



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

Ministria e Arsimit, Shkencës dhe Teknologjisë - Ministarstva za Obrazovanje Nauku i Tehnologiju - Ministry of Education, Science and Technology

ACTION PLAN OF KOSOVO EDUCATION STRATEGIC PLAN 2017-2021

STRATEGIC PRIORITY 1: PARTICIPATION AND INCLUSION			
Objective	Indicators for measuring the achievement of the objective	Baseline	Target
Increasing participation and providing equal opportunities for the development, training, and education of every individual in pre-university education.	Gross participation in pre-school education	15.7% ¹	20%
	Gross participation in pre-primary education	79.6% ²	100%
	Gross participation in pre-school education of children aged 4 and 5	40.7% ^{3, 4}	55% ⁵
	Gross participation in primary education	96.4% ⁶	100%
	Gross participation in lower secondary education	99.5% ⁷	100%
	Gross participation in upper secondary education	84.5% ⁸	90%
	Gender parity index Level: Pre-school (age 0-5)	0.92 ⁹	0.95
	Gender parity index Level: Pre-primary (age 5)	0.94 ¹⁰	0.93
	Gender parity index Level: Primary (age 6-10)	0.93 ¹¹	0.94
	Gender parity index Level: Lower secondary (11-14)	0.94 ¹²	0.93
	Gender parity index Level: Upper secondary (15-17)	0.89 ¹³	0.94
	Transition rate to upper secondary education	97.2% ¹⁴	/
	The early leavers rate of age 18-24 (Usually obtained through the Labour Market Survey ¹⁵)	/	/
	Inclusion of children with special needs in compulsory education	44.6% ¹⁶ (M: 50.3%, F: 37.2%)	60% (for M and F)
	Inclusion of children with special needs in upper secondary education	17.9% ¹⁷ (M: 19.5%, F: 15.8%)	30% (for M and F)
	Inclusion of Roma, Ashkali and Egyptian children in pre-primary education	53.9% ¹⁸	70%
	Inclusion of Roma, Ashkali and Egyptian children in primary education	85.3% ¹⁹	95%
	Inclusion of Roma, Ashkali and Egyptian children in lower secondary education	65% ²⁰	85%
	Inclusion of Roma, Ashkali and Egyptian children in upper secondary education	30.3% ²¹	50%
	Transition rate to upper secondary education for children from Roma, Ashkali and Egyptian communities	69.9% ²²	80%
	Gender parity index for Roma, Ashkali and Egyptian communities Level: Primary	1.01 ²³	1
	Gender parity index for Roma, Ashkali and Egyptian communities Level: Lower secondary	0.94 ²⁴	1
	I Gender parity index for Roma, Ashkali and Egyptian communities Level: Upper secondary	0.80 ²⁵	0.90
	Inclusion of repatriated children in the education system	/	100%
	Number of children in Diaspora who attend educational activities	/	/
	Dropout of compulsory education	0.20% ²⁶	<0.1%
	Dropout of upper secondary education	1.70% ²⁷	<1%
	Number of children with special talents identified within the education system	/	300/vit

¹ Statistical report with education indicators 2014/15, MEST, p. 42. <http://masht.rks-gov.net/uploads/2015/12/raport-statistikor-me-tregues-arsimor-2014-15.pdf>

² Ibid, p. 12.

³ Children of age 4 and 5 in pre-school institutions during the academic year 2014/2015: 23,441. Statistical report with education indicators 2014/15, MEST, p. 42. <http://MASHt.rks-gov.net/uploads/2015/12/raport-statistikor-me-tregues-arsimor-2014-15.pdf>

⁴ People of age 4 and 5 in year 2014 (projection, medium variant): 57,647. Kosovo Population Projection 2011-2061, ASK, December, 2013, p. 41.

⁵ It is calculated on the assumption that in 2021 the number of 4 year kids will be doubled in preschool education compared to school year 2014/15, while all 5 year olds will attend pre-primary education..

⁶ Ibid, p. 14.

⁷ Ibid, p. 15.

⁸ Ibid, p. 17.

⁹ Education Statistics 2014/15, MEST, p. 10. <http://masht.rks-gov.net/uploads/2015/07/statistikat2014-15compressed.pdf>

¹⁰ Education Statistics 2014/15, MEST, p. 42. <http://masht.rks-gov.net/uploads/2015/07/statistikat2014-15compressed.pdf>.

¹¹ Ibid, p.26.

¹² Ibid, p.26.

¹³ Ibid, p. 42.

¹⁴ Statistical report with education indicators 2014/15, MEST, p. 26. <http://masht.rks-gov.net/uploads/2015/12/raport-statistikor-me-tregues-arsimor-2014-15.pdf>

¹⁵ http://ec.europa.eu/eurostat/statistics-explained/index.php/Glossary:Early_leaver_from_education_and_training

¹⁶ Statistical report with education indicators 2012-2013 and 2013-2014 p. 20. <http://masht.rks-gov.net/uploads/2015/08/raport-statistikor-me-tregues-arsimore-2012-13-dhe-2013-14.pdf>

¹⁷ Ibid, p.21.

¹⁸ Multiple Indicator Clustering Survey 2013-2014 – Roma, Ashkali and Egyptian Communities (MICS), Final Report, KAS, Pristina 2014, p. VII. <https://ask.rks-gov.net/images/files/Komunitetet%20Rome,%20Ashkali%20dhe%20Egiptiane%20ne%20Kosove.pdf>

¹⁹ Ibid.

²⁰ Ibid.

²¹ Ibid.

²² Ibid.

²³ Ibid.

²⁴ Ibid.

²⁵ Ibid.

²⁶ Statistical report with education indicators 2014/15, MEST p.27. <http://masht.rks-gov.net/uploads/2015/12/raport-statistikor-me-tregues-arsimor-2014-15.pdf>

²⁷ Ibid, p.28.

Result 1.1. Participation of children aged 0-5 in quality pre-school education reaches 20%									
Activities	Reference Points					Financial Cost	Source of Financing	Institutions	
	2017	2018	2019	2020	2021			Responsibility	Support
1.1.1. Encouraging establishment and accreditation of private institutions and community-based centres by the municipalities	Developing Administrative Instruction on opening/establishment of private pre-school institutions by municipalities					€ 3,500	KB - Other Agencies	Division for pre-school education	
	Licensing private institutions	Licensing private institutions	Licensing private institutions	Licensing private institutions	Licensing private institutions	/	/	Division for private pre-university education	Division for pre-school education
1.1.2. Drafting and implementing the training programme for in-service educators working with children aged 0-3 years	Developing training programme for in-service educators working with children aged 0-3 years					€ 1,500	Donors	Division for pre-school education	
		Training educators working with children aged 0-3 years, according to the new training programme				€ 21,000	Donors	Division for pre-school education	
1.1.3. Development of parent awareness programmes regarding early childhood education		Developing awareness-raising programmes package for parents regarding early childhood education				€ 3,750	Donors	Division for pre-school education	
1.1.4. Organisation of awareness activities for the community on the importance of pre-school education	Launching media spot on the importance of pre-school education					€ 3,000	Donors	Division for pre-school education	
	Designing and printing leaflets to inform the community about the importance of early childhood education	Designing and printing leaflets to inform the community about the importance of early childhood education	Designing and printing leaflets to inform the community about the importance of early childhood education	Designing and printing leaflets to inform the community about the importance of early childhood education	Designing and printing leaflets to inform the community about the importance of early childhood education	€ 7,500	Donors	Division for pre-school education	
1.1.5. Piloting of the new pre-school curriculum			Monitoring the implementation of the new curricula in 10 kindergartens and drafting the evaluation report			€ 1,950	KB - MEST	Division for pre-school education	
	Developing guidelines for educators about the new curriculum					€ 2,250	KB - MEST	Division for pre-school education	
	Printing guidelines for educators					€ 4,000	KB - MEST	Division for pre-school education	
	Training educators for 5 kindergartens currently in the piloting process	Training educators for 5 kindergartens currently in the piloting process				€ 1,134	Donors	Division for pre-school education	
1.1.6. Implementation and monitoring of competencies for educators working with children aged 3-5	Training educators working with children aged 3-5 years on implementing the "Educators Competencies"	Training educators working with children aged 3-5 years on implementing the "Educators Competencies"	Training educators working with children aged 3-5 years on implementing the "Educators Competencies"			€ 10,080	KB - MEST	Division for pre-school education	

	Training inspectors and directors of pre-school institutions on evaluation based on competencies	Training inspectors and directors of pre-school institutions on evaluation based on competencies				€ 1,680	Donors	Division for pre-school education	
	Printing documents for educator competencies					€ 2,400	Donors	Division for pre-school education	
	Install database to assess competencies in every pre-school institution, MED and inspection office					/	/	Division for pre-school education	

Result 1.2. All 5-year-old children participate in pre-primary quality education

Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
1.2.1. Opening of new pre-primary classes	Operating pre-primary classes in at least two shifts					/	/	Division for pre-school education	MEDs
	Opening 20 new pre-school classes within primary schools	Opening 20 new pre-school classes within primary schools	Opening 20 new pre-school classes within primary schools	Opening 20 new pre-school classes within primary schools	Opening 20 new pre-school classes within primary schools	€ 730,000	€ 250,000 KB - MEST € 480,000 KB - Municipalities	MEDs	Infrastructure Department
	Opening 5 new community centres	Opening 5 new community centres	Opening 5 new community centres			€ 37,500	Donors	Division for education of communities	
1.2.2. Educator training on curriculum implementation	Addressed in 4.1.12.	Addressed in 4.1.12..	Addressed in 4.1.12.	Addressed in 4.1.12.	Addressed in 4.1.12.	/	/	/	/
1.2.3. Developing special teaching and didactic materials for pre-primary grade		Developing education package dedicated to pre-school age group				€ 3,000	KB - MEST	Division for pre-school education	
1.2.4. Establishment of quality monitoring mechanism for pre-primary education according to educators' competencies			Training pedagogues or directors to monitor educators in accordance with competencies	Training pedagogues or directors to monitor educators in accordance with competencies	Training pedagogues or directors to monitor educators in accordance with competencies	€ 6,719	Donors	Division for pre-school education	
			Installing school evaluation database			€ 400	KB - MEST	Division for pre-school education	IT Unit

Result 1.3. 50% of children with special needs are included in the pre-university education system

Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
1.3.1. Definition of gender-sensitive EMIS indicators for children with special needs	Defining indicators for identifying special needs children	Defining indicators for identifying special needs children				€ 5,000	Donors	Division for special needs education	
1.3.2. Making the assessment/pedagogic teams operational	Developing instruments for assessment of pedagogical needs of special needs children					€ 3,000	KB - Other Agencies	Division for special needs education	
		Developing expert training programme for educational needs assessment of children with special needs				€ 450	KB - Other Agencies	Division for special needs education	
		Training experts (pedagogues,				€ 2,856	KB - MEST	Division for special needs education	

		psychologists and teachers) to assess pedagogical needs of children with special needs.							
				Assessing the work of assessment teams in municipalities and prepare the report		€ 2,250	KB - MEST	Division for special needs education	
1.3.3. Training of teaching staff on inclusive education	This activity is addressed in 4.1.12.	This activity is addressed in 4.1.12.	This activity is addressed in 4.1.12.	This activity is addressed in 4.1.12.	This activity is addressed in 4.1.12.	/	/	/	
1.3.4. Transforming the attached classrooms into resource rooms		Transforming attached classrooms in all schools into resource rooms for individual work, meetings with parents, and different activities	Transforming attached classrooms in all schools into resource rooms for individual work, meetings with parents, and different activities	Transforming attached classrooms in all schools into resource rooms for individual work, meetings with parents, and different activities	Transforming attached classrooms in all schools into resource rooms for individual work, meetings with parents, and different activities	/	/	MEDs	Division for special needs education
1.3.5. Enforcement of school support mechanisms		Increasing the number of support teachers who support children with special needs				€ 384,000	KB - MEST	MEDs	

Result 1.4. Inclusion of children of Roma, Ashkali and Egyptian communities in primary education increases by 10%, and in lower and upper secondary education by 20%

Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
1.4.1. Harmonising Learning Centre programmes	Harmonising Learning Centre Programmes	Harmonising Learning Centre Programmes	Harmonising Learning Centre Programmes			/	/	Division for education of communities	
1.4.2. Drafting regulations by municipalities to facilitate the enrolment and attendance conditions of Roma, Ashkali and Egyptian children in pre-school and secondary education level	Drafting the regulation to facilitate the enrolment and attendance conditions of Roma, Ashkali and Egyptian children in pre-school and upper secondary school level					/	/	MEDs	
	Facilitating the enrolment of Roma, Ashkali and Egyptian children in public and private pre-school institutions	Facilitating the enrolment of Roma, Ashkali and Egyptian children in public and private pre-school institutions	Facilitating the enrolment of Roma, Ashkali and Egyptian children in public and private pre-school institutions	Facilitating the enrolment of Roma, Ashkali and Egyptian children in public and private pre-school institutions	Facilitating the enrolment of Roma, Ashkali and Egyptian children in public and private pre-school institutions	€ 90,000	KB - Municipalities	Division for education of communities	MEDs
	Providing scholarships for the secondary school education for students of roma, ashkali, and egyptian communities that have shown success in learning and that meet the requirements	Providing scholarships for the secondary school education for students of roma, ashkali, and egyptian communities that have shown success in learning and that meet the requirements	Providing scholarships for the secondary school education for students of roma, ashkali, and egyptian communities that have shown success in learning and that meet the requirements	Providing scholarships for the secondary school education for students of roma, ashkali, and egyptian communities that have shown success in learning and that meet the requirements	Providing scholarships for the secondary school education for students of roma, ashkali, and egyptian communities that have shown success in learning and that meet the requirements	€ 1,140,000	Donors	Division for education of communities	
	Set criteria for selection of winners	Set criteria for selection of winners	Set criteria for selection of winners	Set criteria for selection of winners	Set criteria for selection of winners	/	/	Division for education of communities	
1.4.3. Monitoring the implementation of	Monitoring the implementation of	Monitoring the implementation of	Monitoring the implementation of facilitation measures by	Monitoring the implementation of	Monitoring the implementation of	/	/	Division for education of	

facilitation measures for enrolment of children in pre-school and upper secondary level	facilitation measures by MEST officials	facilitation measures by MEST officials	MEST officials	facilitation measures by MEST officials	facilitation measures by MEST officials			communities	
1.4.4. Training of teachers for teaching Roma language	This activity is addressed in 4.1.12	This activity is addressed in 4.1.12	This activity is addressed in 4.1.12	This activity is addressed in 4.1.12	This activity is addressed in 4.1.12	/	/	/	
1.4.5. Organise activities to raise awareness of Roma, Ashkali and Egyptian communities on the importance of timely enrolment and school attendance, with special focus on girls	Organising awareness campaigns	Organising awareness campaigns	Organising awareness campaigns	Organising awareness campaigns	Organising awareness campaigns	€ 30,000	Donors	Division for education of communities	

Result 1.5. All repatriated children are included in the education system and strengthen the mechanisms for organising education in Diaspora

Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
1.5.1. Monitoring the implementation of repatriation legislation by MEST supervision group	Monitoring schools in the implementation of the Law on Repatriation	Monitoring schools in the implementation of the Law on Repatriation	Monitoring schools in the implementation of the Law on Repatriation	Monitoring schools in the implementation of the Law on Repatriation	Monitoring schools in the implementation of the Law on Repatriation	/	/	Division for special needs education	
1.5.2. Drafting of individual plans for repatriated students	Developing and implementing annual plans for repatriated students in certain areas	Developing and implementing annual plans for repatriated students in certain areas	Developing and implementing annual plans for repatriated students in certain areas	Developing and implementing annual plans for repatriated students in certain areas	Developing and implementing annual plans for repatriated students in certain areas	/	/	MEDs	
	Monitoring schools in implementing individual plans for repatriated students	Monitoring schools in implementing individual plans for repatriated students	Monitoring schools in implementing individual plans for repatriated students	Monitoring schools in implementing individual plans for repatriated students	Monitoring schools in implementing individual plans for repatriated students	/	/	Division for general education	
1.5.3. Review of the repatriates' programme	Review and adaptation of programmes for repatriates					€ 2,250	KB - MEST	Division for general education	
	Publish revised programme materials for repatriates					€ 7,000	KB - MEST	Division for general education	
1.5.4. Training of teachers and municipal officials on the repatriation programme	Training municipal officials. Teacher training is addressed in activity 4.1.12.					€ 1,260	KB - MEST	MEDs	Division for general education
1.5.5. Coordination and monitoring of supplementary classes by the MEST supervisory group	Monitoring catch-up classes by the municipalities	Monitoring catch-up classes by the municipalities	Monitoring catch-up classes by the municipalities	Monitoring catch-up classes by the municipalities	Monitoring catch-up classes by the municipalities	/	/	Division for general education	
1.5.6. Organising activities for children in Diaspora	Activities for children in Diaspora	Activities for children in Diaspora	Activities for children in Diaspora	Activities for children in Diaspora	Activities for children in Diaspora	/	/	Department for the development of pre-university education	

