



**Republika e Kosovës**  
**Republika Kosova - Republic of Kosovo**  
*Qeveria –Vlada-Government*

*Zyra e Kryeministrit - Ured Premijera - Office of the Prime Minister*

# **Action Plan of the Economic Vision of Kosovo**

## **2011-2014**

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## LIST OF ACRONYMS AND ABBREVIATIONS

ARDP	The Agriculture and Rural Development Plan
BEEP	Business Enabling Environment Program
CBK	Central Bank of Kosovo
Danida	Danish International Development Agency
DBTF	Doing Business Task Force
DFID	The United Kingdom Department for International Development
EC	European Commission
ECLO	European Commission Liaison Office
EDP	Economic Development Plan
EPAP	European Partnership Action Plan
ERO	Energy Regulatory Office
EU	European Union
EULEX	EU Rule of Law Mission in Kosovo
EU-SME	EU Funded Project to support the Agency for Small and Medium Enterprises
GCP	Government Privatisation Committee for PTK
GDP	Gross Domestic Product
GFSI	Global Food Safety Initiative
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoK	Government of Kosovo
ICITAP	International Criminal Investigative Training Assistance Program
ICMM	Independent Commission for Mines and Minerals Kosovo
IDEP	Institutional Development Education Project
IFC	International Financial Corporation
IFI	International Financial Institutions
IMF	International Monetary Fund
IPA	Instrument for Pre-Accession Assistance
IPARD	Instrument for Pre-Accession Assistance for Rural Development
KBRA	Kosovo Business Registration Agency
KCC	Kosovo Chamber of Commerce
KEDS	KEK Electricity Distribution and Supply
KEK	Kosovo Energy Corporation
KJC	Kosovo Judicial Council
KOSTT	Transmission, System and Market Operator
LPTAP	The Lignite Power Technical Assistance Project
MAFRD	Ministry of Agriculture, Forestry and Rural Development
MCSD	Mobile Centers for Skills and Development
MCYS	Ministry of Culture Youth and Sports
MED	Ministry of Economic Development
MEO	Municipal Employment Offices
MESP	Ministry of Environment and Spatial Planning
MEST	Ministry of Education, Science and Technology
MF	Ministry of Finances

MFA	Ministry of Foreign Affairs
MI	Ministry of Infrastructure
MIA	Ministry of Internal Affairs
MLSW	Ministry of Labour and Social Welfare
MoJ	Ministry of Justice
MPA	Ministry of Public Administration
MTEF	Mid Term Expenditure Framework
MTI	Ministry of Trade and Industry
NEA	National Employment Agency
OPM	Office of Prime Minister
PDC	Professional Development Center
PEFA	Public Expenditure and Financial Accountability
PFMRAP	Public Financial Management Action Plan
PIU	Project Implementation Unit
POE	Publicly Owned Enterprises
PPP	Public Private Partnership
PSC	Project Steering Committee
PTK	Post and Telecom of Kosovo
SIGTAS	The Standard Integrated Government Tax Administration System
SOE	Socially Owned Enterprises
SOK	Statistical Office of Kosovo
SWAP	Sector Wide Approach
TA	Transaction Advisor
TAK	Tax Administration of Kosovo
TRA	Telecommunications Regulatory Authority
UNDP	United Nations Development Program
UNICEF	The United Nations Children's Fund
USAID	United States Agency for International Development
USAID-KMFAS	The USAID-Kosovo Ministry of Foreign Affairs Support
USAID-SEAD	The USAID Kosovo Systems for Enforcing Agreements and Decisions
VAT	Value Added Tax
WB	World Bank
WIPO	World Intellectual Property Organisation
WTO	World Trade Organisation

## INTRODUCTION

Economic development and sustainable economic growth of Kosovo are key goals and strategic priorities of the Republic of Kosovo. The vision for “*a prosperous and dignified European society for all citizens of Kosova*” as well as the Economic Development Priorities approved on April 18, 2011 represent a clear direction for implementation of reforms and economic development of the country in the medium term. The vision, goals, and priorities will be realized through concrete activities outlined in the Kosovo Economic Development Plan 2011-2014 (EDP).

With the implementation of this plan, the objective is to achieve a growth rate of 7-8% per annum in the medium term, and a reduction in the level of the registered unemployed by approximately 8-10% per annum. Attainment of this objective will be done through Government commitment to the objectives for creating conditions for the functioning of open market and increasing of competitiveness, strengthening private sector, supporting employment generation, improving the image of Kosovo for investment, and creating a more secure and stable environment for business.

In order to achieve macro-fiscal sustainability, in addition to reforms in fiscal policies, the Government is committed also to implement policies that have direct impact on improving the business environment. Through this the government aims to strengthen the private sector revitalize the agriculture sector; restructuring and privatization of public assets; continuation of infrastructure development by considering financing alternatives. These policies will be focused especially through exploring possibilities to use the private capital; creating conditions for reduce the informal economy; developing financial markets; inclusion in the international financial institutions etc.

Kosovo has a large potential of human resources, and therefore education and the development of this capital in all sectors contributes in the sustainable economic development. Commitments for reforms in specific sectors of economy are in concurrence with needs of these sectors and take into consideration economic, social, and institutional obligations that derive from the EU accession process. These reforms aim at accelerating Kosovo's path to the European Union as well as in other international and regional organizations and initiatives.

The Kosovo Economic Development Plan describes the economic development planning framework and proactive commitment of the Government in the economic growth and development of the country. The plan is a document of objectives and concrete activities based on the achievements to date and is part of the planning framework within the key mid-term strategic documents, including the Government Programme 2011-2014, Mid-Term Expenditure Framework 2012-2014 (MTEF), the European Partnership Action Plan (EPAP), and other sectorial and inter-sectorial Government documents. The Plan is prepared in cooperation with all government stakeholders, is discussed and has taken into account the comments of non-government stakeholders, especially the business community. In addition, the Plan enjoys full support from Kosovo's donor community.

Strategic priorities in this document are structured in the following five sectorial pillars:

- Maintaining Macro-Fiscal Sustainability;
- Investments, Investment Environment, and Private Sector Support;
- Development of Public Infrastructure;
- Revitalization of Agriculture sector;
- Human Capital Development.

*Maintaining Macro-Fiscal Sustainability* – With the aim of achieving economic growth and ensuring economic sustainability, the Government of Kosovo will continuously work on improving efficiency in public spending and continuously increasing budget revenues. The Government of Kosovo aims at maintaining an overall budget deficit of 2% of GDP in the period 2011-2014. This strategic priority consists of several activities to ensure macro-fiscal sustainability of budget revenues and expenditures; implementation of the Public Financial Management Action Plan; further development of the financial market; activities related to fiscal facilities for businesses and certain groups of citizens; completing fiscalization of all operating businesses during the mid-term period; full implementation of the Government Program for Prevention of Informal Economy; and other related activities.

*Investment, Investment Environment, and Private Sector Support* – Increase of investments and support to develop the private sector is the foundation of a sustainable economic growth. Amendment and completion of the essential legislation that create conditions to attract investment in Kosovo and removal of excessive administrative barriers facilitates operation of the private sector and contributes to the economic growth of the country. Through adopting necessary legal infrastructure and institutional actions the aim is to improve Kosovo's ranking in the World Bank's Doing Business report. Implementation of activities set out in this Plan will improve doing business indicators in the mid-term period by raising Kosovo to the top 40 reformers according to the World Bank's Doing Business Report by 2014. This entails comprehensive reforms to eliminate 50% of the excessive license and permit requirements. Another aspect in terms of developing this sector is intensifying activities for attracting foreign investment and integration in the international financial institutions.

*Development of Public Infrastructure* – Public Infrastructure including roads, rail, energy supply, privatization of socially-owned enterprises in telecommunications and electricity distribution are among the key activities that expect to yield direct effects in economic development of Kosovo as well as increase the private sector capital in the economy with a positive effect in reducing unemployment. Development of public infrastructure is expected to have direct positive effect in employment; in empowerment of small and medium businesses; in rural development etc. In addition, it is estimated that the implementation of projects in this sector will enable infusion of fresh private capital in economy and will generate new jobs. Some of the key projects in this sector with direct effect in economic development are: construction of the highway R7 Morinë – Merdare, Highway R6 Prishtinë - Hani i Elezit, expanding of national roads, closing of the privatization process of PTK, implementation of the thermo power plant project Kosova e Re, construction of the 400 KV transmission line with Albania etc.

