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**CONCEPT FOR DRAFTING THE NATIONAL DEVELOPMENT
STRATEGY 2030**

PRISHTINA, SEPTEMBER 2020

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Executive summary

Since the declaration of its independence, Kosovo has made significant progress in institution building and its social, economic and cultural development. The crossroad geographical position in the Western Balkans and its comparative advantages make Kosovo a very enviable place for business development. However, sustainable development remains one of the country's main challenges. High-level poverty of a part of the population, very high rate of unemployment, low wages, poor quality of health services, political interference in justice, legal security and delayed justice, polluted environment, low use of natural resources, poor education, migration and other stagnations in other sectoral aspects, make citizens' livelihoods and business environment more difficult and challenging.

The COVID-19 pandemic has had a significant impact on the even higher decline in economic activity and remittances. As a result of the pandemic, the unemployment rate is expected to increase even higher, not excluding the impact on workers in the informal economy market, as a result of which, incomes will decline and purchasing power will decrease. As a result of the decline in remittances, household consumption will decrease, thus showing the risk of increasing poverty. Therefore, there is an immediate need for a long-term strategy where recovery and coping with the challenges and damages caused by COVID-19 will be planned, as well as an approach to the main challenges, damages and obstacles of development in the country will be planned.

The National Development Strategy 2030 (NDS) will be the main strategic document which will provide the vision for the sustainable development of the country, the problem-solving approach and the direction of the strategic and budgetary policies of the country for a period of ten years, which will be coordinated with foreign aid, state loans and public investment plans. The NDS will contain its pillars of development, which address the main challenges and obstacles of the country, focusing on economic development, social welfare, quality education, clean environment, legal security and effective institutions.

Therefore, in order to better address the challenges and obstacles in these areas, the NDS will contain strategic objectives, specific objectives and measurable impact indicators, while not entering into the operational level. The NDS objectives will be linked to the European Integration Agenda, the Sustainable Development Goals (SDGs) and the Green Deal. Its implementation and monitoring will be done through sectoral strategies and institutional plans to ensure better linkages with the state budget. Consequently, the specific objective of the NDS will be a strategic objective of the particular sectoral strategy, which will be broken down into concrete operational actions with fixed budget codes. Such strategic planning will enable and facilitate the best possible implementation and monitoring of the NDS, as well as improve the strategic planning system as a whole, transforming the current one into a system with an integrated planning approach.

Given all of the above, in order to be as complete as possible in its vision, the NDS will be discussed with all relevant stakeholders, including the country's strategic partners, political

actors, the private sector and civil society. Such discussion and consultation is very important, given that the NDS is and should be a broad consensus at the country level. Therefore, this comprehensive and integrative approach in terms of content, design, implementation and monitoring, among others, will affect the improvement of institutional planning and organization, proper budgeting and analytical and strategic thinking, which in turn facilitates implementation of the NDS and the achievement of the objectives set for the sustainable development of the country.

Setting strategic priorities

The National Development Strategy 2030 will set the vision for the sustainable development of the country in the next decade. Challenges, obstacles and setbacks in development have been identified and will be identified on an ongoing basis based on institutional experience and local and international reports and analyses, such as those of the World Bank (WB), the International Monetary Fund (IMF), the Organisation for Economic Co-operation and Development (OECD), Kosovo Agency of Statistics (KAS), European Commission (EC), etc.

Despite the fact that in 2019 Kosovo had an economic growth of 4.2%, the economy is expected to reduce to 5% in 2020, in services and investment as a result of the COVID-19. Kosovo faces a high rate of poverty and unemployment. Following the situation caused by COVID-19, this percentage is expected to increase significantly. On the other hand, only 6.1% of GDP is spent on social protection. In terms of employment, the informal economy is another issue of concern, which occurs, among other things, due to low efficiency and lack of proper inter-institutional cooperation. In the field of health, the situation is unsatisfactory, given the poor infrastructure and lack of adequate professional equipment which is followed by inadequate state care, spending only about 1.6% of GDP on health. Consequently, about 40% of health care expenditures are borne by the citizens of the country themselves, which is worrying considering the decline in remittances, due to the COVID-19.

