



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

# **Government Program**

## **2020–2023**

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## 1. PRINCIPLES AND OBJECTIVES OF THE GOVERNMENT

The Government of the Republic of Kosovo shall be the guardian and implementer of all principles and norms deriving from the Constitution of Kosovo, without any distinction. Preserving the independence, sovereignty, territorial integrity and constitutional order of Kosovo is an essential state obligation for the Government of the Republic of Kosovo that derives from the will of the citizens of Kosovo. The advancement of civil freedoms, the protection of private property, promotion of equal opportunities, strengthening of the market economy, promotion of efficient and neutral justice will be the main postulates that shall portray the new Government's political consciousness. The strategic orientation of the Republic of Kosovo to strengthen stability in the region will be promoted, creating good neighbourly relations with all countries in the region. The country's integration into the European Union and NATO shall be the purpose from which institutional commitments for the advancement of democracy, the economy and the rule of law stem.

The Government of the Republic of Kosovo aims to establish and strengthen a competent and accountable government, which will strengthen trust of Kosovo's citizens and our strategic partners, the EU and the USA, in Kosovo's vitality as an independent state, implementing policies that increase quality of life, respect everyone's rights, and provide equal opportunities in education, health, social life and public services in general.

The governing program, built on Kosovo's national priorities, is based on democratic values, such as: respect for tradition, justice, tolerance, responsibility and transparency, individual and collective freedom. These values represent the foundation of Kosovo's modern European society. As such, the governing program offers opportunities for the realization of the vision for Kosovo an independent and democratic state, developed and integrated in Euro-Atlantic structures, with independent functioning of the authorities. Today, Kosovo faces a serious situation, as a result of the COVID-19 pandemic, both in terms of public health and economy. Therefore, the basic objectives of the Government are:

- (i) the fight to defeat pandemic and
- (ii) post-pandemic economic recovery.

In addition to these objectives, the Government has the following priorities:

- (i) Strengthening the state, advancing democracy, combating negative phenomena, especially crime and corruption;
- (ii) Economic development based on market economy, increased employment and investment, to face consequences of pandemics and the need to strengthen the competitiveness of local businesses and products;
- (iii) Assuming responsibility for advancing dialogue with Serbia, in co-operation with the EU and the USA, by not allowing border changes and territory swaps;

- (iv) Advancing the European integration process, through the implementation of the SAA, and the Euro-Atlantic integration process;
- (v) Full implementation of the European Reform Agenda;
- (vi) Creating the environment for position-opposition cooperation on vital issues in the best interest of the country and decision-making in broad and comprehensive consultation, especially in the dialogue process with Serbia.

## **2. MANAGEMENT OF PANDEMIC CAUSED BY COVID-19**

The evolutionary nature and rapidity of the development of COVID-19 pandemic, followed by unknowns in development of diseases it causes, have led to unprecedented challenges for health care systems, as well as dramatic socio-economic impacts around the world. Thousands of lives have been lost as a result of the crisis, which continues to put healthcare systems under great strain. All European Union countries banned public meetings, schools were closed and travel restrictions were imposed. More than half of EU Member States have declared a state of emergency. These restrictive measures were seen as necessary to slow the spread of the virus and have already saved lives in our country.

### **2.1. Pandemic management during emergency phase**

Like other epidemics, this epidemic will reach its peak, both in terms of the number of new cases and death toll per day, and then decline within a few weeks. When slowing of cases occurs, expressed through reduction in number of new infections and deaths, a health strategy for coping in longer periods with this pandemic will be implemented. This is because the short-term strategy, based primarily on the measures of isolation and social distancing of the population, does not seem to be sustainable for more than a few weeks.

For that reason, the measures of gradual exit from social isolation will be developed, which will be implemented following a reasonable period of time after the decrease in the number of new infections. Taking into consideration international developments in this aspect, the transition from the COVID-19 "pandemic" phase to the "endemic" is needed.

Based on the recommendations of the European Centre for Disease Prevention and Control (ECDC), the European Commission's advisory panel and the recommendations of the World Health Organization (WHO), the European Commission has published a Roadmap showing the path towards the new phase of coping with COVID-19. This roadmap will be of serves to us in coordinating our actions in order to maintain public health.

From a scientific point of view, there are at least three main factors that can contribute to the scenario that predicts an imminent end to the "acute" phase of the epidemic. The first factor, of course, is individual isolation and social distancing (in addition to individual hygiene measures). The second factor, however, that needs to be assessed is the extension of natural immunity against COVID-19 in a significant proportion of the population. The third factor, which should also be confirmed, but apparently no less important, is the seasonality (seasons with a lot of sun) that applies to other respiratory viruses, including coronaviruses, which prefer the winter season to multiply and disperse, rather than late spring or summer and early autumn.

Since no vaccine against this virus is available, the only way to assess how these factors have acted in reducing the number of infections (and subsequent mortality) is to take large-scale test samples, so that the general populations, in different

geographical areas of the country, are assessed for the state of active infection. Such testing should also be performed to ascertain the immune status of the population, through serological tests for the presence of specific antibodies.

If it is considered that the population's specific immunity levels are low, then the only strategy to "reopen" Kosovo will be to monitor at regular intervals the possible return of the virus, in order to "react rapidly and in early stages of the spread of the virus". This action plan will enable the prompt restoration of individual isolation measures and social distancing, when there is a strong risk of epidemic outbreak. If, on the other hand, the spontaneously acquired immunity as a result of this epidemic turns out to be relatively high, monitoring should focus on assessing the general characteristics of this immunity over time, envisaging the involvement of virologic monitoring by targeted diagnostic tampons, particularly if the presence of a specific immune response shows signs of weakening or ineffectiveness.

This pandemic will certainly have an impact on our relations with other countries and movement of citizens and goods. In this regard, our diplomatic service will play an important role in repatriating citizens as long as pandemic measures last, but also later due to the standards that can be set in the international passenger transport. Therefore, we will work with resident embassies in Kosovo and our missions around the world to coordinate this process and provide any assistance that may be needed. For our citizens abroad, who during the pandemic time decide to stay where they are, our diplomatic missions will offer their services throughout the pandemic time, through advanced digital services. Our diplomatic missions and the Ministry of Foreign Affairs will be committed to coordinating the support we may receive from our partners in tackling the pandemic.

## **2.2. Monitoring and response measures for long-term periods**

In order to gradually return to our normal lives, a mobile monitoring and response infrastructure against COVID-19 and, perhaps in the future, other epidemics, must be established. In this regard, institutional, professional and scientific public and private capacities will be created, in order to constantly analyse the situation, to advise the respective institutions and to be instructed for mobilization whenever necessary. This infrastructure must be unified in professional terms from different scientific fields and be in support of decision-making by the respective state institutions.

This infrastructure should have the following general characteristics:

- (i) Have the capacity to perform a very large number of tests, both virologic and serological, in the general symptomatic population, with rapid procedures authorized by the competent central level institutions, which are activated in case of sign that an epidemic explosion may occur. To this end, decentralization of testing capacities should be done to regional hospitals, primary healthcare and private health institutions, which easily and quickly provide testing for all risk groups, for persons caring for chronic patients, but also for asymptomatic persons or those who are in close contact with

confirmed cases. This test range should also include serological tests. The definition of public self-assessment points, which would reduce the pressure on the health system, should also be taken into account;

- (ii) Establish a central oversight structure, responsible for analysing data at “near real-time” and presenting it to the Office of the Prime Minister and the Ministry of Health, on a regular basis, and then from the Government to Parliament, international health organizations and the public;
- (iii) Strengthen the regional capacity of epidemiological surveillance, in the form of peripheral monitoring centres, with distribution throughout the territory and with the development of "epidemic intelligence" systems that detect early signs of epidemic outbreaks. In this regard, implementation of cell phone applications that warn citizens of an increased risk due to contact with a positive person with COVID-19, should be considered. This was a measure advised by the European Commission Roadmap;
- (iv) Strengthen networking between operational structures and professionals who make up the first line of meeting and protection directly from COVID-19, from the symptomatic stage, by promoting the integration of the network of health institutions dealing with communicable diseases throughout the country, with that of primary and secondary medicine;
- (v) Provide the legal mandate to propose and take flexible measures in a timely manner in response to signs of virus recurrence, including forms of social isolation (such as suspension of activities, sporting events, schools, etc.), management of infected persons and their contacts (by also implementing appropriate technologies such as phone applications already tested in some countries), and strengthening of specific healthcare structures;
- (vi) Establish a communication strategy, together with the media, avoid possible harm from exaggerated alarming, but also from undervaluation of risk, using, also, experience in doctor-patient relationships.

Such an ambitious project of monitoring and responding to the risk of recurrence of COVID-19 infection, based on real-time data and analysis, represents a significant investment of resources (staff, infrastructure, tests, analyses, etc.), for its rapid implementation in four to six months.

Such a project also requires a detailed definition of the legal and regulatory framework, within which this structure will function in harmony and synergy with relevant political, administrative, health and technical scientific entities, at both national and local levels.

Strengthening the monitoring and response system at the public health level should be accompanied by a general plan to limit the risk of epidemic outbreaks in the workplace and in educational institutions. Therefore, a deep restructuring of procedures and activities for workplaces should be envisaged in enterprises where



there is a large accumulation of workers, as well as educational institutions to limit the spread of respiratory viruses.

Only such an approach to situation management, whereby control is initially established and spread of the virus is finally limited and then measures are taken to identify the virus early, enables a return to normality. In this regard, it remains essential to increase the capacity and sustainability of our health system. Therefore, it is necessary to make immediate investments in increasing hospital capacity, work equipment and training of medical staff.

### **3. POST-PANDEMIC ECONOMIC RECOVERY**

The new government will have a special economic recovery program considering that COVID-19, in addition to influencing public health and lives of citizens, will cause an economic shock, negatively affecting production, employment, income and exports, and this will only be the first impact. We will feel the full impact in the second half of 2020, when multiplier effects emerge, through declining investment and remittances.

Measures for economic recovery will be based on a general analysis of the economic impact of COVID-19. These measures will be summarized in the framework of the "Program for Economic Recovery after Pandemic COVID-19", which will mobilize over EUR 1 billion during 2020 and 2021 that will enter the economy. The Economic Recovery Fund will be established after the COVID-19 pandemic, where funds will be raised that will be dedicated to the purposes of economic and social support to overcome consequences of the pandemic.

#### **3.1. Immediate measures to prevent businesses from exiting the market**

The economic impact of the pandemic may be unprecedented, because there was a simultaneous collapse of aggregate supply and a significant reduction in aggregate demand. The aggregate supply has collapsed as many firms have closed with administrative decisions or as a result of the disconnection of the supply/producer chain, as well as the restriction of the movement of people/workers.

Therefore, immediate measures will be taken to normalize the functioning of businesses as soon as possible, but respecting the health guidelines to prevent the spread of the virus. In addition to normalizing the functioning of the economy, immediate financial support will be provided for businesses to meet the minimum operating and survival costs during this period. These measures will prevent businesses from exiting the market, ensuring that the economic and social costs of pandemics are lower, both for businesses and families and for the state.

#### **3.2. Recovery measures for 2020 and 2021**

Meanwhile, the measures for economic recovery, which are presented in the following table, will provide economic recovery in the second half of this year and in 2021. These measures will mobilize all sources of funding for businesses. There will be cooperation with the banks to ensure that long-term state funding for businesses

flows mainly through banks. Thus, this pandemic should also be seen as an opportunity for major qualitative changes in Kosovo's economic structure, with the potential for long-term qualitative growth. Through the channelling of funds in the economy where it is needed and where the effect is maximum, a new momentum for rapid economic development will be created, placing the economy of Kosovo in a higher trajectory of growth and long-term development, with higher and better-quality employment.

Measures	Purpose of the measure and description	Sub measure	Legal implications	Implementing and supporting institutions
<b>1. Facilitating access to finance</b>	Facilitating access to credit for private enterprises, to finance investment projects and continue operations.	<ul style="list-style-type: none"> <li>a. Increasing coverage of new credits through the Credit Guarantee Fund,</li> <li>b. Reprogramming existing bank credits, where the cost of reprogramming is covered by the Government,</li> <li>c. Subsidizing interest rates for certain sectors based on a strategic plan prepared by relevant stakeholders.</li> </ul>	<p>Consultation with the CBK on the regulatory changes that need to take place to implement these measures.</p> <p>Signing memorandums of cooperation between the CBK, the Government and financial institutions for implementation of measures.</p>	MoF, CBK, MTI/ Credit Guarantee Fund, Commercial Banks, Economic chambers
<b>2. Reducing the tax burden</b>	Facilitating the tax burden on businesses to improve their short-term liquidity.	<ul style="list-style-type: none"> <li>a. Postponing tax payment based on business needs,</li> <li>b. Covering 5-percent pension contribution that business pays for workers,</li> <li>c. Tax breaks for firms of certain sectors based on a strategic plan prepared by relevant stakeholders,</li> </ul>	Changing the legal regulations in the field of taxes and pension contributions, as well as preparing a sector support strategic plan.	Assembly, TAK, Customs, MoF, Pension Saving Trust, Chambers of Commerce, Municipalities.

