

**Republika e Kosovës**

**Republika Kosova-Republic of Kosovo**

*Qeveria - Vlada – Government*

Ministria e Tregtisë dhe Industrisë - Ministarstvo Trgovine i Industrije - Ministry of Trade and Industry

# Private Sector Development Strategy 2018-2022

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# List of abbreviations

FIPD – Forum for Industrial Policy Development

NCED – National Council for Economic Development

AP – Action plan

SME - Small and Medium Enterprises

KIESA – Kosovo Investment and Enterprise Support Agency

DPI – Department for Industrial Policies

EU - European Union

MSME - Micro Small and Medium Enterprises

FDI – Foreign Direct Investments

TC – Technical Committees

PSC – Professional Standardization Council

CBK – Central Bank of Kosovo

TFEU - Treaty on the Functioning of the European Union

RAEPC - Regulatory Authority of Electronic and Postal Communications

EURAMET - European Association of National Metrology Institutes

PCB – Personnel Certification Bodies

MSCB - Management System Certification Bodies

IAF - International Accreditation Forum

MLA - Multilateral Agreement (of EA)

EA - European Accreditation Body

BIMP - International Bureau of Weights and Measures

ILAC - International Laboratory Accreditation Cooperation

CAB – Conformity Assessment Bodies

IAC - International Accreditation Forum

KCC – Kosova Chamber of Commerce

IEC – International Electro Technical Commission

CEN/CELEC - European Committee for Standardization/ European Committee for Electro technical Standardization

ISO – International Organization for Standardization

ITU – International Telecommunication Union

ETSI - European Telecommunications Standards Institute

OIML - International Organization of Legal Metrology

WELMEC - European Organization for Legal Metrology Cooperation

WTO - World Trade Organization

EFTA - European Free Trade Association

WB – World Bank

MTI – Ministry of Trade and Industry

MEST - Ministry of Education, Science and Technology

MPA – Ministry of Public Administration

MED – Ministry of Economic Development

MF – Ministry of Finance

MLSW – Ministry of Labor, Social Welfare

MCYS – Ministry of Culture, Youth and Sport

MFA – Ministry of Foreign Affairs

MI - Ministry of Infrastructure

MIA – Ministry of Internal Affairs

MH – Ministry of Health

SPC – Single Point of Contact

KPK - Kosovo Manufacturing Club

COSME – Competitiveness of Enterprises and SMEs

GIZ – German International Cooperation

UNDP – United Nations Development Program

TAK - Tax Administration of Kosovo

GDP - Gross Domestic Production

KAS – Kosovo Statistical Office

MAFRD - Ministry of Agriculture, Forestry and Rural Development

EFTA - European Free Trade Association

IP - Intellectual Property

IPR - Intellectual Property Rights

IPA - Industrial Property Agency

WIPO - World Intellectual Property Organization

CMO – Collective Management Organizations

PSD Strategy – Private Sector Development Strategy

EBRD – European Bank for Reconstruction and Development

RCC – Regional Cooperation Council

BMZ - German Government Funding

ICEP – EU Project “Increasing Competitiveness and Export Promotion”

CC – Cooperation Committee

KCDB - Key Comparison Database

NCTF - National Committee on Trade Facilitation

**Forward to MTI/PSD Strategy**

The Government of Kosovo is aware that as a developing economy there are great economic challenges that require a faster pace of economic growth, increase of welfare and integration into the European Union. Over the past years the government has made significant progress through the targeting regulatory improvements identified in the World Bank Doing Business Report, which have led to the improvement of the country’s standing in the Doing Business rankings. This pace of improvement needs to continue and be intensified; indeed, this is goal of the new strategy for 2018-22, which strives to support the continued development of the private sector by continuing the approach adopted in past years with new elements included. This strategy is drafted by the Ministry for Trade and Industry and focuses on a number of areas that are the responsibility of the Ministry and its subordinated agencies. Thus, in effect it is the Ministry’s strategic plan. The strategy aims to develop and implement industrial and SME policies to raise private sector productivity, to increase investments in industry and enterprise, to improve access to quality infrastructure and the implementation of trade policies needed to integrate Kosovo businesses into international markets, and to ensure industrial property rights that will protect investment in innovation, encourage the development high-value products and provide assurance to foreign entrants into the Kosovo market that their rights are protected..

This strategy has been drafted through a process of consultation with other ministries, civil society, private sector and other stakeholders, and it has taken into account the process of integration to the European Union, Stabilization and Association Agreement (SAA) and Small Business Act for Europe. Moreover, it is is formulated with reference to a number of higher level planning documents, foremost of which is the National Development Strategy (NDS).

The strategy, PSDS 2018-2022 provides a framework of interventions to be implemented at all levels, central and local, within key sectors of the industry and targeted companies. These interventions will support development of the private sector aiming at creation of new jobs and increase of welfare of citizens.

Mr. Bajram Hasani

The Minister for Trade and Industry

# Executive Summary

This document presents the Ministry for Trade & Industry’s Private Sector Development Strategy 2018-22. The Strategy is focused on areas of intervention that are specifically the responsibility of the Ministry, however it is complementary to the goals and activities of other line ministries and public institutions that are also contributing to private sector development. The strategy’s goal is to support the development of the private sector in Kosovo in order to become regionally and globally competitive.

This document presents the Private Sector Development Strategy 2018-22, which aims to achieve the following strategic objectives:

* **Further development of industry sectors including tourism based on enterprise performance, inter-firm collaboration, and business environment policies.**
* **Enhance competitiveness, export, and investments.**
* **Further development of quality infrastructure**
* **Strengthening the protection of Intellectual Property Rights**
* **Further development of trade and trade policy**

In the coming period, a systematic approach to the development of evidence-based industrial policy for manufacturing industries and tourism will be adopted, which will be implemented with due regard to the National Development Strategy, the SAA and the recommendations of the SBA principles. It will be based on data analysis, public private dialogue and impact evaluation of public support measures. The policies will include horizontal and vertical measures tackling industry wide problems as well as tackling the challenges of export oriented value-chains including the metal, wood, foods processing industries.

In the field of tourism, West Balkans tourism has emerged in recent years as a growing market and the MTI’s Tourism division will take a lead in the formulation of government policies based on sound principles of public-private dialogue for the development of the sector and the coordination of activities including national and regional level public sector institutions.

The Government of Kosovo will continue to take measures in the achievement of a conductive business environment through implementing measures forming part of a horizontal policy for targeting improvement of World Bank Doing Business indicators. This will include strengthening of minority interest investors through the new Law on Business Organizations and through the development of a Single Point of Contact for Business Services that will ease access to services through an electronic platform.

The SMEs will be continuously supported by the following measures:

* enhance product conformity with technical requirements of EU and global standards
* enhance production capacity, increase exports including participation at trade fairs and exhibitions
* modernize plant & equipment

On the same time, the Government will continue to support the development of economic zones to meet the demand for industrial sites with good access to power and utilities. The range of services will be extended to include value-chain improvement support by targeting companies in associations and business clusters engaged in bottom-up initiatives on addressing common problems constraining the growth of their industries. Furthermore, addressing access to finance will remain a priority, it will be addressed through government funding of the Kosovo Credit Guarantee Scheme but also by introducing new services focused on improving financial literacy of SMEs.

FDI promotion will target industries in the sectors covered by the Law on Strategic investments. Goals have been set for facilitating access of large numbers of prospective investors to investment opportunities in Kosovo.

Furthermore, the Government will continue to build upon the progress made in past years for the development of a modern quality infrastructure system that will support industries in becoming competitive in domestic and foreign markets through meeting the necessary technical requirements and standards, and ensure a high standard of customer protection through market surveillance. Key goals include completion of work on harmonization of Kosovo legislation with the EU acquis, the transposal of regulations and technical directives, the development of the professional capacities and infrastructure of QI institutions, and rising of the awareness of businesses and consumers on the importance of quality infrastructure.

Furthermore, the development of sound trade policies will continue, including legislative framework that is compliant with EU Acquis and good practices, including the transposition of the EU Services Directive. Key challenges that will be tackled in the period 2018-22 include the membership of WTO and negotiations of agreements with the EFTA countries. During 2018, Kosovo takes on the role of presiding over CEFTA, and efforts will continue to achieve mutual recognition of professional qualifications in a number of key professions leading to the free movement of services within the area.

Although as yet unable to join the main international Intellectual Property organizations, such as WIPO, and to ratify international treaties, Kosovo will continue to strengthen its Intellectual Property legislation in line with international norms. The challenges tackled by the IP Agency’s goals and activities include the creation of a competitive knowledge-based economy, overcoming a high level of piracy and counterfeiting, support to IPR holders in the protection of their rights, increasing utilization of IP by SMEs. The ultimate goal is for IP to become a key factor in the economic and cultural development of the country. Activities include the alignment of national legislation with international best practices and Acquis, development of the capacities of the IPA, encouragement of creativity and creation, and raising the awareness of the importance of IP to society.

# Introduction

The Private Sector Development Strategy 2018-2022 is a derivate of the National Development Strategy 2016-2021, as such it tackles the objectives related to Trade policy development, SME development and business environment, specifically with the measures 11, 16, 17, 18 and 19. It is also in accordance with the Economic Reform Programme 2018-2020, specifically the measures 6, 7, 11, 12, 14, and 15. In addition, it aims to implement the Stabilization and Association Agreement specifically approximation with the chapters 1, 3, 6, 7, 20 and 28 of the acquis communitare.

The first part of this document covers facts on sector’s importance and further, the overall situation within the sector, pointing out the reasons for intervention. In return, the necessity to intervene in the sector shapes the goals and objectives through which this strategy foresees development of the private sector.

The document is drafted based on the administrative instruction number 07/2018 on planning and drafting strategic documents and action plans.

Since 2013 the policy framework for this sector was designed by the Private Sector Development Strategy 2013-2017, the time period of this strategy expired and the dynamic change of this sector implied the need to design a mid-term policy framework. The recent development for this sector, among others, includes the entering into force of the Stabilization and Association Agreement with European Union, in 2016 and the establishment of the Regional Economic Area for the region of South East Europe.

# Methodology

The strategy has been formulated in accordance with the following process:

1. Current situation and Challenges: assessment of the current situation in the following pillars: industrial policy, tourism development, state supported business development services, quality infrastructure, industrial property, and trade policy;
2. Formulation of objectives and sub-objectives to address the identified challenges;
3. Development of activities aimed at achieving the objectives;

The strategy is designed using the bottom-up methodology, namely through agreement of challenges by consultation at all levels leading to the development of objectives. The key working group for the development of this strategy included policy makers from the relevant institutions including Office of Strategic Planning of the Prime Minister, Ministry of Finance, and Ministry of European Integration, representatives from Kosovo Chamber of Commerce and experts from donor projects. Furthermore, there were four sub-working groups, led by the directors of the departments of the respective fields. These sub-groups consisted of officials of relevant departments and agencies, including officials from the relevant line ministries and the Office of Strategic Planning. These sub groups included as well representatives from the civil society, representatives from the Academia, the business community and the donor community.

The following documents were taken into account during this process: National Development Strategy 2016-2021, National Plan for Implementation of SAA, Economic Reform Program 2018-2020, European Reform Agenda, sectorial studies and key industrial sectors; Doing Business Report published by the World Bank, European Commission Country Report, the Small Business Act for Europe and sectorial studies materialized by different donor projects.

This document consists of: the description of the current situation and describes the key challenges related to the areas covered by this strategy and the Action matrix, which links objectives to activities and sets targets for quarterly activity outputs and/or strategy performance indicators for the first three years. It also links the activities to the responsible actors and other participating institutions, and states the budget corresponding to the activities.

# 4. Background Analysis

## 4.1 Current Situation in Economy

### 4.1.1 Kosovo GDP

Kosovo’s economy was characterized with an accelerated economic activity in the first half of 2017. According to the Kosovo Agency of Statistics (KAS) estimates, Kosovo’s economy marked an average growth of GDP by 4.3 percent in the first two quarters of 2017 (3.4 percent in June 2016), while the nominal value of GDP was around EUR 2.83 billion. The growth of the economic activity in this period was mainly generated by increase of investments and of goods and services export. According to the economic sectors, added-value by the activity in extracting industry, construction sector, financial and trade activities were translated into an increase of real GDP in the country (Central Bank of Kosovo).

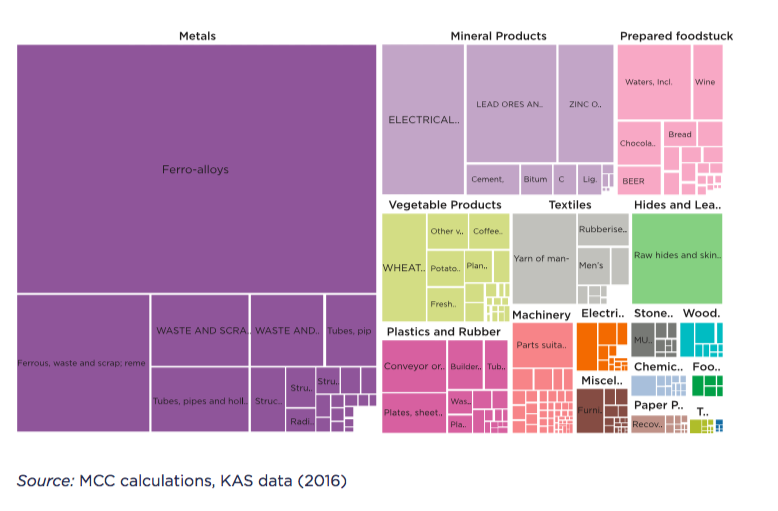
Graph 1: Kosovo GDP growth rate

Source: Central Bank of Kosovo

The current GDP growth model relies heavily on remittances and foreign aid. This dependency, together with structural weaknesses of the Kosovo economy, puts pressure on competitiveness and productivity, limiting job creation and business expansion. It is necessary to commence implementation of deep structural reforms aiming at enhancing the overall competitiveness of the economy. Addressing the infrastructure bottleneck in energy and ensuring good governance and the rule of law are top priority areas in aiming to fully reap the benefits of EU integration, unleashing productivity gains, and creating quality jobs and inclusion (The World Bank in Kosovo).