Another decline is expected to occur in Foreign Direct Investment and international trade. FDIs currently account for 7% of GDP (due to diaspora investment, mainly in real estate) which is expected to drop in half during 2020. Trade accounts for 85% of the economy, while imports account for 55% of GDP. Commercial services reach 60% of GDP, accounting for 35% of formal employment, but nevertheless dependence on import and poor export performance have led to high trade and current account deficits, which risk widening further due to the pandemic situation. On the other hand, private and public investment is expected to decline due to financial difficulties and budget constraints caused by the pandemic. In this context, to increase the level of investment potential, considerable attention should be paid to the sectors of energy, agriculture, manufacturing and transport. Old power plants, low diversity of energy sources and its inefficient use, polluted environment, low utilization of natural resources, improper road maintenance, poor condition of railway lines and lack of railway reserves, low productivity in agriculture and high cost of production, fragmentation of agricultural land, poor irrigation infrastructure, outdated technology, incompatibility of market needs with professional training,

etc. are of great concern to the country, which affect the potential investment, employment growth and in the lives of citizens.

Other serious challenges remain in the areas of education, rule of law and good governance. Poor quality of education and the mismatch of education with the needs of the labour market poses another serious concern. Apart from the aspects that fall within the framework of social welfare, other aspects that affect the poor quality are the lack of proper physical infrastructure, lack of proper financing, lack of licensing of private institutions and lack of proper professionalism of educators, lack of technological equipment, etc. While, in terms of the rule of law and good governance, legal security and delayed justice, lack of proper legal framework, improper implementation of law, the backlog of unresolved cases in the courts, the high level of corruption and organized crime, linkage of justice with politics, high level of the informal economy, high administrative burden, low administrative discipline, the poor state of the tax regulator in Kosovo, etc. are concerning problems.

Taking into account all these details of local and international analyses and reports, as well as other analyses throughout the process in ongoing discussion and consultation with all relevant stakeholders, the strategic objectives of the NDS 2030 will be defined, a process which will be explained in the following part.

New National Development Strategy 2030

The existing development strategy is considered the main planning document and most planning documents are based on its pillars and measures. However, a number of challenges characterize the existing strategic framework that need to be addressed. The existing NDS does not represent all the important development challenges and objectives of the country, while the entire existing strategic framework suffers from the lack of hierarchy of objectives, performance measurement sustainability, targets, etc., between the NDS and other long-term and medium-term planning documents. With this in mind, in the context of the need to address existing shortcomings, the initiation of a new NDS, in addition to addressing the challenges and setbacks outlined above and setting priorities for the country's long-term development to plan economic transformation and exit from the impact caused by the COVID-19 pandemic, it will also serve as a mechanism to advance the existing planning system into a National Strategic Management Framework.

The NDS 2030 will serve as the main strategic document with a medium-term focus on recovering from the impact of COVID-19 on the socio-economic situation of the country. As such, the NDS will serve as a mechanism for implementing the strategic vision for the long term, by setting development priorities, strategic objectives and outcomes expected to be achieved. The implementation of this vision should contribute to meeting the requirements for the country's membership in Euro-Atlantic structures, and at the same time the commitment to the implementation and integration of the Sustainable Development Goals (SDGs). It is important to note that the new NDS will serve as an important mechanism for Kosovo in terms of the new EU

financial perspective, implemented through IPA III. Its drafting and preparations for it will contribute to the strategic response to IPA III, which will take place in parallel. This is an advantage for its mediate review.

In terms of structure, the NDS will follow the approach through four pillars which in fact constitute the main elements of obstacles for the development of the country, as highlighted above in the previous section. This approach will serve as a basis throughout the process for elaborating new priorities for sustainable socio-economic development. Therefore, to address the challenges of the country's development and to establish a comprehensive approach, the NDS should be built on four tentative pillars, as follows:

- I. Sustainable economic growth;
- II. Human capital and equal society;
- III. Clean environment and sustainable resources; and
- IV. Rule of law and good governance.

Structure of the National Development Strategy 2030

In terms of structure, the NDS 2030 will follow the approach of four pillars which in fact constitute the main elements of obstacles to the country's development, as highlighted above in the previous section. This approach will serve as a basis throughout the process for elaborating new priorities for sustainable socio-economic development. Therefore, to address the challenges of the country's development and to establish a comprehensive approach, the NDS 2030 should be built on four tentative pillars, as follows:

- V. Rule of law and good governance;
- VI. Sustainable economic growth;
- VII. Human capital and equal society; and
- VIII. Clean environment and sustainable resources.

