



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

Ministria e Arsimit, Shkencës, Teknologjisë dhe Inovacionit
Ministarstvo obrazovanja, nauke, tehnologije i inovacije
Ministry of Education, Science, Technology and Innovation

Education Strategy 2022–2026

Action Plan

September, 2022

Education Strategy 2022-2026

Action Plan

September, 2022

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
1	Strategic Objective: Increased inclusion and equal access to early childhood education				
1	Indicator: Percentage of children included in ECE (age group 0 to <5),	19.6 % (2021)	25%	32%	Data from the EMIS / MESTI
1.1	Specific Objective: Creation of healthy environments with adequate conditions for ECE and provision of human resources				
1	Indicator: Percentage of children included of the ages 0 to 4 years, broken down based on gender	6.70%	10%	15%	Data from the EMIS / MESTI
2	Indicator: Percentage of children in the pre-primary school level, broken down based on gender	88.1%	100%	100%	Data from the EMIS
3	Indicator: Percentage of children included of the ages 3 to 5 years, broken down based on gender	36.4%	45%	55%	
4	Indicator: Percentage of children included of the ages 0 to 2 years,	3.90%	8%	12%	

No.	Action	Implementation period	Budget					Source of funding	Leading and supporting institution	Output	Reference documents	
			2022	2023	2024	2025	2026					Total
1.1.1	Drafting a situation analysis for the adaptation of existing school spaces in kindergartens and construction of new facilities for ECE services, as well as drafting of a national plan for capital investments	Q3-Q4/2022	-	-	-	-	-	-	Donors	MESTI Donors	Situation analysis report on the adaptation of existing school premises and construction of new facilities for ECE services National plan for capital investments in ECE	Report approved and published on the official website of MESTI National investment plan approved and published on the official website of MESTI
1.1.2	Monitoring the implementation of policies defining the norms and standards of ECE institutions premises	Q3/2021-04/2026	-	-	-	-	-	-	/	MESTI Education Inspectorate	Number of institutions that implement norms and standards for ECE premises	Reporting from inspectors
1.1.3	Cost analysis of the current forms of ECE services in Kosovo (including public, private, CBC, MC, public-private partnership)	Q1/2022-Q1/2023	19,600	6,800	-	-	-	26,400		Donors	Costing document on the forms of current ECE services drafted	Cost analysis report of the current forms of ECE services approved and published on the official website of MESTI
1.1.4	Drafting the document for standardization of costing for construction and adaptation of facilities providing ECE services	Q4/2022-02/2023	7,500	-	-	-	-	7,500		MESTI MED	Costing document for construction specifications and adaptation of ECE facilities drafted	Cost analysis report of the current ECE services approved and published on the official website of MESTI
1.1.5	Construction of new facilities for ECE services	Q3/2022-04/2026	12,952,460	2,487,632	3,107,361	3,784,369	3,911,377	26,243,199	Kosovo budget Donors	MESTI MED	Number of new pre-school institutions built Number of employees Number of beneficiary children	MESTI annual reports on new constructions and number of employees according to EMIS

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
1.1.6	Adaptation of school premises for ECE services	Q1/2023 - Q4/2026	22,500	843,109	1,086,219	1,329,328	1,572,438	4,853,594	Kosovo budget Donors	MESTI Municipal Education Directorates	Number of adaptations in school premises for ECE services Number of employees Number of beneficiary children	MESTI annual reports on adaptations and number of employees according to EMIS
1.1.7	Review and regulation of the private PI licensing process	Q3/2023- Q4/2026	-	-	-	-	-	-	Kosovo budget Donors	MESTI MED	Guideline for facilitating licensing of private PIs revised Number of new private PIs that have benefited from licensing and other forms of facilitation	Plan published Data from EMIS/ MESTI Guidelines published Data from EMIS/ MESTI
1.1.8	Hiring support educators and assistants to work with children with disabilities, in accordance with the Law on Gender Equality during the hiring process	Q1/2024- Q4/2026	-	-	538,247	538,247	538,247	1,614,740	Kosovo budget	MESTI MED	Number of support educators hired to work with children with disabilities	Data from EMIS/ MESTI
1.1.9	Creating appropriate facilities and providing equipment for children with special needs	Q1/2023- Q4/2026	-	20,000	20,000	20,000	20,000	80,000	Kosovo budget	MED Education Inspectorate	Number of institutions in which safe and suitable environments have been created for children with special needs	Reports from EMIS/ MESTI
Total budget for Specific Objective 1,1			13,002,060	3,357,542	4,751,827	5,671,944	6,042,062	32,825,434				
Of which capital:			12,717,500	2,110,000	2,360,000	2,880,000	2,850,000	22,917,500				
Of which capital:			284,560	1,247,542	2,391,827	2,791,944	3,192,062	9,907,934				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
1.2	Specific Objective: Improvement of the legal infrastructure and provision of quality services in ECE				

1	Indicator: Amendment of legal infrastructure (Law on ECE, sub-legal acts, ECE Curriculum)	Ongoing revision	Primary and secondary legislation, as well as ECE Curriculum approved	Legal and professional infrastructure implemented	Official website of MESTI
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2	Indicator: Evaluation framework document, along with the supporting documentation drafted and approved	None	ECE evaluation system developed	Regular evaluation of ECE institutions conducted	Reporting from the Education Inspectorates
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No.	Action	Implementation period	Budget					Gjithsej	Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026					