Result 1.6. Effective mechanisms to prevent dropout and non-enrolment in pre-university education are established									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
1.6.1. Capacity building for prevention teams at the school, municipal and central level	Establish and supervise PRTDN teams in all schools and municipalities	Establish and supervise PRTDN teams in all schools and municipalities	Establish and supervise PRTDN teams in all schools and municipalities	Establish and supervise PRTDN teams in all schools and municipalities	Establish and supervise PRTDN teams in all schools and municipalities	/	/	Division for general education	
	Train PRTDN teams at the municipal level for implementation of the existing documents					€ 3,906	Donors	Division for general education	
	Train PRTDN teams at school level for implementation of the existing documents					€ 5,292	Donors	Division for general education	
1.6.2. Revision of PRTDNs' role			Adjust the documentation of PRTDN teams for upper secondary schools			/	/	Division for general education	
		Establish and monitor PRTDN teams in upper secondary schools, since this stage of education is a critical point for dropout	Establish and monitor PRTDN teams in upper secondary schools, since this stage of education is a critical point for dropout	Establish and monitor PRTDN teams in upper secondary schools, since this stage of education is a critical point for dropout	Establish and monitor PRTDN teams in upper secondary schools, since this stage of education is a critical point for dropout	/	/	MEDs	
1.6.3. Improve sex-disaggregated data collection for dropout and non-enrolment	Review indicators, develop early warning tools for dropout and determine standard operating procedures					€ 3,750	KB - MEST	Division for general education	
	Inform schools on the use of new documentation	Inform schools on the use of new documentation				/	/	MEDs	Division for general education
1.6.4. Development of action plans for prevention of dropouts and non-enrolment in school in all municipalities		Developing Administrative Instruction on providing alternative education for students who for specific reasons do not attend regular classes				€ 3, 500	KB - MEST	Division for general education	
		Organising forms of alternative education by municipalities	Organising forms of alternative education by municipalities	Organising forms of alternative education by municipalities	Organising forms of alternative education by municipalities	/	/	MEDs	
	Supervising action plans by MEST to prevent dropout	Supervising action plans by MEST to prevent dropout	Supervising action plans by MEST to prevent dropout	Supervising action plans by MEST to prevent dropout	Supervising action plans by MEST to prevent dropout	/	/	Division for general education	
1.6.5. Awareness-raising regarding education of other vulnerable categories		Launching media spot on the importance of educating vulnerable groups such as girls, isolated children, children with special needs, ethnic communities children, etc		Launching media spot on the importance of educating vulnerable groups such as girls, isolated children, children with special needs, ethnic communities children, etc		€ 6, 000	Donors	Division for general education	
		Publishing information brochures for categories at risk		Publishing information brochures for categories at risk		€ 1, 500	Donors	Division for general education	

1.6.6. Monitoring and assessing of progress reached in the implementation of policies that address the dropout and non-enrolment and early warning for children at risk of dropout			Investigate the implementation of policies that address dropout and non-registration	Investigate the implementation of policies that address dropout and non-registration		€ 3, 750	KB - MEST	Division for general education	
1.6.7. Organisation of accelerated learning for pupils that have dropped out or are not enrolled at school	Developing Administrative Instruction on accelerated classes					€ 3, 500	KB - MEST	Division for general education	
	Developing programmes for accelerated classes for education levels	Developing programmes for accelerated classes for education levels				€ 7, 500	KB - MEST	Division for curricula and school textbooks	
	Organising accelerated classes in all municipalities	Organising accelerated classes in all municipalities	Organising accelerated classes in all municipalities	Organising accelerated classes in all municipalities	Organising accelerated classes in all municipalities	/	/	Division for general education	
Result 1.7. There are mechanisms and programmes for identification and support of children with exceptional intellectual potential and special talents in academic, creative and artistic fields									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
1.7.1. Creation and development of mechanisms and programmes to identify and support children with exceptional intellectual potential and special talents		Defining mechanisms and programmes to identify children with exceptional potential and special talents				€ 2, 250	KB - MEST	Division for general education	
1.7.2. Training teachers and school psychologists to work with children with exceptional intellectual potential and special talents		Develop training programme for psychologists and teachers to work with children with exceptional potential and special talents				€ 2, 250	KB - MEST	Division for general education	
		Training psychologists and teachers to work with these children	Training psychologists and teachers to work with these children			€ 25, 200	Donors	Division for general education	
1.7.3. Encourage children with exceptional intellectual potential and special talents			Providing additional funding for children with exceptional potential and special talents (40 scholarships)	Providing additional funding for children with exceptional potential and special talents (40 scholarships)	Providing additional funding for children with exceptional potential and special talents (40 scholarships)	€ 96, 000	Donors	Division for general education	
1.7.4. Cooperation with local and international centres and organisations working in this area	Cooperation with local and international centres and organisations working in this area	Cooperation with local and international centres and organisations working in this area	Cooperation with local and international centres and organisations working in this area	Cooperation with local and international centres and organisations working in this area	Cooperation with local and international centres and organisations working in this area	/	/	Division for general education	

Result 1.8. Effective mechanisms and policies in place to promote diversity through an integrated education system are established									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
1.8.1 Develop a strategy for promoting inter-ethnic dialogue and contact among communities		Developing the strategy				€ 7, 000	KB - MEST	Division for education of communities	
1.8.2 Review language teaching provisions		Developing an Administrative Instruction on teaching in local area languages				€ 3, 500	KB - MEST	Division for education of communities	
1.8.3 Measures to improve teaching of Albanian as a second language			Teacher professional development in the Albanian language as a second language			€ 2, 100	KB - MEST	Division for education of communities	
			Developing relevant teaching materials			€ 2, 000	KB - MEST	Division for education of communities	
1.8.4 Development of community-specific educational modules			Needs assessment for the development of specific community education modules	Needs assessment for the development of specific community education modules		/	/	Division for education of communities	
1.8.5 Development of a policy on how to teach diversity and human and communities' rights to all pupils				Developing the policy		€ 3, 500	KB - MEST	Division for education of communities	

STRATEGIC PRIORITY 2: THE EDUCATION SYSTEM MANAGEMENT			
Objective	Indicators for measuring the achievement of the objective	Baseline	Target
Improving the quality and efficient management of the education system, based on transparency and accountability.	Percentage of trained School Governing Board members	822 trained participants or 272 schools in total	50%
	Percentage of trained school directors and deputy directors	490 school managers from BEP Programme and around 500 other have been trained by GiZ ²⁸ .	100% for basic training; and 50% for advanced training
	Number of MED trained staff on educational leadership	9 MEDs, 33 participants, have been trained on management, leadership and communication by GiZ; All MEDs have participated in financial decentralisation training provided by IDEP (financed by the World Bank) and DANIDA; 22 MED (representation of Professional Development Coordinators) was attended by the Professional Development Planning and Management training provided by USAID BEP ²⁹ .	70
	Number of students studying in one shift in primary schools	25.4% (or 198 schools out of 779 schools in total) ³⁰	1/3
	School premises per student	3.5 m ² ³¹ School gross area is roughly 1,300,000 m ²	4 m2
	Number of schools equipped with the individual student lockers	/	30% of schools
	Number of schools to be equipped with furniture	/	60 schools
	Number of schools to be equipped with standard sets of sport education equipment	/	40 schools
	Number of pre-school institutions that will be contracted	/	18 pre-school institutions
	Renovation of school buildings	/	250 schools
	Construction of new school premises	/	25 new school premises
	Construction of premises for higher education institutions	/	3 premises
	Training of managerial and teaching staff on Health and Safety in schools	/	50%
	Number of schools that are equipped with first aid packages	/	100
	Number of MEST staff trained in planning, policy making and monitoring	/	50
	Number of regulations and procedures approved for effective communication	/	5
	Number of school networks/learning communities established	/	150
	Number of municipal development plans approved	/	36
	Percentage of schools that have a budget sub-account and are managing own budget	/	100%
	Number of policies on EMIS data management	/	2
	Number of trained staff on EMIS data usage and data input	/	700 school level staff

²⁸ Data provided by MEST/Training Section have compared and updated with data from the responsible organizations.

²⁹ Data provided by MEST/Training Section have been compared and updated with data from the responsible organizations.

³⁰ Data provided by the MEST Infrastructure Department.

³¹ According to MEST "School Map" data.

Result 2.1. Build capacities for an accountable and effective system management at central and municipal level, as well as effective management at school level									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
2.1.1 Restructuring the organisation of MEDs in accordance with the decentralised structures of the education system	Analysing current organization					€ 3,000	Donors	Department for pre-university education policies	
	Drafting guidelines for MED structuring					€ 1,500	Donors	Department for pre-university education policies	
	Drafting the organogram for new responsibilities/Manual					€ 11,500	Donors	Department for pre-university education policies	
2.1.2 Training MED staff based on identified needs and in accordance with the decentralised structure of the education system	Assessing MED professional development needs					€ 36,250	Donors	Department for pre-university education policies	
		Implement capacity development programme	Implement capacity development programme			€ 73,500	Donors	Department for pre-university education policies	
2.1.3 Draft regulations and supporting guidelines for education management at the municipal level	Developing three manuals for education management in municipalities (upgrading the existing ones)	Publication of three manuals for education management in municipalities (upgrading the existing ones)				€ 11,200	Donors	Department for pre-university education policies	
2.1.4 Training of MEST staff for planning, policy-making and monitoring	Assessing MEST staff needs					€ 13,950	Donors	Office of the General Secretary	
		Implementing MEST capacity building programme	Implementing MEST capacity building programme	Implementing MEST capacity building programme		€ 90,000	Donors	Office of the General Secretary	
2.1.5 Developing mechanisms for effective communication between various parties in the system through reporting and other regular coordination processes	Organising regular forums for specific sub-topics	Organising regular forums for specific sub-topics	Organising regular forums for specific sub-topics	Organising regular forums for specific sub-topics	Organising regular forums for specific sub-topics	/	/	Office of the General Secretary	
	Drafting annual reports on the education system functioning	Drafting annual reports on the education system functioning	Drafting annual reports on the education system functioning	Drafting annual reports on the education system functioning	Drafting annual reports on the education system functioning	€ 7,500	KB - MEST	Office of the General Secretary	
2.1.6 Putting in place and empowering parent councils at school, municipal and state level, through the provision of support for their work and by monitoring their work	Technical support in organising the work of parents councils	Technical support in organising the work of parents councils				€ 13,500	KB - MEST	MED Collegium	
	Monitoring parent councils activities	Monitoring parent councils activities	Monitoring parent councils activities	Monitoring parent councils activities	Monitoring parent councils activities	€ 22,500	KB - MEST	MED Collegium	
2.1.7 Training of administrative staff and members of the school governing boards on governance and leadership	Training School Governing Boards	Training School Governing Boards	Training School Governing Boards	Training School Governing Boards	Training School Governing Boards	€ 210,900	Donors	Department for pre-university education policies	
2.1.8 Create cooperation and communication network between schools in the field of leadership and teacher development (learning community)	Organising country-wide network in each municipality	Organising country-wide network in each municipality	Organising country-wide network in each municipality	Organising country-wide network in each municipality	Organising country-wide network in each municipality	€ 15,000	Municipal Budget	MED Collegium	
2.1.9 Empowerment of an integrated approach in planning between MEST-MED-	School level planning	School level planning	School level planning	School level planning	School level planning	€ 150,000	Donors	Schools	
	Municipal level planning	Municipal level planning	Municipal level planning			€ 67,500	Donors	MEDs	

School	Central level planning	Central level planning	Central level planning	Central level planning	Central level planning	€ 37,500	Donors	Office of the General Secretary	MEDs
	Annual review of strategic plan	Annual review of strategic plan	Annual review of strategic plan	Annual review of strategic plan	Annual review of strategic plan	€ 220,000	Donors	Minister's Cabinet	
2.1.10. Management of the schools network	Analyse current situation in the field	Analyse current situation in the field				€ 85,000	Others	Department for pre-university education policies	
2.1.11. Strengthening of the school autonomy	Analysing the existing legislation	Analysing the existing legislation				€ 7,500	Donors	Legal Department	
	Reviewing/drafting the legislation	Reviewing/drafting the legislation	Reviewing/drafting the legislation			€ 32,500	Donors	Legal Department	

Result 2.2. Define professional standards for recruitment and management mechanisms for leaders of educational institutions

Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
2.2.1 Define the status of director and deputy director of educational institutions	Developing regulations					€ 7,000	Donors	Department for pre-university education policies	
2.2.2 Establish mechanisms for monitoring and performance assessment of directors and deputy directors	Creating legal regulations for monitoring the performance of school directors	Creating legal regulations for monitoring the performance of school directors				€ 92,000	Donors	Department for pre-university education policies	
			Capacity building at municipal level	Capacity building at municipal level	Capacity building at municipal level	€ 96,770	Donors	Department for pre-university education policies	
2.2.3 Setting up selection mechanisms for directors and deputy directors, including the training of selection committees		Training selection committees	Training selection committees			€ 16,680	Donors	Department for pre-university education policies	
2.2.4 Development of a career management system for directors and deputy directors based on the relevant standards	Develop licensing system for school managers	Develop licensing system for school managers	Develop licensing system for school managers			€ 101,750	Others	Department for pre-university education policies	
2.2.5 Providing equal access to both men and women to professional development programmes for directors, deputy directors and teachers who aim at management career, by providing a comprehensive offer and sustainable funding	Basic Director training programme	Basic Director training programme	Basic Director training programme	Basic Director training programme		€ 76,560	KB - MEST	Department for pre-university education policies	
		Advanced Director training programme	Advanced Director training programme	Advanced Director training programme	Advanced Director training programme	€ 97,800	Donors	Department for pre-university education policies	

Result 2.3. Implement a functional mechanism for pre-university education funding that contributes to school development

Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
2.3.1 Review of the pre-university education funding formula to provide opportunity for addressing specific needs of different schools in order to improve quality	Reviewing the formula					€ 47,000	Others	Department for pre-university education policies	Department of finance

2.3.2 Increase efficiency of education budget planning processes at the local level	Increasing the efficiency of the budget planning process	Increasing the efficiency of the budget planning process				€ 30,600	Others	Department for pre-university education policies	Department of finance
2.3.3 Capacity development at school and MEDs on financial management	Training MED officials on financial management based on the revised formula	Training MED officials on financial management based on the revised formula	Training MED officials on financial management based on the revised formula	Training MED officials on financial management based on the revised formula		€ 48,800	Others	Department for pre-university education policies	
2.3.4 Define indicators for expenditures incurred in education with the purpose of assessing the efficiency of spending in education	Defining indicators	Defining indicators	Defining indicators			€ 84,000	Others	Department for pre-university education policies	

Result 2.4. Produce regular reports based on the analysis and interpretation of EMIS-data and use these analyses for policymaking

Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
2.4.1 Restructuring of the Policy Coordination , Statistics Division to clarify roles associated with EMIS	Restructuring the statistics division					€ 17,000	Donors	Office of the General Secretary	Division for policy coordination and statistics
2.4.2 Capacity development for advanced data collection, analysis and interpretation	EMIS capacity building	EMIS capacity building	EMIS capacity building	EMIS capacity building	EMIS capacity building	€ 110,500	Others	Division for policy coordination and statistics	
2.4.3 Development of data management procedures and their use		Developing data management procedures				€ 29,000	Others	Division for policy coordination and statistics	
2.4.4 Develop a platform for integration of the existing information and database systems for all levels	EMIS system improvement	EMIS system improvement	EMIS system improvement		EMIS system improvement	€ 314,500	Others	Division for policy coordination and statistics	
2.4.5 Capacity building for data users from schools, MEDs, central level and universities	EMIS user training	EMIS user training				€ 105,400	Others	Division for policy coordination and statistics	
2.4.6 Filling in indicators framework according to UNESCO, EUROSTAT and OECD		Defining indicators framework	Defining indicators framework			€ 49,100	Donors	Division for policy coordination and statistics	

Result 2.5. The legislation is harmonised and completed for the entire pre-university education sector to reflect changes in the legislation and other policies

Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
2.5.1 Analysis of the coherence of primary and secondary legislation in relation to draft laws that are in the approval process and other policies and laws outside the education sector	Analysing the legislation and policies					€ 45,500	Donors	Legal Department	
2.5.2 Drafting the dynamic plan for the revision of legislation	Drafting a dynamic plan for the revision of legislation					€ 18,500	Donors	Legal Department	
2.5.3 Drafting and amendment of laws and bylaws	Drafting new legislation	Drafting new legislation	Drafting new legislation			€ 105,000	Donors	Legal Department	
2.5.4. Monitoring the implementation of laws and bylaws	Drafting monitoring report	Drafting monitoring report	Drafting monitoring report	Drafting monitoring report	Drafting monitoring report	€ 37,500	Donors	Legal Department	Office of the General Secretary

Result 2.6. Schools have established safe, friendly and healthy environments for all									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
2.6.1 Awareness activities on the environment and health	Conducting awareness raising activities	Conducting awareness raising activities	Conducting awareness raising activities	Conducting awareness raising activities	Conducting awareness raising activities	€ 25,000	Municipal Budget	MEDs	Schools
2.6.2 Establish mechanisms for health promotion at municipal and school level	Establishing mechanisms for health promotion at municipal and school level	Establishing mechanisms for health promotion at municipal and school level	Establishing mechanisms for health promotion at municipal and school level	Establishing mechanisms for health promotion at municipal and school level	Establishing mechanisms for health promotion at municipal and school level	/	/	MEDs	Schools
2.6.3 Develop materials for health and school environment	Developing materials on health and environment	Developing materials on health and environment				€ 14,000	KB - MEST	Department for pre-university education policies	
2.6.4 Investigate needs related to drinking water and sanitation facilities, and development of mechanisms for their maintenance		Conducting a study on drinking water and sanitation	Conducting a study on drinking water and sanitation	Conducting a study on drinking water and sanitation		€ 27,000	Donors	Department for pre-university education policies	
2.6.5 Draft guidelines on security in educational institutions		Drafting guidelines on school safety				€ 31,500	Donors	Department for pre-university education policies	
2.6.6 Establish emergency response mechanisms	Establishing emergency response capacities	Establishing emergency response capacities	Establishing emergency response capacities			€ 21,900	KB - MEST	Department for pre-university education policies	
2.6.7 Placing fire extinguishing equipment in schools		Installing 200 fire extinguishing equipment in schools	Installing 300 fire extinguishing equipment in schools	Installing 300 fire extinguishing equipment in schools	Installing 200 fire extinguishing equipment in schools	€ 1,500,000	Municipal Budget	MEDs	
2.6.8 Providing schools with first aid kits	Providing 300 schools with first aid kits	Providing 400 schools with first aid kits	Providing 300 schools with first aid kits			€ 100,000	Municipal Budget	MEDs	
2.6.9 Capacity building activities for schools and MEDs on violence prevention	Capacity building activities for schools and MEDs on violence prevention	Capacity building activities for schools and MEDs on violence prevention	Capacity building activities for schools and MEDs on violence prevention	Capacity building activities for schools and MEDs on violence prevention	Capacity building activities for schools and MEDs on violence prevention	€ 16,800	Municipal Budget	MEDs	
2.6.10 Training school staff for Health and Safety in the school	Training school on health and safety	Training school on health and safety	Training school on health and safety	Training school on health and safety	Training school on health and safety	€ 99,500	KB - MEST	MEDs	
Result 2.7. Build an effective system of education building management that contributes to the creation of suitable learning environments									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
2.7.1 Develop norms and standards for the design of educational facilities for all levels	Developing norms and standards for the design of school premises	Developing norms and standards for the design of school premises				€ 99,500	KB - MEST	Department for infrastructure and school buildings	
2.7.2 Promote norms and standards of facility construction for all levels and stakeholders	2.7.2 Promote norms and standards of facility construction for all levels and stakeholders	2.7.2 Promote norms and standards of facility construction for all levels and stakeholders	2.7.2 Promote norms and standards of facility construction for all levels and stakeholders			€ 9,000	KB - MEST	Department for infrastructure and school buildings	
2.7.3 Monitor the implementation of construction norms and standards	Monitoring the implementation of standards	Monitoring the implementation of standards	Monitoring the implementation of standards	Monitoring the implementation of standards	Monitoring the implementation of standards	€ 13,500	KB - MEST	Department for infrastructure and school buildings	
2.7.4 Assessment of physical state of educational facilities		Assessing physical state of educational facilities	Assessing physical state of educational facilities	Assessing physical state of educational facilities		€ 18,000	Donors	Department for infrastructure and school buildings	

2.7.5 Draft guidelines for maintenance of school facilities of all profiles and levels		Drafting guidelines for maintenance of school premises				€ 24,500	Others	Department for infrastructure and school buildings	
2.7.6 Advancing education building database	GIS system improvement					€ 100,000	Others	Department for infrastructure and school buildings	
2.7.7 Draft a Guide for investment planning in new school buildings	Drafting a Guide for investment planning	Drafting a Guide for investment planning				€ 41,000	Others	Department for infrastructure and school buildings	
2.7.8 Develop investment plans for school premises for 3 and 5 years' time periods	Developing investment plans					€ 47,000	Others	Department for infrastructure and school buildings	
Result 2.8. Improving educational infrastructure through construction, renovation, expansion and equipping of educational institutions with adequate teaching resources									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
2.8.1 Build new schools with the intention that 1/3 of pupils are to learn in one shift	Building of 5 new schools premises	Building of 5 new schools premises	Building of 5 new schools premises	Building of 5 new schools premises	Building of 5 new schools premises	€ 35,880,000	KB - MEST	Department for infrastructure and school buildings	
2.8.2 Construction of pre-school/pre-primary facilities	Expanding learning space for 3 pre-school/pre-primary level	Expanding learning space for 6 pre-school/pre-primary level	Expanding learning space for 5 pre-school/pre-primary level	Expanding learning space for 2 pre-school/pre-primary level	Expanding learning space for 2 pre-school/pre-primary level	€ 11,904,000	€ 6,784,000 KB - MEST € 5,120,000 Donors	Department for infrastructure and school buildings	Municipalities
2.8.3 Renovation of school premises	Renovating of 50 school premises	Renovating of 50 school premises	Renovating of 50 school premises	Renovating of 50 school premises	Renovating of 50 school premises	€ 20,000,000	KB - MEST	Department for infrastructure and school buildings	Municipalities
2.8.4 Equipping schools with sports hall packages	Equipping 10 schools with standard sports equipment	Equipping 15 schools with standard sports equipment	Equipping 15 schools with standard sports equipment			€ 1,600,000	KB - MEST	Department for infrastructure and school buildings	Municipalities
2.8.5 Equipping classrooms with adequate teaching materials	Providing adequate teaching materials in 10 schools	Providing adequate teaching materials in 10 schools	Providing adequate teaching materials in 10 schools	Providing adequate teaching materials in 15 schools	Providing adequate teaching materials in 15 schools	€ 3,000,000	KB - MEST	Department for infrastructure and school buildings	Municipalities
2.8.6 Providing schools with individual student lockers	Providing schools with individual student lockers	Providing schools with individual student lockers	Providing schools with individual student lockers	Providing schools with individual student lockers	Providing schools with individual student lockers	€ 5,000,000	KB - MEST	Department for infrastructure and school buildings	Municipalities
2.8.7. Expand and improve learning environments in HEIs		Enlarging premises for 1 higher education institution	Enlarging premises for 1 higher education institution	Enlarging premises for 1 higher education institution		€ 15,900,000	Donors	Department for infrastructure and school buildings	

STRATEGIC PRIORITY 3: QUALITY ASSURANCE			
Objective	Indicators for measuring the achievement of the objective	Baseline	Target
Developing a functioning quality assurance system, in accordance with international standards.	Percentage of educational institutions that have undergone external assessment	2 vocational schools ³²	100%
	Percentage of educational institutions that have appointed quality coordinators	69 vocational schools ³³	100%
	Number of municipalities that have established professional groups for providing support to educational institutions	0 ³⁴	36
	Number of municipalities that have drafted education development plans	6 municipalities have developed development plans ³⁵ ; 22 municipalities have drafted professional development plans ³⁶	36
	Number of trained staff members from educational institutions and MEDs on quality assurance	375 staff members in vocational schools have been included in the NQA training ³⁷ ; 261 trained through the twinning project ³⁸	3,300
	Number of staff members in professional services (pedagogues or psychologists) employed in educational institutions	63 (26 Pedagogues + 37 Psychologists) ³⁹	120
	Number of school and MED staff trained on school Development Planning	517 by GiZ CDBE ⁴⁰ ; 70 self-financing ⁴¹ ; 149 by BEP ⁴² ; 965 by KEC ⁴³	3,000
	Number of clicks on quality assurance portal	/	50,000/yearly
	Number of trained administrators and supervisors	/	2,000 administrators; and 600 monitors for the period
	Number of items in the Item Bank	/	5,000

³² According to NQA, two vocational schools have been accredited: “Gjon Nikollë Kazazi” in Gjakova and “Don Bosko” in Pristina (information provided on 13 May 2016)

³³ According to NQA, all vocational schools have their quality coordinators (information provided on 13 May 2016)

³⁴ Information provided on 15 May 2016 by Division for Curriculum/MEST

³⁵ Information provided on 13 May 2016 by GiZ CDBE

³⁶ Information provided on 13 May 2016 by USAID BEP

³⁷ NQA organises 2 times a year seminars on Quality Assurances for school managements and Quality Assurance coordinators (information provided on 13 May 2016)

³⁸ Action Plan on the Implementation of 2016 Quality Assurance Strategy (Twinning Project contribution)

³⁹ Information provided by EMIS on 26 May 2016

⁴⁰ Information provided by GiZ CDBE on May 13, 2016

⁴¹ Information provided by GiZ CDBE on May 13, 2016

⁴² Information provided by USAID BEP on 13 May, 2016P

⁴³ Information obtained from KEC database on May 13, 2016

Result 3.1. Effective quality assurance mechanisms in pre-university education in Kosovo based on the division of powers between MEST, MEDs and schools are in place by 2020									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
3.1.1. Establishment of an efficient school performance assessment system	Drafting of Action Plan for school assessment	Drafting of Action Plan for school assessment	Drafting of Action Plan for school assessment	Drafting of Action Plan for school assessment	Drafting of Action Plan for school assessment	/	/	Education Inspectorate	
	Conducting external school assessments	Conducting external school assessments	Conducting external school assessments	Conducting external school assessments	Conducting external school assessments	€ 262,500	KB - MEST	Education Inspectorate	
	Providing support to external school assessment	Providing support to external school assessment	Providing support to external school assessment			€ 85,000	Donors	Education Inspectorate	
3.1.2. Application of education quality management cycle	Implementing the Manual for the quality management cycle	Implementing the Manual for the quality management cycle	Implementing the Manual for the quality management cycle	Implementing the Manual for the quality management cycle	Implementing the Manual for the quality management cycle	/	/	MEST	MEDs, Schools
			Reviewing the Manual for the quality management cycle			€ 15,000	KB - MEST	MEST	
3.1.3. Empowerment of school bodies (departments and boards) to perform their function in quality assurance	Appointing quality coordinators in 1,100 schools	Appointing quality coordinators in 1,100 schools	Appointing quality coordinators in 1,100 schools			/	/	Department for the Development of pre-university education	
	Appointing heads of departments in schools	Appointing heads of departments in schools	Appointing heads of departments in schools	Appointing heads of departments in schools		/	/	Department for the Development of pre-university education	
3.1.4. Definition of MEDs role in QA and setting up relevant QA structures in MEDs	Appointing municipal quality coordinators	Appointing municipal quality coordinators	Appointing municipal quality coordinators	Appointing municipal quality coordinators	Appointing municipal quality coordinators	€ 216,000	Municipal Budget	MEDs	
	Creating professional groups at the municipal level	Creating professional groups at the municipal level	Creating professional groups at the municipal level	Creating professional groups at the municipal level	Creating professional groups at the municipal level	€ 525,000	Municipal Budget	MEDs	
3.1.5. Inspectorate's functioning in legal-administrative and pedagogical-professional unit	Appointing education inspectors for external school assessment					/	/	Education Inspectorate	
	Appointing education inspectors for teacher licensing					/	/	Education Inspectorate	
	Appointing/recruiting inspectors for administrative inspection	Appointing/recruiting inspectors for administrative inspection				€ 330,000	KB - MEST	Education Inspectorate	
3.1.6. Effective use of data from education monitoring on quality assurance on all levels and in all languages of instruction	Making monitoring data available to MEDs and schools for their use	Making monitoring data available to MEDs and schools for their use	Making monitoring data available to MEDs and schools for their use	Making monitoring data available to MEDs and schools for their use	Making monitoring data available to MEDs and schools for their use	/	/	Education Inspectorate	
Result 3.2. All schools and municipalities draft and interlink their development plans in accordance with the applicable legislation and education development strategy									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
3.2.1. Review of the procedures and instruments for development planning	Establishing a working group to revise the existing guidelines for school development plans.					/	/	Department for the Development of pre-university education	
	Developing new administrative guidelines for school development plans and related instruments					€ 20,500	€ 17, 000 Donors € 3,500 KB - MEST	Department for the Development of pre-university education	

3.2.2. Monitoring the implementation of school development plans	Developing a framework for monitoring the implementation of school development plans					€ 20,500	€ 17, 000 Donors € 3,500 KB - MEST	Department for the Development of pre-university education	
	Monitoring the implementation of school development plans based on framework	Monitoring the implementation of school development plans based on framework	Monitoring the implementation of school development plans based on framework	Monitoring the implementation of school development plans based on framework	Monitoring the implementation of school development plans based on framework	/	/	MEDs	
3.2.3. Harmonisation of municipal plans with school plans according to quality areas, through integrated planning	Developing a manual for municipal education planning					€ 20,500	€ 17, 000 Donors € 3,500 KB - MEST	Department for the Development of pre-university education	
	Drafting the Municipal Development Plans	Drafting the Municipal Development Plans	Drafting the Municipal Development Plans	Drafting the Municipal Development Plans	Drafting the Municipal Development Plans	/	/	MEDs	
3.2.4. Encouragement of best practices practice exchange	Publishing best practice on the quality assurance portal	Publishing best practice on the quality assurance portal	Publishing best practice on the quality assurance portal	Publishing best practice on the quality assurance portal	Publishing best practice on the quality assurance portal	/	/	Education Inspectorate	
	Sharing best practice through networking activities	Sharing best practice through networking activities	Sharing best practice through networking activities	Sharing best practice through networking activities	Sharing best practice through networking activities	/	/	MEST	MEDs
Result 3.3. There are quality assurance capacities at the central, municipal, and school level									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
3.3.1. Inspectorate's capacity building for new responsibilities	Capacity building for education inspectors	Capacity building for education inspectors				€ 20,400	Others	Education Inspectorate	
	Study visits for education inspectors	Study visits for education inspectors	Study visits for education inspectors			€ 38,000	Others	Education Inspectorate	
3.3.2. Development of School Departments Guide with clear focus on quality development	Developing School Departments Guide					€ 25,500	Donors	Department for the Development of pre-university education	
	Conducting information sessions in schools/municipalities	Conducting information sessions in schools/municipalities				€ 55,440	KB - MEST	Department for the Development of pre-university education	
3.3.3. Training of MED staff, school directors and school responsible staff for quality management	School capacity building for quality management	School capacity building for quality management	School capacity building for quality management			€ 57,120	KB - MEST	Department for the Development of pre-university education	
3.3.4. Provision of assistance to professional groups at the municipal level	Capacity building of municipal professional groups	Capacity building of municipal professional groups				€ 9,324	KB - MEST	Department for the Development of pre-university education	
3.3.5. Training of school and municipal representatives on development planning	Capacity building for schools and municipalities on development planning	Capacity building for schools and municipalities on development planning	Capacity building for schools and municipalities on development planning			€ 32,760	Municipal Budget	MEDs	
3.3.6. Establishment of the Curriculum, Assessment and Standards Agency (CASA) in accordance with the Law on Pre-University Education	Developing Administrative Instruction for CASA					€ 3,500	KB - MEST	Department for the Development of pre-university education	
	Establishing administrative and professional bodies of CASA - Appoint CASA director					/	/	Department for the Development of pre-university education	