### 4.1.2 Kosovo’s Production Diversity

The report “MCC Kosovo Constraints Analysis” (2017) looks at Kosovo’s product diversity. The report concludes that the “existing productive structure of Kosovo is moderately complex and can support growth without radical changes in product composition. Yet some change will still be necessary in the medium to long run. That transition may be challenging as the current productive structure does not lend itself to spurring new industries. Exportable services, such as information technology, appear more likely to drive the country’s complexity forward. Overall, while the country’s complexity position is not ideal, it is also not severe enough to warrant consideration as a binding constraint”



### 4.1.3 Export Volume, Structure and Trends

Kosovo is suffering from trade deficit due to a very weak export base. Kosovo exports were almost nonexistent just after the war in 1999. Statistics from 2008 show a huge negative trade balance. In the goods sector, foreign trade balance is quite negative from year to year. Overall figures give a clear picture of Kosovo's trade balance, which has a very high trade deficit, which is over 2.5 billion euros. Trade exchanges in goods amounted to 3.4 billion euros, which resulted in a 325 million euro increase over the previous year. Exported goods reached a value of 378 million euros, up 22%. Also during 2017, Kosovo's foreign trade accounted for 89% of imports and 11% of exports, so compared to the previous year, total trade volume ratios remain the same.

Sector composition and trade geography remain largely similar, compared to previous periods, with one exception, exports to the EU and Asian markets have again marked a rise. The share of exports to GDP during the first nine months of 2017 was only 6.2%, which is characterized by almost the same performance for many years.

Graph 2: Trade Balance 2008-2017 (in Million EUR)

Source: KAS 2016

Almost half of Kosovo’s exports are base metals. Mineral products account for another 15%. The remaining 35% include processed food, plastics and rubber, machinery, appliances, electric materials and textiles. Enterprises in these sectors are KIESA’s clients for export promotion. KIESA´s services are not required for goods sold through international commodity markets.

*Note: Base metals and mineral products are sold through international commodity trading channels and are not susceptible to export marketing techniques or activities. They fall outside the scope of the services that can be provided by Export Promotion Agencies and are thus not relevant for KIESA.*

Graph 3: Kosovo exports by Sections - HS codes, 2017

Source: KAS

The range of goods produced by Kosovar companies is still limited, not scattered and is quite homogeneous. In general the structure of exports for years has been almost the same. We still notice nickel dominance, which is in the top list as exported products, covering 16% of total exports, followed by electricity, steel wastes, lead, copper, waste from copper, giza and steel, etc.

### 4.1.4 Key Markets

Graph 4: Kosovo exports by group of countries destination, in % 2017

Source: KAS

More than 70% of Kosovo exports go to the EU and CEFTA member countries.

CEFTA is Kosovo’s most important trade agreement to date and covers Albania, BiH, FYROM, Montenegro, Moldova and Serbia.

The European Union is the main partner of Kosovo in import with a share of 43% of total imports or € 1.3 billion. There is a growing trend of imports from the EU to 9%. However, there is an increasing trend of the value of exporting goods to the EU as well. Thus, as far as exports of Kosovo goods exported to the markets of destination EU countries have recorded a value of € 94.2 million or 25% of total exports, an increase of 34.5% for 2017.

CEFTA is also an important trading partner, covering 30% of Kosovo's overall trade exchange. Kosovo goods exported to CEFTA countries amounted to 183 million euros covering 48% of total exports, an increase of 26.9%. Imports from CEFTA countries are about 856 million euros, an increase of 13.6% and cover 28% of total imports in Kosovo.

Exports to other countries account for ca 27% and go to a limited number of countries of which India with around 13.9% is the most important one. India is Kosovo’s largest single export market but this is made up entirely of commodity exports. One other of note is Switzerland (5.6 %) for 2017.

The influence of the diaspora can be clearly seen by the fact that a relatively small market such as Switzerland is Kosovo’s sixth largest export market. It is estimated that roughly 25% of the total Kosovo diaspora of more than 700,000 people live in Switzerland.

Graph 5: Kosovo top 10 export markets, 2017

Source: KAS

## 4.2 Structure of SMEs and Manufacturing Industries

The scheme of Kosovo's manufacturing enterprises is dominated by small enterprises, with the remaining parts divided between small enterprises, as well as some medium and large ones. Practically, all industries are micro and small businesses.

The table below provides a comparison of the average size of enterprises in the NACE sectors compared to the EU-28 averages, which shows that Kosovo enterprises on average tend to be significantly smaller than EU counterparts.

Table 1: Average size of companies in Kosovo

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **NACE Code** | **Industry** | Average size of companies in Kosovo for 2015 | Average size of companies in Kosovo for 2016 | Average size of companies in the EU 28 (2013) |
| 24 | Metals |  | 10 |  |
| 23 | Mineral and non-metallic products |  | 8 |  |
| 22 | Rubber and Plastics | 5 | 5 |  |
| 15 | Leather and leather products | 8 | 13 | 12 |
| 10 | Food processing | 4 | 4 | 15 |
| 11 | Juices |  | 21 |  |
| 13 | Textile | 9 | 7 | 10 |
| 14 | Clothing | 3 | 3 | 8 |
| 28 | Machinery and their parts | 5 | 5 | 10 |
| 20 | Chemical Products | 7 | 7 | 109 |
| 12 | Wood and wood products | 2 | 2 | 6 |
| 31 | Furniture production | 5 | 5 | 8 |

*Source: Study on Prospects for Improving Kosovo Industry through Group Initiatives, ICEP Project*

Kosovo's manufacturing sector continues to face a low level of external competition due to internal and external factors. The share of the manufacturing sector in GDP is comparable with several countries in the region, but taking into account the development needs and including the need to create jobs, this is considered to be insufficient.

The latest data show that the sector with the highest number of workers and the highest circulation in 2016 remains the food industry, followed by the mineral non-metallic sector (ASK, 2017).

Kosovo’s SME sectors have been analyzed extensively by different organizations, including the Austrian Development Cooperation’s KOSME project, GIZ, UNDP/MFA Finland’s report on Potential Export Markets etc. These analyses indicate seven sectors with potential to grow and export: metal-, wood-, food-processing, ICT, textile and leather, plastic and rubber and tourism. Summary of indicators for the main industry sectors (i.e. excluding service sectors of ICT and tourism) is shown in the table below.

Table 2: Summary of Industry sector indicators

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Indicator** | **Metal** | **Wood** | **Food** | **Textile** | **Plastics & Rubber** | **Leather** | **Total** |
| Contribution to GDP (%) | 0.32 | 0.54 | 4.12 | 0.38 | 1.80 | 0.08 | **7.23** |
| Contribution to Exports (%) | 48.49 | 0.76 | 12.59 | 3.68 | 7.22 | 3.31 | **76.04** |
| Number of active companies | 686 | 590 | 1,343 | 306 | 468 | 35 | **3,428** |
| Estimated number of employees | 3,006 | 1,116 | 6,399 | 1,211 | 2,209 | 290 | **14,231** |

Source: MTI/KAS 2016

**Graph xx: Composition of key industrial sectors by number of active businesses, 2016**

The following presents an overview of three **industry sectors** offering processed products of importance to the Kosovo economy. These industries have been identified and selected by all donors as main sectors for support.

### 4.2.1 Start-ups and Business Incubators

Start-up activity in Kosovo is at a low level compared with the average for Europe. The GEM Global Entrepreneurship Monitor data shows that the total early stage entrepreneurial activity (TEA) and entrepreneurial intentions rate indicators are about half that in Europe (see http://www.gemconsortium.org/country-profile/78) indicating that far fewer people in the age group 18-64 are either involved in nascent or early stage entrepreneurship or intending to take set up businesses. Furthermore, there is a huge number of unemployed young people and undoubtedly a proportion of these could be successful in starting-up businesses given the right support and encouragement.

Business incubation services play an important role in encouraging start-up and although these have received some attention in the past, with the establishment of publicly funded incubators in a number of municipalities, public support to business incubation has not successful. Other than the provision of business space, there has been no proper provision of services such as mentoring, training and other business support services, and matchmaking. However, on the positive side, the problem of incubation has received considerable support from donors and NGOs in the past years and there are notable successes, one of the biggest of which is the Innovation Centre Kosovo.

Other notable initiatives include Bonevet (do it yourself) in Gjakova focused on youth employment; VentureUP at the University of Pristina; Tech Park Pristina being established by the IT association STIKK, will include incubation support, and the German government is transferring the Prizren military camp to the Prizren municipality for conversion into an innovation and training park to be modeled on the Berlin Adlershof Science & Technology Park.

The Government is playing a role in these initiatives. In the case of the Tech Park Pristina, the state is providing a building, and the main actors involved in this are the ministries of Economic Development and Innovation & Entrepreneurship.

### 4.2.2 Women in entrepreneurship

Over 80% of women are inactive in the labour market and only 10% of active businesses are female owned, which is about a third of that in the EU. Women face numerous barriers in business including reconciling culture and traditions, business and family concerns, access to finance, training, business networking. It is becoming necessary to close the gender gap in the private sector. By doing so, the number of total entrepreneurs will increase resulting in more employment and productivity with a positive impact in economic growth. Most importantly, active women in the private sector will add diversity to the range of voices in product development, research, forward-thinking ides.

### 4.2.3 Managerial Skills

From the latest KIESA survey, the NMEM training needs analysis in Kosovo, where 800 SMEs were surveyed, and the data obtained through this research, lead us to a pretty qualitative assessment of the current state, turning the emerging need for training into an indicator of shortages of human resource capacities in SMEs.

### 4.2.4 Scaling-up and Modernizing Enterprises

KBRA data shows that about 98% of enterprises are micro. The small number of small and medium sized enterprises is a serious obstacle to SMEs to become competitive against significantly larger companies from abroad. The lack of scaling up is the cumulative effect of company’s inability to significantly increase sales, lack of investment in upgrading to modern facilities to improve quality and volume of output, lack of workforce and skilled management. Thus, tackling this challenge involves addressing a number of separate problems discussed in this section.

### 4.2.5 Increasing Productivity

Small-scale production and lack of investment in modern technologies impacts the productivity. A comparison of the productivities of industries in Kosovo with corresponding industries in the EU28 shows significant differences between the productivity of enterprises in Kosovo and the EU.

Table 3: Total sales, size of labor force, productivity for industry sectors, 2016

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Codes NACE | Industry | Total Sales  (mil. euro) 2016 | Size of labor force 2016 | Productivity (€ 1000 per employee) 2016 | Productivity in EU (EU - 28 2013) Eurostat |
| 24 | Metals | 32.7 | 1050 | 31.2 |  |
| 23 | Minerals and non-metal products | 166.9 | 3521 | 47.4 |  |
| 22 | Rubber and Plastic | 129.8 | 2349 | 55.2 | 178 |
| 15 | Leather and leather products | 8.3 | 431 | 19.3 | 118 |
| 10 | Food processing | 170.9 | 5440 | 31.4 | 232 |
| 11 | Juices | 95.6 | 1559 | 61.4 |  |
| 13 | Textiles | 12.3 | 755 | 16.3 | 124 |
| 14 | Clothing | 6.2 | 631 | 9.9 | 70 |
| 28 | Machinery and parts | 4.7 | 95 | 49.3 | 213 |
| 20 | Chemical Products | 36.4 | 676 | 53.9 | 94 |
| 12 | Wood and wood products | 29.0 | 1223 | 23.7 | 123 |
| 31 | Furniture | 45.0 | 1843 | 24.4 | 94 |

### 4.2.6 Innovating

Kosovo’s SMEs need to become more innovative in the wide sense of the word in order to compete successfully in international markets, including investment in new processes and technologies, development of new types of products, and adoption of new approaches in marketing and delivery. The weak academic and institutional base for R&D reduces the potential for innovation since SMEs are challenged in finding expertise. The Global Entrepreneurship Monitor index for R&D transfer shows that Kosovo’s is highly insufficient. Innovation is also hindered as a result of lack of coordination and cooperation among the private sector and the academia in the field of R&D. There is little incentive to engage in smart mechanisms that could encourage this type of cooperation such as industrial clusters.

### 4.2.7 Targeting and Accessing Markets

For the majority of SMEs in Kosovo, targeting and accessing markets is a major challenge. Generally companies have neither the expertise nor the resources to carry out proper assessments of market opportunities, to determine customer needs and to establish direct linkages with prospective buyers. For many internationally trading enterprises, markets have been accessed through diaspora connections rather than through effective targeting. Thus, considerable progress needs to be made in improving company’s export readiness and strengthening capacity to increase sales in existing markets or to access new markets.

### 4.2.8 Standards and compliance

Linked to accessing international markets is the need to manufacture goods in accordance with international standards and to be able to demonstrate compliance. A complementary approach to this subject is the implementation of the SAA agreement and the approximation with EU laws and regulations which will require further institutional coordination, capacity building and increase of awareness among the private sector.

### 4.2.9 Access to Finance

The “MCC Kosovo Constraints Analysis” concludes that favourable developments, including high liquidity of the banks, reduction of interest rates and support provided by the Kosovo Guarantee Fund Loans, means that access to finance is no longer a binding constraint. However, according to the EIB’s analysis of SME financing, only about 5% of small business’s borrowing needs are currently being met. One of the main reasons for this is a continued lack of financial literacy and firms do not fully disclose their accounts, which create significant obstacles to SMEs obtaining loans.