1.2.1	Adoption of the Law on ECE and drafting of sub-legal acts deriving from the Law on ECE	Q3/2022 - Q4/2023	2,900	45,200	-	-	-	48,100	Kosovo budget Donors	MESTI	Government adopted the Law Number of AIs drafted Number of standards drafted	
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1.2.2	Drafting of the ECE Curriculum (for age 0-5 years)	Q3/2022-Q2/2023	53,260	27,300	-	-	-	80,560	Kosovo budget Donors	MESTI	Document of ECE Curriculum adopted Document of the Core Curriculum reviewed Pedagogical documentation supplemented Number of guidelines prepared	Document drafted and published on the official website of MESTI Document published on the official website of MESTI Guidelines published on the official website of MESTI
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1.2.3	Development of standards for school books and educational materials, toys and equipment which are provided for children from birth to 6 years of age in the ECE, including review from gender perspective	Q2/2023	-	27,120	-	-	-	27,120	Kosovo budget	MESTI AGE	Standards document approved	Standards document published on the official website of MESTI
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No.	Action	Implementation period	Budget					Gjithsej	Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026					
1.2.4	Equipping ECE facilities with furniture and other equipment	Q2/2022-04/2026	265,000	205,000	200,000	150,000	150,000	970,000	Kosovo budget	MESTI MED	Number of facilities supplied with furniture and other equipment	MED reports published
1.2.5	Increasing the number of professional associates (pedagogue, psychologist) for preschool education	Q1/2023-04/2026	-	56,949	113,899	170,848	227,798	569,495	Kosovo budget	MED	Number of professional associates (lecturer and psychologist) employed at the municipal level	MED reports published EMIS/MESTI reports published
1.2.6	Designing a framework for the evaluation of ECE educational institutions quality and its implementation	Q3/2024-01/2025	-	-	12,000	5,000	-	17,000	Kosovo budget	MESTI Education Inspectorate	Framework for the evaluation of ECE educational institutions drafted and approved	Evaluation framework published on the official website of MESTI
1.2.7	Capacity building of inspectors and MED officials for monitoring and evaluating ECE institutions, as well as directors and managers of PI for effective management of the educational process and the educator's performance assessment process	Q3-Q4/2024	-	-	27,925	-	-	27,925	Kosovo budget	MESTI	Number of inspectors trained for monitoring and evaluation Number of MED officials trained for monitoring and evaluation Number of PI Directors and Managers trained for effective management of the educational process and performance assessment of educators	Reports from Education Inspectorate and MED
1.2.8	Training of trainers for piloting the new ECE Curriculum through the approved program, as well as piloting the curriculum in PIs and its evaluation	Q1/2023-02/2024	-	19,500	-	-	-	19,500	Kosovo budget	MESTI	Number of trained and certified trainers Number of PIs piloting the new curriculum Reports on the evaluation of the piloting of the new curriculum	List of trainers published Reports from MESTI
1.2.9	Training of educators for the implementation of the ECE Curriculum	Q1/2024-04/2026	-	-	106,800	106,800	106,800	320,400	Kosovo budget	MESTI	Number of educators trained to implement the new curriculum	Reports from MESTI
1.2.10	Harmonization of existing trainings for educators with the newly developed ECE Curriculum	Q1/2025-03/2025	-	-	-	5,500	-	5,500	Budget of Kosovo	MESTI	Number of current training programs harmonized with the new curriculum	Reports from MESTI
1.2.11	Designing and implementation of a retraining program for in-service educators working with children aged 0-2 years	Q1/2024-04/2024	-	-	29,160	-	-	29,160	Kosovo budget	MESTI Faculty of Education	Retraining in-service programs for educators developed and implemented Number of in-service educators who have benefited from retraining programs	Reports from MESTI

No.	Action	Implementation period	Budget					Gjithsej	Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026					
1.2.12	Capacity building of educational personnel on different issues that point out child welfare	Q3/2022-Q2/2025	10,880	4,975	1,500	4,940	-	22,295	Kosovo budget Donors	MESTI MED	Number of educational staff that has benefited from the comprehensive education training Number of information sessions Number of participants in information sessions Number of staff trained in healthy eating	Reports from MESTI, MED and PI
1.2.13	Supporting children with disabilities and training of educators and municipal assessment teams in ICF for the use of pedagogical evaluation	Q3/2022-Q4/2024	11,900	21,700	-	-	-	33,600	Donors	MESTI MED	Approved pedagogical evaluation instruments Number of children evaluated	Reports from evaluation teams
1.2.14	Implementation of the guideline for child protection according to obligations deriving from the Law on Child Protection	Q2/2022-Q4/2026	-	-	-	-	-	-	/	MESTI MED	Reports from MED and PI on the use and implementation of child protection guidelines	Reports from PI, MED, MESTI
1.2.15	Continuous provision of illustrated books with educational topics and didactic materials	Q2/2022-Q4/2026	15,000	10,000	-	-	-	25,000	Kosovo budget Donors	MED	Number of copies - illustration books and educational topics - provided and in use by PIs	Reports from PIs and MEDs
1.2.16	Drafting the statute and implementing the work plan for the Collegium of Principals	Q2/2023	-	7,380	-	-	-	7,380		MESTI	Statute of the Collegium of Principals drafted Work plan implementation ongoing	Publishing of Statute on the official website of MESTI
1.2.17	Advancement of the Platform "Distance Education - Care and Development at ECE", to be used by educators, parents and legal guardians as a source for educational materials	Q2/2022-Q4/2026	35,000	25,000	-	-	-	60,000	Kosovo budget Donors	MESTI	Number of "Online/Distance Education - Care and Development at ECE" platform users Number of downloads from the platform "Online/Distance Education - Care and Development at ECE"	Reports from MESTI
Total budget for Specific Objective 1,2			393,940	450,124	491,284	443,088	484,598	2,263,035				
Of which capital:			265,000	205,000	200,000	150,000	150,000	970,000				
Of which capital:			128,940	245,124	291,284	293,088	334,598	1,293,035				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024					Final year target 2026	Source			
1.3	Specific Objective: Provision of opportunities for the development and achievement of full potential of children, through integrated cross-sectorial services											
1	Indicator: Cross-sector mechanisms for ECE at central and local level are operational	None	Functional cross-sectorial mechanisms established for EFH at central and local level					Cross-sectorial ECE mechanisms are functional	Reports from MESTI			
2	Indicator: Functionalization of reporting mechanisms in EMIS	None	The mechanism for collecting reports on inter-ministerial and municipal cooperation established					The reporting mechanism is functional and annual reporting are regular	Reports from MESTI			
No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Gjithsej				
1.3.1	Establishment of cross-sector groups for ECE at central and local level, and drafting and monitoring of the action plan (MEST, MoH, MFLT, CA)	Q2/2023-Q4/2026	-	6,280	-	-	-	6,280	Kosovo budget Donors	MESTI MoH MFLT CA	Number of cross-sectorial groups for EFH established and functional Cross-sector action plan drafted Number of visits by MESTI related to monitoring and evaluation of inter-ministerial and municipal activities Reports from monitoring and evaluation visits	Reports from MEST and other sectors Plan published on the official website of MESTI
1.3.2	Development and monitoring of national standards of occupations involved in ECE, in cooperation with line ministries (MoH and MFLT)	Q2/2024	-	-	17,640	-	-	17,640	Kosovo budget	MESTI MoH MFLT CA	Number of national professional standards developed in cooperation with line ministries	Standards published on the official website of MESTI
1.3.3	Development and mutual recognition of training programs provided for by relevant Ministries	0	-	-	-	-	-	-	/	MESTI MoH MFLT	AI on recognition of trainings approved Number of training programs recognized by relevant ministries Number of participants in trainings organized by relevant ministries	Official website of MESTI Reports from MESTI, MoH, MFLT