Revitalization of Agriculture sector – Developing the agriculture sector is one of the Government priorities and will receive special attention in the medium term, with the objective of increasing productivity, reducing imports of agricultural products, and increasing employment in this sector. Most of the measures in this sector aim at directly supporting agricultural production, and introducing at the same time policy measures for facilitating the development of this sector. As strategic objectives that will be addressed through this action plan are: increasing public budget for agriculture sector to a level of 3% of the Kosovo budget, strengthening of advisory services, strengthening institutional capacities, generation of specific applied research, improvement in access to favourable credit schemes, and enhancing and improving infrastructural capacities.

Human Capital Development – Activities within this strategic priority aim at increasing the quality of human capital with the objective of providing a higher quality workforce in the labour market. In this regard, emphasis will be given to education and professional development in terms of development of human capital in all sectors.

Activities	Institution(s) responsible	Indicators	Timeframe	Budget implication	Donors	Existing sector strategies
<b>1 MAINTAINING MACRO-FISCAL SUSTAINABILITY</b>						
<b>1.1 Maintaining macro-fiscal sustainability</b>						
1.1.1 Promoting fiscal discipline through: <ul style="list-style-type: none"> <li>maintaining bank balance at the sufficient level to ensure budget sustainability</li> <li>restricting increase of the current spending; and</li> <li>presenting real estimates of primary budget revenues</li> </ul>	Macro Department, Budget Department	At a minimum of 5% of GDP At around 60% of general expenditures At 26 -27% of GDP	2012-2014			EPAP 2011
1.1.2 Adopting the most appropriate fiscal rule which contributes in controlled planning of expenditures within the fiscal framework	Macro Department	Adoption of the most appropriate fiscal rule in agreement with IMF	2013			Medium Term Expenditure Framework 2012-2014
1.1.3 Compilation of a list of food products for which a differentiated VAT rate will be applied	Kosovo Customs, Dep. Of Fiscal Policies, Macro Dep., MAFRD	Differentiation of the VAT rate for basic food products ( bread, cooking oil,milk) in agreement with IMF	2013			
1.1.4 Custom exemption for a certain group of products which are used as raw materials for production (identification, and determination of the final list of products used as raw materials)	MF (Customs, Dep. Of Fiscal Policies, Macro Dep.), MAFRD	Exemption from customs duties of an identified group of products used as a raw material	2012-2014			ARDP 2010 – 13
1.1.5 Business Fiscalisation and implementation for electronic tax filing project	MF (TAK, Customs)	Equipment of all existing businesses with fiscal cashiers within this period	2012-2013			EPAP 2011
1.1.6 Enhancement and Installing new IT system for TAK and Customs	MF (TAK, Customs)	Upgrade of the SIGTAS capacities will be finalised by the end of 2011 Establishment of new IT system and its implementation, requires 3-5 years	2011-2014	€15 mil		EPAP 2011



Activities	Institution(s) responsible	Indicators	Timeframe	Budget implication	Donors	Existing sector strategies
Installation of new IT sistem for Kosovo Customs ( ASYCUDA)		Replacement of actual IT sistem TIMS with new IT system ASYCUDA in line with EU requirements	2011-2012	€5.5 mil	EC	Working plan, MF, Kosovo Customs
1.1.7 Reduction and prevention of the informal economy	MF (TAK, Customs)	Increase of domestic tax revenues as a share to GDP, as a result of Increase in the number of registered businesses and increase in the number of declared employees	2012-2014		USAID	Strategy for combating informal economy EPAP 2011
1.1.8 Advancing the medium term planning process (MTEF) with the aim of linking medium term policy planning with annual budgeting policies	MF, OPM	Budget aligned with the MTEF at a 90%	Continuous			EPAP 2011
1.1.9 Review of budget expenditures by economic categories in cooperation with all organizations, in accordance with the statement of priorities	Budget Department – Ministry of Finance	Public expenditure review completed by October 2011	2011		IMF	Priorities Statement 2012 – 2014, Linkage of Action Plan of Economic Development Vision with 2012 Budget EPAP 2011
1.1.10. Implementation of the Action Plan for for public financial management (PEFA) in order to maintain public expenditure efficiency	Budget Department – Ministry of Finance	Around 80% of PEFA indicators to be marked with A and B	2012-2014		USAID, DFID	Action Plan for improvement of public finances managements PEFA EPAP 2011
1.1.11 Development of strate for	OPM, Ministries		Continuous			

Activities	Institution(s) responsible	Indicators	Timeframe	Budget implication	Donors	Existing sector strategies
trategia planning and policy coordination; harmonization of main stratega and planning documents						
1.1.12 Establishment of single revenue authority with the purpose of enhancing enhance domestic tax collections	TAK, Customs, MF, EULEX, MIA, etc.	Single revenue Authority collection established by the end of this period	2014			MF Working Plan for 2011
1.1.13 Establishment of unit for policy analysis in orden to enhance quality of policy analysis and other strategic documents	Budget Dep., MF	Unit for policy analysis established	2012-2014			
1.1.14 Enhancing (improvement, expansion , harmonization of statistics development methodology in line with EU standards) the quality of the statistical data in which the Government relies its policy decisions, including further capacity building for Statistical Office of Kosovo	SOK, MPA	Reliable and timely statistics, harmonised with EU standards; Approval of draft law for Kosovo Official Statistics	Continuous			Strategic Developme nt Plan 2009-2013 EPAP 2011
<b>1.2 Creating opportunities for wider capital Access</b>						
1.2.1 Development of market for domestic debt (Analysis of for functionality, installation and development of hardware, software , provision of training to the Treasury staff, pilot phase)	Treasury Dep., MF, CBK	Issuance of treasury bills	Q1 2012	€3 milion		Strategic Developme nt Plan 2009-2013 EPAP 2011
1.2.2 Development of the conditions for Stock Market (Drafting and approval of the Law on Financial Instruments, Establishment of Regulatory Agency and stock market)	Treasury Dep., MF, CBK	Creation and establishmet of Regulatory Agency and Stock Exchange	2013			
1.2.3 Signing of double tax treatetas with other countries	Ministry of Finance	About 20 double tax treaties signed during this period (including major EU countries and USA)	2011 - 2014			Work Plan of MF for 2011
1.2.4 Reform of the action space of	OPM,MF,	Increase of revenues from property	2011		USAID	

Activities	Institution(s) responsible	Indicators	Timeframe	Budget implication	Donors	Existing sector strategies
property tax through changes in the Draft Law on amendments on Immovable Property Tax Law no.03/L-204, to increase municipal stability and relieve pressure on the administrative system and national grant	Municipalities	<p>tax as a share to total municipal ownsource revenues</p> <p>Improvement of DB indicators in: paying taxes, starting a business, construction permits, registering property; decreasing of municipal administrative fees</p>			BEEP, GFSI, EU SME, IMF World Bank	
1.2.5 Improved property tax municipal administration	DBTF, municipalities, MF, TAK	<p>Increase of revenues from property tax as a share to total municipal own-source revenues</p> <p>Improvement of DB indicators in: paying taxes, starting a business, construction permits, registering property; decreasing of municipal administrative fees</p>	2012			

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<b>2. INVESTMENTS, INVESTING ENVIRONMENT AND SUPPORT TO PRIVATE SECTOR</b>						
<b>2.1 Improvement of business environment</b>						
2.1.1 Establishment of Doing Business Task Force (DBTF) to oversee reforms in Doing Business in the future	DPM for Economy/MTI	Task Force Established	2011			
2.1.2 Approval of the package of laws, in the Assembly, that serves to eliminate barriers in doing business and improvement of DB indicators.  List of Laws: <ul style="list-style-type: none"> <li>• Draft Law on amending and supplementing Law no.02/L-123 on business organizations;</li> <li>• Draft Law on amending and supplementing Law no .03/L-10 on notary</li> <li>• Draft Law on amending and supplementing Law no .02/L-41 on fire protection</li> <li>• Draft Law on amending and supplementing Law no .2002/5 on establishment of immovable property rights register</li> <li>• Draft Law on amending and supplementing Law no .2004/18 on</li> </ul>	PMO / MTI, MJ, MIA, MESP, MF	Improvement of DB indicators: Starting a Business; Protecting Investors; Registering Property	2011		USAID/BEEP, EU-SME	