		<ul style="list-style-type: none"> <li>d. Exemptions of businesses from prepayments of tax liabilities.</li> <li>e. Exempting businesses from tax penalties for delays in the payment of taxes due to pandemics based on clear and transparent criteria.</li> <li>f. Providing the possibility of reprogramming previous tax debts, including deductions for immediate debt payment.</li> </ul>		
<b>3. Employment support measures</b>	Increasing employment, in particular of specific groups of workers with lower employment probabilities.	<ul style="list-style-type: none"> <li>a. Wage subsidy for workers in pandemic-affected businesses,</li> <li>b. Salary subsidy for new workers hired by businesses based on a plan that identifies sectors and categories of workers most in need,</li> <li>c. Professional support to businesses for operation in pandemic conditions, such as work from home, online work, digital transformation, etc.</li> </ul>	A strategic plan for the implementation of measures is being drafted, which defines the criteria and procedures for supporting businesses to increase employment.	MLSW, MTI, MoF, Chambers of Commerce, Municipalities.
<b>4. Agriculture</b>	Increasing local agricultural production, which increases employment in rural areas, reduces import of agricultural products and increases food safety according to EU standards.	<ul style="list-style-type: none"> <li>a. Doubling the agricultural budget based on the Agricultural Development Program,</li> <li>b. Significant increase in subsidies per hectare and per head of livestock.</li> <li>c. Supporting the sale of agricultural</li> </ul>	Reviewing the Agricultural Development Program where measures, criteria for implementation	MAFRD, MoF, Commercial Banks, farmers' associations, Municipalities.

		<p>products, in particular fresh milk, fresh fruits and vegetables,</p> <p>d. Developing local agricultural markets and their digitalization,</p> <p>e. Specific support in the processing of agricultural products and in the establishment of storage capacities,</p> <p>f. Subsidizing interest rates on loans in agriculture.</p>	<p>and other necessary mechanisms are foreseen.</p>	
<b>5. Measures to stimulate the aggregate demand</b>	<p>Increasing consumer spending, this in turn encourages production and employment with multiplier effects on the economy.</p>	<p>a. Return of a percentage of the savings in the Pension Trust for contributors, based on their needs, which can be used for a period of 3 months, which amount is compensated by the state within 5 years,</p> <p>b. Support for the extension of the grace period for the purchase of apartments and houses based on income criteria.</p>	<p>Legal regulations for pension contributions, as well as the preparation of strategic plans whereby criteria for financial support for financing the grace period are determined.</p>	<p>Assembly, MoF, Pension Trust, CBK, Commercial Banks.</p>
<b>6. Support to public enterprises for regular operation and capital investments of strategic</b>	<p>Support to public enterprises operation and capital investments, in particular those investments that are of a strategic nature aimed at coping with the reduction of collected revenues and necessary capital investments to be undertaken.</p>	<p>a. Coverage of minimum operating costs of public enterprises,</p> <p>b. Review of the dynamic capital investment plan of public enterprises and assessment of investments necessary to ensure sustainability of public enterprises.</p> <p>c. Supporting public enterprise</p>	<p>Preparation of a plan for short-term liquidity support to public enterprises.</p> <p>Preparation of a strategic investment plan</p>	<p>Assembly, MEE, MoF, Public Enterprises, Municipalities</p>

importance		investments through budget subsidies, budget lending and issuing sovereign guarantees for loans that public enterprises receive from financial institutions	for public enterprises for long periods. Allocation of funds through budget review.	
<b>7. Budget Review for 2020 and easing of fiscal restrictions and public debt</b>	The 2020 budget review should take account of the impact of pandemics on budget revenues and redistribution of expenditures based on new priorities. In addition to amending the budget law, the Law on Public Finance should be temporarily amended in order to suspend budget deficit rules of 2% for three years, as well as the Law on Public Debt, i.e. increase the public debt limit from 40% to 50% of GDP.	<ul style="list-style-type: none"> <li>a. Tax gap identification,</li> <li>b. Savings identification,</li> <li>c. Redistribution of expenses according to priorities,</li> <li>d. Suspension of the fiscal rule of 2% deficit for three years,</li> <li>e. Increasing the public debt limit from 40% to 50% of GDP.</li> </ul>	Amendment of the budget law, the public finance law and the public debt law.	Assembly, Government, Municipalities.
<b>8. Financial sector's support measures for the economy</b>	In consultation and agreement with the financial sector, measures that can be taken by the CBK to support the economy will be considered, namely increasing lending and deposits, but at the same time by ensuring the sustainability of the financial sector as a whole. In particular, the insurance sector will be looked at to increase its participation in the financial sector,	<ul style="list-style-type: none"> <li>a. Review of the level of capitalization needed for financial stakeholders,</li> <li>b. Review of the minimum required liquidity reserve,</li> <li>c. Support for insurance companies to diversify the range of insurance services.</li> </ul>	Amendments to the CBK regulations	CBK, Commercial Banks, Insurance Companies, Banking Associations and Insurance Companies.

	to assume the provision of a wider range of insurance services that support the expansion of businesses, investments and business transactions both domestically and abroad.			
<b>9. Mobilization to finance measures</b>	Mobilization of funds for financing economic recovery measures through: budget, by reviewing budget projections, budget deficit and public debt; donor funding; from domestic public debt from securities and external loans; financing projects through public-private partnerships, etc.	Mobilization of EUR 1.2 billion for economic support for 2020 and 2021: <ul style="list-style-type: none"> <li>a. EUR 180 million savings from the 2020 budget,</li> <li>b. EUR 51.6 million from the IMF,</li> <li>c. 100 million from the European Commission,</li> <li>d. 120 million from the World Bank,</li> <li>e. 60 million from privatization funds,</li> <li>f. 100 million from the issuance of securities,</li> <li>g. 20 million from the issuance of securities by the diaspora,</li> <li>h. EUR 300 million international loan for financing capital projects of public enterprises, municipalities and central level,</li> <li>i. EUR 100 million credit guarantees for manufacturing investment projects,</li> <li>j. EUR 170 million return on pension</li> </ul>	2020 budget review.  Mobilization of funds from domestic debt through securities and external debt through loans from international financial institutions.  Preparation of the Public Debt Strategy for a long-term period, to ensure adequate financing and fiscal sustainability.	Government, Assembly, municipalities, donors, international development banks, diaspora.

		savings for contributors from the Pension Trust.		
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The measures envisaged for economic recovery will be implemented in close cooperation with:

- Business Associations, both in identifying problems and implementing measures in certain sectors, taking into account the specifics of the sectors,
- Municipalities, in particular in the implementation of measures in the agricultural sector, targeting the most affected regions and localities,
- The Central Bank of Kosovo, to ensure the sustainability of the financial sector, increase the credit potential of banks and credit risk diversification,
- International institutions, such as the IMF, the World Bank, the European Commission, as well as other organizations operating in Kosovo (UNDP, USAID, GIZ, etc.), for creating synergies from this cooperation and for the most efficient absorption of technical and financial assistance,
- European Union Office in Kosovo, representatives of QUINT countries, as well as other diplomatic representatives in Kosovo,
- Civil society and the media, as very important partners for providing the necessary expertise and outreaching citizens.



## **4. GOVERNANCE, INSTITUTIONAL REFORM AND SOCIAL COHESION**

### **4.1. Approach to institutional reform of public administration**

The new government aims to build an optimal administration in terms of size, eliminating unnecessary structures, including functional review of institutions, agencies, and other independent bodies. To this end, the Law on Government will be developed, which will determine the composition of the government and the criteria for subordinate institutions of ministries.

Reforms in public administration will be advanced in light of bringing the government closer to the citizen, fully functionalizing E-government, facilitating access to services in all government departments, and ensuring conditions for adequate and optimal functioning of local government.

Legislative changes affecting interests of non-majority communities will be made in close consultation and with the involvement of community representatives. Special attention will be paid to the provision of state administration services, both at the central and local levels, in the language of non-majority communities, in accordance with applicable laws. In accordance with the applicable legislation, efforts will be made towards adequate representation of non-majority communities at all levels of state administration and public enterprises, in particular for under-represented communities.

Efforts will be made for full implementation of the public administration reform package, reduction of administrative barriers and the regulation of the inspections area. In addition to the drafting process of the Law on Government, the functions of the governing sectors will be analysed in detail, avoiding fragmentation and duplication of policies and budgets. The Government's work plan will have a special focus on implementation of the obligations arising from the SAA, which include a certain number of institutional reforms that need to take place. The Government's work plan will make sure to integrate sector, budgetary and decision-making actions in terms of inter-institutional reform and necessary interaction that needs to take place.

### **4.2. Cooperation with local government**

We will work closely with the local government to coordinate all institutional and legislative reforms. Particular efforts will be made with municipalities regarding the preparation of the annual budget, the investment plans in various fields, the distribution of subsidies for agriculture, as well as the development and implementation of the plan for economic recovery after the pandemic. Long-term plans will be drafted together with the municipalities for investments in projects of local and national importance, such as water accumulation, tourism plans, waste water plants, key infrastructure, etc. We will work with the municipalities to identify the changes that need to take place in the legislation that affects the local government.

### **4.3. Partnership with civil society and the media**

The new Government will engage in substantial partnership with civil society, the media and other stakeholders by involving them in discussions on the development of legislation and public policies, from the drafting, approval, implementation, to impact assessment process. To this end, a coordination mechanism will be established for the preliminary consultation of the decision-making process and involvement in the drafting of legislation, based on the decision-making calendar.

The new Government will be committed to advancing freedom of expression and the freedom of the media, providing institutional and legal access and protection to the media. In cooperation with the media community, legal regulations will be drafted on online media and social networks, creating conditions for better functioning of the media market in Kosovo and preventing the risk of fake news and "non-existent media". EU practices and standards will be implemented in this process. Efforts will be made to advance the financial independence of public media in line with European standards.

### **4.4. Fighting corruption and organized crime**

The new Government will strongly engage in the fight against corruption. In the framework of its constitutional and legal competencies, the Government will support, in all forms, the competent institutions against this negative phenomenon. The Government will improve international and regional co-operation in the fight against organized crime. In order to achieve these objectives, the institutional mechanisms will be strengthened in accordance with international standards regarding the codes of conduct of the respective institutions.

### **4.5. Improving the electoral process**

An initiative will be taken to change the election legislation in order to advance standards and improve the administration of the electoral process. The new electoral legislation will guarantee the full implementation of the constitutional principles and the principles of representative democracy. Legislative changes will also address a number of issues that are arising in the course of the administration of the electoral process, including clearing voter lists, procedures for voting from abroad, Election Day management, deadlines for appeals, etc.

### **4.6. Promoting social equality**

The Government will be committed to respecting the civil, political, economic and social rights of all citizens without discrimination, as guaranteed by the Constitution. The Government will advance the legal and institutional framework on the protection and promotion of human rights. The Government will focus on advancement of children's rights, social and cultural advancement of the most vulnerable groups in the society, and regulation of trade union organization in line

with market economy standards. The Government will engage in strengthening of inalienable property rights, as a universal principle for all without exception.

#### **4.7. Missing persons and victims of sexual violence committed during the war**

The Government of Kosovo will intensify the pressure to solve the cases of missing persons, in cooperation with international partners. In this context, efforts of the competent institutions will be intensified in providing information on new locations or concluding open cases as well as in the treatment of mortal remains as soon as possible. The Government of Kosovo will prioritize the treatment of victims of sexual violence committed during the war in Kosovo, ensuring the institutional protection of this category from social stigmatization.

#### **4.8. Strengthening the position of women in society**

The Government will focus on strengthening the role and position of women in society, especially by advancing their position in decision-making positions, property rights and their economic and educational advancement, implementing adequate policies with cross-sectoral approaches and supported with adequate resources for efficient implementation.

## 5. INCLUSIVE AND SUSTAINABLE ECONOMIC DEVELOPMENT

Economic development will build on the private sector, which is the foundation for sustainable economic development. Efforts will be made to create conditions for sustainable and dignified employment, promoting free competition, with a limited role of the state in the economy, mainly as a facilitator and regulator of economic development, based on national development priorities, with special attention to the environment in order to preserve it for future generations as well.

In this regard, Kosovo needs to prepare a clear long-term strategic orientation for development, which sets out development priorities and economic, fiscal, budgetary and public debt policy frameworks that go beyond one government mandate. Such a document will serve as an Economic Code, which contains the principles of economic policy and serves as a framework for the legislation in the field of economy and the procedures applied to support economic development. Such an approach provides inclusiveness and integration in development with synergistic effects.

### 5.1. Private sector

To strengthen the private sector, as an employment generator, the following measures will be taken:

- Building the capacities of business incubators, especially for firms in the service sector.
- Functionalizing the industrial zones through the advancement of their management.
- Strengthening industrial property rights.
- Increasing the efficiency of the justice system and protecting investors.
- Strengthening the Development Fund and the Credit Guarantee Scheme.
- Supporting the export-oriented enterprises and those in the tradable goods sectors, with measures that will have an impact on the improvement of the trade balance, including support for certification for quality standards, in particular.
- Supporting schemes for local enterprises that are prepared as potential local suppliers, as well as organizing the buyer visits of European companies in Kosovo.
- Reorganizing the Innovation Fund to provide investment grants for SMEs that make innovations.
- Empowering the “Voucher Scheme” on Innovation, providing funding for professional advancement for innovative companies.
- Establishing a legal framework that regulates the distribution of grants in a transparent, impartial and competitive manner, including criteria for supporting businesses in localities where minorities that need employment the most live.
- Developing consulting service for businesses through Regional Development Agencies for market research, financial management, feasibility studies, sales and distribution strategies, etc.

