VI: Table of convergences between SDGs vs NDS and ERP	53
Annex VII: Table of convergences of SDGs / SAA / ERA	60

Abbreviations

AMP	Aid Management Platform
CEFTA	Central European Free Trade Agreement
CSO	Civil Society Organisation
GAWP	Government Annual Work Plan
GCS	Government Coordination Secretariat
GDP	Gross Domestic Product
EI	European Integration
ERA	European Reform Agenda
ERP	Economic Reform Programme
EU	European Union
FWA	Framework Agreement
HEI	Higher Education Institutions
IFI	International Financial Institutions
IPA	Instrument for Pre-Accession
MAFRD	Ministry of Agriculture, Forestry and Rural Development
MEI	Ministry of European Integration
MESP	Ministry of Environment and Spatial Planning
MEST	Ministry of Education, Science and Technology
MoF	Ministry of Finance
MLGA	Ministry of Local Government Administration
MTEF	Medium-term Expenditure Framework
NDS	National Development Strategy
NPISAA	National Plan for Implementation of the SAA
NIC	National Investment Committees
OPM	Office of the Prime Minister
PAR	Public Administration Reform
PFM	Public Finance Management
PLP	Priority Lists of Projects
RDI	Research, Development and Innovation
SAA	Stabilisation and Association Agreement
SAC	Stabilisation and Association Council
SAP	Stabilisation and Association Process
SDG	Sustainable Development Goals
SME	Small and Medium Enterprises
SPO	Strategic Planning Office
STM	Stabilisation and Association Tracking Mechanism
UNDC	United Nations Development Coordinator
UNKT	United Nations Kosovo* Team
VET	Vocational Education and Training
WBIF	Western Balkans Investment Framework

Executive summary

Kosovo* is a potential candidate for EU membership. The association with the European Union is not only important for economic development, but also for improvement of the economy's governance, institutions, and security. Kosovo* has signed the Stabilisation and Association Agreement (SAA) with the EU, which has been in force since 2016.

For the SAA to be beneficial to Kosovo*'s development, there is a need for Kosovo* to address its growth obstacles. Governance and rule of law need to be strengthened; an enabling environment for private sector development created; infrastructure needs to be improved; better education offered to Kosovo*'s young population; better access to economic opportunities for women in Kosovo*; effective social programmes should be put in place; and environmental sustainability needs to be promoted.

Although the rate of Kosovo* economic growth has been considerable in recent years, averaging 3.3% annually since 2009 and subsequently resulting in lowering of overall poverty levels, it needs to be higher to allow sustainable development and higher standards of living in Kosovo*. In fact, for Kosovo* to attain the EU member states' level, it will need a growth rate of 8% in the next 30 years.

In January 2016 the Government of Kosovo* adopted the National Development Strategy 2016-2021 (NDS). The selection of NDS priorities and measures was based on two general principles: the first underlying principle being the need to ensure higher annual economic growth rates which in turn implies the need to increase revenues, and consequently employment and welfare of the citizens of Kosovo*. The second principle is the need to ensure social cohesion and inclusion in parallel with economic growth, which means non-exclusion of certain social groups from benefits deriving from economic growth. Structurally, NDS is divided in four thematic pillars: human capital, rule of law and good governance, development of competitive industries and development of infrastructure. The logic behind the pillars and their correlation is best illustrated through the conditions required for business investment initiative in Kosovo* to succeed. Business initiative and NDS require the same: capable labour force, rule of law, business support schemes and reliable infrastructure. Meeting these requirements for businesses will lead to economic development.

NDS has sought to harmonise its implementation actions with National SAA Implementation Programme and the adoption of EU acquis.

The challenges faced by the economy of Kosovo*, in particular by the private sector, are addressed through economic reform priorities presented in the Economic Reform Programme 2018-2020 (ERP), a document that derives from the process of economic governance dialogue between Kosovo* and European Union.

It should be noted that at the time this report was submitted Kosovo* found itself at a unique moment, as it is the first time that the new Government is formed by a party which has continuously been an opposition party. Their approach to governance and their strategic priorities, while not yet finalised, will nevertheless have some divergence from the existing priorities.

* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 (1999) and the ICJ Opinion on the Kosovo declaration of independence

I. Introduction

This report is a Kosovo*'s contribution to the post 2020 Regional Strategy for the SEE in line with the UN Sustainable Development Goals (SDGs) that is to be developed by the RCC, along with key regional and international partners, the European Commission, national administrations, civil society, academia, media and private sector. It consists of mapping of mid-term and long-term strategies and the analysis of priorities and national targets with respect to Kosovo*'s post 2020 vision and UN Agenda 2030.

The focus of the report is on Kosovo*'s National Development Strategy (NDS) and its correlation with other strategic planning frameworks namely the Kosovo*'s European integration agenda and the adoption of the acquis. Existing sectoral strategies that span beyond 2020 are also part of the mapping.

It depicts the institutional framework for policy planning, development and monitoring as well as the linkages to the budget process for funding priority reforms.

The report provides information on ongoing EU support and IPA III programming. Other major donor intervention priorities, deriving from their strategies for Kosovo*, have also been considered.

A special emphasis is put on integration of SDGs in Kosovo*'s strategic planning framework, identification of the convergences between SDG targets and objectives of Kosovo*'s National Development Strategy, provisions of Kosovo*'s Stabilisation and Association Agreement with the EU, and measures contained in the National Plan for Implementation of SAA.

This report was prepared in the period following general elections in Kosovo*, marked by lengthy discussions between potential coalition partners and a delayed government formation. Although it can reasonably be expected that most of the existing strategies will continue to be implemented, it is not excluded that prioritisation or new orientation deriving from the new government programme will need to be considered. For this report, the existing strategic framework and priorities set by the government in charge have been taken into account. The findings will require validation and/or complementing with the new government programme and strategic priorities.

2. Current state of play

2.1 MID- AND LONG-TERM NATIONAL STRATEGIES AND PRIORITIES

The overall aim is to provide a necessary comprehensive overview of all national strategies and priorities until 2030 which will then serve as a basis for development of a regional post-2020 Strategy. Kosovo* is a potential candidate for EU membership. It has signed the Stabilisation and Association Agreement (SAA) with the EU, which has been in force since 2016.

For the SAA to be beneficial to Kosovo*'s development there is a need for Kosovo* to address its growth obstacles. Governance and rule of law need to be strengthened; an enabling environment for private sector development created; infrastructure needs to be improved; better education offered to Kosovo*'s young population; better access to economic opportunities for women in Kosovo*; effective social programmes should be put in place; and environmental sustainability needs to be promoted.

The latest Government Programme objectives, that of 2017-2021, were to build up effective, competent and accountable governance towards a sustainable and inclusive economic growth, strengthened social welfare, Euro-Atlantic integrations and sector development.

In order for the economic development orientation to be based on specific priorities, the Government of Kosovo* adopted the National Development Strategy 2016-2021 (NDS) in January 2016. NDS sets forth 34 measures, broken down into four pillars which constitute the economy's top development priorities.

Economic growth has been one of the main Government objectives in order to create new jobs and thus reduce unemployment and increase citizen's standard of living. In line with this objective and given the current economic structure of Kosovo* and challenges for a more rapid, sustainable and inclusive growth, economic reforms are needed in order to free and strengthen the economy's economic potential.

The challenges faced by the economy of Kosovo*, in particular by the private sector, are addressed through economic reform priorities presented in the Economic Reform Programme 2018-2020 (ERP), a document that derives from the process of economic governance dialogue between Kosovo* and European Union (EU). The selection of 20 priority reform measures is mainly based on the NDS, but they also reflect the recommendations for economic policy dialogue between Kosovo* and the EU.

Kosovo*'s association with the European Union is not only important for economic development, but also for improvement of the economy's governance, institutions and security. The SAA between Kosovo* and the European Union is a contractual framework for Kosovo*'s accession process into EU. In this regard, the National Programme for Implementation of the Stabilisation and Association Agreement establishes a medium-term planning framework for the fulfilment of SAA obligations, whereas the Economic Reform Agenda (ERA) establishes the key priorities for SAA implementation agreed between parties (Kosovo* and EU) at the highest political level.

Medium-term Expenditure Framework 2019-2021 summarises key government priorities in the Declaration on Medium-term Priorities and further in the relevant chapters, covering all budget sectors and describing the approach to providing funds for implementation of identified reforms through the budget process. These sources may be budget revenues, financial assistances or borrowings from development partners. The first two chapters of the Declaration on Medium-term Priorities represent the overall fiscal framework for the next three years and the main principles on which it is based. The third chapter presents an overview of the Government's priorities based on NDS and follows its structure of four pillars. The linkage between NDS and other key strategic documents (ERP, NPISAA and Sector Strategies) are highlighted for each pillar. Four of NDS pillars are complemented with a fifth priority column that focuses on international cooperation, European integration and national security.

Therefore, Kosovo*'s policy planning framework consists of seven main documents:

- National Development Strategy (NDS) which sets Kosovo*'s strategic priorities to ensure economic growth and social inclusion and cohesion;
- National Implementation Plan of the Stabilisation and Association Agreement (NPI) that provides the framework for medium-term planning of European integration;
- European Reform Agenda (ERA) that serves as a document for development of high-level dialogue between the Kosovo*'s and EU to further the implementation of SAA and other reforms fundamental for the economy's EU accession;
- Economic Reform Programme (ERP) which aims at increased competitiveness and provision of a common budgetary framework;
- Declaration of Policy Priorities, reviewed annually;
- Medium-term Expenditure Framework (MTEF) which offers budgetary prospects for the upcoming three years;
- Government's Annual Work Plan (GAWP) that reflects Government's commitments under the strategic documents for the current year.

The table below provides the current planning and monitoring framework:

No	Document Name	Timeframe	Planning tools	Monitoring System	Reporting results	Responsible Unit
1	National Development Strategy	2016-2021	NDS guide (34 measures)	Monitoring of activities (through GAWP system) on a 6-month basis - Monitoring of Results – Annual	6-month report (part of the GAWP reporting system) -Annual report	SPO in cooperation with GCS
2	Economic Reform Programme	2017 – 2019	20 measures	-	Annual report	SPO (in cooperation with MoF)

3	European Reform Agenda (ERA)*	2016 – 2017	Action Plan for Implementation of Key Priorities	Semi-annual reporting	Semi-annual report	MEI
4	National Plan for Implementation of SAA	2017 - 2021	Short-term measures (one-year plan)	Quarterly Reporting	Quarterly Reports	MEI
5	Sector Strategies	Different time frame	Mid-term Action - Plans	Mixed Reporting	Annual Reports	Ministries
6	Medium-term Expenditure Framework	2018-2020	Annual budget	Quarterly Reporting	Quarterly Reports	MoF
7	Government Annual Work Plan	2019	Matrix of GAWP	Quarterly Reporting	Quarterly Reports	GCS

*The European Reform Agenda 2016-2017 has been only partly implemented. A new ERA document is being drafted.

Kosovo* National Development Strategy 2016-2021

The rate of Kosovo*'s economic growth in recent years has been considerable and satisfactory – averaging 3.3% annually since 2009 – subsequently resulting in lowering of overall poverty levels. Yet, in order to allow sustainable development and higher standards of living for Kosovo*, they need to be higher. In fact, for Kosovo* to attain the EU countries' level it will need a growth rate of 8% in the next 30 years.

I. Four thematic pillars of the NDS

Structurally, NDS is divided into four thematic pillars: human capital, rule of law and good governance, development of competitive industries and development of infrastructure.

I. Human Capital

- 1.1. Increased inclusion of children in pre-school institutions. This will allow for better success at higher levels of education, decrease inequality and increase participation of women in the labour market.
- 1.2. Improved quality of teaching in primary and secondary education. This is a pre-requisite for better success of the education system and strengthening the skills of youth for the labour market.
- 1.3. Improved correlation between skills acquired in education and labour market needs. This will contribute to driving down unemployment and to growth of Kosovo* enterprises.
- 1.4. Strengthened mechanisms of accountability and certification in the education system. This will allow schools and teachers to be held accountable and rewarded for the quality of work, which will help to improve the quality of education.
- 1.5. Improved expenditure planning in the education system. This will allow savings to the state budget and divert funding from areas of lower to higher priority. Decreased level of informal employment.

This will allow for the protection and better advancement of workers. Also, workers will be able to benefit pensions, enjoy access to loans and better working conditions.

- 1.6. Recruitment of experts and diaspora students. This will allow the transfer of know-how from diaspora and strengthen their ties to their homeland.
- 1.7. Decreased level of informal employment. NDS will work to strengthen the role of social partners in developing economy's socio-economic policies in order to enhance the working conditions and decrease informal employment in Kosovo*.

