



Republic of Kosovo

Kosovo



National  
Development  
Strategy and Plan  
2030

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# Vision for Kosova




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## Abbreviations<sup>1</sup>

EEA	European Environment Agency
KEPA	Kosovo Environmental Protection Agency
KAS	Kosovo Agency for Statistics
WB	World Bank
CBK	Central Bank of Kosovo
EU	European Union
RSE	Renewable sources of energy
CEFTA	Central European Free Trade Agreement
COFOG	Classification of sectors according to government functions
MED	Municipal Education Directorate
ERA	European Reforms Agenda
KSF	Kosovo Security Forces
GHG	Greenhouse gases
GIZ	German Agency for International Cooperation
SGSP	Steering Group for Strategic Planning
TWG	Thematic working groups
FDI	Foreign direct investment
LI	Labour Inspectorate
MTEF	Medium-term expenditure framework
EC	European Commission
SPC	Strategic Planning Commission
FSPM	Framework for strategic planning and management
MESTI	Ministry of Education, Science, Technology and Innovation
MICS	Multiple Indicator Cluster Survey
MCYS	Ministry of Culture, Youth and Sports
SAA	Stabilization and Association Agreement
MoH	Ministry of Health
SMEs	Small and medium enterprises
PISA	Program for International Student Assessment
SDG	Sustainable Development Goals
PES	Public employment services
NDS	National Development Strategy
ICT	Information and Communication Technology
BO	Budget Organizations
OECD	Organization for Economic Cooperation and Development
OUN	Organizations of the United Nations
SG	Strategic goals
UNDCO	Office of the United Nations Development Coordinator
UNDP	United Nations Development Program
UNICEF	United Nations Children's Emergency Fund
GSA	Gross value added
OPM	Office of the Prime Minister
KSP	Office of Strategic Planning

<sup>1</sup> In cases where the abbreviation is better known in English than in Serbian, the English abbreviation will be used.

# 1. Introduction

After declaring independence in 2008, Kosovo has made good progress in institution building and social, economic and cultural development. Its geographical location and comparative advantages make Kosovo an enviable place for doing business. However, sustainable development remains one of the main challenges for the country. Various crises, such as the pandemic crisis, the energy crisis and finally the war in Ukraine, on the one hand tested the ability and capacity of Kosovo to act in an unforeseen environment, with limited resources and opportunities, while on the other hand they highlighted the need for long-term planning and strategic investments. For this purpose, the vision of Kosovo until 2030 focuses on sustainable economic development, increasing living standards, effectiveness of institutions and membership in Euro-Atlantic structures.

The National Development Plan aims to develop a platform that combines the need for a long-term vision of the country with concrete activities to bring about desirable changes. Therefore, the NDP consists of two parts: a long-term vision of Kosovo, which defines the development and strategic goals until 2030 called also the National Strategy for Development 2030 (SKDH 2030), and the second part which defines strategic measures, indicators and specific actions for three upcoming years. This three-year perspective coincides with the medium-term budget planning horizon, ensuring that what is intended to be implemented has the support of financial resources. It requires the concretization and prioritization of reforms and investments that in NDS 2030 are presented as directions through development goals, strategic goals and impact indicators, but not as activities. NDS 2030 contains a comprehensive analysis of the socio-economic situation and defines the needs and challenges that must be addressed now to make a difference by 2030. The implementation of the vision must contribute to the fulfilment of the conditions for the country's membership in the Euro-Atlantic structures, and at the same time commitment to the development and integration of the Sustainable Development Goals (SDG). The OP takes the framework of objectives and indicators from the NDS 2030 and complements it with policy measures and activities in a short- to medium-term perspective (1-3 years).

NDP was developed in two phases, reflecting its dual nature of long-term and relatively stable strategic framework up to 2030 (the NDS part) and a more dynamic, three-year rolling perspective stemming from the NDS, but also other government priorities either related to domestic or EU.

The NDP was prepared according to a comprehensive approach, which includes all sectors of public policies and relevant horizontal agendas gathered around four sets of topics, the development pillars, which summarize the main aspects and areas for the country's development:

- I. Sustainable economic growth;
- II. Equitable human development;
- III. Security and rule of law; and
- IV. Good governance.

Second part of the NDP, the OP, was developed with the inclusion of all ministries and was organised around the same structure of four pillars under which the ministries cooperated on coming up with policy measures and activities to address the development goals and strategic goals.

# 2. Preparation of the National Development Strategy and Plan 2030

## 2.1. Strategic approach

The approach to the preparation of the NDP relies on the concept of planning system developed in the National Strategic Management Framework (NSMF). NSMF defines the main elements of the planning system reform. Determining the hierarchy of goals and performance indicators and defining sectors, in addition to better monitoring and reporting, enables a more consistent approach to public policy management and strategic level allocation of resources.

For this purpose, the NDP 2030 collects inputs from various sources, such as the Government political priorities, EU integration agenda and sector strategies and provides the basis for the preparation of the Medium-Term Expenditure Framework (MTEF), which enables the interconnection of sectors, prioritisation of policy initiatives (policy measures) and the budgetary framework. The NDP will go even deeper than that by also enlisting activities under each of the policy measures. Among other things, the NDP defines the difference between long-term, medium-term and short-term goals, which are broken down by other strategic documents, listed and explained in the illustration below.

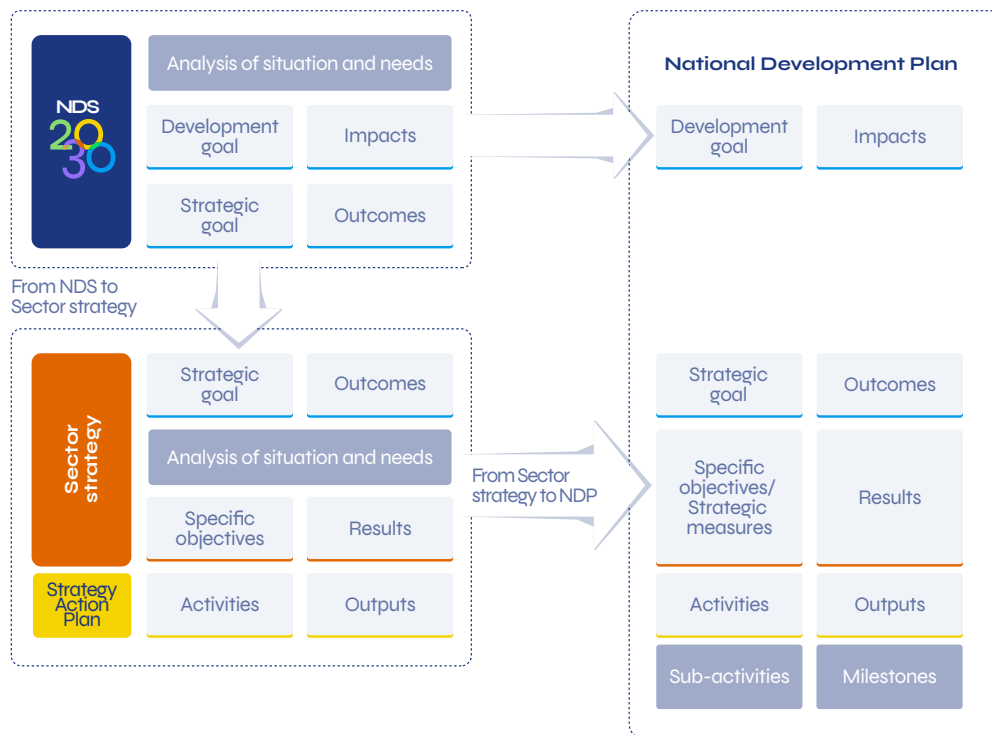
Figure 1. Strategic planning framework



A simplification of the strategic framework was proposed based on the review of sector of public policies and the analysis of all existing strategic documents. This proposal is summarized in Annex E, followed by the definition of horizontal agendas summarized in Chapter 6 and Annex D.

Figure 2.

Structure and elements of different plans



The NDP 2030 encompasses goals in a hierarchical manner where the development goals and strategic goals are set in the NDS 2030 part of the NDP, and the strategic goals guide ministries in developing their sector strategies. Both the NDS 2030 and the sector strategies are a starting point for coming up with strategic measures and activities in the 'operational plan' part of the NDP (see the figure above). This approach aims to ensure the consistency of strategic planning between various documents and the promotion of strategic and analytical thinking in public administration.

As already mentioned, the NDP 2030 consists of four pillars, which summarize the main aspects and areas for the country's development and contain development goals and strategic goals, according to the following explanations:

- **Pillars** provide a strategic direction, which summarizes the main aspects and areas that determine the direction of the country's development, group and elaborate development goals.
- **Development goals** arise from the main challenges of development, identified during the preparation of the NDS 2030, through which the general goal of interventions in certain social and economic aspects is expressed. Their determination is not related to the scope of one sector or the responsibility of one institution, they are rather linked to impact indicators that cover the chain processes of many sectors and public policies and that reflect the impact of planned interventions.
- **Strategic goals** are a breakdown of the development goals that determine the direction of the respective sectors. Their determination can refer to the scope of only one sector or the responsibility of only one institution, since they are accompanied by impact indicators for measuring long-term effects of planned interventions.
- **Strategic measures** are ways of accomplishing the strategic goals and they represent mid-term to long-term perspective. They are pursued by one particular ministry and are equipped with outcome indicators along with the baseline and target values. Strategic measures give way to activities which are needed to accomplish them.
- **Activities** are the lowest level component in the planning hierarchy and they represent needed action for the successful implementation of a strategic measure. Activities themselves are measured through output indicators, equipped with what needs to be delivered and the deadline for such a delivery. A ministry responsible for an activity may further break it down into sub-activities, but this information is not to be published.

## 2.2. Drafting process

The process of drafting the NDP 2030 took place in two stages: preparation of the NDS 2020 from October 2020 until July 2022, and the preparation of OP October – December 2022. The process was comprehensive, with constant consultations with state institutions at the central and local level, civil society, the academic community, youth, vulnerable groups, and the private sector and development partners. This approach is accompanied by a mapping of all sectoral strategies in force and an independent assessment of the NDS 2016-2021, which, although focused on the human capital pillar, contains an analysis of the process and design of the NDS 2016-2021, as a whole. <sup>2</sup>

Based on Government Decision no. 15/34 of 07.10.2020 and the Concept for drafting the NDS 2030<sup>3</sup>, the process of drafting the NDS went through four main stages, namely:

- Preparation and establishment of structures for the drafting of NDS 2030 – which included the analysis of the planning system, definition of public policy sectors, mapping of strategic documents, evaluation of NDS 2016-21, and the establishing structures for the drafting of NDP 2030
- Problem definition, identification of development challenges and obstacles - in this stage was undertaken the analysis of policy sectors through the SWOT methodology, identification of development challenges and their elaboration within thematic groups, agreement on the list of development challenges for the four pillars and sectors of public policies.
- Establishing the planning framework: pillars, goals, strategic objectives and indicators. Based on the list of development challenges, the identification of strategic goals and objectives and the same have been reviewed by the Strategic Planning Commission and thematic groups. Also, during this phase, the indicators for performance measurement and the definition of intermediate (2026) and final (2030) targets took place, as well as the linkage of strategic goals and objectives with the SDGs and the European Integration Agenda.
- Consultation of development and strategic goals has included discussion with various stakeholders, such as civil society, academia, private sector and development partners, and addressing comments from public consultations.
- The preparation of the OP 2023-2025 was based on the ... It was guided by the OPM and involved all the ministries. A series of workshops were carried out to explain the process and its expected outputs, as well as the work that the ministries had to undertake to produce the outputs.

## 2.3. Process coordination

The coordination of the NDS 2030 drafting process followed the rules and guidelines of strategic planning. The structures responsible for the preparation of the NDS 2030 were as follows:

- **Strategic Planning Commission (SPC)**, which is chaired by the Prime Minister and which is responsible for leading the planning process of strategic policy creation, before the final decision is made by the Government. In this process, SPC reviewed and approved the definition of development priorities, in different stages of the process.

<sup>2</sup> Assessment of NDS 2016-2021. Date: Source: <https://kryeministri.rks-gov.net/ep-content/uploads/2022/06/Vleresimi-i-Shtylles-1-Kapitali-Njere%CC%88zor-te%CC%88-SKZH-2016-2021.pdf>

<sup>3</sup> Decision and concept for the drafting of the NDS 2030. Source: <https://kryeministri.rks-gov.net/ep-content/uploads/2020/12/Koncepti-per-hartimin-e-Strategjise-Kombetare-per-Zhvillim-2030.pdf>



- **Thematic groups** for all four pillars composed of shareholders and various experts from institutions, civil society, academia, the private sector, young people and development partners, which examined the challenges, goals and indicators of the NDS 2030, in different stages of the process.
- **Office for strategic planning (OSP)** of the OPM coordinated the entire process of drafting NDS.

The process of drafting the NDS 2030 was supported by development partners. As the main partner, the European Commission through the project “Support to the Office for Strategic Planning” supported the process of designing the reform in the strategic planning system. UN agencies have provided support in various areas, particularly the Office of the Development Coordinator, through ongoing advice and expertise to ensure the alignment of the NDS 2030 with the Sustainable Development Goals (SDGs). Likewise, the Government of Germany, through the German Agency for International Cooperation (GIZ), supported the process by providing expertise for the pillar of security and the rule of law and the pillar of equal human development.

## 3. Current State Analysis

The second step for the preparation of the NDS 2030 included an analysis of the current situation for each sector separately. Through the Strengths, Weaknesses, Opportunities and Threats (SWOT) methodology, the basis for the creation of the NDS 2030 was created. The analysis presents evidence of social and economic development and inequality, taking into account the current situation in Kosovo, regional and European trends, challenges for social and economic development, identified social inequalities, vulnerable groups and international obligations and commitments undertaken by Kosovo.

### General Context

In more than two decades, Kosovo has quadrupled its economy, albeit from a very low initial base, as a result of war damage. During the period 2017-2019, Kosovo exceeded other Western Balkan countries in terms of real GDP growth, recording an average rate of 4.3%. The outbreak of the COVID-19 pandemic halted the growth spurt. As in other countries, in 2020, Kosovo experienced a real drop in GDP of 5.3%, which, however, successfully revived in 2021. A special contribution to the country’s economic growth over the years was made by consumption, which was largely stimulated by a large diaspora and foreign aid. Diaspora support in the form of remittances has continuously grown, setting a record in 2021 with over 1.1 billion Euros.<sup>4</sup>

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<sup>4</sup> Central Bank of Kosovo. Time series - remittances. February 2022.

**Table 1.** Main social and economic indicators

Indicator	2017	2018	2019	2020	2021
Real GDP growth rate (%)	4.2	3.4	4.8	-5.3	9.1
GDP (mill. EUR)	6,356.4	6,671.5	7,056.1	6,771.6	-
GPD per capita (US\$)	3.957	4.388	4.416	4.350	5.508
Unemployment rate (%)	30.5	29.6	25.7	25.9	-
Unemployment of women (%)	36.6	38	34.4	32.3	-
Youth unemployment (15-24 years old) (%)	50.9	57.3	49.4	49.1	-
- Unemployment of girls (%)	63.5	64.7	57.6	57.2	-
- Unemployment of boys (%)	48.4	51.5	44.8	45.2	-
Percentage of NEET youth in the youth population	27.1	28.9	32.7	33.6	-
Labour force participation (%)	43	42	40.5	38.3	-
- Participation of women (%)	20	18.4	22.4	20.8	-
- Participation of men (%)	65.3	63.3	60.2	56	-
Inflation rate (%)	1.5	1.1	2.7	0.2	3.4
Public dept (as % GDP)	16.2	16.9	17.5	21.8	-
Trade deficit (% GDP)	0.29	0.32	0.31	0.36	-
Export - goods (mil. EUR)	378	367.5	383.5	474.9	749.7
Import - goods (mil. EUR)	3,047.0	3,347.0	3,496.9	3,296.0	4,652.7
Export - services (mil. EUR)	1,358.8	1,561.6	1,675.1	994.9	1,954.4
Import - services (mil. EUR)	531.5	705.8	749.1	603.3	870.7
Poverty rate (% populations)	18	-	21.1	23.2	19.4
Foreign direct investment (mill. EUR)	255.4	272.1	254.6	345.7	415.3
Foreign direct investment (% GDP)	4.0	4.1	3.6	5.1	-
Remittances (million Euros)	759	800	851,5	980	1,153.4

Source: CBK, KAS, WB

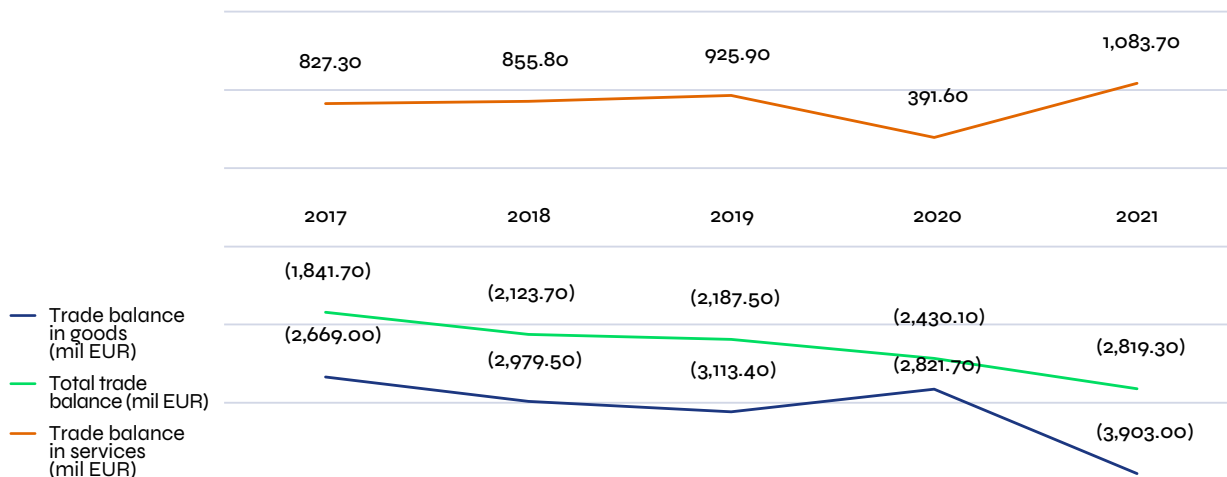
Inflation and public debt have been under control for years, maintaining the macroeconomic stability of the country. However, the rise in global prices, mainly as a result of the energy crisis and the war in Ukraine, began to have consequences in Kosovo as well. The inflation rate of 3.4 percent in 2021 is the highest in the last five years<sup>5</sup>, while the trend is even more disturbing at the beginning of 2022 (8.95% in the first four months of 2022)<sup>6</sup>. A trend of increasing public debt was observed, but not to the extent of inflation.