- Providing technical and consulting assistance to enterprises on SAA implementation.
- Financially supporting the businesses for the youth, women and marginalized groups of society.
- Increasing credit guarantee schemes taking into consideration sectoral priorities.
- Integrating the database of the credit register system with the Tax Administration, public companies and the business register, in order to improve the information based on which the credit risk is estimated.
- Developing the insurance market and its integration in regional markets in order to reduce risk through diversification.
- Developing a National Competitiveness Strategy that will identify strategic interventions to increase SMEs competitiveness.
- Establishing suppliers and subcontractors network through the regular organization of meetings in order to build and strengthen relations in value chains.
- Building business development models according to EU experience, integrating innovative and training centres, regions with intensive agricultural development and agricultural cooperatives.
- Empowering and increasing the capacity of the Competition Authority to empower competition in the market.

## **5.2. Tax policies**

Tax policies will be upgraded to ensure efficient revenue collection, equal distribution of tax burden, and fight of informality. Among main measures are the following:

- Establishing the Revenue Agency by merging TAK and Customs, that would enable simplification of processes and lower costs for taxpayers, integrating common services of investigation, intelligence, analysis, and risk assessment, thus reducing the tax gap.
- Establishing structures on VAT collection at country level.
- Advancing the reimbursement system.
- Encouraging businesses to operate in the formal sector by simplifying tax declaration procedures and increasing the benefits of operating in the formal sector.
- Completing primary and secondary tax legal basis.
- Increasing institutional capacity to supervise the economy functioning.

## **5.3. Public expenditures and public sector size**

The Government will be committed in public expenditures that ensure the efficiency of the functioning of the public sector, without burdening the economy, with the optimal size of the public sector in accordance with the experiences of countries with market economies comparable to Kosovo. *Inter alia*, the following measures shall be taken:

- Equal distribution of public investments for all citizens.
- Manageable budget deficit, public debt that is under control and limitation of burdening the local economy with public debt.
- Benefits of those benefiting from public funds will be in compliance with country's economic growth.
- Small government and lower costs.
- Full functionalization of e-procurement in spending public money.
- Implementing e-Government project at all levels as, where, in the education sector, the data on schools in all municipalities will be interconnected, in order to follow-up the progress of students in each school, the efficiency of the functioning of schools, the work of teachers, etc. Meanwhile, the health information system will be finalized in the health sector.
- Increasing efficiency in expenditures on social transfers.
- Revision of government cabinet, including independent agencies, to reduce the size of public administration and avoid institutional dualism.

#### **5.4. Reducing informal economy**

Businesses will be encouraged to operate in the formal sector of the economy through a new tax package. Legal gaps will be filled, in line with European Union legislation. Institutional capacities will be strengthened to supervise economy functioning. Inter-institutional cooperation will increase to ensure that businesses operate in the formal sector. In particular, in the construction sector, where the informal economy is at high level, a complex system of company supervision will be built in terms of employment of employees, movement of construction goods and performance of construction work. In the hospitality sector, the employment of workers and the turnover of revenues and goods used to assess fair tax reporting will be monitored and compared. In the service sector (lawyers, healthcare, accountants, auditors, software developers, architects, various agencies, other service professions, etc.) will be included in the formal sector through a special tax administration unit, which will supervise these activities.

#### **5.5. Supporting the businesses to reduce manufacturing and operating costs**

Huge investments will be made in rail transport, also based on international donations and soft loans, to make fully operational the existing railway network for the transport of goods and passengers. The project for the railway connection with Albania will be prepared and non-public funds will be required for its construction through donations, soft loans, public-private partnerships, and other forms. A strategy will be compiled that encourages the transport of goods by rail, not by roads, by reducing business taxes on the use of rail transport. Investments will be made for the construction of the intermodal station between Prishtina and Fushë Kosova, ensuring the interconnection of the passenger train station, the bus station, the highway connection, the transport of goods, etc. There will be a stable and sustainable supply of electricity, building new generating capacities and connections to the energy networks of neighbouring countries. New alternatives for energy and natural gas will be promoted as well.

## **5.6. Eliminating legal barriers and reducing bureaucracy**

The legal framework will be evaluated on a regular basis for its effects and will be amended in accordance with market developments. The role of local authorities in providing facilitates for businesses will be increased, enabling decentralized legal framework and the necessary discretion of local authorities to promote their competition in attracting businesses to their localities. With the involvement of the Chamber of Commerce, registration of business will be decentralized. Local authorities will have extended competences to lease land to investors in accordance with the criteria set out in specific laws and administrative instructions by central institutions. All monopolies will be eliminated.

## **5.7. Publicly-owned enterprises and privatization**

The efficiency of operation and financial sustainability of publicly-owned enterprises will be increased. The legal basis for the full completion of the privatization process will be reviewed. Among the measures to be taken are the following:

- Fully empowering the competition institution through the involvement of independent institutions in the selection (British Embassy and other forms).
- Developing risk analysis regarding the impact of public enterprises on the budget and the economy.
- Introducing the objective-based management in the performance evaluation of the governing bodies of publicly-owned enterprises, considering also the involvement of the community where the publicly-owned enterprise operates by advancing the corporate governance model that takes into consideration this aspect.
- Eliminating bureaucracy in publicly-owned enterprises operating in competitive markets by reviewing the relevant legislation.
- Clarifying and increasing the responsibility that the management and boards of publicly-owned enterprises hold in relation to the shareholder.
- Setting key performance indicators for each publicly-owned enterprise, so that the management and boards of these enterprises are held accountable for their work.
- Auditing publicly-owned enterprises by the National Audit Office with a focus on audit of processes and performance.
- Transferring responsibility for supervision of publicly-owned enterprises to the relevant ministries.
- Reviewing the ownership structure of some publicly-owned enterprises that are subsidized by the state budget, finding forms to introduce private capital without jeopardizing the state interest.
- Privatization/sale of shares in publicly-owned enterprises will occur only when the privatization/sale of shares as a process would maximize the value of the enterprise and other benefits related to the process.
- In order to revive operations in some publicly-owned enterprises, in the medium and long term, the assets or part of the assets of some publicly-

owned enterprises will be sold or privatized through the Law on Strategic Investments.

- In Telecom of Kosovo, partial privatization should be considered with a clear strategy after the current situation is remedied, but before privatization, the difficult situation should be remedied and performance improved in order to increase the attractiveness for strategic and reputable investors in the field of telecommunications.
- After considering the creditors' claims and other obligations of enterprises that are under the Privatization Agency of Kosovo, a strategy will be compiled on how to use the funds from privatization. In principle, these funds will be used only for capital investments in infrastructure or human capital, such as energy projects, revitalization of Trepça, etc.
- Based on the Constitution and applicable laws, assets under the management of PAK in municipalities will be carefully considered in compliance with the requests of municipalities for the exploitation of those assets for public purposes.
- A clear strategy will be prepared for concluding the privatization process and transforming PAK into an agency within the government for the management of on-going cases.

## **5.8. Financial system**

Policies will be developed to reduce cash transactions, and cash held outside the banking system be deposited in the system.

The involvement of citizens will be increased, especially with a focus on rural areas, in the country's financial system. The legal basis for protection of consumers of financial products will be advanced, in accordance with EU directives, and there will be reduction of costs in basic products. The role of the Central Bank's supervisory role and independence will be empowered, enabling its integration into international mechanisms, the Eurosystem and the European Central Bank. In the medium term, the necessary laws for the liberalization of the insurance market will be prepared. Policies will be established to enable innovation in the financial and insurance industry. The insurance market will be diversified to help the economy. Kosovo's credit rating system and the publication of information on the country's credit rating will be advanced. Conditions will be created for the average interest rates in the country to further decline. The Credit Guarantee Fund and the Deposit Insurance Fund will be strengthened. Efforts will be made for Kosovo's membership in the green card. The legal basis will be created in order to protect the consumers from high-interest rates on short-term credits granted by Microfinance Institutions and Non-Bank Financial Institutions. Information technology on financial reporting will be advanced; the digital signature to digitalize the financial sector will be implemented, etc.



## **5.9. Foreign investments**

Capacities will be built for promoting and supporting strategic and foreign investors, especially the export-oriented ones. A special package will be developed for promoting investment by the diaspora. The activities of promoting and attracting investments at the municipal level will be decentralized, especially regarding the right on the allocation of land for use.

## **5.10. Tourism**

Kosovo will be promoted as a tourist destination, re-valorising its touristic potential, based on international standards. The capacities of the tourism sector will be increased to boost the tourist offer. The construction of road infrastructure, the regulation of river beds and of tourist trails will enable the development of tourism. Simple and digital tourist maps will be prepared for each municipality (tourist, cultural, archaeological, religious, sports sites etc.). Tourist service providers will be supported through technical assistance in creating a tourist offer. Work will be done along with the local authorities for the construction of tourist complexes, as is the case in Brezovica where the public-private partnership in the construction of the ski centre will be promoted. Rural tourism will be subsidized through a funding and training program for service delivery.

## **5.11. Development-Investment Fund**

To support economic development policies, an Investment Fund will be established to finance local businesses and agriculture on favourable credit conditions. For this purpose, the legal basis will be completed to ensure that this development fund is professionally managed and aims at achieving macroeconomic objectives, which are reducing unemployment and poverty and improving the trade balance by stimulating domestic production. This fund will be supervised by CBK. Funds for this development fund will be secured from funds collected from the privatization of socially-owned enterprises.

## **5.12. Membership in international economic organizations**

Kosovo's membership in international organizations will be done based on economic and state interests. Membership in these organizations enables Kosovo's economy to benefit more from the globalization of markets, but always by promoting its interests and values based on reciprocity and mutual benefits for Kosovo and its strategic partners. Priority will be given to the membership in the WTO and other international economic organizations. Of particular importance is the observance of obligations deriving from membership in these organizations, ensuring that the Kosovo market remains open to international trade, while also providing a market where economic growth is distributed.

### **5.13. Information Technology**

Work will be done on the inclusion of Kosovo in the Free-Roaming Zone in Europe. International mobile phone interconnection agreements will be concluded in order to achieve the cheapest prices for the citizens of Kosovo. Investment will be made in technology and infrastructure for modern telecommunications services, in compliance with European standards, including the modernization of the regulatory framework that supervises the functioning of this sector. International landline interconnection agreements and internet service will be supervised in terms of cyber security and competitive pricing. The adaptation of an education system in the country will be stimulated according to the trends and demands of the technology market, including the continuous monitoring of the quality in education. In order to adapt to technology trends and market demands, on-going training for teachers and the unemployed will be delivered. A credit fund for education and stimulation of distinguished students will be established. Local technology laws will be harmonized with international laws, including laws on data privacy and cyber security. Incentive policies will be implemented for technology institutions, start-ups and existing technology companies. Incentives will be created for individuals and companies dealing with innovation and new technologies.

## **6. INDEPENDENT AND EFFICIENT JUSTICE**

In the field of law and order, the Government will be committed to, through the functioning of an efficient legal state, increasing the citizens' trust on and support to the country's institutions. Increasing trust on institutions means increasing the efficiency of the work of institutions. Such a justice system ensures internal socio-economic cohesion across the Republic of Kosovo. The Government will be committed to providing adequate budget support to justice institutions. The Government will be committed to ensuring a justice system which is based on constitutional principles, respecting the principle of separation of powers and checks and balances between them, which ensures an independent, fair and impartial judiciary that respects the hierarchy of legal norms.

### **6.1. Advancing and strengthening justice institutions**

Government will be committed to respecting the civil, political, economic, and social rights of all citizens of Kosovo, regardless of their national, ethnic, religious, and racial or gender affiliation, as guaranteed by the Constitution and the law. Equality of citizens before the law, fair trial, non-discrimination, property rights, freedom and security, human dignity and other civil rights are the foundations of a democratic and pro-European society of Kosovo. In addition, the Government will be committed to increasing the budget for the justice and security sectors by providing dignified conditions for employees in these sectors.

In principle, a rule-of-law state that is transparent will be promoted through strengthening of accountability mechanisms. Work will be done in implementing institutional vetting, in compliance with European standards and in close cooperation with our international partners from the EU and the USA. Among the measures to be taken will be the revision of the legislation regulating the justice system related to the more efficient functioning of justice institutions, to ensure free and equal access of citizens to justice. Work will be done to establish structures for efficient and priority treatment of economic affairs.

### **6.2. Accountability and efficiency of the justice system**

The legal basis will be advanced, in compliance with European standards, for the recruitment of the necessary number of judges and prosecutors, based solely on merit. The legal basis will be established for a strong and transparent system of performance measurement in justice institutions, which will be the fundamental basis on which judges and prosecutors will be advanced. Necessary resources will be created for continuous and mandatory training of judges and prosecutors, in order to profile and increase their capacity. The number of professional associates in the justice institutions will be increased in order to ensure a more efficient work of these institutions. A clear legal basis will be created for increasing the efficiency of the enforcement of court decisions.

### **6.3. Legislation and applicability**

Besides being in compliance with European standards, the legislation in the field of justice will also be applicable as in European countries. The possibility of establishing a unit in the Ministry of Justice to draft legislation will be considered. Such unit will, among other things and for the needs of the Government, review the constitutionality and legality of government draft decisions, as needed.

Implementing the legislation in force and issuing new laws will be accompanied by a mechanism for monitoring the implementation of laws, while work will be done to increase the supervisory role of the Assembly in the implementation of laws.

Transparency and control on the commissions of the Ministry of Justice will be ensured, where candidates will undergo exams to be licensed for practicing free legal professions (lawyer, notary, enforcement agent, mediator, etc.).

A priority will be the increase of the capacity of State Advocacy, which represents all institutions before the judiciary, arbitration, and other arbitration bodies. The capacities for supervision and transparency of the Agency for Administration of Sequestered or Confiscated Assets will be increased through the efficient legal system and adequate institutional management. The Law on Control and Confiscation of Unjustified Property will be adopted based on the practices of Western countries.