2. Good Governance and Rule of Law

- 2.1. Strengthening the property rights system. This will create legal certainty among investors and allow citizens to use property as collateral for access to funding. This also means that a business may freely and securely rely on the land it purchased to develop its economic activity.
- 2.2. Enhanced efficiency of the judiciary in disposing cases. This will significantly expedite the time needed for case disposition, consequently driving down costs of proceedings for both the public and the businesses and help establish a climate conducive to attracting investment.
- 2.3. Close loopholes for abuse in the public procurement system. This will allow a decrease of corruption, along with better and more equitable resource allocation in the economy, meaning that by enhancing transparency and efficiency the fair competition is promoted, thus guaranteeing a fair and non-discriminatory treatment of all economic operators.
- 2.4. Further enhancement of service delivery for businesses and the public. This consists of creating an integrated information system for public administration services, rendering the administration's work more effective, decreasing costs for all, including the public, citizens and businesses. This means that citizens and businesses will go through simplified procedures to obtain services.
- 2.5. Decrease administrative barriers for the issuance of business licenses and permits. This will help expedite application procedures and eliminate excessive rules. Businesses will not be required to apply simultaneously for two different licenses where one license should suffice.
- 2.6. Improve the efficiency and coordination of state inspections. This will decrease the cost of inspections, reduce the number of needless and arbitrary inspections and ensure better compliance of public institutions and private companies with the law.
- 2.7. Regular review of regulatory policies and measures prior to adoption. This will ensure that adopted laws and policies do not produce unintended consequences and that state resources and private investments are not spent irrationally.
- 2.8. Shift from border taxation to taxation inside Kosovo*. Merging the Tax Administration and Customs will enable more effective management, a decrease in operational costs and in the level of informality, and boost formal businesses.

3. Competitive Industries

- 3.1. Increased access to funding for Kosovo* enterprises. This will allow for increased loan availability for manufacturing enterprises, increased investment levels, increased employment and decreased trade deficit. This means that an enterprise will obtain a loan at low interest rates and relaxed collateral requirements through the loan guarantee mechanism.

- 3.2. Support networking of enterprises in similar industrial groupings. This will help strengthen the connections between industries, create new enterprises supported by existing ones and innovation through connection with research efforts. A business will produce or deliver a new service based on the information it will acquire as a result of this clustering.
- 3.3. Improved quality of standards and move to activities with higher added value. This will ensure that businesses produce more sophisticated and expensive products, suited for exports while increasing revenues for themselves and the economy.
- 3.4. Increased Foreign Direct Investments and Diaspora Investments. This will ensure that Kosovo* covers its funding needs, facilitates transfer of technology and skills and decreases the trade deficit. A foreign or diaspora business will enjoy concrete state support to invest in Kosovo*.
- 3.5. Address the issue of fragmented agricultural land. This will help increase the average farm size and plot areas, as well as agricultural production due to economies of scale.
- 3.6. Facilitate utilisation of Kosovo*'s mining potential at the service of economic development. This will allow the growth of existing and development of new enterprises, which will enable larger economic growth.
- 3.7. Full revitalisation of Trepça. This will decrease Kosovo*'s trade deficit, generate revenues and produce a positive effect onto many other industries.
- 3.8. Increased effectiveness of state-owned companies. This will increase their contribution to the economy, enhance their value and increase revenues for the state budget.
- 3.9. Invest privatisation funds into strategic economic assets. This will divert resources from former state assets to new assets.

4. Infrastructure

- 4.1. Increased local capacity for power generation from both lignite and renewable sources. This will allow for a reliable power supply for citizens and businesses, establish more favourable climate for investment and decrease trade deficit.
- 4.2. Construct a transmission line to diversify sources of energy import. This will allow more reliable and affordable supply of power, especially during the peak consumption times.
- 4.3. Investment in energy efficiency measures. This will decrease the internal energy consumption and consequently the financial expenditures, enabling increased investment and reduced environmental impact. Businesses will pay less for power due to insulation investment in industrial environment.
- 4.4. Complete main international and regional road axis and the international railway line. This will enable more expedient movement of people and goods, decreasing costs to business. Businesses may easily dispatch goods to both local and international markets.
- 4.5. Increased use of information technology in business operations, schools and public institutions. This will decrease operational costs and allow increased investments and innovation.
- 4.6. Improved support infrastructure for agriculture production. This will help decrease the cost of agricultural products, increase farm productivity and revenues and facilitate the operations of agro-processing industries.
- 4.7. Rationalisation of water use and increased production and distribution capacities. This will ensure that growth of Kosovo*'s industries and demand for water run in parallel with increase of available water resources.

- 4.8. Ensure sustainable use of Kosovo* forests. This will prevent degradation of Kosovo* forests and the resulting impact on ecosystem and will allow for a steady and predictable supply for Kosovo*'s industry.
- 4.9. Sustainable waste management. This will prevent the environmental impact from consumption waste and re-introduce it into industrial production, generating employment and decreased costs for manufacturing industries.

II. Correlation to other strategic planning frameworks

Although its main focus is growth, the implementation of NDS serves as a vehicle to push forward Kosovo*'s European integration agenda. In this sense, NDS has sought to harmonise its implementation actions with National SAA Implementation Programme and the adoption of EU acquis. Considering the unique reporting approach and requirements of the EU integration process, efforts have been made to align the EI planning and monitoring with the implementation framework of NDS, MTEF and Government's Annual Work Plan (GAWP).

Although NDS is clear in terms of its priorities targeting economic growth and inclusiveness, Kosovo* has also committed to the dialogue on economic governance with the EU. As part of this dialogue, Kosovo* prepared the second Economic Reform Programme (ERP), which sets out around 20 policy actions planned for implementation in order for Kosovo* to cope with growing competitive pressures at both regional and international level. ERP actions are mostly derived from NDS measures. In many ways, they represent many elements of NDS on which EU and Kosovo* would wish to establish a structural dialogue as part of the joint process of economic governance. Thus, the two documents are not separate, but rather part of the same package. The ERP is reviewed annually, while the NDS is subject to external evaluation every 2 years.

With regard to what has now come to be known as the Berlin Process, the importance of improving infrastructure connections among the Western Balkans economies as well as between them and the EU has been recognised. The Berlin Process seeks to achieve an understanding on a list of key infrastructure investments in Western Balkans and improve overall infrastructure situation in the Western Balkans. In this context, the EU urged the economies to establish National Investment Committees (NIC) and prepare Priority Lists of Projects (PLP) for infrastructure investments. This enables the Government to ensure that the PLP will serve as a key programming tool to coordinate infrastructure investments in transport, energy and environment and will be aligned with NDS.

In October 2018 the first report on NDS implementation was produced. A set of macro-level indicators was selected to monitor progress towards key NDS objectives related to growth, employment and social cohesion. The table below presents baseline values, targets, latest available figures and status of progress against these indicators.

	Nr	Indicators	Base-line (2015)	2016	2017	Target value (2021)	Status of the indicator
	1	GDP per capita (EUR)	3,277	3,386	3,385	5,000	Limited progress
I. Economic growth	1.1	Annual real rate of GDP growth	4.1%	4.1%	4.2%	7.0%	Limited progress
	2	Gross fixed capital formation (% of GDP)	25.8%	25.5%	27.3%	32.0%	There is progress
	1	Employment rate (employment-to-population ratio)	25.2%	28.0%	29.8%	34%	There is progress
	2	Unemployment rate (total unemployed as % of total labour force)	32.9%	27.5%	30.5%	20%	Limited progress
	2.1	Youth unemployment rate (15-24 years)	57.7%	52.4%	52.7%	30%	Limited progress
II. Labour market	2.2	Share of youth not in education, employment or training, total, NEET (% of youth population)	31.4%	30.1%	27.4%	25%	Advanced progress
	3	Labour force participation rate (% of total population ages 15+)	37.6%	38.7%	42.8%	42%	Objective achieved
	3.1	Labour force participation rate of women (% of total population ages 15+)	18.1%	18.6%	20.0%	27%	There is progress
III. Social cohesion	1	% of people in poverty	29.9% (2011)	21.1% (2014)	17.6% (2015)	25%	Objective achieved
	2	Human Development Index	0.741	N/A		0.80	Nd
	1	Overall FDI inflows (million EUR, net)	308.8	220	287.8	600	No progress
	1.1	Stock of FDI as a share in GDP (%)	56.0%			65%	Nd
IV. Investments and Trade	2	Private investment as a share in GDP / nominal value / Gross fixed capital formation, private sector (% of GDP)	17.9%	17.3%	19.7%		There is progress
	3	Export to import ratio (goods)	12.3%	11.8%	13.3%	18%	Limited progress
	4	Share of exports in GDP (goods and service)	19.3%	23.7%	27.1%	28%	Advanced progress

Economic Reform Programme 2020 -2022

To guide the accession process and strengthen economic governance with enlargement economies and prepare them for their possible participation in the European Semester, Southern and Eastern European economies, including Kosovo*, are required to prepare economic reform programme policies (ERP) that outline the medium-term macroeconomic and fiscal policy frameworks of economies and structural reform agendas. Each year in the Annual Progress Report, the European Commission gives an overview of each economy's readiness and progress in meeting the economic criteria, which is a key requirement for EU membership, as set out in the Copenhagen Criteria.

In this context, since 2015 the European Commission has been urging the Western Balkans economies, including Kosovo*, to improve their economic policies and economic governance by preparing their Economic Reform Programmes (ERP) on an annual basis. Through this process, the EU aims to help economies to develop institutional and analytical capacities and prepare them to participate in coordination of economic policy procedures at the time of EU membership.

As such, ERP should present information on specific government action plans to ensure macroeconomic stability and the fiscal framework and structural reform priorities that are essential in order for Kosovo* to strengthen its capabilities to withstand competitive pressure of market economy. The programme serves as a basis for assessing Kosovo*'s capacity to meet the challenges of European integration in the area of economic governance.

In accordance with the European Commission Guidance, preparation of ERP is coordinated at the central level and approved at the highest level. The Minister of Finance, in the capacity of Coordinator, leads the process of drafting the ERP. The Office for Strategic Planning within the OPM and the Ministry of Finance have drafted the Economic Reform Programme. The Programme, drafted for the sixth time by Kosovo*, must be submitted to the European Commission by 31 January 2020. The Programme contains two parts:

1. The first part (drafted by the Department for Economic and Public Policy, MoF) outlines the medium-term macroeconomic framework and fiscal policies, with an emphasis on sustainability assessment and key structural impediments to economic growth, as well as concrete reform measures in direct support to the policy framework.
2. The second part (drafted by the Office for Strategic Planning, OPM) covers structural reform measures which are sectorial in nature, such as transport, energy, education, environment, research, industry, and which are essential for improving competitiveness and growth, economic development, including infrastructure investment needs.

The ERP structural reforms chapter provides an overview of the key structural barriers to national competitiveness and inclusive growth. Following this, the analysis of structural barriers to the economy as a whole will be divided by areas to explain in more detail the current state of the economy.

Areas for which structural reform priorities should be analysed and identified are:

1. Market reforms in energy and transport;
2. Agriculture, Industry and Services;

3. Business environment and reduction of informal economy;
4. Research, Development and Innovation (RDI) and Digital Economy;
5. Trade-related reforms;
6. Education and Skills;
7. Employment and Labour Market;
8. Social inclusion, reduction of poverty and equal opportunities.

Structural Reform Measures 2020-2022

Based on the analysis of structural barriers, 8 key areas have been identified and 20 specific reform measures proposed to help unblock structural constraints to competitiveness, economic growth and job creation.

These areas are: Energy and Transport Market Reforms; Agriculture, Industry and Services; Business Environment and Reduction of Informal Economy; Research, Development and Innovation (RDI) and Digital Economy; Trade Related Reforms; Education and Skills; Employment and Labour Market; Social Inclusion, Poverty Reduction and Equal Opportunities.

The specific reform measures can be found in Annex IV.

European Reform Agenda II (draft – indicative only as not yet adopted)

The European Reform Agenda (ERA) was adopted at the end of 2016 for the purpose of keeping the focus on the implementation of SAA priority areas and supporting the High Level Dialogue between Kosovo* and the EU on Key Priorities. It secures maintaining the commitment of the highest political leadership to the implementation of relevant political, economic, rule of law and government reforms. Kosovo* is thus enabled to simultaneously fulfil the SAA obligations and utilise the opportunities it offers through prioritisation and planning of short-term and medium-term policies and measures that directly impact implementation of the required reforms. As such, ERA is essentially a planning document for the implementation of reforms and not for approximation of legislation. To achieve this, it contains 22 priorities divided into three pillars: good governance and the rule of law; competitiveness and investment climate; and employment and education.

1. Good Governance and Rule of Law

- 1.1. Enhance the fight against organised crime and corruption, and implementation of key reforms in areas of judiciary and home affairs
- 1.2. Further strengthen performance in implementation of public administration reform, building on the new framework legislation in place
- 1.3. Improve enforcement of fundamental rights and freedoms
- 1.4. Further strengthen electoral processes

2. Competitiveness, Investment and Sustainable Development

- 2.1. Further strengthen performance in implementation of Public Financial Management (PFM) reforms
- 2.2. Further strengthen competition and state aid institutions
- 2.3. Continue efforts to tackle informal economy
- 2.4. Improve the internal market and the capacity to support investment, private sector and SMEs
- 2.5. Improve governance and efficiency of state-owned enterprises
- 2.6. Work towards meeting energy efficiency and renewable energy targets
- 2.7. Tackle priority environmental challenges

3. Employment and Education

- 3.1. Decrease youth unemployment
- 3.2. Increase overall employment and welfare
- 3.3. Improve health and safety at work
- 3.4. Improve the overall quality of education sector
- 3.5. Ensure transparent governance of education institutions
- 3.6. Increase access to education for marginalised groups

National Plan for Implementation of SAA 2017-2021

The National Plan for Implementation of Stabilisation and Association Agreement represents the key national policy document for EU accession. As the key planning document for European integration, NPISAA, adopted for the first time by the Government and the Parliament in early 2016, sets mid-term planning framework for the fulfilment of SAA obligations and other obligations of the European integration process.