### 4.2.10 Access to Skilled Workforce

A survey conducted at the end of 2015 confirmed previous findings of the BEEPS Report of 2013. Work-related factors, including vocational and technical education and general education of workers, have been reported to be a major or severe obstacle by 27% of firms. Firms that faced problems in recruiting young workers mentioned lack of work experience and lack of adequate skills as the most important factors. The MCC's Barrier Assessment assessed the return rates in education in Kosovo and concluded that they are in line with the hypothesis that the low quality of education is a binding constraint to growth. This shows that the skill gap problem is related to levels of participation in education, with specific competences and skills such as foreign languages, computer skills or so-called soft skills and overall quality of education.

### 4.2.11 Value-chains and poor Inter-industry and inter-firm collaboration

Inter-firm cooperation is the exception rather than the rule in Kosovo. Owners and managers value independence and are reluctant to address problems jointly with other companies; this has an impact on the development of industry value-chains and their competitiveness.

### 4.2.12 Public private dialogue

An important challenge is the lack of dialogue between the central, local and private sectors. There is already a mechanism set for the coordination of all these stakeholders, the Forum for the Development of Industrial Policies - the PHZHPI.

However, there is still a need for capacity building of this Forum in order to address the challenges of the private sector at both levels and to propose appropriate measures to increase product quality and competitiveness.

### 4.2.13 Industrial development of rural areas

There is still lack of coordination from local and central government that can push forward industrial development of rural areas. The main current interventions for the moment include capital and infrastructural investments such as routes or the development of economic zones.

### 4.2.14 Weak cooperation with municipalities in the identification of industrial zones and enterprise development needs

There are still weak institutional capacities to coordinate and manage all the economic zones activities effectively. New economic zones are being developed and there is an increasing demand from local and foreign investors to locate in these areas. In addition, there is a lack of a feasibility study and master plan in order to set a clear path for the development of the economic zones. Further, the legal framework on economic zones needs to be further approximated with the EU law.

### 4.2.15 Deregulation and administrative burden on business

The environment of doing business has improved considerably, but the challenges remain***.*** The World Bank's Doing Business Report of 2018 praised Kosovo as one of the 10 most visible improvement economies around the world. Since 2014, Kosovo's overall ranking has improved from its 86th to 40th position. The biggest progress has been made in areas of business start-ups, getting the credit, cross-border trading and resolving insolvency.

In this regard, besides the indicators of the World Bank Report listed in the following list, other issues remain as challenging: addressing the issue of regulating legal procedures of bankruptcy of businesses, issuing building permits at the local level, full functionalism and the capabilities of the One Stop Shop service centers, the issue of property registration in cadastral records.

|  |  |  |  |
| --- | --- | --- | --- |
| **Indicator** | **DB 2015 Ranking** | **DB 2016 Re Ranking** | **DB 2017 Ranking** |
| Start a business | 42 | 47 | 13 |
| Treatment of building permits | 135 | 136 | 129 |
| Power supply | 112 | 124 | 114 |
| Property Registration | 34 | 32 | 33 |
| Loan taking | 23 | 28 | 20 |
| Protecting Small Investors | 62 | 57 | 63 |
| Tax payment | 63 | 67 | 43 |
| Cross-borders trading | 118 | 71 | 51 |
| Implementation of contracts | 138 | 48 | 44 |

## 4.3 Tourism

Tourism in Kosovo is moderately developed, although it has marked rapid improvements in recent years but is still inefficiently organized, without applicable legal rules, without strategic objectives, and without coherent tourism policies, and is organized in a sub-optimal level in tourism business and administration.

Tourism today represents a large opportunity to create more jobs and a spillover effect to other sectors of the industry. As such, in most neighbouring countries, tourism is considered a priority sector and is regulated by legal acts and policy instruments in compliance with EU. Tourism in Kosovo is developing on a free market basis, with entrepreneurial initiatives and business risks.

However, the number of international travellers visiting Kosovo has progressively increased from 24,616 in 2008 to 86,032 in 2017. There are no accurate data on the impact of tourism in GDP of Kosovo, however, according to the Kosovo Agency of Statistics, the contribution of the hotel and restaurant sector to GDP is about 1%.

The number of domestic visitors and their nights spent has fluctuated between increasing and decreasing till 2014, and in 2015 it reached the maximum number for the time period given. From 2015 - 2017 there is a considerable decline in domestic market, more than 24% Year on Year. On the other hand, international visitors have increased in number during the whole period with the highest increase from 2015 – 2017, and the nights spent have also increased almost during the whole period, around 13% Year on Year.

However tourism in Kosovo is not a developed sector and the natural, cultural and historical tourism are the most sought experiences while travelling.

The main pillars of the Kosovo tourism product are:

* cultural tourism;
* mountain and alpine tourism;
* rural tourism, ecological tourism, agro-tourism;
* active, adventurous and alternative tourism;
* cross-border travelling;
* business and conference tourism;

In the past Tourism policy making face a challenge of lack of capacity respectively number of staff working in the unit. This challenge needs to be addressed by the government through enhancing the role of the institution that is responsible for the formulation of tourism policy and coordination of its implementation across other public bodies and agencies.

To date, Kosovo does not have a comprehensive tourism strategy and current tourism legislation is deficient. It was not conducted any market analysis and the promotion of tourism offer has not been followed by tourist targeting and strategic goals. In this context, the current development of the tourism sector still lags far behind from what tourism potential of Kosovo offers.

The approximation of Kosovo's tourism legislation with the EU legislation is not conducted for most of tourist services and the legislation in Kosovo regarding tourism is not fully harmonized with the EU Acquis. However, it requires improvement in order to enhance the level of efficiency of tourist services and its approximation with EU Acquis.

### 4.3.1 Promotion and branding of tourism in Kosovo

There is still little investment in branding and promoting Kosovo as a tourist destination. After the war it has become necessary to increase efforts in promoting Kosovo as a brand and a tourist destination through media, forums, tourism agencies and tourism fairs.

### 4.3.2 Lack of public awareness of the potential of tourism as a sector of the economy

Tourism will need to gain greater importance in Kosovo over the next few years, not only as a huge employment force but also as an opportunity to build an image of the newest state in Europe, which differs from that presented in the media, and that corresponds more to the specific characteristics and unique values of Kosovo.

### 4.3.3 Lack of public infrastructure linked to tourism and improvement of environment

Few towns and cities in Kosovo have created infrastructure specifically linked to the needs of developing tourism, for example, there is a lack of information centers and guides. Furthermore, there is a need to improve the availability of public facilities such as WC and removal of eyes sores such as waste sites. Indeed, the MCC study concluded that “environmental services” is one of the binding constraints facing Kosovo. Kosovo faces high levels of environmental pollution from a variety of sources, including electricity generation, mining and industry, vehicles gas and solid waste removal. Environmental issues certainly affect the health and quality of people's lives, while their negative impact on competitiveness can become more pronounced in the future.

### 4.3.4 Standards

Standardization and categorization of the hotels is still made on voluntary basis based on the current legal framework. However, it has been recommended that this practice should be reflecting the best practices used in the European Union in which the private sector is instrumental in setting the standards in the tourism service, and in addition further efforts should be made for the legal framework and its approximated to EU legislation.

### 4.3.5 Lack of management and workforce know-how

There is a general assessment that the workforce in tourism does not meet the needs of tourism business, as the education system does not provide education that tailors the knowledge and skills with the needs of tourism business. The vocational training system has also not been developed and does not provide specialized education and training for tourism profiles. Lack of awareness of the importance of tourism is also noticed in the choice of tourism profile as a profession.

### 4.3.6 Lack of statistical data on tourism

Statistics in this sector are still scars; however, the Ministry has worked on this direction by signing an MOU with relevant institutions like the Border Police, Statistical Agency of Kosovo, and the Ministry of Internal Affairs in order to complete the available statistical data for internal usage and conduct studies in this sector.

### 4.3.7 Integration of Municipalities into process of tourism development

There is a great need to strengthen communication and cooperation with the local and regional levels regarding the development of tourism products in the tourism regions. There are 5 tourism regions:

1. Tourism region of Prishtina,
2. Tourism region of Albanian Alps
3. Tourism region of Sharri
4. Tourism region of Mitrovica and
5. Tourism region of Anamorava

So far, MTI, namely the Division of Tourism in cooperation with donor organizations has been working on identification and development of tourism products in the region of Albanian Alps, Prishtina and Mitrovica. Furthermore there is the intention to include other regions during the next 3 years. The development of tourism products is also targeted by the Economic Reform Program 2018-2020 namely Reform Measure *#7: Development of tourism product in Kosovo's tourism regions*

### 4.3.8 Identifying products & development

Lack of capacity is observed in the private sector, and as a result only a small number of tourism products can be found on the market in spite of potentials that exist.

Rural tourism is considered to be one of the priorities for development of Government as stated also in the Government Program 2017-2021. In addition, the needs are much greater in building infrastructure capacities and in training providers of this tourism service. Lack of awareness is evident in the whole tourism sector, and in this case even in this type of tourism.

This situation requires strategic and systematic approaches and solutions to enable the development of tourism business on a competitive basis and to communicate in the market that the country stimulates quality, protects consumer rights and is open to international cooperation.

## 4.4 Economic Zones

Currently there are eight economic zones (industrial parks) that are being developed in Kosovo. The Business Park in Drenas is fully functionalized. It was established in 2010 and was made operational, this park currently has 36 businesses of different industrial sectors that operate, starting from pharmaceutical products, lift production, metalworker, wood sector, different panels and recycling of plastic.

The following key challenges are identified in the area of development of economic zones:

* Matching demand from industry and enterprises for affordable business locations with good access via transportation networks and reliable utilities including power and water;
* Provision of managed services that respond to the needs of occupants;
* Attraction of mono-sector or related sector enterprises to encourage inter-firm cooperation through co-location;
* Attraction of foreign investors to economic zones as key parts of local supply chain development;

There is a need for a feasibility study and a master plan for all the Economic Zones in order to foresee capacities in the future;

* Lack of approximation of the current legal framework with the EU legislation;

## 4.5 Foreign Direct Investment

In the process of reforms undertaken by the Government of Kosovo for sustainable development of various sectors, Kosovo is becoming a more attractive place for domestic and foreign businesses. Foreign investments have reached sustainable increase. This is presented in Table 1.1 providing details on the origin of Foreign Direct Investment in Kosovo, showing 10 main countries that invested mostly in 2007-2017, which presents 79.3% of overall investments or a total of 3.07 billion euros.

Further, Kosovo government has already adopted two specific laws to attract foreign direct invests. These laws include: the law on foreign investments and the law on strategic investments in the Republic of Kosovo.

**Graph 4. Foreign investments by countries in Mil. Euro**

*Source: Central Bank of Kosovo*

**Graph 5. Sectors invested in Euro Mil.**

**Source**: *Central Bank of Kosovo*

**Source**: Central Bank of Kosovo

The graphic above shows that during the specified period, FDIs were mainly directed towards the real estate, financial services and industry. However, during the past years a significant increase in the construction is noticed, also in transport and telecommunication sector, however, the fact that FDIs are concentrated only in some sectors still remains as challenging issue.

The institutions supporting the private sector development in Kosovo are facing insufficient capacities for promotion of foreign investments, especially taking into account tough and professional competition from other regional countries, which can also provide different state support packages to stimulate and attract foreign investors.

Kosovo is also facing challenges of a procedural and legal nature. As for the area of industry, it continues to face with a low level of technologic development, ‘know how’ and loss of markets. Privatization of socially-owned enterprises carried out in an unsatisfactory level caused many industrial enterprises to have their economic activity destination changed and even in some cases their total closing down. Also, it is worth mentioning that from many studies carried out with domestic and international businesses, it is found that the Government still is not able to provide sufficient stimulation for investors, start-up businesses, and the existing businesses. In the other countries of the region, investors are provided with investment subsidies up to 50% of financing and providing tax breaks up to 10 years. There is also lack of professional and qualified labor force, for specific demands of labor market

Some additional challenges include:

* Burden of burden related administrative procedures;
* Weak supply chains;
* Skilled workforce shortages;
* Researching markets for opportunities and investor needs;
* Building local and regional/foreign networks with companies and stakeholders including regional actors;
* Encouraging supply chain development in targeted industries;
* Targeting of Investors;
* Leveraging on Diaspora for contacts, information, and investment;
* Advisory services for prospective investors (information, finding location, obtaining permit sourcing materials, workforce, local partners);
* After care support;

## 4.6 Quality Infrastructure and Services

With regard to standards, as an important segment of Quality Infrastructure, Kosovo has adopted more than 10,000 European and international standards and approved them as Kosovo standards. The standards have been adopted/approved through the 19 (nineteen) technical committees within the AKS. AKS has also created an advisory body, the Professional Standardization Council, to increase the stakeholder’s participation in the standardization activity. AKS is continuously increasing the number of adopted/approved Kosovo standards, giving priority to harmonized standards that support implementation of technical legislation. Importance is also given to the needs expressed by the economic operators. However, there are still industrial sectors that are not well covered with the adopted standards, and businesses lack capacity to implement them and are not well aware of the importance of adopting standards. Recently, the effectiveness of the process of adoption of the standards is increased through the direct access to European standards through an agreement with CEN/CENELEC. However, AKS is not a member of International and European Standardization bodies yet.

Regarding metrology, there is a basic infrastructure having in place laboratories in the areas of mass, volume and flow, length, temperature and humidity, force and pressure, electric measurements, as well as in the area of precious metal. The services provided are legal verifications and calibration in certain areas. Supply of metrological laboratories with relevant metrology laboratory equipment is necessary, implementation of quality management system in compliance with EN ISO /IEC 17025 and accreditation of laboratories to ensure accuracy of legal measuring instruments and production of safe products. As of 2016, Kosovo Agency of Metrology is associate member of WELMEC but not yet member of BIPM.

As for accreditation, currently the services that are available for the private sector include the following: testing and calibration laboratory, inspection bodies and certifying bodies as well as accreditation services for all conformity assessment bodies, pursuant to the applicable legislation and accreditation standards and principles, EA, IAF and ILAC regulations and is part of regional and international accreditation institutions (EA, IAF and ILAC). The major challenge remains that the Accreditation Directorate is not a member of relevant European bodies such is European Accreditation Body (EA).