### **6.4. Fighting corruption, crime and terrorism**

The uncompromising fight against corruption, crime, terrorism, and activities related to the phenomenon of terrorism, economic crime, trafficking in human beings, and other types of crime will be a permanent commitment of the Government. In this regard, the professionalism of the responsible institutions will be promoted, providing greater budgetary support.

The Government will be committed to ensuring the functional review of investigative institutions and other mechanisms in order to ensure the effectiveness of the fight against negative phenomena. In the context of fighting organized crime, a priority will be shedding light to the murders unsolved so far, addressing these cases impartially and professionally, ensuring the independent work of the relevant bodies.

## 7. FOREIGN POLICY, EU INTEGRATION AND DIALOGUE WITH SERBIA

For the Government of the Republic of Kosovo, its foreign policy will be a reflection of domestic policy and in view of building, maintaining and deepening relations with our strategic partners and other states, maintaining sovereignty, territorial integrity, constitutional order, freedoms and rights of the citizens of Kosovo inside and outside the country, as well as guaranteeing its state security. Main orientations and priorities in the field of foreign policy will be the following fields.

### 7.1. Foreign policy

Kosovo will speak with a single voice in foreign policy matters and the Government will draft foreign policy opinions, which will be promoted by all institutions. The main orientations and priorities in the field of foreign policy will be the following fields, divided into political and functional priorities.

#### 7.1.1. Political priorities

**Protecting, strengthening and promoting state sovereignty:** Kosovo's state policy will be in view of protecting, strengthening and promoting state sovereignty, Kosovo's territorial integrity and good neighbourliness, based on a clear geostrategic orientation that is essentially Euro-Atlantic and is based on observing our Constitution and the international law, in line with the opinions of our partners in Europe and beyond the Atlantic. In this regard, the dialogue with Serbia will take place as a process in which Kosovo and Serbia are treated as two equal parties, on the basis of full reciprocity between the parties and in full observance of international law, our internal constitutional regulation, and the final purpose of which is mutual recognition within the existing borders and the membership of the Republic of Kosovo in the relevant international organizations, primarily in the UN, EU, and NATO.

**Strategic partnership with the USA and other allies:** The Government of Kosovo will be committed to maintaining and advancing strategic relations with the USA, deepening the partnership at all levels. There will also be an increased commitment to maintaining, deepening, and developing relations with other international allies.

**Consolidation of Kosovo's international subjectivity:** Efforts to ensure full and universal recognition of Kosovo's independence will be increased. Particular attention will be given to the five EU countries that have not recognized Kosovo yet (Spain, Cyprus, Slovakia, Romania, and Greece), countries we will work with by coordinating with our strategic allies, as well as by diversifying the lobbying activities and actors involved in this process, including the increase of academic, economic, and cultural exchanges, parliamentary diplomacy, etc. Priority will also be given to countries that are geographically far from us, intensifying our bilateral relations, including opening the doors of communication with countries of regional

importance such as Brazil, Indonesia, Nigeria, Mexico, Kenya, Chile, and other influential countries in different regions. Changing the attitude of these countries with regional importance would change the opinion of other surrounding countries.

**Bilateral relations:** Good bilateral relations with all countries of the region, Europe and the world will be promoted. Special focus will be given the promotion of special and strategic relations with the United States of America and main EU countries. The strategic partnerships with our partners will be promoted, aiming for mutual benefits in the economy, security, and areas of common interest, to push forward the integration into Euro-Atlantic structures. Bilateral relations with countries in different geographical parts of the world will be established. The focus will also be the establishment of diplomatic relations, as a precondition for advancing relations in other areas of mutual interest. In addition to establishing diplomatic relations with main countries in various continents, the Government of Kosovo aims to develop relations beyond traditional diplomatic ones, such as initiating regular political consultations, signing agreements for lifting visa regime, and protecting investment as a priority to establish good cooperation and consolidated legal basis. The Government of Kosovo will be committed to fulfilling obligations assumed to correct the demarcation with Montenegro (its correction in two segments, that of Kulla and Zhlebi) in accordance with the agreement and commitments made between the two states.

**Economic diplomacy:** Functionality of economic diplomacy will be in view of attracting foreign investment and promoting Kosovo's products around the world, in full inter-institutional coordination. Economic diplomacy and increased foreign investment will be the main pillar of the Government, as well as one of the main priorities of Kosovo in terms of economic development and job creation. Diplomatic network in view of development will be a priority, in order to maximize the multisectorial benefits from the Kosovo Foreign Service. Ministry of Foreign Affairs, in cooperation with its international network of embassies and consulates and, in particular, with the Albanian diaspora, will continue to contribute by making wider efforts to bring foreign and diaspora investments to Kosovo, as well to promote Kosovo's exports around the world.

**Multilateral relations:** The Government shall intensify its work and increase its efforts to become a full member of NATO, the EU and the UN (and its specialized agencies), as well as to increase its participation and representation in multilateral mechanisms. NATO will continue to be Kosovo's main multilateral instrument of defence and security policy, both in diplomatic and military aspect. Through the contractual approximation in NATO's Partnership for Peace, Kosovo will be part of the collective defence framework for preventing potential threats, challenges, and risks to the stability of the country and the region. In all these efforts there will be maximum inter-institutional coordination and also coordination with our international partners. There will be careful planning and coordination for Kosovo's application for membership in Interpol and specialized UN agencies, such as the World Health Organization (WHO), the International Telecommunication Union

(ITU), the Universal Postal Union (UPU), the Food and Agriculture Organization (FAO) and the International Labour Organization (ILO). An equally important priority is the membership in the Council of Europe, as the most important pan-European organization after the EU. All membership objectives will be achieved through a comprehensive strategy, which will study in detail the political paths and circumstances of the membership process. Efforts to obtain TOP LEVEL DOMAIN, known as the State Internet Code, will be intensified.

**The policy to be followed in relation to the region:** The new Government will promote good and constructive neighbourliness with all countries in the region, by strengthening bilateral and multilateral cooperation in forums and regional mechanisms. In fulfilling this regional policy, Kosovo will engage constructively and pragmatically to increase effective regional cooperation by strengthening its participation in SEECP, the Regional Cooperation Council (RCC), the Berlin Process, RACVIAC, MARRI, A5 and other important regional organizations and initiatives in which Kosovo is a member and a participant. The Government will engage in good relations with all countries in the region, including the commitment to lift visa regime with Bosnia and Herzegovina and the commitment to obtain recognition by this country, including the opening of a liaison office as the first step, in Prishtina and Sarajevo, respectively. Regarding the border demarcation agreement with Montenegro, the Government will be committed to fully respecting the agreement and the remaining obligations of the agreement.

**Public and parliamentary diplomacy:** Kosovo must continue to promote a realistic image of its history, culture and identity through public, cultural and digital diplomacy, and it will aim to increase cultural and academic impact at the regional and international levels. In the context of further dynamism of all areas of diplomacy and foreign policy, building a new image for Kosovo as well as advancing its state interest in the international society is a goal.

**Diaspora:** There will be a new approach to our diaspora around the world, by registering and accurately identifying them, in order to build and deepen strong ties between the state of Kosovo and each of them, regardless of their location. According to this registration, new actions will be planned in view of the strategic interests of the country. The aim will be to open Cultural Centres in capitals/cities in which there is a large concentration of the diaspora, where the cultural and educational life of their families will be organized, including teaching and learning in Albanian. Special attention will be paid to facilitating and supporting the strategic investments of the diaspora in Kosovo, as well as reconfiguring from 'brain drain' to 'brain return.'

### **7.1.2. Functional priorities**

**Functional reorganization of the MFAD:** The functional reorganization of the Ministry will take place, after the fusion with the departments responsible for the diaspora. The current organizational chart will be reviewed and reformed according

to the priorities and the political and functional topicality of the country. The Diplomatic Academy will be operationalized and reorganized, and legal paths for the establishment of the Institute of Diplomacy will be studied.

**Review of the legal infrastructure of the ministry and the diplomatic service** will be done in the view of better organization and full functioning of the ministerial and diplomatic chain, by always reflecting the state priorities and strategic interests of the country.

**Foreign Service Reform:** The focus of the new Government will be on professionalism, capacity building and increasing the performance of members of the Foreign Service to effectively deal with current and future challenges. The overall reassessment of the diplomatic and consular personnel of promotion, ranking and career advancement will be carried out with the sole purpose of professionalizing the service. The diplomatic network in the world will be reorganized and expanded, with a focus on opening diplomatic missions in distant countries, and reorganizing consular missions in Europe, thus strengthening the country's subjectivity in the world. The depoliticization of the recruitment and promotion process in the diplomatic and consular service will be done. Applying meritorious advancement and rotation will be one of the priorities.

**The digitalization of consular services** will be carefully planned, in order to provide online services at a lower cost to citizens and the state.

## 7.2. EU integration

The primary goal of the new Government is to strengthen Kosovo's international subjectivity, maintaining and developing stable relations with partner countries and promoting Kosovo as a responsible state that is ready to be part of regional, European and international organizations. All policies of international integration relations will embody the European and Western spirit regarding political and economic freedoms, respect for internal pluralism and diversity and cultivation of the institutional spirit. Within this approach, the plan for the implementation of the SAA and fulfilment of all of Kosovo's obligations in the European integration process will be intensified. Above all, responsible governance which puts Kosovo in line with European countries and which clarifies and accelerates our path to integration will be implemented, in accordance with the best European standards and practices.

In particular, work will be done on:

- Successful completion of the visa liberalization process during the Germany's EU Presidency;
- Full harmonization of local legislation with EU legislation and promotion of public policies that are in line with the spirit of European integration;



- Increase of Kosovo's participation in initiatives, forums, instruments and programs for regional and international cooperation in the framework of the European integration process;
- Increase of the effectiveness of the judiciary, as a basic precondition for European integration and especially for visa liberalization, by increasing the capacity of the judiciary to handle cases and respecting its independence;
- Reduction of legal, administrative and procedural barriers to business development, unleashing the potential of the private sector to develop the economy, to increase the country's competitiveness in the context of free trade with countries in the region and in EU;
- Promotion of youth mobility for education in the European Higher Education Area, increasing incentives for cooperation with foreign partners for education, employment and vocational training programs;
- Advancement of public procurement, financial management and public administration reform to increase transparency and good governance as preconditions for achieving objectives towards the EU membership;
- Development of the political dialogue with the EU at all foreseen levels and, in particular, on issues that regulate aspects of the European Union foreign, security and defence policy, aiming to continuously harmonize our positions with those of EU;
- Creation of Kosovo's capacity for absorption of the funds from EU and other foreign partners, as part of the European integration process and the country's development, providing responsible governance, with credibility and open dialogue with the EU and other partners.

### **7.3. Dialogue with Serbia**

Issues of mutual interest between the Republic of Kosovo and the Republic of Serbia can only be resolved through dialogue. Good interstate relations are a prerequisite for peace in the region and for the Euro-Atlantic integration process.

Before starting the dialogue for a final agreement with Serbia on mutual recognition within the existing borders, a platform for dialogue will be prepared, which specifies the objectives to be achieved with the final agreement, issues that should be included and reporting and transparency during the process of reaching this agreement. The negotiating party in the dialogue will be the Government, which is accountable to the Assembly, while the President represents the country on the basis of constitutional powers.

The new Government will be committed to the dialogue between the Republic of Kosovo and the Republic of Serbia as two independent states that conduct state-to-state dialogue, for mutual recognition and the resolution of outstanding issues between them.

The agreement should enable Kosovo to join international organizations, first and foremost the United Nations, and pave the way for its membership in the EU and

NATO. The agreement must contain political and legal guarantees for its implementation.

The state subjectivity of Kosovo is determined by the Declaration of Independence, by the Constitution of the Republic of Kosovo as well as by the Opinion of the International Court of Justice. Therefore, the territory of the Republic of Kosovo is one and indivisible and no institution has a mandate to negotiate the territory, sovereignty and territorial integrity and constitutional order of the Republic of Kosovo.

In order to reach a final agreement, which results in mutual recognition within the existing borders, the Government considers the role of the European Union and of the United States of America as inseparable for the success of this process. Full involvement in the dialogue, both of the EU and the USA, is of crucial importance in reaching an agreement and ensuring its implementation.

The Government will commit to full reciprocity of the fundamental rights and freedoms of Albanians living in the Presheva Valley and of Serbs living in Kosovo, considering this to be one of the essential conditions for a lasting solution to issues of mutual interest.

The Government considers that the success of the dialogue for reaching an agreement with Serbia and the applicability of the agreement can only be achieved with the commitment of all parliamentary political forces, as well as with the involvement of academic and scientific institutions and of the civil society and the media both in providing expertise in this process and overseeing and ensuring transparency towards the public and citizens.

The Government considers that the Assembly should have a full oversight role in the dialogue process, engaging all existing parliamentary mechanisms, or creating new parliamentary mechanisms in accordance with the Constitution and the Rules of Procedure of the Assembly, to oversee this process. The opposition will have a leading role in the said parliamentary mechanisms for the oversight of the dialogue process.

## **8. EDUCATION AND SCIENCE**

Education is the foundation of general social and economic development. As a principle, every citizen is offered the opportunity for quality education and training, oriented towards the needs of the labour market in order to increase employability and sustainable economic development. A modern education system, which is comprehensive, quality, autonomous, integrated public and private, should provide citizens with access to lifelong learning in accordance with their needs and skills.