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<p>internal trade</p> <ul style="list-style-type: none"> <li>• Draft Law on amending and supplementing Law no .2003/25 on Cadastre</li> <li>• Draft Law on accounting, financial reporting and auditing</li> </ul>						
<p>2.1.3 Development and adoption of necessary administrative instructions after the adoption of laws from 3.2</p> <ul style="list-style-type: none"> <li>• Change Administrative Instruction no.07/2009 (MF/TAK) on registration, de-registration and issuance of fiscal number;</li> <li>• Change Administrative Instruction no.15/2008 (MTI) Determination of Fees for Registration and for Services offered by Business Registration Agency;</li> <li>• Change Administrative Instruction no.06/2008-MPS on Tariffs and Services offered by Municipal Cadastral Office and licensed Survey Companies.;</li> </ul>	OPM,MTI,MF	Improvement of DB indicators: Starting a Business; Protecting Investors; Registering Property	2011		USAID/BEEP, EU-SME	
<p>2.1.4 Enabling on-line business registration</p>	DBTF, KBRA, Municipalities (including Municipal Technical Committee), TAK, MPA – TI	<p>Improvement of DB indicator: Starting a Business</p> <p>Reducing Government expenditures for managing unnecessary regulatory</p>	2011-2012		BEEP USAID	

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
		processes				
<p>2.1.5 Drafting and adoption of draft Laws as follows:</p> <ul style="list-style-type: none"> <li>Draft Law on amending and supplementing Law no.03/L-008 on Execution Procedures</li> </ul>	OPM, MJ	Improvement of DB indicator: Enforcing Contracts	2011		USAID/SEA D	
2.1.6. Consolidation of business identification numbers (including registration number, fiscal number, VAT number, etc) into a single number for all purposes.	Doing Business Task Force (DBTF), MTI, MF, Municipalities	Improvement of DB indicator: Starting a Business  Reducing the number of informal businesses	2012			
2.1.7 Creation of One Stop service for lodging of documents and payment of registration fees for new companies, using the “single window” approach, where the registry staff may be delegated the authority to accept and process documents and payments on behalf of other agencies involved.	DBTF, KBRA Municipalities (including Municipal Technical Committee), TAK, MPA	Improvement of DB indicator: Starting a Business	2011		WB Beta Project	EPAP 2011
2.1.8 Reforming the process of Dealing with Construction Permits to reduce fees for permits and registration of housings at the level of cost recovery basis, and consolidation of steps.	DBTF Directorate of Planning, Urbanism and Construction; Directorate of Geodesy and Cadastre Municipal Technical Committee; Electricity Authority; Water Authority; Emergency department of MIA	Improvement of DB indicator: Construction Permits	2011			

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
2.1.9 Creation of “single window” service for construction permits and approvals that serves to remove barriers for legalization of construction activities. Improvement of government efficiency in supervising of construction.	TFBB Directorate of Planning, Urbanism and Construction; Directorate of Geodesy and Cadastre Municipal Technical Committee; Electricity Authority; Water Authority; Emergency department of MIA	Reducing time and number of documents for obtaining construction permit	2011			
2.1.10 Computerisation of the process of applying for construction permits	DBTF Municipalities: Directorate of Planning, Urbanism and Construction; Directorate of Geodesy and Cadastre Municipal Technical Committee; KEK Water Authority; Emergency department of MIA	Improvement of DB indicator: Construction Permits	2012			
2.1.11 Development and adoption of an updated construction code for Kosovo based on best international practices.	DBTF, MTI, MESP	Improvement of DB indicator: Construction Permits	2012			
2.1.12 Creation of a single point of access to property data; unification of payments and online data availability	DBTF Municipalities: Directorate of Geodesy and Cadastre;	Improvement of DB indicator: Paying Taxes  Improvement of DB indicator:	2012			

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
	Directorate of Finances and Property; Municipal Courts	Registering Property				
2.1.13 Eliminate notary requirement for land-sale contracts	DBTF, MJ	Improvement of DB indicator: Paying Taxes	2011			
2.1.14 Continuation of targets efforts to reduce the backlog of civil court judgments within the ongoing USAID SEAD and KJC Backlog Reduction Initiative, which is presently targeting additional resources in 1/3 of Kosovo's 27 courts; expansion of initiative to additional courts.  Establishment of Arbitration Court	Kosovo Judicial Council (KJC)  Kosovo Chamber of Commerce	Improvement in DB indicator: Enforcing Contracts	2011		USAID/SEAD	
2.1.15 Amending to the Law on Contested Procedures to bring it into compliance with arbitrary provisions (delete Article 31, in conjunction with Protecting Investors – Ease of Shareholder Suits Reforms)		Improvement in DB indicator: Protecting Investors			USAID/SEAD	
2.1.16 Adoption of the umbrella concept on the permissive system with the goal of eliminating up to 50% of the existing licenses until 2014	OPM/MTI	Eliminating up to 50% of existing licences and permits until 2014	2011		USAID/BEE P. WB Beta project	
2.1.17 Establishment of the Expert Group on Permissive System Reform and Guillotine of licenses	Office of the Dpt/PM responsible for Economy	Establishment of the Group	2011			



Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
2.1.18 Development and adoption of the framework Law on the permissive system	OPM, MTI,Expert group	Adoption of the law	2011-2012			
2.1.19 Execution of permissive system guillotine based on health/safety/efficiency review, including review of the municipal "Business License"	OPM/MTI/ Respective Ministries/Municipal ities	Improvement in DB indicators: Starting a Business, Paying Taxes	2011			
2.1.20 Amendments to Law on Support to Small and Medium Enterprises (SME)	MTI	New Law adopted	2011-2012		EU-SME	SME Strategy
<b>2.2 Reform of the Inspections System to Reduce Inspections and Improve Efficiency Through Adoption of Risk Management Principles</b>						
2.2.1 Establishment of the Expert Group on Inspections Reform and Risk Management	OPM/MTI/ Respective Minisitries		2011		WB	
2.2.2 Development and adoption of the framework Law on the Inspections approval	Office of the Prime Minister, MTI,Expert Group	Approval and implementation of the law	2012-2013			
2.2.3 Development and implementation of risk-based inspections systems by all inspectorates	Repsctive Ministries					
<b>2.3 Improvement of Legal and Regulatory Drafting Processes and Increased Predictability and Transparency Through Creation and Institutionalization of a Consolidated Database for the Economy sector</b>						

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
2.3.1 Development and Adoption of the Law on Normative Acts improving the legal and regulatory drafting process, increasing opportunities for public input and government impact analysis, and mandating the creation and mandatory use by government of a consolidated legal database	OPM		2011-2012			
2.3.2 Establishment of the consolidated database regarding Laws and other Normative Acts. Unnecessary acts to be reviewed and eliminated during the process.	OPM	Database created	2011-2014			
<b>2.4 Facilitation of trade in accordance with International Best Practice and European Union Principles and Requirements to Reduce Costs and Barriers to Trade</b>						
2.4.1 Amendments to new Customs Code, based on EU model customs code (2008) and international standards and best practice for customs administration.  Adoption of Administrative Instructions, in accordance with EU directives and guidelines.	MF	Improvement in DB indicator: Trading Accross Borders	2012		BEEP	Strategic Operational Framework (Customs) 2011-2013 EPAP
2.4.2 Adoption of the Draft Law on changes and amendments to Law no.2002/6 on External Trade Activities in compliance with WTO standards, principles and agreements for international trade.	MTI	Improvement in DB indicator: Trading Accross Borders	2011		BEEP	