In general, Quality Infrastructure in Kosovo faces numerous challenges which affect their activities and affect their development. These challenges include:

Continued harmonization of legislation related to Quality Infrastructure with that of the EU. There is still the need to continue with the approximation of the Kosovo legislation with the *EU acquis* in order to increase the level of harmonization and also keep up to date with the changes that happen at the EU level for the legislation in the area of free movement of goods. Lack of establishment of a Coordinating Body for Free Movement of Goods, better coordination with line Ministries is needed with regard to achieving a unified approach on drafting the horizontal and vertical legislation and also in relation to defining the responsibilities for drafting and implementing the legislation in the field of free movement of goods.

Insufficient coordination with the line ministries in the non-harmonized area (TFEU 34-36), the Kosovo institutions that is responsible for drafting the legislation for the free movement of goods needs to identify and evaluate the national legislation whether it creates any technical barrier to trade. So far such evaluation of the non-harmonized legislation has not taken place therefore a coordination mechanism is of high importance. Lack of administrative capacities in Quality Infrastructure institutions, continuous improvement of administrative capacities in the area of drafting and implementing the technical legislation and standards on free movement of goods is evident.

Improvement is needed with regard to technical capacities, especially in terms of verification of legal measuring instruments, development and implementation of systems that are compliant with EN ISO/IEC 17025, assessment of technical competence of CABs, application of management systems with the standard SK ISO/IEC 17011 and other relevant standards and regulations of EA, IAF and ILAC,

For many fields there are not sufficient qualified assessors that could be involved in the accreditation process of CABs. Hence, there is a need to support the technical capacity building for assessors. There is insufficient information for Quality Infrastructure, respectively obligations of economic operators as well as on the benefits of using the QI services are not made clear and promoted enough. The market studies and practice have shown that the private sector lacks the necessary knowledge about the Quality Infrastructure therefore establishment of an information center is deemed to be of utmost importance.

Not being a member of international and European organization for Accreditation, Metrology and Standardization remains a challenge in accessing to information on new practices, cooperation, and recognition of accreditation services. Lack of Conformity Assessment Bodies (CAB) for majority of products, therefore there is a need to support the establishment of new CABs for certain groups of products and also strengthen the capacities of the existing CABs operating in Kosovo.

Furthermore, market surveillance faces similar challenges with regard to coordination with local level, limited administrative capacities and resources to fully inspect the market.

## 4.7 Trade

Kosovo has signed the Stabilization and Association Agreement (SAA) with the EU, which has been in force since 1st of April 2016 and is part of the CEFTA since 2006. Kosovo is a beneficiary of the Autonomous Trade Preferences System from the USA, Norway, Japan and Switzerland. In addition, enhancing the competitiveness of domestically made products in order to use these deals to approach the EU market and more broadly remains a goal and a challenge in the same time. Lack of membership in the World Trade Organization (WTO) and the negotiation of the agreement with the EFTA countries remains a challenge.

Priority is the fulfilment of the obligations arising during the 2018 chairmanship of CEFTA, but also of the other duties and responsibilities that will arise after 2018. In addition, the implementation of the Additional Protocol (AP5) on Trade Facilitation with CEFTA countries remains mandatory even after 2018 where MTI along with other institutions will be responsible for fulfilling the obligations. In this regard, taking into account the political circumstances, the implementation of this protocol may be challenging.

Regarding the protection of domestic products from the possible damage of imported products, the advancement of legislation in line with the EU *acquis* and good practices remains a challenge. Here, we think about regulating the issue of anti-dumping, anti-balancing measures and safeguards on imports.

Meanwhile, as far as SAA trading services are concerned, it enables full liberalization of the market with the EU countries as well as with CEFTA countries. Now there are already finalized negotiations with the aim of liberalizing the market with these countries as well. These agreements, among others, allow professionals to recognize qualifications but in order to be able to benefit from these agreements Kosovo must complete the regulatory framework by aligning it with the EU *Acquis* and also strengthen the implementing mechanisms.

**Table no. 3: Trade Statistics of Goods and Services 2013-2016, indicators of Kosovo's foreign trade performance**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Indicator/Year** | **2013** | **2014** | **2015** | **2016** | **6M1 2017** |
| **Index of trade independence** | 51.50% | 51.40% | 51.00% | 51.80% | 55.60% |
| **Index of export possibility** | 5.50% | 5.80% | 5.60% | 5.20% | 6.30% |
| **Index of export-import balance** | 12.00% | 12.80% | 12.30% | 11.00% | 12.80% |

**Source: Kosovo Agency of Statistics calculated by MTI/DT**

Kosovo is still facing with a set of problems and difficulties to join current courses of international development, especially in the area of economy and trade. This fact is also presented by indicators of foreign trade and, in this regard, analysis of the progress and volume of foreign trade highlights the factual situation of the producing domestic sectors. In the sector of goods, the balance of foreign trade is quite negative conveyed year after year.

Until September 2017 trade exchanges in goods amounted to 2.5 billion euros, which resulted in an increase of 233 million euros over the same period of the previous year. Goods exported during this period amounted to 284 million euro, an increase of 25.9%. Regarding imports, they recorded a value of over 2.2 billion euros, an increase of over 175 million euros, the highest (8.6%).

Kosovo imports from over 170 countries and exports to over 80 countries around the world. EU and CEFTA countries are the most important trading partners that account for about 69% of Kosovo's exports and also 70% of Kosovo's imports in 2016. The share of exports to GDP is pretty small and not too promising for a long period of time.

The EU is Kosovo's most important trading partner for exports in particular to imports (22.6% of Kosovo's exports and around 43% of total imports to Kosovo). In addition, the most important countries for exports are the following: Germany, the Netherlands, Bulgaria, Austria, and Italy (2016). The import of goods comes mainly from Germany, Italy, Greece, Poland, Slovenia and Croatia.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Year** | **2013** | **2014** | **2015** | **2016** | **2017**  January October |
|  | € Million | € Million | € Million | € Million | € Million |
| **Total** | 520 | 459.9 | 457.1 | 614.1 | 757.4 |

Also as noted above, CEFTA countries are also important trade partners. Trade with these countries covers 29% of Kosovo's total trade exchange. From this part, countries with importance for imports and exports are: Serbia, Albania and Macedonia.

The total trade balance of services in the reporting period for 2017 (January-October) has reached the value of 757.4 million Euros. If we compare it to the 2016 (January-October) period, where the total balance was € 608.9 million, we can see that we have a € 148.5 million increase or 24%.

The negotiations within CEFTA for service have been completed; however, the challenge remains their implementation. In the meantime, some further challenges include:

* The lack of membership in the World Trade Organization (WTO) :

MTI will prepare all documents for WTO application processes and will update the Memorandum on Foreign Trade Regime however the issue is the lack of the political willingness to apply in this Organization.

* Negotiation of the agreement with the EFTA countries:

Taking into account the political readiness to start negotiation Kosovo also needs capacity building due to the lack of experience of negotiating on trade aspects.

* Adopting Additional Protocol 5 on Trade Facilitation with CEFTA countries:

Obligations arisen from this protocol require capacity building in order to full fill them. Legislative and Regulatory Requirements are essential to comply with relevant legislation to which they are subject. This includes the need to determine their legislative obligations. Also IT Infrastructure needs to be identified.

* Adopting Additional Protocol on CEFTA Dispute Settlement:

In this regard, taking into account the political aspects, the implementation of this protocol may be challenging.

* Adopting Additional Protocol on Service with CEFTA countries:

We must complete the regulatory framework by aligning it with the EU *Acquis* and also strengthening the implementing mechanisms.

Ministry of Trade and Industry respectively Trade Department has drafted the Law on Services which transposes the EU Directive no. 2006/123 / EC on Services in the Internal Market. New Law on Services Nr. 05 / L-130 has been approved by the Assembly of Kosovo and entered into force in March 2017.

This Law gives rise to additional obligations for the harmonization of all legal acts and sub-legal acts of Kosovo with this Law. It is also envisaged the issuance of sub-legal acts for the implementation of this law.

## 4.8 Industrial Property

Kosovo continues to face a number of IP challenges: failure to exploit intellectual creations that are the foundation of a competitive knowledge-based economy; persistent high level of piracy and counterfeiting, which poses a major threat to the economic security of the country and the health of local consumers; minimal engagement of right holders in the protection of their IPR; reduced utilization of IP by small and medium-sized enterprises (SME); lack of transparency in the activity of CMOs etc. As a result, IP has not yet taken its place as a key factor in the economic, social and cultural development of the country.

To achieve the goal in the field of IP, strategy it is intended to complete the following main objectives:

• Align national legislation with international best practice, including the acquis communautaire;

• Enhance the capacities of the Industrial Property Agency;

• Encourage creativity and innovation; and

• Raise awareness about the importance of IP to society.

# 5. Objectives

**Strategic Objective #1: Further development of industry sectors including tourism based on enterprise performance, inter-firm collaboration, and business environment policies.**

Specific Objective 1.1 - By end of 2020, the evidence based policy making in industry is enhanced by use of current information and the dialogue with private sector.

Specific Objective 1.2 - By end of 202019 the regulatory framework for tourism is amended and enforced.

Specific Objective 1.3 - By end of 2020 place a new policy framework for tourism

Specific Objective 1.4 - By 2020 launch at least three support measures to support SME's exports and productivity.

Specific Objective 1.5 - By 2020 launch new support measures to support value chains for at least three sectors.

Specific Objective 1.6 - By 2020, Law on Business Organizations and relevant secondary legislation are adopted and enforced.

Specific Objective 1.7 - Improve KBRA’s rate of business registration and quality of service delivered to business.

**Strategic Objective #2: Enhance competitiveness, export, and investments.**

Specific Objective 2.1 - By 2020, support the development of Micro Small Medium Enterprise’s (MSME) through advisor voucher scheme, product certification voucher scheme, grants for technology upgrading, and through strengthening of value chains.

Specific Objective 2.2 - By 2020, improve access to finance for MSME’s by increasing the number of loans distributed to MSME’s by 900 through Kosovo’s Credit Guarantee Fund.

Specific Objective 2.3 - By the end of 2018, legislative framework for Economic Zones upgraded.

Specific Objective 2.4 - Support export ready and exporting companies, including product promotion at international trade fairs and exhibitions.

Specific Objective 2.5 - By 2020, enhance investments in Kosovo through establishing contacts with potential investors, investment forums, and information sessions with diaspora.

**Strategic Objective #3: Further development of quality infrastructure**

Specific Objective 3.1 - By end of 2020, approximate and enforce EU legislation in the field of quality infrastructure.

Specific Objective 3.2 - By end of 2020, begin drafting of the action plan for non-harmonized area (Articles 34-36 TFEU)

Specific Objective 3.3 - By end of 2020, enhance the institutional development of Quality Infrastructure.

Specific Objective 3.4 - From 2018 to 2020, awareness rising for quality infrastructure and consumer protection.

Specific Objective 3.5 - Further strengthening of accreditation directorate and prepare for membership in the European Accreditation Body EA MLA (BLA) for testing labs and fulfilment of membership obligations in EA, ILAC and IAF.

Specific Objective 3.6 - Further strengthen of Kosovo Standardization Agency and prepare for membership in ISO, IEC, ITU, CEN, CENELEC and ETSI

Specific Objective 3.7 - Further strengthen the Agency of Metrology and prepare to become member of OIML, BIPM, EURAMET.

**Strategic Objective #4.: Strengthening the protection of Intellectual Property Rights**

Specific Objective 4.1 - By end of 2020, approximate the legislative framework in the field of Intellectual Property (IP).

Specific Objective 4.2 - Enhance the effectiveness and efficiency of the Industrial Property Agency with regard to the registration of industrial property object.

Specific Objective 4.3 - Further awareness raising in the field of IP

**Strategic Objective #5: Further development of trade and trade policy**

Specific Objective 5.1 - By 2020, trade barriers are simplified and harmonized, by implementing the Additional Trade Protocol 5 (AP5) with CEFTA countries, through the mechanism of the National Trade Facilitation Committee.

Specific Objective 5.3 - By the end 2020 enable the free movement of skilled professionals and workers, in the targeted professions within the CEFTA area.

Specific Objective 5.4 - By 2020, join EFETA and begin process of WTO membership.

Specific Objective 5.5 - By end of 2019, to establish a Single Contact Point for trade in services.

Specific Objective 5.6 - Address claims for dumping and safeguard measures on import.

Specific Objective 5.7 - By 2018, the Law on Safeguard Measures on imports is amended including its secondary legislation.

Specific Objective 5.8 - By 2019, the legislative framework on trade is completed

# 6. Implementation, monitoring and reporting arrangements

## The main management and oversight mechanism for monitoring the implementation of this strategy is the Strategic Planning Office of the Prime Minister’s Office.

* The SPO is responsible for steering and overseeing all processes that are related to the implementation of the government strategies
* Reviews periodical reports on implementation
* Proposes to the government the reviews and recommends improvements
* Provides feedback and recommendations to implementing agencies and organizations for improvement of implementation

The second level (operational level) responsible for monitoring implementation of the PSDS is the Department for European Integration and Policy Coordination within MTI. Therefore, the DEIPC will be in charge for collecting the reports from the relevant units, the detailed diagram that explains the chain of monitoring is provided in the annex section.

In regard to the frequency of monitoring, the implementation of the PSDS will be assessed on an annual basis, and reports will be submitted to DEIPC of MTI which will complete an integrated PSDS annual monitoring report and submit to the General Secretary of MTI for review and comment and onward submission to the OPM-Office for Strategic Planning.

The Monitoring framework for implementation of the PSDS 2017-2020 consists of measuring performance against agreed indicators shown at the level of specific objectives and respective activities.

Data will be collected for all identified indicators which will be used to provide timely and accurate data to the monitoring departments and councils and annual reporting to Government. The Action Plan of the strategy will be updated every three years.