The existing economic structure in Kosovo is mainly focused on production and service activities, which currently have low performance and productivity and little potential to guarantee sustainable growth in the future. Medium or high-tech industries and knowledge-intensive market services account for only 1% and 8% of the country's added value, respectively. Although the private sector is the leader in Kosovo's economy, it is still fragile and dominated by micro-enterprises with limited capital.

Services make up the largest part of Kosovo's economy, with a share of 47.5% in GDP and 65% of employment.<sup>7</sup> Wholesale and retail trade, real estate, transport and financial services are the largest service sectors of Kosovo's economy. Industry participates with about 26.4% of GDP, and the largest contribution is made by the production and construction sectors (11.7% and 8.5% of GDP)<sup>8</sup>. The contribution of agriculture to Kosovo's GDP has largely declined over the last decade, from 15% in 2008 to 6.9% in 2019, although it still contributes to a significant percentage of employment (5.5% of formal employment and 35% of informal employment).<sup>9</sup>

Kosovo is a relatively open economy. According to the Openness Index, which shows the share of trade in the country's GDP, Kosovo achieved an average of about 80% in the period 2017-2020. The trade balance is negative, with a deficit averaging around 32% of GDP in the same period. The extremely high import of goods contributes the most to this deficit, while the surplus in trade in services manages to balance it to some extent.

**Figure 3.** Trade balance 2017-2021



Source: KAS

Kosovo achieves the largest trade with neighbouring countries and EU countries, within CEFTA, i.e. SAA. Kosovo's exports, as well as the structure of the economy, do not contain that much added value and are characterized by a low rate of survival in foreign markets. However, the positive trend in 2021, regarding the export of industrial products, is an important indicator for the development potential of the value-added industry.

<sup>5</sup> KAS. Harmonized index of consumer prices. December 2021.

<sup>6</sup> KAS. Harmonized index of consumer prices. April 2021.

<sup>7</sup> Kosovo Agency for Statistics, 2022

<sup>8</sup> Ibid.

<sup>9</sup> Ibid.

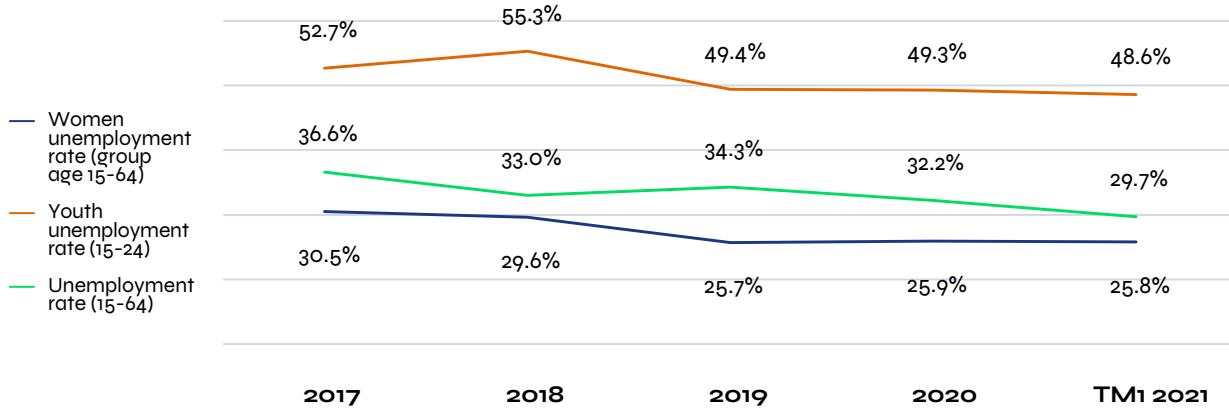
As for investments in Kosovo, in the last three years it is estimated that only 17% went to production capital. Foreign direct investments (FDI), which usually provide an impetus for the broad improvement of the economy, in relation to GDP remain below the average of neighbouring countries, although they record a positive trend, reaching the highest value in the last five years (415.3 million Euros in 2021). . Most of these investments come from the Kosovo diaspora, mainly located in Germany and Switzerland, oriented to sectors that bring little expansionary effects in the economy. The sectors in which foreign capital is invested the most are real estate and financial services. On the other hand, two sectors with great potential, manufacturing and information and communication technology (ICT), account for only 3.3% of total FDI in 2021.<sup>10</sup>

Kosovo has simplified administrative procedures to facilitate the establishment and operation of businesses. This improvement significantly increased the position in international comparative assessments. Despite this, Kosovo companies still face numerous challenges, which limit their competitiveness and make it difficult to integrate into global value chains. Limited access to finance, unfair competition, and small capacities for innovation are serious obstacles in this direction. This has had a major impact on the labour market, in which case the workforce is oriented towards employment in the public sector. In addition, the high level of remittances, which affected reserved wages among the population, reduced participation in the labour market and employment in the private sector.

The security of electricity supply is a major obstacle for the development of the private sector in Kosovo. Challenges in the energy sector include various aspects, starting from insufficient and unstable supply from old lignite power plants, inefficient energy consumption and insufficient development of alternative sources of energy production and supply. On the other hand, the transport network in Kosovo remains limited, which affects the offer of Kosovo as an enviable place for investments. Limited investment in the modernization and expansion of rail transport has led to this mode of transport lagging behind in comparison with similar economies. The lack of developed railway transport particularly affects the transport of goods, which increases trade costs and exposes the country to negative environmental impacts. Despite investments in road transport, integration into pan-European transport corridors remains below a satisfactory level.

Economic growth in Kosovo has not been translated into a significant improvement in development parameters. Despite a high percentage of the working-age population (around 65%), Kosovo still has the highest unemployment rate in Europe, with a rate of 25.9% in 2020. This challenge is particularly pronounced among young people (48.6%) and women (29, 7%). In addition, Kosovo has a high level of passivity in the labour market, where only 39.5% of the working-age population is active in the labour market, while only 22.7% of working-age women participate in the labour market...

**Figure 4.** Unemployment rate 2017-2021



Source: KAS

10 CBK. Time series – Foreign direct investments. February 2022

The high rate of young people who are not in education, training or not active in the labour market (NEET), which amounts to 29.8%, is worrying. On the other hand, reasons for emigration related to the labour market are on the rise, estimated at 38% of residence permits for the first time in 2019, compared to 17% in 2010. In the same period, emigration for family reasons fell from 63% to 21%. The plans of Kosovo immigrants to live abroad do not seem temporary, since according to EUROSTAT data, 60% of residence permits were issued for the first time in 2019 for more than twelve months, 32% for six to eleven months and only 8% for three to five months. Therefore, immigration is expected to have a long-term impact on Kosovo's demography and workforce. This is particularly emphasized by the high rate of emigration of young people, especially doctors and other health workers.

Kosovo faces numerous challenges related to the environment and natural resources. Air pollution is one of the main challenges in this direction, which directly affects the quality of life in Kosovo. As a result of high values of PM2.5 fine particles, especially in urban areas during winter, it is estimated that approximately 2,500 years of life per 100,000 inhabitants are lost in Kosovo. In this regard, Kosovo is in the lowest place in the Western Balkans. Energy production based mainly on lignite, the use of wood and coal for heating residential units and transport remain among the main causes of pollution. Waste is not managed in the best way, there is no universal coverage of waste collection and only about 2-5% of what is collected is recycled. Another dangerous challenge in the future is limited water resources and small water storage capacities. On the other hand, deforestation and unsustainable use of natural resources have affected biodiversity. Also, Kosovo is facing rising temperatures, forest fires, heat waves and floods. In this context, the report of the Intergovernmental Panel on Climate Change considers the Western Balkans as an area affected by climate change, which threatens access to natural resources and livelihoods in the future.

The quality of education is still below the desired level and this has been reflected in lower results on international tests, as in the case of the PISA test. In addition, in terms of teaching, the number of teachers participating in professional development programs is only 25% of the total number. Participation in early childhood education is only 15%. Through legislation and institutional frameworks, Kosovo managed to reduce the rate of out-of-school children to 2.1% at the national level, but for children of the Roma, Ashkali and Egyptian communities this figure is high, or over 13%. Spending on education remains low overall, with only about 4% of Kosovo's budget spending going to the Ministry of Education, Science, Technology and Innovation. Science and research are still very underfunded areas, with only 0.1% of GDP dedicated to scientific research. Moreover, the lack of connection between education and the labor market manifests itself in the form of an obvious skills gap in the market, which affects the level of employment and the development of the private sector. Low participation in early childhood education, in addition to negative effects on schooling in the long term, directly affected the level of participation of women in the labor force, especially the participation of mothers in the labor market.

On the other hand, the COVID-19 pandemic, in addition to the negative impact on the economy, education and well-being, the pandemic has focused attention on healthcare, highlighting the systemic problems from which this sector suffers. Although the healthcare system is free, access to healthcare reveals significant inequalities. Since Kosovo still does not have a functioning public health insurance system and only 6.8% of the population has private insurance, the citizens of Kosovo bear about 40% of the total health care costs, compared to an average of 13% in OECD countries.<sup>11</sup> Moreover, Kosovo faces a shortage of medical personnel, taking into account the high rate of emigration of young people, especially doctors and other health workers.

The social protection system was built on an ad hoc basis and was not designed to serve the most vulnerable groups in society. Kosovo is estimated to be the poorest country in Europe, where 29.7% of the population lives in poverty and about 7% in extreme poverty. Of the five component categories and 24 schemes, the Social Assistance Scheme is the only scheme that directly aims to reduce poverty through focused cash transfers, while other social protection

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<sup>11</sup> OECD (2021), Multidimensional Assessment of the Western Balkans: Assessing Opportunities and Constraints, OECD Development Pathways, OECD Publishing, Paris, <https://doi.org/10.1787/4d5cbc2a-en>.

schemes target specific groups. The basic pension of low value and the problems inherited from the change of the system and the war, are especially felt in pension contributions, as well as make Kosovo pensioners live at risk of poverty, including those who may have many years of work experience during their career.

Kosovo is committed to contributing to security and peace in the world, connecting with traditional allies. The global security environment is characterized by instability and uncertainty, so the challenges, risks and threats are complex and affect the security of states and citizens. Kosovo has shown its willingness to share the burden of refugee accommodation and integration. In this regard, it is important to strengthen the capacities for dealing with mixed movements of refugees in a more predictable, efficient and sensitive manner to their protection. Kosovo's path to NATO membership remains unclear, given the number of countries that do not recognize Kosovo's independence. In recent years, the defense budget has been increased, which is considered an important step towards building security and defense capacities.

The judiciary is in the process of being reformed, as a result of the obvious challenges documented in foreign reports, such as the Country Report. The administration of justice remains slow and ineffective. Although progress has been made in maintaining a clear structure of the judiciary, its efficiency is still low, with long deadlines for resolving cases, low confidence of citizens in justice, low level of contract enforcement and a large number of accumulated cases. The effectiveness of the criminal justice system has been seriously undermined as a result of deficiencies in criminal legislation.

In terms of public security, the European Commission's Country Report assesses that Kosovo still faces low levels of investigation, prosecution and conviction for organized crime and asset confiscation, although significant efforts have recently been made to strengthen the legal and institutional framework in that regard. Other public security challenges remain the fight against corruption, the fight against money laundering, terrorist financing and drug trafficking. With particular emphasis, gender-based violence remains an important aspect to be addressed, both at the level of law enforcement institutions and at the level of the judiciary.

Although important steps have been taken in the direction of public administration reform, especially the reform of public finance management, it is estimated that there has not been enough progress in recent years as a result of frequent changes of government. The main challenges relate to the capacities of the public administration for planning and achieving results. Kosovo is estimated to have a large administration as a percentage of total employment and gender inequality in employment in the public sector. Kosovo has taken the first steps towards digitalization of services. The e-Kosovo platform should be improved in order to facilitate the provision of services, while the reduction of the administrative burden for the economy and citizens should be pushed forward. Kosovo has managed to maintain a satisfactory level of macro-fiscal sustainability, but the challenge remains the high level of the shadow economy, including large tax debts of individuals and companies.

The future of Kosovo is directed towards Euro-Atlantic integration, as a country that is a potential candidate for membership in the European Union (EU). In comparison to the countries of the region, Kosovo remains last in terms of the membership process. Kosovo has a contractual agreement with the EU, where the Stabilization and Association Agreement entered into force in 2016. The SAA is expected to be implemented over a period of 10 years and contains institutional and legal obligations in various areas. While integration into NATO is a goal, Kosovo is not officially part of the expansion of this organization, because it has not signed the Partnership for Peace either. The five EU and four NATO countries that do not recognize Kosovo represent serious obstacles on the way to Kosovo's integration.

In foreign policy, Kosovo faces major challenges due to non-recognition of independence by many countries, as well as non-membership in regional and international organizations. Both in terms of security and foreign policy, Serbia's destructive approach towards Kosovo and the region represent a constant challenge. The latest developments as a result of the war in Ukraine have once again proven that the current situation is not stable and makes Kosovo's membership in international organizations more urgent.

# 4. Vision and development priorities of Kosovo

The NDS will serve as a mechanism for the implementation of the strategic vision for the long-term period, through the definition of development priorities, strategic goals and expected results. The implementation of this vision should contribute to fulfilling the conditions for the country's membership in the Euro-Atlantic structures, and at the same time commitment to the implementation of the Sustainable Development Goals (SDGs).

## 4.1. Vision

The vision defines the long-term direction of sustainable development, taking into account the values and goals of the country and society.

The vision of Kosovo 2030 is:

„A developed Kosovo, with a stable economy, well-being, security and equality, integrated into international markets and organizations, with efficient institutions and administration, a high standard of living for all age groups, with the right quality and access to justice, health and education“.

The realization of the vision through the fulfilment of development goals will enable the achievement of well-being for all citizens of the Republic of Kosovo.

## 4.2. Pillars of the National Development Plan 2030

In order to respond to the country's development challenges and to achieve the vision for Kosovo 2030, the NDSP 2030 contains four pillars:

- I. Sustainable economic development
- II. Equitable human development
- III. Security and rule of law
- IV. Good governance



By implementing the development directions of the NDSP 2030, Kosovo is envisioned as a country with:

- Economic development based on the improvement of the business environment and the transformation of the economy towards activities with added value, with a focus on digitization and innovation and with respect for the environment and the use of natural resources;
- Equal access to quality education, which contributes to strong human capital and a higher standard of living for all citizens of all age groups;
- Effective institutions based on participatory democracy, which are dedicated to peace, respect for human rights and social and economic development;
- Sustainable development, based on increased use of renewable energy sources, transformation of the urban transport system, modern waste management system and sustainable water management, which results in a healthier and longer life.

**Figure 5.** Pillars of development to achieve the Kosovo 2030 vision





# 5. Development goals

The fulfilment of the vision for Kosovo 2030 will be achieved through development goals and strategic goals that encompass all sectors of public policy. NDS 2030 contains 11 development goals, to fulfil four main development priorities:

**Figure 6.** Development goals of the NDS 2030



## **SUSTAINABLE ECONOMIC DEVELOPMENT**

- Digital, circular and competitive economy
- Quality, sustainable and integrated infrastructure
- Clean environment and efficient use of natural resources



## **EQUITABLE HUMAN DEVELOPMENT**

- Affordable and quality education
- High, dignified and comprehensive employment
- Health and improved well-being
- Creative culture and active society



## **SECURITY AND RULE OF LAW**

- High readiness for peace and security
- Effective justice







## **GOOD GOVERNANCE**

- Efficient and responsible government
- Strengthening international subjectivity

The measurement of development goals will be done through impact indicators, which have been selected as indicators that cover a wide range of issues and which aim to eliminate the main challenges for development. Strategic goals will be measured through impact indicators for sectors that are directly related to the public policy sector and serve as a guide for defining the sectoral strategic framework. In order to establish coherent planning, 16 sectors of public policy have been defined, based on the classification of government functions (COFOG), which serve to connect with the financial framework. In Annex A, the goals and indicators are presented in more detail.