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
2.4.3 Adoption of new draft Law on Safeguards, based on WTO Agreement on Safeguard Measures	MTI	New Law adopted	2011		BEEP	
2.4.4 Adoption of amended Law on Anti-dumping and Countervailing Duties to comply with WTO standards, principles and agreements.	MTI	New Law adopted	2011		BEEP	
2.4.5 Draft Law on changes and amendments to Law no.03/L-065 on Integrated Management and Control of state borders  Establishment of Border Management Agency to manage:  <ul style="list-style-type: none"> <li>• Inter-agency coordination,</li> <li>• The integration and simplification of cross-border procedures, and</li> <li>• Border infrastructure and facilities.</li> </ul>	MTI, MF, (Customs); MIA	Improvement in DB indicator: Trading Accross Borders	2012		BEEP; ICITAP	
2.4.6 Simplification of Import and Export Procedures: To identify ways and means to simplify export and import processes in order to reduce clearance times and costs.	Customs  Customs MF, MI	Improvement in DB indicator: Trading Accross Borders  Reduce clearance time for exports from 17 to 2 days, and for imports from 16 to 4 days.	2011		BEEP	Strategic Operational Framework (Customs) 2011-2013 EPAP
2.4.7 Reduction of clearance times and costs by streamlining Customs Terminal procedures.	Customs MF, MI	Improvement in DB indicator: Trading Accross Borders	2012		BEEP	Strategic Operational Framework (Customs) 2011-2013 EPAP

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
2.4.8 Modernized regulation of key trade service providers – clearing agent service – for all businesses engaged in external trade (especially important service for SMEs), with the objective of introducing service standards.	Ministry of Finance Customs	Improvement in DB indicator: Trading Accross Borders	After Jan 2012 when the law on licences is implemented		BEEP	Strategic Operational Framework (Customs) 2011-2013 EPAP
<b>2.5 Improved coordination and efficiency, and reduction in cost of developing automated government systems</b>						
2.5.1 Establish single IT coordination body within the Office of the Prime Minister  This includes:  <ul style="list-style-type: none"> <li>• Draft law on Government bodies of Information organizations</li> <li>• Draft Law on Electronic Governance</li> </ul>	OPM/MPA	Agency established and draft laws approved according to planned dynamics	2011-2012			
2.5.2 Develop and adopt a unified, comprehensive intra-government IT/IS strategy, with special emphasis on the increase of use of IT to facilitate completion of administrative procedures by businesses and citizens.	OPM/MPA/MED	Strategy approved	2011-2012			Electronic Governance Strategy
2.5.3 Ministries take the steps necessary to enable services in electronic form.	OPM/MPA/MED	Increase in the number of Online Services	Ongoing			Electronic Governance Strategy
<b>2.6 Integration of Kosovo in the International Community and enhanced relationship with international financial institutions</b>						
2.6.1 Membership in the EU Competitiveness and Inovation	MTI	Advancing in membership process	2011-2014		EU-SME	SME strategy.

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
Program						
2.6.2 Take Necessary actions for membership of Kosovo in WIPO (World Intellectual Property Organisation)	MTI, MCYS	Membership in WIPO	2011-2014			Strategy on Intellectual Property 2011-2014
2.6.3 Creation of a unit for cooperation with international financial institutions to coordinate general agenda and regular reporting activities to IFI about economic performance	MF	Unit established	2013			
2.6.4 Complete comprehensive review of international conventions and agreements Kosovo can unilaterally ratify to increase integration for citizens into the world community	OPM, MFA, Parliament	Strategy for ratification of conventions adopted	2013-2014			
2.6.5 Ratify the New York Convention on the Recognition of Arbitration Awards	MFA, MJ	Convention ratified	2011-2014			
2.6.6 Ratify the 1961 Hague Apostille Convention to recognize official documents from other countries.	MFA, Parliament	Convention ratified	2013			
<b>2.7 Increase of foreign investments in Kosovo and increase of export</b>						
2.7.1 Finalisation and implementation of Kosovo's strategy for Economic Diplomacy to generate increase of external trade	Government, OPM, MFA, MTI and MF as leads, ministries, and other appropriate associations, agencies	Strategy approved	2011-2012		USAID-KMFAS, BEEP, KPEP, SEAD	

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
2.7.2 Formalize Economic Diplomacy Task Force to gain support of groups, projects and ministries whose activities relate to international commerce and economic diplomacy.	MFA, MTI, MED	Task Force established	2011-2012		USAID-KMFAS, BEEP, KPEP, SEAD	
2.7.3 Positioning of Kosovo's products, resources and services to have closer access to world markets;  Identify foreign opportunities for BPO and OEM  Increase Kosovo exposure to potential Partners and JVs	MFA/MTI/ Embassies		2011-2014			
2.7.4 Establish and combine databases from MFA, MTI, KCC, AKB, etc.	The Council of Ministers, OPM, MFA, MTI, dhe MF as leads, ministries, agencies and other appropriate associations	Databases established	2012-2014		USAID-KMFAS, BEEP, KPEP, SEAD	
2.7.5 Negotiate and sign agreements for Protection of Investments	MTI, MFA	A minimum of 10 agreements signed	2011-2013			Investment Promotion Strategy
2.7.6 Establish liaison program for MFA and MTI at foreign embassies in Kosovo	MFA , MTI	Program adopted	2012-2013			

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<b>3. DEVELOPMENT OF PUBLIC INFRASTRUCTURE</b>						
<b>3.1 Modernization and expansion of infrastructure</b>						
<p>3.1.1 Construction of highway R7 Morinë - Merdare</p> <ul style="list-style-type: none"> <li>• 1-2-3 Segment Vermicë-Prizren - Suharekë (34 Km), (2011)</li> <li>• Section 4 Suharekë - Duhël (8.4 Km) (2012)</li> <li>• Segment 5 Duhël - intersection M9 (19 Km) (2013)</li> <li>• Commencement of works in segments 7 -8 in 9 Pristina - Besi, (depending on financial resources) (2012-2013)</li> </ul>	MI	<p>Completion of the work in seg. 1, 2, 3 (2011)</p> <p>Seg. 4 (2012) Seg. 5 (2013)</p> <p>Seg. 7,8,9 (2014)</p> <p>No. of equipment 1200-1500</p> <p>Local workers 2000-2500</p> <p>Contracts with local companies 300-400</p> <p>Reduction in cost and time for transport of goods and people</p>	2011-2013	<p>431 Mil. € for segment 1-5</p> <p>Cost for segment 7-8-9 will be determined following the implementation project completion (march 2012)</p>	BK	<p>Strategy of multi-modal transport</p> <p>Sectoral Strategy of Ministry of Transport</p>
<p>3.1.2 Contracting of the Company for Operating and Maintenance System for Highway R7 - Preparation of feasibility study for the Operation and Maintenance of Highway R7</p>	MI	<p>Preparing feasibility study for the system of operation and maintenance for R-7 (2012)</p>		1 Mil. €	BK	<p>Sectoral Strategy of Ministry of Transport</p> <p>Strategy of multi-modal transport 2009</p> <p>Feasibility study and environmental</p>

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
						implications
3.1.3 Preparing the review for financing alternatives to start the construction of highway R6 Pristina - Hani i Elezit <ul style="list-style-type: none"> <li>• Preparation of feasibility study for contracting options</li> <li>• Announcement of expression of interest, the selection of companies and financial closure</li> <li>• expropriation of land and preparation to start construction of the highway R6</li> </ul>	MI	Expression of Interest, selection of the company and financial closure for construction of R6 (2011)  Start of expropriation for R6 (2012)	2011	51.5 Mil. €	BK	Strategy of multi-modal transport which was approved on 31.11.2009  Sectoral Strategy of Ministry of Transport
3.1.4 Starting Works in construction of highway R6 Prishtinë - Han i Elezit	MI	Start of work (2012)	2013			Feasibility Study on Environmental Impact
3.1.5 Widening of national roads <ul style="list-style-type: none"> <li>• M2 Milloshevë- Mitrovica (33 Km) (2013)</li> <li>• M9 Gjurgjicë -Kijevë (9 Km)(2012)</li> <li>• M9 Pejë - Klinë (21,5 Km) (2014)</li> </ul>	MI	M2 work ongoing with 4 companies, no. of workers 160, no. of equipment 40 M9 work continues with 9 companies, no. of workers 400, no. of equipment 120  M9 start of work Gjurgjicë Kijevë(2013) Pejë-Klinë (2014)  M2/M9-Roundabout, 1 company, 60 workers, 25 equipments	2012-2014	151.25 Mil. €	BK	Strategy of multi-modal transport 2009  Sectoral Strategy of Ministry of Transport  Feasibility Study on Environmental Impact
3.1.6 Signature of PPP contracts for Bus stations in Kosovo. Bus Stations in Pejë, Mitrovica and	MI	Investment of fresh private capital €3-5 mil. (2013-2015)	2011-2014		TA is necessary for the final	Strategy of multi-modal transport



Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
Gjakova 2014 ( other stations in progress). <ul style="list-style-type: none"> <li>Preparation of Concept Paper (June 2011)</li> <li>Adjustment of legal base</li> <li>Feasibility study and drafting the terms, criteria's, procedures and other matters relating to the initiation of procedures</li> </ul>		Creation of (300-500) sustainable jobs (2013-2015) Profit from concession of 7 regional stations for 20 years, €30 mil. only from rents Creation of favorable business environment for transport industry			phase	EPAP
3.1.7 habilitation and modernization of south sector line 10 of railroad, Fushë Kosovë –Ferizaj - Hani i Elezit (65km).	MI, MED, MF	Increasing flow of people and goods under a lower cost, integration in the region and wider	2014	76.7 Mil. €	Various potential sources from EC and countries that give donations for development and IFIs	Strategy of multi-modal transport and “Action Plan and Investment Plan”  Project Feasibility Study for the Railway line 10 is supported by IFIs.
3.1.8 feasibility study for shuttle train Prishtinë – Airport Adem Jashari <ul style="list-style-type: none"> <li>Feasibility study;</li> <li>Development of implementation project;</li> <li>Qualification of applicants in line with terms anticipated in pre-qualification Instruction</li> </ul>	MI, MED, MF	Connecting the Capital City with the Airport, reduction the time and cost of travel	2012-2014	1.2 Mil. € (BK) 16 Mil. € (doners)	Different potential sources, from EC and IFI's, WBIF	Strategy of multi-modal transport and “Action Plan and Investment Plan”
<b>3.2 Transformation of SOE's/POE's</b>						

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<p>3.2.1 Closure of the privatization process of PTK:</p> <ul style="list-style-type: none"> <li>• Pre-qualification of bidders</li> <li>• Preparation of bidding documents for bid launching</li> <li>• Preparation and decision of harmonized regulatory strategy - The government and TRA</li> <li>• Preparation, submission and approval of a plan for partition of the Post</li> <li>• The announcement and management of the bid</li> <li>• The signing and the closure of the transaction</li> </ul>	Evaluation committee PTK/TA/GCP/ PIU WB /GoK TRA	<ul style="list-style-type: none"> <li>-Improving PTK administration</li> <li>Increasing quality of service through implementation of new technologies</li> <li>-Transfer of Know-how</li> <li>-Increase investment in PTK</li> </ul>	2011	753 thousands (obligations against advisors in 2011)	BK	PTK Privatization Strategy
3.2.2 Reviewing the options for project implementation through PPP for Brezovica	Government, (PPP), MED	Decision on the form of investment and preparation of a concrete action plan as a follow up. Creating the opportunity for investment.	2011		Feasibility Study done by EC	
<p>3.2.3 Privatisation of the system of electricity distribution KEDS</p> <ul style="list-style-type: none"> <li>• Preparation of Information Memorandum (IM)</li> <li>• Data Room</li> <li>• Assessment Company</li> <li>• Completion of legal separation from KEK</li> <li>• The transaction process and Contractual Agreements</li> <li>• Management of Tender</li> <li>• The signing and closing of the transaction</li> </ul>	IFC/PIU/KN	<ul style="list-style-type: none"> <li>-Improved management of the distribution system.</li> <li>-Increased security of electricity supply.</li> <li>-Increased investment in network</li> <li>-Reduction of technical losses.</li> <li>-Increase in collections</li> </ul>	2011			
<b>3.3 Restructuring and development of mineral sektor</b>						

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<p>3.3.1 The selection of most favorable model for sector restructuring            Creating strategic plans for the development of the sector, primarily for Trepca            Completion of necessary legal infrastructure in line with the acquis communautaire for the mining sector            Draft Law for the partial transformation of "Trepca"-enterprise in the administration of Kosovo Privatization Agency            Draft Law for Amending and Supplementing of Law nr.03/L-067 on Kosovo Privatization Agency            Draft Law for the special chamber of Supreme Court of Kosovo Court relating to the Kosovo Privatization Agency</p>	<p>MEF Government            ICMM</p>	<p>-Improvement in administration of the sector            -Improvement in the investment climate;            -Improvement of environmental, social and profit distribution issues;            -Improvement of technical capacities;            -Addressing of environmental heritage issues;            -Support for development of the sector through promotion of the sector and mineral resources.            -Activating mines to full production capacity</p> <p>Resolution of ownership problem.</p> <p>Shortening by half of the time to respond to complaints.</p>	<p>2011</p>			
<p><b>3.4 Transaction process for TC Kosova e Re</b></p>						
<p>3.4.1 Implementation of the TC Kosova e Re</p> <ul style="list-style-type: none"> <li>• Admission of bids from bidders and their review</li> <li>• Announcement of the winning bidder based on the competitive process</li> <li>• Publication of Preferred Bidder</li> <li>• Signature of Implementation Agreements</li> </ul>	<p>PSC/MED/LPTAP/            Government</p>	<ul style="list-style-type: none"> <li>• Ensuring reliable electrical energy supply</li> <li>• Replacing "Kosova A" power plant with a new modern power plant "Kosova e Re"</li> <li>• Upgrading "Kosova B" power plant to meet EU</li> </ul>	<p>2011-2012</p>	<p>4,1 mln (obligations for 2011)</p>	<p>WB</p>	

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<ul style="list-style-type: none"> <li>Asset Transfer to the Private Investor</li> </ul>		environmental standards <ul style="list-style-type: none"> <li>Significant reduction in pollution through activation of Kosova e Re (Sox -80%, Nox-84%, Ash-99%, CO2 -25%,lignite-27%)</li> <li>Recultivation of about 10 km2 of the old mine area</li> <li>Creation of jobs to do the work for construction of the power plant</li> <li>Development of human capacities and transfer of technology</li> <li>Favorable and competitive electrical energy price</li> <li>Improvement of environment for foreign direct investment</li> </ul>				
3.5 Transaction support - Kosova e Re						

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<p>Supplementing legislation to enable implementation of the “Kosova e Re” project:</p> <ul style="list-style-type: none"> <li>• Law on Public-Private Partnership, Infrastructure Concessions and their procedures, Law No.. 03/L-090;</li> <li>• Law on Public Procurement in the Republic of Kosovo, Law No. 03/L-241;</li> <li>• Law on Mines and Minerals, Law No. 03/L-163;</li> <li>• Law on Central Heating, Law No. 03/L-116;</li> <li>• Law on Arbitrage, Law No. 02/L-75;</li> <li>• Labor Law, Law No. 03/L-212;</li> <li>• Law on Energy, Law No. 03/ L-184;</li> <li>• Law on Energy Regulatory, Law No. 03/ L-185;</li> <li>• Law on Electrical Energy, Law No. 03/ L-201;</li> <li>• Law on Amendment and Supplement of the Law No.. 03/l-139 for Expropriation of the Immovable Property, Law No. 03/L-205</li> <li>• Ensuring additional financing from the World Bank</li> <li>• Harmonization with the KEDS privatization transaction</li> <li>• Partial Risk Guarantee (The World Bank)</li> </ul>	MF/MED GOVERNMENT ASSEMBLY	<p>Approval of any law of assembly</p> <p>Providing additional funding from World Bank</p> <p>Completion of harmonization with the privatization transaction KEDS</p> <p>Provision of partial risk guarantees (World Bank)</p>	2011-2012		IFC / USAID World Bank	
<b>3.6 Protection environment and social measures - KOSOVA E RE</b>						
<p>Submission of the Spatial Plan for approval in the Government</p> <ul style="list-style-type: none"> <li>• Spatial Plan for the area of special</li> </ul>	MMPH - MZHE-PATEL	Preparation and approval of each mentioned	2011-2012		World Bank	