## 

## Mid-term review of PSDS

Over and above the reporting process the PSDS will undergo a mid-term review process of it’s objectives, targets and indicators as well as the Action Plan for implementation.

It is recommended that the scope of the mid-term review is:

* The implementation of Strategy and Action Plan (*effectiveness*);
* The adequacy of the interventions to achieve the desired results and objectives (*relevance*);
* The adequacy and efficiency of the management structure (*efficiency*)

# 7. Budget

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| ***Table 1: Financing Trends 2017-2018 and estimations for 2019-2021***   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | **Organization (budget)** | **Year 2017 Expenses** | **Year 2018 Budget** | **Year 2019 Estimated** | **Year 2020 Estimated** | **Year 2021 Estimated** | | **Total** | **4,926,352.38** | **9,076,489** | **8,165,539** | **8,703,960** | **8,811,714** | | Number of employees | 216.00 | 248 | **248** | **248** | **248** | | Payments and Per Diems | 1,399,398.69 | 1,681,955 | 1,729,595 | 1,777,882 | 1,777,882 | | Goods and Services | 935,832.33 | 2,185,254 | 2,376,664 | 2,566,798 | 2,674,552 | | Municipality utilities | 65,166.15 | 109,280 | 109,280 | 109,280 | 109,280 | | Subsidies and Transfers | 1,475,694.90 | 2,050,000 | 2,050,000 | 2,050,000 | 2,050,000 | | Capital expenditures | 1,050,260.31 | 3,050,000 | 1,900,000 | 2,200,000 | 2,200,000 | | **Financial Sources** |  |  |  |  |  | | Government grants | 4,926,352.38 | 8,685,165 | 7,058,849 | 7,597,270 | 7,705,024 | | Finances from KPA |  |  |  |  |  | | Own Source Revenues |  |  |  |  |  | | Finances from loans | - | 391,324 | 1,106,690 | 1,106,690 | 1,106,690 | | Financing from the budget deficit (2%) - 04 |  |  |  |  |  | | Funding from Investment Clause -06 |  |  |  |  |  | | Donor Grants |  |  |  |  |  | | | | |  |  |
| |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | Table 5. Draft-Forecast of Non-Tax Revenues of Budget Organization 2019-2021 | | | | | | | Organization (Budget) : | | | | | | | 5-digit non-tax input code: | Year 2017 Collection | Year 2018 Estimated | Year 2019 Estimated | Year 2020 Estimated | Year 2021 Estimated | | | Total | 1,854,734 | 1,523,405 | 1,693,747 | 7,769,259 | 1,750.259 | | Department of Industry – code: 50401,50201,50019 | 850.00 | 1,500.00 | 1,500.00 | 1,500.00 | 1,500.00 | | *These revenues are expected to come from the authorizations of oil labs* | | | | | Departamenti of Trade - 50315 | 76,000.00 | 40,000.00 | 40,000.00 | 40,000.00 | 40,000.00 | | *These revenues are expected to be realized by the licenses for import / export of tobacco.* | | | | | KSA – code: 50400 | 3,145.00 | 4,000.00 | 4,000.00 | 5,000.00 | 6,000.00 | | *Revenues realized at the AKS are mainly from the sale of standards to stakeholders* | | | | | IPA - code: 50206 | 380,904.00 | 250,000.00 | 250,000.00 | 250,000.00 | 250,000.00 | | *These revenues are expected to be realized by registering industrial property objects* | | | | | KBRA – code: 50204,50460 | 645,777.00 | 612,600.00 | 634,300.00 | 654,300.00 | 654,300.00 | | *These revenues are expected to be realized from new business registrations, supplementation activities, and pledge revenues.* | | | | | KAD- code: 50415 | 20,405.00 | 25,817.00 | 29,609.00 | 29,609.00 | 29,609.00 | | *These revenues are expected to come from labor accreditation.* | | | | | KIESA- code: 53200 | 143,116.00 | 155,088.00 | 185,438.00 | 210,450.00 | 210,450.00 | | *These revenues are expected to be realized from the rent at the Business Park in Drenas set out in the criteria for parcels used by established businesses.* | | | | | DRTN-code:50301,50308,50309,50310,50313 | 432,500.00 | 313,000.00 | 427,000.00 | 456,000.00 | 436,000.00 | | *The Oil Regulatory Department based on the area of activity it covers, has the legal obligation to provide economic entities with all types of licenses based on Administrative Instruction 07/2010.* | | | | | DSG – code: 50019 | 1,200.00 | 2,000.00 | 2,500.00 | 3,000.00 | 3,000.00 | | *This tax is expected to be realized by applications for obtaining a license.* | | | | | MARKET INSPECTORATE – code: 50104 | 26,865.00 | 19,400.00 | 19,400.00 | 19,400.00 | 19,400.00 | | *These revenues are expected to be realized by fines imposed by Inspectors during the audits made.* | | | | | KMA – code: 50401 | 123,972.00 | 100,000.00 | 100,000.00 | 100,000.00 | 100,000.00 | | *These real-estate revenue is expected from businesses for metrology audits* | | | | |  |  |  |  |  |