	Drafting terms of reference for CASA specialists and duties of other officials					/	/	Department for the Development of pre-university education	
Result 3.4. Professionals, policy-makers, parents and the general public have sufficient information on quality assurance in pre-university education									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
3.4.1. National test results reporting system is developed	Developing a system for giving feedback to municipalities and schools	Developing a system for giving feedback to municipalities and schools				€ 68,000	Others	Division for Standards, Monitoring and Evaluation	
		Developing software for reporting the national test results				€ 15,000	Others	Division for Standards, Monitoring and Evaluation	
		Reporting national test results	Reporting national test results	Reporting national test results	Reporting national test results	/	/	Division for Standards, Monitoring and Evaluation	
3.4.2. Promotion of success and reward of achievement	Publishing examples of best practice and successes on quality assurance portal	Publishing examples of best practice and successes on quality assurance portal	Publishing examples of best practice and successes on quality assurance portal	Publishing examples of best practice and successes on quality assurance portal	Publishing examples of best practice and successes on quality assurance portal	/	/	Education Inspectorate	
	Giving awards for quality assurance best practice	Giving awards for quality assurance best practice	Giving awards for quality assurance best practice	Giving awards for quality assurance best practice	Giving awards for quality assurance best practice	€ 3,000	KB - MEST	MEST	
3.4.3. Informing parents on different aspects of the curriculum and quality assurance	Preparing promotional materials to inform parents					€ 10,000	KB - MEST	Division for curricula and school textbooks	
	Information campaign in electronic media					€ 10,000	KB - MEST	Division for curricula and school textbooks	
3.4.4. Promotion of public debate regarding education quality	Organising annual quality assurance conference	Organising annual quality assurance conference	Organising annual quality assurance conference	Organising annual quality assurance conference	Organising annual quality assurance conference	€ 30,000	KB - MEST	Department for the Development of pre-university education	
3.4.5. Create the quality assurance web portal	Developing an interactive QA portal					€ 10,000	KB - MEST	Education Inspectorate	
		Administering the portal	Administering the portal	Administering the portal	Administering the portal	€ 10,500	KB - MEST	Education Inspectorate	
Result 3.5. Increased reliability of the national test results and their use for policy-making, alongside international test results									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
3.5.1. Review of the Test Administration and Monitoring Guide	Drafting new guidelines for test management and monitoring					€ 25,500	Others	Division for Standards, Monitoring and Evaluation	
3.5.2. Testing administrator and test monitoring training	Developing training programme for test managers and monitors					€ 8,500	Others	Division for Standards, Monitoring and Evaluation	
		Train the trainers group for test administration and monitoring				€ 15,300	Others	Division for Standards, Monitoring and Evaluation	
		Conducting training on test administrators and monitors	Conducting training on test administrators and monitors	Conducting training on test administrators and monitors	Conducting training on test administrators and monitors	€ 34,440	Test result analysis	Division for Standards, Monitoring and Evaluation	

3.5.3. Proper test management and transparency	Inviting media and civil society organisations to monitor the test and report irregularities	Inviting media and civil society organisations to monitor the test and report irregularities	Inviting media and civil society organisations to monitor the test and report irregularities	Inviting media and civil society organisations to monitor the test and report irregularities	Inviting media and civil society organisations to monitor the test and report irregularities	/	/	Division for Standards, Monitoring and Evaluation	
3.5.4. Creation of an item bank with full question characteristics	Creating an items bank reflecting all item characteristics	Creating an items bank reflecting all item characteristics	Creating an items bank reflecting all item characteristics			€ 150,000	Others	Division for Standards, Monitoring and Evaluation	
		Developing software for the item bank				/	/	Division for Standards, Monitoring and Evaluation	
3.5.5. Test results analysis	Test result analysis	Test result analysis	Test result analysis	Test result analysis	Test result analysis	€ 106,500	€ 76,500 Others € 30,000 KB - MEST	Division for Standards, Monitoring and Evaluation	

STRATEGIC PRIORITY 4: TEACHER DEVELOPMENT			
Objective	Indicators for measuring the achievement of the objective	Baseline	Target
Enhancing teaching quality through an effective and sustainable system for teacher professional development and preparation.	Percentage of teachers that participate in professional development programmes	2011 - N: 9,386 P: 41% ⁴⁴ ; 2012 - N: 13,577 P: 58%; 2013 – N: 12,124 P: 53%; 2014 – N: 12,301 P: 54%; 2015 – N: 9 ,173 P: 39%	50%/year
	Gender index of teachers that participate in professional development programmes	/	1
	Total number of professional development classes implemented	2011: 598,872 ⁴⁵ ; 2012: 773,088; 2013: 445,871 2014: 861,215; 2015: 691,320	500,000 hours/year
	Number of teachers who have undergone performance assessment	Performance assessment was carried out for 147 teachers during the pilot phase.	20%/year
	Percentage of beginning teachers that are inducted	/	50%
	Percentage of teachers who have obtained the advanced license or have renewed their initial license	/	35%
	Gender index of teachers who have obtained the advanced license or have renewed their initial license	/	1
	The interest of candidates in teacher education programmes	2014 ⁴⁶ : BA: 14.77%; Applicants: 3,467 Accepted: 512; 2015 ⁴⁷ : BA: 15.65%; Applicants: 2,942 Accepted: 460; MA Subject Programs: 49%; Applicants: 820; Accepted 400.	20%
	The average of Matura exam scores and admission exam in teacher education programmes	/	/
	Study time (“Survival rate”) of students at Bachelor level teacher education programmes	31.7% (F: 32.5%) ⁴⁸ ; 2011/12: 2,339 (F: 1,820) accepted in the first year 2014/15: 742 (F:592) graduated	40%

⁴⁴ Data obtained from MEST professional development division.

⁴⁵ Data obtained from MEST professional development division.

⁴⁶ Data from Faculty of Education, UP, 18th of May 2016.

⁴⁷ Data from Faculty of Education, UP, 18th of May 2016.

⁴⁸ Data from University of Pristina, August 2015.

Result 4.1. Sustainable teacher professional development system for the implementation of the education reform is developed									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
4.1.1 Review, drafting and approval of TPD documents	Draft the Administrative Instruction on teacher competency profile					€ 3,500	Others	Division for professional development of teachers	
	Review of the Administrative Instruction on accreditation of training providers and programmes					€ 1,500	Others	Division for professional development of teachers	
	Updating of TPD programme catalogue	Updating of TPD programme catalogue	Updating of TPD programme catalogue	Updating of TPD programme catalogue	Updating of TPD programme catalogue	€ 7,500	Others	Division for professional development of teachers	
	Printing of TPD programme catalogue	Printing of TPD programme catalogue	Printing of TPD programme catalogue	Printing of TPD programme catalogue	Printing of TPD programme catalogue	€ 50,000	Others	Division for professional development of teachers	
4.1.2 Establishment of school-level mechanisms to identify the needs for TPD	Reviewing of school-based TPD framework					€ 1,500	Others	Division for professional development of teachers	
	Printing TPD framework					€ 8,000	Others	Division for professional development of teachers	
4.1.3 The development of a national framework for TPD based on the identified needs and priorities	Developing national TPD framework					€ 25,500	Others	Division for professional development of teachers	
4.1.4 Drafting of annual plan and MTEF plans and MTEF plan for TPD funding	Draft annual plan for TPD funding based on MTEF	Draft annual plan for TPD funding based on MTEF	Draft annual plan for TPD funding based on MTEF	Draft annual plan for TPD funding based on MTEF	Draft annual plan for TPD funding based on MTEF	/	/	Division for professional development of teachers	
4.1.5 Engaging professional teams of experts at the municipal level	Appointing professional expert teams/professional departments at municipal level	Appointing professional expert teams/professional departments at municipal level	Appointing professional expert teams/professional departments at municipal level	Appointing professional expert teams/professional departments at municipal level	Appointing professional expert teams/professional departments at municipal level	/	/	Municipalities	
	Organising workshops to support teachers according to their needs (preparation of annual and monthly plans, preparation of internal tests, class schedule, etc.)	Organising workshops to support teachers according to their needs (preparation of annual and monthly plans, preparation of internal tests, class schedule, etc.)	Organising workshops to support teachers according to their needs (preparation of annual and monthly plans, preparation of internal tests, class schedule, etc.)	Organising workshops to support teachers according to their needs (preparation of annual and monthly plans, preparation of internal tests, class schedule, etc.)	Organising workshops to support teachers according to their needs (preparation of annual and monthly plans, preparation of internal tests, class schedule, etc.)	€ 79,200	Municipal Budget	Municipalities	
4.1.6 Encouraging the development of training programmes according to priorities (for KCF, methodology,	Developing training programmes (4 training programmes/year)	Developing training programmes (4 training programmes/year)	Developing training programmes (4 training programmes/year)	Developing training programmes (4 training programmes/year)	Developing training programmes (4 training programmes/year)	€ 155,000	Donors	Division for professional development of teachers	

subject, inclusive education, ICT, integrated teaching, etc.)	Accrediting training programmes	Accrediting training programmes	Accrediting training programmes	Accrediting training programmes	Accrediting training programmes	€ 63,000	KB – MEST	Division for professional development of teachers	
4.1.7 Promote the development of TPD programmes for non-educational profiles	Developing training programmes for vocational schools (2 training programmes/year)	Developing training programmes for vocational schools (2 training programmes/year)	Developing training programmes for vocational schools (2 training programmes/year)	Developing training programmes for vocational schools (2 training programmes/year)	Developing training programmes for vocational schools (2 training programmes/year)	€ 95,000	Donors	Division for professional development of teachers	
		Accrediting training programmes		Accrediting training programmes		/	/	Division for professional development of teachers	
4.1.8 Develop a mechanism for sustainable TPD funding	Developing a sustainable TPD funding framework					€ 4,500	Others	Division for professional development of teachers	
	Printing the framework	Printing the framework				€ 12,000	Others	Division for professional development of teachers	
4.1.9 Monitoring and assessment of the TPD programmes implementation	Engage professional bodies for monitoring and evaluation of the training programmes' implementation	Engage professional bodies for monitoring and evaluation of the training programmes' implementation	Engage professional bodies for monitoring and evaluation of the training programmes' implementation	Engage professional bodies for monitoring and evaluation of the training programmes' implementation	Engage professional bodies for monitoring and evaluation of the training programmes' implementation	€ 47,500	Donors	Division for professional development of teachers	
4.1.10 Organising teacher training at the central and municipal level (KCF implementation, inclusion, ICT, teaching methods, programmes according to the subject fields, for vulnerable groups, performance assessment, mentoring, development of a portfolio, drafting of IEP, etc.)	Teacher training according to programmes funded by the Kosovo Budget (KB)	Teacher training according to programmes funded by the Kosovo Budget (KB)	Teacher training according to programmes funded by the Kosovo Budget (KB)	Teacher training according to programmes funded by the Kosovo Budget (KB)	Teacher training according to programmes funded by the Kosovo Budget (KB)	€ 1,155,000	KB - MEST	Division for professional development of teachers	
	Teacher training according to programmes funded by municipalities	Teacher training according to programmes funded by municipalities	Teacher training according to programmes funded by municipalities	Teacher training according to programmes funded by municipalities	Teacher training according to programmes funded by municipalities	€ 210,000	Municipal Budget	Municipalities	
	Teacher training according to programmes funded by donors	Teacher training according to programmes funded by donors	Teacher training according to programmes funded by donors	Teacher training according to programmes funded by donors	Teacher training according to programmes funded by donors	€ 690,000	Donors	Division for professional development of teachers	
4.1.11 Organising TPD activities in school according to school needs and in line with the teacher development framework	Teacher training according to programmes funded by the Kosovo Budget	Teacher training according to programmes funded by the Kosovo Budget	Teacher training according to programmes funded by the Kosovo Budget	Teacher training according to programmes funded by the Kosovo Budget	Teacher training according to programmes funded by the Kosovo Budget	€ 105,000	KB - MEST	Division for professional development of teachers	
	Teacher training according to programmes funded by municipalities	Teacher training according to programmes funded by municipalities	Teacher training according to programmes funded by municipalities	Teacher training according to programmes funded by municipalities	Teacher training according to programmes funded by municipalities	€ 52,500	Municipal Budget	Municipalities	
	Teacher training according to programmes funded by donors	Teacher training according to programmes funded by donors	Teacher training according to programmes funded by donors	Teacher training according to programmes funded by donors	Teacher training according to programmes funded by donors	€ 157,500	Donors	Division for professional development of teachers	

4.1.12 Organising training for implementation of sectoral core curriculum and VET profiles frameworks	Teacher training funded by the Kosovo Budget (KB)	Teacher training funded by the Kosovo Budget (KB)	Teacher training funded by the Kosovo Budget (KB)	Teacher training funded by the Kosovo Budget (KB)	Teacher training funded by the Kosovo Budget (KB)	€ 105,000	KB - MEST	Division for professional development of teachers	
	Teacher training according to programmes funded by donors	Teacher training according to programmes funded by donors	Teacher training according to programmes funded by donors	Teacher training according to programmes funded by donors	Teacher training according to programmes funded by donors	€ 240,000	Donors	Division for professional development of teachers	
4.1.13 Support Professional Development Centres at the municipal level	Supplying Professional Development Centres (PDC) with different materials	Supplying Professional Development Centres (PDC) with different materials	Supplying Professional Development Centres (PDC) with different materials	Supplying Professional Development Centres (PDC) with different materials	Supplying Professional Development Centres (PDC) with different materials	€ 175,000	€ 50,000 Municipal Budget € 125,000 Donors	Municipalities	
	Establishing 2 PDC in different municipalities	Establishing 2 PDC in different municipalities	Establishing 2 PDC in different municipalities			€ 86,400	Donors	Municipalities	
	Supplying new PDCs	Supplying new PDCs	Supplying new PDCs	Supplying new PDCs	Supplying new PDCs	€ 27,000	Donors	Municipalities	
4.1.14 Provision of TPD materials/literature	Printing guidelines for implementation of subject curricula	Printing guidelines for implementation of subject curricula	Printing guidelines for implementation of subject curricula	Printing guidelines for implementation of subject curricula	Printing guidelines for implementation of subject curricula	€ 100,000	KB - MEST	Division for professional development of teachers	
	Printing guidelines for different TPD programmes	Printing guidelines for different TPD programmes	Printing guidelines for different TPD programmes	Printing guidelines for different TPD programmes	Printing guidelines for different TPD programmes	€ 350,000	Donors	Division for professional development of teachers	
4.1.15 Support cooperation at the regional level and wider	Participation of MEST officials and teachers in regional conferences and beyond (100 persons x 3 days x 5 years)	Participation of MEST officials and teachers in regional conferences and beyond (100 persons x 3 days x 5 years)	Participation of MEST officials and teachers in regional conferences and beyond (100 persons x 3 days x 5 years)	Participation of MEST officials and teachers in regional conferences and beyond (100 persons x 3 days x 5 years)	Participation of MEST officials and teachers in regional conferences and beyond (100 persons x 3 days x 5 years)	€ 225,000	Donors	Division for professional development of teachers	
			Organising of two (2) 2-day international conferences in Kosovo		Organising of two (2) 2-day international conferences in Kosovo	€ 26,000	Donors	Division for professional development of teachers	
	Organising of 1 three 3-day national conferences in Kosovo	Organising of 1 three 3-day national conferences in Kosovo	Organising of 1 three 3-day national conferences in Kosovo	Organising of 1 three 3-day national conferences in Kosovo		€ 18,000	€ 6,000 KB - MEST €12,000 Donors	Division for professional development of teachers	
	Organising annual summer school for teachers	Organising annual summer school for teachers	Organising annual summer school for teachers	Organising annual summer school for teachers	Organising annual summer school for teachers	€ 75,000	Donors	Division for professional development of teachers	
Result 4.2. Teacher performance assessment process is implemented									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
4.2.1 Finalising documents for teacher performance assessment	Reviewing the Administrative Instruction on Performance Assessment					€ 150	Others	Education Inspectorate	
	Drafting the Manual with instruments for performance assessment					€ 3,000	Others	Education Inspectorate	
	Printing the teacher performance assessment instruments Manual	Printing the teacher performance assessment instruments Manual	Printing the teacher performance assessment instruments Manual			€ 50,000	Others	Education Inspectorate	