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<p>interest " New Mining Field"</p> <ul style="list-style-type: none"> <li>• Submitting for approval in the Government of PSC</li> <li>• Resettlement Action Plan PSC</li> <li>• Monitoring air quality in the project area</li> <li>• Monitoring of soil and water quality in the project area</li> <li>• Preparation Environmental Impact Assessment and Social Assessment ( to be finalized by the investor)</li> <li>• Inventory of greenhouse gases</li> <li>• The strategy of growth with low carbon emissions</li> <li>• Preparation of database on energy efficiency</li> <li>• Preparation of feasibility study for wind energy</li> <li>• Preparation Feasibility Study for capturing and disposal of carbon (CCS)</li> </ul>		document.				
<b>3.7 Connection of city central heating with Kosova B</b>						
Connection of City Heating in Prishtina (existing network) with TC "Kosova B" (co-generation system)	MED, KEK, Municipality of Prishtine	<p>-More favorable tariffs for district heating customers in Prishtina.</p> <p>-Guaranteeing continue of heating for Prishtina citizens.</p> <p>-Extending operational life of "Kosova B" power plant</p>	2013	<p>13.8 mln EUR grant,</p> <p>6 mln EUR grant, 5 mln EUR kredi 2 mln EUR grant Possible soft loan 8.9 mln EUR ?</p>	<p>EU Muni Pr</p> <p>EU, German Gov/KFW Prishtina Municipality Green Fund</p>	

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<b>3.8 Construction of transmission line with Albania</b>						
Construction of the 400kV transmission line in the territory of Kosovo	MED and KOSTT	Increase in transmission capacity for exchange of energy and increasing the security of the electrical energy supply	2014	16.5 mln euro (grant) 17 mln euro (soft loan)	German Government, KfW	
<b>3.9 Construction of capacities for renewable energy</b>						
3.9.1 Promotion of capacities for power generation small hydro plants	ERO, MED,	Increasing security of electrical energy supply and approaching towards 20% target (of the consumed energy to be from renewable sources)	2012-2014		Interested private capital	
3.9.2 Review Analysis for the profitability of the initiation of hydropower project in Zhur	MED	Clarifying the profitability of the project and opening of the way for a concrete action plan.	2011			
3.9.3 Review of the possibility to build energy sources - solar plants	ERO, MED	Increasing security of electrical energy supply and approaching towards 20% target (of the consumed energy to be from renewable sources)	2012			
3.9.4 Review of the potential for construction of energy - wind power plants		Increasing security of electrical energy supply and approaching towards 20% target (of the consumed energy to be from renewable sources)				
3.9.5 Review of the possibility to build plants from biomass	ERO, MESP, MED, MAFRD	Increasing security of electrical energy supply and approaching towards 20% target (of the	2012-2014		Interested private capital	

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
		consumed energy to be from renewable sources)				
3.9.6 Decommissioning of "Kosova A ", respectively its closure	MED, MESP, MLSW, MF, ERO, KEK		2017		EC – supported the study. Donations are expected from international institutions	



Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<b>4. REVITALIZATION OF AGRICULTURE SECTOR</b>						
<b>4.1 Increasing agricultural production and animal farming</b>						
4.1.1 Providing direct support for the grain sector (autumn sowing)	MAFRD, MoF	Invested Amount (€) 5,000,000 Supported jobs 4,000 New jobs 1,000 Increase in income (€) 10, 000, 000; Support per hectar 100€ (50,000 Ha) Import substitution: 11%	2012-2014	5.mil €		Government Program Law on Agriculture and Rural Development EPAP 2011
4.1.2 Direct support for the grain sector (spring sowing)	MAFRD, MoF	Invested Amount (€) 2,000,000 Supported jobs 2,000 Support per hectar 100€ (20,000 Ha) Import substitution: 17%	2012-2014	2.mil €		Government Program Law on Agriculture and Rural Development
4.1.4 Direct support for the milk production sector.	MAFRD, MoF	Invested Amount (€) 3,000,000 Supported jobs 4.285 New jobs 306 Increase in income (€) 6,293,451.00 Support per head 100€ (30,000 heads) Import substitution 10%	2012-2014	3. mil €		Government Program Law on Agriculture and Rural Development

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
4.1.5 Direct support for small stock (sheep and goats).	MAFRD, MoF	Invested Amount (€) 1,300,000; Supported jobs 1083; New jobs 108; Increase in income (€) 1,819,840; Support per head 10€ (130,000 heads); Import substitution 2.9%;	2012-2014	1.3mil €		Government Program  Law on Agriculture and Rural Development
4.1.6 Direct support for beef fattening (commercial farms)	MAFRD, MoF	Invested Amount (€) 250,000; Supported jobs 200; New jobs 25; Support per head 20€ (5,000 heads); Increase in incomes €699,550;	2012-2014	250.000 €		Government Program Law on Agriculture and Rural Development
4.1.7 Direct support for bird meat (broilers)	MAFRD, MoF	Invested Amount (€) 750,000; Supported jobs 16; New jobs 8; Increase in income (€) 3,060,000; Support per head 0.50 Euro (1,500,000 broilers); Import substitution: 11%;	2012-2014	750.000 €		Government Program Law on Agriculture and Rural Development
4.1.8 Direct support for laying hens	MAFRD, MoF	Invested Amount (€) 400,000; Supported jobs 102; New jobs 13; Increase in income (€) 2,394,202; Support per head 0.50 Euro (800,000 heads);	2012-2014	400.000€		Government Program Law on Agriculture and Rural Development

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
4.1.3 Direct support for adopting of new technologies for the Vegetable Sector in open fields	MAFRD, MF	Invested Amount (€) 1,500,000 Supported jobs 3,750 New jobs 626 Increase in income (€) 1,687,000 300 Eur (20% productivity increase for 5000 hectares Increase in exports: 10%	2012-2014	1.5 mil €		Government Program Law on Agriculture and Rural Development
<b>4.2 Profesional development for farmers through increasing competitive skills of intellectual capital</b>						
4.2.1 Drafting the documentation – will be designed in such way that it will prepare farmers for: qualitative reorientation of production to focus on quality; application of production practices in line with maintenance and improvement of the landscape; environment protection, hygiene standards and well-being of the live stock; and management of the economically sustainable farm.  4.2.2 Application of appropriate knowledge levels and technical know-how of economics, management and business, new technologies, new quality and safety of products and sustainable management of	MAFRD, MoF	Developing and distributing 10 technical leaflets (3000 copies for each topic out of which 92% in Albanian and 8% in Serbian)	2012-2014	WB	WB, DANIDA USAID	RDP 2010-2013;  Draft strategy on consulting services EPAP 2011

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
natural resources.						
<b>4.3 Restructuring of physical potential of farms</b>						
4.3.1 Application of second measure, sub-measure of grants for orcharding	MAFRD	4.3.1 Invested amount €1,800,00 Supported jobs 45540 New jobs 2000 Increase in income €2,069,280; Support per hectar €6,00 (300 Ha) Import substitution 11%	2012-2014	WB	WB, DANIDA INTRCOOP ERATION, USAID, GIS	IPARD rules; EPAP 2011; ARDP 2010- 2013
4.3.2 Application of second measure, submeasure of grants for greenhouse		4.3.2 Invested amount €3,000,000; Supported jobs 300; New jobs 99; Increase in income €3,376,200; Support per hectar/head (300x10.000€)- 30 new greenhouses; Import reduction 5%;				
4.3.3 Application of second measure, sub measure of grant for table grapes		4.3.3 Invested Amount €250,000; Supported jobs 90; New jobs 33; Increase in income €302,250; Support per hectar/head 4,200€) – 60 Ha; Import substitution 10%				
4.3.4 Application of second measure, sub-measure of grants for milk production (milkweed)		4.3.4 Invested Amount €1,200,000; Supported jobs 120; New jobs 18; Increase in income 1,264,896;				