1. **Annex**

# 9.1 monitoring and reporting arrangements diagram

Tourism

QI

DoT

IPA

KBRA

KIESA

DoI

MTI- General Secretary

SPO

# MATRIX FOR ACTION PLAN

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Strategic Objective #1: Further development of industry sectors including tourism based on enterprise performance, inter-firm collaboration, and business environment policies** | | | | | | |
| **Specific Objective 1.1** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By end of 2020, the evidence based policy making in industry is enhanced by use of current information and the dialogue with private sector.** | * Annual reports published on state of industries and enterprises and analysis of impact of MTI measures * Number of public-private consultations | | | * 1 annual report * 7 public private consultation | * 1 annual report * 7 public private consultation | * 1 annual report * 7 public private consultation |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Developing and maintaining the industrial database | TM1 (2019)  TM1 (2020) | 1250 € Y2  1250 € Y3  Total (2,500 €) | KCB | MTI | MZHE, MASHT, MBZHR, MIN, MZHR, Donors, Business Associations, the private sector | * Established the structure, of the database (legislation, study reports monitoring reports of projects) * Start drafting reports with findings from the desk research |
| 1. Public private consultations with Focus Groups & FIPD for development of industrial policies | TM 4 (2018)  TM4 (2019)  TM4 (2020) | 5,000 € Y1  5,000 € Y2  5,000 € Y3  Donor 10,000 €  Total (25,000 €) | KCB  Donor (10,000 €) | MTI | Municipalities, Business Associations, Private Sector, FZHPI | * Holding regular meetings with focus groups and FIPD * Drafted the report including the challenges and recommendations for NCED |
| 1. Perform regular studies on the potential of industrial sectors including drafting analytical reports on the development of industrial sectors. | TM 4 (2018)  TM 4 (2019)  TM 4 (2020) | 4,000 € Y1  4,000 € Y2  4,000 € Y3 | KCB | MTI | ASK, ARBK, ATK, BQK, Kosovo Customs | * Drafting of the analytical report for industry |
| **Specific Objective 1.2** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By end of 2020 the regulatory framework for tourism is amended and enforced.** | * New Law on Tourism * Agreements signed with regional countries | | | * Current law * 4 agreements | * Adopt and enforce the new law * Adopt and enforce two by-laws * Sign a new agreement | * Adopt and enforce two by-laws * Sign a new agreement |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Adopting and implementing a new law on tourism including relevant secondary legislation. | TM4 (2020) | 500 € Y1  500 € Y2  Donor 1,000 €  Total (2,000 €) | KCB  Donor (1,000 €) | MTI | MASHT, MMPH,MBZHR, MKRS, MI, ASK, ARBK, ATK, BQK | * New Law on tourism adopted * Sub-legal acts completed |
| 1. Establishing new agreements on tourism with countries of South Eastern Europe region. | TM4 (2020) | 1,000 € Y1  1,000 € Y2  Donor 3,000 €  Total (6,000 €) | KCB  Donor (3,000 €) | MTI | MPJ, MBZHR, MASHT, MMPH, MKRS, MI, BQK, and AKK | * At least two cooperation agreements in the field of tourism signed |
| **Specific Objective 1.3** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By end of 2020 place a new policy framework for tourism** | * Tourism policy and implementation framework * Number of coordination meetings with stakeholder * Number of meetings with line ministries in relation to HRD for tourism | | | * None * 4 * 8 | * 100% completed * 8 meetings * 10 meetings | * At least one policy paper * 8 meetings * 10 meetings |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. By end of 2019, establish and maintain a database for tourism. | TM1 (2019) | 1,000 € Y1  1,000 € Y2  Donor 2,000 €  Total (4,000 €) | KCB  Donor (2,000 €) | MTI | MPJ, MBZHR, MASHT, MMPH, MKRS, MI, BQK ,AKK, Associations, and Tourism Businesses | * Established the structure, of the database (legislation, study reports monitoring reports of projects) |
| 1. Develop human resources in tourism sector | TM3 (2020) | 750 € Y1  750 € Y2  Donor 1,500 €  Total (3,000 €) | KCB  Donor (1,500 €) | MTI | MPJ, MBZHR, MASHT, MMPH, MKRS, MI, BQK ,AKK, Associations, and Tourism Businesses | * Rising awareness and training programs improved |
| 1. Improve coordination and cooperation with local government to further develop tourism. | TM4 (2020) | 333.3 € Y1  333.3 € Y2  333.3 € Y3  Donor 2,000 €  Total (3,000 €) | KCB  Donor (2,000 €) | MTI | MPJ, MBZHR, MASHT, MMPH, MKRS, MI, BQK ,AKK, Associations, and Tourism Businesses | Drafting report with findings and conducting regular meetings and surveys. |
| 1. Establish a regular dialog with private sector on tourism filed. | TM2 (2019) | 3,000 € Y1  Total (3,000 €) | KCB | MTI | MPJ, MBZHR, MASHT, MMPH, MKRS, MI, BQK ,AKK, Associations, and Tourism Businesses | * 5 regular meetings with working group are conducted |
| 1. Adopting a new strategy for tourism. | TM4 (2020) | 3,000 € Y1  Donor 20,000 €  Total (23,000 €) | KCB  Donor (20,000 €) | MTI | MPJ, MBZHR, MASHT, MMPH, MKRS, MI, BQK ,AKK, Associations, and Tourism Businesses | * The strategy is finalised |
| **Specific Objective 1.4** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By 2020 launch at least three support measures to support SME's exports and productivity.** | * No. of new support measures launched for SMEs including women in business and tourism. | | | * 0 | * 2 new measures | * Tourism support measures introduced |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Evaluation and impact analysis of existing KIESA support programs. | TM2 (2019)  TM2 (2020) | 1,500 € Y1  1,500 € Y2  Donor 10,000 €  Total (13,000 €) | KCB  Donor (10,000 €) | MTI, KIESA | Municipalities, Private Sector, Line Ministries | * monitoring program identified and drafted |
| 2. Introduce new supporting measures. | TM3 (2020) | 3,000 € Y2  Donor 10,000 €  Total (13,000 €) | KCB  Donor (10,000 €) | MTI, KIESA | Municipalities, Private Sector, Line Ministries | * Three new schemes introduced. |
| **Specific Objective 1.5** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By 2020 launch new support measures to support value chains for at least three sectors.** | * Number of events for popularising inter-firm cooperation * Number of support measures | | | * None * None | * 4 * 1 | * Total number of events * Total number of measures |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. By 2020 organizing at least three awareness events per year for development of sector associations. | TM2 (2018)  TM2 (2019)  TM2 (2020) | 670 € Y1  670 € Y2  670 € Y3  Total (2,010 €) | KCB | MTI | Business Associations, and sector associations | * Conclusion report of event drafted and completed. |
| 1. By 2020 organizing at least three awareness events per year for development of business networks and clusters. | TM2 (2018)  TM2 (2019)  TM2 (2020) | 670 € Y1  670 € Y2  670 € Y3  Total (2,010 €) | KCB | MTI | Business networks and Business Associations | * Conclusion report of event drafted and completed. |
| **Specific Objective 1.6** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By 2020, Law on Business Organizations and relevant secondary legislation are adopted and enforced.** | * Adoption of Law on Business organization and secondary legislation * No. of new administrative instructions for fees on services * No. other secondary legislation, application forms, and other supporting documents. | | | * 0 * 0 * 0 | * 1 * 1 * 2 secondary legislation | * 0 * 0 * 0 |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Adoption and enforcement of the Law on Business Organization | TM2 (2019) | (operational cost)  150,000 Y2  150,000 Y3 | KCB | KBRA | Line ministries, municipalities, business associations, tax administration | * Law on Business Organization and secondary legislation adopted and implemented. |
| 1. Adopt new administrative instructions for fees on services | TM4 (2019) | 10,000 Y2 | KCB | KBRA | MTI | * New administrative instructions for fees on services adopted. |
| 1. Approve other secondary legislation, application forms, and other supporting documents. | TM2-TM4 (2019)  TM1-TM4 (2020) | 50,000 Y2  50,000 Y3 | KCB | KBRA | MTI | * Other secondary legislation, application forms, and other supporting documents are approved |
| **Specific Objective 1.7** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **Improve KBRA’s rate of business registration and quality of service delivered to business.** | * No. reports to evaluate and analyse current capacities of KBRA including business services based on World Bank indicators * By 2021 rank Kosovo within top twenty in the overall World Bank Doing Business report. * By 2021 rank Kosovo within top 5 in starting a business indicator of the World Bank Business report. | | | * 0 * 20% * 0 | * 1 * 50% * 50% | * 0 * 100% * 100% |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Evaluate and analyse current capacities of KBRA including business services based on World Bank indicators | TM4 (2019) | 30,000 (Y2) | KCB | KBRA | MTI | * Report on KBRA capacities is drafted |
| 1. Enhance capacity building of Kosovo Business Registration Agency (KBRA) and One-Stop-Shops. | TM4 (2020) | 50,000 (Y3) | KCB | KBRA | MTI | * Capacity building of Kosovo Business Registration Agency (KBRA) and One-Stop-Shops enhanced. |
| 1. Upgrade the electronic platform for business services | TM4 (2019) | 350,000 Y2 | KCB | KBRA | MTI | * The electronic soft wear of business registration is upgraded. |
|  | | | | | | |
| **Strategic Objective #2: Enhance competitiveness, export, and investments.** | | | | | | |
| **Specific Objective 2.1** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By 2020, support the development of Micro Small Medium Enterprise’s (MSME) through advisor voucher scheme, product certification voucher scheme, grants for technology upgrading, and through strengthening of value chains.** | * Number of MSME served by Advisor Voucher Scheme * Number of MSMEs serviced by Certification Voucher Scheme * Number of MSMEs provided with grant funding for technology upgrading * Business performance improvements | | | * 20 per year * 5 per year * 10 per year | * 30 * 5 * 0 | * 30 * 5 * 0 * Real increases in sales and productivity for SMEs assisted preceding 2 years |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Prepare and deliver the advisor voucher scheme | TM4 (2018)  TM3 (2019)  TM3 (2020) | 90,000 € | KCB | KIESA | Business Associations | * 80 MSMEs provided with business development services through the Advisor Voucher Scheme |
| 1. Prepare and deliver product the certification voucher scheme | TM4 (2018)  TM3 (2019)  TM3 (2020) | 90,000 € | KCB | KIESA | Business Associations | * 15 MSMEs provided with services under the Product Certification Voucher Scheme |
| 1. Prepare and deliver grants for technology upgrading | TM4 (2018) | 500,000 € | KCB | KIESA | Business Associations | * 10 MSMEs provided with grant funding for technology upgrading. |
| 1. Establish at least two support measures to develop targeted value chains. | TM4 (2019)  TM4 (2020) |  | KCB | MTI, KIESA |  | * Two support measures to targeted value chains develop and enforced. |
| **Specific Objective 2.2** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By 2020, improve access to finance for MSME’s by increasing the number of loans distributed to MSME’s by 900 through Kosovo’s Credit Guarantee Fund.** | * Number of new loans distributed * Number of trainings | | | * 300 * 0 | * 300 * 5 | * 300 * 5 |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Increase by 300 the number of loans **distributed to MSME’s**  through Kosovo Credit Guarantee Fund each year. | TM4 (2018)  TM4 (2019)  TM4 (2020) | 1,000 Y1  1,000 Y2  1,000 Y3 | KCB | KIESA | BQK, Ministry of Finance | * Number of loans distributed through Kosovo Credit Guarantee Fund increased by 900. |
| 1. Deliver at least 10 training modules on financial literacy per year. | TM1-TM4 (2019)  TM1- TM4 (2020) | 5,000 Y1  5,000 Y2 | KCB | KIESA | BQK, Ministry of Finance | * A total of 10 training modules on financial literacy delivered. |
| **Specific Objective 2.3** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By the end of 2018, legislative framework for Economic Zones upgraded.** | * Upgraded legislative framework * Number of new economic zones * Number of current economic zones supported | | | * 1 * 1 * 3 | * 0 * 1 * 3 | * 0 * 1 * 3 |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Complete the regulatory framework for Economic Zones. | TM4 (2018) | 750 € Y2  750 € Y3  Total (1,500 €) | KCB | KIESA | Municipalities | * Regulatory framework for Economic Zones completed and enforced. |
| 1. Launch at least 3 new economic zone. | MT4 (2020) | 750 € Y2  750 € Y3  Total (1,500 €) | KCB | KIESA | Municipalities | * Three new economic zones established. |
| 1. Support and functionalise at least 3 current economic zones. | TM4 (2018)  TM4 (2019)  TM4 (2020) | 1,398,000 € Y1  1,398,000 € Y2  1,398,000 € Y3  Total (4,194,000 €) | KCB | KIESA | Municipalities | * Three current economic zones are supported and functionalised for a period of three years |
| **Specific Objective 2.4** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **Support export ready and exporting companies, including product promotion at international trade fairs and exhibitions.** | * Number of trade fairs and exhibitions supported per year * Total number of SMEs participating in trade fairs and exhibitions per year | | | * 7 fairs * 32 | * 9 * 38 | * 10 * 44 |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Develop and launch an export readiness programme targeting more than 10 SMEs annually | • TM3 (2018)  • TM4 (2019)  • TM4 (2020) | Operational cost Y1  30,000 € Y2  30,000 € Y3  Total (60,000 €) | KCB / ICEP | KIESA | MTI | * Export readiness programme targeting SMEs completed and launched. * 30 companies supported |
| 1. Develop a database for exporters and suppliers. | • TM4(2018)  • TM4 (2019)  • TM4 (2020) | Operational cost | KCB / ICEP | KIESA | MTI | * KIESA database for exporters and suppliers completed |
| 1. Promote yearly Kosovo products at international fairs & exhibitions on tourism, food, wood, textile & apparel sectors. | TM1-TM4 (2018 -2020) | 320,000 € Y1  320,000 € Y2  320,000 € Y3  Total (960,000 €) | KCB | KIESA | MTI | * Target per year: Tourism 2 fairs, 8 firms; Food sector 2 fairs, 12 firms; Wood 2 fairs, 9 firms; Textile & Apparel 1 fair, 3 firms. Repeated annually with some changes to locations. |
| **Specific Objective 2.5** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By 2020, enhance investments in Kosovo through establishing contacts with potential investors, investment forums, and information sessions with diaspora.** | * Number of contacts established with investors per year * Number of information sessions for diaspora per year * Number of KIESA participations in investment and trade forums to promote Kosovo | | | * 50 investors * 6 information sessions * 4 investment and trade forums | * 60 investors * 6 information sessions * 4 investment and trade forums | * 70 investors * 6 information sessions * 4 investment and trade forums |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Identify a potential investment portfolio in Kosovo. | * TM1-TM4 (2018) * TM1-TM4 (2019) * TM1-TM4 (2020) | Operational cost | KCB | KIESA | MED/CHCK/MD | * Potential investment portfolio in Kosovo identified. |
| 1. Continues refresh and update of KIESA website and investment promotional materials. | * TM1-TM4 (2018) * TM1-TM4 (2019) * TM1-TM4 (2020) | Operational cost | KCB | KIESA | All relevant institutions | * Refresh and update of KIESA website and of investment promotional materials completed. |
| 1. Organize at least 18 information sessions targeting diaspora | * TM1-TM4 (2018) * TM1-TM4 (2019) * TM1-TM4 (2020) | Operational cost | KCB | KIESA | MED/CHCK/MD/Customs/KPA | * 18 information sessions targeting diaspora organised. |
| 1. Participate and promote investment potentials of Kosovo in 12 investment & trade forums | * TM1-TM4 (2018) * TM1-TM4 (2019) * TM1-TM4 (2020) | 60,000 € Y1  60,000 € Y2  60,000 € Y3  Total (180,000 €) | KCB / Host Country | KIESA | MED/CHCK/MD/Customs/KPA | * Investment potentials in Kosovo in 12 investment & trade forums promoted. |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Strategic Objective #3: Further development of quality infrastructure** | | | | | | |
| **Specific Objective 3.1** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By end of 2020, approximate and enforce EU legislation in the field of quality infrastructure.** | * Number of Law and Regulations approximated and enforced | | | 4 Laws  8 Regulations - 8 | * 5 Laws   3 new Regulations and implementation of 8 regulations = | * 5 Laws   1 new Regulation and implement 11 regulations = |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Enforcement of Regulation 03/2017 on Safety of Lifts | TM 4 (2018)  TM4 (2019)  TM4 (2020) | 685.00 € Y1  685.00 € Y2  685.00 € Y3  Donor 5,000 €  Total (7055.00 €) | KCB  Donor (5,000 €) | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Regulation 03/2017 on Safety of Lifts enforced |
| 1. Enforcement of the Law Nr.06/L-041 on Technical Requirements for Products and Conformity Assessment | TM 3 (2018)  TM4 (2019)  TM4 (2020) | 1,500.00 € Y1  1,500.00 € Y2  1,500.00 € Y3  Donor 10,000.00 €  Total (14500.00 €) | KCB  Donor ( 10,000.00) | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Law on Technical Requirements for Products and Conformity Assessment and enforced |
| 1. Adopt and enforce the Law Nr.06/L-033 on Construction Products (Regulation 305/2011 / EU) and complement with sub legal acts | TM 4 (2018)  TM4 (2019)  TM4 (2020) | 1,500.00 € Y1  1,500.00 € Y2  1,500.00 € Y3  Donor (10, 000)  Total (14,500.00 €) | KCB  Donor (10, 000) | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Law on Construction Products (Regulation 305/2011 / EU) adopted and enforced |