**Table 2.** Overview of NDS 2030 pillars, goals, tasks, sectors and SDGs

Development goal	Sector	Strategic goals	SAA	SDG	
<b>1</b> Digital, circular and competitive economy 	<b>10. Support for industry and business</b>	1.1 Building a fair, adaptable and competitive business environment	8/20	8 17	
		1.2 Accelerating digital transformation and innovation in SMEs and start-ups	8/10/20	9 12	
		1.3 Industry development towards products and services with greater added value	20	2 5	
		1.4 Mobilization of industry towards circular economy	27		
		1.5 Internationalization of companies and reduction of excessive dependence on imports	20/30		
		1.6 Increase in export-oriented investments	1/4/30		
		1.7 Sustainable and competitive tourism in the region	20/26		
	<b>11. Agriculture</b>	1.8 Improving productivity and sustainability in agriculture	11		
		1.9 Building sustainable links between farmers, processors and retailers	12		
					
	<b>2</b> Quality, sustainable and integrated infrastructure 	<b>09. Power</b>	2.1 Improving energy security, sustainability and affordability	15	9 7 11
			2.2 Integration into regional and pan-European energy markets	15	
		<b>08. Transport and communications</b>	2.3 Improvement of transport infrastructure and services	14/21	
			2.4 Creating barrier-free connections in international multimodal transport	14/21	
			2.5 Increased transport security	14/21	
			2.6 Development of high-quality broadband electronic communication networks and services	10	
			2.7 Improvement of international telecommunication connections	10	
					




Development goal	Sector	Strategic goals	SAA	SDG
<b>3</b> Clean environment and efficient use of natural resources 	<b>07. Environment</b>	3.1 Integrated waste management and increased circulation of resources	27	7 11
		3.2 Improving access to water and sanitation and reducing water pollution	27	13 8
	<b>09. Energy</b>	3.3 Increasing the share of renewable sources in the energy mix	15	6 15
		3.4 Improving energy efficiency	15	
		3.5 Improving water availability and efficiency	27	
	<b>08. Transport and communications</b>	3.6 Promoting digital and sustainable mobility	14/27	
	<b>07. Environment</b>	3.7 Management and sustainable use of forest resources and protection of biodiversity	27	
		3.8 Responsible planning and integrated development of the territory	27	
				
<b>Horizontal agenda:</b> 1. Digital agenda; 2. Green agenda; 3. Migration and diaspora; 4. Inclusion;				

<b>4</b> Quality and accessible education 	<b>16. Education and science</b>	4.1 Increasing children's participation in quality education and early childhood care	26	4 5 8
		4.2 Improving comprehensive access and digitization in educational services	26	10
		4.3 Better alignment of education with the needs of the labor market	19/26	
		4.4 Higher quality, integrity and competitiveness in higher education	19/25/26	
		4.5 Development of scientific research and innovation		
				

Development goal	Sector	Strategic goals	SAA	SDG
<b>5</b> High, dignified and comprehensive employment 	<b>13. Labor market and employment</b>	5.1 Developing skills, competencies and narrowing the gap in the labor market	19	8 5
		5.2 Increasing the participation of women in the labor market	19/26	10 4
		5.3 Improvement of working conditions	19	
<b>6</b> Improved health and well-being 	<b>15. Health</b>	6.1 Improving the quality and access to health services	28	1 8
		6.2 Preservation and promotion of health	28	3
	<b>14. Social protection</b>	6.3 Improving the targeting and distribution of social protection	19	5 10
		6.4 Better access to social services	19	
		6.5 Access to decent, affordable and quality housing	19	
		6.6 Access to sufficient, safe and nutritious food to meet nutritional needs for a healthy life		
<b>7</b> Creative culture and active society 	<b>12. Culture and sport</b>	7.1 Art and culture for well-being and development	23	4
		7.2 Strengthening the protection, preservation and promotion of cultural heritage	20/26	
		7.3 Active and healthy society through sports activity		
		7.4 Empowerment of youth in the economic and social life of the country		
		7.5 Consolidation of the state image through art and sports		
		7.6 Sports and cultural tourism		

**Horizontal agenda:** 1. Inclusion; 2. Migration and diaspora; 3. Digital agenda

Development goal	Sector	Strategic goals	SAA	SDG
<b>8</b> High readiness for peace and security 	<b>04. Protection and security</b>	8.1 Strengthening capacities for defense and security in cooperation with Euro-Atlantic partners	24/31	16
		8.2 High readiness for response and emergency situations	31	
		8.3 The fight against crime and corruption	23/24	
		8.4 High security in the community	23/24	
				
<b>9</b> Effective justice 	<b>06. Justice</b>	9.1 Timely justice	23	16 5
		9.2 Professionalism, impartiality ( integrity) and responsibility in the judiciary	23	
		9.3 Real access to justice	23	
		 		
<b>Horizontal agenda:</b> 1. Digital agenda; 2. Comprehensiveness				

<b>10</b> Efficient and responsible government 	<b>01. Government and public administration</b>	10.1 Increasing the quality of policies and providing services to citizens and the economy	32	16 5
		10.2 Increasing the efficiency of public services and responsibility in public administration	32	
		10.3 Increasing the performance of municipalities	32	
	<b>02. Public finance</b>	10.4 Improving the performance and financial management of public enterprises	32	
		10.5 Ensuring the fiscal discipline of education	17/32	
		10.6 Further increase in allocative efficiency	32	
		10.7 Transparent and digitized public finance management system		
 				

Development goal	Sector	Strategic goals	SAA	SDG
<b>11</b> Strengthening international subjectivity 	<b>03.</b> Foreign policy and international relations	11.1 Good neighborliness and regional cooperation	30/31	16
		11.2 Establishing and strengthening relations with other countries	30/31	
		11.3 Empowerment of Diaspora Diplomacy	30/31	
		11.4 Commitment and Integration of Kosovo in international organizations and Euro-Atlantic structures	30/31	
		11.5 Empowerment of Public Diplomacy and Economic Diplomacy	30/31	
				
<b>Horizontal agenda:</b> 1. Digital agenda; 2. Green agenda; 3. Migration and diaspora; 4. Inclusion				



# Vision for Kosovo







# Sustainable economic development

3 development goals

8 impact indicators

23 strategic goals

61 result indicator



## Sectors

07. Environment

08. Transport and communications

09. Power

10. Support for industry and business

11. Agriculture

> GOAL 1

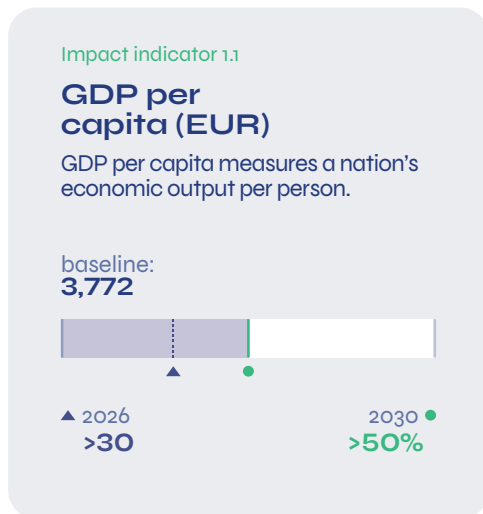
# Digital, circular and competitive economy

During the last decade, Kosovo has shown good economic growth. NDSP 2030 aims to follow economic growth with increasing employment and expanding the production base, changing the current economic structure of the country, with the aim of achieving sustainable development.

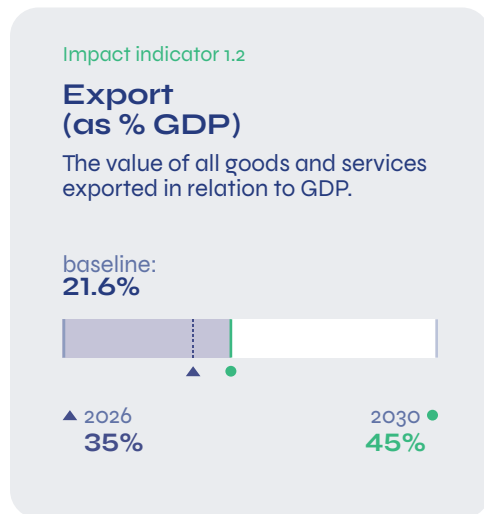
By 2030, Kosovo aims to create a favorable business environment and play an active role in the development of a competitive economy, towards manufacturing and service activities with added value. Innovations and digitization, as important determinants of competitiveness, together with the circular economy as a model of sustainable development, will have special attention in the new economic trajectory. The economic transformation of Kosovo will be based on competitive, innovative and green enterprises, integrated in international markets.

To achieve this goal, businesses will be supported to ensure quality standards and will benefit from financial assistance for innovation and digitization, with a special emphasis on women entrepreneurs. At the same time, “national champions” of industry will be identified and supported, as well as work to support industrial parks, with a focus on ICT and the manufacturing/processing industry. Also, work will be done in the direction of improving inspection mechanisms to combat fiscal evasion and the gray economy, in order to ensure fair and equal competition.

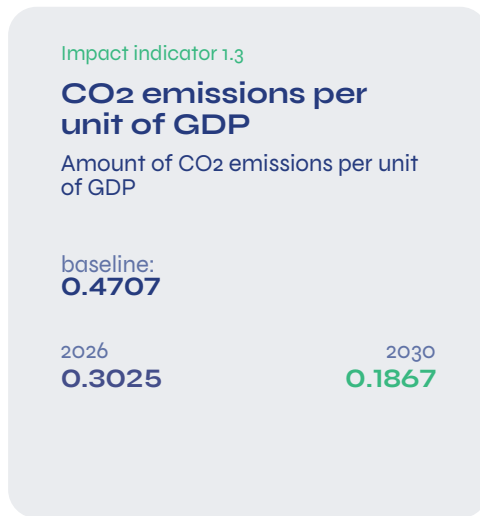
### Impact indicators



Source: KAS



Source: KAS & CBK



Source: OECD



Source: German-Kosovo Chamber of Commerce

## Strategic goals

This development goal will be achieved through these strategic goals (SO):

- 1.1. Building a fair, adaptable and competitive business environment;
- 1.2. Acceleration of digital transformation and innovation in SMEs and startup businesses;
- 1.3. Development of the industry towards products and services with added value;
- 1.4. Mobilization of industry towards the circular economy;
- 1.5. Internationalization of enterprises and reduction of excessive dependence on imports;
- 1.6. Increase in export-oriented investments;
- 1.7. Sustainable and competitive tourism in the region
- 1.8. Improving productivity and sustainability in agriculture;
- 1.9. Building sustainable links between farmers, processors and retailers.

## Result indicators

Indicators for measuring the performance of strategic goals:

SG	Result indicator	Baseline	2026	2030
1.1	SME Policy Index: Business Environment (maximum 5 points)	3.65	4.00	4.50
	Firms that consider the practice of competitors in the informal sector as the biggest obstacle (%)	25.48%	15%	12%
	The scale of the informal economy	31.7%	25%	
1.2	State support services for innovative SMEs (maximum 5 points)	2.32	3.50	4.00
	Business-academic cooperation (maximum 5 points)	0.7	2.5	3.5
	Companies that introduced either a new product/service or a process innovation (%)	36.6%	50%	60%

SG	Result indicator	Baseline	2026	2030
	Use of ICT in companies (>10 employees)	55.8%	70%	80%
	Use of digitization tools in general production/work processes (%)	25.02%	35%	45%
1.3	Share of manufacturing industries with higher technological intensity in total added value (% in VŠB)	5.6%	9%	11%
	Share of knowledge-intensive market services in total added value (% in GVA)	8.8%	14%	18%
	Index of Economic Complexity	0.42	0.50	0.80
1.4	Use of recycled material (%)	1-3% (rough estimate)	6%	12.5%
	Gross added value in relation to circular economy sectors (%)	0.8%	1%	1.2%
1.5	Number of companies that regularly export (at least 10,000 Euros per year)	Goods: 887 Services: N/A	Goods: 1,500 Services: N/A	Goods: 3,000 Services: N/A
	Geographical diversity of exports (number of countries that account for 80% of exports)	Goods: 10 Services: 10	Goods: 14 Services: 14	Goods: 18 Services: 18
	Export of goods and services to the EU (in millions of Euros)	Goods: 178.3 Services: 586.2	Goods: >100% Services: >100%	Goods: >200% Services: >150%
1.6	Net FDI (% of GDP)	4.2%	6%	8%
	Strategic FDI in total FDI (%)	3.3%	30%	50%
	Investments in production activities (% of import of capital goods in FBKF)	17.4%	23%	27%
1.7	Number of foreign visitors	5,607,324 (2021)	>30%	>60%
1.8	Net VAT per annual labor unit (GRJ) in agriculture (€)	1,428 EUR	1,700 EUR	2,000 EUR
	Share of farms with >2 hectares (%)	69.71%	50%	35%
	Irrigation of agricultural land (ha)	17.719 ha	40,000 ha	66,000 ha
1.9	Food processing - raw material of domestic producers (%)	50%	60%	70%
	Share of domestic food in total retail sales of food products (%)	10%	20%	35%

### Sector strategies

For the realization of this development goal, a sectoral strategic framework will be developed that foresees concrete actions for the development of industry and business:

- Strategy for business support and industry development;
- Strategy for innovation and entrepreneurship;
- Sector strategy for agriculture and rural development.

In addition to the sectoral strategic framework, the Government of Kosovo has begun the process of developing a Strategy for Smart Specialization, which will guide government policies on which sectors of the economy will receive preferential treatment due to their comparative advantages.

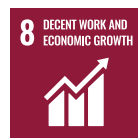
### Horizontal agendas

Diaspora has a special value for the realization of this development goal. For this purpose, efforts will be made to establish diaspora support schemes in order to increase investments in joint initiatives with local entrepreneurs. Through incentive policies and programs of education and training, companies try to avoid all forms of discrimination at work, which aims to increase the employment of vulnerable and underrepresented groups on the labor market. Special support will be given to the industry of recovery and reuse of materials, in order to reduce pollution. Also, businesses will be supported to increase efficiency and reduce energy consumption. Total digitization of production and work processes will be one of the goals until 2030.

### European integrations

This development goal is closely related to the agenda of European integration, namely the right to establish a company and the freedom to provide services (chapter 3), competition policy (chapter 8), company and industry policy (chapter 20) and external relations (chapter 3). 30).

The fulfilment of this development goal will directly affect the achievement of the Sustainable Development Goals (SDGs), i.e. goals 5, 8, 9, 12 and 17.



> GOAL 2

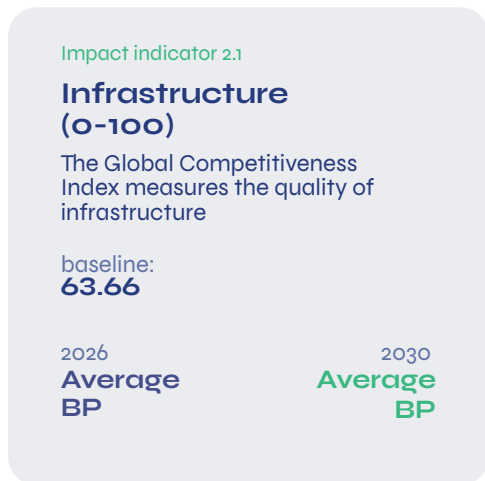
# High-quality, sustainable and integrated infrastructure

Transport, energy and communication infrastructure is essential for ensuring sustainable and comprehensive economic development. Increasing productivity in the economy and integration and improving well-being in general require investments in infrastructure.

In transport, special attention will be devoted to the development of railway transport infrastructure, as an important option for the transport of goods, rehabilitation and expansion of the railway network and its connection with neighboring countries. In the field of energy, investments in energy infrastructure and the creation of capacity for storing produced energy will increase, with the aim of ensuring a stable supply.

When it comes to communication infrastructure, which has a satisfactory volume, the focus will be on connecting with other countries, in order to facilitate the transition efforts towards the digital economy, including the creation of 5G network infrastructure. In this context, by 2030, Kosovo aims to build quality infrastructure, integrated, suitable for change, safe, sustainable and environmentally friendly.

## Impact indicators



Source: World Economic Forum

## Strategic goals

This development goal will be achieved through these strategic goals:

- 2.1. Improving energy supply security, sustainability and affordability;
- 2.2. Integration into regional and pan-European energy markets;
- 2.3. Improvement of transport infrastructure and services;
- 2.4. Creating barrier-free connections in international multimodal transport; Rritja e sigurisë së transportit;
- 2.5. Increasing transport safety;
- 2.6. Development of high-quality broadband electronic communication networks and services;

## Result indicators

Indicators for measuring the performance of strategic goals:

SC	Results indicators	Baseline	2026	2030
2.1	System Average Interruption Duration Index (SAIDI)	80.83 hr/year	68.9 hr/year	51.84 hr/year
	System Average Interruption Frequency Index (SAIFI)	58.27	49	40.86
	Share of energy costs in total household income (%)	12.46%	10%	8%
	Commercial losses (%)	3.38%	2.5%	0%
	Technical losses (%)	15.1%	12%	9%
	Losses in the transmission network (%)	1.75%	1.75%	1.75%
2.2	Utilization of nominal interconnection capacities (%)	Export direction: 22-24% Import direction: 24-26%	40%	70% (EU minimum target)
	Market integration with pan-European electricity markets	No	Market integration with Albania	Membership in the pan-European market area
2.3	Length of the modernized railway network (km)	0	149.1	365.1
	Number of passengers in rail transport	249	337	471
	Length of the modernized road network(km/1000m <sup>2</sup> )	60.4 thousand (2021)	400 thousand	5 million
	Participation in transport and storage in VŠB (%)	4.6%	5.5%	7%
2.4	Export of transport services (million Euros)	67.11	>70%	>150%

SC	Results indicators	Baseline	2026	2030
2.5	Number of traffic accidents with injuries (per million inhabitants)	4,026	<80%	<90%
	Traffic accidents with victims (per million inhabitants)	43	<20%	<30%
2.6	Households covered by a 1Gbps network (%)	15%	30%	100%
	5G network coverage	0%	50%	100%
	International Connectivity (Gbps)	375	>75%	>150%

### Sector strategies

For the realization of this development goal, a sectoral strategic framework will be created that foresees specific actions for the development of infrastructure:

- Energy strategy;
- Strategjia e transportit;
- Strategjia për teknologjinë e informacionit dhe komunikimit.

### Horizontal agendas

This development goal is also linked to the digital agenda and the green agenda. Investments in communication infrastructure will accelerate the transition to a digital economy and society. Also, investments will be made in transport and energy infrastructure, respecting environmental impact standards.

### European integration

The fulfilment of the goal directly affects the implementation of reforms for European integration, especially the obligations for transport policies (chapter 14), energy (chapter 15), information society and media (chapter 10) and integration into trans-European networks (chapter 21).

Meeting this development goal by 2030 will directly affect the achievement of the SDGs, especially goal 7, 9 and 11.





> GOAL 3

# Clean environment and sustainable use of natural resources

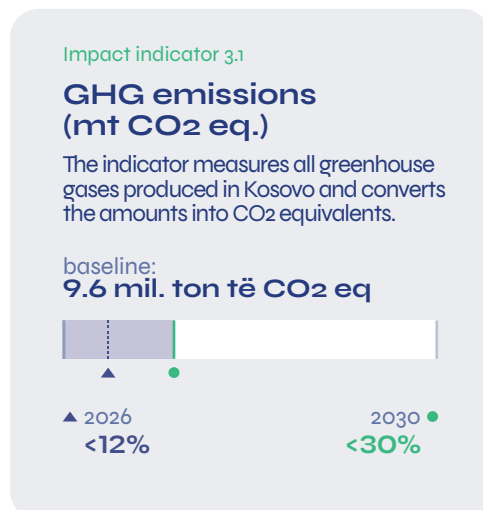
With the growth of economic activity, the demand for the use of limited natural capacities often increases. The environment is the common good of a society and must therefore be carefully managed and protected. Poor management of the environment and possible exploitation of natural resources produces significant consequences for safety and quality of life, both for current and future generations..

NDS 2030 aims to ensure universal coverage of waste collection and more sustainable management, including their classification and recovery, up to the creation of capacity for energy and heat production from waste. Transfer stations and waste sorting centers will be built, and companies will be supported in creating infrastructure for different types of waste.