No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Gjithsej				
1.3.4	Setting up mechanisms for data collection and documentation in a place accessible to all three ministries (EMIS), and training of relevant stakeholders of line ministries in data collection processes according to the mechanisms provided, as well as the importance of the referral process and according to the Law on Gender Quality, on the data disaggregated by gender	01-04/2023	-	9,920	-	-	-	9,920	Kosovo budget	MESTI	Guideline prepared for collection and documentation of data from the three ministries EMIS reports and individual reports from the three ministries	Official website of MESTI, and EMIS report
1.3.5	Strengthening and encouraging networks of educators, public and private institutions and other alternative forms of ECE, with the purpose of exchanging good experiences and practices	Q1/2023-04/2026	-	5,000	5,000	5,000	5,000	20,000	Kosovo budget Donors	MESTI MED	Number of networks established and functional Number of joint activities organized Number of participants in joint activities	
1.3.6	Training of nannies on the delivery of ECE services	04/2025-04/2026	-	-	-	5,800	57,675	63,475	Kosovo budget Donors	MESTI and MoH	Nanny training program prepared and approved Number of nannies trained to provide ECE services	Official website of MESTI Reports from MESTI and MED
Total budget for Specific Objective 1,3			-	21,200	22,640	10,800	62,675	117,315				
Of which capital:			-	-	-	-	-	-				
Of which current:			-	21,200	22,640	10,800	62,675	117,315				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
1.4	Specific Objective: Raising social awareness for early childhood development				

1	Indicator: Mechanism for stakeholder involvement in ECE awareness raising activities is functional	None	The mechanism for collecting reports on inter-ministerial and municipal cooperation is established	The reporting mechanism is functional and annual reporting are regular	Reports from MESTI
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No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				

1.4.1	Development and implementation of programs to raise the parents and community's awareness about the importance of early childhood and to encourage active participation (specifically including sessions and activities for fathers, training, brochures, media shows, etc ...)	Q3/2023-04/2026	-	85,000	15,000	15,000	15,000	130,000	Kosovo budget	MESTI AGE Donors	Number of activities developed for parents and community that have benefited through awareness-raising activities (to be segregated by: gender, ethnicity) Number of brochures distributed Number of media shows Number of information sessions organized for the community	Reports from MESTI
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1.4.2	Organizing events at central and local level to raise awareness about the importance of ECE (conferences, discussions)	Q4/2022-04/2026	15,100	15,100	15,100	16,100	15,100	76,500	Kosovo budget Donors	MESTI MED Donors	Number of events / activities organized at central and local level	Reports from MESTI and MED
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1.4.3	Development of packages for child education in home environment and their distribution to families	Q1/2023-04/2025	-	80,000	-	75,000	-	155,000	Kosovo budget Donors	MESTI	Designing and publication of packages for care, education and play of children Number of packages distributed in households (segregated by rural, urban, ethnicity, social support status...)	Reports from MESTI and MED
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No.	Action	Implementation period	Budget					Source of founding	Leading and supporting institution	Output	Reference documents	
			2022	2023	2024	2025	2026					Total
1.4.4	Organizing information sessions with Roma, Ashkali and Egyptian communities on the AI in force, which provides opportunities and facilities for the inclusion of children of these communities in ECE services	Q3/2023-04/2026	11,250	11,250	11,250	11,250	13,750	58,750	Kosovo budget Donors	MED	Number of information sessions organized for the Roma, Ashkali, Egyptian communities Number of children from Roma, Ashkali, Egyptian communities involved, and beneficiaries of ECE services, broken down by gender	Reports from MESTI and EMIS report
1.4.5	Development of national campaigns on ECE career importance, especially for the empowerment of male educators	Q3/2022-03/2026	2,825	2,825	2,825	2,825	2,825	14,125	Kosovo budget	MESTI MED	Number of events organized in national campaigns Number of male students in ECE departments Number of male educators employed	Reports from MESTI, EMIS and University reports
Total budget for Specific Objective 1.4			29,175	194,175	44,175	120,175	46,675	434,375				
Of which capital:			-	-	-	-	-	-				
Of which current:			29,175	194,175	44,175	120,175	46,675	434,375				

STRATEGIC OBJECTIVE 1	Budget					
	2022	2023	2024	2025	2026	Total
Total budget	13,425,175	4,023,041	5,309,926	6,246,008	6,636,010	35,640,159
Of which capital:	12,982,500	2,315,000	2,560,000	3,030,000	3,000,000	23,887,500
Of which current:	442,675	1,708,041	2,749,926	3,216,008	3,636,010	11,752,659

2 Strategic Objective: Improve the quality of pre-university education through the consolidation of quality assurance mechanisms and the provision of quality teaching

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
1	Indicator: Public spending on pre-university education as a percentage of GDP (%)	3.50%	3.60%	3.7%	Statistical reports from KAS Statistical data from MESTI
2	Indicator: Percentage of Educational Institutions (ETIs, MED, EI, MESTI) that fulfil their role in quality assurance	NA	40%	80%	Reports from the Education Inspectorate Statistical data from MESTI
3	Indicator: Students/pupils outcomes in literacy, mathematics and science in international tests (PISA), broken down by gender	PISA 2018 Literacy: 353,1 Mathematics: 365,9 Science: 364,9	2% Literacy: 361 Mathematics: 373 Science: 372	5% Literacy: 370 Mathematics: 384 Science: 383	Reports and analysis from national and international tests (PISA)
2.1 Specific Objective: Increase of efficiency and effectiveness in management by strengthening transparency and accountability					
1	Indicator: Development, review and implementation of primary and secondary legislation	Ongoing development, review and implementation	Primary and secondary legislation is developed and reviewed according to the MESTI plan	Primary and secondary legislation is developed and reviewed according to the MESTI plan	Official Gazette and official website of MESTI, as well as publications
2	Indicator: Percentage of implementation of the school network reorganization plan	NA	40%	70%	Monitoring reports/annual reports of MEDs. Statistical data from MESTI
3	Indicator: Percentage of managers in educational institutions that are selected and perform based on professional standards...	NA	40%	80%	Monitoring reports/annual reports of MEDs
4	Indicator: Percentage of schools that have a budget code and manage their budget	NA	40%	80%	Monitoring reports/annual reports of MEDs Statistical data from MESTI