These four pillars will include all development sectors, which will provide an analysis of the current situation and the direction for development through a number of strategic objectives and corresponding indicators. It will set national development objectives, cross-sectorial horizontal issues related to a number of sectors and specific development objectives for each sector. Cross-sectorial policies will be organized as horizontal agendas. Such an approach will address the need for comprehensive and integrated planning as well as set out a clear planning framework for the next 10 years.

	Pillars of NDS 2030			
	I	II	III	IV

Sectors	Sustainable economic growth	Human capital and equal society	Clean environment and sustainable resources	Rule of law and good governance
	Strategic Objective: Employment growth SME development Connectivity Sustainable infrastructure Digital economy (HA ¹)	Strategic Objective: Access to and quality of services Equality for all Cultural identity Digital society (HA)	Strategic Objective: Prevention and reduction of pollution Sustainable use of resources Biodiversity protection (HA)	Strategic Objective: Effectiveness Quality Transparency Access to justice Digital government (HA)
Governance and public administration	Administrative burden reduction.	Equal access to the services of central and local institutions.	Transposition of EU directives on environment.	Modernization of PA E-governance
Public finances	Fight against informal employment E-tax collection.			Effective planning and spending.
Foreign policy and international relations	Attracting investments from the Diaspora	Employment opportunities for young people from the Diaspora.		Euro-Atlantic integrations.
Defence and security				Good neighbourhood and regional cooperation.
Public Safety		Safe minorities.	Fire prevention and protection.	Integrated border management.
Justice		Equal access to justice.		Strengthening the legal system.
Environment			Effective waste management. Biodiversity protection.	
Transport and communication	Multi-modal transport. Internet infrastructure (HA).	Access to transport service for people with disabilities.	Reducing pollution from transport.	
Energy	Sustainable production and supply of electricity		Renewable resources. Energy-efficient buildings.	
Support to industry and business	E-business ICT sector development (HA)		Efficient use of energy in industry.	

¹ Horizontal agendas - see p.8 for details on Defining the types and hierarchy of strategic documents.

	Support to export and trade.			
Culture and leisure	Development of cultural industries.	Cultural diversity and cultural heritage.	Natural heritage protection.	
Employment and Labour Market	Capacity and quality of employment services.			
Social Care		Sustainable and affordable benefit system.		
Health	Safety at work	E-health (HA)		
Education and Science	RDI for businesses Balancing education with labour market demand.	Quality of education in schools ICT competencies and skills development (HA)		Continuous capacity building of civil servants.

Strengthening the system through the Strategic Planning and Management Framework

The NDS 2030 will be the first document to be drafted and will lay the groundwork for the Strategic Planning and Management Framework (SPMF). This approach enables and defines two important elements of reform. It lays the groundwork for setting the hierarchy of objectives and performance indicators as well as for defining the boundaries of sectors according to the Classification of the Functions of Government (COFOG), thus enabling a more stable linkage with budget planning, monitoring and reporting. NDS 2030 will thus provide a solid basis for the preparation of the MTEF where all sectors will be interconnected according to COFOG and for the formulation of activities with identical codes through the implementation of institutional plans by Budget Organizations (BOs).

- **DEFINING THE TYPE AND HIERARCHY OF STRATEGIC DOCUMENTS**

Based on the analysis of the existing strategic framework, and the experiences so far, in order to define the types and hierarchy of strategic documents, the following structure is proposed:

- *National Development Strategy* - is a long-term strategic document that will cover all sectors. As noted above, the NDS will include a long-term national vision, which should set national development goals, horizontal issues relevant to different sectors, specific development targets for each sector, thus laying the groundwork for the preparation of the MTEF.
- *Horizontal agendas* - documents whereby certain government agendas are coordinated, while such agendas guide all efforts/interventions dedicated to an issue or target group

addressed across all existing sectors. Horizontal agendas should not be considered as alternative planning documents, but as a coordination and monitoring mechanism. Common horizontal priorities or objectives should be discussed and agreed within the NDS.