With regard to the content, NPISAA foresees a comprehensive framework of mid-term reforms for the implementation of SAA and approximation of national legislation with that of the EU and the implementation of approximated legislation. It contains short-term measures and mid-term priorities, separated in two categories:

1. Legislative measures and priorities, and
2. Implementing measures and priorities.

In addition to the key political and economic reforms required by the SAA, it also defines specific measures within 33 Chapters of the EU acquis (with the exception of Chapter 34 and 35, to be covered at a later stage).

Based on the structure of the Copenhagen Criteria, all priority measures are divided in three blocks: Political Criteria, Economic Criteria, and European Standards – Approximation of Kosovo* Legislation to the EU acquis.

1. Block 1 - Political Criteria

Under Block I, NPISAA sets out measures and priorities in fields such as democracy and rule of law, in particular human rights and freedom and protection of non-majority communities (including the freedom of media), judiciary and anti-corruption policies (all within chapter 23 of the acquis) as well as regional co-operation.

2. Block 2 - Economic Criteria

Block II reflects the efforts to be made to ensure a continued economic growth, based on the Copenhagen criteria for establishing a functional market economy able to withstand the competition pressure made by market forces within the European Union. Specific measures are focused on achieving priorities such as further consolidation of fiscal sector (with the aim of reducing public expenditures and budget deficit), stability of financial and banking system, governance of public entities, support to enterprises, increase of investments, promotion of export, increasing export product competitiveness, improvement of legal security and overall structural reforms.

3. Block 3 - European Standards - Approximation of Kosovo*'s Legislation to the EU acquis

This block describes the legal and institutional framework for particular chapters of the acquis, the priorities for approximation of legislation and specific steps to be undertaken, as well as the need for successful implementation of political and institutional measures which will serve as the foundation for legal and economic reforms, including allocation of budget for their implementation.

The structure of NPISAA is organised in two parts: narrative and matrix of short-term measures. The narrative part of each chapter summarises the SAA's obligations and those arising from other EU accession mechanisms, the current state of play (legal framework, including the level of approximation with the acquis, policy framework, institutional framework, and external assistance), as well as short-term measures and mid-term priorities. On the other hand, the matrix of short-term measures within each chapter outlines in detail the concrete measures to be taken, divided in two categories: legislative measures (further sub-divided into measures under legislative framework, bylaws and other regulatory acts) and implementing measures (further sub-divided into the policy framework measures, institutional reforms and institutional capacity building, and practice implementation measures).

Furthermore, the matrix of short-term measures is structured in such a way that it enables the correlation of legislative measures with SAA provisions (framework objectives/references), identification of specific secondary national acts that will be aligned with the acquis acts (national acts to be harmonised) for transposition (the EU acquis acts to be transposed) and the responsible and supporting institutions, as well as the set deadlines (in quarters - Q1, Q2, Q3 and Q4), level of transposition (partial - P, or total - T) and approximate costs (divided into three categories - total, state budget [BRK] and donor funding). Similarly, this matrix enables the correlation of short-term implementing measures with the SAA provisions (framework objectives/references), setting of specific targets (measures/actions) and indicators for measuring their fulfilment, as well as responsible and supportive institutions, deadlines, reference documents and approximate costs (divided into the same category as legislative measures).

Medium Term Expenditures Framework 2019-2021

The Medium Term Expenditure Framework 2019-2021 (MTEF 2019-2021) is the main document used as a basis for drafting annual budgets. The main purpose of MTEF is to provide an analysis based on the economy's macroeconomic environment, thus setting the basis for budget planning for the coming years in line with the Government's strategic priorities.

The economic reform priorities for the medium-term derive from the National Development Strategy and Economic Reform Programme 2018-2020, resulting from the process of dialogue on economic governance between Kosovo* and the EU.

The Government's main objective continues to be further strengthening of its fiscal position and accountable management of public finances. In this context, planning and execution will be carried out in line with the economy's fiscal rule limiting the budget deficit to 2% of GDP. Given that this rule represents a limitation considering Kosovo*'s needs for large development projects, the implementation of 'Investment clause' allows the Government to finance capital projects of public interest exceeding 2% deficit of GDP, provided that such projects are financed by international financial institutions and/or development agencies.

MTEF 2019-2021 summarises key Government priorities in the Declaration on Medium-term Priorities and further in the relevant chapters, covering all budget sectors, and describing the approach to providing funds for implementation of Kosovo* budget and financial assistance or loans from development partners.

MTEF 2019-2021 is structured in four main parts. The first part contains the Statement of Medium-term Priorities which provides an extensive summary of Government's priorities in line with the Government Programme, National Development Strategy and Economic Reform Programme. The second part provides macro-fiscal projections based on general parameters of economic development. Fiscal projections are presented in the third and fourth part, which set forth general expenditure ceilings based on which the central and municipal budget is later prepared.

1. Education, Employment and Health

- 1.1. Increase attendance in pre-school and pre-primary education
- 1.2. Improve the quality of teaching in primary and secondary education
- 1.3. Increase quality and competitiveness of higher education
- 1.4. Ensure better linkage between the education system and the labour market
- 1.5. Increase the employment level, in particular among youth and women
- 1.6. Improve quality and access to health services

2. Good Governance and Rule of Law

- 2.1. Implementation of the strategic framework for public administration reform
- 2.2. Increase the transparency of procedures and reduce corruption
- 2.3. Further reduction of administrative burden
- 2.4. Implement recommendations from the functional review of the rule of law

- 2.5. Ensure property rights by addressing informality in the immovable property sector
- 2.6. Increase efforts to reduce informal economy

3. Competitive Industries

- 3.1. Development of competitiveness of private sector by supporting industrial SMEs
- 3.2. Improve quality of standards and move to activities with higher added value
- 3.3. Promotion of foreign direct investments
- 3.4. Support and protection of investors from diaspora
- 3.5. Resolving the issue of fragmented agricultural land or agricultural land consolidation
- 3.6. Exploitation of the economy's mineral potential
- 3.7. Promotion of Innovation and Technology Development

4. Infrastructure and Environment

- 4.1. Security in electricity supply
- 4.2. Reduction of energy consumption through efficiency measures
- 4.3. Rational use of renewable energy sources
- 4.4. Improve road and rail infrastructure
- 4.5. Improve agricultural infrastructure in view of agribusiness
- 4.6. Rational use and building capacities of water resources
- 4.7. Ensure sustainable use of Kosovo* forests
- 4.8. Implementing the reform in sustainable management of waste

5. European integration, foreign policy and security issues

- 5.1. Full membership in international and regional organisations
- 5.2. Bringing new foreign direct investments to Kosovo*
- 5.3. Strengthening partnership and strategic cooperation with partners
- 5.4. Conclude dialogue process with Serbia
- 5.5. NATO membership
- 5.6. Fulfil criteria for visa liberalisation
- 5.7. Implementation of SAA and other obligations deriving from the European integration process

Key findings

Most of the medium and long-term strategies expire in 2021, and with the newly elected Government having committed to a thorough review of all strategic documents, it remains to be seen how many of the strategies will continue to be relevant. It should also be noted that the new Government has reduced the number of Ministries from 21 to 15, and they are trying to follow the same streamlining approach with regards to strategies.

At the time of writing this report, the new Government just approved its new programme. The priority will be to improve the status in areas lacking progress such as: justice, economy and employment, education, health, security, Euro-Atlantic integration and environment. Government programme is divided into 12 sectors (Annex I), as follows: Governance; Rule of Law; Economic Development; Education and Science; Health; Social Policies; Environment; Infrastructure; Energy and Mining; Culture and Sports; Defence and Security; and Foreign Policy, Integration and Diaspora.

There is a thematic overlap with the NDS, MTEF, ERA and NPISA, but it could be expected that the above areas will be prioritised by the new government in any new strategy drafted. The Government will include the set medium-term priorities in its Work Plan, the Medium-Term Expenditure Framework and in the context of reviewing sectoral policy documents. However, the Government is also planning to draft a long-term Development Strategy for a ten-year period that will reflect the economy's goals for sustainable development and Euro-Atlantic integration.

Furthermore, the programme commits to developing an integral system of policy planning and financial resource utilisation, enabling increased institutional accountability, and enhanced accountability and transparency. Part of these efforts will focus on strengthening the strategic planning structures, such as the Committee for Strategic Planning on political level and the Working Group for Strategic Planning on technical level.

Without implementation of the announced structural changes and revision of existing strategies, it would be premature to further analyse the priorities with the information available at the time of writing this report.

2.2. REVIEW OF POST-2020 INITIATIVES AND PROJECTS BEYOND GOVERNMENT SPHERE

WB Berlin Process framework, Multi-annual Action Plan for a Regional Economic Area (MAP REA), 2017-2020

1. Trade

- 1.1. Facilitation of free trade in goods
- 1.2. Harmonisation of CEFTA Markets with the EU
- 1.3. Creating NTMs and TDMS-free region
- 1.4. Facilitation of free trade in services

2. Investment

- 2.1. Regional investment agenda
- 2.2. Formalisation of agenda through appropriate instrument(s)
- 2.3. Implementation and monitoring of investment reforms

- 2.4. Promotion of WB as a common investment destination
- 2.5. Diversification of financial systems to boost investment
- 2.6. Smart Growth

3. Mobility

- 3.1. Mobility of researchers
- 3.2. Mobility of professionals
- 3.3. Mobility of students and the highly skilled

4. Digital Integration

- 4.1. Digital environment networks and services, connectivity and access
- 4.2. Trust and security in digital services
- 4.3. Digital economy and society
- 4.4. Digital economy and society, data economy, standards and interoperability, Innovation

World Bank, “Kosovo* – Country Partnership Framework 2017-2020”

1. Focus Area 1 – Enhancing Conditions for Accelerated Private Sector Growth and Employment

- 1.1. Improve the business environment and access to finance
- 1.2. Improve productivity of the agricultural sector
- 1.3. Enhance employment opportunities and inclusion for youth and women

2. Focus Area 2 - Strengthening Public Service Delivery and Macro-Fiscal Management

- 2.1. Strengthen selected systems to improve quality, accountability, and efficiency in the delivery of education
- 2.2. Broaden the coverage and improve equity of health services
- 2.3. Improve the sustainability of public finances and public sector management

3. Focus Area 3 - Promoting Reliable Energy and Stewardship of the Environment

- 3.1. Create the foundations for reliable, cleaner, and more efficient energy supply
- 3.2. Enhance energy efficiency and renewable energy
- 3.3. Improve management of natural resources and address environmental contamination

European Bank for Reconstruction and Development, Strategy for Kosovo*

1. Supporting competitive development of the private sector

- 1.1. Strengthen competitiveness of the private sector through gains in efficiency, adoption of innovative operational practices, improved managerial practices, improved business environment and access to finance
- 1.2. Increase production, efficiency and quality along the agribusiness value chains via support to access to finance, output markets and technical skills

2. Enhancing energy security and sustainability

- 2.1. Enhance sustainable domestic power supply by increasing use of local energy sources
- 2.2. Improve energy efficiency

3. Supporting connectivity and regional integration

- 3.1. Support expansion and rehabilitation of transport links to facilitate cross border exchanges and lower transport costs
- 3.2. Enhance energy interconnections with neighbouring economies to improve regional integration and energy security
- 3.3. Support trade and investments flows with the extended region

Key findings

The main projects beyond the government sphere are within the WB Berlin Process framework, in the form of the Multi-annual Action Plan for a Regional Economic Area (MAP REA) 2017-2020, as well as with the World Bank and the European Bank for Reconstruction and Development (EBRD). These initiatives overlap in their priorities of economic development, with both the World Bank and EBRD also focusing on energy. Additionally, the World Bank prioritises support to public services, in particular public finance and health, whereas the EBRD includes support to energy and transport infrastructures.

2.3. LINKAGES OF MAPPED STRATEGIES AND PRIORITIES WITH EUROPEAN COMMISSION PRIORITIES

The framework of Kosovo* - EU relations is marked by several dialogues that are conducted in parallel. Although mutually reinforcing and aimed at taking Kosovo* closer to the EU, these dialogues have their own documents, institutional set-ups and timeframes. While only SAA is of contractual nature, other SAP instruments applicable to Kosovo* are of significance, and together with SAA constitute the broader European Agenda.

Key documents constituting the backbone of the EU integration process of Kosovo* are listed below:

1. Stabilisation and Association Agreement

Entered into force on 1 April 2016, the SAA constitutes the first contractual relationship between the EU and Kosovo*. It is a comprehensive agreement that provides a framework for political dialogue and covers cooperation in a wide variety of sectors, including justice and home affairs, trade, education, employment, energy, environment and a range of other policy areas. Three Stabilisation and Association Council meetings, and three cycles of subcommittee meetings have taken place since 2016.

2. National Plan for Implementation of SAA

Kosovo* has undertaken to implement provisions of the SAA within a ten-year period. Preparation of the National Plan for Implementation of Stabilisation and Association Agreement (NPISAA) is a legal requirement stemming from Article 74, point 3 of the SAA. The NPISAA is the main Government document that steers SAA implementation. It establishes a comprehensive framework of medium-term reforms (2017-2021) for implementation of SAA, and approximation of national legislation with the EU acquis and its implementation and enforcement. It therefore contains short-term measures and medium-term priorities, namely legislative and implementing measures and priorities.

3. European Reform Agenda

The European Reform Agenda (ERA) was launched by the Prime Minister of Kosovo* and the Commissioner for European Neighbourhood Policy and Enlargement Negotiations in November 2016. The European Reform Agenda does not replace the existing strategies – NPISAA and NDS. While NPISAA is the umbrella framework, ERA serves as a more focused document putting forward medium-term priorities and short-term measures for key reforms that Kosovo* has to implement in its EU accession process.