### **8.1. COVID-19 pandemic and the end of the 2019-2020 school year**

The measures taken so far by the relevant educational authorities have enabled the continuation of teaching in conditions of pandemic. To successfully complete the school year 2019-2020, a thorough assessment should be made of how teaching and learning have functioned during this period. The necessary guidelines for the assessment of pupils and students should be prepared, ensuring that the main objectives set out in the relevant curricula have been achieved. All preparations must be made for the successful completion of the Achievement Test and Matura Exam in all educational institutions. All of these actions must be taken in accordance with the guidelines of health institutions to ensure public health. Also, preparations and adaptations of educational institutions for the new school year should be made under the assumption that restrictive measures can be imposed again as a result of pandemics.

### **8.2. Advancing structures and functions in education**

It is necessary to undertake a review of the structure of the authorities and the mechanisms of pre-university education. This is due to the need for education to clarify the duties and responsibilities of institutions and institutional oversight bodies within the ministry, such as: Agency for Vocational Education and Training, Accreditation Agency, National Qualifications Authority, Pedagogical Institute, State Testing Centre, EMIS, Education Inspectorate, MED Collegium, etc. Initially, the functional review of the ministry and subordinate agencies carried out by the external team of experts will be reviewed. In particular, the mission, structure and functioning of the Municipal Education Directorates will be looked at. On the other hand, the mission of the education sector and certain sub-sectors will be reviewed.

Then the functions of the system (licensing, inspection, curriculum, infrastructure, capacity development and others) and responsibilities (leadership, management, monitoring, planning, etc.) will be restructured based on the respective missions to cover the entire mosaic of the system, not allowing duplication or uncovered areas. Each department of the ministry will have a clear mission and function, local educational authorities will be engaged in clear action and functions, in accordance with the needs and institutional capacity, each agency will have its own mission and clear function and liaison with the relevant unit in the ministry and local authorities, each educational, training and scientific institution will have a clear function,

mission and scope, and so on. Such a clear organization will create synergies between authorities and institutions.

### **8.3. Educational infrastructure**

Educational infrastructure needs to be modernized and reorganized for more efficient use. The focus will be on quality infrastructure in education, such as in various cabinets, in physical education halls, laboratories, workshops, school libraries and other accompanying infrastructure. Investments will be made in modernizing infrastructure in higher education.

### **8.4. Educational curriculum**

It will be undertaken in a full evaluation of educational curricula, to enable easier and more effective teaching and learning, including policy review for textbook preparation, standardization of textbooks, and preparation of guidelines for curriculum implementation and providing professional and didactic support. In this regard, the relevant institutional mechanisms (such as the Pedagogical Institute, relevant agencies, etc.) will be strengthened in creating capacities in the development and supervision and regular evaluation of the implementation of curricula.

### **8.5. Pre-school education**

Early education is a prerequisite for children's development. The expansion of the network of pre-primary education institutions in each municipality will be treated with priority, including the way of financing. The Ministry will play a major role in this regard, assisting municipalities in planning and building a network of pre-school institutions.

Immediate measures will be taken to increase the role of the school in the inclusion in pre-school education. This will improve the psycho-social development of children and their performance in further education. These capacities will be created in cooperation with municipalities. At the same time, staff preparations will be made to work with these children and the necessary educational tools. A possible option is to open preschool groups for 4-5 year olds in those schools where the conditions for such an action exist. For this purpose, primary school teachers who remain in excess may be retrained due to the decrease in the number of students at this level of education.

### **8.6. Pre-university education**

**Integrated School Management:** Work will be done on the return of the school to the community and its full integration into the community, depoliticizing school management, providing permanent contracts for school principals with regular evaluation of their work, increasing the functionality of the School Council, strengthening procedures of recruitment based on merit and competition, etc. In this

way, the school becomes the centre of transformative and incubator of children's development. The school will become the centre of community development, empowering the development of the child's competencies in partnership with the family. For this purpose, the school psychologist, the quality coordinator, the sociologist-social worker and the career counsellor will be employed. For these services, professionals in the field will be engaged or teachers who lose their jobs due to the decrease in the number of students will be retrained. In addition, the heads of departments and class teacher will be empowered. Then, the spaces will be provided, the material conditions will be created and programs will be designed for clubs for supplementary education, for electives, and extracurricular activities, as the first steps towards all-day learning in all Kosovar schools. The possibility of implementing early retirement of teachers at an advanced age who are unable to perform their educational obligations due to health problems will be analysed.

**Teaching:** The school needs an alliance with dedicated teachers. In this regard, the payroll system needs to be revised to increase the importance of performance and commitment. A fund will be developed for innovative teaching and to stimulate performance in teaching, school-based small grants (€ 1000). High school management capacities will be set up to help the work of teachers and the school principal. Quality coordinators will be supported. Opportunities for the implementation of the mandatory state test for graduates from the faculties of education will be looked at. School-based vocational development will be supported based on the needs and individual projects of teachers.

**School as an advanced technological centre:** Work will be done so that education applies modern digital educational technologies in teaching and learning in order to have good results. Work will be done on the digitalization of the school and the supply of educational technology. The necessary cabinets for application work will be provided by integrating the book and laboratory and practical work. A comprehensive approach to teaching will be implemented, implementing technological packages for students' independent work, promoting creativity and other forms. The learning process will apply technologies, equipment and teaching aids that greatly facilitate the learning process, and provide sustainable learning and help the useful use of new technologies by children, such as tools for creating learning spaces, online resources, digital school textbooks, interactive whiteboards, learning system and virtual learning environments, etc. Functional internet will be provided for all schools, then the digitalization of pedagogical and communication processes in the educational process, the provision of a laptop and a projector for the classroom, the creation of technical clubs in all schools, etc.

## **8.7. Professional education**

Secondary and higher vocational schools will be revived and modernized with concrete tools, curricula and adequate textbooks based on a review of professional standards to reflect the needs of the labour market. The network and profile of these schools will be reviewed, based on a development strategy that takes into account

the demands of the labour market in Kosovo and beyond. Internship programs will be developed for all students of these schools in cooperation with enterprises within the framework of dual education at school and at work. Competency centres will be strengthened with adequate laboratories, equipped with the necessary consumables for regular laboratory work. Start-up centres will be developed within the school. The establishment of digital schools across the country will be considered. Measures will be taken to advance education and vocational training to increase youth employment. There will be cooperation with regional economic and craft chambers, as well as with professional associations that provide profiles and skills exclusively for the needs of enterprises in the respective regions. Flexible access programs will be developed in response to enterprise demands. The career counselling system will be functionalized in order to identify students' tendencies early and provide support for the realization of these flairs.

## **8.8. Higher education**

**Legal and institutional changes:** The law on higher education will be reviewed to address needs of this level of education for further development, greater independence, provision of sustainable funding sources and greater integration with the EU and beyond economy and higher education. Legal changes must then be followed by amendments to the relevant regulations to enable adequate implementation of the new law. Investment will be made to ensure full independence of quality control and accreditation mechanisms. At the same time, higher education institutions will be supported to meet the necessary accreditation requirements. Legal mechanisms will be established for the departization of the management of higher education institutions.

**Excellence Fund:** The Excellence Fund will be established, which will be allocated to improve quality of educational services and programs for the development of society. The fund will be allocated to individuals, institutions and programs that have ideas of European quality, but lack support. Some of the funds are allocated for quality projects within PhD studies. During the first year of the allocation of this fund, the capacities for absorbing the means of the fund will be built, including the drafting of procedures and criteria, informing and training of the institutions, the assessment of their readiness and the certification of the first institutions. The criteria for allocating these funds will be based on the results in the ranking schemes of higher education institutions, evaluations by the Accreditation Agency, participation in Erasmus programs, number of mobilities, management functionality, capacity for program management and other criteria.

**Profiling of new public universities:** New universities do not have the capacity for their missions, they mainly organize programs which are also offered by the University of Prishtina and do not adapt to the specifics of the region where they operate. Therefore, actions will be undertaken to help these institutions be profiled in line with labour market demands and the need to diversify higher education. The new public universities will enter the profiling process in accordance with the

principles of the Law, the Bologna Process and the criteria of the European Higher Education Area. Profiling will be done on the basis of a comprehensive study, which includes all relevant stakeholders such as professors, students, industry, civil society, state institutions, community, etc. The University of Applied Sciences in Ferizaj will be supported with funds to encourage the provision of professional programs as the only public institution in Kosovo with a mission for applied sciences. The University of Mitrovica will be supported for full functioning, as a university with a clear profile that serves the needs of Kosovo and the Western Balkans region in the field of manufacturing machinery, mining and metallurgy.

**Ranking of higher education institutions:** Ranking would be based on several criteria, such as: student-teacher proportion, number of contact hours with students, annual investment in infrastructure for students, employment rate of graduates, quality of work taken by graduates, waiting time for employment, quality of infrastructure, available space, services for academic support of students, support of students with special needs, admission criteria, number of applicants and those enrolled according to programs, support for staff development, number of staff publications, number of publications / library units from the institution and others.

**Integrated information system:** This measure will provide decision-making, based only on data comparable to other countries. In this regard, the data on the matrix book in the ministry, the databases of educational institutions that must be compatible with the requirements of the Accreditation Agency and the standards set in higher education will be systematized. All databases will be integrated to produce indicators needed for efficient management of higher education institutions.

**Strengthening of Kosovo Accreditation Agency:** The legal grounds for the independent functioning of the Agency will be strengthened by providing necessary resources to carry out work in accordance with European Standards of Higher Education, including the functioning of the appeal mechanism based on relevant regulations. In this regard, a special law will be issued for the Agency, which ensures the independence of this institution, transparency in decision-making, manner of functioning, etc.

**Funding of higher education:**

A clear legal basis and competitive criteria for higher education funding will be established. The best expertise will be mobilized in Kosovo and abroad, in cooperation with higher education institutions, to draft a formula for financing higher education that takes into account the national development needs, the directions of institutional development (strategic plans), features of various programs and institutions, scientific research, quality assurance and infrastructural and technological development of higher education institutions.

**Supporting of science in higher education:** All higher education institutions will be supported to undertake scientific activities as part of the advancement and quality assurance in teaching. Institutions and teaching staff will be encouraged to engage in

scientific activities by supporting publications, various applied research, promoting international cooperation, etc.

### **8.9. Inclusiveness and equality in education**

Access to education, based on human rights, should be the foundation of every aspect of education. Pupils and students with special needs, disadvantaged groups, majority communities, women, children and members of war-affected groups, pupils and young people in difficult economic and social conditions, and other similar groups should be helped in order to establish an enabling environment and social mobility in Kosovar society. For this purpose, guidelines will be drafted for the integration of the human rights-based approach to regular education at all levels of education in Kosovo. The pupil-friendly school program will be renewed, as well as individual projects by schools and higher education institutions which aim to promote and implement a human rights-based approach at all levels of education. The projects will include scholarships for pupils and students, assistance with teaching equipment, networking of schools and various organizations active in this field, measures for economic assistance to families, assistance in clothes, support in carrying out homework, teaching and learning support, etc.

### **8.10. Education for non-majority communities**

Educational institutions will take the necessary steps to ensure inclusive education for non-majority communities. We will work closely with all communities in order to integrate them into the regular education system, including measures to prevent dropout. In the context of scholarship system for students in higher education, there will be a separate scheme for supporting students from non-majority communities. The sector for education of non-majority communities will be established within the Ministry, where officials responsible for education for each non-majority community will be engaged. Efforts will be made together with the relevant institutions for the preparation of relevant textbooks for education in the language of non-majority communities. In the context of education in the diaspora, support will also be provided for the provision of education in the language of non-majority communities in the countries where the members of these communities are located. Teachers will be trained to provide education in the language of non-majority communities. Representatives of non-majority communities will be part of institutional bodies, agencies and various educational and scientific councils. In higher education institutions, efforts will be made to open departments in languages of non-majority communities in accordance with the needs and capacities of those educational institutions.

### **8.11. Science**

The National Science Council will be re-established and the National Science Program will be developed. The capacity building of scientific institutes within or outside higher education institutions will be supported. The development of PhD



studies based on projects will be supported. Universities will be strengthened by supporting them with research in specific areas. Science support will be channelled through the Establishment Fund and the Excellence Fund. The Establishment Fund will serve to build capacity and provide support for competition. Meanwhile, the Excellence Fund will support quality projects for European programs and quality projects for PhD and Master Studies, as well as research in the field of application of new technologies. Based on the same principles, funds will be allocated from these two funds for the Academy of Sciences and Arts of Kosovo, Albanological Institute, Institutes within universities and educational institutions.

#### **8.12. Donor coordination**

The capacity to spend international development funds in the field of education and science will be built. Mechanisms will be established to create joint funds, which are jointly managed based on a clear strategy for their use and the national plan for the development of education. International technical assistance will be maximally channelled through the Ministry and supporting bodies. The project coordination unit will be strengthened, which supports the ministry and donors for the implementation of strategies and the efficient use of international funds. The International Procurement and Finance Experts will also be assigned to the project coordination unit to control the spending of funds, by coordinating the spending of these funds with donors and ensuring the regularity of their use.