- *Sectorial strategies* and their action plans, actions which, through codes, will be related to all planning documents. Based on the evaluation of the existing strategic framework, one or more strategies can be developed for a sector, depending on the structure of the sector and the content of the objectives. Sectorial strategies should:
 - Establish the framework for defining concrete actions and planning the actions of budget organizations in the MTEF and the Annual Work Plan;
 - Define key outcome indicators for assessing progress;
 - Provide a comprehensive view that the strategic objectives of the NDS will be implemented within each sector and will ensure an integrated, sustainable and balanced approach to sector development;
 - Provide information on the long-term impact of the specific sectorial strategy on public finances and the feasibility of assessing the affordability of proposed budget measures.
- *Declaration of Medium-Term Government Priorities*, issued for a period of 3 years and related to the country priorities set out in the NDS.
- *Government Work Plan* - The Government Work Plan (GWP) is the document which presents how the government program will be implemented at the operational level. Since 2019, this plan covers the three-year period, where the first year presents the concrete actions of the ministries, and the next two years present indicative actions.

European Integration Agenda - Documents drafted in the framework of the European Agenda, such as ERP and NPISAA, have a specific place in the hierarchy of strategic planning documents. They should be considered more as a source of information to set specific objectives or to introduce specific measures and activities in national documents. Given that this document constitutes the approach to meeting the criteria for EU membership, but also a strong basis for strengthening the rule of law and democracy, the well-being of citizens and the country's economy. In this context, the need to *harmonize national priorities with the new EU financial perspective* should be emphasized. This means linking the European integration agenda with the national priorities set out in the NDS and sectorial strategies, including the strategies of other development partners.

The MTEF should not be considered as a strategic planning document with alternative objectives. It is the document that aims to ensure the stability and transparency of public spending and should be drafted based on the measures and activities planned in the national strategic documents.

DEFINING SECTORS BASED ON THE COFOG

Based on the approach applied in budget planning as well as reporting on the execution of the Kosovo budget, an assessment was made on introducing the sectorial approach to the strategic planning system in Kosovo. The structure of sectors should be used to determine the long-term direction of policies and secondly it should be closely linked to what is known as the structure of Classification of the Functions of Government (COFOG). Also, the definition of sectors should be

based on the clear division of sector boundaries and the difference between the sector and horizontal issues. As a result, the definition of sectors was proposed and the number and titles of potential sectors were presented, as shown in the table on the structure of the NDS. Given that the boundaries of the sector can be linked to COFOG groups (at level 2, and where possible at level 1), and the circumstances and characteristics of the country, a proposal was made to define sectors, including the number and titles of potential sectors. As shown in Table 1 for the NDS structure, above, the NDS process will serve to agree and define the sector boundaries.

STRATEGIC OBJECTIVES CASCADE

Objectives will be set in the form of cascade, whereby high-level objectives and priorities set in NDS 2030 will be further detailed in lower level documents, namely in the sectorial strategy. Cascading in all levels of introducing the strategic planning to the operational level will enable the budgeting of activity planning by budget organizations. Clear division of the strategic planning level (national, sectorial and institutional) allows setting all objectives of (national/strategic, specific/sectorial, institutional, cross-sectorial, etc.) strategic documents in a clear hierarchical vertical system and establishing the linkage between long-term, medium-term and annual objectives. This ensures the balance of long-term strategic objectives viability and flexibility of implementation at the medium-term and operational level. Thus, the right (functional) place for the Government Programme and Work Plan (GWP) will be identified in SPMF.

Application of cascade is a precondition for establishing a clear reference framework of the performance with a limited number of national strategic objectives and objectives for each sector, measurable indicators and clear hierarchy of relevant strategic documents.