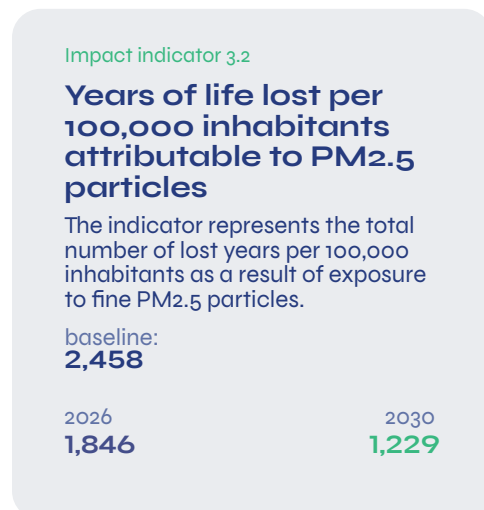
Kosovo aims to create and maintain a clean environment by 2030, which basically includes the prevention of soil, water and air pollution, as well as the protection of biodiversity in general, and all this in the function of a better quality of life. Also, aware that the country has the potential of natural resources, it will be more efficient and sustainable to use this potential. Through the realization of this development goal, Kosovo joins the international community in solving global environmental challenges.

Among other things, special importance will be given to the creation of new water collection capacities and investments in the existing water supply network, significant reduction of technical and commercial losses, as well as network expansion. The zone map at the country level will be finalized and forest mapping will be done according to functions (economic, ecological, and social).

## Impact indicators



Source: KAZŽS



Source: AEM



Source: ASK

### Strategic objectives

This development objective will be achieved through these strategic objectives:

- 3.1. Integrated waste management and increased circulation of resources;
- 3.2. Improving access to water and sanitation and reducing water pollution;
- 3.3. Increasing the share of renewable sources in the energy mix;
- 3.4. Improving energy efficiency;
- 3.5. Improving the availability and efficiency of water;
- 3.6. Promotion of digital and sustainable mobility;
- 3.7. Management and sustainable use of forest resources and protection of biodiversity;
- 3.8. Responsible planning and integrated development of the territory.

### Result indicators

Indicators for measuring the performance of strategic goals:

SC	Results indicator	Baseline	2026	2030
3.1	Municipal solid waste that is collected and managed in facilities under the control of total municipal waste (%)	83.9%	90%	99%
	Families with access to a waste separation system at source (%)	9.64%	15%	30%
	Renewable municipal solid waste from the total generated municipal waste (%)	2-5% (Rough estimate)	12%	30%
3.2	Population with access to public water systems (%)	78%	92%	95%
	Population with access to public sewage systems (%)	65%	75%	85%
	Population with access to wastewater treatment plants (%)	3%	45%	60%

SC	Results indicator	Baseline	2026	2030
3.3	Share of renewable sources in gross final energy consumption (%)	24.4%	27.5%	32%
	Share of RES (%)	6.3%	18%	34%
3.4	Energy savings (Ktoe)	2.7 Ktoe	66.6 Ktoe	217.6 Ktoe
	Energy intensity (toe/mEUR)	467.2	250 (320)	150 (220)
3.5	Total capacity of water deposits (mil. m <sup>3</sup> )	559	575	719
	Water losses in public supply systems (%)	55%	48%	42%
	Intensity of water use (VŠB/m <sup>3</sup> of water per year)	16.2	25	30
3.6	Intelligent Transport System (%)	0%	40%	100%
	Cross-border transport of goods by rail (%)	1.9%	12%	35%
	GHG emissions in transport (Mt CO <sub>2</sub> equivalent)	1,337	<12%	<30%
3.7	Forested area (km <sup>2</sup> )	400 ha	2,000 ha	6,000 ha
	Illegal logging	Public: 40% Private: 30%	Public: 35% Private: 25%	Public: 20% Private: 15%
	Number of endangered species	90	45	0
	The level of implementation of spatial planning documents	No		

## Sector strategies

The implementation of this development goal will be achieved through the implementation of sector strategies:

- Environmental protection strategy;
- Strategy for integrated waste management;
- Water strategy.

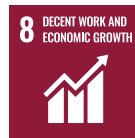
## Horizontal agendas

This development goal is closely related to the green agenda. In order to fulfil the goals of the inclusivity agenda, importance will be attached to the access of all citizens without distinction to the public water supply system and access to the public sewage network. Reducing greenhouse gas emissions will be done, among other things, by fulfilling the digital agenda, especially in the transport and public services sector.

## European integration

The development goal for a clean environment and sustainable use of natural resources also affects the achievement of the goals of the European integration agenda, especially chapter 14 of the SAA, which deals with transport policy, energy (chapter 15) and the environment (chapter 27).

Fulfilling this development goal by 2030 will directly affect the achievement of the SDGs, i.e. goals 6, 7, 8, 11, 13, 15.





# Vision for Kosovo

2030

A purple-tinted photograph of a busy street scene in Kosovo, with large white numbers '2030' overlaid on the bottom half of the image. The background shows a street with many people walking, some carrying bags, and buildings with arched windows and doorways. The overall atmosphere is one of a bustling, everyday life scene.



# Equal human development

4 development goals

17 impact indicators

18 strategic goals

49 result indicator



## Sectors

12. Culture and sport

13. Labor market and employment

14. Social protection

15. Health

16. Education and science

> GOAL 4

# Quality and accessible education

Quality and accessible education is the main support, not only for equal human development, but also as a foundation for the overall development of the country. Education reforms during the last decades did not achieve the goal of long-term development of the education system, to respond to current challenges and anticipate future challenges.

In order to overcome current challenges and provide quality and accessible education for all, Kosovo aims to connect the education system not only with the internal labor market, but also the development of skills for integration into educational institutions and markets of developed countries. For this purpose, a developmental and systematic approach will be applied from early childhood education to higher education and creating opportunities for lifelong learning. Creating an innovative and competitive economy directly depends on the development of the private sector, therefore the goal will be to eliminate the skills gap in the labour market.

NDS 2030 aims to increase the participation of children in early education (0-5 years) and increase the number of child care centers or preschool institutions by 2030, which will contribute to the increase in the number of employed women. The NDS 2030 aims to improve the results of Kosovo students on international tests and to reduce the gap between expected and average years of schooling. For this purpose, continuous efforts will be made to achieve 100% participation in organized classes for compulsory levels and to reduce school dropouts, with a special focus on national minorities, the rural population and vulnerable groups and children with limited abilities, who remain the most vulnerable group in education.

## Impact indicators

### Impact indicator 4.1

#### Results in PISA

Results in PISA, the OECD test in reading, mathematics and science. Content: basic understanding of the material; Progress: more complex thinking, such as interpretation and analysis; Context: application of knowledge to real-life situations. Sorted by gender.

baseline:

Total: Reading: 353.1; Mathematics: 365.9; Science: 364.9  
Girls: Reading: 366; Mathematics: 364; Science: 368(2018)

2026

**Growth of 5%**

2030

**Growth of 13%**

Source: OECD

### Impact indicator 4.2

#### HDI: Gap in Education Index

The difference between the expected years of schooling of school-age children and the average years of schooling of the adult population

baseline:

5.3 years (13.2 expected years of schooling, 7.9 average years of schooling) (2019)

2026

**2 years**

2030

**0 years**

Source: World Bank



Impact indicator 4.3

### Participation of children in pre-university education

Participation of children in pre-university education (classified by level of education - primary, lower secondary, Higher secondary and by gender)

	baseline	2026	2030
Total in primary	100%	100%	100%
Total in lower secondary	90.4%	93%	97%
Total in Higher secondary	82.5%	87%	92%
Girls in primary	100%	100%	100%
Girls in lower secondary	90.4%	93%	97%
Girls in Higher secondary	83.3%	87%	92%

Source: KAS

Impact indicator 4.4

### Index of early child development

The index (ECDI 2030) covers key developmental achievements of children aged 36 to 59 months. Disaggregated by gender and ethnicity.

	baseline	2026	2030
Total	91.3%	95%	98%
Girls	92.3%	95%	98%
Roma, Ashkali, Egyptian	81.8%	87%	91%

Source: KAS

Impact indicator 4.5

### Out-of-school rate

The percentage of school-age children who do not attend school are those who do not attend early childhood education, primary or lower secondary education. Disaggregated by gender and ethnicity.

	baseline	2026	2030
Total	2.1%	<1%	<1%
Girls	1.7%	<1%	<1%
Roma, Ashkali, Egyptian	13.2%	6%	<4%

Source: MESTI

Impact indicator 4.6

### Percentage of children aged 3 and 4 who attend early childhood education

Percentage of children aged 3 and 4 years (36-59 months) attending early childhood education

	baseline	2026	2030
Total	15%	20%	30%
Girls	13.4%	20%	30%
Roma, Ashkali, Egyptian	7.6%	12%	20%

Source: KAS

## Strategic goals

This development objective will be achieved through these strategic objectives:

- Increasing children’s participation in quality education and early childhood care;
- Improvement of inclusive access and digitization of educational services;
- Better alignment of education with the needs of the labor market;
- Higher quality, integrity and competitiveness in higher education.
- Development of scientific research and innovation.

## Results indicators

Indicators for measuring the performance of strategic goals:

SC	Results indicators	Baseline	2026	2030
4.1	Percentage of participation of children in EFH age groups from 0 to <6	19.5% (2020/2021)	32.0%	40.0%
	The percentage of children's involvement in the preschool level	88% (2020/2021)	100%	100%
	Percentage of children attending the first grade of primary school who attended preschool education last year	Total: 87.7% Girls: 88.2% Roma, Ashkali, Egyptians: 73% (2019/2020)	Total: 95% Girls: 95% Roma, Ashkali, Egyptians: 85%	Total: 99% Girls: 99% Roma, Ashkali, Egyptians: 90%
4.2	Percentage of teachers participating in professional development programs	25% (2019/2020)	45%	70%
	Percentage of teachers, students and educational staff with digital competences	N/A	Teacher: 80% Educational staff: 80% Students: 70%	Teacher: 95% Educational staff: 95% Students: 95%
	Percentage of schools with internet and computer access	Internet access: Access to computers	80%	Digital education platform: (it's built, it is populated with digital data, it offers digital services, it enables automatic digital processes)
	Percentage of dropouts from compulsory and Higher secondary education	Compulsory education: 0.1% Higher secondary education: 1.2%	Compulsory education: below 0,1% Higher secondary education: 0,4%	Compulsory education: below 0,1% Higher secondary education: 0,8%
4.3	Inclusion of children with developmental disabilities in compulsory and Higher secondary education*	Compulsory education: 44% Higher secondary education: 25%	Compulsory education: 65% Higher secondary education: 35%	Compulsory education: 80% Higher secondary education: 50%
		Systematization of graduates with IOSO, in relevant professions and in higher education (%)	N/A	60%

SC	Results indicators	Baseline	2026	2030
4.4	Employment rate after completing higher education (research studies) (%)	N/A	60%	85%
	Number of joint international projects for higher education and scientific research work	N/A	Së paku 5 në vit	Së paku 8 në vit
4.5	a) % of GDP expenditures in research and development.	Missing data.		
	b) Indexing of the country's research journals on the Scopus and Web of Science platforms	Kosovo's scientific journals are not part of Scopus and Web of Science		

### Sector strategies

A sectoral strategy will be developed for the development and implementation of the development goal of providing quality and affordable education:

- Education Strategy 2022-2026.

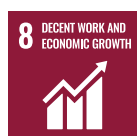
### Horizontal agendas

The development goal is also linked to horizontal agendas. Investments will be made in the further digitization of the education system, so that digital learning platforms are extended to all schools in Kosovo and that students have access to and use digital learning materials. In this aspect, professional training programs for teachers will be developed and it will be ensured that these programs provide opportunities for improving the quality of teaching, increasing the use of digital technology and improving the educational approach to teaching. Data collection will be improved at all levels of education, especially data broken down by place of residence, gender, ethnicity, age, disability, in order to monitor the implementation of current plans, but also the development of policies and actions in the future, so that they can address inequalities and enable education available to all.

### European integration

Quality education is one of the criteria of the European integration agenda, therefore the fulfilment of this development goal will directly affect the implementation of the SAA, specifically the obligations that appear in education, culture, science and employment policies (Chapters 19, 25, and 26).

Fulfilling this development goal by 2030 will directly affect the achievement of the SDGs, i.e. goal 4.



> GOAL 5

# Comprehensive labor market, greater and dignified employment

In order to face challenges in the labor market, the NDS 2030 aims to increase the level of participation in the labor market and the level of employment by 2030, with a special emphasis on youth, women and other vulnerable groups. The NDS 2030 aims to reduce the skills gap in the labor market by improving the cooperation of the private sector with the education sector and creating mechanisms for long-term planning of the orientation of the labor market. In addition, a labor market analysis will be conducted, with a focus on skills forecasting, to address the skills gap and prevent this gap in the future. Among other things, dignified employment will be enabled, supervisory authorities will be strengthened, labor market supervision will be increased and incentives for formalization of employment will be provided.

Furthermore, the lack of data on workplace injuries, illnesses and deaths will be addressed through continuous and qualitative data collection, to ensure that they inform the work of institutions in addressing relevant legislation. In order to increase the employment of women, the legal basis regarding the burden of maternity, paternity and parental leave will be reviewed, increasing the state's burden for compensating women during maternity leave and regulating parental leave.

Impact indicators

Impact indicator 5.1

**Employment rate**

Employment rate - the percentage of the country's working-age population that is employed.

	baseline	2026	2030
Total	20%	40%	50%
Women	16%	25%	35%
Youth	11.9%	25%	35%

Source: KAS

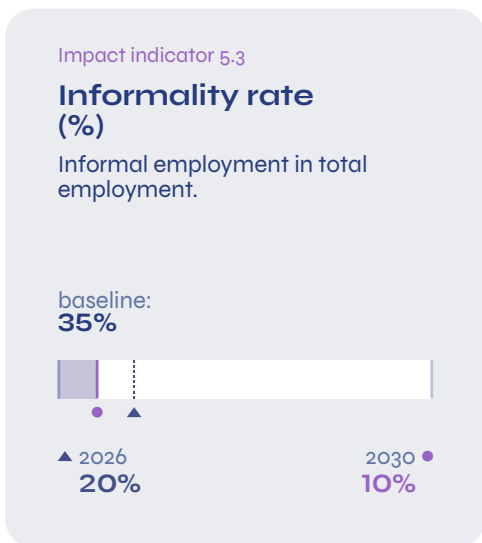
Impact indicator 5.2

**Labor force participation**

% of the working-age population that is actively engaged in the labor market.

	baseline	2026	2030
Total	39.5%	45%	55%
Women	22.7%	40%	50%
Youth	23.4%	43%	55%

Source: KAS



Source: KAS



Source: Labour Inspectorate

## Strategic goals

This development objective will be achieved through these strategic objectives:

- Developing skills and competences and narrowing the gap in the labor market;
- Increasing the participation of women in the labor market;
- Improvement of working conditions.

## Results indicators

Indicators for measuring the performance of strategic goals:

OS	Results indicators	Baseline	2026	2030
5.1	Vertical skills mismatch	42.2%(2020)	36%	36%
	Horizontal skills mismatch	74,9% (2019)	65%	50%
	Percentage of professional education profiles that enable practical learning.	N/A	80%	98%
5.2	Labor force participation disaggregated by gender	Total:37.7% Women:20.6% (TM2 2021))	Total: 50% Women: 45%	Total: 60% Women: 55%
	Percentage in Neet	Total:32.5% Women:32.5% (TM2 2021)	Total: 20% Women: 20%	Total: 15% Women: 15%
5.3	Percentage of permanent contracts	42.8 %(2021)	63%	65%
	In-work poverty	15.2% (2020)	10%	Less than 10%

### Sector strategies

In order to achieve the goal of a comprehensive labor market and the growth of dignified employment, a sectoral strategy will be developed:

- Labor market and employment strategy.

### Horizontal agendas

The development goal also refers to Kosovo's commitment to ensuring comprehensiveness in the labor market, increasing employment in stable economic sectors and migration and diaspora policies.

### European integration

The development goal for a comprehensive labor market is also linked to the agenda of European integration, especially to the common social and employment policy (Chapter 19).

The fulfilment of this development goal by 2030 will directly affect the achievement of SDG, that is, goal 8.



## &gt; GOAL 6

# Improved health and well-being

In order to overcome the challenges in the health sector, identified through the analysis of the current situation, one of the goals of NDS 2030 is to improve the quality and access to health services and promote a healthy life, with the aim of increasing the life expectancy of the population and reducing mortality, especially the reduction of infant and maternal mortality.

The development and implementation of the health information system, together with the public health insurance scheme, will serve as means to improve access to health services and increase the quality of these services. Through the cooperation of ministries and higher education institutions, an action plan will be developed to prevent challenges that will appear in the health system, as a result of the brain drain in this sector. With the aim of early detection and prevention of serious diseases, the program of home visits will be developed and expanded.

In order to increase the chances of disease prevention and premature mortality, investments will be made in healthy life programs within recreation, as well as priority data collection and identification of opportunities for increasing healthy life.

Likewise, the NDS 2030 aims to improve the targeting of social schemes for poverty reduction, so that social assistance schemes serve to overcome poverty and the need for support in social schemes. By reviewing and redesigning the social scheme system, it will be ensured that social schemes and transfers are targeted at those who need it most. Likewise, a legislative framework will be developed that guarantees decent housing for all, enabling access to public and affordable housing for families in need..