4. Economic Reform Programme

The Economic Reform Programme (ERP) 2019-2021 is a document drafted on a regular annual basis through which the medium-term macro-fiscal framework and economic policies are linked with government priorities. ERP contains medium-term macro-economic projections (including GDP growth, inflation, trade balance and capital turnover), budget plans for the next three years and an agenda for structural reforms that includes reforms to boost competitiveness and improve conditions for inclusive growth and job creation.

5. EU Annual Report

The Annual Report is an instrument by which the European Commission assesses on an annual basis Kosovo*'s progress in meeting the European agenda requirements and sets out guidelines on reform priorities. The last Annual Report for Kosovo* was issued in May 2019.

6. Visa Liberalisation Roadmap

The European Commission submitted a Visa Liberalisation Roadmap to Kosovo* in June 2012. The roadmap aimed to identify legislative and other measures that Kosovo* was to adopt and implement in the short-term for advancing visa liberalisation process. The roadmap included 95 criteria and was structured according to the following blocks:

- Readmission and Reintegration;
- Document Security;
- Border and Migration Management;
- Security and Public Order; and
- Freedom of Movement and Fundamental Rights.

The European Commission has issued five reports on Kosovo*'s progress towards visa liberalisation. In July 2018, the Commission confirmed that Kosovo* had met the two outstanding visa liberalisation requirements on the ratification of the border demarcation agreement with Montenegro and a strengthened track-record in the fight against crime and corruption, thus fulfilling all benchmarks set out in the Visa Liberalisation Roadmap. In March 2019, the European Parliament voted in support of the Commission proposal in its first reading. The proposal is pending in the Council.

7. Instrument for Pre-Accession

The Instrument for Pre-Accession Assistance (IPA II) is the main financial instrument to provide EU support to the Western Balkans economies in implementing EU accession reforms. Kosovo* has received over EUR 650 million from IPA I (2007-2013). IPA II (2014-2020) has an overall allocated budget of €602 million for Kosovo* over the seven-year period.

IPA II funding aims to contribute to the reforms in the following priority sectors (with share of funding allocations by programming areas):

- Democracy and Governance (28%)
- Rule of Law and Fundamental Rights (16%)
- Environment, Climate Action, Energy (24%)
- Competitiveness, Innovation, Agriculture and Rural Development (21%)
- Education, Employment, Social Policies (12%)

In September 2018, Kosovo* and EU agreed on the Financing Agreement for the Instrument for Pre-Accession Assistance 2018. Agreement was signed by the EU in February and Kosovo* in April 2019. The total estimated cost of IPA 2018 programme is €94,796,800. EU contribution is €90,500,000, whereas Kosovo* institutions will provide co-financing of €4,926,800. Deadline for the conclusion of the Agreement is 31

December 2019. Deadline for contracting is three (3) years after the conclusion of the Agreement. Indicative implementation deadline is six (6) years after the conclusion of the Agreement. Final implementation deadline is twelve (12) years after the conclusion of the Agreement.

Two sector budget support operations are being implemented in Kosovo*: public administration reform (PAR) under IPA 2016 (EUR 25 million) and public financial management (PFM) under IPA 2017 (EUR 25 million). In 2018, the EU Office in Kosovo* signed 139 contracts for a total amount of EUR 89 million.

In addition to the financial support, with a view to support implementation of the reforms Kosovo* benefits from:

- the Framework Agreement (FWA) between Kosovo* and the European Commission on general principles for participation in EU Programmes in which Kosovo* is eligible to participate. In 2018 Kosovo* has joined the Erasmus+, COSME, Europe for Citizens and Creative Europe programmes.
- the Western Balkans Investment Framework (WBIF) for technical assistance projects, as well as infrastructural grants.

IPA III programming preparations are ongoing in parallel. Under the new MMF, 14.5 billion Euros are planned for pre-accession assistance while the programming has undergone some changes such as: programming per priority, no allocations defined upfront, thematic windows to reflect specific objectives of the regulation and introduction of the efficiency principle to avoid backlog based on action maturity. Through its specific objectives, IPA III aims to:

1. Strengthen the rule of law, democracy, the respect of human rights, fundamental rights and international law, civil society and security as well as improve migration management including border management;
2. Reinforce the effectiveness of public administration and support structural reforms and good governance at all levels;
3. Shape the rules, standards, policies and practices of the beneficiaries listed in Annex I in alignment to those of the Union and to reinforce reconciliation and good neighbourly relations, as well as people to people contacts and communication;
4. Strengthen economic and social development including through increased connectivity and regional development, agriculture and rural development and social and employment policies, to reinforce environmental protection, increase resilience to climate change, accelerate the shift towards a low carbon economy and develop the digital economy and society;
5. Support territorial and cross border cooperation.

IPA III beneficiaries are expected to prepare strategic responses describing how they intend to benefit from the funding opportunities, while access to funding will be based on the relevance and maturity of proposed actions.

Strategy and policy planning in Kosovo* made it mandatory for key documents regarding Kosovo*'s relations with the EU to be considered in the planning and development phase.

Key findings

The European agenda has been and will continue to be an integral part of the Government's agenda. Every strategic document prepared by the Government is required to be in line with EU priorities.

The Political Guidelines for the next European Commission 2019-2024 – A Union that strives for all – have spelled out 6 headline ambitions for Europe for the next five years and well beyond. They are:

1. A European Green Deal
2. An economy that works for people
3. A Europe fit for the digital age
4. Protecting our European way of life
5. A stronger Europe in the world
6. A new push for European democracy

These directions have not been reflected in Kosovo*'s strategic documents yet. As mentioned before, the European Reform Agenda, which serves as a document that puts forward medium-term priorities and short-term measures for key reforms Kosovo* has to implement in its EU accession process, is in the process of drafting and could accommodate the new Commission priorities. Existing strategic documents will be checked against those priorities too.

The programme of the new Government highlights that reform efforts will be intensified in order to fulfil the obligations arising from the SAA and from the continued dialogue for streamlining other policies with the EU. Additionally, the new Government plans to incorporate monitoring and performance measuring in each Ministry, as well as to continue harmonising the national legislation with that of the EU.

2.4. LINKAGES OF MAPPED STRATEGIES AND PRIORITIES WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Although not a signatory to Agenda 2030 and the SDGs at the UN General Assembly, Kosovo* has joined global efforts to achieve them. Kosovo* institutions have undertaken several steps to incorporate SDGs in Kosovo*'s development framework.

SDGs were launched in Kosovo* on the UN Day in 2015. Soon after, the Prime Minister of Kosovo* announced that Kosovo* will seek to achieve the SDGs. In 2018, Kosovo*'s Assembly adopted a parliamentary resolution endorsing the SDGs. The same year the Assembly Council for Sustainable Development was established while the Government of Kosovo* was undertaking steps to secure alignment of key strategic documents with SDGs. The National Development Strategy 2016-2021 has undergone the SDG compliance check, while the verification process for sectorial strategies is still ongoing. At the institutional setup level, SDG focal points within the Government were appointed (Strategic Planning Office, MoE, MoF) and Terms of Reference for the Inter-ministerial SDG developed.

Most of these initiatives have been supported substantially by the UNKT. In parallel to the support provided to Kosovo* institutions, the UNDC has engaged with the private sector and civil society aiming at wider awareness and cross-sector cooperation on UN 2030 Agenda in Kosovo*. Furthermore, having in mind that Kosovo* is a potential candidate for EU membership, a thorough analysis of requirements deriving from the EU approximation agenda and Agenda 2030 has been initiated by the UNDC office in Kosovo*. The aim of the analysis is to identify the potential for synergies as well as potential gaps to enable both Kosovo* institutions and its international partners to engage in coordinated, mutually reinforcing implementation of SDGs and EU approximation requirements.

Although the EU has been the main promoter and contributor to the UN 2030 Agenda and its Sustainable Development Goals it has not yet reflected its commitment and model in its enlargement policy. However, the December 2019 European Council conclusions stress the need to accelerate action both in the EU and in other parts of the world in order to fulfil the vision and goals of 2030 Agenda. Recalling its conclusions from June 2017 and October 2018 the Council urges the Commission to elaborate a comprehensive implementation strategy outlining timelines, objectives and concrete measures to reflect the 2030 Agenda and to mainstream the SDGs in all relevant EU internal and external policies. On this ground, and with an increased awareness across the WB region that meeting accession criteria helps achieving SDGs and vice versa, it has become of essence that links between these two agendas are clearly defined.

In case of Kosovo*, the main findings can be summarised as follows:

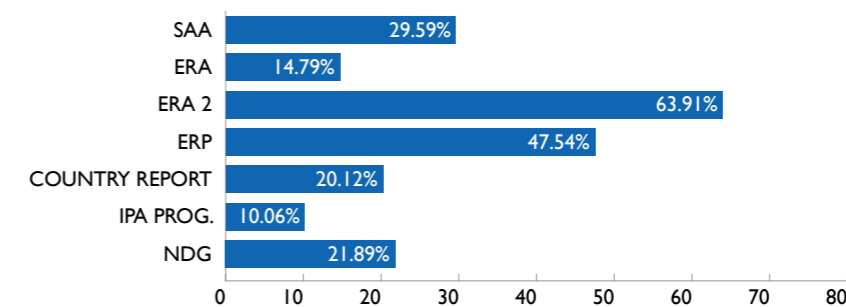
1. The intersections between SDGs, SAA and the NDS show that the strongest convergence of the national development priorities, SAA provisions and SDG targets are in the area of:
 - a. Quality education (SDG 4)
 - b. Affordable and clean energy (SDG 7)
 - c. Decent work and economic growth (SDG 8)
 - d. Industry, innovation and infrastructure (SDG 9)
 - e. Peace, justice and strong institutions (SDG 16)
 - f. Partnerships for the goals (SDG 17)
2. The analysis of the alignment of key European Integration Agenda documents with the SDGs show that Kosovo* 2019 Annual Report has the highest level of convergence with 63.91%. The second highest alignment can be found with the Economic Reform Programme at 47.54% while the SAA presents a much lower degree of convergence, with only 21.05% of its provisions matching SDG targets. When it comes to the Instrument for Pre-Accession Assistance (2014-2020 financial perspective), only 14.73% of the funds match the SDG targets' implementation.

Key findings

With the new Government programme just approved, it should be noted that it makes specific reference to the SDGs, requiring that their integration in the planning process is facilitated, in order for Kosovo* to fully become part of Agenda 2030.

As for the current convergence of existing strategies, while detailed tables with comparison among the provisions of National Development Strategy, and Stabilisation and Association Agreement for Kosovo* and SDGs are found in the annexes to this document, the table below is a screenshot of the main findings:

Percentage (%) of convergence with SDG targets



2.5. CONSULTATIONS WITH KEY PARTNERS

Following desk research and analysis of the findings, meetings have been held with key Government representatives, mainly senior civil servants, key international organisations and development partners, private sector and civil society representatives. Based on the desk research results, the meetings aimed to confirm the preliminary findings and gather additional information/update information used in the desk research. It should be stressed that the research was conducted in the post-election period, while efforts to form a new Government were ongoing. We found it important to wait until the new Government is in place to conduct meetings with political appointees in order to verify their support to ongoing strategic planning documents and processes, and include their imprint on the strategic development framework of Kosovo*.

List of interviewees:

Sector	Name	Position	Institution/Organisation
Government	Vedat Sagonjeva	Director, Strategic Planning Office	Office of the Prime Minister
	Arben Krasniqi	Director, Government Coordination Secretariat	Office of the Prime Minister
	Arjeta Sahiti	Head, Division for Policy Coordination, GCS	Office of the Prime Minister
	Artan Collaku	Director, SAA Coordination Department	Ministry of European Integration
	Florim Canolli	Director, Development Assistance Department, Head of NIPAC Office	Ministry of European Integration
	Rexhep Vasolli	Director, European Integration and Policy Coordination Department	Ministry of Finance
	Irfan Lipovica	Director, European Integration and Policy Coordination Department	Ministry of Trade and Industry
	Arjeta Islami Muja	Head, Division for EU integration	Ministry of Trade and Industry

2.6. REVIEW OF DONOR COORDINATION MECHANISMS

Donor coordination has been until now the responsibility of the Ministry of European Integration, or more specifically of the Department for Development Assistance (DDA) within the MEI. The highest decision-making body responsible for the coordination of donor aid is the High-Level Forum, chaired by the Prime Minister of Kosovo* and consisting of highest Kosovo* officials and representatives of donor organisations and bilateral donors. The Ministry of European Integration provides support to the High-Level Forum through a standing Secretariat which organises and coordinates the work for regular annual meetings of the High-Level Forum. A new Regulation on Coordination of Foreign Donors in Kosovo* was adopted in June 2015. The regulation formalises the institutional structure on donor coordination and makes the High-Level Forum responsible for overseeing the flow of external aid in Kosovo*, identifying top priorities for external assistance, reviewing the progress of development assistance and monitoring the overall effectiveness of external aid.

Key findings

The large majority of interviewees highly welcomed the fact that strategies are being consulted on a local level in order to inform the development of a regional strategy. Ideally, the regional strategy would bring added value at economy level.

Overall, the expectations were to have better coordination with other actors active in other economies of the region, as well as donors, international organisations, etc. There was strong interest to have the process opened up to seek input and involvement from non-state actors.