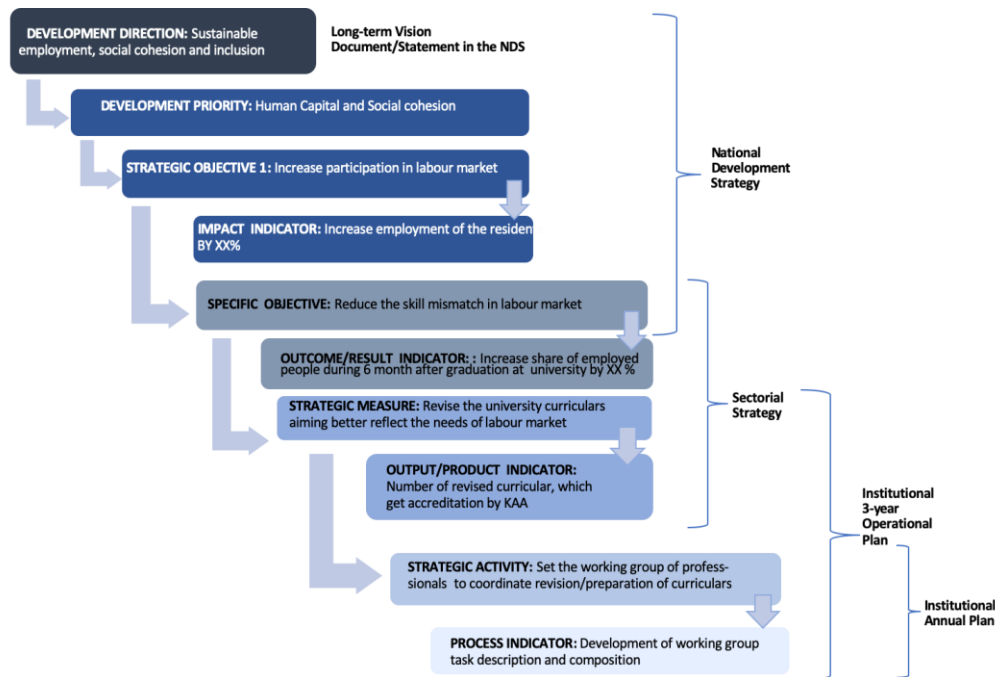


Figure 1 Table of strategic objectives and indicators cascade

LINKAGE TO THE MEDIUM-TERM EXPENDITURE FRAMEWORK AND ANNUAL BUDGET

The following two elements will be incorporated in the Strategic Planning and Management Framework: a) activities with fixed formulation and identic codes; and b) institutional plans.

- a) **Activities with fixed formulation and identic codes** – Fixed codes for fulfilling strategic and specific objectives, which will correspond to, at the level of operational actions, with fixed formulation of activities with their budget codes, which will be transferred to all planning documents, namely action plans of sectorial strategies, Government Work Plan, budget proposal, etc. Thus, the activity is considered as linking element between strategic documents, ERP, MTEF and annual budget.
- b) **Institutional plans** – which does not imply a new level of planning or new document, but proposing and changing the existing forms of budget planning process. As such, it will serve as a tool for planning and monitoring the budget organization activities for the medium-term period (3 year).

Institutional plan may serve as a document in between the strategic planning and budget planning format, transferring “activities” from one format to another. This allows for linkage of strategic objectives deriving from strategic document with special budget users in sector and actual expenses planned in MTEF/annual budget. The institutional plan will be used to plan, report and manage the BOs function. It will represent the sole source of information for many other planning documents at a higher level (e.g. GWP, ERP, NPISAA, etc.). Institutional plans are expected to create the precondition for simplifying the arrangements of monitoring and reduction of administrative burden for BOs.

Working structures for drafting the NDS 2030

Given that the process of drafting the NDS is long and requires a close cooperation between institutions including the strategic development partners, therefore functions and composition of the working structures provided in the Administrative Instruction (07/2018) should be expanded, but the responsibility for process management and decision-making continues to be based on national strategic planning rules and procedures.

The *Strategic Planning Committee (SPC)* is responsible for leading the strategic policy-making planning process prior to final decision of the Government. The SPC will be the temporary decision-making body in the process of drafting the NDS. In this process, the SPC will be held responsible for setting national strategic development priorities and national objectives for approving sectorial and cross-sectorial (horizontal) issues and priorities, establishing a macroeconomic framework for implementing strategies, and setting key sources of financing the NDS implementation. It is also of particular importance that the SPC will ensure the involvement

of the Prime Minister and of the highest level of decision-making authorities in the NDS drafting process.

The *National Team for Drafting NDS* is responsible for drafting the NDS and will determine the long-term and medium-term strategic priorities of the sectors in the country and will submit them to the SPC for approval. The national team consists of the General Group (GG) and Thematic Working Groups (TWG).