## Impact indicators

### Impact indicator 6.1

#### Life expectancy index in HDI

The number of years a newborn baby would live if the prevailing mortality patterns at the time of birth remained the same throughout life.

baseline		
Total	Men	Women
71	69	74
2026		2030
76		79

Source: World Bank

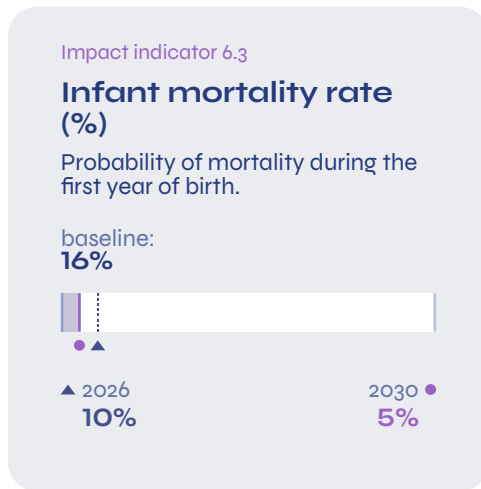
### Impact indicator 6.2

#### Pjesa e popullsisë që raporton formë të privimit material (%)

Percentage of family members living in households deprived of three of the nine dimensions of material goods.

	baseline	2026	2030
Total	44.1%	30%	20%
Roma, Ashkali, Egyptians	86.2%	60%	40%

Source: KAS



Source: KSA

## Strategic goals

This development objective will be achieved through these strategic objectives:

- 6.1. Improving the quality and access to health services;
- 6.2. Preservation and promotion of health;
- 6.3. Improving the targeting and distribution of social protection;
- 6.4. Better access to social services;
- 6.5. Access to decent, affordable and quality housing;
- 6.6. Access to sufficient, safe and nutritious food to meet nutritional needs for a healthy life

## Results indicators

Indicators for measuring the performance of strategic goals:

SC	Results indicators	Baseline	2026	2030
6.1	Utilization rate of hospital and clinical beds	2.5 (2020) 57%	2.5 70%	2.5 85%
	The percentage of the population that does not have access to health services	18%	10%	Less than 1%
	The percentage of population covered by health insurance (%) (disaggregated by public/private, age, urban/rural)	6.8%	50%	At least 75%
	Percentage of municipalities that implement the program of home visiting services	66% 25 of 38 municipalities (2022)	87% 33 of 38 municipalities	100% 38 of 38 municipalities
	Number of doctors, nurses and medical staff per 1,000 inhabitants	1.2 doctors. In 2020 it was: 1.5 doctors and 4 nurses (IKSHPK) 2012	2 doctors	2,5 doctors



SC	Results indicators	Baseline	2026	2030
6.2	Active time per person (TUS) (min/day)	24min/day	30 min/day	45 min/day
	Full immunization coverage for ages 24-35 months	Total: 72.5% Girls: 75.8% Roma, Ashkali, Egyptians: 37.5% (2019)	Total: 85% Girls: 85% Roma, Ashkali, Egyptians: 45%	Total: 95% Girls: 95% Roma, Ashkali, Egyptians: 60%
6.3	Percentage of the population covered by social transfers	50.6% of the total population (2019)	At least 80% of those who need it	At least 90% of those who need it
	Poverty rate, with special emphasis on poverty of vulnerable groups, children, rural/urban areas, ethnic minorities.	Total: 29.7% Children: 23% (2019)	Total: 20% Children: 18%	Total: 10% Children: 8%
6.4	The Welfare Regime section of the BTI Economic Transformation Index	5.5 (2019)	7.5	9
	Costs of social protection per capita (according to number of members and number of children)	200% of the minimum wage	250% of the minimum wage	300% of the minimum wage
6.5	Percentage of population reporting some level of housing deprivation	25.5%	15%	5%
6.6	Food availability, including crop diversity on arable land and arable land as a percentage of total land	Arable land: 48.3% Cereals: 66.2% Fodder plants: 19.9% Vegetables: 6.8% Legumes: 1.6% Other crops: 7.1% Wasteland: 3.5%	Arable land: 50% Cereals: 64% Fodder plants: 15% Vegetables: 12% Other crops: 7% Waste land: 2%	Arable land: 55% Cereals: 65% Fodder plants: 15% Vegetables: 12% Other crops: 7% Waste land: 1%
	Percentage of food expenses in total family expenses	40%	35%	27%
	The percentage of pesticides and other fertilizers in the costs of economic farms	Mineral fertilizers 18.6% Organic fertilizer 0.9% Chemicals - pesticides (herbicides, insecticides, fungicides, etc.) 4.7%	Mineral fertilizers 20% Organic fertilizer 3% Chemicals - pesticides (herbicides, insecticides, fungicides, etc.) 2%	Mineral fertilizers 20% Organic fertilizer 5% Chemicals - pesticides (herbicides, insecticides, fungicides, etc.) 1%

## Sector strategies

In order to achieve the strategic goal of improving health and well-being, sectoral strategies will be developed:

- Health strategy;
- Social protection strategy.

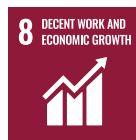
## Horizontal agendas

The principles of inclusiveness will guide any action to reform health and social programs. For this purpose, greater attention will be paid to the provision of social and health services to members of marginalized communities, where the immunization rate and life expectancy are lower, while diseases and mortality are higher. Through the policy of stopping migration and engaging the diaspora, the reasons for the departure of health workers will be resolved and their return and the professionals from the diaspora to the health institutions of Kosovo will be gradually resolved.

## European integration

The development goal also refers to SAA, common social policies (Chapter 19) and health care (Chapter 28).

The fulfilment of this development goal by 2030 will directly affect the achievement of the SDGs, i.e. goals 1, 3 and 8.



## &gt; GOAL 7

# Active and creative society

Culture and sports have contributed to the promotion of Kosovo's image in the international arena and NDS 2030 will pay more attention to them.

NDS 2030 aims to prioritize the protection, preservation and promotion of cultural heritage, in accordance with the strategy for this sector. Considering the level of talent in sports and culture, NDS 2030 aims to strengthen culture and sports in the community, invest in the growth of human capital, as well as investments aimed at improving the infrastructure of sports and culture. In addition, the NDS 2030 foresees an increase in the promotion of sustainable sports and cultural tourism in the entire territory of Kosovo.

In order to inform investment and political planning for the development of these sectors, systematic data collection will be carried out in culture, especially in sports. Also, a connection will be established between a healthy life and the development of sports at the school level, as well as amateur and recreational sports. As for cultural heritage, priority will be given to the implementation of the Cultural Heritage Strategy.

## Impact indicators

### Impact indicator 7.1

#### Sustainable management of cultural heritage

It presents a checklist related to a sustainable management framework for the protection and management of cultural and natural heritage, practices, knowledge and movable historical artefacts.

baseline:  
N/A

2026  
N/A

2030  
N/A

Source: UNESCO

### Impact indicator 7.2

#### Culture in GDP

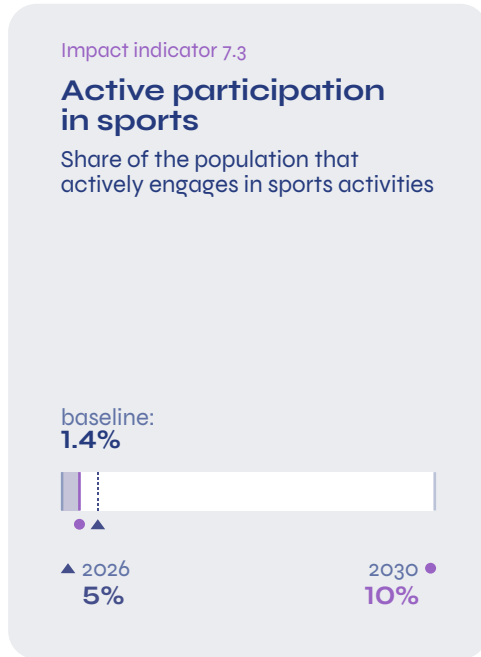
This indicator aims to assess the total contribution of the culture sector to the economy in a given territory.

baseline:  
N/A

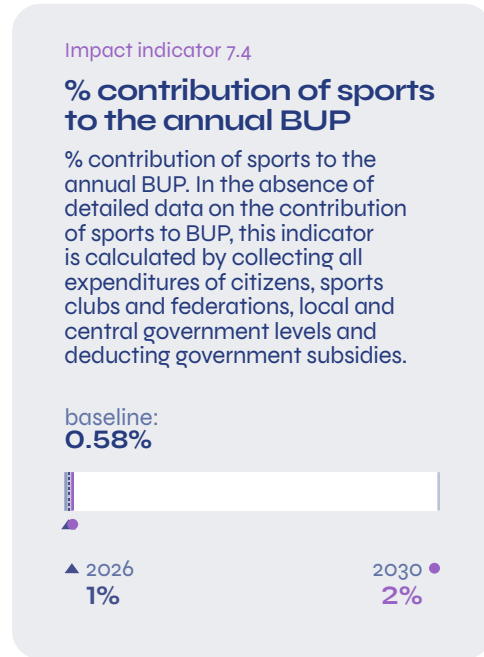
2026  
N/A

2030  
N/A

Source: UNESCO



Source: MCYS



Source: MCYS

## Strategic goals

This development objective will be achieved through these strategic objectives:

- 7.1. Art and culture for well-being and development;
- 7.2. Strengthening the protection, preservation and promotion of cultural heritage;
- 7.3. Active and healthy society through sports activity;
- 7.4. Empowerment of young people in the economic and social life of the country;
- 7.5. Consolidation of the state image through art and sports;
- 7.6. Sports and cultural tourism

## Results indicators

Indicators for measuring the performance of strategic goals:

SC	Results indicators	Baseline	2026	2030
7.1	Number of central cultural institutions with financial autonomy, institutional stability and qualitative program	0 (2022)	5	9
	Number of culturally profiled civil society organizations with defined status and financial sustainability	37 (2022)	40	42
	The number of cinematographic and audiovisual productions and co-productions qualified in categories A and B of festivals and other international events, according to the country of production	11 (2022)	54	124
	The number of pirated goods in relation to the number of shares on the market by the anti-piracy task force	200 (2022)	170	130
	Average number of readers per day	150 (2022)	300	500

SC	Results indicators	Baseline	2026	2030
7.2	The number of restored and operationalized cultural heritage assets	25 (2021)	33	50
	Number of Protected Areas integrated at Spatial Planning level	1 (2021)	5	10
	The number of central and regional cultural heritage institutions with financial autonomy, institutional sustainability and professional staff	0 (2021)	4	8
	The number of archive institutions with a genuine digital system according to international standards, accessible to the public	0	2	5
7.3	The number of sports with culminating results in international sports competitions	6 (2022)	8	10
	% of the population not active in physical activity	48% (2022)	45%	35%
	The number of sports that develop their activity in a safe environment and with integrity	4 (2022)	53	60
7.4	Increasing the number of active representative mechanisms in the youth sector and empowered in decision-making at the local and central level	80 (2022)	120	140
	Reduction of the percentage of NEET youth by including them in non-formal education	30% (2022)	22%	14%
7.5	The number of presentations of cultural institutions and local artists in foreign countries	70 (2022)	400	775
	Number of sports activities in which Kosovo is represented through sports federations, clubs and athletes / Number of international media articles about Kosovar sports	820+ (only during July 1 <sup>st</sup> - August 31 <sup>st</sup> 2021)	3,820	10,020
7.6	The contribution of culture and sport to GDP	N/A	N/A	N/A

## Sector strategies

In order to achieve this development goal, sector strategies will be developed:

- Strategy for culture;
- Strategy for sports.

## Horizontal agendas

NDS 2030 aims to preserve and promote the culture of all ethnic communities in Kosovo, a greater focus on the inclusion of girls and women in sports activities, as well as the identification and inclusion of talents from all ethnic communities.

## European integration

This development goal is also related to the activities foreseen by the SAA, especially educational and cultural policies (Chapter 26).

The fulfilment of this development goal by 2030 will directly affect the achievement of the SDGs, i.e. goal 4.



# Vision for Kosovo

2030



# Security and Rule of Law

2 development goals

5 impact indicators

7 strategic goals

38 results indicators



## Sectors

04. Protection and security

05. Public safety

06. Justice

> GOAL 8

# High readiness for peace and security

Kosovo has developed in the field of defense through the strengthening of the Kosovo Security Forces, in close cooperation with NATO. In addition, steps were taken to increase national security capacity. But despite significant progress in terms of security, Kosovo still faces challenges in providing sufficient defense capabilities..

To address these challenges, the NDS 2030 focuses on increasing readiness for peace and security. This development goal includes the strengthening of military capacities and raising the capacity to deal with external threats, including hybrid ones. For this purpose, the transformation of the KBS into an army, the increase of the defense budget according to NATO standards, as well as the development of cyber capacities and those for dealing with external threats will continue.

Also, this development goal includes Kosovo’s efforts in the fight against organized crime, corruption, terrorism, with the primary goal of increasing the security of all citizens. To fight crime and corruption, interventions will focus on improving the performance of the judicial system by checking and improving investigative capacities, including financial ones. Also, efforts to strengthen capacities for intelligence-based policing will be increased and the institutional structure will be strengthened in this regard. Among other things, there will be increased efforts to enforce laws against organized crime, especially with regard to final asset forfeiture, as well as money laundering investigations..

Moreover, efforts will be intensified in implementing the strategic and legal framework in the fight against human and drug trafficking.

## Impact indicators

**Impact indicator 8.1**

**Security (1-5 points, lower value is better);**

It assesses the security of the country by focusing on the level of crime, terrorist activities, violent demonstrations, relations with neighboring countries, etc.

baseline: **2/5**

2026	2030
<b>&lt;2</b>	<b>&lt;1.5</b>

Source: Global Peace Index

**Impact indicator 8.2**

**EC assessment for Chapter 24 Justice, Freedom and Security**

It represents the EC’s assessment of Kosovo’s progress in Justice, Freedom and Security

baseline: **1.5/5**

2026	2030
<b>&gt;2</b>	<b>&gt;3</b>

Source: EC



## Impact indicator 8.3

**Population reporting crimes, violence or vandalism (%)**

It represents the percentage of reported criminal offenses for one year.

baseline:  
**1.5/5**

2026  
**>2**

2030  
**>3**

Source: Eurostat

**Strategic goals**

This development objective will be achieved through these strategic objectives:

- 8.1.** Strengthening capacities for defense and security in cooperation with Euro-Atlantic partners;
- 8.2.** High preparedness for emergency situations and response;
- 8.3.** Fight against crime and corruption;
- 8.4.** High security in the community..

**Results indicators**

Indicators for measuring the performance of strategic goals:

QS	Results indicators	Baseline	2026	2030
8.1	Military personnel (smaller better value)	1/5	1/5	1/5
	Defense budget as % of GDP	1.3%	1.5%	2%
	Import of weapons	1/5	1	1
	Defense Integrity Index	D Band (i lartë)	C	B
	Global Cyber Security Index	Kosovo is not included in this index	Average WB	The first three places in WB
	Dissemination of false information by foreign governments (ranking among European countries)	44/45	35/45	25/45
	Campaigns of foreign governments (ranking among European countries)	42/45	32/45	22/45
8.2	Willingness to respond	174/360	140/360	120/360

QS	Results indicators	Baseline	2026	2030
8.3	Index of organized crime	5.19/10	6/10	7/10
	Perception of corruption	39/100	45	50
	Control of corruption (percentile 1 to 100)	48/100	55/100	60/100
	Terrorist activity	1/5	1	1
	Global Terrorism Index	0.29/9	0	0
8.4	Effective crime control	0.87/1	0.9/1	0.9/1
	Prevalence of drug use among young people (%)	4%	Average BP	The last three places in
	Traffic accidents with fatalities and bodily injuries	43.00	40	35
	Endangered peoples (minority protection)	9.45	7.5	5
	Safety index for women	0.737/2	0.8/2	1/2
	Number of people living in modern slavery (per 1,000 inhabitants)	3.97	2.5	1
	Violent crime	3/5	2.5/5	2/5
	Access to weapons	4/5	3/5	2/5
	The number of Kosovo asylum seekers for the first time in the EU	3229	<2000	<1500
	Number of asylum seekers in Kosovo	578	-500	-500

## Sector strategies

In order to achieve this development goal, sector strategies will be developed:

- Security strategy,
- Defense strategy;
- Strategic framework for public security, including the fight against organized crime, corruption, terrorism, drug trafficking, human trafficking and arms trafficking

Strategies in place that will continue to be implemented to achieve this NDS goal:

- Strategy on protection against domestic violence and gender-based violence..

## Horizontal agendas

Indicators of the impact and results of this development goal also refer to horizontal agendas, especially indicators related to the reduction of migration, the fight against cybercrime and the provision of security to all citizens without distinction. Also, the indicators refer to the inclusivity agenda, as one of the goals is to increase the participation of women and ethnic minority groups in security institutions.

## European integration

Likewise, the realization of this goal harmonizes Kosovo with the EU countries by fulfilling the criteria related to traffic safety (chapter 14), increasing the efficiency of the judiciary (chapter 23), access to justice and guaranteeing freedom and security (chapter 24), and security and defense policies (Chapter 31).

Fulfilling this development goal by 2030 will directly affect the achievement of the SDGs, i.e. goal 16.



> GOAL 9

# Effective justice

Efficient, professional, independent and accessible justice is a key element that enables the sustainable development of a country. Kosovo has developed in the field of justice during the last years. The judiciary was reorganized and the budget for the judiciary was increased, which made it possible to increase the number of judges and prosecutors, including support staff, and efforts were made to digitize case processes.

However, despite the developments, the justice system is still very slow in processing cases, causing delays and hindering proper access to justice. In order to address these challenges, the NDS 2030 aims to increase efforts in ensuring effective justice. Effective justice implies the improvement of the judicial system in such a way as to improve efficiency, professionalism, independence and responsibility.

The main planned measures that contribute to the achievement of these goals are the development of the vetting process in the judicial system and the strengthening of mechanisms for ensuring professionalism and independence in the judiciary. Also, it is planned to strengthen the capacity to provide legal assistance and alternative mechanisms for resolving disputes.

### Impact indicators

**Impact indicator 9.1**

**Country Report Assessment: Chapter 23**

It represents the EC's assessment of Kosovo's readiness to respond to the criteria in the judiciary

baseline: **1.5/5**

2026	2030
<b>&gt;2</b>	<b>&gt;3</b>

Source: EK

**Impact indicator 9.2**

**Rule of law (BTI)**

It presents an assessment of where Kosovo is in the rule of law, based on the independence of the judiciary, prosecution and human rights.

baseline: **5.5/10**

2026	2030
<b>&gt;6</b>	<b>&gt;7</b>

Source: Bertelsmann Stiftung

### Strategic goals

This development objective will be achieved through these strategic objectives:

- 9.1. Timely justice;
- 9.2. Professionalism, impartiality (integrity) and responsibility;
- 9.3. Real access to justice.