| 1. Adopt and Enforce the Regulation for Safety of Lifts in Use (Registration and Inspection of lifts) | TM 4 (2018)  TM4 (2019)  TM4 (2020) | 685 € Y1  685 € Y2  685 € Y3  Donor 5,000 €  Total (7,055.0 €) | KCB  Donor (5,000 €) | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Regulation for Safety of Lifts in Use adopted and enforced |
| 1. Enforcement of the new Law on Metrology | TM 3 (2018) | 1,305.88 € Y1  Total (11,305.88 €) | KCB | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Law on Metrology implemented |
| 1. Adopt and enforce the Regulation on Pre-Packaged Products (Council Directives 76/211 / EEC) | TM 2 (2018 | 1,305.88 € Y1  Total (11,305.88 €) | KCB | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Regulation on Pre-Packaged Products adopted |
| 1. Adopt and enforce the Regulation on Non-Automatic Weighting Instruments (NAWI Transposition) | TM2 (2018) | 1,305.88 € Y1  Total (11,305.88 €) | KCB | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Regulation on Non-Automatic Weighting Instruments adopted |
| 1. Adopt and enforce the Law on Market Inspectorate | TM3 (2019) | 652.94 € Y1  652.94 € Y2  Total (1,305.88 €) | KCB | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Law on Market Inspectorate adopted and enforced |
| 1. Revision of the National rules on the Mark of Conformity | TM2 (2019) | 1,370.00 € Y1  1,370.00 € Y2  Donor 7 000.00  Total (9740.00 €) | KCB  Donor ( 7,000.00) | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * The rules for the national mark of conformity in the transitional period Reviewed |
| 1. Drafting of the Regulation on "Gas Appliances" (Regulation 2016/426/ EU) | TM4 (2019) | 685.00 € Y1  685.00 € Y2  Donor (5,000.00 €)  Total (6,370.00 €) | KCB  Donor (5,000.00 €) | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Regulation on" Gas Appliances " (Regulation 2016 / 426 / EU) adopted |
| 1. Adopt and enforce of Administrative Instructions on bottles used as measuring containers | TM2 (2018) | 1,305.88 € Y1  Total (11,305.88 €) | KCB | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Administrative Instructions bottles used as measuring containers adopted |
| 1. Adopt the Regulation on Accreditation Council | TM2 (2018) | 1,305.88 € Y1  Total (11,305.88 €) | KCB | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Regulation on Accreditation Council adopted |
| 1. Adopt the Regulation on Accreditation Professional Council | TM2 (2018) | 1,305.88 € Y1  Total (11,305.88 €) | KCB | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Regulation on Accreditation Professional Council adopted |
| 1. Begin implementation of the Law on 06/l-169 on Standardization | TM2(2018) | 1,305.88 € Y1  Donor 10,000 €  Total (11,305.88 €) | KCB  Donor (10,000 €) | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Law on 06/l-169 on Standardization enforced |
| 1. Adopt and enforce the Law on Standardization with bylaws: - The functioning and organization of TCs - Organization and functions of the PSC | TM2(2018) | 1,305.88 € Y1  Total  Donor 8,000 €  (9,305.88 €) | KCB  Donor (8,000 €) | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Bylaws of the Law on Standardization completed * TCs and PSC functionalized |
| 1. Drafting of the Regulation on Safety of Machinery (Directive 2006/42/EC) | TM4 (2020) | 685.00 € Y1  685.00 € Y2  Donor 5, 000.00  Total (6,370.00 €) | KCB  Donor (5,000.00 €) | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Regulation on Safety of Machinery adopted |
| 1. Adopt and enforce the Annual sectorial programs for market surveillance and strengthening of the role of the Coordination Body for Market Surveillance in relation to the implementation of technical legislation for affected product areas. | TM1 (2020) | 435.29 € Y1  435.29 € Y2  435.29 € Y3  Donor (20,000 €)Total (21,305.88 €) | KCB  Donor (20,000 €) | AMK/DAK/AKS/DIC/MTI/Med/MAPH/MIA/MI/MSH/MAFRD/ | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Annual Sectorial Market Supervision Program in relation to the implementation of technical legislation for construction products and other fields adopted |
| 1. Further adoption of EU and international standards. | TM1 (2018)  TM4 (2019)  TM4 (2020) | 16,930.00 € Y1  Total (50,790 €) | KCB | MTI | MTI, Line ministries, Other Stakeholders | * 2,400 European and international standards adopted. |
| 1. Drafting of the Regulation on " Personal Protective Equipment"(Regulation 2016/425 / EU) | TM4 (2019) | 685.00 € Y1  685.00 € Y2  Donor (5,000.00 €)  Total (6,370.00 €) | KCB  Donor (5,000.00 €) | DIC | AKS/DAK/MS/MLSW/MH / KCC | * Regulation on" Personal Protective Equipment " (Regulation 2016 / 425 / EU) adopted |
| **Specific Objective 3.2** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By end of 2020, begin drafting of the action plan for non-harmonized area (Articles 34-36 TFEU)** | * Action Plan for non-harmonized area (Articles 34- 36 TFEU) | | | * 0 | * 0 | * 1 |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Draft and enforce the Regulation on the manner of exchange of information on technical regulations, standards and conformity assessment procedures | TM4 (2018) | 1,250.00 € Y1  Donor 2,000.00 €  Total (3,250.00 € ) | KCB  Donor 2,000.00 € | MTI | MAPH, MZHE, MSH, MBPZHR, MI, MPB | * Regulation on the manner of exchange of information on technical regulations, standards and conformity assessment procedures approved and enforced |
| 1. Screen and analyse legal acts that contain national measures and identification of the acts covered by non-harmonized area | TM4 (2019) | 625 € Y1  625 € Y2  Donor 5,000 €  Total (4,250.00 €) | KCB  Donor (3,000 €) | MTI | MAPH, MZHE, MSH, MBPZHR, MI, MPB | * Study on legal acts that contain national measures finalized and legal acts covered by non-harmonized area identified |
| 1. Training on the rules and principles for the non-harmonized area | TM3 (2019) | 416.66 € Y1  416.66 € Y2  Donor 10,000.00 €  Total (10,832.00 €) | KCB  Donor (10,000.00 €) | MTI | MAPH, MZHE, MSH, MBPZHR, MI, MPB | * 3. Training on the rules and principles for the non-harmonized area organized |
| 1. Draft the Action Plan for the non-harmonized area | TM4 (2020) | 1370.00 € Y1  Donor 5,000.00€  Total (6,370.00 €) | KCB  Donor ( 5,000.00 €) | MTI | MAPH, MZHE, MSH, MBPZHR, MI, MPB | * Action Plan for the non-harmonized area drafted |
| **Specific Objective 3.3** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By end of 2020, enhance the institutional development of Quality Infrastructure.** | * Number of employees recruited by 15 * Number of training modules delivered....10 * Number of employees trained..40 * Number of CABs accredited and laboratories established – 10 * Coordinating Body in the area of Free Movement of Good | | | * Employees - 2 * Training Modules 3 * # of employees trained – 7 * # of CAB/lab – 2 * CB on FMG 0 | * Employees – 13 * Training Modules 5 * # of employees trained - 20 * # of CAB/lab – 3 * CB on FMG 1 | * Employees - 2 * Training Modules 5 * # of employees trained – 13 * # of CAB/lab – 5 * CB on FMG 1 |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Active participation in relevant EU and international organisations. | TM2 (2020) | 7,090.74 € Y1  7,090.74 € Y2  7,090.74 € Y3  Donor 20,000.00 €  Total (41,272.00 €) | KCB  Donor 20,000.00 € | AMK/DAK/AKS/DIC/MTI/ |  | * Participation in the technical committees of metrology fields organized by EURAMET is realized |
| 2. Professional training of staff. | TM3 (2020) | 1,000.00 € Y1  1,000.00 € Y2  1,000.00 € Y3  Donor 50,000 €  Total (53,000.00 €) | KCB  Donor (50,000 €) | AMK/DAK/AKS/DIC/MTI/ |  | * 6 training modules for quality infrastructure staff are organized |
| 3. Participate in laboratory inter-comparisons for metrology | TM2 (2020) | 7,090.74 € Y1  7,090.74 € Y2  7,090.74 € Y3  Donor 20,000 €  Total (71,272.00 €) | KCB  Donor (20,000 €) | AMK/DAK/AKS/DIC/MTI/ |  | * Participation in regional or international inter-laboratory comparisons for AMK are organized |
| 4. Recruit new staff with technical profiles, at least 12 officials. | TM4 (2019) | 10,636.00 € Y1  10,636.00 € Y2  Donor (50,000 €)  Total (71,272.00 €) | KCB  Donor (50,000 €) | AMK/DAK/AKS/DIC/MTI/ |  | * 12 new staff recruited |
| 5. Strengthen the Metrological Surveillance | TM4 (2019) | 10,636.00 € Y1  10,636.00 € Y2  Total (21,272.00 €) | KCB | AMK/DAK/AKS/DIC/MTI/ |  | * New staff for metrological surveillance recruited and trained |
| 6. Strengthen the Quality Management System for AMK. | TM2 (2020) | 7,090.74 € Y1  7,090.74 € Y2  7,090.74 € Y3  Donor (50,000 €)  Total  (71,272.00 €) | KCB  Donor (50,000 €) | AMK/DAK/AKS/DIC/MTI/ |  | * Quality Management System for Metrology Labs according to the ISO/IEC 17025 is strengthen. |
| 7.. Reform the market surveillance and general inspection | TM2 (2019) | 10,636.00 € Y1  10,636.00 € Y2  Donor (50,000 €)  Total  (71,272.00 €) | KCB  Donor (50,000 €) | AMK/DAK/AKS/DIC/MTI/ |  | * Recruitment of new staff * Review of the organisational structure completed |
| 8. Recruit and train the assessors for MSCB (TCSM) | TM3 (2020) | 7,090.74 € Y1  7,090.74 € Y2  7,090.74 € Y3  Total (21,272.00 €) | KCB | AMK/DAK/AKS/DIC/MTI/ |  | * The assessors for MSCB recruited and trained |
| 9.. Recruit 2 new standardization officers. | TM4 (2018) | 21,272.00 € Y1  Total  (21,272.00 €) | KCB | AMK/DAK/AKS/DIC/MTI/ |  | * Two (2) new standardization officers recruited |
| 10. Establishment of at least one new technical committee (prioritized by economy/stakeholders) | TM4 (2020) | 7,090.74 € Y1  7,090.74 € Y2  7,090.74 € Y3  Donor 50,000 €  Total (71,272.00 €) | KCB  Donor (50,000 €) | AMK/DAK/AKS/DIC/MTI/ |  | * A new technical committee (prioritized by economy / interest requirements) are established |
| 11.. Establish the Certification System in AKS. | TM4 (2020) | 7,090.74 € Y1  7,090.74 € Y2  7,090.74 € Y3  Donor (37,900 €)  Total  (59,172.00 €) | KCB  Donor (37,900 €) | AMK/DAK/AKS/DIC/MTI/ |  | * Certification System within the AKS is established |
| 12.. Online order of standards. | TM1 2018 – TM4 2020 | 7,090.74 € Y1  7,090.74 € Y2  7,090.74 € Y3  Donor (100,000 €)  Total  (121,272.00 €) | KCB  Donor (100,000 €) | AMK/DAK/AKS/ /MTI/ |  | * SMIS system completely functionalized. |
| 13.Establish new laboratories in the field of Length, Chemicals, pre-packing | TM1 (2020) | 15,000.00 € Y1  15,000.00 € Y2  Donor (100,000 €)  Total  (130,000.00 €) | KCB  Donor (100,000 €) | AMK/DAK/MTI/ |  | * Laboratories in the fields: length, chemicals, pre-packaging are established |
| 1. 14.Increase the number of accredited CAB's in new areas (ie medical laboratories) | TM1 (2020) | 10,000.00 € Y1  10,000.00 € Y2  10,000.00 € Y3  Donor (50,000 €)  Total  (80,000.00 €) | KCB  Donor (50,000 €) | AMK/DAK/MTI/MH |  | * Number of CABs accredited in new areas (ie medical laboratories) increased. |
| 1. 15.Accreditation of CABs applying for authorization in the mandatory fields. | TM1 (2020) | 10,000.00 € Y1  10,000.00 € Y2  10,000.00 € Y3  Total  (30,000.00 €) | KCB | AMK/DAK/MTI/MH |  | * Number of accredited CABs in mandatory fields increased |
| 1. 16. Supply with etalons and measuring instruments, in the fields: Pressure, chemicals, pre-packing, time and frequency | TM1 (2020) | 10,000.00 € Y1  10,000.00 € Y2  10,000.00 € Y3  Total  (30,000.00 €) | KCB | AMK/DAK/MTI/ |  | * The laboratories are supplied with etalons and measuring Instruments in the fields: Pressure, chemicals, pre-packages, time and frequency . |
| 1. 17. Calibration versus SI standards (through labs recorded in KCDB or ILAC agreements). | TM1 (2020) | 10,000.00 € Y1  10,000.00 € Y2  10,000.00 € Y3  Donor (100,000 €)  Total  (130,000.00 €) | KCB  Donor (100,000 €) | AMK/DAK/MTI/ |  | * Laboratories registered with agreements with the KCDB-BIMP or ILAC) are calibrated in accordance with SI unit system |
| 1. Coordination with Line Ministries with regard to achieving a unified approach on drafting and implementing the legislation in the field of free movement of goods | TM2 2019  TM4 2020 | 5,000.00 € Y1  5,000.00 € Y1  Donor 10,000.00 €  Total (20,000.00 €) | KCB  Donor 10,000.00 € | DIC /AMK/ AKS/DAK/ MS | MED/MPA/MIA/MI/MH/MAFRD/RAEPC/ KCC | * Coordinating Body on FMG functionalized |
| **Specific Objective 3.4** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **From 2018 to 2020, awareness rising for quality infrastructure and consumer protection.** | * Number of promotional events organized per year for SMEs and economic development stakeholders on importance of QI in the economy * Number of SMEs attending * Number of inquiries made by SMEs related to QI | | | * # of events 5 * # of SME - 50 | * # of events 7# of SME - 70 | * # of events 8# of SME - 70 |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Information sessions with private sector with regard to regulations in force and their impact in economy. | TM1 (2020) | 833.33 € Y1  833.33 € Y2  833.33 € Y3  Donor (16,750 €)  Total  (19,250.00 €) | KCB  Donor (16,750 €) | AMK/DAK/AKS/DIC/MTI/ | KCC/DONORS | * Roundtables with businesses for the implementing of specific regulations in force realized |
| 1. Awareness rising events and activities organised for the International Accreditation, World Metrology, and World Standard Day. | TM2 (2020) | 833.33 € Y1  833.33 € Y2  833.33 € Y3  Donor 20,000.00 €  Total  (22,500.00 €) | KCB  Donor 20,000.00 € | AMK/DAK/AKS/DIC/MTI/ | KCC/DONORS | * Celebration of the International Accreditation Day is organized |
| 1. Information sessions on the role of standards in economy. | TM4 (2020) | 833.33 € Y1  833.33 € Y2  833.33 € Y3  Total  (2,500.00 €) | KCB | AMK/DAK/AKS/DIC/MTI/ | KCC/DONORS | * Round tables on the role of standards in economy are organized. |
| 1. Information sessions on accreditation for the free movement of goods and services. | TM3 (2020) | 833.33 € Y1  833.33 € Y2  833.33 € Y3  Donor (16,750 €)  Total  (19,250.00 €) | KCB  Donor (16,750 €) | AMK/DAK/AKS/DIC/MTI/ | KCC/DONORS | * Roundtable with business associations, clients on the importance of accreditation in the free movement of goods and services are organized |
| 1. Prepare promotional materials on the role of accreditation, standards, and metrology. | TM3 (2020) | 833.33 € Y1  833.33 € Y2  833.33 € Y3  Donor 10,000.00 €  Total  (12,500.00 €) | KCB  Donor 10,000.00 € | AMK/DAK/AKS/DIC/MTI/ | KCC/DONORS | * Different materials on the role of accreditation in the movement of goods and services and their safety are published |
| 1. Information Sessions for Standards with Educational Institutions. | TM1 (2020) | 833.33 € Y1  833.33 € Y2  833.33 € Y3  Total  (2,500.00 €) | KCB | AMK/DAK/AKS/DIC/MTI/ | KCC/DONORS | * Information Sessions on Standards in Educational Institutions are realized. |
| **Specific Objective 3.5** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **Further strengthening of accreditation directorate and prepare for membership in the European Accreditation Body EA MLA (BLA) for testing labs and fulfilment of membership obligations in EA, ILAC and IAF.** | * DAK fulfills membership obligation for EA MLA (BLA) for testing labs and for membership in ILAC & IAF | | | * 0 | * 0 | * 2 |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Preparation of DAK Management System and application for MLA with EA for Testing Laboratories and Inspection Bodies | TM3 (2018) | 8,125.00 € Y1  Donor (32,500 €)  Total  (40,625.00 €) | KCB  Donor (32,500 €) | DAK/MTI |  | * Management System of DAK prepared and implemented for MLA/BLA with EA for TL and IB |
| 1. Review of DAK documentation for accreditation of testing laboratories (LT), inspection bodies (IT) and full harmonization with the documentation of EA, ILAC & IAF. | TM4 (2020) | 2,708.33 € Y1  2,708.33 € Y2  2,708.33 € Y3  Donor (65,000 €)  Total  (73,125.00 €) | KCB  Donor (65,000 €) | DAK/MTI |  |  |
| 1. Participation in EA meetings (KT and EA-GA) and ILAC & IAF activities. | TM4 (2020) | 2,708.33 € Y1  2,708.33 € Y2  2,708.33 € Y3  Total  (8,125.00 €) | KCB | DAK/MTI |  | * Participation in EA meetings (TC and EA-GA) and activities of ILAC & IAF |
| **Specific Objective 3.6** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **Further strengthen of Kosovo Standardization Agency and prepare for membership in ISO, IEC, ITU, CEN, CENELEC and ETSI** | AKS is part of **ISO, IEC, ITU, CEN, CENELEC and ETSI activities** | | | * 2 | * 2 | * 2 |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Follow operational procedures and participate in General Assembly of CEN/CENELEC/ETSI. | TM1 (2020) | 1,055.55 € Y1  1,055.55 € Y2  1,055.55 € Y2 Donor (5,750 €)  Total  (8,916.66 €) | KCB  Donor (5,750 €) | KSA/MTI | MFA | * Participation in General Assembly of CEN/CENELEC/ETSI is realized. |
| 1. Follow operational procedures and participate in General Assembly of ISO/IEC/ITU | TM1 (2020) | 1,055.55 € Y1  1,055.55 € Y2  1,055.55 € Y2 Donor (5,750 €)  Total  (8,916.66 €) | KCB  Donor (5,750 €) | KSA/MTI | MFA | * Participation in General Assembly of ISO/IEC/ITU is realized. |
| 1. Prepare and participate in Balkan standardization conference | TM2 (2020) | 1,055.55 € Y1  1,055.55 € Y2  1,055.55 € Y2  Total  (3,166.66 €) | KCB | KSA/MTI | MFA | * Participation in Balkan Standardization Conference is realized. |
| **Specific Objective 3.7** | **Indicators for measuring the achievement of the objective** | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **Further strengthen the Agency of Metrology and prepare to become member of OIML, BIPM, EURAMET.** | * AMK is member of either IMPL, BIPM or EURAMET | | | * 0 | * 0 | * 1 |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Prepare and participate in EURAMET, WELMEC meetings. | TM2 (2020) | 1,055.55 € Y1  1,055.55 € Y2  1,055.55 € Y3 Donor (5,750 €)  Total  (8,916.66 €) | KCB  Donor (5,750 €) | AMK/MTI |  | * Participation in EURAMET, WELMEC meetings is realized. |
| 1. Prepare for membership in AMK within OIML, BIPM, EURAMET. | TM3 (2020) | 1,055.55 € Y1  1,055.55 € Y2  1,055.55 € Y3 Donor (5,750 €)  Total  (8,916.66 €) | KCB  Donor (5,750 €) | AMK/MTI |  | * Membership of AMK within OIML, BIPM, EURAMET is realized. |

