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**Republika e Kosovës**

**Republika Kosova-Republic of Kosovo**

***Qeveria-Vlada-Government***

*Ministria e Zhvillimit Rajonal*

*Ministarstvo za Regionalni Razvoj*

*Ministry of Regional Development*

**Action Plan 2023-2025 of the Regional Development Strategy**

**2020-2030**

# **List of abbreviations**

|  |  |
| --- | --- |
| MZHRZKM-ZPS ZKIE/ZKMMAPLMFPT MASHTI MEMINTMBPZHR MMPHIASK AKK KK SKQ PQ PVPQ KASH SKZH IP ZKA SVL SKZH - PKRE PKZMSA PSAK  | Ministry of Regional Development;Office of the Prime Minister - Office for Strategic Planning; Office of the Prime Minister for European Integration; Ministry of Local Government Administration;Ministry of Finance, Labour and Transfers; Ministry of Education, Science, Technology and Innovation; Ministry of Economy; Ministry of Industry, Enterprise and Trade; Ministry of Agriculture, Forestry and Rural Development; Ministry of Environment, Spatial Planning and Infrastructure;The Kosovo Agency of Statistics; Association of Kosovo Municipalities; Municipal Assembly; Government Coordination Secretariat;Government Program; Annual Work Plan of the Government; The Medium-Term Expenditure Framework;National Development Strategy; Public Investments; National Audit Office; National Development Strategy; National Program for Economic Reform; National Programme for Implementation of the Stabilization and Association Agreement; Strategic Plan for Education in Kosovo. |

**Strategic objectives**

The Regional Development Strategy has a total of three strategic objectives:

**Objektivi Strategjik 1**: Coordination of regional development policies;

**Strategic Objective 2**: Balanced regional development and regions capable of inter-regional competition

**Strategic Objective 3**: Sustainable regional development based on natural, economic, cultural, and human resources

In order to achieve concrete activities, specific objectives are also foreseen for each strategic objective, listed as follows:

**Strategic Objective 1:**

In objective 1, 2 specific objectives are envisaged:

**Specific Objective**: 1.1 Drafting of primary and secondary legislation that regulates the functioning of mechanisms for balanced regional socio-economic development.

**Specific Objective**: 1.2: Establishment of institutional mechanisms for regional development, for the design, monitoring and evaluation of regional programs/projects and performance.

**Strategic Objective 2**:

Within strategic objective 2, 2 specific objectives have also been envisaged:

* **Specific Objective: 2.1** Increasing the level of socio-economic development of regions, by determining priorities based on assessments;
* **Specific Objective: 2.2** Reduction of disparities through balanced financial assistance in the private and public sector;
* **Specific Objective: 2.3** Promotion of developmental policies that contribute to balanced regional socio-economic development;
* **Specific Objective: 2.4** Expansion of interregional cooperation through transnational programs.

**Strategic Objective 3:**

In objective 3 there are also 3 specific objectives as follows:

* **Specific Objective: 3.1** Inventorying natural, economic, cultural, and human resources;
* **Specific Objective: 3.2** Building capacities for the utilization of all resources.
* **Specific Objective: 3.3** Development of economic zones aimed at balanced regional socio-economic development.

In order to highlight the objectives of the strategy, the following aims have been established (reflected in Table 1) which will be monitored and evaluated from the perspective of implementation through the Action Plan and monitoring reports:

# **ACTION PLAN**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Nr.** | **Objectives, specific objectives, indicators, and actions**  | **Base value**  | **Temporary target [year]**  | **Last year** | **Result** |
| **Strategic Objective 1: Coordination of policies for regional development;** |
| **1** | Strategic Objective 1: Coordination of policies for regional development; | Partially harmonized (2022) | Partially harmonized (2025) | 5 (2030) | Legislation for regional development harmonized with the EU acquis. |
| **I.1** | **Specific Objective: 1.1 Development of primary and secondary legislation that regulates the operation of mechanisms for balanced socio-economic regional development.** |
| **1** | Indicator: Completed legal framework for Regional Development. | Regional development is not regulated by legislation (2022) | Fully regulated (2025) |  | The Law on balanced regional development and four (4) subordinate acts drafted and approved |
| **Nr.** | Action | The Deadline | The Budget | Funding source | Leading and supporting institution |  Product Output | References in documents |
| 2023 | 2024 | 2025 |  |  |  |  |
| **I.1.1** | Drafting of the Law on Balanced Regional Development (in the Assembly of Kosovo)". |  2023 | 500 | 0 | 0 |  BK | MZHRMFPT, ZKM,ASK MMPHI | Law on Balanced Regional Development adopted/approved". |   |
| **1.1.2** | Drafting and adoption of the Regulation on the Management of the Program for Balanced Regional Development. | 2024 | 3,700 | 4,450 | 750 | BK | MZHRMFPT, ZKM,ASKMMPHI | Sub-legal act drafted and approved. |  |
| **1.1.3** | Drafting and approval of the Regulation for the establishment, organization, functioning and monitoring of the Centers for Regional Development in the developed regions. | 2023 | 3,700 | 4,450 | 750 | BK | MZHRMFPT, ZKM,ASKMMPHI | Regulation/Law act drafted and approved. |  |
| **1.1.4** | Drafting and approval of the Regulation on standards, methodology, and system for drafting and monitoring Operational Plans for regional development of developed regions. | 2024 | 3,700 | 4,450 | 750 | BK | MZHRMFPT, ZKM,ASKMMPHI | Regulation/Law act drafted and approved. |  |
| **1.1.5** | . Drafting and approval of the Regulation on regional performance and monitoring of balanced socio-economic regional development. | 2024 | 3,700 | 4,450 | 750 | BK | MZHRMFPT, ZKM,ASKMMPHI | Regulation/Law act drafted and approved. |  |
|  | Review and advancement of the explanatory document on EU policies for balanced regional development 2025. | 2025 | 0 | 0 | 2,000 | BK | MZHRZKM | Explanatory document. |  |
|  | General Budget for Specific Objective I.1: |   | **15,300** | **17,800** | **5,000** |   |   |   |   |
|  | From which capital: |   |   |   |   |   |   |   |   |
|  | From which streams: |   |  15,300 |  17,800 |  5,000 |   |   |   |   |
| **I.2** | **Specific Objective: 1.2 Establishment of institutional mechanisms for regional development, for the development, monitoring, and evaluation of regional programs/projects and performance.** |
| **1** | Indicator: Development of the Regional Performance Measurement System (RPMS). | There is no advanced performance system [2022]. | Functional performance system for all development regions (2025) |  | MZHR, in collaboration with USHAF, is implementing the SPSS system as a format for the functionalization of the regional performance measurement system. The system for measuring regional performance in SPSS format is applicable in all development regions.Developed regional performance system (2024)Regional Performance Report (2025) |
|  **Nr.** | Action | The deadline |  The Budget | The source of funding | Leading and supporting institution | Product (Output) | References in documents |
| 2023 | 2024 | 2025 |  |  |  |  |
| **I.2.2** | Analysis on the evaluation of necessary fields for investments with regional impact. | 2025 | 0 | 1,200  | 2,400 | BK | MZHR, The municipalities | Analysis developed in specific fields in need of regional impact investments (which includes elements from the regional and local performance report) | PKZH |
| **I.2.3** | Development of the regional performance measurement system. | 2025 |  5,000 | 25,000  | 5,000  | BK | MZHR, The municipalities | Functionalized performance system | PKZH |
|  | The overall budget for Specific Objective I.2: |   | **5,000** | **26,200** | **7,400** |   |   |   |   |
|  | From which capital: |   |   | 25,000  | 5,000  |   |   |   |   |
|  | From which streams: |   |  5,000 |  1,200 |  2,400 |   |   |   |   |
| **Nr.** | **Strategic objectives and specific objectives, indicators and actions** | **The base value** | **Temporary goal [year]** | **The target year is the last year [year].** | **Result** |