No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.1.1	Capacity building of MEDs to fulfil their supervisory role	Q1/2023-04/2024	-	960	7,200	-	-	8,160	Kosovo budget	MESTI MED	Guidelines on MEDs supervisory role prepared Number of MEDs with staff trained to fulfil their supervisory role	AI published on the official website of MESTI The list of trained MED officials obtained from the relevant database
2.1.2	Development and strengthening of mechanisms for effective communication and coordination between stakeholders of different levels in the system through reporting and coordination processes	Q1/2022-04/2026	-	-	-	-	-	-	/	MESTI MED	Registered communication and coordination reports between stakeholders of different levels in the system	Reports from meetings
2.1.3	Recruitment of teaching and management staff in educational institutions based on professional standards and the Law on Gender Equality	Q3/2022-04/2024	4,920	9,120	12,160	-	-	26,200	Kosovo budget Donors	MESTI MED	Review of the AI on professional standards for school Principals/Vice Principals Recruitment commission members trained Number of women and members of communities in leadership positions in educational institutions	AI published on the official website of MESTI Reports and list of participants Statistical data from MESTI
2.1.4	Strengthening managerial capacities of schools through the development of advanced training programs for school principals / vice principals	Q3/2022-04/2026	7,920	36,240	39,240	38,640	36,240	158,280	Donors	MESTI	Advanced training programs for school Principals/Vice Principals have been developed, approved and implemented	Catalogue of approved programs for education leaders. List of trained Directors / deputy Directors from the respective database.
2.1.5	Drafting of Administrative Instruction for the school internal restructuring	Q3/2022	-	-	-	-	-	-	/	MESTI	Administrative Instruction for school internal restructuring drafted and implemented	AI published on the official website of MESTI
2.1.6	Strengthening middle management (professional departments, Steering Councils, Parents' Councils, etc.)	Q1/2023-04/2026	-	6,600	7,600	7,600	7,600	29,400	Kosovo Budget	MESTI MED	Reports from the evaluation of functioning of school governing boards and parent councils at all levels	Evaluation reports
2.1.7	Establishment of collegiums of school principals in municipalities	Q3/2022-04/2023	3,000	2,792	-	-	-	5,792	Kosovo Budget	MESTI MED	Guidelines for the functioning of the collegium of principals drafted and approved Trainings with municipalities representatives on functioning of the collegium	Guidelines published List of participants in the training

No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.1.8	Increase and managing school networks (Learning communities)	Q3/2022-Q4/2026	-	-	-	-	-	-	/	MESTI MED	Number of school networks (learning communities)	Annual Reports of MEDs
2.1.9	Drafting an AI for the implementation of the financing formula	Q1-Q4/ 2023	-	8,740	-	-	-	8,740	Kosovo budget	MESTI	Administrative Instruction for the implementation of the financing formula drafted and implemented Percentage of schools that have a budget code and manage their budget	AI published on the official website of MESTI Decision on budget code Reports from MEDs
2.1.10	Capacity building of the schools and MEDs for financial management	Q1-Q4/ 2023	-	3,840	-	-	-	3,840	Kosovo budget	MESTI MED	Number of MEDs and schools with staff trained in financial management	List of trained MED and school officials obtained from the respective database
2.1.11	Reorganization of school network	Q1-Q4/ 2023	-	18,320	-	-	-	18,320	Kosovo budget Donors	MESTI MED	Drafting of AI for the reorganization of schools Number of municipalities with reorganized network of schools	AI published on the official website of MESTI Reports from MEDs
2.1.12	Drafting of reports by the EMIS in function of the education system and international reporting (ISCED 11 and ISCED 13-F) and their distribution and use by relevant sectors for policy making and decision making (debates, seminars, various conferences)	Q1/2022-Q4/2026	15,000	3,900	3,900	3,900	3,900	30,600	Kosovo budget Donors	MESTI MED	Number of EMIS reports and number of debates, seminars and conferences held to discuss reports Reports from the assessment and empowerment of the data system for children with disabilities, focused on the EMIS	Annual Reports from EMIS/MESTI Reports from the organized debates, seminars and conferences
Total budget for Specific Objective 2,1			30,840	90,512	70,100	50,140	47,740	289,332				
Of which capital:			-	-	-	-	-	-				
Of which current:			30,840	90,512	70,100	50,140	47,740	289,332				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024					Final year target 2026	Source			
2.2	Specific Objective: Strengthening mechanisms and capacities for the implementation of the quality assurance system											
1	Indicator: Number of recruited and trained new inspectors, broken down by gender	33	70					90	Reports from the Education Inspectorate Statistical data from MESTI			
2	Indicator: Number of Principals/ vice principals evaluated, broken down by gender	7%	40%					80%	Reports from the Education Inspectorate Statistical data from MESTI			
3	Indicator: Number of schools that undergo IA and EA	7%	40%					80%	Reports from the Education Inspectorate Statistical data from MESTI			
4	Indicator: Number of municipalities that have drafted and integrated municipal development plans	13	23					36	Monitoring reports/Annual MEDs reports Statistical data from MESTI			
No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.2.1	Increasing the number of education inspectors, including women inspectors and from non-majority communities	Q3/2022-Q4/2024	55,465	275,723	401,585	377,585	377,585	1,487,945	Kosovo budget	MESTI Education Inspectorate	Number of inspectors recruited including from non-majority communities Number of recruited women inspectors	Staff recruitment decisions
2.2.2	Continuous professional development of education inspectors	Q1/2023-Q4/2025	-	5,280	5,280	4,860	-	15,420	Kosovo budget Donors	MESTI Education Inspectorate	Number of trained inspectors, including from non-majority communities	Record of trained inspectors
2.2.3	Establishment and training of professional teams for assessment (IA and EA) and support of schools, teachers and principals / vice principals (at municipal and central level)	Q3/2022-Q4/2024	4,920	4,800	6,360	-	-	16,080	Kosovo budget Donors	MESTI Education Inspectorate KPI	Review of the SPA Framework, guidelines and instruments for IPA and EPA Number of municipalities that have established professional teams to provide support to schools, teachers and Principals/Vice Principals (at municipal and central level)	Instruments published on the official website of MESTI Reports from MEDs on professional teams established Training reports Lists of participation in trainings / evaluation of trainings