## Results indicators

Indicators for measuring the performance of strategic objectives:

SC	Results indicators	Baseline	2026	2030
9.1	me to resolve cases: Level I	a) 298 days	a) 144	a) 100
	a. Criminal	b) 947 days	b) 338	b) 300
	b. Civil	c) 419 days	c) 323	c) 300
	c. Administrative			
	Case resolution rate: Level I	a) 110.8%;	a) 100%	a) 150%
	a. Criminal	b) 86%	b) 159%	b) 150%
b. Civil	c) 73.8%	c) 171%	c) 150%	
c. Administrative				
9.2	Case Accumulation: Level I	a) 42496	<25%	<50%
	a) Criminal (serious)	b) 45299		
	b) Civil;	c) 6093		
	c) Administrative			
	Index of IT development	3.23/10	5/10	7/10
9.3	Alternative dispute resolution mechanisms are available, impartial and effective	0.61/1	0.7/1	0.8/1
	The criminal system is free from corruption	0.49/1	0.6/1	0.7/1
	The criminal system is impartial	0.58/1	0.7/1	0.8/1
	The criminal system free from government influence	0.31/1		
	Public officials in the judiciary do not use public functions for private gain	0.45/1	0.6/1	0.7/1
	Public trust in courts and judiciary	31%	40%	50%
9.3	People have access to and can afford civil justice	0.6/1	0.64/1	0.7/1
	Legal aid	0.6/1	0.7/1	0.8/1
	Property rights for women	0.732/1	0.8/1	0.9/1
	Women's access to justice	1.84/4	2	3
	Alternative dispute resolution mechanisms are available, impartial and effective	0.61/1	0.7/1	0.8/1

## Sector strategies

In order to achieve this development goal, the sector strategy will be implemented:

- Rule of Law Strategy 2021-2026.

## Horizontal agendas

Building an impartial judicial system, accessible to all and not discriminating against women and other underrepresented groups, is one of the elements of the Agenda for Inclusion. Likewise, the improvement of the system in the use of information technologies is in accordance with the goals of the Digital Agenda of Kosovo.

## European integration

The rule of law was one of the weakest links of governance, therefore the fulfilment of this goal will bring Kosovo closer to the EU and influence the harmonization of policies and legislation in the field of justice (Chapters 23 and 24).

The fulfilment of this development goal by 2030 will directly affect the achievement of the SDGs, i.e. goals 5 and 16.





# Vision for Kosovo







# Good Governance

2 development goals

4 impact indicators

10 strategic goals

19 result indicator



## Sectors

01. Government and public administration

02. Public finance

03. Foreign policy and international relations

> GOAL 10

# Efficient and responsible government

Efficiency and responsibility in the Government is one of the prerequisites for good governance and sustainable development in Kosovo. To achieve this development goal, importance will be given to the creation of data-based policies and true coordination between institutions in the creation and implementation of policies. The quality of the provision of public and administrative services is not satisfactory, and in this aspect, importance will be devoted to reducing the administrative burden for citizens and businesses, including the digitization of services and their display for application to E-Kosovo.

In terms of civil service capacity, the NDS 2030 focuses on creating a professional civil service, selected on the basis of merit and with equal opportunities for all. In the field of public administration organization, despite the existence of a good legal basis in this regard, the situation in practice requires the improvement of management responsibility and the rationalization of agencies, in order to improve the level of management in public administration. Also, there will be full access to public documents, comprehensiveness and transparency of the Government's work.

The achievement of this development goal is conditioned by a consistent link between policies and the budget, in order to effectively implement public policies. In this direction, importance will be given to increasing the role of the Medium-Term Expenditure Framework in the preparation of the annual budget and increasing the internal and external control of public finances. Also, greater importance will be given to the implementation of the law on gender equality, especially with regard to equal representation of women and men in public institutions and compliance with the obligation of responsible gender budgeting. Low performance and poor financial management of central public enterprises is another problem that will be given importance in the future. Likewise, the performance of municipalities will increase through democratic municipal governance, municipal governance and provision of services by the municipality to citizens in accordance with the principle of subsidiarity

## Impact indicators

### Impact indicator 10.1

#### Efficiency of the Government

The indicator measures the quality of services, the degree of independence of CS from politics, 3) the quality of formulation and implementation of policies and the credibility of the Government on those policies;

baseline:  
**-0.32**

2026 **-0.10**                      2030 **0.10**

Source: SB

### Impact indicator 10.2

#### Trust in government

Surveys with 117 questions and findings were presented through the "Public Opinion Survey" report

baseline:  
**26%**

2026 **35%**                      2030 **50%**

Source: Balkan Barometer

### Strategic goals

This development objective will be achieved through these strategic objectives:

- 10.1. Increasing the quality of policies and providing services to citizens and businesses;
- 10.2. Increasing the efficiency of public services and responsibility in public administration;
- 10.3. Increasing the performance of municipalities;
- 10.4. Improving the performance and financial management of public enterprises;
- 10.5. Ensuring sustainable fiscal discipline;
- 10.6. Further increase in allocative efficiency;
- 10.7. Transparent and digitized public finance management system;

### Results indicators

Indicators for measuring the performance of strategic objectives:

SC	Results indicators	Baseline	2026	2030
10.1	Policy development and coordination	2.7	3.5	4.5
	Provision of services by public administration	2.5	3.5	4.5
10.2	Public service and human resource management	3.5	4	4.5
	Accountability and transparency in public administration	2.4	3.5	4.5
10.3	Number of municipalities that qualified for the Municipal Performance Grant	14	25	38
10.4	SOE debt as a % of GDP	8%	4%	0%
10.5	Keeping the budget deficit % of GDP	-60%	Keeping the budget deficit at <2% of GDP of PBB	
10.6	Compatibility of strategic plans with budget	>75%	>75%	
10.7	Enhanced and sustainable ICT service management:	a) 24-72 hrs	a) 1 min.	
	a) Duration of payment acceptance	b) 25%	b) 100%	
	b) Consolidation and integration of the hardware infrastructure	c) 0	c) 60	
	c) Number of financial systems compatible according to international standards			

## Sector strategies

In order to increase the performance according to the strategic goals, which affect the achievement of the development goal, it will be necessary to process certain aspects through sector strategies, namely:

- Public administration reform strategy;
- Electronic management strategy;
- Program for prevention and reduction of administrative burden;
- Strategy for public finance management.

The strategies that will remain in place and that will address the strategic objectives are:

- Strategy for cooperation with civil society (2019-2023);
- Program for gender equality (2020-2024);
- Local self-government strategy (2016-2026).

## Horizontal agendas

The horizontal programs addressed by this development goal are inclusiveness and the digital agenda.

## European integration

At the country level, increasing the efficiency of the Government is related to European integration, especially to the SAA (Chapter 32).

The fulfilment of this development goal by 2030 will directly affect the achievement of the SDGs, i.e. goals 5 and 16.



## &gt; GOAL 11

# Strengthening international subjectivity

Kosovo has been recognized by 117 countries and is a member of 145 international organizations. Kosovo has opened 33 embassies in 33 different countries, including a liaison office in Serbia and 32 consulates. Kosovo is represented in all regional initiatives of interest to it and is part of various international rankings.

Kosovo has good relations with neighboring countries and has established diplomatic relations with them, with the exception of Bosnia and Herzegovina and Serbia. Kosovo aims to strengthen relations with Bosnia and Herzegovina through the common interests of the citizens of the two countries. Serbia has not recognized Kosovo, but it is expected that this issue and the relationship between the two countries will be resolved in the future within the framework of dialogue with the mediation of the EU and with the presence of the United States of America, in order to normalize the relationship between the two countries.

Kosovo aims for membership in NATO, the EU, the Council of Europe, Europol, Interpol and the UN. Currently, Kosovo is a potential candidate for EU integration and has good relations with NATO. In this aspect, Kosovo will advance in two directions, through the implementation of the SAA and obtaining the status of a candidate country for EU integration, as well as membership in pre-membership mechanisms in NATO. Among other things, on the one hand, Kosovo will progress in strengthening relations with countries that recognize it by establishing diplomatic relations with them, while on the other hand, by establishing relations with countries that have not yet recognized it by opening liaison offices in those places. Also, Kosovo will work to create conditions for the movement of its citizens without visas, both within the EU and in other countries.

As for the diaspora, Kosovo will treat it as an extraordinary potential in promoting the image of Kosovo and will make progress in protecting the rights and interests of Kosovo citizens abroad. This will be done through the preservation of identity, language and culture, with the support of diplomatic missions and supplementary learning in the Albanian language in schools with students from Kosovo.

In the field of diplomatic service, Kosovo will reform it by building a professional, competent, career-oriented diplomatic service that is not under political influence. This will be done through competency screening of diplomatic and consular staff and selection of staff based on merit. In this sense, the training of diplomats will be intensified through the Diplomatic Academy and training in other countries, according to need and demand.

## Impact indicators

### Impact indicator 11.1

#### Number of international organizations in which Kosovo is a member

The indicator measures the strengthening of Kosovo's international subjectivity through membership in international organizations

baseline:  
**145**

2026  
**>160**

2030  
**>180**

Source: MIPD

### Impact indicator 11.2

#### Number of countries to which Kosovo can travel without a visa

The index from the passport index database, and represents visa-free countries and those for which a visa is obtained at the border.

baseline:  
**12 without a visa/39**

2026  
**TBD**

2030  
**TBD**

Source: Passport Index

## Strategic goals

This development objective will be achieved through these strategic objectives:

- 11.1. Good neighborliness and regional cooperation;
- 11.2. Establishing and strengthening relations with other countries;
- 11.3. Empowerment of Diaspora Diplomacy;
- 11.4. Kosovo's commitment and integration in international organizations and Euro-Atlantic structures
- 11.5. Empowerment of Public Diplomacy and Economic Diplomacy.

## Results indicators

Indicators for measuring the performance of strategic goals:

SC	Results indicators	Baseline	2026	2030
11.1	Number of signed and implemented agreements with neighboring countries	TBD	TBD	TBD
11.2	Number of embassies and consulates of Kosovo in countries that have recognized Kosovo	33 embassies and 32 general consulate and consulate	TBD	TBD
	Number of special missions (including liaison offices) of Kosovo in countries that have not recognized Kosovo	2	TBD	TBD
	Number of Kosovo Liaison Offices in non-recognizing countries	2	>10	
11.3	Number of investment projects from the diaspora	TBD	TBD	TBD
	Number of businesses established/registered by the diaspora in Kosovo	74 (2021)	TBD	TBD
	Number of diaspora activities abroad with the aim of promoting Kosovo	TBD	TBD	TBD

### Sector strategies

In order to increase the performance in accordance with the strategic goals, which affect the achievement of the strategic goal, there will be a need to address certain aspects through sectoral strategies, namely:

- Foreign policy strategy.

### Horizontal agendas

The horizontal programs addressed by this strategic goal are inclusiveness and the digital agenda. While the priorities for the diaspora as a horizontal agenda will be coordinated in sectoral strategic documents, such as the Education Strategy, to address the goal of supplementary learning in the Albanian language in the countries where the Kosovo diaspora lives.

### European integration

The strengthening of international subjectivity is also related to the agenda of European integration, especially foreign policy (Chapters 30 and 31).

The fulfilment of this development objective by 2030 will directly affect the achievement of the SDGs, i.e. goal 16.



# 6. Horizontal agendas

Through the NSMF, the NDSP 2030 defines as a horizontal agenda those issues or areas that require coordination between many sectors, through goals and joint activities designed to achieve goals in each of the sectors. As such, horizontal programs are an additional dimension to conventional sectoral planning.

An important feature of horizontal agendas is that specific actions will be implemented and financed by different budget organizations in several sectors. Therefore, such actions must be planned and calculated in specific sector strategies and included in the budget requirements of the organization responsible for implementing the activities. Horizontal plans should only be used for coordination and monitoring purposes.

Each horizontal agenda has a responsible institution that oversees its implementation. Based on the guidelines for horizontal agendas to be drawn up by the Prime Minister's Office, other ministries are tasked with entering goals and activities into strategic documents and action plans, along with relevant indicators.

Based on this, the NDS 2030 identifies the goals and indicators that define the horizontal agendas as follows:

- **The digital agenda** deals with the possibilities of digitization and the use of ICT, including cyber security, modernization of public administration, public service delivery, health care (tele-medicine, patient data exchange), education (digital tools and learning environments), cultural development (digitalization of cultural heritage, digital art), digitalization of the private sector.
- **Inclusivity** (Human Rights and Equal Opportunities) deals with issues of human rights, youth empowerment, promotion of children's rights, minority rights, promotion of gender equality, inclusion of vulnerable groups, provision of equal opportunities, as well as the LGBTIQ+ community.
- **The Green Agenda** deals with challenges related to decarbonization, pollution, circular economy, biodiversity and agriculture and rural development.
- **Migration and diaspora** deals with cross-sectoral issues, such as strengthening relations with the diaspora, preserving cultural identity and engaging the diaspora in the development of the country.

Horizontal agendas, in addition to being extended to every sector of public policies and to all pillars, goals and tasks of the NDSP, also include 17 goals of sustainable development.

## 6.1. Kosovo's digital agenda

Digitization is one of the main priorities of the country. For this reason, digitization is part of the four pillars of the NDSP 2030, where goals and indicators are identified through which concrete interventions in different sectors are planned. To coordinate efforts in all public policy sectors, the Government, as part of its strategic framework, is preparing a special document called the Digital Agenda of Kosovo 2030. The Digital Agenda is an intersectoral document that defines policies and priorities in the context of continuous digital transformation of the economy and society, under the influence of innovative technology and global digital trends. Through the Digital Agenda 2030, Kosovo will use the development of advanced information and communication technologies to become a digital economy and society and to support economic growth and competitiveness.



The digital agenda deals with many sectors of public policy. While digitalization of the economy is considered a high priority for the country, in the first pillar of the NDS 2030 the main focus is on creating an innovative, circular and competitive economy, through creating a fair, suitable and competitive climate for businesses, as well as accelerating digital and innovation in start-ups and small businesses and medium enterprises. This is aimed at the digital transformation of business, which enables the development of the industry towards products and services with added value.

Although the entire communication infrastructure in Kosovo has been established, there is still room for more investments in this direction to prepare the ground for an immediate transition to the digital economy. In this context, the development of secure high-quality broadband electronic communication networks and services and the improvement of international telecommunication connections are set as a high priority in the NDSP 2030.

Dealing with the COVID-19 pandemic has clearly shown the importance of information technologies in many spheres of life. Therefore, within the framework of equal human development, the goals of digitization in the field of education, provision of health services, employment policy, and social protection are included. Having a young population, the main priority is to improve citizens' digital skills, raise the quality and transform the education system through digitization, promote an intelligent ecosystem and provide a favorable environment for research and development of innovative technologies. Reforms in the health sector to enable universal health insurance must be accompanied by necessary investments in the health information system. The development of culture and cultural heritage will especially benefit from the opportunities offered by digital technologies. The promotion and protection of cultural heritage will benefit from this important momentum.

Within the framework of security and rule of law, the main focus of NDS concerning the digital agenda is the development and protection of critical national infrastructure. Sectoral interventions regarding cyber security should be closely linked to the Security Strategy, to ensure true coordination of all institutions for the development of capacities and infrastructure against cybercrime. Digitization of the judicial system is an important goal within the third pillar. Recent investments in the case management system should be improved to minimize the use of paper during court proceedings, which would enable easier access to justice and increase the efficiency of the judiciary.

As part of good governance, an important goal is to improve the provision of services to businesses and citizens. For this purpose, by using the improvement of electronic management, it is planned to reduce the administrative burden, through a special program. It is planned to achieve this by improving electronic management, digitization, or investing in technological infrastructure for the interconnection of public registers, automatic data generation, and the creation of electronic platforms, through which citizens, businesses, and the administration itself are informed and served.

## 6.2. Equal opportunities

Inclusion is a horizontal goal within the NDS 2030, which aims to create equal opportunities for development, well-being and healthy life in Kosovo. NDS 2030 defines inclusiveness as key to educational achievement, promoting gender equality, improving health and well-being, providing equal opportunities, integrating people with disabilities, empowering youth, engaging and benefiting the elderly, vulnerable groups, such as national and religious minorities, displaced persons, the LGBTIQ+ community, as well as language rights for all communities. All this contributes to achieving the goals of sustainable economic development, rule of law and good governance. Achieving the general goals of the NDSP 2030 is possible only if these goals have a comprehensive approach, to ensure equal opportunities for all without distinction through the implementation of the NDSP 2030.

The inclusion of children up to the age of five in education and early education enables the improvement of educational results at the highest levels, but also directly affects the increase in opportunities for the activation of women in the labor market and the fight against discrimination based on gender. For national minorities, especially children of Roma, Ashkali and Egyptian communities, it is essential to improve access to all levels of education and promote structured education. Improving the educational infrastructure to facilitate the access of children with developmental disabilities to organized education is key to achieving the goal of inclusiveness and addressing inequalities in access to education, as well as reducing a large number of limited children with developmental disabilities who drop out of compulsory schooling.

In the labor market, creating equal employment opportunities for women and young people, through the creation and implementation of the legal framework and action plans that improve employment opportunities, guarantees the development of the labor market and the private sector. Investments in health care should reflect the increase in general life expectancy, but should specifically address the health of children, in order to reduce the mortality rate of children, especially children of the Roma, Ashkali and Egyptian communities.

Expenditures for health care are small and cover only 40% of the annual needs for public health care. In the absence of public health insurance, only 6.8% of the population has private insurance. This high cost of health care is often unaffordable for families living on the edge of poverty. In 2017, about 50% of families in Kosovo reported that they could not afford unexpected expenses of 500 Euros and more, which often represent unexpected and high health costs. Therefore, improving the quality of general health services and building sustainable health insurance will help address these challenges.

Due to poor targeting of social protection and transfer schemes, those most in need often do not benefit. Public spending on social protection, although increasing, is still low compared to other countries in the region. Poverty is even greater in the families of the Roma, Ashkali and Egyptian communities. Based on this, a revision of the social protection system is necessary, in the service of mitigating poverty and inequality.

Investments in sports infrastructure and culture will increase access and opportunities in these sectors for all, without discrimination. Sustainable economic development must focus on creating equal opportunities for all, especially on overcoming the economic gap of regional differences, urban-rural differences, as well as gender differences. Although with a significant level of investment, infrastructure remains a challenge in certain regions, especially in rural areas. The lack of access to drinking water, sewage system and stable energy supply increases the probability of stagnation of development in certain regions.

## 6.3. The Green Agenda

The Green Agenda aims to address growing environmental and climate challenges, placing sustainable development, resource efficiency, nature protection and climate action at the core of all economic activity. The Green Agenda aims to respond to the obligations of the Government of Kosovo for the Green Agenda of the Western Balkans.

An integrated approach to the green transition requires strong institutional coordination and cross-sectoral decision-making, policy implementation support and capacity building. Moreover, in order to ensure the implementation of the agenda, it is necessary to engage the entire society, dedicated and integrated financial plans are needed that enable its implementation. The Green Agenda is treated as an important element around the principles of an economy centered on the environment, defined by sustainable growth, sustainable consumption of resources and reduced carbon emissions. While traditional economic development is driven by profit, green growth places human well-being at the center of economic development and seeks to minimize environmental damage.