| **Strategic Objective: 2. Balanced regional development and competitive regions;** |
| **1** | Indicator: Balanced Regional Gross Value Added (GVA) per capita in developed regions. | N/A (2022) |  N/A(2025) |  (2030) |   |
| **I.2.1** | **Specific Objective: 2.1. Increasing the level of socio-economic development in the regions, through prioritization based on assessments.** |
| **1** | Indicator: Regional performance reflection in capital investment across developed regions. | The average discrepancy of capital investments between the 5 developed regions expressed in % for the period 2020-2022.2020 (12% - 25%) 2021 (9% - 24%)2022 (2% - 5%) |   (2025)The period 2023-252023 (2% - 4%)2024 (2% - 4%)2025 (2% -4%) |  (2030)The period 2023-2030(2% - 4%) | The orientation of capital investments towards the elimination of regional inequalities. |
| **Nr.** | Action | TheDeadline | The Budget | Source of funding | Leading and supporting institution | Product (Output) | References in documents |
| 2023 | 2024 | 2025 |  |  |  |  |
| **I.2.1.1** | Creation of a regional database with socio-economic data (including spatial data). |  2024 |  3,000 | 5,000  | 0 |  BRK | MZHRMFPTASKMMPHI (IPH) | A regional database created with regional socio-economic data |  PKZH |
| **I.2.1.2** | Drafting the study on identifying strategic investments with regional socio-economic impact. |  2025 | 10,000  | 10,000  | 10,000  | BKPotential donors | MZHR,ZKMLine ministries and municipalities | The finalized study | PKZH |
| **I.2.1.3** | Regional representation based on the development of natural resource |  2025  |  4,200 | 4,200  | 4,200  |  BK | MZHRLine ministries" and "municipalities | Evaluation report |  |
|  | Overall budget for Specific Objective II.1: |   | **17,200** | **19,200** | **14,200** |   |   |   |   |
|  | From which capitals: |   |   |   |   |   |   |   |   |
|  | From which streams: |   |  17,200 |  19,200 |  14,200 |   |   |   |   |
| **I.2.2** | **Objective 2.2: Reducing inequalities through balanced financial assistance in the private and public sectors.** |
| **1** | Indicator: Number of public infrastructure projects implemented through IPA per region. | 65 [2022]  |  123 (2025) | 250 (2030) | Improved and balanced public infrastructure per developed regions through implemented projects. |
| **2** | Indicator: Number of private sector subsidy projects per region contributing to employment growth through the IPA CBC program. |  650[2022] | 1000(2025) |  2200 (2030) | Balanced employment growth per developed regions through projects. |
|  **Nr.** | Action | TheDeadline | The Budget | Source of funding | Leading and supporting institution | Product (Output) | References in documents |
| 2023 | 2024 | 2025 |  |  |  |  |
| **I.2.2.1** | Analysis of capital investments by developed regions | 2024 | BK | MZHR,  | The completed analysis of capital investments. |  |
| 0 | 3,500 | 0 |
| **I.2.2.2** | Analysis of private sector grant distribution from central level to regions. | 2024 | 0 | 3,500  | 0 | BK | MFPTMZHR | The completed analysis of grant distribution in businesses of developed regions. |  |
| **I.2.2.3** | Design and implementation of regional development program with grants for municipalities to improve public infrastructure.  | 2025 | 2,300,000 | 1,800,000  | 1,800,000  | BK | MFPTMZHR | The designed program. |  |
| **I.2.2.4** | Design and implementation of balanced regional development program with grants in private sector. | 2025  | 1,500,000 | 1,000,000  | 1,000,000 |  BK,  | MFPTMZHR | The designed program. |  |
|  | The overall budget for Specific Objective II.2: |   | **3,800,000** | **2,807,000** | **2,800,000** |   |   |   |   |
|  | From which capitals: |   |  2,300,000 |  1,800,000 |  1,800,000 |   |   |   |   |
|  | From which streams: |   |  1,500,000 |  1,007,000 |  1,000,000 |   |   |   |   |
| **I.2.3** | **Specific Objective: 2.3 Promotion of development policies that affect the growth of balanced regional socio-economic development** |
| **1** | Indicator: Promotion of regional development policies. | 80 [2022] | 140 (2025) | 240 (2030) | Promotional activities carried out through annual conferences, organized workshops such as:* Workshops for work plan
* Workshops for Action Plan
* Workshops for regional initiatives
* Workshops for guidelines/regulations
* Information sessions
* Roundtable discussions
* Working groups, etc.
 |
|  **Nr.** |  Action | The deadline | The budget | Source of funding. | Institutional leader and supporter | Product (Output) | References in documents |
| 2023 | 2024 | 2025 |  |  |  |  |
| **I.2.3.1** | Action Plan 2026-2028 (Regional Development Strategy 2020-2030) |  2025 |  0 |  0 |  3,500 |  BK | MZHRZKM | Action Plan 2026-2028 (Regional Development Strategy 2020-2030)Approved |  |