No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.2.4	Carrying out school internal and external performance assessment	Q1/2023-Q4/2026	-	40,000	40,000	40,000	40,000	160,000	Kosovo budget	MESTI	Number of schools subjected to performance IA and EA of schools and reports from the assessments	Reports from the Inspectorate on IA and EA List of schools evaluated with IA and EPA
2.2.5	Drafting development plans by schools and municipalities in accordance with applicable law	Q3/2022-Q4/2026	-	-	-	-	-	-	/	MESTI Education Inspectorate MED	Municipalities and schools' draft education development plans that are in accordance with the legislation in force (according to quality and harmonized areas) Number of municipalities that regularly monitor school development plans and provide support for their implementation	Reports from MEDs on monitoring
2.2.6	Strengthening the role of quality coordinators (QC) in schools, municipalities and MESTI that are functional in fulfilling their role	Q3/2022-Q4/2026	3,000	14,640	15,840	14,640	15,720	63,840	Kosovo budget Donors	MESTI Education Inspectorate KPI MED	Analysis of the functioning of QC in schools that will attend with trainings Number of municipalities and schools that have QC that are functional in fulfilling their role	Report from analysis of Training reports Lists of participation in trainings /evaluation of trainings Decision on appointment
2.2.7	Informing professionals, policy makers, parents and the public about the quality assurance in pre-university education (debates, seminars, conferences, etc.)	Q3/2022-Q4/2026	3,000	3,000	3,000	3,000	3,000	15,000	Donors	MESTI Education Inspectorate KPI MED	Professionals, policy makers and the public use a variety of information sources for quality assurance in pre-university education Education monitoring data are reported to schools and municipalities	Reports from the organization of various quality assurance events Reports from meetings with schools and municipalities.
2.2.8	Dissemination and use of the School Report Card that enables higher quality data and monitoring of more transparent and effective progress in all schools	Q3-Q4/ 2023	-	6,000	-	-	-	6,000	Kosovo budget Donors	MESTI MED	Module developed for SRC The School Report Card is used by all schools	Reports on the distribution and use of SRC
Total budget for Specific Objective 2.2			66,385	349,443	472,065	440,085	436,305	1,764,285				
Of which capital:			24,000	24,000	24,000	-	-	72,000				
Of which current:			42,385	325,443	448,065	440,085	436,305	1,692,285				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024						Final year target 2026	Source		
2.3	Specific Objective: Increase the involvement and active participation of pupils from marginalized groups through the creation of a stimulating and supportive climate											
1	Indicator: Dropout rate in compulsory and upper secondary education	Compulsory education: 0.1% Upper Secondary Education: 1.2%	Compulsory Education: shall remain under 0.1% Upper Secondary Education: 1%						Compulsory Education: shall remain under 0.1% Upper Secondary Education: 0.8%	Periodic statistical data from KAS and MESTI, broken down by gender, ethnicity, age, geographical position or any other grounds		
2	Indicator: Inclusion of children with special needs in compulsory and upper secondary education	Compulsory education: 44% Upper Secondary Education: 25%	Compulsory Education: 55% Upper Secondary Education: 30%						Compulsory Education: 65% Upper Secondary Education: 35%	Periodic statistical data from KAS and MESTI, broken down by gender, ethnicity, age, geographical position or any other grounds		
3	Indicator: Inclusion of Roma, Ashkali and Egyptian children in compulsory and upper secondary education	Compulsory education: 75% Upper Secondary Education: 31%	Compulsory Education: 80% Upper Secondary Education: 40%						Compulsory Education: 90% Upper Secondary Education: 50%	Periodic statistical data from KAS and MESTI, broken down by gender, ethnicity, age, geographical position or any other grounds		
4	Indicator: Number of children with special talents identified within the system	284/year	300/year						350/year	Reports from MESTI/Support organizations		
No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.3.1	Capacity building and functionalization of pedagogical-psychological services in educational institutions of all levels	Q3/2022-Q4/2026	141,757	695,432	1,011,818	1,328,204	1,644,590	4,821,801	Kosovo budget Donors	MESTI MED	Percentage of schools that have pedagogical-psychological services	Decisions of the recruited staff Reports from MEDs
2.3.2	Professional development of educational staff for inclusive education	Q3/2022-Q4/2024	19,365	30,665	28,040	-	-	78,070	Donors	MESTI	Number of educational staff trained for inclusive education	List of trained teachers from the respective database. Training reports
2.3.3	Functionalization of pedagogical assessment teams for pupils with disabilities	Q1/2022-Q4/2024	16,390	7,690	7,690	-	-	31,770	Donors	MESTI	AI for pedagogical assessment revised Training of assessment teams on the use of assessment instruments	Training reports Lists of participation in trainings / evaluation of trainings

No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.3.4	Increasing the number of employed assistances and training them to support students with disabilities in the subject of language, sciences and math	Q3/2022-Q4/2026	134,562	1,076,494	1,614,740	2,152,987	2,152,987	7,131,770	Kosovo budget Donors	MESTI MED	Number of assistants recruited to support pupils with disabilities	Decisions of the recruited staff
2.3.5	Pedagogical support to pupils who have not achieved learning outcomes in the fields of language, science and mathematics	Q3/2022-Q4/2026	-	-	-	-	-	-	/	MESTI MED	Number of pupils who have achieved learning outcomes in the field of language, science and mathematics (supplementary and additional education and through new teachers)	Reports from MEDs
2.3.6	Effective prevention and response to child abandonment and forced and dangerous labour	Q3/2022-Q4/2026	11,250	15,500	7,750	-	-	34,500	Donors	MESTI MED	Reports from school PRTAN teams and municipalities. The drop-out rate in primary and lower secondary education remains below 0.1% or 1%? The percentage of girls who drop out of school decreased The percentage of children involved in forced and hazardous labour reduced	Reports from PRTAN/MED
2.3.7	Supporting children with low socio-economic status in compulsory education	Q3/2022-Q4/2026	-	-	-	-	-	-	/	MESTI MED	The number of children with low socio-economic status in compulsory education increased through various forms of support (scholarships, transport, etc.) Number of children benefiting from alternative forms of learning, broken down by gender	Reports from MEDs
2.3.8	Registration and financial support of learning centres (support of organizations / projects that run learning centres)	Q3/2022-Q4/2026	300,000	300,000	200,000	200,000	200,000	1,200,000	Kosovo budget Donors	MESTI MED	Inclusion of Roma, Ashkali and Egyptian pupils in primary, lower and upper secondary education increased Number of learning centres registered and supported (support of organizations / projects that run learning centres)	The list published by MESTI for registered and supported learning centres Reports from MESTI for inclusion of