## **9. HEALTH**

### **9.1. Healthcare priorities and key reforms**

COVID-19 pandemic management will be a priority, but hand in hand with this, the health system will be developed to provide quality services to citizens. Reformative approach to health is based on the motto "Health policies in all policies", with the aim of ensuring a universal approach to health services. We aim to build an efficient health system, based on sustainable human resources and sustainable financing, which provides equal access to quality and cost-effective health care services for all citizens. To achieve this, health system reform will include changes in legislation as well as health policies in line with European Union standards. The health system reform will focus on improving the efficiency of health institutions at all levels, improving infrastructure and operational tools, functionalization of health insurance, optimal use of professional resources, better integration of health services at all three levels of health care, as well as the development of managerial capacity in terms of increasing accountability and transparency.

The basis of the program will be the development of all levels of the health system, as part of a whole, which help each other and make health service complete. In the program orientations of all health levels, the citizen will be at the centre. The government will channel more funds to areas where there is lack of adequate health services and provide subsidies to well-qualified medical staff to serve in such areas. Particular attention will be paid to vulnerable categories of society, such as: children, the elderly, patients suffering from cancer, categories in severe social condition, and members of some of the more vulnerable non-majority communities.

### **9.2. The role of the Ministry of Health**

The new health system of the country will be underpinned by reorganized Ministry of Health, strengthened in its policy-making, regulatory, evaluative and monitoring role, as well as the full functioning and strengthening of new institutions, such as: Chambers of Health Professionals, Health Insurance Fund and HUČSK, as an integrated form of services at the secondary and tertiary level of health care.

### **9.3. Healthcare funding**

Given the fact that the available financial resources for public health services do not meet the needs and requirements of the population for quality health services, the Government will implement the reform of financing the health sector. The Government will establish a mixed funding model, from the Kosovo Budget and from the Compulsory of Health Care Insurance Fund for all citizens and residents of the country, in accordance with the Law on Health Insurance and with the support of Donors.

#### **9.4. Management and accountability**

The Government will be committed to an integrated health management at all levels, with clear and efficient referral systems. It will also be committed to the adequate distribution of infrastructure and medical staff throughout the country, achieving international standards in terms of the number of medical staff in relation to the population, decentralization and managerial autonomy of health institutions. An improved human resource management will be carried out through the Chambers of Health Professionals, as credible representative bodies of physicians, dentists, pharmacists, nurses, and physiotherapists. The Ministry of Health will closely monitor the period of transfer of the relevant competencies, in accordance with the law. In order to eliminate negative phenomena within the health sector, the direct and systematic communication of the Ministry of Health with the citizens and patient associations, through telephone hotlines, will be strengthened, as well as the undertaking of all adequate actions that are included in the view of increasing the responsibility and accountability.

#### **9.5. Public health and prevention of communicable diseases**

The Government will be committed to building competent public health institutions, which will be committed with professionalism and multidisciplinary approach to maintaining public health, preventing and repairing endemic outbreaks of communicable diseases, regular inspection of water, air, food and other public health parameters.

#### **9.6. Specialty and subspecialty education**

The Government is aware that the medical science is one of the sciences evolving at rapid pace. Therefore, it is necessary to invest in the qualifying and updating of human resources with new knowledge and practices. In this view, special attention will be paid to the state program of specialist and subspecialist education of professional staff abroad, in well-known health institutions of international rank. To this end, a special fund of scholarships will be created for studies in the field of medicine in Western universities, as well as support for scientific research projects. In the context of capacity building, the Government will create optimal conditions for many health professionals, coming from Kosovo and who are already affirmed in developed countries of Europe and America, to contribute with their expertise and projects to the reform and development of health system in Kosovo.

#### **9.7. Public health education**

Given that the main responsibility for staying healthy belongs to the citizens themselves, the Government will pay more attention to the prevention of various diseases and the education of the public by providing more resources. Such an approach will be adopted in cooperation with non-governmental organizations that carry out activities in the field of health. To this end, policies that enable the public to

be provided with more information will be developed in order to encourage and educate them about a healthy life as a preventative measure and to encourage the use of regenerative therapies if they are chronically ill or at risk.

### **9.8. Pharmaceutical sector**

Substantive reforms are envisaged in the pharmaceutical sector by increasing the policy-making, regulatory, evaluation, and inspection capacities of the Kosovo Agency for Medicinal Products. Measures will be taken regarding the Essential List of Medicines and Medicinal Materials, by compiling an essential list which will be a living document by incorporating a mechanism for the entry and exit of products from the essential list. Special premises will be created for storing, maintaining and distributing of medicinal products and materials in the Central Pharmacy of UCCK, but also in the pharmacies of General Hospitals of the secondary service. New policies for the procurement of drugs will be developed based on real needs assessment and adequate and timely decentralization of medicines supply from the Ministry of Health to the health institutions with an accountable approach by those health institutions. Also, the reorganization of the pharmaceutical management will be done in the Ministry of Health and in the Health Insurance Fund. In order to continuously and systematically maintain public health, the Government will monitor the circulation of medicines and medicinal products in the Kosovo market, in line with the highest standards of the European Union.

### **9.9. Licensing and Accreditation of Health Institutions**

In accordance with the Law on Health and given the need to monitor and assess the quality of health services, the government will work to create a favourable environment for Licensing and Accreditation of health services according to international standards.

### **9.10. Development of partnerships and social dialogue**

Special attention will be paid to the development of partnership and social dialogue with the Federation of Health Trade Unions of Kosovo, with special emphasis on respecting the rights of health workers and patients' rights. Also, cooperation with organizations in the non-governmental sector, domestically and abroad, will be strengthened, especially with associations that represent the interests of patients, as a way to provide better services and special services for vulnerable groups of citizens in the most cost-effective way, with particular emphasis on promoting healthy lifestyles as the most effective forms of disease prevention. The Government will continuously be committed to fulfilling the obligations arising from the National Strategy for Persons with Disabilities, and will undertake special activities to provide quality health services that are easily accessible to the population groups and communities in need. Special attention will be paid to activities to fully integrate the health services in the Serb-majority municipalities into the national health system.

### **9.11. Private health sector**

The public and private sectors in healthcare should not be seen as excluding/substituting each other, but rather as two systems that complement each other. Private health care institutions will have equal competitive and complementary treatment in the health system to the benefit of the citizen. The government will take all necessary measures to ensure that private health institutions strictly comply with all the country's legislation governing this sector in order to provide quality health services.

### **9.12. Responsibilities and integration of three levels of health care**

**Primary healthcare level (municipal level):** At the primary healthcare level, the concept of family medicine will be promoted. The necessary specialists will be provided at this level of health care for each municipality, stimulating doctors as needed by the municipalities. The package of primary health services in all municipalities will be standardized. Diagnostic capacities will be strengthened, with special emphasis on radiology and laboratory. Emergency pre-hospital emergency services will be strengthened. Municipalities will be supported to establish and strengthen palliative health care services for vulnerable groups (people with special needs, patients with severe chronic diseases, those with malignant diseases, as well as the elderly). The work regulations of the health and social welfare departments will be reviewed to be in function of the provision of these services. Mechanisms for monitoring the work of health staff will be set up, including regular evaluation of their work. Infrastructure in primary health care will be improved to ensure an easy access for people with disabilities. Master plans for municipalities will be drafted and patient distribution will be made according to the corresponding family medicine centres. Health cards will be functionalized and digitized. Health protocols in primary health care and referral forms at higher levels of health care will be standardized. Maternal and child health services will be strengthened through the functioning of regular home services, including monitoring before pregnancy, during pregnancy, after childbirth, and monitoring of the child's development from 0-6 years. Full care will be provided to preschool and school children. The package of services for the management of chronic diseases based on the essential package of the WHO for the management of chronic diseases will be functionalized.

**Secondary healthcare level (regional hospitals):** This level will be better integrated with the primary healthcare level and the tertiary level. The Hospital of Prishtina will be established as one of the main priorities. Hospital of Podujeva will become operational. Decision-making will be decentralized and the managerial autonomy of these health institutions within the integrated hospital service system will increase. These institutions will be supported on the development and increase of professional capacities and resources. Diagnostic capacities will be strengthened. Procedures for the use of medical equipment will be standardized and rationalized. Standard/unique protocols related to the provision of health services in all

secondary hospitals will be developed and implemented. Where there are capacities, the provision of specialized services will be strengthened.

**Tertiary health level:** It is more than necessary to undertake the reorganization of UCCK, including the possibility of establishing other Hospital Centres such as the Institute for Mother and Child, the Institute for Cardiovascular Diseases and the Hospital of Prishtina within the UCCK. This is because the UCCK, in addition to health services, also provides educational, research and scientific services. It is necessary that all health personnel be involved in the educational process with a clinical or scientific academic title. Efforts will be made to improve the quality of health services and supply medical equipment, as well as their maintenance and service in accordance with European standards. An immediate need is the development of managerial capacities in terms of increasing responsibility, transparency and accountability of managerial structures. In this regard, efforts must be made towards the organization of a modern tertiary centre, with a special organizational, professional scientific structure. Cooperation with the Faculty of Medicine will be reviewed to ensure a closer, more functional and more integrated cooperation to provide education of medical profiles in order to meet the needs of the entire health system of Kosovo, as well as international trends in the field of medical education and health protection of the population. The establishment and strengthening of research and scientific capacities, as well as the continuous professional education of the medical staff will be supported. Tertiary health institutions will be supported in the creation of educational centres that will be promoters of maintaining the health of the population of Kosovo.

### **9.13. International cooperation**

In addition to ensuring full coordination with the donor community in the country's health sector, the Government will be committed in cooperation and membership to international health organizations, then to the Southeast European Health Network, and active participation in bilateral and multilateral in the field of international health.

## 10. AGRICULTURE AND RURAL DEVELOPMENT

Taking into account the potential of the agricultural sector to increase local production and employment of workers throughout the production, processing and service chain, the Government will be strongly committed to supporting the agricultural sector, starting from primary production, storage, processing and marketing as final products. Support for agriculture in the program for sustainable agricultural development and in the strategy for the protection of local products. Support will be for all phases of agricultural production, with a focus on sectors where the country has comparative advantages. Given the fact that Kosovo has an orientation towards EU integration, the government's orientation will be to bring agricultural development policies closer to the EU's Common Agricultural Policies.

Measures to support agriculture and rural development in general include the following:

- Increasing investment in the farm and in priority sectors,
- Food safety,
- Irrigation of agricultural lands,
- Functionalization of agricultural insurance,
- Facilitating farmer's access to finance,
- Value chain in agricultural production,
- Supporting non-agricultural activities and diversifying rural development,
- Sustainable protection and use of agricultural land,
- Protection and valorisation of forest resources.

### 10.1. Increase investment in the farm and in priority sectors

To improve the structure of the farm, the Government will provide farmers and agribusinesses with investment opportunities through grant schemes and subsidies. Particular attention will be paid to increase the fund for subsidies and grants for export-oriented crops. Also, mechanisms that enable the change of the form of support by orienting the support from the production will be created.

Given that Kosovo has comparative advantages in the cultivation of small fruits (raspberries, blueberries, strawberries, blackberries, aronia, etc.), aromatic medicinal plants, grapes and wines and vegetables, the program to support agriculture will provide special support for these crops. It will move towards subsidizing yields per kg for small fruits and other priority sectors. Agricultural producers will be subsidized for certification for certain agricultural crops in relation to food safety standards. This measure aims to increase the quality, safety and value of locally produced agricultural products.

Subsidizing the excise tax on diesel for agricultural activities will be considered, which will affect the reduction of the price of diesel for farmers by at least 30-35%, a

measure which will affect the reduction of the cost of agricultural production. Associations of producers and processors will be supported to have an opportunity to represent the interests of agricultural producers at the central and local levels of the country. A special grant fund will be created for young people in agriculture to support young entrepreneurs in agriculture who bring innovative ideas in agricultural production and processing.

Support with grants and subsidies for agriculture will also be linked to measures to promote employment, in particular the most marginalized groups in society. Support in this regard will be given in particular to those households from non-majority communities who are most in need.

## **10.2. Food safety**

A functional food safety and consumer protection system will be strengthened with high priority, in line with EU standards. To this end, appropriate measures will be implemented based on the concept "From farm to table", ensuring the effective and safe operation of the production and trade chain. Also, conditions will be created that guarantee a fair competition in the market of food economic operators. In this regard, the following measures will be taken:

- Functionalization of laboratories for performing analyses for the supervision of food safety;
- Continuous control and testing of food traded for human consumption, as well as feed used for animals;
- Continuous control and testing of the content and quality of agricultural inputs (seeds, fertilizers and pesticides) that are produced or imported;
- Transfer of the Food and Veterinary Agency within the Ministry of Agriculture
- Coordination and harmonization of local legislation with EU legislation in the field of food safety.

## **10.3. Irrigation of agricultural lands**

In order to support agricultural production, investments will be made intensively in the irrigation systems of agricultural lands, as currently only about 20 thousand hectares of agricultural land are covered with irrigation, or about 4.8% of the total surface area used for agriculture. These investments will significantly increase agricultural yields. Using agricultural land registration, it will become possible to make an accurate planning of the expansion of irrigation network and its use in the most efficient form.

In this regard, work will be done on the functionalization (rehabilitation) of the existing irrigation canals and the expansion of the two main irrigation systems: Iber-Lepenc for covering with irrigation system the following fields: Rrafshi i Kosovës (Kosovo Plain), and Radoniq in order to ensure covering with irrigation system fields in the Rrafshi i Dukagjinit (Dukagjini Plains). Also, the design and



construction of new irrigation systems is envisaged, utilizing a large part of the rivers, such as: Drini, Lepenci, Ereniku, Lumbardhi, Sitnica, Drenica, Llapi and Morava. In addition to investment in irrigation network, investments in new accumulations of water are expected, which will be intended for irrigation of agricultural lands, but they can also be considered to be used for drinking water based on the standards required for this purpose.