|  | The preparation of the guidelines for accessing the EU Structural Funds. | 2024 | 5,000 | 3,500 | 0 | BK | MZHRZKM | Guide for accessing EU structural funds drafted. |  |
| **I.2.3.2** | The development of a program for promoting regional socio-economic development policies. | 2024 | 0 | 15,000 | 0 |  BK | MZHR | Program Plan for Promoting Socio-Economic Regional Development Policies (Communication Plan). |  |
|  | The overall budget for Specific Objective II.3: |   | **5,000** | **18,500** | **3,500** |   |   |  | KASH 2023-25 |
|  | From which capitals: |   |   |   |   |   |   |   |   |
|  | From which streams: |   |  5,000.00 |  18,500 |  3,500 |   |   |   |   |
| **I.2.4** | **Objective Specific: 2.4 Expansion of cross-regional cooperation through transnational programs.** |
| **1** | Indicator: Participation in transnational programs. |  3 virtuale [2022] | 13 (2025) |  32 (2030) | Participation in the 3 transnational programs (Euromed, Danub dhe Adrion) |
|  **Nr.** | Action | The deadline | The budget | Source of funding | Institutional leader and supporter | Product (Output) | References in documents |
| 2023 | 2024 | 2025 |  |  |  |  |
| **I.2.4.1** | Undertaking concrete steps related to participation and application for membership, such as becoming an observer member in transnational programs: Euromed, Adrion and Danube. | 2025 |  5,000 |  5,000 |  5,000 |  BK | MZHRMIE | Activities undertaken regarding the preparation of documentation for transnational programs EUROMED, ADRION, DANUB, and other regional initiatives. |  |
| **I.2.4.2** | Coordination of activities with the secretariats of transnational cooperation programs for EUROMED, ADRION and DANUB programs. | 2025 |  6,500 | 2,500  | 2,500  |  BK | MZHRMIE | Participation and access to activities of transnational programs. |  |
|  | Overall budget for Specific Objective II.4: |   | **11,500** | **7,500** | **7,500** |   |   |   |   |
|  | From which capitals: |   |   |   |   |   |   |   |   |
|  | From which streams: |   |  11,500 |  7,500 |  7,500 |   |   |   |   |
| **Nr.** | **Strategic objectives and specific objectives, indicators, and actions** | **The base value** | **Temporary goal [year]** |  **The target year is the last year [year].** | **Result** |
| **Strategic Objective: 3. Sustainable regional development based on natural, economic, cultural, and human resources.** |
| **1** | Indicator: Regional Sustainability through Implementation of Development Programs. | The programs have been implemented 95.92% [2022] |  96.01% (2025) | 97.02% (2030) | PZHR (Capital Investments)  |
| **I.3.1** | **Specific Objective: Inventory of natural, economic, cultural, and human resources.** |
| **1** | The indicator: Databases for regional natural, economic, and cultural resources. | 0 [2022] |  2 (2025) | (2030) | (2023) Completion of inventorying cultural resources by development regions in cooperation with the Ministry of Culture, Youth and Sports.(2024) Completion of inventorying natural resources by development regions in cooperation with the Ministry of Environment, Spatial Planning and Infrastructure.(2024-2025) Inventorying of human resources based on professional profiles by development regions. |
| **2** | Indicator: Number of individuals certified in professional skills through the Know-How Academy MFEA-BERD1. Crisis Management: Your Clients and Suppliers
2. Crisis Management: Essential Elements of Financial Management
3. Crisis Management: Financing Your Company
4. Crisis Management: Your Personnel, Your Key Asset
5. Crisis Management: Challenges in Management and Leadership
 | 360 [2022] |  480 (2025) | 640 (2030) | It is planned that 640 people will be trained by (BERZH) by the end of 2030.The main pillars are as follows:* Compliance with local legislation requirements for financial reporting;
* Preparation of the Income Statement, Balance Sheet and Cash Flow Statement;
* Reporting financial performance;
* Measuring the achievement of company objectives;
* Working capital and its management;
* Liquidity and various categories of ratios;
* Inventory management, accounts receivable, accounts payable;
* Cash management and forecasting;
* Financing sources - debt restructuring.
 |
| **Nr.** | Action | The deadline | The budget | Source of funding | Institutional leader and supporter | Product (Output) | References in documents |
| 2023 | 2024 | 2025 |  |  |  |  |
| **I.3.1.1** | Creating a database for inventorying natural, economic, and cultural resources by development regions. | 2024 |  1,500 | 1,500  |  0 | BK, Donor | MZHRMMPHMTIMKRS  | Database of natural, economic, and cultural resources by development regions | PKZH |