No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.3.9	Providing financial support to Roma, Ashkali and Egyptian pupils at the upper secondary education level	Q3/2022-04/2024	150,000	150,000	150,000	-	-	450,000	Kosovo budget	MESTI MED	Number of scholarship beneficiaries for Roma, Ashkali and Egyptian pupils, broken down by gender Number of girls from the Roma, Ashkali and Egyptian communities who benefited scholarships under affirmative measures	Published calls The list of beneficiaries Annual reports
2.3.10	Identification and support of pupils with exceptional abilities, gifted and special talents	Q3/2022-04/2026	200,000	200,000	200,000	200,000	200,000	1,000,000	Kosovo budget	MESTI MED	Number/percentage of pupils with exceptional abilities, talents and special talents identified and supported, broken down by gender	Reports from MESTI
2.3.11	Organizing the support ways, women in different levels and fields, and rewarding students that win medals in national and international competitions	Q3/2022-04/2026	-	-	-	-	-	-	/	MESTI MED	Competitions at different levels organized and prizes awarded to the winners	Reports from organization of competitions
2.3.12	Strengthening mechanisms for systematization of repatriated and foreign pupils	Q3/2022-04/2026	-	-	-	-	-	-	/	MESTI MED	All repatriated and foreign pupils included in the education system Programs for accelerated learning of the Albanian language offered Reports on activities for repatriated and foreign pupils (learning activities (additional and supplementary))	Reports from MESTI/MED on the inclusion of pupils Reports on the organized activities
2.3.13	Support the system for organization and progress of teaching in the diaspora	Q3/2022-04/2026	181,100	181,100	181,100	181,100	181,100	905,500	Kosovo budget Donors	MESTI MED	Annual conference with teachers from the diaspora (Kosovo / Albania) 100x3 days /accommodation Reports on the organization and progress of teaching in the diaspora	Reports on the organized conferences Reports from MESTI on activities
Total budget for the Specific Objective 2,3			1,154,423	2,656,881	3,401,138	4,062,291	4,378,677	15,653,411				
Of which capital:			60,000	60,000	60,000	60,000	60,000	300,000				
Of which current:			1,094,423	2,596,881	3,341,138	4,002,291	4,318,677	15,353,411				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024						Final year target 2026	Source		
2.4	Specific Objective: Provision of healthy, safe and appropriate school environments according to norms and standards, which enable quality teaching and learning											
1	Indicator: Number of schools constructed and renovated	NA	Constructed: 20 Renovated: 40			Constructed:28 Renovated: 60			Statistical data from MESTI			
2	Indicator: Number of ETIs that meet the hygienic-health conditions	NA	50%			70%			Reports from the sanitary inspectorate Statistical data from MESTI			
3	Indicator: Percentage of treated cases of violence, bullying and extremism identified in schools	NA	40%			80%			Assessment and monitoring reports Statistical data from MESTI			
No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.4.1	Construction of new school buildings based on situation analysis reports	Q3/2022-Q4/2026	12,107,485	10,350,485	7,880,485	5,780,485	5,780,485	41,899,425	Kosovo budget Donors	MESTI	- Reports from the monitoring of projects for construction of school buildings according to norms and standards: - - Providing locations - - Project designing - - Concluding contracts - - Number of schools built	Annual reports on infrastructure / MESTI
2.4.2	Renovation of existing school buildings based on situation analysis reports	Q3/2022-Q4/2026	1,020,000	5,700,000	845,000	845,000	845,000	9,255,000	Kosovo budget Donors	MESTI	- Reports on the number of schools assessed for renovation: - - Project designing - - Concluding contracts - - Number of renovated schools	Annual reports on infrastructure / MESTI
2.4.3	Construction of infrastructure for access of students with disabilities and for emergencies in schools	Q1/2022-Q4/2026	100,000	100,000	100,000	100,000	100,000	500,000	Kosovo budget Donors	MESTI	Number of schools with infrastructure and materials adapted for pupils with disabilities	Annual reports on infrastructure / MESTI

No.	Action	Implementation period	Budget					Source of founding	Leading and supporting institution	Output	Reference documents	
			2022	2023	2024	2025	2026					Total
2.4.4	Building of school facilities for laboratory and cabinet work (equipping them with laboratory packages and teaching aids and materials), inventorying, rest areas, as well as equipment and enrichment of libraries	Q1/2022-Q4/2026	1,615,000	2,170,000	2,250,000	850,000	850,000	7,735,000	Kosovo budget	MESTI	Number of functionalized schools with cabinets, laboratories and laboratory packages, as well as with enriched library At least 10% of schools are provided with resting areas for pupils	The list of schools supplied with laboratory packages and teaching aids, resting areas and libraries
2.4.5	Creating suitable spaces for teaching staff (work corners, teaching materials/aids, work equipment, etc.)	Q1/2022-Q4/2026	400,000	950,000	500,000	500,000	500,000	2,850,000	Kosovo budget	MESTI	Number of schools functionalized with suitable spaces for teaching staff (work corners, teaching materials/aids, work equipment, etc.).	Reports from the inspectorate
2.4.6	Construction of physical education halls/ gyms for physical development and health of pupils, as well as equipping them with sports packages	Q1/2022-Q4/2026	2,273,000	730,000	820,000	820,000	820,000	5,463,000	Kosovo budget	MESTI	Number of physical education halls/ gyms built and equipped with sports packages	Annual reports on infrastructure / MESTI
2.4.7	Improvement of water quality and sanitation in schools	Q1/2022-Q4/2026	10,000	10,000	10,000	10,000	10,000	50,000	Kosovo budget	MESTI	Number of schools in which water quality and sanitation have been improved	Reports from the sanitary inspectorate
2.4.8	Functionalization of transport for pupils who are away from schools (pre-primary and grades 1-9), as well as for pupils with disabilities	Q1/2024-Q4/2026	-	-	6,808,000	6,808,000	6,808,000	20,424,000	/	MESTI MED	Number of schools and pupils who are away from schools and pupils with special needs provided with functional transport	Reports from the transport organization