4.2.2 Development of a competency-based teacher licensing and promotion scheme that define key competencies for each type of license in the existing scheme and their linkage with the payroll system	Developing a framework for determining teacher competency profile under the licensing scheme					€ 10,000	Others	Education Inspectorate	Division for professional development of teachers
4.2.3 Capacity building of inspectors and assessors on performance assessment	Training inspectors and assessors to use performance assessment instruments					€ 15,300	Others	Education Inspectorate	
4.2.4 School capacity building (director, professional associates, teachers) for performance assessment	Training school management on teacher performance assessment	Training school management on teacher performance assessment	Training school management on teacher performance assessment	Training school management on teacher performance assessment	Training school management on teacher performance assessment	€ 37,800	Others	Education Inspectorate	
	Organising information sessions for teachers and pedagogical services staff regarding performance assessment instruments	Organising information sessions for teachers and pedagogical services staff regarding performance assessment instruments	Organising information sessions for teachers and pedagogical services staff regarding performance assessment instruments	Organising information sessions for teachers and pedagogical services staff regarding performance assessment instruments	Organising information sessions for teachers and pedagogical services staff regarding performance assessment instruments	€ 121,000	Others	Education Inspectorate	
4.2.5 Setting up an induction programme for new teachers, and other activities aimed at improving and institutionalising teacher performance assessment and professional development		Developing standards for entry into the teaching profession				€ 10,000	Donors	Division for professional development of teachers	
		Develop a mentoring framework				€ 18,500	Donors	Division for professional development of teachers	
		Developing assessment criteria				€ 10,000	Donors	Division for professional development of teachers	
		Organising mentoring for new teachers	Organising mentoring for new teachers	Organising mentoring for new teachers	Organising mentoring for new teachers	/	/	Division for professional development of teachers	MEDs
4.2.6 Development of a performance assessment action plan	Determining the dynamics of organising the performance assessment process	Determining the dynamics of organising the performance assessment process				€ 18,500	Donors	Education Inspectorate	
4.2.7 Organising the performance assessment process	This activity is included in activity 30105 of area 3 - quality assurance	This activity is included in activity 30105 of area 3 - quality assurance	This activity is included in activity 30105 of area 3 - quality assurance	This activity is included in activity 30105 of area 3 - quality assurance	This activity is included in activity 30105 of area 3 - quality assurance	/	/	/	/
4.2.8 Monitoring and evaluation of the implementation of the performance assessment action plan	Engaging an expert team to assess the implementation of the action plan and making recommendations	Engaging an expert team to assess the implementation of the action plan and making recommendations	Engaging an expert team to assess the implementation of the action plan and making recommendations	Engaging an expert team to assess the implementation of the action plan and making recommendations	Engaging an expert team to assess the implementation of the action plan and making recommendations	€ 15,000	Others	Education Inspectorate	

4.2.9 Using the data from the performance assessment process for policy-making and prioritisation of TPD at national level	Using data from performance assessment process by MEST and MEDs for policy-making	Using data from performance assessment process by MEST and MEDs for policy-making	Using data from performance assessment process by MEST and MEDs for policy-making	Using data from performance assessment process by MEST and MEDs for policy-making	Using data from performance assessment process by MEST and MEDs for policy-making	/	/	MEST	
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Result 4.3. Teacher licensing system becomes fully functional

Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
4.3.1 Drafting the action plan for implementation of the licensing process	Determining the dynamics of organising the licensing process	Determining the dynamics of organising the licensing process	Determining the dynamics of organising the licensing process	Determining the dynamics of organising the licensing process	Determining the dynamics of organising the licensing process	€ 3,000	Others	Education Inspectorate	
4.3.2 Cooperation with institutions responsible for providing financial resources for teacher licensing process (MF, MPA, Kosovo Assembly)	Organising meetings with officials from various government institutions	Organising meetings with officials from various government institutions	Organising meetings with officials from various government institutions	Organising meetings with officials from various government institutions	Organising meetings with officials from various government institutions	/	/	Office of the General Secretary	
4.3.3 Informing teachers about the licensing system	Organising information meetings in municipalities/schools	Organising information meetings in municipalities/schools	Organising information meetings in municipalities/schools	Organising information meetings in municipalities/schools	Organising information meetings in municipalities/schools	€ 165,000	Others	Education Inspectorate	
	Organising media events to inform the public about the licensing process	Organising media events to inform the public about the licensing process	Organising media events to inform the public about the licensing process	Organising media events to inform the public about the licensing process	Organising media events to inform the public about the licensing process	/	/	Education Inspectorate	
4.3.4 Implementation of the grading process and harmonisation with payroll system	Drafting an Administrative Instruction on the alignment of license ranks with the payroll system					€ 3,500	Others	Division for professional development of teachers	
		Licensing of 2000 teachers according to license ranks	Licensing of 2000 teachers according to license ranks	Licensing of 2000 teachers according to license ranks	Licensing of 2000 teachers according to license ranks	€ 9,600,000	KB - MEST	MEST	
4.3.5 Organising the licensing process for beginner teachers	Licensing beginner teachers	Licensing beginner teachers	Licensing beginner teachers	Licensing beginner teachers	Licensing beginner teachers	/	/	Division for professional development of teachers	
4.3.6 Monitoring and evaluation of the action plan implementation for teacher licensing		Engaging an expert team to assess the implementation of the action plan and prepare recommendations				€ 1,500	Donors	Education Inspectorate	

Result 4.4. Quality preparation ensured for pre-service teachers

Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
4.4.1 Defining standards for student enrolment at Faculties of Education (FE)	Engaging an expert team to draft standards for student admission to Faculties of Education					€ 3,000	KB – Other Agencies	Faculty of Education	Research and Development Institute (RDI)
4.4.2 Harmonisation of Fes' programmes with	Establishing professional teams to harmonise FE	Establishing professional teams to harmonise FE	Establishing professional teams to harmonise FE	Establishing professional teams to harmonise FE	Establishing professional teams to harmonise FE	/	/	Department for higher education	

MEST Policies	programmes with MEST policies	programmes with MEST policies	programmes with MEST policies	with MEST policies	programmes with MEST policies			në MASHT	
		Developing new programmes in FE (1 MA programmes related to vocational schools)	Developing new programmes in FE (1 MA programmes related to vocational schools)			€ 8,600	KB – Other Agencies	Faculty of Education	Research and Development Institute (RDI)
4.4.3 Increasing FE capacities for the development and implementation of programmes according to the KCF	Organising training for the development and implementation of programmes according to the KCF	Organising training for the development and implementation of programmes according to the KCF	Organising training for the development and implementation of programmes according to the KCF			€ 15,300	KB – Other Agencies	Faculty of Education	Research and Development Institute (RDI)
	Organising study visits for the staff of the Faculty of Education	Organising study visits for the staff of the Faculty of Education	Organising study visits for the staff of the Faculty of Education	Organising study visits for the staff of the Faculty of Education	Organising study visits for the staff of the Faculty of Education	€ 28,500	Donors	Faculty of Education	
4.4.4 Organise research activity by the FE staff on the implementation of the KCF, methodologies, inclusion, etc.	Implementing 2 various research projects related to the implementation of the KCF, methodologies, etc.	Implementing 2 various research projects related to the implementation of the KCF, methodologies, etc.	Implementing 2 various research projects related to the implementation of the KCF, methodologies, etc.	Implementing 2 various research projects related to the implementation of the KCF, methodologies, etc.	Implementing 2 various research projects related to the implementation of the KCF, methodologies, etc.	€ 50,000	Donors	Faculty of Education	Research and Development Institute (RDI)
		Organising 1 conference to present the research results and successful practices		Organising 1 conference to present the research results and successful practices		€ 12,000	Donors	Faculty of Education	Research and Development Institute (RDI)

STRATEGIC PRIORITY 5: TEACHING AND LEARNING			
Objective	Indicators for measuring the achievement of the objective	Baseline	Target
Maximising learning through quality teaching, implementing competency-based curricula, and by using high-quality teaching resources.	Number of directors, deputy directors, municipal education officials and inspectors trained for implementation of the new curriculum	All pilot school directors and deputy directors (around 120) Around 30 municipal officials; 17 education inspectors ⁴⁹	1,500
	The percentage of 15 year olds who do not show a satisfactory performance in reading, mathematics and science	/	<30%
	Number of teachers trained in the development and use of electronic materials	1,800 (in 2014) ⁵⁰	10,000
	Percentage of schools that have access to broadband Internet	37.9% (in 2014) ⁵¹ ; 413 out of 1,096 schools	90%
	Computer-Student Ratio	1:46 (in 2014) ⁵²	1:30

⁴⁹ Information from IPK provided on 13 May 2016.

⁵⁰ KESP Evaluation Report 2011-2016, p. 109.

⁵¹ Ibid, p. 108.

⁵² Ibid, p. 8, 18, 107, 108.

Result 5.1. A competency-based curriculum is implemented in all schools of the pre-university education level in Kosovo									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
5.1.1. Development of the curriculum and syllabi according to grades and subjects	Developing subject syllabi	Developing subject syllabi	Developing subject syllabi	Developing subject syllabi		€ 115,850	KB - MEST	Division for curricula and school textbooks	
5.1.2. Development of training programmes and training materials	Reviewing guidelines for subject areas					€ 18,000	KB - MEST	Division for curricula and school textbooks	
	Reviewing and amending the training programme					/	/	Division for curricula and school textbooks	
5.1.3. Training of teachers from all schools for implementation of the new curriculum	Organising training on the new curriculum	Organising training on the new curriculum	Organising training on the new curriculum	Organising training on the new curriculum	Organising training on the new curriculum	/	/	Division for professional development of teachers	Kosovo Pedagogical Institute (KPI)
5.1.4. Training of directors, municipal education officials and inspectors on the implementation of the new curriculum	Developing training programme and relevant materials for education administrators, reflecting the curriculum implementation and monitoring aspects					€ 4,500	Donors	Division for curricula and school textbooks	Division for professional development of teachers
	Training directors, municipal education officials and inspectors on implementation of the new curriculum	Training directors, municipal education officials and inspectors on implementation of the new curriculum	Training directors, municipal education officials and inspectors on implementation of the new curriculum			€ 37,800	KB - MEST	Division for curricula and school textbooks	Division for professional development of teachers
5.1.5. Informing parents on the process of new curriculum implementation and continuous consultation with them	Preparing promotional materials for parent awareness raising					/	/	Division for curricula and school textbooks	
	Information campaign on electronic media					/	/	Division for curricula and school textbooks	
5.1.6. Systematic monitoring of the new curriculum implementation by the school, municipal and central level	Monitoring the implementation of the new curriculum, by school, municipal and central level	Monitoring the implementation of the new curriculum, by school, municipal and central level	Monitoring the implementation of the new curriculum, by school, municipal and central level	Monitoring the implementation of the new curriculum, by school, municipal and central level	Monitoring the implementation of the new curriculum, by school, municipal and central level	/	/	Education Inspectorate	MEDs Schools
5.1.7. Continuous review of the new curriculum			Conducting a survey on the implementation of the new curriculum			/	/	Kosovo Pedagogical Institute (KPI)	
			Making changes to specific areas in accordance with the recommendations of the survey	Making changes to specific areas in accordance with the recommendations of the survey		€ 5,600	KB - MEST	Division for curricula and school textbooks	
5.1.8. Organising the assessment for curricular stages		Developing assessment instruments for curricular stages	Developing assessment instruments for curricular stages	Developing assessment instruments for curricular stages	Developing assessment instruments for curricular stages	€ 46,800	KB - MEST	Division for Standards, Monitoring and Evaluation	

Result 5.2. Textbooks and other teaching materials are drafted for all grades and subjects									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
5.2.1. Define the new textbook development process	Define the process					/	/	Textbook Council	
5.2.2. Development of textbooks for all subjects and grades in general education	Announcing public calls for the publication of textbooks	Announcing public calls for the publication of textbooks	Announcing public calls for the publication of textbooks	Announcing public calls for the publication of textbooks	Announcing public calls for the publication of textbooks	€ 9,000	KB - MEST	Division for curricula and school textbooks	
	Receipt and consideration of proposals submitted by publishing houses	Receipt and consideration of proposals submitted by publishing houses	Receipt and consideration of proposals submitted by publishing houses	Receipt and consideration of proposals submitted by publishing houses	Receipt and consideration of proposals submitted by publishing houses	€ 100,000	KB - MEST	Division for curricula and school textbooks	
	Providing students with free textbooks	Providing students with free textbooks	Providing students with free textbooks	Providing students with free textbooks	Providing students with free textbooks	/	/	Department for the Development of pre-university education	
5.2.3. Teacher training for the development and use of electronic materials	Organising training for 2000 teachers on the development and use of electronic materials	Organising training for 2000 teachers on the development and use of electronic materials	Organising training for 2000 teachers on the development and use of electronic materials	Organising training for 2000 teachers on the development and use of electronic materials	Organising training for 2000 teachers on the development and use of electronic materials	€ 420,000	Donors	Division for professional development of teachers	MEDs
Result 5.3. All schools are equipped with ICT equipment and other necessary teaching aids for successful implementation of the new curriculum									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
5.3.1. Provision of access to broadband Internet for all schools	Installing telecommunications infrastructure in all educational institutions	Installing telecommunications infrastructure in all educational institutions	Installing telecommunications infrastructure in all educational institutions	Installing telecommunications infrastructure in all educational institutions	Installing telecommunications infrastructure in all educational institutions	€ 6,500,000	Municipal Budget	MEDs	
	Providing access to Internet for all educational institutions (EI)	Providing access to Internet for all educational institutions (EI)	Providing access to Internet for all educational institutions (EI)	Providing access to Internet for all educational institutions (EI)	Providing access to Internet for all educational institutions (EI)	€ 1,750,000	Municipal Budget	MEDs	
5.3.2. Providing schools with computers and ICT infrastructure and other necessary aids	Supplying 1000 classrooms with smart TVs	Supplying 2000 classrooms with smart TVs	Supplying 2000 classrooms with smart TVs	Supplying 2000 classrooms with smart TVs	Supplying 2000 classrooms with smart TVs	€ 5,175,000	KB - MEST	MEDs	
	Providing 2200 new computers to students	Providing 2200 new computers to students	Providing 2200 new computers to students	Providing 2200 new computers to students	Providing 2200 new computers to students	€ 5,720,000	Municipal Budget	MEDs	
5.3.3. Development of plans for ICT equipment maintenance and updating	Training school club members for technical support	Training school club members for technical support	Training school club members for technical support	Training school club members for technical support	Training school club members for technical support	€ 166,320	KB - MEST	ICS Unit	
	Developing ICT maintenance plans by schools	Developing ICT maintenance plans by schools	Developing ICT maintenance plans by schools	Developing ICT maintenance plans by schools	Developing ICT maintenance plans by schools	/	/	Schools	MEDs
5.3.4. Promotion of the use of personal ICT equipment	Encouraging students and teachers to bring personal ICT devices to school	Encouraging students and teachers to bring personal ICT devices to school				€ 7,500	KB - MEST	ICS Unit	

5.3.5. Subsidising laptops for teachers	Signing agreements with companies interested in providing favourable conditions for laptop payment terms					/	/	MEST	SBASHK
		Issuing vouchers to subsidise the purchase of laptops	Issuing vouchers to subsidise the purchase of laptops	Issuing vouchers to subsidise the purchase of laptops	Issuing vouchers to subsidise the purchase of laptops	€ 400,000	KB - MEST	MEST	Trade Union
5.3.6. Providing schools with the necessary teaching aids to implement the new curriculum	Determining the content of the minimum package of equipment and teaching aids needed to implement the new curriculum which must be provided to every school (based on their needs and requirements)					€ 25,500	Donors	Division for curricula and school textbooks	
		Providing minimum packages to schools	Providing minimum packages to schools	Providing minimum packages to schools	Providing minimum packages to schools	€ 9,900,000	Municipal Budget	MEDs	

STRATEGIC PRIORITY 6: VOCATIONAL EDUCATION AND TRAINING AND ADULT EDUCATION			
Objective	Indicators for measuring the achievement of the objective	Baseline	Target
Harmonising vocational education and training with labour market requirements in the country and abroad, and creating an open system for adult education.	Percentage of vocational education trades for which there are approved occupational standards	There are 140 profiles in schools; out of them at least 28 professions have their standards approved ⁵³ ; the NQA has evidence that 40 standards have been approved ⁵⁴ (but out of them there are only 28 used in VET schools)	100%
	Gender parity index in vocational education	0.63 ⁵⁵ ; (M: 25,758, F: 16182)	0.7
	Gender parity index in technical trades	0.25 ⁵⁶	0.40
	Increasing the number of students in underrepresented trades	37.8% ⁵⁷	50%
	Average of the overall number of professional practice classes per student	/	170 hours/year
	Percentage of students that benefit from career guidance processes	10% ⁵⁸	30%/year
	Learning mobility in initial vocational education and training	/	1%
	Total number of classes in adult education programmes	/	200,000 hours/year
	Gender parity index in adult education	/	1
	Percentage of adults who participate in lifelong learning programmes. Data should be obtained through the Labour Market Survey ⁵⁹	/	/

⁵³ Information provided by MEST VET Division.