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<p>4.3.5 Application of second measure, sub-measure grants for milk production in farms of small stock (sheep and goats)</p> <p>4.3.6 Application of second measure, sub-measure agricultural equipment</p> <p>4.3.7 Development and implementation of measure (sub-measures), acceptable criteria and other necessary documentation according to IPARD criteria and procedures</p> <p>4.3.8 Support from 4.3.1- 4.3.8 in the form of grants for new investments up to 50%</p>		<p>Support per farm €15,000 (80 projects) 20% increase in production, 4% imports substitution</p> <p>4.3.5 Invested Amount €800,000; supported jobs 53; New jobs 2; Increase in income €186,560; Support per farm €15,000 ( 53 projects) 10% increase in milk production; 20% increase in cade and lamb meat production; 1% imports substitution</p> <p>4.3.6 &amp; 4.3.7 Preapration of 18 measures, information material, calls for application; check lists and other documentation which will be in compliance with IPARD procedures.</p>				
<p><b>4.4 Improvement of the management of water sources and other natural sources</b></p>						

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<p>4.4.1 Application of irrigation, drainage and schemes for protection from floods in terms of capital investments in irrigation system</p> <p>4.4.2 Application of international best practice in irrigation</p> <p>4.4.3 Rehabilitation of irrigation system at the farm level and associations of irrigation users</p>	MAFRD		2012-2014	WB		Forestry Strategy 2010-2020 EPAP 2011 RDP 2010-2013
<b>4.5 Improvement of processing and marketing of agricultural products</b>						
<p>4.5.1 Application of measure ZHR 4, under-measure: milk (at the processing level). Development of the measure, acceptable criteria and other documentation according to criteria and procedures of IPARD</p> <p>4.5.2 Application of measure ZHR 4, under-measure: meat (at the processing level). Development of the measure, acceptable criteria and other documentation according to criteria and procedures of IPARD</p> <p>4.5.3 Application of measure ZHR 4, under-measure: fruits and vegetables (at the logistics and processing level). Development of</p>	MAFRD		2012-2014		ECLO, WB, DANIDA, GIS, INTERCOOPERATION	RDP 2010-2013 EPAP 2011

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
the measure, acceptable criteria and other documentation according to criteria and procedures of IPARD 4.5.4 Application of hygiene and food standards in milk, meat, and fruit & vegetable processing industry						
<b>4.6 Development and strengthening of capacities and functioning of LAGs according to the leader principles</b>						
4.6.1 Application of the Rural Development Measure (ZrR 8), support of projects of local action groups 4.6.2 Interactions among actors and projects of different sectors of local economy 4.6.3 Interactions from bottom-up with decision-making powers for Local Action Groups (LAG) regarding the elaboration and implementation of local development strategies	MAFRD		2012-2014	WB		IPARD rules EPAP, ARDP 2010-2013
<b>4.7 Further support for sustainable use of agricultural land</b>						
4.7.1 Development of acceptable criteria and other documentation	MAFRD		2012-2014	WB		Draft strategy on land

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<p>according to procedures and criteria of the draft strategy for land regulation 2010-2020</p> <p>4.7.2 Implementation of the project of unfinished land consolidation</p> <p>4.7.3 Implementation of the project for land regulation on voluntary basis</p>						regulation 2010-2020
<b>4.8 Further institutional development for EU accession</b>						
<p>4.8.1 Detailed description of tasks and responsibilities for each position separately; determining selection criteria and staff recruitment</p> <p>4.8.2 Further empowerment of Monitoring Committee</p> <p>4.8.3 Further empowerment of Managing Authority;</p> <p>4.8.4 Further empowerment of Payments Unit</p>	MAFRD (Institute of Viticulture)		2012-2014	WB		RDP 2010-2013
<b>4.9 Increase of the contribution of the forestry sector in economy through sustainable utilization of forestry resources</b>						
<p>4.9.1 Development of procedures and documentation, as well as the seedling material</p> <p>4.9.2 Sowing of 2,000,000 seedlings</p>	MAFRD	4.9.2 Afforestation of 400ha of treeless areas of woodland, as well as maintenance of 238.50ha of	2012-2014	WB	Government of Norway	Forestry Strategy 2010-2020 EPAP 2011



Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<p>4.9.3 Afforestation of 400 hectares of deforested surfaces of forest land, as well as maintainance of 238.50 hectares of afforested surface areas</p> <p>4.9.4 Planning of cultivating measures through pre-trade treatment of over 1000 hectares</p> <p>4.9.5 Use of forests according to Action Plan of Forest Management for 139.000 m<sup>3</sup> of state forests and 170.000 m<sup>3</sup> from private sector, gross wood mass</p> <p>4.9.6 Developing the strategy for ecotourism in Kosovo</p> <p>4.9.7 Prevention of demolition of forests and forest land from extraction of stones and gravel</p> <p>4.9.8 Protection of forests from illegal logging</p> <p>4.9.9 Development and approval of the Program for identification and recovery of surface areas suffering from diseases and pests</p> <p>4.9.10 Development of Management Plans</p>		<p>afforested area</p> <p>4.9.4 Developing a plan for forestry management for 139.000 m<sup>3</sup> for state forests and 170.000 m<sup>3</sup> from private sector, total wood mass</p>				

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<b>4.11 Developing the infrastructure of rural markets with cooling warehouses and the support to agricultural and agroprocessing enterprises</b>						
4.11.1 Developing of necessary technical and legal infrastructure	MAFRD		2012-2014			ARDP 2010-2013 EPAP 2011
4.11.2 Construction of markets and warehouses for collection, preserving, classification and selling						
4.11.3 Developing the program for advancement of agro-nutritive enterprises according to EU requirements						
<b>4.12 Establishment of database for AIS (Agriculture Information System)</b>						
4.12.1 Development of Action Plan and other documentation for successful realization of planned activities	MAFRD		January – December	WB		RDP 2010-2013 EPAP 2011
4.12.2 Establishment of farm registry						
4.12.3 Establishment of the system for identification of parcels						
4.12.4 Collection and processing of statistical data and analysis of NAF (Network of Accounting in						

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
Farms)						
<b>4.13 Fund to facilitate access to agricultural loans</b>						
4.13.1 Provision of facilities for access to agricultural loans	MF		2013			Government Program

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
<b>5. HUMAN CAPITAL DEVELOPMENT</b>						
<b>INCREASING THE QUALITY OF AND INCLUSIVENESS IN EDUCATION. DEVELOPMENT OF THE QUALITY OF HUMAN CAPITAL THROUGH FORMAL EDUCATION, PROFESSIONAL DEVELOPMENT AND LIFE-LONG LEARNING</b>						
<b>5.1 Development and support of an all inclusive education system that ensures equal access to quality education</b>						
5.1.1 Functionalization of the Education Information Management System (EIMS) with the features of collecting and processing relevant information at the school, municipality, region and country levels	MEST		2011 - 2012	365,840.00	IDEP	Draft Sectorial Strategy of Education
5.1.2 Drafting of sub-legal legislation for the Law on Pre-University Education	MEST		2011 - 2012	20,000.00		Draft Sectorial Strategy of Education
5.1.3 Implementation of the new financing formula in all municipalities of Kosovo after the pilot phase. A separata account to be opened for all schools for an autonomous financial management for goods and services	MEST		2012	76,900.00	IDEP	Draft Sectorial Strategy of Education

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
5.1.4 Establishment of the Agency for Curricula, Evaluation, and Standards as a consultative body of MEST for these areas	MEST		2011 - 2012	45,000.00		Draft Sectorial Strategy of Education
5.1.5 Review and further developemnt of curricula to align them to economic and social development needs of Kosovo (reforms in curricula based on competence, textbooks and learning materials, evaluation)	MEST		2011 – 2016	2,357,300.00	UNICEF European Commission Council of Europe GIZ	Draft Sectorial Strategy of Education 2011-2016  Government Program
5.1.6 Professional development of teachers and schoolmasters through training sessions up to 30 hours per year for every teacher (application of new curricula, new methodology, evaluation, subject-based education, inclusive education for all, IT, teachers for non-educational profiles, school management etc.)	MEST		2011 - 2012	3,920,000.00	USAID European Commission (Edu SWAP)  Council of Europe  And other donors	Draft Sectorial Strategy of Education 2011-2016  Government Program
5.1.7 Ensuring adequate infrastructure for ITK. Equipping schools with computers and laptops. ICDL traning. Development of electronic learning contents in terms of	MEST		2011 - 2012	2,444,100.00	World Bank European Commission GIZ	