EU/Intl.Org	Luigi Brusa	Head of Operations	European Union Office in Kosovo*
	Lorik Pustina	Team Leader	UNDCO
	Teuta Halimi	Head, Monitoring and Evaluation Department	UNICEF
	Filloreta Bytyci	Deputy Team Leader	SIDA project /OPM
	Alban Zogaj	Head, Monitoring and Evaluation Department	Kosovo* Millennium Foundation/MCC
Private Sector	Berat Rukiqi	Director	Economic Chamber of Commerce
	Arian Zeka	Director	American Chamber of Commerce
	Linda Tahiri	Director	CSR Network
Civil Society	Taulant Hoxha	Executive Director	Kosovo* Civil Society Foundation
	Miodrag Milicevic	Executive Director	NGO Aktiv

The Ministry of European Integration administers the Aid Management Platform (AMP), an online data management system operational since 2009 where each donor can record information on funding commitments and disbursement at monthly, quarterly and annual intervals. The AMP tracks donor commitments and disbursements to Kosovo*, links activities to OECD/DAC sectors, Medium-term Expenditure priorities, and the European Partnership Action Plan.

Donor strategic documents

European Union, IPA 2 – Indicative Strategy Paper for Kosovo*, 2014-2020

1. Democracy and governance
2. Rule of law and fundamental rights
3. Energy
4. Competitiveness and Innovation
5. Education, employment and social policies
6. Agriculture and rural development
7. Territorial cooperation and regional cooperation

United States Agency for International Development (USAID), Kosovo*: “Country Development Cooperation Strategy, 2014-2020”

1. Improved Rule of Law and Governance that Meet Citizens’ Needs
2. Increased Investment and Private Sector Employment
3. Enhanced Human Capital

German Federal Ministry for Economic Cooperation and Development (BMZ), through GIZ, German Development Cooperation with Kosovo*

1. Democracy, civil society and public administration
2. Energy
3. Sustainable economic development

Swedish International Development Cooperation Agency, Sida, Region Strategy, Eastern Europe, the Western Balkans and Turkey, 2014-2020

1. Democratic governance and human rights
2. Economic development
3. Environment and climate

Swiss Agency for Development and Cooperation (SDC), Swiss Cooperation Strategy Kosovo*, 2017-2020

1. Democratic Governance and Human Security
2. Economy and Employment
3. Water and Climate Change Resilience
4. Health

Norwegian Embassy in Kosovo*, Norway and Kosovo* - Development Cooperation

1. Closer regional cooperation
2. Reconciliation and implementation of transitional justice

3. Socio-economic development
4. Good governance

Austrian Development Cooperation, ‘Kosovo* Country Strategy, 2013-2020’

1. Priority sector Economic Development focusing on rural areas
2. Priority sector Education focusing on Higher Education
3. Cross-cutting theme Governance

Luxembourg Development Cooperation (LuxDev), Luxembourg Development Cooperation in Kosovo*, 2017-2020

1. Education and vocational training
2. Health
3. Strengthening civil society
4. Technical assistance in the context of Kosovo*'s European integration

National coordination mechanisms for development of strategies and strategic planning

Despite significant progress made over the past decade, Kosovo*'s policy and planning systems remain fragmented and disconnected. Policy and financial planning environment still includes multiple frameworks, each with its own calendar, timeframes, methodologies, terminology, mixing of priorities and monitoring and reporting requirements. Work to harmonise planning and monitoring frameworks is underway as major procedural and structural improvements are still needed.

For that purpose, the Strategy for Improving Policy Planning and Coordination in Kosovo* (Integrated Planning System) 2017-2021 was adopted in 2016. The Integrated Planning System (IPS) proposed a range of planning and monitoring interventions, designed to ensure that central policy and budget processes of the Government of Kosovo* function in a coherent, efficient and integrated manner. The Strategy included six objectives focusing primarily on the Office of the Prime Minister, the Ministry of Finance and the Ministry of European Integration.

Yet, although important elements of policy planning and coordination are now in place, there is a need for a functional integration of elements into a single system in order to ensure coherence between different levels of planning, coordinate sectoral policies and embed strategic directions in concrete budgetary programmes. A clear policy intervention logic, subordination of strategic goals and objectives across all Integrated Planning System documents (NDS/ ERP/ NPISAA/ MTEF/ sectoral strategies) and linkages with MTEF and annual budgets need to be established. The Strategic Planning Office in the Office of the Prime Minister is currently preparing a proposal for discussion/adoption by the Government.

Key findings

While there is a structure in place for coordinating donor funds, its function in practice was more of an oversight mechanism rather than a mechanism for strategic prioritisation of funds. There is a certain sectoral orientation of donors, but it is mostly self-determined and based on their own priorities and agendas.

This partially comes as a consequence of fragmented policy and planning systems, which is now being overhauled. As most of the donor strategies expire in 2020, this opens a window for the new Government to work jointly with the donors in aligning their funds with the new priorities and strategies.

The programme of the new Government emphasizes the need for strengthening the strategic planning structures. The new Government envisages political and technical level committees for strategic planning, for both national and sectoral strategies, which need to be in harmony with its priorities as well as obligations with external partners, such as the European Union. The draft proposal of the Strategic Planning Office in the Office of the Prime Minister currently focuses on reducing the number of strategies, especially with many expiring soon, and streamlining them into broader strategic documents.

3. Conclusions and recommendations

Despite significant progress achieved over the past decade, Kosovo*'s current policy and financial planning remain, for the most part, fragmented and disconnected. Considering the general economic situation and tight fiscal space, the need for a more effective planning has become imminent.

Both the Strategy for Improving Policy Planning and Coordination in Kosovo* (2015 - 2018) and the Better Regulation Strategy (2014 – 2020) aim to improve the planning system and thus ensure that central policy and budget processes function in a coherent, efficient and integrated manner by avoiding fragmentations and overlaps between key policy and financial processes.

Through its key objectives, the Strategy for Improving Policy Planning and Coordination in Kosovo* has sought to enhance the linkages between strategic documents by better coordination and decision-making; better linking of strategic planning framework and strategic documents to external and internal resource planning to ensure financial affordability and implementation of strategic plans; full integration of monitoring practices and processes and building capacities of the administration for better policy planning, coordination and implementation results.

Current efforts are directed towards the establishment of a National Strategic Management Framework (NSMF), elements of which are already in place but require integration into a single system which would ensure coherence between different levels of planning, coordinate sectoral policies and embed strategic directions into concrete budgetary programmes. Establishing clear policy intervention logic, subordination of strategic goals and objectives across all IPS documents (NDS/ERP/NPISAA/MTEF/sectoral strategies), linkages with the MTEF and annual budgets are seen as a crucial background for such transformation.

However, to analyse the main Government priorities contained in the existing strategies would be at this time an exercise that would become redundant in a couple of months. At the time this report was submitted, Kosovo* found itself at a unique moment, as it is the first time that the new Government is formed by a party which has continuously been an opposition party. Its approach to governance and its strategic priorities, while not yet finalised, will nevertheless have some divergence from the existing priorities.

The Strategic Planning Office (SPO) in the Office of the Prime Minister has in the meantime collected and analysed, and issued the opinion on all strategies proposed by the ministries for the Annual Strategic Documents Plan 2020 - 2022. It contains 33 strategic documents for 2020 – 2021; 11 strategic documents for 2021 and 1 strategic document for 2022. This list of strategic documents is composed of proposals for new strategic documents, those in the process of being drafted since 2019 and those ongoing, but requiring a review in terms of their implementation level.

However, at this point it is impossible to measure how deeply the existing strategic framework and processes will be affected by the new Government's priorities.

Annexes

Annex I: New Government Programme: Table of division of programme by sectors and subsectors (courtesy translation)

Nr.	Sector	Subsector	Leading institution	Programmatic themes
1.	Governance	1.1. Planning, policy-making, accountability and transparency	Office of Prime Minister	N/A
		1.2. Public finance management	Ministry of Finances and Transfers	N/A
		1.3. Modernisation of public administration	Ministry of Economy, Employment, Trade, Strategic Investments, Entrepreneurship and Industry	N/A
		1.4. Public enterprise management	Ministry of Internal Affairs and Public Administration	Economic Development
		1.5. Local governance	Ministry of Local Governance Administration	N/A
2.	Rule of Law	2.1. Human rights, gender equality, and communities	Office of Prime Minister, Ministry for Returns and Communities, Ministry of Justice	Order, Law and Security
		2.2. War crimes punishment	Ministry of Justice	
		2.3. Functional review of justice	Ministry of Justice	
		2.4. Consolidation of civil justice and regulation of property issues	Ministry of Justice, Office of Prime Minister	
		2.5. Consolidation of criminal justice	Ministry of Justice	
		2.6. Fight against organized crime and corruption	Ministry of Justice, Anti-Corruption Agency, Ministry of Internal Affairs and Public Administration	
3.	Economic Development	3.1 Support for industry and business development	Ministry of Economy, Employment, Trade, Strategic Investments, Entrepreneurship and Industry	Economic Development
		3.2. Labour market and employment	Ministry of Economy, Employment, Trade, Strategic Investments, Entrepreneurship and Industry	
		3.3. Agriculture and rural development	Ministry of Agriculture, Forestry and Rural Development	
		3.4. Information and communication technology (ICT)	Ministry of Economy, Employment, Trade, Strategic Investments, Entrepreneurship and Industry	
		3.5. Balanced regional development	Ministry of Regional development	

4.	Education and science	4.1. Early Childhood Education	Ministry of Education, Science, Technology and Innovation	Education
		4.2. Increase in quality of teaching in primary and secondary education		
		4.3. Education and vocational training		
		4.5. Higher education		
		4.6. Science and Innovation		
5.	Health	5.1. Reorganisation of the health sector	Ministry of Health	Health
		5.2. Improvement of services	Ministry of Health	
		5.3. Securing sustainable health financing	Ministry of Health	
6.	Social policies	6.1. Increase of social welfare and restructuring of social services	Ministry of Finance and Transfers	Social Policies
		6.2. Reforms in pension schemes	Ministry of Finance and Transfers	
7.	Environment	7.1. Environmental protection	Ministry of Infrastructure and Environment	Economic Development
		7.2. Water	Ministry of Infrastructure and Environment	
		7.3. Spatial planning	Ministry of Infrastructure and Environment	
8.	Infrastructure	8.1. Road infrastructure development	Ministry of Infrastructure and Environment	Infrastructure
		8.2. Rail infrastructure development	Ministry of Infrastructure and Environment	
		8.3. Civil aviation policies	Ministry of Infrastructure and Environment	
		8.4. Improvement of road safety and maintenance	Ministry of Infrastructure and Environment	
9.	Energy and Mining	9.1. Energy	Ministry of Economy, Employment, Trade, Strategic Investments, Entrepreneurship and Industry	Energy and Mining
		9.2. Mining	Ministry of Economy, Employment, Trade, Strategic Investments, Entrepreneurship and Industry	
10.	Culture and sports	10.1. Art and culture	Ministry of Culture, Youth and Sports	Culture
		10.2. Youth	Ministry of Culture, Youth and Sports	Culture
		10.3. Sports	Ministry of Culture, Youth and Sports	Sports
11.	Defense and security	11.1. Armed Forces	Ministry of Defense	Order, Law and Security
		11.2. Police	Ministry of Internal Affairs and Public Administration	

12.	Foreign policy, integration and diaspora	12.1. Foreign policy and diplomacy	Ministry of Foreign Affairs and Diaspora	Foreign policy and EU integration
		12.2. Euro-Atlantic integration	Ministry of European Integration, Ministry of Foreign Affairs and Diaspora, Ministry of Defense	
		12.3. Good neighborly relations and regional cooperation	Office of Prime Minister	
		12.4. Diaspora	Ministry of Foreign Affairs and Diaspora	

Annex II: List of links to national and sectorial strategies

National Strategies:

1. Kosovo* National Development Strategy, 2016-2021
2. Economic Reform Program, 2020 -2022 (link is for 2019-2021, 2020-2022 available offline only)
3. European Reform Agenda II, (draft – indicative only as not yet adopted) (offline copy only)
4. National Plan for the Implementation of the SAA, 2017-2021
5. Medium Term Expenditures Framework, 2019-2021

Sectoral Strategies:

Office of Prime Minister

1. Strategy for Improving Policy Planning and Coordination (IPS), 2017-2021
2. Better Regulation Strategy 2.0 for Kosovo*, 2017-2021
3. National Strategy on the rights of persons with disabilities in the Republic of Kosovo*, 2013-2023
4. Strategy for Inclusion of Roma and Ashkali communities in the Kosovo* society, 2017-2021
5. Strategy for Affirmation and Integration of Montenegrin community in Kosovo*, 2016-2021 (not found online)
6. Strategy for Children's Rights, 2019-2023
7. Government Strategy for Cooperation with Civil Society, 2019-2023

Ministry of Finance

8. National Strategy of the Republic of Kosovo* for the Prevention and Combating Informal Economy, Money Laundering, Terrorist Financing and Financial Crimes, 2019-2023
9. National Strategy for Public Procurement, 2017-2021

Ministry of Economic Development

10. Mineral Strategy of the Republic of Kosovo*, 2012-2025
11. Energy Strategy of the Republic of Kosovo*, 2017-2026

Ministry of Internal Affairs

12. National Strategy against Organized Crime, 2018-2022
13. Strategy for the Control of Small Arms, Light Weapons and Explosives, 2017-2021
14. National Strategy for Community Safety, 2018-2023
15. National Strategy against Terrorism, 2018-2023
16. National Strategy for Sustainable Reintegration of Repatriated Persons in Kosovo*, 2018-2022
17. National Strategy against Narcotics and Drugs, 2018-2022