⁵⁴ Information provided by NQA.

⁵⁵ Kosovo Education Statistics 2014/2015, MEST, p.19.

⁵⁶ Report of an unpublished survey at AVETAE.

⁵⁷ Source: KESP Assessment Report 2011-2016 (p. 53).

⁵⁸ According to the Career Guidance and Counseling Strategy.

⁵⁹ http://ec.europa.eu/eurostat/statistics-explained/index.php/Glossary:Lifelong_learning

Result 6.1 All vocational profiles provided in VET schools are aligned with labour market needs									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
6.1.1. Updating the labour market information system in order to analyse and improve the mechanisms for identifying and anticipating the need for skills and planning the VET and AE system	Institutional support in the use and connection of data from databases of relevant institutions (EMIS, Civil Registry, Kosovo Agency of Statistics, employment services, etc.)	Institutional support in the use and connection of data from databases of relevant institutions (EMIS, Civil Registry, Kosovo Agency of Statistics, employment services, etc.)	Institutional support in the use and connection of data from databases of relevant institutions (EMIS, Civil Registry, Kosovo Agency of Statistics, employment services, etc.)	Institutional support in the use and connection of data from databases of relevant institutions (EMIS, Civil Registry, Kosovo Agency of Statistics, employment services, etc.)	Institutional support in the use and connection of data from databases of relevant institutions (EMIS, Civil Registry, Kosovo Agency of Statistics, employment services, etc.)	€ 52,500	KB - MEST	Division for Vocational and Adult Education	AVETAE
	Publishing annual report	Publishing annual report	Publishing annual report	Publishing annual report	Publishing annual report	€ 12,500	KB - MEST	VET Schools	
	Annual conference on report findings	Annual conference on report findings	Annual conference on report findings	Annual conference on report findings	Annual conference on report findings	€ 30,000	Others	Division for Vocational and Adult Education	VET Schools
6.1.2. Review of profiles provided in VET schools and alignment with the current market needs	Establishing tripartite working group to do the analysis, align profiles with market needs, and create a priority list of profiles to be implemented	Establishing tripartite working group to do the analysis, align profiles with market needs, and create a priority list of profiles to be implemented	Establishing tripartite working group to do the analysis, align profiles with market needs, and create a priority list of profiles to be implemented			€ 40,500	KB - MEST	Division for Vocational and Adult Education	
6.1.3. Development of standards for provided vocational programs	Reviewing AIs that regulate the responsibility of institutions for the development of occupational standards					€ 35,000	Donors	Division for Vocational and Adult Education	LuxDev, EU-ALLED
	Establishing expert groups for the development of occupational standards. 10 standards are expected to be developed and validated	Establishing expert groups for the development of occupational standards. 10 standards are expected to be developed and validated	Establishing expert groups for the development of occupational standards. 10 standards are expected to be developed and validated	Establishing expert groups for the development of occupational standards. 10 standards are expected to be developed and validated	Establishing expert groups for the development of occupational standards. 10 standards are expected to be developed and validated	€ 150,000	Donors	Division for Vocational and Adult Education	LuxDev, EU-ALLED
	Validating standards	Validating standards	Validating standards	Validating standards	Validating standards	€ 37,500	Donors	NQA	LuxDev, EU-ALLED
	Reviewing occupational standards	Reviewing occupational standards	Reviewing occupational standards	Reviewing occupational standards	Reviewing occupational standards	€ 27,000	Donors	Division for Vocational and Adult Education	LuxDev, EU-ALLED
	Validating qualifications	Validating qualifications	Validating qualifications	Validating qualifications	Validating qualifications	€ 72,000	Donors	NQA	LuxDev, EU-ALLED
	Accrediting 5 institutions	Accrediting 10 institutions	Accrediting 15 institutions	Accrediting 20 institutions	Accrediting 20 institutions	€ 98,000	€ 42,000 KB - MEST 56,000 Donors	NQA	LuxDev, EU-ALLED
6.1.4. Needs analysis at central and local levels to meet the conditions in providing profiles from the revised list	Assessing the state of VET providers in different sectors					€ 11,500	Donors	Division for Vocational and Adult Education	
	Drafting the report on the needs for introducing new profiles					€ 1,500	Donors	Division for Vocational and Adult Education	
6.1.5. Capacity building of VET schools for preparation of the self-evaluation report and accreditation procedures	Training the staff responsible for the generation of SER	Training the staff responsible for the generation of SER	Training the staff responsible for the generation of SER	Training the staff responsible for the generation of SER	Training the staff responsible for the generation of SER	€ 2,100	Municipal Budget	NQA	

Result 6.2. The enrolment of students in deficient profiles has increased by 30%, while the enrolment of female students in technical profiles has increased by 20%									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
6.2.1. Launching awareness raising campaigns and regular presentations in VET schools for students of 8th and 9th grades by the industry	Organising awareness raising campaigns	Organising awareness raising campaigns	Organising awareness raising campaigns	Organising awareness raising campaigns	Organising awareness raising campaigns	€ 154,000	€ 26,500 KB - MEST 127,500 Municipal Budget	Division for Vocational and Adult Education	
6.2.2. Creation of an incentive mechanism (pooled fund) by the government and businesses to support education in deficit trades, and for women in technical trades	Providing 20 scholarships	Providing scholarships	Providing 45 scholarships	Providing 45 scholarships	Providing 45 scholarships	€ 76,000	Others	Division for Vocational and Adult Education	
6.2.3. Implementation of TV shows, and publication of articles on success stories of women in technical professions	Preparing different articles	Preparing different articles	Preparing different articles	Preparing different articles	Preparing different articles	€ 12,500	Donors	Division for Vocational and Adult Education	
	Preparing 10 television programmes	Preparing 10 television programmes	Preparing 10 television programmes	Preparing 10 television programmes	Preparing 10 television programmes	€ 50,000	KB - MEST	Gender Issues Unit, MEST	
Result 6.3. Teaching and learning materials are developed for at least two specific vocational subjects for all priority profiles									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
6.3.1. Collection of examples of good practice from existing teaching and learning materials prepared by teachers of different profiles	Working Groups for selection of the existing materials. Groups are formed for each economic sector in VET (17 sectors)	Working Groups for selection of the existing materials. Groups are formed for each economic sector in VET (17 sectors)	Working Groups for selection of the existing materials. Groups are formed for each economic sector in VET (17 sectors)			€ 38,250	Donors	Division for curricula and school textbooks	
6.3.2. Training of teachers to use the electronic platforms	Organising training	Organising training	Organising training	Organising training	Organising training	€ 15,220	€ 13,020 KB - MEST € 2,200 Donors	Division for professional development of teachers	
6.3.3. Building the capacities of teachers to develop teaching and learning materials covering at least two vocational subjects from each economic sector	Preparing guidelines for drafting textbooks for vocational subjects					€ 3,500	Donors	Division for curricula and school textbooks	
	Training authors group for two subjects from each VET sector	Training authors group for two subjects from each VET sector				€ 20,400	Donors	Division for curricula and school textbooks	
6.3.4. Development of teaching and learning materials for at least two vocational subjects selected from each economic sector provided in VET schools	Establishing working groups with authors of materials	Establishing working groups with authors of materials	Establishing working groups with authors of materials	Establishing working groups with authors of materials	Establishing working groups with authors of materials	€ 180,000	Donors	Division for curricula and school textbooks	LuxDev
	Designing textbooks	Designing textbooks	Designing textbooks	Designing textbooks	Designing textbooks	€ 10,000	Donors	Division for curricula and school textbooks	
	Publishing on electronic platforms	Publishing on electronic platforms	Publishing on electronic platforms	Publishing on electronic platforms	Publishing on electronic platforms	/	/	Division for curricula and school textbooks	

6.3.5. Capacity building of teachers of general VET subjects for the development of teaching and learning materials applied in the profession	Drafting guidelines for the development of educational materials for general subjects applied in the profession					€ 3,500	KB - MEST	Division for professional development of teachers	
	Training authors for general VET subjects grouped by learning areas (7 areas)	Training authors for general VET subjects grouped by learning areas (7 areas)				€ 86,700	Donors	Division for professional development of teachers	
6.3.6. Development of teaching and learning materials from general teaching areas/subjects applied in profession	Developing materials for 7 general teaching areas applied in 17 vocational sectors	Developing materials for 7 general teaching areas applied in 17 vocational sectors	Developing materials for 7 general teaching areas applied in 17 vocational sectors			€ 180,000	Donors	Division for curricula and school textbooks	
		Designing materials	Designing materials	Designing materials		€ 30,000	Donors	Division for curricula and school textbooks	
	Publishing on electronic platforms	Publishing on electronic platforms	Publishing on electronic platforms	Publishing on electronic platforms		€ 24,000	Municipal Budget	ICS Unit	
Result 6.4. VET and adult education curricula are aligned with the requirements of the Pre-University Education Curriculum Framework and the National Qualifications Framework									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
6.4.1. Train of VET curriculum developers for modular curriculum	Providing professional consultancy for the development of modular curricula	Providing professional consultancy for the development of modular curricula				€ 215,800	Donors	Division for Vocational and Adult Education	
6.4.2. Development of a Core Curriculum for VET	Teams work on 17 vocational sectors	Teams work on 17 vocational sectors				€ 76,500	KB - MEST	Division for Vocational and Adult Education	
	15 Information sessions for teachers	15 Information sessions for teachers				€ 153,000	KB - MEST	Division for professional development of teachers	
6.4.3. Development of the final exam for professions provided in VET	Establishing 3-member teams, with theory, practice and industry teachers	Establishing 3-member teams, with theory, practice and industry teachers	Establishing 3-member teams, with theory, practice and industry teachers	Establishing 3-member teams, with theory, practice and industry teachers	Establishing 3-member teams, with theory, practice and industry teachers	€ 50,000	Others	VET Schools	
6.4.4. Review of the Administrative Instructions on the final professional exam	Establishing review group					€ 3,500	KB - MEST	Division for Vocational and Adult Education	
	Organising information sessions in schools regarding innovations in the final exam	Organising information sessions in schools regarding innovations in the final exam	Organising information sessions in schools regarding innovations in the final exam	Organising information sessions in schools regarding innovations in the final exam	Organising information sessions in schools regarding innovations in the final exam	€ 52,500	KB - MEST	Division for Vocational and Adult Education	
Result 6.5. All students of vocational schools carry out practical learning in school, and professional practice outside school in line with the curriculum									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
6.5.1. Development of tools to incentivise companies to hire students for internships	Construct a common platform between the stakeholders (education, companies). 2 three-day workshops will be conducted for this purpose, with the aim of making a list of necessary instruments	Construct a common platform between the stakeholders (education, companies). 1 three-day workshop will be conducted for this purpose, with the aim of making a list of necessary instruments				€ 15,300	Others	Division for Vocational and Adult Education	

	Information sessions with VET schools regarding instruments derived from the platform	Information sessions with VET schools regarding instruments derived from the platform	Information sessions with VET schools regarding instruments derived from the platform	Information sessions with VET schools regarding instruments derived from the platform	Information sessions with VET schools regarding instruments derived from the platform	€ 6,300	KB - MEST	Division for Vocational and Adult Education	
	Transportation for students and instructors traveling to the company, together with the costs of a modest meal	Transportation for students and instructors traveling to the company, together with the costs of a modest meal	Transportation for students and instructors traveling to the company, together with the costs of a modest meal	Transportation for students and instructors traveling to the company, together with the costs of a modest meal	Transportation for students and instructors traveling to the company, together with the costs of a modest meal	€ 3,000,000	KB - MEST	Division for Vocational and Adult Education	
6.5.2. Development of a regulation for student health protection during internship	Drafting the regulation					€ 3,500	KB - MEST	Division for Vocational and Adult Education	
	Publishing regulations	Publishing regulations	Publishing regulations	Publishing regulations	Publishing regulations	€ 6,500	KB - MEST	Division for Vocational and Adult Education	
	Payment of health insurance for students	Payment of health insurance for students	Payment of health insurance for students	Payment of health insurance for students	Payment of health insurance for students	€ 360,000	KB - MEST	Division for Vocational and Adult Education	
6.5.3. Training of personnel from the office for cooperation with economy	Drafting training manual and organising training	Drafting training manual and organising training				€ 17,200	€ 7,000 KB - MEST € 10,200 Donors	Division for Vocational and Adult Education	
6.5.4. Provision of workshops to 15 vocational schools	3 workshops are established for different profile schools (only equipment)	3 workshops are established for different profile schools (only equipment)	3 workshops are established for different profile schools (only equipment)	3 workshops are established for different profile schools (only equipment)	3 workshops are established for different profile schools (only equipment)	€ 450,000	Donors	Division for Vocational and Adult Education	
	Constructing new premises; renovation of 1 existing premise by making the necessary installations (infrastructure, electricity, etc.)	Constructing new premises; renovation of 1 existing premise by making the necessary installations (infrastructure, electricity, etc.)	Constructing new premises; renovation of 1 existing premise by making the necessary installations (infrastructure, electricity, etc.)	Constructing new premises; renovation of 1 existing premise by making the necessary installations (infrastructure, electricity, etc.)	Constructing new premises; renovation of 1 existing premise by making the necessary installations (infrastructure, electricity, etc.)	€ 297,500	€ 197,000 Municipal Budget € 100,000 Donors	Division for Vocational and Adult Education	
6.5.5. Signing of cooperation agreements with companies for students' internship, and their implementation	Drafting agreements					€ 1,500	Donors	Division for Vocational and Adult Education	
6.5.6. Drafting sub-legal acts and defining criteria to establish public-private partnerships in education sector	Drafting the document with criteria					€ 3,500	Donors	Division for Vocational and Adult Education	LuxDev

Result 6.6. Career guidance and counselling is functional in the education system for students and adults

Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
6.6.1. VET teacher training on curriculum development and career counselling and guidance for youth and adults	Training on curriculum development and career guidance					€ 504	Donors	Division for professional development of teachers	
6.6.2. Development of the career counsellor profession standard and qualification	Developing a standard for a career counsellor profession					€ 3,000	Donors	Division for Vocational and Adult Education	
	Validating the standard					€ 750	Donors	NQA	LuxDev
	Validation					€ 900	Donors	KAAP	LuxDev