The *General Group* is responsible for reviewing the final structure of the NDS, before forwarding it to the SPC for review, reviewing the specific objectives and indicators of the NDS, reviewing the long-term and medium-term priorities for national development before forwarding it to the SPC, taking into account the EU funding, national budget and other sources of funding, reviewing horizontal priorities and horizontal agendas, reviewing ultimately the NDS and its submission to the SPC for review. The General Group will be chaired by the Chair of the Strategic Planning Steering Group (SPSG) and a political advisor appointed by the Prime Minister.

Thematic Working Groups are responsible for analysing, reviewing, proposing and compiling sector-based analyses within each topic, as well as identifying challenges and problems for sectors and proposing strategic objectives to address them within the sector.

The *Strategic Planning Office (SPO)* will serve as the National Team Coordinator throughout the NDS drafting process.

Approval, consultation and monitoring of the NDS 2030

Internal and public consultations of the NDS will be organized according to the rules in force. Regarding internal consultations, the Strategic Planning Office will present the NDS, prior approval, as a consolidated draft for comments. High-level meetings will be held with ministers to obtain ministerial confirmation of objectives, indicators and targets relevant to each sector and ministry. As part of external public consultations, the SPO will organize consultative meetings to discuss the draft of NDS with businesses, NGOs, public enterprises and other stakeholders, inviting them to participate in thematic working group meetings, organizing open public discussions, presenting NDS objectives and expected results, evaluating feedback and updating the draft of the NDS. The consultation process will be finalized at the end of October 2021 and the presentation of the NDS to the Government for approval will be carried out in November 2021. This will be followed by the publication of the NDS and by the holding of its launching event at the beginning of December 2021.

As the new NDS will be the main document of Kosovo's long-term (10-year) strategic planning and will cover all policy sectors, its implementation will be monitored through the implementation of sector strategies and work plans. As noted and illustrated above, the new NDS will not be issued at the operational level, but will contain strategic objectives and specific objectives. Consequently, a specific objective of the NDS will be a strategic objective of a certain

sectoral strategy, which will be planned into concrete operational actions. In this way, monitoring its implementation will be easier and more accurate.

In addition, as the main document of strategic planning and budget allocation, work plans and other actions at the level of ministries will be continuously linked to the objectives of the NDS, through the MTEF and the annual budget. This is for two reasons: first, the strategic objectives of the NDS will be measured by macro indicators for key topics and challenges in the country, which are constantly discussed by political actors, strategic partners and civil society, to address and improve them. These topics and challenges will be identified in the NDS by numerous external and internal analyses, as well as by the involvement of most relevant stakeholders to the topics and challenges addressed. Second, the sustainability of strategic planning through the integrated approach of strategic planning, setting the impact results in all strategic documents and linking this planning to the budget through fixed budget codes of objectives and operational actions, will impose and assist the implementation of objectives of the NDS and the achievement of their indicators.

Therefore, taking into account this, the monitoring of the implementation of the new NDS will be through an integrative, bottom-up approach, which will include all budget organizations through institutional monitoring mechanisms, respectively institutional plans and periodic reports. Then, all reports are collected, analysed and organized by the Strategic Planning Office, which drafts the comprehensive report on the implementation of the NDS and forwards it to the strategic planning structures for review and intervention, respectively to the Strategic Planning Steering Group and Strategic Planning Committee. These reports will, inter alia, present the achievement of the Sustainable Development Goals (SDGs), the Green Deal objectives, as well as the overviews of the main difficulties and challenges in implementation, such as, inter alia, financing, procurement procedures, institutional disputes, etc., which can be decided upon by the SPC and the Government.

In conclusion, the new design approach and the new integrative approach of monitoring the implementation of the NDS will affect the improvement and sustainability of strategic planning in the country, proper and effective budgeting, reduction of institutional reporting procedures, as well as analytical and strategic thinking.