Ministry of Environment and Spatial Planning

18. Air Quality Strategy, 2013-2022
19. Waste Management Strategy, 2013-2022
20. National Emission Reduction Plan, 2018-2027

Ministry of Education, Science and Technology

21. Kosovo* Education Strategic Plan, 2017-2021

Ministry of Labour and Social Welfare

22. Sector Strategy of Employment and Social Welfare, 2018-2022 (Offline copy only)

Ministry of Health

23. Health Sector Strategy, 2017-2021

Ministry of Local Government Administration

24. Local Self-Government Strategy, 2016-2026 (English version starting from page 147)

Ministry of Culture, Youth and Sports

25. National Strategy for Cultural Heritage, 2017-2027

Ministry of Infrastructure

26. Multimodal Transport Sectorial Strategy, 2015-2025

Ministry of Innovation and Entrepreneurship

27. National Strategy for Innovation and Entrepreneurship, 2019-2023 (Available in ALB only)

Anti-Corruption Agency

28. National Anti-Corruption Strategy, 2019-2023 (Available in ALB only)

Beyond Government sphere:

1. WB Berlin Process framework, Multi-Annual Action Plan for a Regional Economic Area (MAP REA), 2017-2020 (offline copy only)
2. World Bank, Kosovo* – “Country Partnership Framework, 2017-2020”
3. European Bank for Reconstruction and Development, Strategy for Kosovo*, 2016 –

Donor strategic documents:

1. European Union, IPA 2 – Indicative Strategy Paper for Kosovo*, 2014-2020
2. United States Agency for International Development (USAID), Kosovo*: “Country Development Cooperation Strategy, 2014-2020”
3. German Federal Ministry for Economic Cooperation and Development (BMZ), through GIZ, German Development Cooperation with Kosovo*
4. Swedish International Development Cooperation Agency, Sida, Region Strategy, Eastern Europe, the Western Balkans and Turkey, 2014-2020
5. Swiss Agency for Development and Cooperation (SDC), Swiss Cooperation Strategy Kosovo*, 2017-2020
6. Norwegian Embassy in Kosovo*, Norway and Kosovo* - Development Cooperation

7. Austrian Development Cooperation, Kosovo* “Country Strategy, 2013-2020” (extended until 2021)
8. Luxembourg Development Cooperation (LuxDev), Luxembourg Development Cooperation in Kosovo*, 2017-2020

Annex III: Sectoral Strategies

Office of Prime Minister

29. Strategy for Improving Policy Planning and Coordination (IPS), 2017-2021
 - 29.1. Further improvement of strategic planning framework
 - 29.2. Better linkage of strategic documents with financial resources
 - 29.3. Integration of monitoring practices and processes
 - 29.4. Enhanced capacities on policy planning and coordination
30. Better Regulation Strategy 2.0 for Kosovo*, 2017-2021
 - 30.1. An enabling regulatory system
 - 30.2. Effective public communication, public consultation and participation of stakeholders
31. National Strategy on the rights of persons with disabilities in Kosovo*, 2013-2023
 - 31.1. Improvement of the provision of health services for Persons with disabilities
 - 31.2. Functional and genuine welfare and social security system as well as the provision of equal opportunities for the employment of persons with disabilities
 - 31.3. Creating conditions for all inclusion in education and professional support for children with special needs
 - 31.4. Creating the legal infrastructure to respect and fulfill the rights of persons with disabilities
 - 31.5. Creating equal opportunities to access, communication, participation as well as in creating or setting up a unified system of data on persons with disabilities
32. Strategy for Integration of Roma and Ashkali communities in the Kosovo* society, 2017-2021
 - 32.1. Education – Increase inclusion and provide opportunities for personal development, training and education for members of the Roma and Ashkali communities
 - 32.2. Employment and social welfare – Improve the economic and social situation of the Roma and Ashkali communities
 - 32.3. Health – Improve the health situation and quality of life among the members of the Roma and Ashkali communities
 - 32.4. Housing – Provide adequate and sustainable housing for the Roma and Ashkali communities in line with the effective legislation
33. Strategy for Affirmation and Integration of Montenegrin community in Kosovo*, 2016-2021
34. Strategy for Children’s Rights, 2019-2023
 - 34.1. Improving good governance for realization of children’s rights
 - 34.2. Improving local governance for realization of children’s rights
 - 34.3. Inclusion and empowerment of children in decision-making
 - 34.4. Inclusion of children in integrated services for early childhood education and development
 - 34.5. Improving a child’s health, protection and well-being in order to achieve their full potential
35. Strategy for the Prevention of Violent Extremism and Radicalization that lead to Terrorism, 2015-2020
36. Government Strategy for Cooperation with Civil Society, 2019-2023
 - 36.1. Increase civil society participation in policymaking
 - 36.2. Improvement of the regulatory and institutional framework for financing sustainability of programmes and projects of CSOs in public interest
 - 36.3. Develop practices and procedures of contracting of CSOs for the provision of public services
 - 36.4. Increase volunteering in programs of public interest

Ministry of Finance

37. National Strategy of Kosovo* for the Prevention and Combating Informal Economy, Money Laundering, Terrorist Financing and Financial Crimes, 2019-2023
- 37.1. Improve the quality of governance in the economy through identification, analysis, treatment and monitoring of combating of informal economy, money laundering and terrorist financing
- 37.2. Increase the financial resources for public services as a result of additional tax revenues and from confiscation of illegal assets
38. Strategy for Reform of Public Finance Management, 2016-2020
39. National Strategy for Public Procurement, 2017-2021
- 39.1. Increase efficiency in the public procurement system through the establishment of rules, monitor the implementation and ensure the implementation of the transparency principle and access to information at all stages of the procurement activity during the use of public funds.
- 39.2. Improve responsibility, integrity, accountability, control of the implementation of the policies and legislation on public procurement.
- 39.3. Train and develop professional procurement cadre in the public procurement sector to cope with the growing procurement market and its expected role in national economic development.
- 39.4. Ensure continued compliance with the EU legal framework by using the experience and best practices of EU member states in public procurement field.
- 39.5. Communication and awareness rising for public procurement in Kosovo*.

Ministry of Economic Development

40. National Action Plan for Renewable Energy, 2011-2020
41. Mineral Strategy of Kosovo*, 2012-2025
- 41.1. Provision of favorable conditions for economic valorization and utilization of mining resources and attraction of investments
- 41.2. Enhancement of human and institutional capacities in the mining sector
- 41.3. Social considerations and community benefits
- 41.4. Environmental care
42. Policy for Electronic Communications Sector - Digital Agenda of Kosovo*, 2013-2020
43. Kosovo* Strategy on IT, 2014-2020
44. Energy Strategy of Kosovo*, 2017-2026
- 44.1. Security of a sustainable, high-quality, safe, and reliable electricity supply with adequate capacities for stable power system operation
- 44.2. Integration in the regional energy market
- 44.3. Enhancement of existing thermal system capacities and construction of new capacities
- 44.4. Development of natural gas infrastructure
- 44.5. Fulfillment of targets and obligations in energy efficiency, renewable energy sources, and environmental protection

Ministry of Internal Affairs

45. Disaster Risk Reduction Strategy, 2016-2020
46. National Strategy against Organized Crime, 2018-2022
- 46.1. Preventing and combating the forms of organized crime.

- 46.2. Further strengthening of capacities in prevention and fight against the organized crime.
- 46.3. Development of cooperation and coordination between national and international actors in the prevention and fight against the organized crime.
47. Strategy for the Control of Small Arms, Light Weapons and Explosives, 2017-2021
- 47.1. Further legislation and policy development
- 47.2. Comprehensive approach in reduction of risks from weapons and explosives posing threats to the public order and security
- 47.3. Further development of institutional and investigative capacities
- 47.4. Inter-institutional coordination and further enhancement of international cooperation
48. National Strategy for Community Safety, 2018-2023
- 48.1. Strengthening the capacities of safety mechanisms related to prevention of negative phenomenon, in order to reduce crime levels and safety problems in the community
- 48.2. Inclusion of communities in community safety mechanisms
- 48.3. Inter-institutional coordination at all levels, and citizens cooperation
- 48.4. Citizens' awareness regarding community safety threats
- 48.5. Advancing the legal basis related to community safety mechanisms.
49. National Strategy against Terrorism, 2018-2023
- 49.1. Prevention
- 49.2. Protection
- 49.3. Pursuit
- 49.4. Respond
50. National Strategy for Sustainable Reintegration of Repatriated Persons in Kosovo*, 2018-2022
- 50.1. Advancing the reintegration system for repatriated persons by applying a need-oriented approach
- 50.2. Sustainable socio-economic reintegration of repatriated persons
- 50.3. Advancing comprehensive co-operation in the field of reintegration
- 50.4. Strengthening capacities to ensure an integrated approach to the reintegration system
- 50.5. Strengthen monitoring and evaluation of the implementation of reintegration policies
51. National Strategy against Narcotics and Drugs, 2018-2022
- 51.1. Demand and harm reduction
- 51.2. Offer and supply reduction
- 51.3. Cooperation and coordination
- 51.4. Supervision and monitoring

Ministry of Agriculture, Forestry and Rural Development

52. Forestry Development Strategy, 2010-2020
53. Land Consolidation Strategy, 2010-2020

Ministry of Environment and Spatial Planning

54. Air Quality Strategy, 2013-2022
- 54.1. Transposition of EU directives in Kosovo* legislation and its implementation
- 54.2. Provide a framework for the protection of air quality, in cooperation with all communities
- 54.3. Promoting the importance of air quality as a determinant of population health and welfare
55. Waste Management Strategy, 2013-2022
- 55.3.1. Reduction of waste generation, reduction of the amount of waste at source and reduction of the amount of waste to be disposed

- 55.3.2. Development of infrastructure for the establishment of an integrated approach for waste management
 - 55.3.3. Reduction of risk from waste
 - 55.3.4. Contribution to increasing employment in the economy
 - 55.3.5. Capacity building for waste management
 - 55.3.6. Improvement of the waste service (improvement of the actual system, expansion of the collection zones, examination and harmonization of capacities for waste disposal)
 - 55.3.7. Education of public, training of officials
 - 55.3.8. Completion of legislation and instructions on waste
56. National Emission Reduction Plan, 2018-2027
- 56.1. Technical upgrade of units Kosovo* A and Kosovo* B (powerplants)
 - 56.2. Increase the renewable energy generation capacity
 - 56.3. Reduce electricity demand as much as possible by implementing efficiency measures and awareness rising
57. Biodiversity Action Plan, 2017-2021

Ministry of Education, Science and Technology

58. Kosovo* Education Strategic Plan, 2017-2021
- 58.1. Increasing participation and providing equal opportunities for the development, training, and education of every individual in pre-university education.
 - 58.2. Improving the quality and efficient management of the education system, based on transparency and accountability.
 - 58.3. Developing a functioning quality assurance system, in accordance with international standards.
 - 58.4. Enhancing teaching quality through an effective and sustainable system for teacher professional development and preparation.
 - 58.5. Maximising learning through quality teaching, implementing competency-based curricula, and by using high-quality teaching resources.
 - 58.6. Harmonising vocational education and training with labour market requirements in the economy and abroad, and creating an open system for adult education.
 - 58.7. Upgrading the quality and competitiveness of higher education through the promotion of excellence in teaching, scientific research, artistic creation, innovation, and internationalisation.
59. Strategy for the Development of Pre-University Education in Kosovo*, 2016-2020
60. Strategy to Improve Professional Practice in Kosovo*, 2013-2020

Ministry of Labour and Social Welfare

61. Action Plan for Increasing Youth Employment, 2018-2020
62. Sector Strategy of Employment and Social Welfare, 2018-2022
- 62.1. Reduction of inactivity through increased employment and capacity development in line with labor market needs
 - 62.2. Improving working conditions and reducing informality by strengthening oversight and strengthening social dialogue
 - 62.3. Enhancing social welfare through the expansion and enhancement of the quality of protection and social and family services

- 62.4. Realization of pension rights benefits through the development of a sustainable pension system, the harmonization of the legal framework and the enhancement of institutional human and technological capacities.

Ministry of Health

63. Health Sector Strategy, 2017-2021
- 63.1. Protection and Advancement of Health
 - 63.2. Ensuring Sustainable Health Financing
 - 63.3. Reorganization of Health Sector

Ministry of Public Administration

64. Strategy for Training of Civil Servants, 2016-2020

Ministry of Local Government Administration

65. Local Self-Government Strategy, 2016-2026
- 65.1. Increase local economic, social and structural sustainability to ensure that the parameters of local policies and financial modalities will bring innovation to the development of municipalities.
 - 65.2. Creation of a framework for good governance and effective regulation to ensure democratic representation of citizens and professional and efficient administration of municipalities.
 - 65.3. Strengthening institutional capacities of local government to meet the demands of citizens and achieve sustainable improvement in municipal services for citizens.
 - 65.4. Strengthening partnerships between local government, civil society and businesses in order to create active, comprehensive and cohesive citizenship.
 - 65.5. Promotion of cultural and natural heritage and affirmation of cultural, ethnic and linguistic diversity in municipalities to affect the social, economic and cultural development.