| **I.3.1.2** | Creating a database for identifying human resources based on professional profiles by development regions. | 2025 |  0 | 2,400  | 2,400  | BK, Donor | MZHRASKMFPT/APMASHT | Database by socio-economic regions for the labor force according to professional profiles. | PKZHProfiles of Development Regions |
| **3.1.3** | Certification of applicants and potential applicants in MZHR schemes through the online Academy "Know-How" MZHR-BERZH | 2025 | 500 | 500 | 500 | BK, Donor | MZHR BERZH | 200 potential applicants for MZHR sectors to be certified | **Check out the program at** [**www.ebrdknowhowacademy.com**](http://www.ebrdknowhowacademy.com) |
|  | Overall budget for Specific Objective III.1: |   | **2,000** | **4,400** | **2,900** |   |   |   |   |
|  | From which capitals: |   |   |   |   |   |   |   |   |
|  | From which streams: |   |  2,000 |  4,400 |  2,900 |   |   |   |   |
| **I.3.2** |  **Specific Objective: 3.2 Building capacities for the utilization of all resources.** |
| **1** | Indicator: Number of projects implemented to build capacities for the utilization of resources | 91[2022] | 211 (2025) |   411(2030) |   Realization of projectsOSHC- ve |
|  **Nr.** | Action | The deadline | The budget  |  | Source of funding | Institutional leader and supporter | Product (Output) | References in documents |
| 2023 | 2024 | 2025 |  |  |  |  |
| **I.3.2.1** | Development of the program for capacity building | 2025  |  2,000 | 3,000 |  3,000 |  BK |   | The program for building capacities to advance tourism by development regions | PKZH2023-25 |
| **I.3.2.2** | Building local-level human capacities for advancing tourism by development regions  | 2025 | 87,900 | 81,900 | 83,900 | BK | MZHRmunicipalities | 300 Trained individuals | PKZH2023-25 |
| **I.3.2.3** | Organization of trainings to build capacities for youth in identifying self-employment opportunities and creating start-up businesses. | 2025  |  50,000 | 50,000  | 50,000  | BK, Donor | MZHR OJQ | Organized trainings, program report.  |  PKZH  |
|  | The overall budget for Specific Objective III.2: |   | **139,900** | **134,900** | **136,900** |   |   |   |   |
|  | From which capitals: |   |   |   |   |   |   |   |   |
|  | From which streams: |   |  139,900 |  134,900 |  136,900 |   |   |   |   |
| **I.3.4** | **Specific Objective: 3.3 Development of economic zones for the purpose of balanced regional socio-economic development.** |
| **1** | Indicator: Number of infrastructure projects in economic zones | 0[2022] |  3(2025) | 5(2030) |  |
| **2** | Indicator: Number of supported businesses in economic zones | 10[2022] | 20 (2025) | 40 (2030) |  |
|  **Nr.** | Action | The budget  | The budget  | Source of funding | Institutional leader and supporter | Product (Output) | References in documents |
|  |  |  | 2023 | 2024 | 2025 |  |  |  |  |
| **I.3.3.1** | Grant allocation in collaboration with municipalities for the improvement of public infrastructure (capital investments) in economic zones | 2025  |  200,000 | 200,000  | 200,000  |  BK | MZHRThe municipalities | Grants awarded, impact reportA total of 8 infrastructure projects are planned in the economic zones | KASH 2023-25  |
| **I.3.3.2** | Grant allocation for increasing the productive capacities of businesses in economic zones with a special focus on balanced regional socio-economic development | 2025  |  100,000 | 100,000  | 100,000  |  BK | MZHRThe municipalities | Impact report of the distributed grants:A total of 40 businesses were supported in the economic zones | KASH 2023-25 |
| **I.3.3.3** | Promotion of regional policies and conditions offered to attract foreign investors to developing regions |  2025 | 10,000 | 10,000 | 10,000 | BK | MZHR MINT | Publication of economic zone profiles according to socio-economic regions | PKZH |
| **I.3.3.4** | Analysis of investments from the central level in economic zones | 2025 | 0 | 0 | 3,500 | BK |  | Document analysis of the impact of capital investments in economic zones and recommendations. |  PKZH |
| **I.3.3.5** | Analysis of the functioning of economic zones |  | 3,000 | 3,000 | 3,000 | BK | MZHRMINT | The analysis is complete |  |
|  | The general budget for Specific Objective III.3: |   | **313,000** | **313,000** | **316,500** |   |   |   |   |
|  | From which capitals: |   |  200,000 |  200,000 |  200,000 |   |   |   |   |
|  | From which streams: |   |  113,000 |  113,000 |  116,500 |   |   |   |   |
|  | **The overall budget for the Action Plan:** |   | **4,308,900** | **3,348,500** | **3,293,900** |   |   |   |   |
|  | **From which capitals:** |   |  2,500,000 |  2,025,000 |  2,005,000 |   |   |   |   |
|  | **From which streams:** |   |  1,808,900 |  1,323,500 |  1,288,900 |   |   |   |   |