6.6.3. Curriculum development for education and career counselling for vocational schools	Establishing working group for curriculum development					€ 1,250	KB - MEST	Division for Vocational and Adult Education	
6.6.4. Development of a training programme for career guidance and counselling teachers		Develop training programme				€ 3,750	Donors	Division for Vocational and Adult Education	LuxDev
6.6.5. Training and certification of career guidance and counselling teachers for young people and adults		Training 20 teachers on career guidance	Training 20 teachers on career guidance	Training 10 teachers on career guidance	Training 10 teachers on career guidance	€ 1,512	Donors	Division for Vocational and Adult Education	LuxDev
6.6.6. Appointing career counsellors in schools		Employing career counsellors in VET schools	Employing career counsellors in VET schools	Employing career counsellors in VET schools	Employing career counsellors in VET schools	€ 288,000	Municipal Budget	Division for Vocational and Adult Education	
6.6.7. Development of mechanisms for tracking the graduates of VET schools		Developing mechanisms to track the VET graduates	Developing mechanisms to track the VET graduates			€ 26,250	KB - MEST	Division for Vocational and Adult Education	
Result 6.7. VET institutions and adult education providers have full financial and managerial autonomy									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
6.7.1. Revision of the regulation for generating and using own resource revenues	Establishing working group for regulation development	Establishing working group for regulation development				€ 3,500	Donors	AVETAE	LuxDev
6.7.2. Training of the staff of VET institutions on designing projects that generate revenue		Organising training	Organising training	Organising training		€ 30,600	Donors	VET Schools	LuxDev
6.7.3. Revision of VET institutions' courses which provide adult education		Assessing the situation				€ 3,000	KB - MEST	Division for Vocational and Adult Education	
	Reviewing programmes					€ 60,000	Donors	Division for Vocational and Adult Education	
		Information sessions on the implementation of reviewed programmes				€ 7,560	KB - MEST	Division for Vocational and Adult Education	
6.7.4. Increasing the participation of students from other municipalities in the Centres of Competence	Providing equal access for candidates from other municipalities through an inclusive formula					€ 3,500	Donors	Division for Vocational and Adult Education	LuxDev
6.7.5. Review of the VET financing formula		Defining mechanism for VET funding				€ 17,500	€ 3,500 KB - MEST € 14,000 Donors	Division for Vocational and Adult Education	LuxDev

Result 6.8. Human and infrastructure capacities for the management of adult education exist									
Activities	Reference Points					Financial Cost	Source of Financing	Institution	
	2017	2018	2019	2020	2021			Responsibility	Support
6.8.1. Collection, processing and maintenance of data on adult education in EMIS	Developing human capacity (1 training seminar for collection, processing and maintenance of data on adult education in EMIS)	Developing human capacity (1 training seminar for collection, processing and maintenance of data on adult education in EMIS)	Developing human capacity (1 training seminar for collection, processing and maintenance of data on adult education in EMIS)			€ 15,300	KB - MEST	Division for Vocational and Adult Education	
6.8.2. Provision of training opportunities for management staff at central, municipal and school levels	Providing opportunities for participation in international conferences	Providing opportunities for participation in international conferences	Providing opportunities for participation in international conferences	Providing opportunities for participation in international conferences	Providing opportunities for participation in international conferences	€ 15,000	Donors	VET Schools	
6.8.3. Training of school staff for implementation of adult education	Training school staff for implementation of adult education	Training school staff for implementation of adult education	Training school staff for implementation of adult education	Training school staff for implementation of adult education	Training school staff for implementation of adult education	€ 25,500	Donors	VET Schools	LuxDev
Result 6.9. Education offer for level 5 qualifications has increased									
Activity	Reference Point					Financial Cost	Source of Financing	Institutions	
	2017	2018	2019	2020	2021			Responsibility	Support
6.9.1. Identification of the needs for level 5 qualifications	Identifying the needs for provision of level 5 qualifications	Identifying the needs for provision of level 5 qualifications				€ 24,750	Donors	NQA	
6.9.2. Development of new programmes to achieve qualifications at level 5 post-secondary according to NQF	Developing five new level 5 programmes	Developing five new level 5 programmes	Developing five new level 5 programmes	Developing five new level 5 programmes	Developing five new level 5 programmes	€ 58,500	€ 37,500 KB-Other Agencies € 21,000 Donors	Division for Vocational and Adult Education	LuxDev
6.9.3. Offering new programmes of level 5 post-secondary in VET institutions, and in particular in the Centres of Competence	Analysing the applicable legislation and the needs for qualification at level 5	Analysing the applicable legislation and the needs for qualification at level 5	Analysing the applicable legislation and the needs for qualification at level 5			€ 25,750	€ 21,000 Others €3,750 KB- Other Agencies € 1,000 KB - MEST	Division for Vocational and Adult Education	LuxDev

STRATEGIC OBJECTIVE: HIGHER EDUCATION			
Objective	Indicators for measuring the achievement of the objective	Baseline	Target
Upgrading the quality and competitiveness of higher education through the promotion of excellence in teaching, scientific research, artistic creation, innovation, and internationalisation.	Number of students for 100,000 inhabitants	6,669 ⁶⁰	/
	Gross enrolment rate	69.1%. ⁶¹ ; In the academic year 2014/15 the total number of students was 120.378 students ⁶²	/
	The percentage of individuals aged 30-34 who have completed higher education	10.4% The individuals aged 30-34 who have completed higher education: 13,605 ⁶³ ; The population of age 30-34: 130,542 ⁶⁴	20%
	Gender parity index in higher education	1.01 (2014/15) ⁶⁵	1
	“Survival rate” of students	43.29%; 10.657 students graduated at Bachelor level in the academic year 2014/2015 HEI ⁶⁶ ; 24.617 students enrolled for the first time in HEI in Bachelor level in the academic year 2011/2012 ⁶⁷	60%
	The lecturer/student ratio	Ratio: 1:47; In public HEIs: 1:67; In private and non-public HEIs: 1:29	1:40
	Increasing the number of publications in journals indexed in Scopus and Web of Science	826 (2003-2013) ⁶⁸	25%/year
	The number of students enrolled in doctoral studies in the countr	254 (2013/14) ⁶⁹	50/year
	The number of students who received scholarships for doctoral studies abroad	113 ⁷⁰	20 /year
	Total number of hours for staff professional development	1944	10,000 hours/year
	Number of students in programmes of level 5 of EQF	112 (F 59 and M 53) ⁷¹	1000/year
	Number of months of student mobility	250	60 months/year
	Learning mobility in higher education	304	60 months/year
	Learning mobility in higher education	/	/
	The percentage of study programmes provided in English language	0.97%	5%

⁶⁰ KESP 2011-2016 Assessment Report, MEST, 2015, p. 82.

⁶¹ Ibid, p. 82.

⁶² Data provided by HEIs and KAA.

⁶³ 2011 Census (Main data), ASK, p.79.

⁶⁴ Ibid, p. 35.

⁶⁵ Assessment Report of Kosovo Education Strategic Plan 2011 - 2016, MEST, 2015, p. 84 (50.2% female).

⁶⁶ Data provided by HEIs and KAA.

⁶⁷ Data provided by HEIs and KAA.

⁶⁸ Lampert D. et al.: Co-publication and co-patenting analysis among countries in the Danube Region, Danube-INCO.NET, 2015.

⁶⁹ Data provided by University of Pristina.

⁷⁰ Data provided by MEST.

⁷¹ Kosovo Accreditation Agency, April 2016. Number of students admitted at International Business College Mitrovica at the level of higher professional studies, level V according to EQF, in year 2015/2016.

Result 7.1. Academic staff - student ratio in HEI is at least 1:40									
Activity	Reference Point					Financial Cost	Source of Financing	Institutions	
	2017	2018	2019	2020	2021			Responsibility	Support
7.1.1. Development of new programmes for doctoral studies	Assessing staff development needs for public HEIs	Assessing staff development needs for public HEIs				€ 12,000	Donors	Department for higher education	Public HEIs
	Developing and accrediting 10 new programmes for doctoral studies in public HEIs					€ 76,000	KB- Other Agencies	Public HEIs	Kosovo Accreditation Agency
		Engage 15 international professors in 5 new doctoral programmes (mentors)	Engage 15 international professors in 5 new doctoral programmes (mentors)			€ 1,092,000	KB – Other Agencies	Public HEIs	
				Recruit 150 qualified staff in public HEIs	Recruit 150 qualified staff in public HEIs	€ 6,732,000	KB – Other Agencies	Public HEIs	
7.1.2. Support students in doctoral studies in international HEIs	Supporting 20 students with scholarships for doctoral studies	Supporting 20 students with scholarships for doctoral studies	Supporting 20 students with scholarships for doctoral studies	Supporting 20 students with scholarships for doctoral studies	Supporting 20 students with scholarships for doctoral studies	€ 3,000,000	KB - MEST	Department for higher education	
7.1.3. Development of mechanisms for planning student admission in HEIs	Recruiting planning and analysis official in public HEIs	Recruiting planning and analysis official in public HEIs				€ 169,050	KB – Other Agencies	Public HEIs	
Result 7.2. Mechanisms for professional development of academic staff in HEIs are fully functional									
Activity	Reference Point					Financial Cost	Source of Financing	Institutions	
	2017	2018	2019	2020	2021			Responsibility	Support
7.2.1. Establishment and functioning of the offices for teaching excellence	Establish offices for teaching excellence in public HEIs	Establish offices for teaching excellence in public HEIs				€ 194,100	KB – Other Agencies	Public HEIs	
	Developing professional capacities for the staff of the offices for teaching excellence (Organize 1 three-day seminar in Kosovo with international experts)	Developing professional capacities for the staff of the offices for teaching excellence (Organize 2 three-day seminars in Kosovo with international experts)				€ 15,300	Donors	Public HEIs	
7.2.2. Assessment of the academic staff needs for professional development	Recruiting three experts to assess the needs of the academic staff for professional development	Recruiting three experts to assess the needs of the academic staff for professional development				€ 64,500	Donors	Department for higher education	Public HEIs
	Identifying and assessing the needs of the academic staff for professional development (Organization of 2 workshops)	Identifying and assessing the needs of the academic staff for professional development (Organization of 2 workshops)	Identifying and assessing the needs of the academic staff for professional development (Organization of 2 workshops)	Identifying and assessing the needs of the academic staff for professional development (Organization of 2 workshops)	Identifying and assessing the needs of the academic staff for professional development (Organization of 2 workshops)	€ 51,000	Donors	Department for higher education	Public HEIs
7.2.3. Development of a professional development plan for academic staff	Developing programmes of excellence in teaching methodology and scientific research	Developing programmes of excellence in teaching methodology and scientific research				€ 68,000	Donors	Public HEIs	
	Training academic staff on teaching (10,000 hours per year)	Training academic staff on teaching (10,000 hours per year)	Training academic staff on teaching (10,000 hours per year)	Training academic staff on teaching (10,000 hours per year)	Training academic staff on teaching (10,000 hours per year)	€ 52,500	Donors	Public HEIs	

7.2.4. Development of monitoring and assessment mechanism for academic staff work	Developing a monitoring framework for evaluating the work of the academic staff					€ 6,000	Donors	Public HEIs	
	Training the relevant staff for using and elaboration of the monitoring framework (Organization of 1 three-day workshop)	Training the relevant staff for using and elaboration of the monitoring framework (Organization of 2 three-day workshops)				€ 10,200	Donors	Public HEIs	
Result 7.3. Mechanisms for quality assurance in higher education are fully functional									
Activity	Reference Point					Financial Cost	Source of Financing	Institutions	
	2017	2018	2019	2020	2021			Responsibility	Support
7.3.1. Enhancement and development of the KAA human resources and financial capacities to implement European standards and guidelines for quality assurance in the European Higher Education Area	Increasing the number of professional staff in the KAA (recruitment of 2 professional officials)	Increasing the number of professional staff in the KAA (recruitment of 1 professional officials)				€ 75,600	KB - MEST	Kosovo Accreditation Agency	
	Organizing study visits for professional capacity building of KAA personnel	Organising study visits for professional capacity building of KAA personnel	Organising study visits for professional capacity building of KAA personnel			€ 23,900	Donors	Kosovo Accreditation Agency	
7.3.2. Enhancement and development of the human resources of Higher Education Department of MEST	Increasing the number of professional staff (recruitment of 2 professional officials)	Increasing the number of professional staff (recruitment of 1 professional officials)				€ 75,600	KB - MEST	Department for higher education	
	Organizing study visits for professional capacity building of the MEST Department for higher education	Organizing study visits for professional capacity building of the MEST Department for higher education	Organizing study visits for professional capacity building of the MEST Department for higher education			€ 23,900	Donors	Department for higher education	
7.3.3. Supporting HEIs in implementing quality assurance policies	Establishment and functioning of quality assurance units in public HEIs	Establishment and functioning of quality assurance units in public HEIs				€ 169,050	KB – Other Agencies	Public HEIs	
	Capacity building for quality assurance units in all HEIs (2 training workshops per year)	Capacity building for quality assurance units in all HEIs (2 training workshops per year)	Capacity building for quality assurance units in all HEIs (2 training workshops per year)	Capacity building for quality assurance units in all HEIs (2 training workshops per year)	Capacity building for quality assurance units in all HEIs (2 training workshops per year)	€ 51,000	Donors	Public HEIs	
7.3.4. Complementing the accreditation with a ranking process of programmes and institutions according to the European Multidimensional Framework	Drafting bylaw to establish criteria for ranking programmes and institutions					€ 13,500	Donors	Department for higher education	Public HEIs
	Conducting system- wide thematic analysis	Conducting system- wide thematic analysis				€ 41,000	Donors	Department for higher education	Public HEIs
7.3.5. Establishing and making operational the Agency for Standards and Assessments for Regulated Professions	Establish Standards and Assessment Agency for Regulated Professions					€ 203,700	KB - MEST	Department for higher education	
	Organizing one study visit for Agency staff's professional capacity building	Organizing one study visit for Agency staff's professional capacity building				€ 18,000	Donors	Agency for Standards and Evaluation for Regulated Professions	

Result 7.4. Advance infrastructure and technology for teaching, research and scientific as well as artistic work									
Activity	Reference Point					Financial Cost	Source of Financing	Institutions	
	2017	2018	2019	2020	2021			Responsibility	Support
7.4.1. Infrastructure needs assessment for teaching and scientific research work	Assessing infrastructure needs for teaching and scientific research					€ 4,500	Donors	Department for higher education	Public HEIs
7.4.2. Institutional support for the development of scientific-research infrastructure		Opening 3 new laboratories for teaching and scientific research work	Opening 2 new laboratories for teaching and scientific research work			€ 2,108,000	€ 68,000 KB - MEST 2,040,000 Donors	Department for higher education	Public HEIs
7.4.3. Development of plans for maintenance and upgrading of laboratory equipment		Drafting the regulation for use, maintenance and upgrade of laboratory equipment				€ 3,500	Donors	Department for higher education	Public HEIs
		Training academic and administrative staff for the use of laboratories (Organization of 1 seminar)	Training academic and administrative staff for the use of laboratories (Organization of 1 seminar)	Training academic and administrative staff for the use of laboratories (Organization of 1 seminar)		€ 15,300	Donors	Department for higher education	Public HEIs
Result 7.5. Education Management Information System in higher education (HEMIS) is fully functional by 2019									
Activity	Reference Point					Financial Cost	Source of Financing	Institutions	
	2017	2018	2019	2020	2021			Responsibility	Support
7.5.1. EMIS development in higher education with the possibility of collecting and processing relevant information on HEI	Developing software for HEMIS					€ 200,000	Donors	Department for higher education	
	Completing adequate information technology infrastructure in HEIs for HEMIS	Completing adequate information technology infrastructure in HEIs for HEMIS	Completing adequate information technology infrastructure in HEIs for HEMIS	Completing adequate information technology infrastructure in HEIs for HEMIS	Completing adequate information technology infrastructure in HEIs for HEMIS	€ 59,300	KB - MEST	Department for higher education	
7.5.2. Development of guidelines and staff training for data collection and analysis	Training officials responsible for HEMIS in HEIs					€ 10,200	Donors	Department for higher education	
	Developing guidelines for HEMIS					€ 7,000	Donors	Department for higher education	
7.5.3. Development of national indicators of higher education		Engaging an expert to develop national indicators of higher education				€ 18,500	Donors	Department for higher education	
		Organising workshop to develop national indicators of HE				€ 5,100	Donors	Department for higher education	
Result 7.6. Study programmes are in line with labour market requirements and services for career guidance and counselling in HEIs									
Activity	Reference Point					Financial Cost	Source of Financing	Institutions	
	2017	2018	2019	2020	2021			Responsibility	Support
7.6.1. Establishment and functioning of industrial councils	Drafting the regulation for the operation of industrial councils					€ 3,500	KB - MEST	Public HEIs	
	Identifying and appoint business representatives in industrial councils					/	/	Public HEIs	
7.6.2. Encouragement of partnerships with businesses	Supporting partnership initiatives between HEIs and businesses (10 grants)	Supporting partnership initiatives between HEIs and businesses (10 grants)	Supporting partnership initiatives between HEIs and businesses (10 grants)	Supporting partnership initiatives between HEIs and businesses (10 grants)	Supporting partnership initiatives between HEIs and businesses (10 grants)	€ 500,000	KB - MEST	Department for higher education	Public HEIs