No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.4.9	Drafting and implementing a cross-sectoral action plan for schools to promote health	Q1-Q4/ 2023	-	6,320	-	-	-	6,320	/	MESTI MED	Cross-sector action plan for health promotion developed and implemented Established groups at municipal and school level for health promotion, and reports from meetings and activities held	Adopted plan Reports from meetings and activities held
2.4.10	Providing free meals for all pupils of grades 1-5	Q3/2022-Q4/2026	5,207,000	11,500,000	11,316,000	11,040,000	10,856,000	49,919,000	Kosovo budget	MESTI MED	Reports from the organization of free meals for pupils in grades 1-5	Reports on the organization of meals
2.4.11	Implementing the system for identification, prevention and reporting of violence, bullying and extremism	Q1/2022-Q4/2026	-	-	-	-	-	-	/	MESTI MED	Number of treated cases of violence, bullying and extremism identified in schools Monitoring the implementation of the system for identification and prevention of violence, bullying and extremism and the response to these in schools	Annual reports of educational institutions
2.4.12	Awareness raising of all stakeholders for prevention and referral of all types of violence and school-identified negative phenomena	Q1/2023-Q4/2026	-	20,000	20,000	20,000	20,000	80,000	Donors	MESTI MED	Organizing promotional and informational events for the implementation of child protection, human rights and gender equality policies	Reports from promotional campaigns
Total budget for the Specific Objective 2,4			22,732,485	31,536,805	30,549,485	26,773,485	26,589,485	138,181,745				
Of which capital:			17,525,485	20,010,485	12,405,485	8,905,485	8,905,485	67,752,425				
Of which current:			5,207,000	11,526,320	18,144,000	17,868,000	17,684,000	70,429,320				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
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2.5 Specific Objective: Increase of the reliability of national test results and their use for policy making, in addition to international test results

1	Indicator: Level of implementation of measures taken to ensure the reliability of national assessment outcomes (grades 9 and 12)	NA	60%	80%	Assessment and monitoring reports
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2	Indicator: Results from the international PISA evaluation	PISA 2018 Literacy: 353,1 Mathematics: 365,9 Science: 364,9	2% Literacy: 361 Mathematics: 373 Science: 372	5% Literacy: 370 Mathematics: 384 Science: 383	International Assessment Analysis Reports (PISA)
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3	Indicator: Percentage of test items in national competency-based evaluation	20%	50%	100%	Reports from MESTI / Evaluation and Standards Division
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No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				

2.5.1	Establishment of the Evaluation and Standards Centre	Q1/2023-Q4/2026	-	29,972	55,145	80,317	105,489	270,923	/	MESTI	The Evaluation and Standards Centre established and operational Capacity building of the staff of the Evaluation and Standards Centre	Establishment decisions Decisions for the recruitment of staff
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2.5.2	Development of guidelines for the administration of the Matura exam and the achievement test	Q1/2023-Q4/2026	-	-	-	-	-	-	/	MESTI	Monitoring reports from the administration of the Matura exam administration and achievement test	Reports from monitoring evaluations
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2.5.3	Creating a bank of curriculum-based test items (questions and tasks)	Q1-Q4/ 2023	-	29,280	-	-	-	29,280	Kosovo budget Donors	MESTI	Number of curriculum-based test items (questions and tasks) placed in the item bank	Test item bank
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No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.5.4	Kosovo's participation in the international assessments of PISA (15-year-old children), TIMSS and PIRLS (grade IV), ICILS (grade VIII)	Q3/2022-Q4/2026	191,167	204,667	204,667	204,667	204,667	1,009,833	Kosovo budget	MESTI	Reports from international assessments PISA, TIMSS, PIRLS and ICILS	Reports published by international assessments: PISA, TIMSS, PIRLS and ICILS
2.5.5	Analysis of national and international test results with the aim of creating evidence for decision making (debates, workshops, conferences, etc.)	Q3/2023-Q4/2026	-	18,770	2,940	3,000	3,000	27,710	Kosovo budget Donors	MESTI	Reports and analyses from national and international tests considered for decision making (workshops, conferences where results are discussed and recommendations are given)	Reports from the organization of events
Total budget for the Specific Objective 2,5			191,167	282,689	262,751	287,984	313,156	1,337,747				
Of which capital:			-	4,800	4,800	4,800	4,800	19,200				
Of which current:			191,167	277,889	257,951	283,184	308,356	1,318,547				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
2.6	Specific Objective: Effective implementation of all elements of the pre-university education curriculum				
1	Indicator: Percentage of municipalities that have recruited 3-4 teachers in positions for curriculum officers/ advisors	N/A	40%	80%	List of curriculum officers / pedagogical advisors in MED from the respective database
2	Indicator: Percentage of subject curricula for grades revised based on revision decisions	N/A	50%	100%	Curriculum review decisions. Reports from MESTI / Curriculum Division
3	Indicator: Number of teachers and school principals, municipal education officials and MESTI, involved in additional training and other forms of support for the implementation of curriculum reform	N/A	Attending additional training and other forms of support for the implementation of curriculum reform: Teachers / managers of PA - 40% Principals / vice principals of schools -50% Education officials in MED - 50% Educational officials in MESTI - 80%	Teachers / managers of PA - 60% Principals / vice principals of schools -80% Education officials in MED - 80% Educational officials in	Data from MESTI / Curriculum Division, TPO Division and Municipal Directorates of Education
4	Indicator: Curriculum implementation monitoring reports reflect a positive trend of implementation of all competency-based curriculum elements	N/A	50%	70%	Annual reports of MESTI and MEDs for monitoring the implementation of the curriculum

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No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.6.1	Reviewing and supplementing the legal infrastructure to enable the effective implementation of the curriculum	Q3-Q4/2022 Q1-Q2/2023	1,920	2,320	-	-	-	4,240	Kosovo budget	MESTI	There are AIs, decisions to enable the effective implementation of the curriculum	AI and decisions published on the official website of MESTI
2.6.2	Strengthening human capacity at the level of MEDs to support schools and teachers in the implementation of curriculum, and officers/pedagogical advisors in priority subjects - Languages and communication, mathematics, science, by number of pupils	Q3/2022- Q1/2023 Q3/ 2023 - Q4 2026	5,920	42,160	39,360	39,360	39,360	166,160	Kosovo budget	MESTI I MED	80% of municipalities have recruited 3-4 curriculum officers / pedagogical advisors in MEDs from the teaching staff	The list of curriculum officers in MED from the relevant database