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
Kosovo Framework of Curricula						
5.8 Ensuring quality in education and professional development	MEST		Continuous			
5.1.9 Eliminating illiteracy	MEST		Continuous			The strategy of pre-university studies;  Strategy of adult education
5.1.10 Prevention of school drop-outs	MEST, municipalities				GIZ	All-sectoral approach to education
5.1.11 Improvement of the quality of higher education by ensuring quality control, application of European standards and review of organization of academic structures	MEST					Draft Sectorial Strategy of Education 2011-2016 Government Program
5.1.12 Completion and amendment of necessary legislation	MEST		December 2012			Draft Sectorial Strategy of Education 2011-2016 Government Program

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
5.1.13 Implementation of reforms at school levels for decentralization, school management, inclusion of parents	MEST, municipalities					Draft Sectorial Strategy of Education 2011-2016 Government Program
5.1.14 Establishment of research institutions in universities for provision of services to the private sector and for other purposes	MEST					Draft Sectorial Strategy of Education 2011-2016 Government Program
5.1.15 Restructuring of education system and opening of professional schools in order to meet the labor market needs	MEST					Draft Sectorial Strategy of Education 2011-2016 Government Program
<b>5.2. Establishing the system of vocational education and lifelong education</b>						
5.2.1 Development of National Framework of Qualifications	MEST					
5.2.2 Decentralization of authority from municipalities to schools of AAP	MEST					

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
5.2.3 Implementation of the project for establishment of Centers of Competence and transformation of schools of professional education and developmen into Centers of Competence	MEST					
5.2.4 Increasing of capacities of professional training for jobseekers	MEST					
5.2.5 Creating conditions for acrediation and certification of PEC and trainers	MEST					
5.2.6 Acreditation and licensing of AAP and education programs	MEST					
5.2.7 Better coordination between education and employment, including development of higher education and professional development as a response to market needs	MEST					



Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
5.2.8 Development of a sustainable and quality system for further demand-driven education and development which fulfills individual and social needs, and also the needs of Kosovo economy by helping in development of life-long learning	MEST					
5.2.9 Development of programs for life-long learning	MEST					
<b>5.3 Increasing employment rate and strengthening of professional training based on labour market needs</b>						
5.3.1 Development of integrated concept for offering counsel for employment from MEO advisors	MLSW	Decision on the establishment of Working Group  Defined Integrated concept  Integrated concept approved by political staff  Reports from MEO on the number of employed persons	2011	25,000	Lux-Development/ UNDP	Sectoral Strategy 2009-2013 Action Plan 2011-2013 and Legislative Strategy 2011
5.3.2 Building capacities for professional development and opening of mobile centers for skills development (MCSD)	MLSW	Mobile centers of skills development (a center per year) New trainers employed at MCSD Agreement contracts with the donor for supporting establishment of MCSD	2011-2013	80,000	Lux-Development/ UNDP ARRK	Sectoral Strategy 2009-2013  Employment Strategy 2010-2012

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
5.3.3 Training of professional and managerial staff of the Professional Development network	MLSW	Visits and workshops of the managerial and professional staff of DPD and MCSD  Certificates of attendance	2011-2012	55,000	Lux-Development/ WB	Sectoral Strategy 2009-2013 Employment Strategy 2010-2012
5.3.4 Identification of needs and possibilities for the establishment of National Employment Agency (NEA)	MLSW	Completed analytical report  NEA Organizational structure approved by MLSW	2011	50,000	World Bank	Sectoral Strategy 2009-2013 Employment Strategy 2010-2012
5.3.5 Establishment of a credible system of information about Labour Market until the end of 2011/SITP	MLSW	Working group established Completed SITP draft Approved action plan Software in the function of Employment Offices installed 186 persons trained Cleaned database of job-seekers	2011	25,000	Lux-Development/ UNDP	Sectoral Strategy 2009-2013 Employment Strategy 2010-2012
5.3.6 Increasing of capacities for profesional development for jobseekers (unemployed) for 35% until 2013	MLSW	Number of signed contracts with employed Workshops with established PDCs Training certificates issued and the report on the number of trained persons that have been employed	2012	600.000	Lux-Development	Sectoral Strategy 2009-2013 Employment Strategy 2010-2012
5.3.7 Conducting research for identification of new professions based on labour market needs	MLSW	Research conducted and the labour market needs identified Report on the analysis of the research on labour	2011-2012	30.000	Lux-Development	Sectoral Strategy 2009-2013 Employment Strategy 2010-

Activities	Institution(s) responsible	Indicators	Timeframe	Budget Implication	Donors	Existing sector strategies
		market needs completed				2012
5.3.8 Construction of new PDCs (Professional Development Centers) in three regions according to EU standards	MLSW	PDC in Gjilan established in Gjilan, Mitrovica, and Gjakova in 2012	2011-2013	2000.000	Lux-Development, WB, other donors	Sectoral Strategy 2009-2013 Employment Strategy 2010-2012
5.3.9 Establishment and functionalization of the fund for professional training	MLSW	Concept paper approved on the establishment of the fund for professional training  Administrative Instruction on the functioning of the training fund approved Contracts completed with outside training providers	2011-2013	2.600.000	Lux-Development, Kosvet 6, UNDP, WB, ARRK	Sectoral Strategy 2009-2013 Employment Strategy 2010-2012
5.3.10 Quality assurance for PDCs and fulfilling conditions for accreditation and certification until 2012	MLSW	Number of accredited professions for PDCs 50% in 2011 Number of certified trainers (15 trainers per year) PDCs accredited by the National Accreditation Authority	2011-2012	60.000	Lux-Dev, Kosvet 5	Sectoral Strategy 2009-2013 Employment Strategy 2010-2012
5.3.11 Review of existing curricula and compiling new curricula based on National Framework of Qualifications	MLSW	Report from the curricula development based on the National Framework of Qualifications for 10 professions per year	2011-2012	60.000	Lux-Dev, Kosvet 5	Sectoral Strategy 2009-2013 Employment Strategy 2010-2012

<b>Activities</b>	<b>Institution(s) responsible</b>	<b>Indicators</b>	<b>Timeframe</b>	<b>Budget Implication</b>	<b>Donors</b>	<b>Existing sector strategies</b>
5.3.12 Expanding of active programs of labour market and employment of registered jobseekers in Municipal Employment Offices (MEO)	MLSW	Reports from MEOs on the number of persons employed	2011 - 2013	120,000	UNDP, Lux-Development	Sectoral Strategy 2009-2013 Employment Strategy 2010-2012
5.3.13 Employment of registered jobseekers through implementation of public works projects	MLSW	Number of employed persons from each project each year	2011 - 2013	6,000,000	World Bank, UNDP	Sectoral Strategy 2009-2013 Action Plan 2011-2013
5.3.14 Employment of registered jobseekers through the project "Beautiful Kosova"	MLSW	Around 1000 job-seekers employed	2011 - 2013	3,000,000	EU project, funds from IPA	Sectoral Strategy 2009-2013 Action Plan 2011-2013
5.3.15 Implementation of programs through limited wage subsidies and support for entrepreneurship and private companies for qualified jobseekers	MLSW	Number of subsidized persons and contracts with companies	2011 - 2013	300,000	UNDP, Lux-Development	Sectoral Strategy 2009-2013 Action Plan 2011-2013
5.3.16 Negotiation and drafting of agreements for cooperation with countries in the region, EU countries and other countries for seasonal employment of Kosovo labor force	MLSW	Number of proposed documents, number of signed agreements Number of employed persons, number of implemented contracts	K2 2011 K3 2011	10,000	TAEX project, Council of Europe	Sectoral Strategy 2009-2013 Employment Strategy 2010-2012