Ministry of Culture, Youth and Sports

66. National Strategy for Cultural Heritage, 2017-2027
- 66.1. Advancement of legal and institutional framework
 - 66.2. Integrated approach in the cultural heritage, towards sustainable development
 - 66.3. Inclusion of cultural heritage in development plans
 - 66.4. Promotion of cultural heritage
 - 66.5. Education, training and active participation in protection of cultural heritage

Ministry of Justice

67. National Strategy for Protection from Domestic Violence, 2016-2020

Ministry of Infrastructure

68. Road Safety Strategy, 2016-2020
69. Multimodal Transport Sectorial Strategy, 2015-2025
- 69.1. Connection with pan-European corridors
 - 69.2. Improvement of service quality
 - 69.3. Improvement of traffic safety

- 69.4. Cooperation with international organizations
- 69.5. Building a functional structure

Ministry of Trade and Industry

- 70. Consumer Protection Program, 2016-2020

Ministry of Innovation and Entrepreneurship

- 71. National Strategy for Innovation and Entrepreneurship, 2019-2023
 - 71.1. Improving public policies for initiating and developing innovations, with a focus on enhancing the competitiveness and export potential of Kosovo*
 - 71.2. Increase participation of the private sector and academia, as well as cooperation in overall investment in research and development.
 - 71.3. Establish strong coordination mechanisms for innovation and entrepreneurship at the national level
 - 71.4. Building human capacities and competences for research, development and innovation in entrepreneurship

Anti-Corruption Agency

- 72. National Anti-Corruption Strategy, 2019-2023
 - 72.1. Developing a “zero tolerance” approach to corruption
 - 72.2. Building integrity, responsibility and transparency in the work of public administration bodies and strengthening citizens’ trust in public institutions
 - 72.3. Improving legislation and strengthening institutional capacity to prevent and combat corruption
 - 72.4. Awareness raising and education of the general public in the field of anti-corruption

Annex IV: Structural reform areas and measures 2020 - 2022

I. Market reforms on energy and transport

1. Reducing Energy Consumption through Energy Efficiency Measures

This measure aims at implementing the EE measures in public and private buildings and households, achieving energy saving targets, and increasing investment in projects through the EE fund.

2. Increasing diversity of energy sources

This measure aims to tackle obstacles in the sectors of RES, gas and district heating. Investments in these areas would balance the excess demand, resulting in a more sustainable energy mix and help meet emissions and renewable energy targets.

II. Agriculture, Industry and Services

3. Structural changes in the agriculture sector

This measure will aim at increasing productivity and agro-rural restructuring, developing the agro-food sector through improved competitiveness, innovation and increased productivity.

4. Increasing competitiveness in the production industry

This reform will help to create a more coordinated industry development policy across the supply chain, assisting the processing industry, enhancing competitiveness and internationalizing SMEs.

5. Increasing Competitiveness in the Tourism and Hospitality sectors

The main purpose of this measure is to promote the development of competitiveness in the tourism sector which will then have an effect on the economic value of tourism and increase employment.

6. Increase of competitiveness in the sector of trade in services

The main goal of this measure is to improve the efficiency and competitiveness of tradable service activities in Kosovo* and promote their importance equal to level of agriculture and industry.

III. Business environment and reduction of informal economy

7. Adoption of Evidence-Based Policies and Reduction of Administrative Burden

This measure aims to improve the development of new evidence-driven policies and legislation as well as the simplification and harmonization of legislation regarding permits and licenses.

8. General Inspection Reform

The measure aims to reform inspections in order to achieve two objectives: improving inter-institutional coordination regarding business activity inspections and digitalization of the inspection process.

9. Establishment and functioning of the Commercial Court

The focus of this measure is to increase efficiency in the resolution of commercial disputes through the establishment of Commercial Court as the sole address for resolving all commercial disputes of foreign businesses and investors.

10. Reduce of informality in the real estate sector

This reform contributes to the release of courts from formalization claims and provides for the citizens’ quick resolution to their property rights formalization claims

I 1. Reducing the Informal Economy

The purpose of the measure is to combat the informal economy by improving the rule of law and economic governance in Kosovo*, with the aim of increasing tax revenues and formalizing employment.

IV. Research, Development and Innovation (RDI) and Digital Economy

I 2. Improving the Environment for Innovation and Entrepreneurship

This measure aims to stimulate the development of innovation eco-system and excellence in research, strengthen the skills of entrepreneurship, especially for SMEs and start-ups.

I 3. Extension of relevant ICT networks and services infrastructure for socio-economic development

This measure aims to expand access to and use of ICT by extending broadband infrastructure to uncovered areas, strengthening human capital and supporting digital businesses, as well as digitizing other businesses.

V. Trade related reforms

I 4. Trade facilitation through reducing the cost of trading transactions

This measure is expected to reduce the time and cost of cross border transactions, in order to improve the conditions for entering into the market for Kosovo* exports in selected markets (targeted).

I 5. Further development of quality infrastructure and empowerment of the role of market surveillance authorities, with a focus on construction products

The goal of the measure is further approximation and implementation of EU legislation with the aim of: enhancing the safety and quality of construction products, services offered in the domestic market and integration into the market of EU and other economies; elimination of technical barriers to trade and effective market surveillance by market surveillance authorities.

VI. Education and Skills

I 6. Developing early childhood education with an inclusive approach through completing legislative and physical infrastructure and reforming curriculum

The goal of the measure is to increase children's participation in early childhood education, including the implementation of a comprehensive approach for children from vulnerable groups.

I 7. Implementation of the new curriculum framework in the vocational education and training system

The main purpose of this measure is to increase the compatibility of vocational education and training with labour market requirements through the adoption of the core curriculum in the field of vocational education and training, the revision of the VET funding formula and the initiation of piloting of new curricula by institutions of VET.

I 8. Enhancement and quality assurance in higher education by strengthening quality oversight mechanisms, improving the funding system and profiling higher education institutions

The goal of the measure is strengthening the mechanisms for quality enhancement provided by higher education institutions (HEIs), including taking steps to initiate the profiling of HEIs as well as redesigning the funding formula of HEIs based on performance and quality.

VII. Employment and Labour Market

I 9. Improving and expanding public employment services and increasing the employability of long-term unemployed, young people, women and other vulnerable groups

This measure aims to increase the employability of vulnerable groups, with a particular emphasis on long-term unemployed, youth, women, people in poverty and especially those in rural areas.

VIII. Social Inclusion, Poverty Reduction and Equal Opportunities

20. Improving social services and empowering excluded groups

The aim of this measure is to increase the level of poverty coverage by the social assistance scheme; increasing the number of individuals employed in social enterprises and increasing the number of standardized and high-quality services.

Annex V: Annual Plan of Strategic Documents for the period 2020 - 2022 (working draft – indicative only, not finalized still in inter-ministerial consultation)

Nr.	Title of the Strategic Document	Sectors/ Subsectors covered	Lead Ministry	Relevant Ministries	Link to strategic documents	Indicative adoption date		
						2020	2021	2022
1	Review of the National Development Strategy	Economic growth and increased competitiveness	OPM	Line ministries	Government Program, NPISAA		TM3	
2	Smart Specialization Strategy	Education, trade and industry, innovation	OPM	MIN, MEST, MTI, MED	NDS, NPISAA	TM4		
3	Strategy for the improvement of the development, coordination and communication of policies and Better Regulation Strategy	Policy planning and coordination/ PAR	OPM	MPA	PAR		TM1	
4	Human Rights Strategy	Human Rights	OPM	Line ministries	NPISAA	TM3		
5	Kosovo* Gender Equality Program 2020 - 2023	Human Rights	OPM	Line ministries	NDS, NPISAA	TM2		
6	Public Administration Modernization Strategy 2021-2026	Public Administration/ PAR	MPA	OPM, AIP, MTI, MLGA	/	TM4		
7	Defense Strategy 2020-2025	Security and Defense	MD	MOJ	/	TM4		
8	Strategy on the promotion and protection of the rights of all communities and their members	Minority rights	OPM, MCR	Line ministries	NPISAA	TM4		
9	Review of the Kosovo* Strategic Plan for Education	Education	MEST	MCYS, MLSW	Government Program		TM4	
10	Review of the Strategy on the Reform of Public Finances Management	Public Finances Management	MoF	OPM, MPA, DK, KRPP, etc.	NPISAA	TM4		
11	Migration and Integrated Border Management Strategy (or together with the Strategy against organized crime)	Internal Affairs	MIA	OPM, MLSW, KSO, MH	NPISAA	TM3		
12	Strategy against organized crime (which encompasses) - The Strategy against human trafficking 2020-2024. -State Strategy for Cybernetic Security 2020-2024	Internal Affairs	MIA	OPM, MPA, DK, KRPP, etc. OPM, MLSW, SOK, MH	/	TM3		
13	Review of the Sectorial Strategy for Multimodal Transportation and 5 Year Action Plan	Transport	MI	MF, OPM, MESP	NDS, NPISAA	TM4		
14	Private Sector Development Strategy	Trade and Industry	MTI	MF, OPM, Customs, etc.	NDS, NPISAA	TM2		
15	Strategy for the tourism sector	Trade and Industry	MTI	MESP, MCYS, MAFRD	ERP, NPISAA		TM2	

16	Strategy for Industrial Policies 2020-2030	Trade and Industry	MTI	OPM, MF, MED, MAFRD, MLSW, MEST, MEI	NDS 2016-2021, ERP 2020-2022, NPISAA	TM4		
17	Trade Policies Document 2020-2030	Trade and Industry	MTI	Line ministries, private sector through Chambers of Commerce and Professional Associations	Continuation of the 2004 and 2009, ERP 2020-2022, SAA chapter 3.31, NDS, MTEF 2019-2021	TM3		
18	Strategy for Tourism	Trade and Industry	MTI	OPM, MF, MED, MAFRD, MLSW, MEST, MEI	ERP 2020-2022, NPISAA	TM4		
19	Foreign Policy Strategy	Foreign Policy	MFA	OPM, MEI, MF, MTI, MDIS	Government Program	TM2		
20	Agriculture and Rural Development Program	Agriculture and Rural Development	MAFRD	/	NDS, Government Program, NPISAA	TM4		
21	Forestry Development Strategy	Agriculture and Rural Development	MAFRD	/	NDS, Government Program	TM4		
22	Sectorial Rule of Law Strategy	Justice	MoJ	MIA, KJC, KPC	NPISAA		TM2	
23	Kosovo* Digital Strategy	ICT	MED	/	NPISAA, NDS		TM4	
24	Program for the implementation of the Kosovo* Minerals Strategy	Energy and mining	MZHE	/	NPISAA, NDS, Government Program			TM3
25	Review of the Action Plan for the Kosovo* IT Strategy	ICT Sector	MED	MPA, MAP-ASHI; MIN; MTI; MEST, MF; MCYS; MLSW	Kosovo* IT Strategy	TM4		
26	National Government Strategy of the Postal Services 2021-2025	Postal Services Sector	MED	MI/MTI/MPM	Law nr. 06/L-038 on Postal Services		TM2	
27	National Energy and Climate Plan 2021-2030	Energy Sector	MED MESP	MF, MTI, MAFRD, MI, MLSW, ERO, KOSTT, KEK, NGOs, UP	Government Program NDS, ERP, NPISAA		TM1	

28	Energy Strategy of Kosovo* 2021-2030 / Implementation Plan of the Energy Strategy 2021-2023	Energy Sector	MED	MESP, MF, ME-SPS, MTI, MAFRD, ERO, KEK, KOSTT, Heating, OJQ, UP	Government Program NDS, ERP, NPISAA		TM1/ TM2	
29	4th National Energy Efficiency Plan 2019-2021	Energy Sector	MED	MH, MIA, MEST, MLGA, KEK, KOSTT, QKUK, OPM, MF, KMSF, MD, MI, MESP, SOK, MAFRD, MEI, MTI, AKM, ERP, NGOs	Energy Strategy of Kosovo* 2017-2026	TM1		
30	Kosovo* Waste Management Integrated Strategy	Environment	MESP	MED, Municipalities	NDS, Government Program	TM3		
31	Environment Protection and Sustainable Development Strategy	Environment	MESP	MED, MAFRD, MTI, MF, MIA, MI, MCYS, MLGA	NPISAA, Government Program, NDS		TM4	
32	Biodiversity Strategy and Action Plan 2021-2030	Environment	MESP	SPO/OPM, MF, MEI, MAFRD, MI, MED, MEST, UP, NGOs etc.	NPISAA, Government Program, NDS		TM4	
33	Action Plan 2021-2023 for the implementation of the Kosovo* State Strategy on Water 2017-2036	Environment	MESP	MED, MAFRD, MTI, MF, MIA, MI, MCYS, MLGA	NPISAA, Government Program, NDS	TM4		
34	Review of the Air Quality Action Plan	Environment	MESP	MED, MAFRD, MTI, MF, MIA, MI, MCYS, MLGA	NPISAA, Government Program, NDS		TM1	
35	National Sport Strategy	Sport, youth development	MCYS	SPO, MEI, MF, MLSW, MRC, MEST, MLGA, KOC, KPOK	/	TM3		
36	National Cultural Strategy	Culture	MCYS	SPO, MEI, MF, MLGA, MoJ, MED	SVL 2016-26, SKTK 2017-27	TM3		
37	Regional Development Strategy	Regional Development	MRD	MED, MLGA, MAFRD	Government Program	TM4		
38	Strategy for Diaspora 2019-2023 and Action Plan 2019-2021	Disapora	MDIS	MED, MTI, MEST, MCYS	Government Program, NDS, ERP	TM4		