Annex 1: Working calendar for drafting the NDS 2030

Stages

	Strategic Planning Office	Responsible institution	Timeline
Prepreparation/setting structures for drafting the NDS	(I) Evaluation of the strategic planning system and mapping of sectorial strategies (completed).	SPO	Oct-June 2020
	(II) Drafting of the NDS Concept, discussion in the Strategic Planning Steering Group (SPSG) (completed).	SPO	June-Sept 2020
	(III) Approval of the Concept and Decision on the launching of the NDS drafting process.	SPC	3 rd week of Sept 2020
	(IV) Government Decision on launching the NDS process.		4th week of Sept 2020
Stage 1: Defining problems, challenges and barriers to development	(I) Conducting the study Multidimensional Country Review for Kosovo - by the OECD for the Western Balkans, as an initial analysis of the current situation in the country.	SPC	Tetor 2020
	(II) Creation of the initial SWOT table (by sectors, and integrated) based on the existing analysis, collection of relevant statistical data and indicators.	SPC	Tetor 2020
	(III) Distribution of the draft sectorial SWOT table to the relevant working groups/ministries for comments and proposals, collection of feedback.	SPO and TG	Tetor 2020
	(IV) Workshop for TG, for the completion and finalization of SWOT analysis.	SPO	Tetor 2020
	(V) Analysis of inputs, checking the coherency between sectorial SWOT and integrated analysis/SWOT, drafting the final national SWOT analysis.	SPO	Tetor 2020
	(VI) Preliminary identification of major development obstacles and challenges.	SPC	Tetor 2020

Stage 2. Linkage with European Integration, SDGs and other international processes	(I) Analysis of the relevance of UN SDGs for Kosovo's challenges and development objectives, linkage of the NDS with the SDGs.	SPO, TG	Nëntor 2020
	(II) Analysis of the relevance of EU 2021-2027 cohesion policy objectives and IPA objectives for Kosovo's challenges and development objectives	SPO	Nëntor 2020
	(III) Discussion with key Development Partners, EU and other donors regarding the development obstacles and challenges and opportunities for using donor assistance.	SPO	Nëntor 2020
Stage 3. Establish planning framework, NDS pillars and national development objectives	(I) Drafting the proposal for the national objectives of the NDS for the pillars.	SPSG - Discussion of proposed objectives.	Dhjetor 2020
	(II) Drafting proposals for targets and objectives and indicators to be used to measure the achievement of objectives.	SPSG - Discussion of indicators to be used.	Dhjetor 2020
	(III) Development of an indicative financial framework and financial resources for the implementation of the NDS	SPO, SPSPG	Dhjetor 2020
	(IV) Assessing the potential financial resources to finance the targeted actions, the preliminary assessment of the financial support available for the implementation of the NDS and the discussion with the MoF and Donors on financial affordability.	SPSG - Discuss the balance between strategic ambitions and resources.	Dhjetor 2020
	(V) Assessment and approval of the indicative financial framework	SPC	Dhjetor 2020
	(VI) Adoption of national objectives and targets of indicators.	SPC	Dhjetor 2020
	(VII) Develop a proposal for the need to set horizontal agendas. Discuss the list of horizontal agendas and agreement	SPSG	Dhjetor 2020
	(VIII) Approval of HA list	SPC	Dhjetor 2020

Stage 4: Development of sector-specific objectives corresponding to national pillars and objectives	(I) Drafting the proposal for the set of objectives for each sector and the respective indicators.	SPO	Janar 2021
	(II) Preparation of WG guidelines for the formulation of sectorial objectives and setting targets of achievement indicators.	SPO/Project	Janar 2021
	(III) Development of sectorial objectives and indicators for each sector by the TGs.	SPO, SPSG	Janar 2021
	(IV) Approval of the set of objectives for each sector.	SPC	Janar 2021
	(V) Drafting the agreement on the number of necessary strategic documents, creating the final list of strategies to be kept within the NDS.	Thematic working groups - Proposals in the strategy list for sectors.	Janar 2021
	(VI) Approval of the indicative list of strategic documents for NDS 2030		Janar 2021
Stage 5. Public discussion with key socio-economic partners.	(I) Dissemination of the draft NDS document to interested parties for feedback in writing.	SPO	Shkurt 2021
	(II) Presentation of the draft NDS to external stakeholders (Joint meeting of stakeholders)	SPO	Shkurt 2021
	(III) Organizing a public discussion, presenting the objectives of the NDS and the expected results.	SPSG Participation	Shkurt 2021
	(IV) Evaluate the feedback and change the NDS, as needed, from the comments received. Finalization of the text of the NDS.	SPSG	Shkurt 2021
	(V) NDS approval.	SPC - NDS approval	Mars 2021
<i>Approval of NDS 2022-31</i>	(I) Presentation of the draft of NDS to the Government for approval	SPO	Mars 2021
	(II) Publication of the NDS and holding of the NDS launch event	SPO	Mars 2021