As part of the horizontal strategic framework, the Green Agenda is part of the NDS 2030 that defines policies and priorities in the context of the transformation of Kosovo into a just and prosperous society, with a modern, resource-efficient and competitive economy. Through the Green Agenda, Kosovo aims to be one of the first countries in the region to transform its economy and society in a sustainable way.

In sustainable economic development, the main focus of NDSP 2030 is the development of industry towards a circular economy, with a focus on clean technology, aimed at products and services with added value. In this aspect, the development of small and medium-sized businesses will be aimed at raising investment capacities from the linear to the green economy and with increasing steps towards the full implementation of the circular economy, which will be the key to the development of the future economic model of Kosovo's economy. This leads to the transformation into a circular economy, which results in the elimination of waste, the circulation of resources and the regeneration of nature, thus building competitiveness of Kosovo in the new era of the international economy and the EU market. An integrated approach to waste management, related infrastructure and a circular economy will be the driver for a new economic model in Kosovo.

Such economic development would not be possible without quality, sustainable and integrated infrastructure, where the main focus will be improving the security of sustainable and affordable energy supply and improving transport infrastructure and services, integrating them with regional and European markets. In this regard, resource efficiency relies on low-emission economic development, promoting energy efficiency, renewable energy sources and improved transport to reduce carbon emissions and fossil fuel dependence. This goal also affects the education sector, which plays an important role for Kosovo's workforce to acquire the skills it needs to move from declining to growing sectors. By increasing the readiness to react in emergencies, resistance to climate change will be built.

The Green Agenda foresees the main areas of investment, with a focus on the energy sector, transport, development of small and medium-sized businesses, education and workforce development. The results are linked to the seventeen SDGs listed in the United Nations 2030 Agenda, including climate change mitigation and adaptation, sustainable development and growth, efficient management of natural resources, food security, social cohesion and lower carbon emissions and modernized infrastructure

## 6.4. Migration and diaspora

Migration is one of the main issues driving the development of a country. Kosovo aims to implement the goals of the Global Compact for Safe, Organized and Orderly Migration. Kosovo has managed to successfully improve the situation related to migration management, especially irregular migration, although the number of citizens of Kosovo who emigrate for work, education and family reunification is still high. Also, Kosovo has increased migration management capacity and will continue efforts to strengthen integrated border management and immigrant reception capacity, strengthen human rights-based protection and access, and strengthen data collection and analysis.

Migration requires good governance and a comprehensive data-driven approach to maximize its potential and achieve sustainable development outcomes for migrants and society. NDS 2030 envisages the creation of a system for better management of migration for reasons of employment, proposing regular migration routes and building capacities for solving migration for reasons of employment, especially migration and mobility of skills (brain drain). Also, through other strategic documents, policies will be provided to avoid exploitation and abuse of migrant workers, promote circular migration, solve the lack of skills, improve the regulation of international employment and protect conditions that ensure dignified work.

On the other hand, Kosovo has one of the largest diasporas in the region. In 2020, remittances accounted for 18.6% of GDP. The diaspora has helped the development of the country in

various ways, through investments, enabling various exchanges, education, etc. However, Kosovo continues to face numerous challenges related to migration and diaspora. In recent years, a large number of Kosovars have taken advantage of regular migration opportunities to emigrate to EU countries. Kosovo has not been successful enough to direct the financial aid of the diaspora towards investments, opening businesses, education and health.

Within the framework of sustainable economic development, an increase in the contribution of the diaspora is expected, especially after the internationalization of companies, the reduction of dependence on imports and the increase of export-oriented investments. Achieving these goals will have a positive impact on reducing the demand for migration abroad, and at a later stage on the demand for return.

In the context of human development, diaspora and migration play an important role. The most significant contributions of the diaspora in this area relate to the goal of quality education and employment, especially the harmonization of education with the needs of the labor market, competitiveness in higher education with the improvement of working conditions and employment services.

Within security and rule of law, the main aspects of migration and diaspora relate to community security, as the impacts of migration in this aspect are related to irregular migration as well as the risk of migrant smuggling. The main enforcement measures are efforts to keep the number of irregular migrations at a low level, through repatriation and reintegration, increasing the capacity to fight migrant smuggling and dealing with the flows of irregular immigrants. Also, Kosovo aims to implement the goals of the Global Compact for Refugees, through actively promoting the inclusion and integration of refugees in proportion to the country's capacities, which enables innovative and individual approaches to integration, taking into account individual situations, needs and skills.

# 7. Financing of NDP 2030

The financial forecasts for the NDP until 2030 enable matching the needs of the sector with the available income in the long-term perspective. Projections for the implementation of NDS 2030 are based on a multidimensional approach, using MTEF projections 2022-2025, expenditure limits for budgetary organizations and assumptions for long-term projections.

The identified additional fiscal space is made available for the implementation of the goals and specific objectives of the NDP 2030. The fiscal space identified in this document is based on a scenario that assumes that the Government will not allocate these funds for purposes other than the implementation of the NDP 2030 and that no item will be added expenditures, nor will fiscal changes be introduced that affect revenues for the period covered by the NDP 2030. Long-term forecasts for 2026-2030 are prepared on the basis of uncertainty regarding economic trends, political developments and other possible fiscal measures in the future.

Nominal GDP, general revenues, budget expenditures and other items for 2022-2025 are based on the latest forecasts in the MTEF, for the period 2022-2025, where only the additional fiscal space that could be made available is identified. For the period 2026-2030:

- projections for nominal GDP are based on KAS projections for the working-age population, using the relationship between economic growth and the growth of the working-age population.
- revenue projections are estimated using a historical weighted average of GDP, without forecasting the growth that comes as a result of reducing the tax gap, which would represent additional revenues beyond those driven by economic development.
- expenditure projections are estimated using a historical average percentage of GDP, based only on economic growth, without taking into account any one-off expenditure items that may be introduced. An increase in the salary account is foreseen based on the maximum growth rate, based on the nominal GDP growth in the previous year. Interest expenditure is projected to increase using a constant total expenditure weight as in 2020-2025, as funding increased significantly in the pandemic years and a longer historical weight would have led to an underestimation. Projections of the investment clause are based on MTEF projections, while no assumptions are made for a longer period, because for the needs of the fiscal space, these funds cannot be redistributed.
- capital expenditures are projected using the historical weighted average in relation to GDP, while 20% of capital expenditures from the regular budget are assumed as additional space due to the historical underperformance rate. However, it should be noted that budget pre-allocations have legal limitations and can only be made in the last two months of the year, so such space should be taken with caution. For the calculation of the fiscal space for NDS 2030, the limitation of the deficit rule of 2% of GDP is taken into account, so it is assumed that the maximum deficit rule has been reached for each year.

**Table 3.** Basic scenario - main indicators of income and expenditure

Basic scenario	MTEF projections				Long-term projections				
	2022	2023	2024	2025	2026	2027	2028	2029	2030
<i>In millions of Euros</i>									
Total budget revenues	2,430	2,677	2,864	3,048	3,251	3,436	3,626	3,819	4,028
Income	2,408	2,654	2,842	3,025	3,228	3,413	3,604	3,797	4,005
Dedicated donor grants and grants	23	23	23	23	23	23	23	23	23
Budget expenditures	2,898	2,975	3,113	3,203	3,450	3,637	3,829	4,022	4,231
Wages and benefits	671	695	719	724	776	817	864	912	961
Interest	41	47	52	58	56	60	63	66	70
Capital (regular) expenditures	570	650	760	773	763	805	847	890	936
General deficit	(467)	(297)	(248)	(154)	(199)	(201)	(202)	(203)	(203)
Investment clause	113	143	156	214					
Deficit according to the fiscal rule	(332)	(154)	(92)	59	(199)	(201)	(202)	(203)	(203)
Deficit according to the fiscal rule (% of GDP)	-3.8%	-1.6%	-0.9%	0.5%	-1.7%	-1.6%	-1.5%	-1.5%	-1.4%
Nominal GDP	8,755	9,621	10,408	11,156	11,740	12,413	13,105	13,807	14,565
Increase in nominal GDP		9.9%	8.2%	7.2%	5.2%	5.7%	5.6%	5.4%	5.5%
Fiscal space (from deficit)		38.	117	282	36	47	60	73	88
Insufficient execution of capital expenditures (approximately 20%)		130	152	155	153	161	169	178	187
Fiscal space (deficit + insufficient execution of capital expenditures)		168	269	437	189	208	229	251	275
Fiscal space (% of GDP)		1.7%	2.6%	3.9%	1.6%	1.7%	1.7%	1.8%	1.9%

As for expenditures by sector, a constant weight of expenditures was assumed, as in the period 2022-2024, based on the Law on the Budget for 2022. Sectoral divisions were made according to a new classification that includes 16 expenditure sectors. As an outcome, there was a regrouping of sectors based on the COFOG classification, which was presented to budget organizations in new sectoral classifications based on the NDS 2030.

Annex B presents the expenditures allocated to each sector and are supplemented by additional space resulting from the fiscal space available to the NDS 2030. The allocation of additional fiscal space to the NDS to each sector is made taking into account the NDS 2030 objectives for the sector, as well as the priorities identified by the departments ministries.

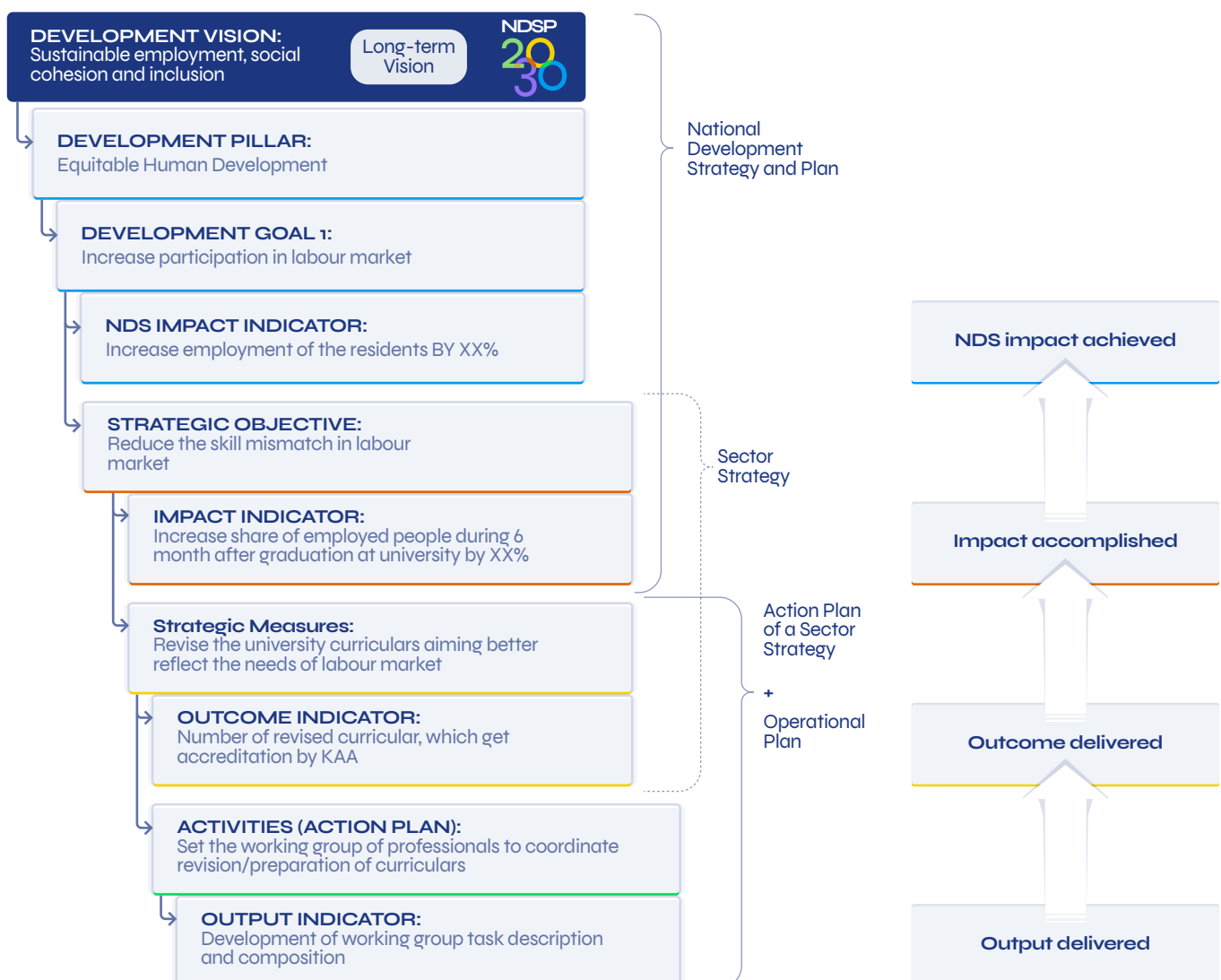
Based on the NDS 2030 priorities, the two sectors that have the greatest weight compared to historical sector allocations are 1. energy and 2. defense. The rest of the additional space allocated by sector comes from the priorities of line ministries, identified loans and grants. It should be noted that during the consultation process with relevant ministries, data related to grants were identified, which, as shown in Annex 2, are presented as additional space available for the implementation of NDS 2030 priorities.

# 8. Implementation, monitoring, reporting and evaluation

The implementation of the NDP 2030 will be carried out through sector strategies and their action plans, which will be incorporated into the operational plan of the NDP. Performance plans of agencies contribute to the ministry portfolio of the operational plan. Monitoring data will be collected quarterly on the implementation of the operational plan and annually on the attainment level of strategic and development goals. Regular progress reports will be prepared from the bottom up, collecting and consolidating data at each level.

OPM is responsible for coordinating the bottom-up data collection process from ministries and independent agencies and compiling a comprehensive annual report on the progress of the NDP 2030.

**Figure 7.** Korniza e Planifikimit dhe Menaxhimit Strategjik: kaskada e objektivave dhe treguesve





Performance measurement through strategic planning documents is based on four levels of objectives, from long-term to short-term, strategic to operational, each followed by performance indicators directed towards a specific objective:

- **Development goals** – followed by NDS impact indicators, which show if the opportunity has been realized at the level of society;
- **Strategic goal** – followed by impact indicators; indicates the benefits of a certain group for which the measures are planned;
- **Strategic measures** – followed by outcome indicators; and
- **(Strategic) activities** followed by output indicators.

As shown in the figure above, these elements extend in the form of a cascade from NDS 2030 to sectoral strategies and plans for their implementation and finally to the operational plan of the Government.

The frequency of measurement of progress against the objectives also differs at the activity level, it will be done every three months at the level of specific and strategic goals at the annual level and at the level of the development goals of the NDS 2030 in a four-year perspective.

Measuring instruments also differ:

- **At the output level**, it will be assessed and reported if the activities have reached the result of the expected quality, timeframe and reasonable price (counting the successfully completed activities);
- **At the level of results**, it is necessary to assess if the achieved result was foreseen in the planning phase and does not produce unwanted effects (collection of statistical or administrative information and interpretation of results);
- **At the levels of impact** (both at the level of the strategic goals and at the level of development goals), it is necessary to analyze if the impact was achieved due to the results (the result of the implemented policy measures themselves) or if there were other factors that contributed to its achievement or what prevented its realization (using an assessment methodology based on performance data combined with national statistics and reports from international institutions, which lead to a broader analysis of policy-relevant factors).

The process of annual reporting of NDP 2030 is dependent on the speed and quality of data collection. Until the end of the first quarter of the following year, OPM collects information from ministries and other public institutions on the previous year. In addition, reporting on the implementation of horizontal agendas is coordinated by the OPM in cooperation with the ministries responsible for those horizontal agendas, based on the guidelines for the implementation of horizontal agendas (which will be developed early 2023). Annual budget implementation reports may also be relevant to the NDP performance review.

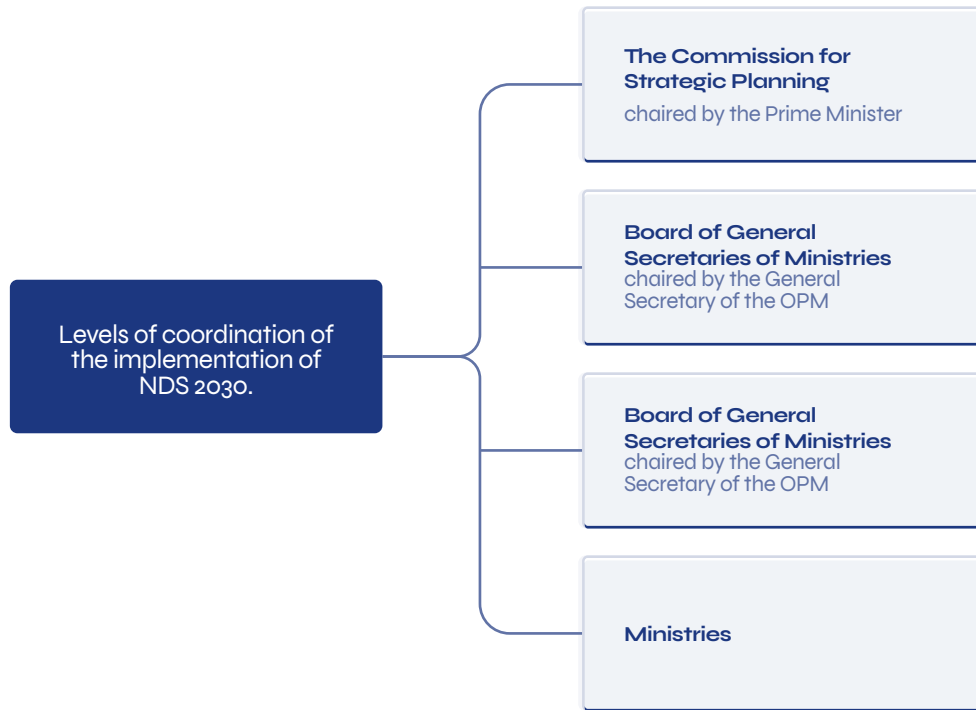
The annual report on the implementation of the NDP 2030 is compiled by the SPO. The draft report will be compiled by the ministries as part of the annual reporting on their work and will be considered at three levels:

- **Management group for strategic planning**, headed by the director of the Strategic planning Office within the OPM, which consists of the directors of the main offices of the OPM, the ministry responsible for finance and the ministry responsible for public administration, which evaluates the completeness of the draft report and issues of potential interest to the Government;
- **The Committee of General Secretaries of Ministries**, chaired by the Secretary General of the OPM, which deals with issues raised by the Steering Group for Strategic Planning, considers issues on improving the effectiveness of policies, identifies issues that require the Government's political attention and suggests to the Government to adopt the draft report;
- **The Strategic Planning Commission**, chaired by the Prime Minister, resolves the issues raised through the Committee of General Secretaries of Ministries, considers and adopts the report.