Annex VI: Table of convergences between SDGs vs NDS and ERP

	SDGs		SDG Targets	SDG Indicators	ERP Measure	NDS Measures	NDS Indicators
1	SDG 1: End poverty in all its forms everywhere	1	1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	1.3.1 Proportion of population covered by social protection floors/systems, by sex, distinguishing children, unemployed persons, older persons, persons with disabilities, pregnant women, newborns, work-injury victims and the poor and the vulnerable	Measure #20: Improving the health and social services		
2	Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture	2	2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment	2.3.1 Volume of production per labour unit by classes of farming/pastoral/forestry enterprise size	5. Investment in agricultural infrastructure and agro-processing	31. Agriculture infrastructure at the service of agro-business	(Growth of) Gross value added of agricultural production.
3	Goal 3. Ensure healthy lives and promote well-being for all at all ages	3	Note: There is no specific target since measure is very broad and includes the implementation of the Law on Health Insurance		Measure #20: Improving the health and social services		
4	SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	4	4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	4.1.1 Proportion of children and young people: (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex		2. Enhanced quality of teaching in the pre-university education	Indicator that measure student achievement according to PISA evaluation system.
			4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education	4.2.1 Proportion of children under 5 years of age who are developmentally on track in health, learning and psychosocial well-being, by sex		1. Enrolment in pre-school and pre-primary education Enrolment rate of children in pre-primary level	Enrolment rate of children in pre-school level
		5	4.2.2 Participation rate in organized learning (one year before the official primary entry age), by sex				

SDGs	SDG Targets	SDG Indicators	ERP Measure	NDS Measures	NDS Indicators		
4	SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	6	4.c By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States 4.c.4 Pupil-qualified teacher ratio by education level	4.c.1 Proportion of teachers in: (a) pre-primary; (b) primary; (c) lower secondary; and (d) upper secondary education who have received at least the minimum organized teacher training (e.g. pedagogical training) pre-service or in-service required for teaching at the relevant level in a given country	Measure #18: Implementing and improving the teachers' career system	2. Enhanced quality of teaching in the pre-university education 4. Pupil-qualified teacher ratio by education level	1. % of teachers with bachelor's degree 2. % of teachers with higher school degree 3. % of teachers with master's degree
5	Goal 5. Achieve gender equality and empower all women and girls	7	5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws	5.a.1 (b) share of women among owners or rights-bearers of agricultural land, by type of tenure	10. Ensuring property rights by addressing informalities in the real-estate sector	13. Strengthening the property rights system	Percentage of properties registered under women's name / Percentage of property owned by women.
6	Goal 6. Ensure availability and sustainable management of water and sanitation for all	8	6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all	6.1.1 Proportion of population using safely managed drinking water services		32. Rational use and increase of capacities of water resources	Water network connection rate

SDGs	SDG Targets	SDG Indicators	ERP Measure	NDS Measures	NDS Indicators		
7	Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all	9	7.1 By 2030, ensure universal access to affordable, reliable and modern energy services		3. Further development of energy generation capacities	25. Build new and sustainable power generation capacities	Reduction of power outages
		10	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix	7.2.1 Renewable energy share in the total final energy consumption		28. Rational use of renewable energy sources	Percentage of electricity produced from renewable sources
		11	7.3 By 2030, double the global rate of improvement in energy efficiency	7.3.1 Energy intensity measured in terms of primary energy and GDP	2. Reducing energy consumption through energy efficiency measures	27. Decrease energy consumption through energy efficiency measures	Energy intensity level of primary energy (MJ/\$2011 PPP GDP): Energy intensity level of primary energy is the ratio between energy supply and gross domestic product measured at purchasing power parity. Energy intensity is an indication of how much
7	Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all	11				energy is used to produce one unit of economic output. Lower ratio indicates that less energy is used to produce one unit of output. WB data for Kosovo*: 7 in 2012	

SDGs	SDG Targets	SDG Indicators	ERP Measure	NDS Measures	NDS Indicators	
8	Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	8.3.1 Proportion of informal employment in non-agriculture employment, by sex		7. Addressing informal employment and creating adequate working conditions	Proportion of workers employed without a contract
		8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	8.5.2 Unemployment rate, by sex, age and persons with disabilities	Measure #19: Improvement of employment services through functioning of the Employment Agency and the active labour market measures		NDS Higher level indicators Percentage of unemployment
		8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training	8.6.1 Proportion of youth (aged 15-24 years) not in education, employment or training	17. Harmonization of supply and demand by developing occupational standards and reviewing the curricula	3. Better linkage between education system and labour market	Proportion of youth (aged 15-24 years) not in education, employment or training
		SDG Target: 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	8.8.1 Frequency rates of fatal and non-fatal occupational injuries, by sex and migrant status		7. Addressing informal employment and creating adequate working conditions	Number of fatal and non-fatal occupational injuries per 10,000 employees
		8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products	8.9.1 Tourism direct GDP as a proportion of total GDP and in growth rate	Measure #8: Development of tourism products in Kosovo* touristic regions		

SDGs	SDG Targets	SDG Indicators	ERP Measure	NDS Measures	NDS Indicators	
9	Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	9.1.2 Passenger and freight volumes, by mode of transport	15. Increasing cost-efficiency of international commercial transactions	29. Further development of road and railway infrastructure	Volume of freight transport (road transport) Volume of passenger transport (road transport) Volume of freight transport (rail transport) Volume of passenger transport (rail transport)
		9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries	9.2.1 Manufacturing value added as a proportion of GDP and per capita	16. Improvement of quality infrastructure	18. Upgrading SMEs to activities with higher added value	Level of industry's contribution to the economy (industrial sector as percentage of GDP)
		9.3 Increase the access of small-scale industrial and other enterprises, in developing countries, to financial services, including affordable credit, and their integration into value chains and markets	9.3.2 Proportion of small-scale industries with a loan or line of credit	12 Improving access to funding for SMEs through the Kosovo* Credit Guarantee Fund (KCGF)	16. Increased access to finance for Kosovo* SMEs	Number of SMEs with a loan or line of credit
		9.3.1 Proportion of small-scale industries in total industry value added	7. Support the development of industrial clusters	17. Network and cluster development of SMEs	(Gross) value added of SMEs (as proportion of GDP)	
		9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending	9.5.1 Research and development expenditure as a proportion of GDP	Measure #14: Improving the policy and strategic framework for research and innovation		

SDGs	SDG Targets	SDG Indicators	ERP Measure	NDS Measures	NDS Indicators	
10	Goal 10. Reduce inequality within and among countries	21	10.b Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes	10.b.1 Total resource flows for development, by recipient and donor countries and type of flow (e.g. official development assistance, foreign direct investment and other flows)	19. Promoting Foreign Direct Investment (FDI) and increased role of diaspora in economic development	Volume of FDI inflows
11	SDG 12. Ensure sustainable consumption and production patterns	22	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	12.5.1 National recycling rate, tons of material recycled	34. Sustainable waste management	Waste recycling rate
12	Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	23	15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements	15.1.1. Forest area as a proportion of total land area	33. Sustainable forest management and use	Forest regeneration rate
13	Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	24	16.5 Substantially reduce corruption and bribery in all their forms	16.5.2 Proportion of businesses that had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months	1. Improvement of public procurement through application of electronic procurement	16.5.2 Proportion of businesses that had at least one contact with a public official and who paid a bribe to a public official, or were asked for a bribe by those public officials, during the previous 12 months
		25	16.6 Develop effective, accountable and transparent institutions at all levels	16.6.2 Proportion of the population satisfied with their last experience of public services	8. Further enhancement of customer-focused service delivery for businesses and the public	16.6.2 Proportion of the population satisfied with their last experience of public services

SDGs	SDG Targets	SDG Indicators	ERP Measure	NDS Measures	NDS Indicators		
14	Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	26	17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	17.1.1 Total government revenue as a proportion of GDP, by source	13. Merging Customs and Tax Administration to establish a single Revenue Collection Agency	15. Fight against informality through establishment of a single revenue collection agency	Total government revenue as a proportion of GDP
		27	17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism	17.6.2 Fixed Internet broadband subscriptions per 100 inhabitants, by speed	4. Extending relevant ICT network infrastructure for socio-economic development	30. Deployment of information and communication technology infrastructure	17.6.2 Fixed Internet broadband subscriptions per 100 inhabitants,
High Level Indicators in the NDS							
		8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries	8.1.1 Annual growth rate of real GDP per capita			Gross Domestic Product per capita	
		1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day	1.1.1 Proportion of population below the international poverty line, by sex, age, employment status and geographical location (urban/rural)			Percentage of population living in poverty	
		1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	1.2.1 Proportion of population living below the national poverty line, by sex and age			Percentage of population living in poverty	

Annex VII: Table of convergences of SDGs / SAA / ERA

I. SDG	SAA	ERA 1	ERA 2
1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	Title VIII, Article 106		
1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	Title VIII, 106		
2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment	Title VIII, Article 102, Article 103		
3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination			II.2.7
4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes	Title VIII, Article 107		III.4
4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education		III.5	III.4
4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university			III.4
4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	Title VIII, Article 107	III.4, III.6	III.4
4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations			III.4

I. SDG	SAA	ERA 1	ERA 2
4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy			III.4
4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development			III.4
4.a Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all			III.4
4.b By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries			III.4
4.c By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries			III.4
5.1 End all forms of discrimination against all women and girls everywhere	Title VI, Article 82		I.1.3
5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	Title VII, Article 87, Article 91		I.1.3
5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Title VI, Article 82	III.2	
5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws	Title VI, Article 82	III.2	

I. SDG	SAA	ERA 1	ERA 2
7.1, 7.2, 7.3, 7.a, 7.b 7.1 By 2030, ensure universal access to affordable, reliable and modern energy services 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix 7.3 By 2030, double the global rate of improvement in energy efficiency 7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology 7.b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programmes of support	Title VIII, Article 114	II.7	II.2.6, II.2.7
8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors			II.2.4
8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	Title VIII, Article 100	II.1, II.2, II.4, II.6,	II.2.4,
8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	Title VIII, Article 106	III.1, III.2, III.3	III.3.1
8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training		III.2	III.3.1
8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	Title VI, Article 82		III.3.3
8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products	Title VIII, Article 101		II.2.4,

I. SDG	SAA	ERA 1	ERA 2
8.a Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries			II.2.4
8.b By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization			III.3.1
9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all			II.2.4
9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries	Title VIII, Article 99		
9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities	Title VIII, Article 107, Article 118		
9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020	Title VIII, Article 110		
10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	Title VIII, Article 106		I.1.3
10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	Title I, Article 4		
10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	Title VIII, Article 106		
10.6 Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions	Title VIII, Article 120		I.1.3

I. SDG	SAA	ERA 1	ERA 2
10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies	Title VII, Article 85, Article 87, Article 88 Title VIII Article 96		
10.b Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and program			
11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	Title I, Article 3, Article 4, Article 7, Title VIII, Article 108		
11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons			
11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations			
13.2 Integrate climate change measures into national policies, strategies and planning			
15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally	Title VIII, Article 116, Article 117		
15.4 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally			

I. SDG	SAA	ERA 1	ERA 2
16.1 Significantly reduce all forms of violence and related death rates everywhere	Title VII Article 83, Article 87, Article 89, Article 90, Article 91, Article 92		
16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children			
16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all	Title I, Article 1, Article 3, Article 4, Article 8, Title III, Article 16, Title V, Article 62, Title VI, Article 74, Title VII, Article 83, Article 84, Article 85, Article 86, Title VIII, Article 120, Article 123		1.1.1
16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime		1.9	1.1.1
16.5 Substantially reduce corruption and bribery in all their forms		1.1, 1.7	1.1.1

I. SDG	SAA	ERA I	ERA 2
16.6 Develop effective, accountable and transparent institutions at all levels	Preamble Article 1, Title I, Article 3, Article 4, Article 8, Title III, Article 16, Title V, Article 62, Title VI, Article 74, Title VII Article 83, Article 84, Article 85, Article 86, Title VIII Article 120, Title IX, Article 123	1.4, 1.5, 1.6, 1.8	1.1.1, 1.1.2, 1.1.3
16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels	Preamble Article 1, Title I, Article 3, Article 4, Article 8, Title III, Article 16, Title V, Article 62, Title VI, Article 74, Title VII Article 83, Article 84, Article 85, Article 86, Title VIII Article 120, Title IX, Article 123	1.6	

I. SDG	SAA	ERA I	ERA 2
16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance	Preamble Article 1, Title I, Article 3, Article 4, Article 8, Title III, Article 16, Title V, Article 62, Title VI, Article 74, Title VII Article 83, Article 84, Article 85, Article 86, Title VIII Article 120, Title IX, Article 123		
16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements	Preamble Article 1, Title I, Article 3, Article 4, Article 8, Title III, Article 16, Title V, Article 62, Title VI, Article 74, Title VII Article 83, Article 84, Article 85, Article 86, Title VIII Article 120, Title IX, Article 123		
16.a Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime		1.9	1.1.1



good. better. regional.

Regional Cooperation Council Secretariat

Trg Bosne i Hercegovine 1/V

71000 Sarajevo, Bosnia and Herzegovina

T: + 387 33 561 700

www.rcc.int



@rccint



RegionalCooperationCouncil



RCCSec



regionalcooperationcouncil_rcc



Regional Cooperation Council