#### **10.4. Functionalization of agricultural insurance**

Action will be taken as soon as the agricultural insurance to avoid, as much as possible, unexpected losses to farmers is put in place. Developing a sustainable and efficient insurance system will contribute to the development of the agriculture by alleviating risks and ensuring further investment in farms. This financial instrument can increase confidence to lend to farmers and will contribute to increasing the funding of the agricultural sector in general.

The functionalization of the agricultural insurances system will be managed by the ministry. To this end, a risk management division will be established. An agricultural insurance fund will be established, which will be co-funded by the government, donors and with participation of farmers. Initially certain crops will be covered and next insurance will be extended to other products, such as for protection against hail, fire, floods and other weather events. Gradually, the insurances will be extended to livestock, which will include cows, heifers, sheep, goats and poultry).

#### **10.5. Facilitating access to finance for farmers**

The agricultural sector is one of the sectors with the lowest funding from the financial sector. Therefore, in order to increase the funding in agriculture, farmers applying for agricultural loans from banks will undertake the risk repaying the loan, while the government will undertake to pay interest on the loan (fully or partially, depending on the objectives set out in the agricultural development program and crops/priority products in certain periods of time)

#### **10.6. Value chain in agricultural production**

The entire agricultural production chain will be supported in order to ensure the added production value and quality of agricultural products. Through this form of support, agricultural productivity, food safety, product quality, animal welfare will increase, links between stakeholders of the value chain will be strengthened, and ultimately farmers' competitive capacity will be enhanced.

Presently, a significant amount of agricultural products in Kosovo are sold as primary products, mainly products intended for export. In addition, another quantity is sold through illegal markets, due to the lack of certification and the proper organization of the formal market. Therefore, the agricultural support

program aims to increase the value of agricultural products grown in the country through investments in the value chain. Measures will focus at the processing industry level, by supporting collection centres and processing centres, while at the farm level by investing in storage rooms of products with supportive equipment.

Investments will be made in creating the supporting infrastructure for the production and packaging of products at farm level by supporting farmers with equipment and supporting infrastructure for processing and packaging. Livestock and small fruits and medicinal and aromatic plants are expected to be priority sectors in this measure. In doing so, farmers will have the opportunity to process their own farm products, which will have a direct impact in adding value to these products, and consequently, to the increase of farm incomes. Additionally, processors of agricultural products will be supported on increasing their processing capacities.

Farmers shall be directly supported in marketing of their agricultural products through consultancy services for farmers so that they can find markets to sell their products, by strengthening of and adhering to contracts with collection centres and the processing industry. In addition, we will engage with municipalities to establish farmers' markets in their respective municipalities with appropriate conditions for marketing agricultural products.

#### **10.7. Supporting non-agricultural activities and rural development diversification**

To support and promote agricultural production, complementary measures will be taken to diversify economic development in rural areas, such as rural tourism, handicraft activities, hostelry and traditional foods in rural and mountainous areas, etc. The government will intensively support these types of businesses in rural areas, particularly in areas where natural conditions are favourable, and where there may be restrictions on the development of intensive agricultural production. These businesses will be supported with grants for business development based on local resources (using local production) in order to create new jobs and sustainable development of rural areas.

#### **10.8. Sustainable protection and use of agricultural land**

Action will be taken to prevent degradation of agricultural land and change of its intended use. In this regard, preventive measures will be taken, but also policies incentivizing farmers to use the agricultural land for agricultural production. In particular, measures will be taken to prevent pollution of agricultural land by different water or air pollutants (polluted rivers). Conservation of agricultural land will be followed by strict implementation of legal infrastructure and incentive measures for producers so that they see an interest in conservation of arable land. If necessary, funds will be allocated for agricultural lands regulation through the implementation of ameliorative measures. Given the very small size of the property, necessary measures will be taken for the continuation of the consolidation process in

a consultation and agreement with farmers, which process was put to an end for nearly three decades.

### **10.9. Protection and valorisation of forest resources**

For environmental purposes, manufacturing and other purposes, protection from degradation of forest resources and afforestation of new areas will be a priority. This measure is necessary as forests have been significantly damaged by logging, erosion, quarries, etc. First, illegal logging will be stopped, ensuring strong coordination between central and local level for forest monitoring. Next step will be to put in place massive programs to intervene in the afforestation of new areas, as an urgent need. Existing legislation will be reviewed, which will enable a rational use of forests, in addition to the continuous afforestation of new areas.

## **11. INFRASTRUCTURE, ENERGY, MINES, WATER AND ENVIRONMENT**

### **11.1. Road and Railway Infrastructure**

Infrastructure development is prerequisite for sustainable economic development. The government will be committed to creating an efficient transportation system. Efforts will be made to create an integrated multimodal system of road, rail and air transport, with low prices and safe environment, which will enable citizens to choose the most efficient and convenient transport to meet their needs. We will work closely with neighbouring countries to integrate regional and international infrastructure networks.

Roads of national importance, including highways connecting the regions of Kosovo and those that provide access to neighbouring countries, will be treated with priority during the government's mandate in accordance with budgetary possibilities and by making efforts to find extra sources of funding. The government will initiate procedures for the construction of the Dukagjini highway, the continuation of the highway in the direction of Podujeva and the border point, the construction of the Anamorava highway, highway to Mitrovica and other roads of national importance to provide links with regional and international network infrastructure. Basically, Investments in the key infrastructure at the country level that have high costs will be financed mainly through soft loans or through public-private partnerships, which form of infrastructure investment will not jeopardize the state budget.

In accordance with the financial possibilities, investments will be made in the functionalization of the rail system and the main road lines. Together with the municipalities, local infrastructure projects will be prioritized. All these will be reflected in the annual budget and the medium term expenditure framework, in broad consultation with all parties.

The main infrastructure priorities will be determined with a long-term strategic plan, which will take into account budgetary possibilities in the upcoming years, in particular due to the situation created by the economic downturn due to the COVID-19 pandemic. In this regard, the dynamics of existing infrastructure projects and plans for new infrastructure projects with high budget costs will be carefully analysed and reviewed. Maximum efforts will be made to finance such projects through concessional loans. Regarding local and regional level projects, efforts will be made to upgrade the level of infrastructure in localities where minorities live in order to provide better living conditions and greater integration of those communities in economic life at the national level.

### **11.2. Energy**

We will work for the development of regulatory and operational capacities to achieve the 25% target of energy share from renewables in the gross final energy

consumption in the medium term in accordance with the potential that Kosovo has, obligations arising from EU regulation as well as international developments and experience.

Rehabilitation of TPP Kosovo B will be made in accordance with the feasibility study for its rehabilitation to extend the operation and the fulfilment of environmental components in accordance with EU directives. Decommissioning of TPP Kosova A, or its parts, shall be done after studying the new supplementary generation alternatives, based on the requirements in the electricity market and after securing a stable supply of energy. The project of TPP Kosova e Re will be reviewed for an implementation in an optimal time and at an affordable cost. Energy efficiency projects as essential components of planning and strategic orientation for Kosovo's economic development will be developed. The feasibility study for the possibility of Kosovo to join the international natural gas network Trans Adriatic Pipeline Project (TAP) will be completed.

The liberalization of the electricity market will enable a competitive, transparent and customer oriented market. We will work for the integration in the regional market that enables optimization of Kosovo-Albania systems, as the first step towards the integration of Kosovo in the regional electricity market.

Support will be provide to district heating projects to mitigate the demand for electricity during the winter and to make heating supply in urban areas functional. New generating capacities will be provided to expand the thermal energy supply for the capital and other cities. Also, support for existing district heating companies in Gjakova, Mitrovica and Zvecan will continue. The possibilities for the construction of the district heating for Drenas from Ferronikeli, as well as the district heating in other cities in Kosovo will be examined. Also, a project for the connection of Obiliq to Termokos – Prishtina districting heating system will be drafted.

### **11.3. Mines**

A comprehensive mining development strategy will be developed based on market mechanisms and partnerships. Work will be done on the new lignite mining to ensure a secure supply with lignite of existing capacities and new generating capacities. The necessary analyses to complete the feasibility study will be completed, including the valuation of assets and liabilities of Trepca, as well as the valorisation of mineral reserves through local and international expertise. Increasing further business/ industrial production of Trepça will be done based on the most reasonable economic, technological, social and environmental alternative.

### **11.4. Water resources**

Based on the strategy for the use and protection of water, which will determine the resources that will be used for drinking, industry, agriculture and the economy. Drinking water will be a priority and the objective will be to cover the entire population with drinking water supply. Efforts will be made to ensure that the eastern and central part of Kosovo, which face significant problems with water

resources, have water accumulations to provide at least 200 million m<sup>3</sup> of water for drinking, agriculture and economy. Water resources in the western part and in the Dukagjin region, in addition to being a priority for drinking water; they will be used for irrigation of agricultural lands and electric energy. Regarding wastewater, plants will be constructed for Pristina, Prizren, Gjakova, Gjilan, Ferizaj, Mitrovica and other centres according to their turn. Also accumulating lakes used for drinking water will be protected.

Agricultural land irrigation systems will be expanded, by expanding two main systems, Iber Lepenc and Radoniq, as well as the design and construction of new irrigation systems using large part of Kosovo's rivers, such as: Drini, Lepenci, Ereniku, Lumbardhi, Sitnica, Drenica, Llapi and Morava.

Work will be done to rehabilitate rivers, building accumulations that enable greater use of them and prevent flooding. These include the following rivers Drini, Sitnica, Morava, Llapi Lepenci and Lumbardh, and for each one of them a plan for the use of water and flood prevention will be developed. Based on the priorities that will result from the research, concrete investments will begin. A plan will be developed to avoid risks to the population from floods in accordance with appropriate standards for this purpose, including surface water management that enable reducing the flood risk.

### **11.5. Environment**

Legislation and oversight capacity will be developed to determine the limit values for gas emission, criteria for water protection, the air and soil from pollution and the use of technology, in line with European standards. Legal frameworks will be prepared to ensure a balance between nature protection and the promotion of economic development, including reviewing certain decisions on the size and manner of management and use of national parks.

Waste management companies will be supported to modernize waste and landfills treatment, including recycling measures for recyclable materials (such as bottles, plastics, etc). Waste deposits of any type that are close to settlements will be eliminated.

The national parks management will be advanced, to ensure adequate protection and use for recreation. An institutional mechanism will be established that will play the role of environmental police. Measures will be taken to meet the environmental conditions of all existing licenses for hydropower plans and quarries, by also establishing monitoring mechanisms during their operation.

Standards shall be set for equipment with environmental stamps for all entities that through their activity affect the environment in any form. An eco-fund shall be established to support entities to meet environmental standards. To improve the address system in Kosovo, investments shall be made in completing the address system in all municipalities.

## **12. Defence and Public Safety**

### **12.1. Kosovo Security Force**

The promotion of good governance and the endeavour to implement the principles of integrity, transparency and accountability, in accordance with applicable laws, international norms and practices, remains to be a key priority of the Ministry of Defence and the KSF, since its establishment.

The Strategic Concept of Defence in the Republic of Kosovo is based on the values and principles of the Constitution. This concept is based on Security architecture and aims to develop a professional force, capable to act and be supported by NATO allies in order to provide a comprehensive response to security challenges, risks and threats, as well as to adapt to changes in the modern security environment.

Through the institutional support, promotion of professionalism and financial and logistical support, the Government will work on the full transition of the KSF into a professional army, through development and modernization, in accordance with the Comprehensive Transition Plan and according to national and NATO standards with its partners, as an Interactive Force with capabilities and capacities to protect sovereignty and territorial integrity, for military support to civilian authorities, as well as for participating in international missions. The goal is to achieve the defence spending targets of at least 2% of GDP.

The Republic of Kosovo will be committed to membership in regional security initiatives and for integration in NATO. In this regard, in cooperation with international partners, the KSF's access to Euro-Atlantic mechanisms will be accelerated, in order for Kosovo to join the NATO alliance.

The international cooperation and strategic partnership with countries in the region on defense and security matters, remains a priority for the Republic of Kosovo. Strategic Partnership with the United States of America is the guarantee for the development of the KSF capabilities and capacities. The Republic of Kosovo will continue to strengthen cooperation with NATO, EU countries and beyond, in the field of defense and security.

The assessment and analysis on the mandatory military service will be carried out in line with the best NATO and partner countries policies and standards.

The Republic of Kosovo protects its interests through continuous respecting of human rights and freedoms, democratic principles and respecting of international law, which enables peaceful resolution of conflicts, advancement of peace and

stability and improvement of the image of the Republic of Kosovo before the democratic world.

## **12.2. Law enforcement and public security authorities**

Adequate consolidation of the legal framework, as well as the rule of law are the basic criteria that must be met to guarantee the necessary level of public order and security. Legal reform must begin with identifying, systematizing and amending the applicable legislation, in order to unify and harmonize it with the latest international standards in order to guarantee public order and security. In this regard, most of the applicable laws need to be amended and supplemented. In addition, the legal framework that provides for early retirement of will be supplemented, the law against organized crime, the law on vetting, the legal framework for securing the health and life of members of law enforcement, etc.

Close coordination and cooperation between the competent institutions is a condition for guaranteeing public order and security. To enable and facilitate this cooperation, the institutional reform will focus on creating the necessary platforms for daily communication, particularly between Courts, Prosecution and Kosovo Police. In this light, the work tools and methods, human resources and digitalization of the institutional administration should be updated.