7.6.3. Carry out a study on links between higher education programmes and labour market needs, which should serve as a baseline for the plan for profiling public universities based on the development potential of the country and different Kosovo regions	Engaging experts to conduct the study					€ 27,000	Donors	Department for higher education	
	Translating the study					€ 1,920	Donors	Department for higher education	
	Publishing the study					€ 2,000	Donors	Department for higher education	
7.6.4. Review of the existing study programmes	Establishing expert groups for capacity building of the staff of public HEIs on the evaluation and review of the existing study programmes based on labour market requirements					€ 15,000	Donors	Public HEIs	
	Organizing 4 workshops for the evaluation and review of the existing study programmes based on labour market requirements					€ 20,400	Donors	Public HEIs	
7.6.5. Support new programmes in applied sciences and professional programmes, aligned with labour market requirements		Developing and accrediting 5 new programmes in applied and professional sciences in public HEIs	Developing and accrediting 5 new programmes in applied and professional sciences in public HEIs			€ 76,000	KB – Other Agencies	Public HEIs	
			Engaging 15 professors/lecturers in new programmes in applied and professional sciences	Engaging 15 professors/lecturers in new programmes in applied and professional sciences		€ 600,000	KB – Other Agencies	Public HEIs	
7.6.6. Provision of professional services for businesses	Developing the Guide for HEI professional services for businesses					€ 13,600	Donors	Department for higher education	Public HEIs
7.6.7. Establishment of a system for labour market analysis at national, regional and local level.			Developing software			€ 300,000	Donors	Department for higher education	
			Recruiting an expert for system maintenance and update			€ 22,320	KB - MEST	Department for higher education	
			Publishing annual reports	Publishing annual reports	Publishing annual reports	€ 12,000	KB - MEST	Department for higher education	
			Developing guidelines for use of the system for labour market analysis			€ 3,500	Donors	Department for higher education	
			Developing guideline for annual survey of labour market needs			€ 3,500	Donors	Department for higher education	
7.6.8. Establishment of Career Development Centres in HEIs		Establishing 6 career development centres in public HEIs				€ 147,000	KB – Other Agencies	Department for higher education	Public HEIs
		Developing professional capacities for the staff of career development centres	Developing professional capacities for the staff of career development centres			€ 10,200	Donors	Department for higher education	Public HEIs

		(Organization of 1 three-day seminar)	(Organization of 1 three-day seminar)						
7.6.9. Development of occupational standards in higher education	Engaging an expert to develop occupational standards in higher education					€ 27,000	Donors	Department for higher education	
	Organising the workshop to develop occupational standards in higher education					€ 6,000	Donors	Department for higher education	
Result 7.7. The number of scientific publications in international indexed magazines authored by the academic staff increases by 25% every year									
Activity	Reference Point					Financial Cost	Source of Financing	Institutions	
	2017	2018	2019	2020	2021			Responsibility	Support
7.7.1. Analysis of research activities by the academic staff	Evaluating research activities of academic staff in public HEIs					€ 6,000	Donors	Department for higher education	Public HEIs
	Translating the report					€ 1,920	Donors	Department for higher education	Public HEIs
	Printing the report					€ 2,000	Donors	Department for higher education	Public HEIs
7.7.2. Development of action plans for scientific research activities	Drafting the National Science Programme (NSP) (Organization of 3 workshops)					€ 36,300	Donors	Department for Science and Technology	
	Translating and publishing the NSP					€ 4,400	Donors	Department for Science and Technology	
		Developing action plans of public HEIs for scientific research activities (Organization of 3 workshops)				€ 15,300	Donors	Public HEIs	
7.7.3 Making Ethics Committees operational in HEIs	Establishing Ethics Councils in public HEIs					/	/	Public HEIs	
	Drafting regulations for the operation of the Ethics Councils in HEIs					€ 10,500	Donors	Public HEIs	
		Providing software to control plagiarism in public HEIs				€ 50,000	KB – Other Agencies	Public HEIs	
7.7.4 Supporting the publication of scientific works in indexed magazines and presentation of the results in international conferences	Supporting participation in international conferences (50 grants, including travel, staying and quotation costs)	Supporting participation in international conferences (50 grants, including travel, staying and quotation costs)	Supporting participation in international conferences (50 grants, including travel, staying and quotation costs)	Supporting participation in international conferences (50 grants, including travel, staying and quotation costs)	Supporting participation in international conferences (50 grants, including travel, staying and quotation costs)	€ 250,000	KB - MEST	Department for higher education	Department for Science and Technology
	Supporting research and publication of scientific articles (50 grants for mobility, 10 grants for publications, 20 grants for small research projects)	Supporting research and publication of scientific articles (50 grants for mobility, 10 grants for publications, 20 grants for small research projects)	Supporting research and publication of scientific articles (50 grants for mobility, 10 grants for publications, 20 grants for small research projects)	Supporting research and publication of scientific articles (50 grants for mobility, 10 grants for publications, 20 grants for small research projects)	Supporting research and publication of scientific articles (50 grants for mobility, 10 grants for publications, 20 grants for small research projects)	€ 1,650,000	KB - MEST	Department for higher education	Department for Science and Technology Public HEIs
7.7.5 Provision of access to electronic libraries and encouragement for their use		Subscribing to 1 international electronic libraries	Subscribing to 2 international electronic libraries	Subscribing to 1 international electronic libraries	Subscribing to 1 international electronic libraries	€ 260,000	KB – Other Agencies	Department for higher education	Public HEIs

7.7.6. Establishment of a national scientific researcher registry	Developing the database					€ 51,000	Donors	Department for Science and Technology	
Result 7.8. Legal framework for higher education is reviewed and completed by 2018									
Activity	Reference Point					Financial Cost	Source of Financing	Institutions	
	2017	2018	2019	2020	2021			Responsibility	Support
7.8.1. Review and drafting bylaws in accordance with the new legislation	Reviewing of existing Als					€ 10,500	KB - MEST	Department for higher education	
	Developing new Als					€ 10,500	KB - MEST	Department for higher education	
7.8.2. Harmonisation of statutes and other bylaws of HEI with the new legislation	Revising public HEIs statutes					€ 49,000	KB - MEST	Department for higher education	Public HEIs
		Approving revised statutes of public HEIs by the Assembly of Kosovo				/	/	Department for higher education	Public HEIs
		Drafting relevant regulations for implementation of the statutes in accordance with the law				/	/	Department for higher education	Public HEIs
7.8.3. Development of a legal framework for HEMIS	Drafting bylaw for HEMIS					€ 3,500	Donors	Department for higher education	
Result 7.9. Performance-based higher education funding formula starts its implementation by 2020									
Activity	Reference Point					Financial Cost	Source of Financing	Institutions	
	2017	2018	2019	2020	2021			Responsibility	Support
7.9.1. Drafting of bylaw on higher education funding formula	Drafting the bylaw on higher education funding formula					€ 28,000	Donors	Department for higher education	
7.9.2. Development of gender sensitive performance indicators in higher education	Engaging experts for the development of performance indicators in higher education					€ 25,500	Donors	Department for higher education	
	Organizing workshops to develop indicators (3 workshops)					€ 15,300	Donors	Department for higher education	
7.9.3. Drafting strategic plans for HEIs development	Supporting through technical assistance public HEIs in the process of strategic plans development	Supporting through technical assistance public HEIs in the process of strategic plans development				€ 40,500	Donors	Department for higher education	Public HEIs
		Approving strategic plans				/	/	Department for higher education	Public HEIs
	Organizing of 2 workshops for the development of strategic plans	Organizing of 5 workshops for the development of strategic plans				€ 35,700	Donors	Department for higher education	Public HEIs
7.9.4. Development of a framework for the monitoring and assessment of performance agreements	Drafting and approval of performance agreements between MEST and HEIs	Drafting and approval of performance agreements between MEST and HEIs				/	/	Department for higher education	Public HEIs
		Engaging experts for the development of monitoring and evaluation frameworks	Engaging experts for the development of monitoring and evaluation frameworks			€ 33,000	Donors	Department for higher education	
		Publishing monitoring reports	Publishing monitoring reports			€ 4,000	KB - MEST	Department for higher education	

7.9.5. Development of special positive measures and training programmes for the enrolment and retention of students to HEIs from socially vulnerable categories and under-represented communities	Developing a strategy for the social dimension of higher education (the Bologna Process)					€ 37,200	Donors	Department for higher education	
	Establishing a fund and programme for community support (100 study scholarships, including housing, traveling and learning material costs)	Establishing a fund and programme for community support (100 study scholarships, including housing, traveling and learning material costs)	Establishing a fund and programme for community support (100 study scholarships, including housing, traveling and learning material costs)	Establishing a fund and programme for community support (100 study scholarships, including housing, traveling and learning material costs)	Establishing a fund and programme for community support (100 study scholarships, including housing, traveling and learning material costs)	€ 500,000	Donors	Department for higher education	
	Organizing training programmes for academic studies (20 preparatory courses with 20 candidates)	Organizing training programmes for academic studies (20 preparatory courses with 20 candidates)	Organizing training programmes for academic studies (20 preparatory courses with 20 candidates)	Organizing training programmes for academic studies (20 preparatory courses with 20 candidates)	Organizing training programmes for academic studies (20 preparatory courses with 20 candidates)	€ 250,000	KB - MEST	Department for higher education	
	Establishing a fund for supporting socially disadvantaged students (100 study scholarship, including housing, traveling, and learning materials)	Establishing a fund for supporting socially disadvantaged students (100 study scholarship, including housing, traveling, and learning materials)	Establishing a fund for supporting socially disadvantaged students (100 study scholarship, including housing, traveling, and learning materials)	Establishing a fund for supporting socially disadvantaged students (100 study scholarship, including housing, traveling, and learning materials)	Establishing a fund for supporting socially disadvantaged students (100 study scholarship, including housing, traveling, and learning materials)	€ 500,000	KB – Other Agencies	Department for higher education	
	Providing assistance to students with special needs					€ 3,500	KB - MEST	Department for higher education	

Result 7.10. Increased mobility of academic staff and students of HEIs

Activity	Reference Point					Financial Cost	Source of Financing	Institutions	
	2017	2018	2019	2020	2021			Responsibility	Support
7.10.1. Implementation of joint study programmes with international higher education institutions		Signing agreements with international institutions of higher education				/	/	Public HEIs	
		Developing and accrediting programmes				€ 15,200	KB – Other Agencies	Public HEIs	
			Implementing joint study programmes	Implementing joint study programmes	Implementing joint study programmes	€ 180,000	KB – Other Agencies	Public HEIs	
			Organizing 2 joint conferences	Organizing 2 joint conferences	Organizing 2 joint conferences	€ 36,000	KB – Other Agencies	Public HEIs	
7.10.2. Participation in regional and international academic mobility programmes		Developing the regulation for the mobility of academic staff and students				€ 3,500	KB - MEST	Public HEIs	
	Supporting the academic exchange of HEIs staff with international institutions of higher education (30 mobility scholarships for the academic staff and 30 traveling tickets)	Supporting the academic exchange of HEIs staff with international institutions of higher education (30 mobility scholarships for the academic staff and 30 traveling tickets)	Supporting the academic exchange of HEIs staff with international institutions of higher education (30 mobility scholarships for the academic staff and 30 traveling tickets)	Supporting the academic exchange of HEIs staff with international institutions of higher education (30 mobility scholarships for the academic staff and 30 traveling tickets)	Supporting the academic exchange of HEIs staff with international institutions of higher education (30 mobility scholarships for the academic staff and 30 traveling tickets)	€ 502,500	KB - MEST	Department for higher education	Public HEIs
	Supporting the international mobility of students from HEIs HE (30 mobility scholarships for students and 30 traveling tickets)	Supporting the international mobility of students from HEIs HE (30 mobility scholarships for students and 30 traveling tickets)	Supporting the international mobility of students from HEIs HE (30 mobility scholarships for students and 30 traveling tickets)	Supporting the international mobility of students from HEIs HE (30 mobility scholarships for students and 30 traveling tickets)	Supporting the international mobility of students from HEIs HE (30 mobility scholarships for students and 30 traveling tickets)	€ 587,500	KB - MEST	Department for higher education	Public HEIs

Result 7.11. Increased participation in international higher education and scientific research programmes

Activity	Reference Point					Financial	Source of	Institutions	
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	2017	2018	2019	2020	2021	Cost	Financing	Responsibility	Support
7.11.1. Establishment and continued functioning of institutional mechanisms for project development and coordination		Establishing units for preparation and coordination of projects in public HEIs	Establishing units for preparation and coordination of projects in public HEIs	Establishing units for preparation and coordination of projects in public HEIs		€ 206,940	€ 191,640 KB – Other Agencies € 15,300 Donors	Department for higher education	Public HEIs
		Organizing 1 study visits for professional capacity building of units for preparation and coordination of projects in public HEIs (6 persons)	Organizing 1 study visits for professional capacity building of units for preparation and coordination of projects in public HEIs (2 persons)	Organizing 1 study visits for professional capacity building of units for preparation and coordination of projects in public HEIs (2 persons)	Public HEIs	€ 11,000	Donors	Public HEIs	
7.11.2. Capacity building of HEI in project management based on needs assessment	Organizing training programmes for HEI staff on project applications for international programmes in HE and scientific research (3 three-day trainings with 30 participants)	Organizing training programmes for HEI staff on project applications for international programmes in HE and scientific research (3 three-day trainings with 30 participants)	Organizing training programmes for HEI staff on project applications for international programmes in HE and scientific research (2 three-day trainings with 30 participants)	Organizing training programmes for HEI staff on project applications for international programmes in HE and scientific research (1 three-day training with 30 participants)	Organizing training programmes for HEI staff on project applications for international programmes in HE and scientific research (1 three-day training with 30 participants)	€ 51,000	Donors	Department for higher education	Public HEIs
7.11.3. Support for application to European programmes for higher education and scientific research	Creating a fund for supporting project applications to European programmes Erasmus+ and Horizon 2020 (10 grants)	Creating a fund for supporting project applications to European programmes Erasmus+ and Horizon 2020 (10 grants)	Creating a fund for supporting project applications to European programmes Erasmus+ and Horizon 2020 (10 grants)	Creating a fund for supporting project applications to European programmes Erasmus+ and Horizon 2020 (10 grants)	Creating a fund for supporting project applications to European programmes Erasmus+ and Horizon 2020 (10 grants)	€ 250,000	KB - MEST	Department for higher education	Department for Science and Technology Public HEIs
7.11.4. Promotion of European higher education and scientific research programmes	Organizing 10 information sessions for academic staff and students related to information on the possibilities, conditions and financial aspects of applying to EU framework programmes	Organizing 10 information sessions for academic staff and students related to information on the possibilities, conditions and financial aspects of applying to EU framework programmes	Organizing 10 information sessions for academic staff and students related to information on the possibilities, conditions and financial aspects of applying to EU framework programmes	Organizing 10 information sessions for academic staff and students related to information on the possibilities, conditions and financial aspects of applying to EU framework programmes	Organizing 10 information sessions for academic staff and students related to information on the possibilities, conditions and financial aspects of applying to EU framework programmes	€ 45,000	KB - MEST	Department for higher education	Department for Science and Technology Public HEIs