The annual report is published on the official website of the OPM in the section dedicated to NDP 2030.



**Figure 8.** Institutional framework for monitoring and reporting



**Assessment of the implementation of the National Development Plan 2030**

OPM is responsible for organizing assessments of the progress and performance of the NDP 2030. Three phases of assessment will be organized:

- mid-term assessment in 2026;
- second assessment in 2029 to inform about the process of preparing the next NDP; and
- *ex-post* assessment.

Depending on the situation with the progress of the NDP 2030 and the observation of changes in the social and economic conditions, there may be a need to change the time of the first and second assessment. The entire NDP 2030 or only a part may be subject to assessment.

**The need for data and improvement**


In order to enable successful monitoring and evaluation of NDP, it is necessary to improve data collection in regard to all sectors and levels of performance information. The publication of data in previous periods is also crucial for monitoring NDP. Of particular importance in terms of monitoring and evaluating the progress in implementing the strategy is the breakdown of data by residence, gender, ethnicity, age and other parameters where relevant and feasible.

Authorities and institutions responsible for the collection, analysis and publication of data at the country level should be involved in the monitoring and evaluation process of the strategy, in order to improve the quality and availability of data and overcome the monitoring gap. Given the lack of some data, specific indicators may require a significant effort of improving the current data collection processes, policy analysis and evaluation practices, as well as the upgrading of data management system at the country level, which all serves a more professional policy development based on evidence and data. The data gaps were also identified during the development of the strategy (a list of indicators for which data is missing is shown in Annex A.1.).



# 9. Annexes

## A. List of indicators for which data is missing

No.	Indicator	Description	Actions to be taken
First pillar - Sustainable economic development			
1.	Infrastructure (from 0 to 100)	<p>Global Competitiveness Index (Pillar II) measures road connectivity, quality of road infrastructure, rail density, efficiency of rail services, airport connectivity, efficiency of air transport services, connectivity of liner transport, efficiency of sea port services, access to electricity, quality of electricity supply, exposure unsafe drinking water and reliability of water supply. Scores (points) range from 0 to 100, with the higher the score, the better.</p> <p>For methodological details, the following link should be consulted: <a href="https://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2020.pdf">https://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2020.pdf</a>.</p> <p>Pages 617 to 619 show the methodology of each sub-indicator used to compile the infrastructure indicator, and pages 633 to 639 provide details on how to survey companies.</p>	In order for this indicator to be accurately produced and internationally comparable, it is good that Kosovo strives to be included in the Global Competitiveness Index.
2.	Productivity of resources	The indicator is a measure of the total amount of materials that the economy uses directly (measured as domestic consumption of materials (DCM)) in relation to GDP. This indicator reflects whether there is a disconnect between the use of natural resources and economic growth.	Kosovo Agency of Statistics
3.	Use of recycled material	The indicator measures the participation of materials that are recycled and returned to the economy - saving the extraction of primary raw materials - in the total use of materials. Circular use of materials, also known as turnover rate, is defined as the ratio of circular use of materials to total material use.	A approximate estimate has been made in the NDS, based on a previous study, however, a methodology and process for data collection and reporting for this indicator must be developed.
4.	Municipal solid waste recycled in total municipal waste generated (%)	The indicator measures the amount of municipal waste recycled, divided by the total output of municipal waste. Recycling includes material recycling, composting and anaerobic digestion.	A approximate estimate has been made in the NDS, based on a previous study, however, a methodology and process for data collection and reporting for this indicator must be developed.

No.	Indicator	Description	Actions to be taken
 The second pillar - Equal human development			
5-	Percentage of teachers, students and educational staff with digital competencies	<p>Percentage of teachers, management and administrative staff in educational institutions and students who demonstrate basic digital competence in relevant areas relevant to their role..</p> <p>“Digital competence” is one of the eight competences included in the European framework of key competences for lifelong learning and as such MESTI considers it crucial in the digitalization of the education sector.</p>	<p>This indicator is part of the Kosovo Education Strategy. MESTI envisaged the development of an analysis to determine the current state of digital competences, which will inform the mechanisms for measuring progress in this indicator.</p>
6.	Percentage of schools with internet and computer access	Percentage of schools with internet and computer access.	<p>This indicator is directly related to COR 4.a.1 (b and c) and the Kosovo Education Strategy (KES).</p> <p>As part of reporting on COR and KES, data for this indicator will be collected. Although there is no baseline data, targets for this indicator have also been developed within the KES.</p>
7-	Percentage of systematization of graduates by USOO, in the respective professions and in higher education.	<p>Employment of young graduates by USOO. The data will be collected from follow-up studies conducted by MESTI with USOO graduates. The indicator is provided in the Education Strategy of Kosovo.</p> <p>Monitoring studies are the most accurate way to analyze the success of USOO and the connection of this level of education with the labor market.</p>	<p>Since MESTI has foreseen the implementation of these studies, which will inform the basic value, when they are realized, but above all they will inform the level of achievement of the goals in this indicator.</p> <p>This indicator is part of the Kosovo Education Strategy. Although there is no baseline data, targets for this indicator have also been developed within the KES.</p>
8.	Employment rate after completing higher education (monitoring studies)	The rate of employment or attending higher education after completing higher education (monitoring studies).	<p>The indicator is provided in the Kosovo Education Strategy.</p> <p>MESTI planned to conduct monitoring studies with those who complete higher education. Although there is no baseline data, these studies will be conducted during the implementation of the NDS and will inform progress towards the targets in this indicator.</p>

No.	Indicator	Description	Actions to be taken
9.	Percentage of people aged 30 to 34 with higher education	Percentage of persons aged 30 to 34 with higher education	<p>This indicator is included as one of the main indicators of the level of higher education of the population, developed according to Eurostat.</p> <p>The value of this indicator depends on the census data, and as a result, the base value will be calculated after the next census is completed.</p>
10.	Number of joint international projects for higher education and scientific research work	Number of joint international projects for higher education and scientific research in which public institutions of higher education in Kosovo are partners.	An indicator that serves to evaluate quality in higher education and the degree of internationalization of programs in higher education. It is included in accordance with KES.
11.	Percentage of young people in practical work schemes Alternative indicator: Budget allocated for practical work schemes.	<p>Percentage of young people participating in practical work programs.</p> <p>Alternative description: Budget allocated to youth employment support programs, including the Youth Guarantee Scheme, K-GenU, Superpuna, etc.</p>	If we cannot obtain data on young people involved in practical work schemes, the indicator can be replaced by the budget allocated by MFLT for practical work schemes, including schemes: Youth Guarantee Scheme, K-GenU, Superpuna, etc.
12.	Percentage of professional education profiles that enable practical learning.	Percentage of qualifications offered by USOO for which practical learning is possible.	This indicator is also in line with KES. As the vocational education and training system is in the process of reform, these data will be available during the implementation of the NDR.
13.	Sustainable management of cultural heritage	It presents a checklist relating to a sustainable management framework for the protection and management of cultural and natural heritage, practices, knowledge and movable historical artefacts.	
14.	Culture in gross domestic product	Percentage of gross domestic product attributed to formal cultural production and the private sector. This indicator aims to assess the total contribution of the culture sector to the economy in a given territory. It is in accordance with the international classification of the Framework for Statistics in Culture.	
15.	Sports areas	Sports areas for use, m2 per population.	This indicator will be measured as part of the preparation of the Sports Strategy and will be presented in this strategy.

No.	Indicator	Description	Actions to be taken
 The third pillar - Security and rule of law			
16.	Global Cyber Security Index	It assesses the country's preparation through legal, technical, organizational and capacity-building measures	KKosovo is currently not included in this index
17.	Frequency of drug use among young people	Percentage of population using narcotics	The baseline for this indicator was taken from 2014, which was published by the <a href="#">report of European Monitoring Center for Drugs and Drug Addiction</a> (EMCDDA),but since it is considered an important indicator, it was placed in the NDR. The Ministry of Internal Affairs should take measures to determine the methodology and collect data for this indicator.
18.	World Justice Project - and other indicators derived from the regular report of the World Justice Project	<p>It evaluates the mechanisms of KRR</p> <ul style="list-style-type: none"> <li>• It measures the understanding of experts in that field</li> <li>• It measures the understanding of experts in that field</li> <li>• It measures the understanding of experts in that field</li> <li>• It measures the understanding of experts in that field</li> <li>• It measures the understanding of experts in that field</li> <li>• It measures citizens' confidence in justice</li> <li>• It measures the understanding of experts in that field</li> <li>• It measures the understanding of experts in that field</li> </ul>	<p>The Government of Kosovo has joined the World Justice Project. Most of the indicators of the Rule of Law Strategy and the NAO in the area of justice are related to this index.</p> <p>The MoJ must ensure the continued inclusion of Kosovo in this index/report.</p>
 The fourth pillar - Good governance			
19.	Number of signed agreements with neighboring countries	The indicator measures Kosovo's relations with neighboring countries through cooperation agreements signed with these countries	MIPD should establish a methodology for defining this indicator and its regular measurement
20.	The number of special missions of Kosovo in countries that have not recognized it	The indicator measures Kosovo's relations with other countries that have not recognized Kosovo, through the opening of special missions in them	MIPD should establish a methodology for regular measurement and reporting of this indicator
21.	Number of investment projects from the diaspora	The indicator measures the number of investment projects from the diaspora in Kosovo through KIESA data	MIPT/KIESA should ensure the collection of data related to the projects

No.	Indicator	Description	Actions to be taken
22.	The number of diaspora activities abroad in order to promote Kosovo	The indicator measures Kosovo's commitment to protecting the identity and Albanian language of the diaspora, through the number of students from the diaspora who are engaged in learning their mother tongue and culture	MIPD should functionalize the diaspora registry and continuously collect data from diplomatic missions/ cultural centers in other countries to report on this indicator.
23	Satisfaction of citizens abroad with consular services	The indicator measures the extent to which diplomatic and consular services protect and promote the rights and interests of Kosovo citizens living in the respective countries outside of Kosovo, which is measured through a survey	MIPD should establish a system for measuring the satisfaction of citizens abroad with consular services
24.	Number of students from the diaspora learning their mother tongue and culture	The indicator measures Kosovo's commitment to protecting the identity and Albanian language of the diaspora, through the number of students from the diaspora who are engaged in learning their mother tongue and culture	MIPD and MESTI should collect data on the number of students from the diaspora who attend organized classes in their mother tongue.



## B. List of strategic documents to be maintained and developed

No. Sectors	Scope of the sector
1 Public administration	Planning, coordination and monitoring of public policies, civil service, accountability, service delivery, better regulation, electronic government, local government.
2 Public finances	Public finance, financial markets, insurance, games of chance, treasury, fiscal policies, debt management, subsidies for municipalities, transfers.
3 Foreign policy and international relations	Foreign policy and diplomacy, bilateral cooperation; relations with the diaspora, European integration.
4 Defense and security	Defense, intelligence, military service, military industry, mobilization, cyber security, emergency management.
5 Public safety	Police, narcotics, terrorism, weapons, human trafficking, organized crime, food safety, border control, migration control, refugees, asylum, cyber security, personal data security.
6 Justice	Justice, criminal law, civil law, administrative law, protection of personal data, copyright, transitional justice, war crimes, property law, domestic violence, prisons, courts, liberal professions.
7 Environment	Environmental protection and monitoring, water, air quality, waste and wastewater management, spatial planning, pollution reduction, biodiversity and landscape protection, hydrometeorology.
8 Traffic and communication	Connectivity and development of transport infrastructure (road traffic; rail; air traffic; multimodality and connections), traffic safety (measures, regulations and education on traffic safety), environmental protection (environmental measures, emission reduction and education), digitization transport system, develops and supports the postal and telecommunications sector, develops and supports the information and communication technology sector (broadband infrastructure, 5G, electronic commerce, electronic identification, security of information systems, artificial intelligence, Internet of Things, big data, cloud computing, virtual reality , 3D printing).



No.	Sector strategies	Potential programs for specific issues within the sector	Responsible and supporting institution
1	Public administration reform strategy	<ol style="list-style-type: none"> <li>1. Program for prevention and reduction of administrative burden;</li> <li>2. Strategy for electronic government</li> <li>3. Program of institutional accommodation</li> </ol>	MIA/OPM
2	Local self-government strategy	Local economic development program	MLGA
3	Public finance management reform strategy		MFLT
4	Foreign policy strategy		MIPD
5	Diaspora strategy		MIPD
6	Defense strategy	Long-term development plan	MoD
7	Security strategy		OPM/MoD/MIA
8	Strategy for the fight against organized crime	Program to combat human trafficking	MIA
9	Border and migration management strategy	Weapons program	MIA
10.	Strategy for cyber security	Critical Infrastructure Program	MIA
11.	Emergency management strategy		MIA
12.	Justice Strategy (currently adopted as Rule of Law Strategy)	<ol style="list-style-type: none"> <li>1. Property rights program</li> <li>2. Transitional Justice Program (currently being developed as a Transitional Justice Strategy)</li> <li>3. Program for the fight against domestic violence (currently adopted as the Strategy of domestic violence and gender-based violence)</li> </ol>	MoE
13.	Strategy for environmental protection and sustainable development	<ol style="list-style-type: none"> <li>1. Program for energy efficiency in buildings</li> <li>2. Air Quality Program</li> <li>3. Biodiversity Program</li> </ol>	MESPI
14.	Strategy for integrated waste management		MESPI
15.	Water strategy	Program for hydrometeorology	MESPI
16.	Multimodal traffic strategy		MESPI

No. Sectors	Scope of the sector
9 Energy	Development of the energy sector (security of energy supply, use of clean energy, energy efficiency, decarbonization, accessibility for end consumers, and regional cooperation and market functioning), promotion of the mineral sector (development of mineral raw materials, expansion and modernization, environmental protection)
10 Industry development and support to businesses	Support to industry (promotion of exports and trade, FDI and strategic investments of diaspora and reduction of emissions in industry), development of SMEs (entrepreneurial skills, diversification of the economy, better access to finance, reduction of administrative burden, quality standards and product safety), support to entrepreneurship among young people and to women, support for innovation (integrated ecosystem for innovation, potential for innovation in Kosovo companies, development of electronic business, promotion of cooperation with scientific institutions); support to strategic sectors (development of the ICT sector, development of tourism, development of the mining industry)
11 Agriculture	Agriculture, organic farming, animal husbandry, production and protection of plants, forestry, hunting and fishing, food processing, irrigation of agricultural land, sustainable use of agricultural land, protection and arrangement of agricultural land and rural development
12 Culture, recreation and sports	Professional art, books and publications, media, copyright, culture and language, relations with the diaspora in the cultural sense, religion, material and spiritual cultural heritage; sports management, sports infrastructure and financing, competitive sports, physical activity and recreation of citizens, sports diplomacy and the social importance of sports.
13 Labor market and employment	Development of services for employment and promotion of assistance to persons looking for work, advisory and orientation support, professional guidance and improvement of skills; harmonization of labor market demand and supply, assessment and forecasting of labor market needs, cooperation with educational institutions, development of competency profiles in various activities and sectors; support for the employment of specific target groups (women, youth, employment of persons with disabilities, employment of emigrants and repatriated persons); better working conditions and social dialogue
14 Social protection	Social protection (pensions, sick leave and disability benefits, care for the elderly); social inclusion and integration, social housing, national minorities, communities, support for special groups, policies related to family, youth and children
15 Health care	Public health, infrastructure, access, prevention and healthy living.
16 Education	Preschool and school education; professional education, professional guidance and lifelong learning; higher education, universities, scientific research; and digital skills in education

No.	Sector strategies	Potential programs for specific issues within the sector	Responsible and supporting institution
17.	Strategy for ICT		MoE
18.	Energy strategy	National Energy and Climate Plan; National plan for energy efficiency	MoE
19.	Industry development strategy and support for business enterprises	Program for tourism; Investment promotion program; Trade policies	MIET
20.	Strategy for entrepreneurship and innovation		MIET
21.	Agriculture and rural development strategy	Land grouping program	MAFRD
22.	Strategy for forestry development		MAFRD
23.	Strategy for art, book and culture		MCYS
24.	Strategy of cultural heritage		MCYS
25.	Strategy for sports		MCYS
26.	Employment and labor market strategy	1. Safety and health at work program; 2. Program for gender equality	MFLT
27.	Welfare and social protection strategy		MFLT
28.	Health strategy		MoH
29.	Strategy for education	Program for science	MESTI

## C. Horizontal agendas and connection with strategic documents

Horizontal agendas are based on the analysis of existing and proposed strategic documents. The objectives for the sectors within each horizontal agenda are formulated in the NDS and in the current sector strategies and the strategies expected to be developed as listed in Annex C. Other horizontal agendas, such as regional development or smart specialization, may be developed according to the priorities of the Government based on the criteria defined in the Guidelines for horizontal agendas. According to the definition of horizontal agendas, existing strategic documents, which are cross-sectoral in nature, contribute to the implementation of horizontal agendas.

### 1. Digital agenda for Kosovo

- Strategy for ICT infrastructure development;
- Strategy for cyber security;
- Strategy for public administration reform;
- The Public Financial Management Reform Strategy
- Strategy for the development of culture;
- Strategy for sports;
- Strategy for industry development and support for business enterprises;
- Strategy for education;
- Health strategy.

### 2. Inclusion

- Strategy for the protection and improvement of the rights of communities and their members;
- Program for gender equality;
- Program for human rights;
- Program for inclusion of Roma and Ashkali communities in Kosovo society;
- Strategy for employment and the labor market;
- Strategy for welfare and social protection;
- People with low incomes;
- Strategy for the protection of persons with disabilities;
- Strategy for migration (component of reintegration).

### 3. Green agenda

- Strategy for energy;
- Strategy for multimodal traffic;
- Strategy for environmental protection and sustainable development;;
- Strategy for integrated waste management;
- Strategy for water;
- Strategy for industry development and support for business enterprises.

### 4. Migration and diaspora

- Strategy for border and migration management;
- Diaspora strategy;
- Strategy for employment and the labor market;
- Strategy for education;
- Strategy for industry development and support for business enterprises;
- Strategy for welfare and social protection;
- Strategy for culture









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