Public safety is a necessity for guaranteeing a country rule of law and order. Therefore, through strengthening of the Kosovo Police, increasing the budget, human capacities and capital investments, road safety, business security shall be fundamentally improved. The phenomenon of robberies will be combated and safety in schools increased. In the next rounds of recruitment in the framework of the security institutions, criteria will be set to promote the recruitment of members of non-majority communities, in particular for under-represented communities. Foot and car patrols - in every neighbourhood of the country - will be the first measures in this direction.



## 13. SOCIAL PROTECTION AND INTEGRATION IN WORK

### 13.1. Social protection

The state of general social welfare and inter-social solidarity, built on the principles of social dialogue between the main participants and on the basis of the free market, will be the basic principle of building and implementing the Government's social policies. Through social policies, the aim is to achieve full coverage of citizens with social schemes, maintaining the standard of living of certain groups of society and providing a financially stable social and pension system.

The main measures in social protection policies include:

- Intensification of social dialogue between employers, employees and government institutions, as well as a wider involvement of representatives of interest groups in this dialogue.
- Adoption of the new Law on Social Economic Council, that will result in setting the minimum wage based on economic and social parameters.
- General remodelling of the pension system, starting with the establishment of Social Protection Fund, which, among other things, would contribute to achieving these goals: guaranteeing the age contributory pension; guaranteeing work-related disability pension based on contributions paid; family pension, based on contributions paid; guaranteeing early retirement for certain categories of employees; parental protection; child supplements; unemployment protection; protection from long-term diseases, etc.
- Minimum age pension according to certain criteria, where all persons under 65 years covered adequately based on socio-economic criteria.
- Unification of pension criteria for persons with disabilities, starting from the same treatment of all categories, both in the assessment of ability and in the treatment and the same financial benefit for all categories, as well as the benefit of other benefits depending on needs.
- Review of legal regulations related to the work experience for all those who have contributed and to those who are laid off during the 90s of XX century.

To implement these measures, a comprehensive reform of pension schemes will be undertaken, which includes the drafting of a unique Pension Law, the creation of the Social Insurance Fund, the drafting of the unique Law on Persons with Disabilities, etc. Also, a reform of social and family services will be undertaken, including the drafting of the Law on Social Schemes (social assistance), drafting the Law on Social and Family Services, creation of a specific Grant for Social and Family Services, the scheme of child allowances in framework of the social security system, etc.

Support will be provided for the Social Housing Program, to provide adequate housing for families in need. In particular, housing programs for members of some of the non-majority communities living in difficult conditions will be supported.

## 13.2. Employment integration

Promoting employment, especially for the unemployed and marginalized groups, will be supported by specific measures. These measures will be implemented alongside social policies to enhance the welfare of certain groups in society, such as women, young people, and the unemployed and other marginalized groups.

The main measures include:

- Active employment policies, both by the state and the private sector, including special measures to employ people from the vulnerable groups and members of minorities that are underrepresented in terms of employment and difficult living conditions.
- Continuous training in vocational schools for professions required in the labour market.
- Subsidizing salaries that young people or women take in private enterprise.
- Subsidizing tax and pension contributions paid to each employee, reimbursing private companies these contributions that they pay for the employment of certain groups.
- Promoting work practice in the private sector as a form of professional and practical training of interns.
- Grant support for start-up businesses for young entrepreneurs.
- Modernization of the infrastructure of vocational training centres so that the trainers in these centres get the latest knowledge and are ready for the labour market after the completion of the training.
- Providing targeted programs for members of non-majority communities that are most in need of employment and income.

In this regard, a reform in working relations and advancement of workers' rights will be undertaken, including to make changes in labour legislation, maternity leave and parental leave, inspectorate of labour, occupational safety measures, measures for combating informal employment and legalization of employment, increasing the number of labour inspectors, advancing social dialogue by preparing a new law for the Social Economic Council, reviewing the minimum salary, and removing the minimum wage scalability, etc.

## 14. CULTURE, YOUTH AND SPORTS

### 14.1. Culture

Culture plays an important role in development of society, therefore it will become a part of the economic and social life of the country. We will promote conservation and preservation of our cultural heritage for future generations. Activities will be undertaken to increase the participation of citizens in the cultural life of the country, on inclusion of artistic education in formal and non-formal education, as well as on the fostering and promotion of intercultural cooperation.

The development of culture will take into account the European cultural principles aimed at respecting cultural diversity as well as at preserving and cultivating a common cultural heritage. European Agenda for Culture has identified three main objectives: (i) understanding, respecting and promoting cultural diversity, (ii) promoting intercultural dialogue and treating culture as a catalyst for creativity, and (iii) assessing the role of culture as an important factor in the creation and deepening of international relations.

#### **Comprehensive measures in culture:**

- Professional and apolitical functioning of institutions of culture will be ensured, both at the national and local level. This will be achieved by increasing the participation of citizens, especially of different groups of artists in decision-making in the institutions of culture. This approach will restore trust in cultural institutions and will influence on the change of culture awareness.
- Attention will be paid to the approximation of cultural legislation, and the strategy for development of culture in Kosovo, with those of the European Union member states.
- Special relations will be cultivated with Albania and other countries in which Albanians live. Strengthening relations with other countries, through diplomatic representation, will mark a new level of cultural communication in Kosovo, through establishment of cultural attachés, as well as through circulation of cultural values and creators.
- Scheme of functioning of National and Local Institutions and the reform of their administration will be restructured. Starting points will be the institutions of cultural heritage, as bearers and articulators of cultural and national identity.
- The budget for culture will be gradually increased, enabling thus the transformation of culture into a sustainable asset for the development of human and economic capital of the country.
- The creators from all fields will be supported in their independent activities.
- Library, archival and museum materials will be digitized.
- Cultural diplomacy will be promoted within the public diplomacy of the Republic of Kosovo.

- Cultural activities of non-majority communities will be supported in order to preserve and promote their cultural assets as cultural asset of the state of Kosovo.
- We will engage on return of the cultural heritage fund which is in Serbia, as part of the dialogue for normalization of relations with Serbia.
- Increasing citizen participation in cultural life that coincides with EU strategic orientations for culture will be promoted.

**Protection, preservation and promotion of cultural heritage:**

- The legal framework for cultural heritage and museums will be completed and implemented, by preparing the new Law on Cultural Heritage, as well as of the Law on Museums. Both of these laws will provide better possibilities for cultural heritage management. Strategy for Preservation and Promotion of Cultural Heritage 2017-2027 will also be implemented. The functioning of all state institutions dealing with cultural heritage will be functionalized.
- A fund for research / studies in Cultural Heritage and for development of new specialized staff will be established. To this end, the Government will stimulate scientific communities dealing with Cultural Heritage, including higher education institutions in cooperation with Heritage institutions.
- Work will be done to preserve and promote the religious heritage in Kosovo based on the Constitution and the applicable laws.
- A national fund for the conservation / restoration of Cultural Heritage will be created, by increasing the care for historical, cultural and religious monuments. The Government will continue with implementation of the emergency interventions program, with a key role of the Institute for Protection of Monuments of Kosovo, as a carrier institution for restoration and conservation processes.
- The National Register of Cultural Heritage will be strengthened, including areas of special importance, Cultural Heritage at Risk; Cultural Heritage under Permanent Protection, etc. This register will be updated by creating a database of cultural heritage data and completed digitalization of information on cultural heritage assets.
- Public institutions of cultural heritage will be reorganized in accordance with the needs of the time, including the establishment of new institutions that lack hereditary values in Kosovo. Special support will be given to the Archaeological Institute of Kosovo, as a competent institution for research and study of Archaeological Heritage, at the national level, financially independent and with academic freedom. Then, the role of the Institute for the Protection of Monuments of Kosovo will be redefined, as a competent institution for the conservation-restoration of immovable cultural heritage, financially independent (creation of a special budget code), as well as responsible for promoting cultural heritage. Adequate statutes will be prepared for all these institutions, which define the roles of responsibility, financial management, etc.
- The Cultural Heritage Inspectorate will be functionalized based on the law, as a supervisory body in the field of cultural heritage regarding restorations,

respect for adequate documentation, protection of cultural assets from destruction, as well as the legal progress of the activities of the cultural heritage institutions.

- Management Plans will be drafted for all cultural heritage assets of special importance in an optimal timeframe.
- The network of archaeological parks will be created, including the archaeological site "Ulpiana", in Dresnik/Drsnik of Klinë/Klina, the Castle of Novobërdë/Novo Brdo and some of the most important locations of cultural and archaeological heritage, turning these locations into important tourist spots to promote our heritage and culture.
- The Archaeological Museum and the Ethnological Museum will be established through the adoption of the law on museums. However, after extensive consultations, the possibility for establishing a Museum of Peace will be considered, which will show the journey of the people of Kosovo for freedom and peace. In accordance with relevant legal regulations, museums will function as a network of museums with free access to the public in order to promote the cultural heritage of Kosovo museums inside and outside the country.

**Artistic education:** Special projects for artistic education in formal and non-formal education will be supported. Measures will be taken to include more people with disabilities in cultural life. Special policies will be drafted for inclusion of elderly people (pensioners) in the artistic activities of cultural institutions and operators. In cooperation with Ministry of Justice and with the Ministry of Labour and Social Welfare, programs will be provided to create opportunities for artistic creations in holding centres and correctional centres, as well as for their exposure, placement and sale. This could affect the emotional well-being of these categories and increase their chances to participate in the social life.

**Modernization of cultural infrastructure:** We will engage in renovation of the State Agency of Kosovo Archives building by installing the protection system in the archived material warehouse; in construction of the Museum of Contemporary Art; construction of the Museum of Natural History; construction of the Archaeological Museum; renovation of the National Library "Pjetër Bogdani"; financial support for renovation of art and culture buildings in municipalities; construction of buildings of youth and cultural centres in municipalities and other.

**Performing Arts:** To support the cultural institutions of performing arts, adequate budget will be provided for Kosovo Cinematography Centre, National Theatre of Kosovo, Kosovo City Theatres, Independent Theatres and theatre groups, National Ballet of Kosovo, National and international Festivals, for promotion and international presentations, for digitalization of the archive of theatre and the film production, special scholarships for the film and theatre sectors, support for theatre groups in the pre-university education, for networking of the theatres, for performing arts in public spaces, for special publications, conferences, seminars and workshops and as well as for other activities. Legal basis will be created for

additional financing and independent financial management for all these institutions and activities.

## **14.2. Youth**

In the field of youth, the capacities of youth organizations and youth representative mechanisms will be strengthened. Adequate regulatory framework will be established to ensure participation of young people at different decision-making levels, and special attention will be paid to marginalized youth groups.

Youth will be supported by providing quality education in educational profiles based on the labour market needs. The scheme will be developed to support youth employment, to subsidize young entrepreneurs, facilitate the transition from school to employment, opportunities for internships by working closely with enterprises, promoting volunteer work, continuous training for integration into the labour market, housing assistance for students, and support to youth innovation centres, etc.

We will work on creating and implementing the facilitating measures for the housing issue of young families, then on recognition of voluntary work as a work experience and a form of transition from education to employment, on increasing the financial support for youth organizations, supporting cooperation with international youth organizations, etc. In all support measures for the youth, the focus will be on youth from the non-majority communities in order to enable their greater integration into Kosovo society.

## **14.3. Sport**

The new Sports Strategy will be prepared, based on the European Sports Charter, which envisages sports principles for all, the code of ethics in sports, the Convention on Prevention of Violence in Sports, the Convention on Prevention of Doping in Sports and the Declaration about sport in the summit of European Union heads of state in Amsterdam and the Olympic Charter.

The development of sports talents and the internationalization of sports will be supported. Sports professionals will be supported for high achievements. The autonomy of sports federations and the Olympic Committee and Paralympic Committee of Kosovo will be strengthened. The sport will be promoted for everyone. Work will be done on functioning and advancement of school sports, support for people with special needs, as well as the integration of non-majority communities in all sports activities. Sports medicine will be strengthened by strengthening the anti-doping agency and the sector for anthropological and scientific researches in sports. A database of licenses for the sports system in Kosovo will be created.

In particular, we will work on advancing the legal sports framework in cooperation with sports federations, in regulating rewards for special achievements, on drafting the Regulation on scholarships, Regulation on announcement of the athlete of the year, etc.

The issue of ownership and management of sports infrastructure will be defined, then the strengthening of regulations for the prevention of violence in sports and the issue of sponsorship in sports, etc.

We will modernize the sports infrastructure, renovate existing gyms and football stadiums, Olympic and semi-Olympic swimming pools, new gyms in municipalities, rehabilitate ski centres, construct athletics tracks in large centres of Kosovo, construct tennis courts in municipalities, construct the national stadium with UEFA / FIFA standards, construct the auxiliary football fields, construct sports polygons in schools and neighbourhoods, etc. Investments in sports infrastructure will also be promoted through public-private partnerships, and in particular for large sports infrastructure investments.

## 15. DIASPORA

Kosovo is ranked in the group of countries with the largest diaspora in the world. That is an asset for the country. The new government will be engaged to maintaining the ethno-cultural identity of the diaspora, developing and maintaining the social, political and economic ties of the diaspora with Kosovo and advancing the overall social position of the diaspora in the countries where they are.

We will work towards increasing the political representation of the diaspora in decision-making processes in Kosovo, in creation of better opportunities for voting of the diaspora based on the practices of the European countries, we will develop institutional communication between the diaspora and Kosovo through the establishment of the Consultative Council of the Diaspora, to ease their travel, to support investments from the diaspora and support organizations in the field of culture and education, etc.