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| **Strategic Objective #4.: Strengthening the protection of Intellectual Property Rights** | | | | | | | | |
| **Specific Objective 4.1** | **Indicators for measuring the achievement of the objective** | | | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By end of 2020, approximate the legislative framework in the field of Intellectual Property (IP).** | • Number of new law and sub-legal acts approved | | | | | 6 new laws  8 sub-legal acts | 7 new laws  10 sub-legal acts | 7 new laws  10 sub-legal acts |
| **Activities** | **Implementation timeline** | | **Total cost divided breakdown in years** | **Financial**  **Source** | | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. New Law on Trade Secret | TM (2020) | | 500 € Y1  1000 Y2 | IPA | | IPA, MTI | MJ | * New Law approved |
| 1. Screen and analyse the primary legislation for Intellectual Property | TM 4 (2019) | | 12000 | IPA (2000 € )  Donor (10000 € ) | | MTI | MJ | All primary IP legislation reviewed |
| 1. Adopt and enforce of sub-legal acts for the implementation of IP legal framework | TM 4 (2020) | |  |  | | MTI | MJ | * Sub-legal acts for the implementation of IP legal framework adopted |
| 1. Preparing a strategic plan to establish international agreement in the field of IP | TM 4 (2019) | | KCB  7, 500 € Y1  7, 500 € Y2  Donor (5,000 €)  Total (20, 000 €) | KCB (15, 000 €)  Donor (5,000 €) | | MTI | MJ | * Strategic plan to join in the international agreement in the field of IP prepared |
| 1. Signing MoUs between regional offices in the field of IP | TM 3 (2020) | | 10000 € Y1  12000 € Y2 | IPA (22000 €) | | MTI | MJ | * MoUs between regional offices of IP signed |
| **Specific Objective 4.2** | **Indicators for measuring the achievement of the objective** | | | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **Enhance the effectiveness and efficiency of the Industrial Property Agency with regard to the registration of industrial property object.** | * Time to respond to applications for registration trademark application | | | | | * 10 months | * 8 month | * 8 month |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | | | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Recruit 8 new staff | TM (2020) | 49000 € | | | MTI, MEF | MTI, MEF |  | * New structure isin place |
| 2. Strengthening the role of State Industrial Property Council. | TM 3 (2018) | 1000 € Y1  1000 € Y2 | | | IPA | IPA | Costums, MCYS | * Document to improve the mandate of State Industrial Property Council prepared * Organise 2 meetings of Counsel a year |
| 3. Provide trainings for Judges, Prosecutor, Market Inspector, and Police in the field of IP. | TM 2 2019  TM 4 2019  TM 2 2020  TM 4 2020 | 2, 500 € Y1  2, 500 € Y2  IPA  Total 5, 000 € | | | IPA  Total 5, 000 € | IPA, MCYS | Costums, MCYS | * Training activity with Judges, Prosecutor, Market Inspector, Police, organized annually |
| 4. Update IPA webpage and prepare guidelines on how to apply for trademark, patent and industrial design | TM 1 2020 | 10000 € | | | IPA |  |  | * The guidelines for applying for trademark, patent and industrial design prepared |
| 5. Capacity building for IPA staff | TM 4 2018  TM 2 (2019)  TM 2 (2020)  TM 4 (2020) | KCB 40, 000 €  Donor 15, 000 €  Total 55, 000 € | | | KCB 40, 000 €  Donor 15, 000 €  Total 55, 000 € |  |  | * Training staff of IPA, offered by international expert and native expert continued |
| 6. Organise information sessions with relevant stakeholders with regard to IP | TM 1 2019  TM 2 2020 |  | | |  |  |  | * Seminars/trainings with representatives, informing them with new service at IPA and improve their knowledge in the field of examination organized |
| 7. Draft and finalise guidelines for examination of trademark, patent, and industrial design | TM 1 2020 | Donor 20,000 € | | |  |  |  | * The guidelines for examination of trademark, patent and industrial design prepared and approved |
| **Specific Objective 4.3** | **Indicators for measuring the achievement of the objective** | | | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **Further awareness raising in the field of IP** | * Number applications from domestic applicant for registration of property rights per year | | | | | * 400 per year | 500 per year | 500 per year |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | | **Financial**  **Source** | | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Improve accessing in the online register of IPA | TM 4 2020 |  | | IPA | |  |  | New web page of IPA; update version of online register |
| 1. Organize at least two awareness-raising campaigns per year on IP protection. | TM 3 and 4 2018  TM1 and TM4 2019  TM1 and TM4 2020 | KCB 5, 000 €  Donor 5, 000 € | | IPA  Donor | | IPA | MTI, Customs, MKYS, Police | Aawareness-raising campaign on IP protection with business, 2 times per year organized |
| 1. Organise information sessions with students, businesses, journalists, enforcement institutions, business associations, and other relevant stakeholders for the IP filed | TM 1 2019 – TM 2020 | 6000 € Y1  6000 € Y2 | | IPA  Donor | | IPA | MTI, Customs, MKYS, Police | IP training for lecture in Law technical and economic faculties organized  IP training for journalist organized |
| 1. Develop programs to promote IPR (through video, social media and printed material) | TM 2020 | 10000 € | | IPA  Donor | | IPA | MTI, Customs, MKYS, Police | * programs to promote and disseminate information on IPR (through video, social media and printed material) developed and implemented |
| 1. Identify a list of potential products with geographical indication that require protection | TM 4 2019 | 5000 € | | IPA  Donor | | IPA | MTI, Customs, MKYS, Police | * potential product for protection with geographical indication identified |
| **Strategic Objective #5: Further development of trade and trade policy** | | | | | | | | |
| **Specific Objective 5.1** | **Indicators for measuring the achievement of the objective** | | | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By 2020, trade barriers are simplified and harmonized, by implementing the Additional Trade Protocol 5 (AP5) with CEFTA countries, through the mechanism of the National Trade Facilitation Committee.** | * AP 5 implemented | | | | | * xx% | * xx% | * xx% |
| **Activities** | **Implementation timeline** | | **Total cost divided breakdown in years** | **Financial**  **Source** | | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Address means to simplify and harmonise trade barriers through meetings of Subcommittees, Working Groups and Trade Facilitation Committees within CEFTA. |  | | Total 30, 000€ | KCB 10, 000€  Donor 20, 000 € | | Kosovo Customs | MTI  Border Agencies | Meetings of Subcommittees, Working Groups and Trade Facilitation Committee organized. |
| 1. Organise at least two KNLT meetings per year and address relevant issues |  | | Total 3,000 € |  | | MTI  Kosovo Customs | MTI  Border agencies | * KNLT meetings organized at least twice a year. |
| 1. Strengthen the role of the Kosovo National Trade Facilitation committee |  | |  |  | |  |  |  |
| **Specific Objective 5.3** | **Indicators for measuring the achievement of the objective** | | | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By the end 2020 enable the free movement of skilled professionals and workers, in the targeted professions within the CEFTA area** | * Free movement of skilled professionals and workers in targeted areas within CETA achieved * Data on movement of workers covered in categories | | | | | * 20% | * 50% | * 95% |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | | **Financial**  **Source** | | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Draft a negotiation plant to enable the free movement of skilled professionals and workers, in the targeted professions within the CEFTA area. | TM2 and TM4 2018 | 2,610 € Y1  2,610 € Y2  2,610 € Y3 | | KCB  CEFTA Secretariat | | MTI | MPMS  MEST | Negotiations between CEFTA countries for four professions started. |
| 1. Negotiate with CEFTA countries. | TM 2 and TM 4 – 2018 |  | | KCB  CEFTA Secretariat | | MTI | MPMS MEST | Negotiations between CEFTA countries for four chosen professions finished. |
| **Specific Objective 5.4** | **Indicators for measuring the achievement of the objective** | | | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By 2020, join EFETA and begin process of WTO membership** | * Application for joining EFTA prepared | | | | | * 30% | * 30% | * 90% |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | | | **Financial**  **Source** | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Negotiate with EFTA | Continuously (2018-2020) | 11, 000 € Y1  11, 000 € Y2  Total 24 , 000 € | | | KCB  22 , 000 € | MTI | Kosovo Customs and relevant Institutions | * Liberalization of products and services with EFTA countries done. |
| 1. Adopt a plan to implement the agreement with EFTA | TM4 -2019 | 11,000 € Y3 | | | 11,000 € | MTI | Kosovo Customs and relevant Institutions | * Liberalization of products and services with EFTA countries done. |
| 1. Prepare application for WTO membership | TM2 - 2019 | 12,000 € Y1  12,000 € Y2  12,000 € Y3 | | | 36,000 € | MTI | Kosovo Customs and relevant Institutions | * Trade Agreements with WTO negotiated |
| **Specific Objective 5.5** | **Indicators for measuring the achievement of the objective** | | | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By end of 2019, to establish a Single Contact Point for trade in services.** | * Single Point of Contact established | | | | | * 20% | * 50% | * 80% |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | | **Financial**  **Source** | | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1.  Drafting and Adopting Administrative Instruction for PSC | TM 2 - 2019 |  | | KCB 500 Y1  Donor | | MTI | MPA, MED and line Ministries | AI on PSC drafted and approved. |
| 2. Capacity building and information collection with regard to PSC | Continuously (2018-2020) | KCB 4, 000 €  2, 000 € Y1  2, 000 € Y2  Donor 15, 000 €  7, 500 € Y1  7, 500 € Y1  Total 19, 000€ | | KCB 4, 000 €  Donor 15, 000 €  Total 19, 000€ | | MTI | MPA, MED and line Ministries | Meetings with the institutions, preparation and training of the staff that will work for the establishment of the PSC, Study Visit to the countries with the best skills for training etc held. |
| **Specific Objective 5.6** | **Indicators for measuring the achievement of the objective** | | | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **Address claims for dumping and safeguard measures on import** | * Annual review of private sector claims for dumping and safeguard measures on import | | | | | * 40% | * 40% | * 20% |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | | **Financial**  **Source** | | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Analyse requirements from the private sector and recommendation for anti-dumping safeguards or safeguards on imports. | Continuously (2018-2020) | KCB 3, 000 € (1,000 x 3 years)  Total 4, 500 € (1,500 x 3 years) | | KCB 1, 000 €  Total 1, 500 € | | MTI | MF, MAFRD, MLSW, MED, MFA, Kosovo Customs | Analysis of requirements from the private sector and recommendation for anti-dumping safeguards or safeguards on imports done. |
| 1. Address claims for dumping and safeguard measures on import | Continuously (2018-2020) | 3,600 € (1,200 x 3 years) | | 1,200 € | | MTI | MF, MAFRD, MLSW, MED, MFA, Kosovo Customs |  |
| **Specific Objective 5.7** | **Indicators for measuring the achievement of the objective** | | | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By 2018, the Law on Safeguard Measures on imports is amended including its secondary legislation.** | * Law on Safeguard Measures on imports and secondary legislation amended | | | | | * 50% | * 50% | * 0% |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | | **Financial**  **Source** | | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Adopt and enforce of the Law on Import Protection Measures. | TM 1 - 2018 | KCB 200 €  Total 200 € | | KCB 200 € | | MTI | MF, MAFRD, MLSW, MED, MFA | The Law on Import Protection Measures and its Implementation approved. |
| 1. Draft AI and commission regulation. | TM 3 - 2018 | KCB 200 €  Total 200 € | | KCB 200 € | | MTI | MF, MAFRD, MLSW, MED, MFA | AI and commission regulation drafted |
| **Specific Objective 5.9** | **Indicators for measuring the achievement of the objective** | | | | | **Baseline** | **Target**  **2019** | **Target**  **2020** |
| **By 2019, the legislative framework on trade is completed** | * Single Law on Trade and secondary legislation approved | | | | | * 20% | * 40% | * 40% |
| **Activities** | **Implementation timeline** | **Total cost divided breakdown in years** | | **Financial**  **Source** | | **Leading Institution** | **Supporting Institutions** | **Output** |
| 1. Adopt Law on Trade, which includes the Law on Foreign Trade and the Law on Internal Trade into a Single Law | TM 3 - 2018 | KCB 2, 000 €  Total 2, 000 € | | KCB 2, 000 € | | MTI and Line Institutions | MED, Kosovo Customs, KCC, KPK | The document by the Working Group drafted. |
| 1. Prepare and adopt the secondary legislation of Law on Trade. | TM 2 - 2019 | KCB 2, 000 €  Total 2, 000 € | | KCB 2, 000 € | | MTI and Line Institutions | MED, Kosovo Customs, KCC, KPK | The document by the Working Group drafted. |