No.	Action	Implementation period	Budget					Source of founding	Leading and supporting institution	Output	Reference documents	
			2022	2023	2024	2025	2026					Total
2.6.3	Curriculum review based on the situational analysis on their implementation and development trends in relevant areas (such as rapid developments in the curricular area Life and work, respectively the subject curriculum of ICT)	Q1 2023 - Q4 2026	-	40,880	46,130	40,880	47,180	175,070	Kosovo budget	MESTI	Curricula / subject syllabi for grades reviewed and approved by MESTI, based on the situational analysis on their implementation and decisions for review	Curricula / subject syllabi published by MESTI
2.6.4	Organizing conferences, festivals with teachers on issues of education, reform and curriculum implementation	Q3/ 2022 - Q4 2026	30,000	40,000	40,000	40,000	40,000	190,000	Kosovo budget	MESTI	At least five meetings were organized with teachers on issues of education, reform and curriculum implementation	Reports from the organization of roundtables, conferences
2.6.5	Ongoing support for teachers and school principals for curriculum implementation (with emphasis on aspects of advanced teaching and curricular areas: Languages and communication, Mathematics, Science and cross-curricular and subject issues)	Q2/ 2023 - Q2/ 2026	-	40,000	40,000	40,000	40,000	160,000	Kosovo budget Donors	MESTI MED KPI	There are revised / developed practical guidelines for curriculum implementation, for each PUE level, accessible to teachers and school principals There is training, mentoring and other forms of support programs for teachers and school principals, developed, approved and provided on an ongoing basis Number of teachers and school principals involved in training and forms	Published guidelines, Catalogue of training programs, Annual reports on training and other forms of support for curriculum implementation.
2.6.6	Continuous monitoring of the implementation of the curriculum, at the level of the educational institution, at the local and central level, as well as the conducting of an international study in order to evaluate the implementation of all elements of the curriculum	Q3/2022 - Q4/ 2026 International study in 2023	-	-	30,000	-	-	30,000	Kosovo budget	MESTI Education Inspectorate MED	There are annual monitoring reports on curriculum implementation - at the level of the educational institutions, at the local and central level. There is a report from the international study.	Annual reports for monitoring the implementation of the curriculum published on the official websites of municipalities / MEDs
2.6.7	Defining the assessment of competencies for curricular level	Q1-Q2/2023	-	11,994	-	-	-	11,994	Kosovo budget	MESTI	Approved document for the evaluation of competencies for curricular level	Approved document for the evaluation of competencies for curricular level published on the official web page of MESTI

No.	Action	Implementation period	Budget					Source of founding	Leading and supporting institution	Output	Reference documents	
			2022	2023	2024	2025	2026					Total
2.6.8	Training teachers to evaluate students based on competencies and use results in pupil support activities	Q1 - Q3 2023	-	36,000	31,000	31,000	31,000	129,000	Kosovo budget Donors	MESTI	Training program and teacher guidelines on pupils' evaluation based on competencies and use of outcomes in student support activities.	Catalogue of approved programs for TPD and education leaders.
		Q3 - 2023 until Q4 - 2026									About 2,000 teachers are involved in training and other forms of support to improve pupils' assessment methods	List of trained teachers from the respective database.
2.6.9	Development and provision of additional training programs and additional support forms for pupils that have not achieved the learning outcomes (with special emphasis on: Albanian language/ mother tongue, Mathematics, Science)	Q3 2022 - Q4 2026	7,650	48,600	48,600	42,400	30,000	177,250	Kosovo budget	MESTI	Training program and guidelines for schools regarding support of pupils in order to compensate the learning losses caused by the pandemic. About 800 teachers have been involved in training to support pupils in order to compensate the learning losses caused by the pandemic.	Catalogue of approved programs for TPD and education leaders. List of teachers trained
2.6.10	Development and provision of special mandatory programs to improve students' skills in literacy	Q/3-Q4/ - 2022	6,500	30,000	30,000	30,000	30,000	126,500	Kosovo budget	MESTI	There is a supportive guideline for schools regarding the provision of school-based programs to improve pupils' literacy	Guideline published on the official website of MESTI.
2.6.11	Development and provision of guidance and support programs for parents in fulfilling their role of supporting children in achieving learning outcomes	Q1 - Q2 2023	-	18,760	10,000	10,000	10,000	48,760	Kosovo budget	MESTI	There are guidelines and support programs for parents regarding child learning support	Guidelines and information materials for parents published on the official website of MESTI.
		Q1 2022 -Q4 2026									At least two online meetings with parents were held in each regional municipality, for the purpose of sharing guidance on child support in school.	Reports from online meetings with parents
2.6.12	Supporting implementation of good practices for career education, counselling and guidance	Q1 -Q2/ 2023	-	19,220	11,760	11,760	11,760	54,500	Donatorët	MESTI	There are guidelines for counselling and career guidance	Guidelines published on the official website of MESTI.
		Q2 - 2023 - Q4 2026									1,200 schoolteachers trained in counselling and career guidance.	List of teachers trained
Total budget for the Specific Objective 2,6			51,990	329,934	326,850	285,400	279,300	1,273,474				
Of which capital:			-	36,000	36,000	36,000	36,000	144,000				
Of which current:			51,990	293,934	290,850	249,400	243,300	1,129,474				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
2.7	Specific Objective: Provision of quality textbooks, resources, tools and teaching and learning materials in accordance with the relevant curriculum and standards				
1	Indicator: Drafting and implementing of documents planned for legal regulation based on the new Law on publishing textbooks, resources, teaching and learning materials and tools	Primary legislation undergoing reweaving process	Secondary legislation approved and all documents planned for legal regulation according to the new Law on publishing textbooks, educational resources, teaching and learning materials and tools	Legal infrastructure implemented	Data from the official website MESTI/Documents and publications / Periodic reports
2	Indicator: Textbooks and teaching materials developed, revised or adapted under the new legislation are in line with the curriculum and are reviewed to eliminate gender stereotypes	N/A	70%	90%	Periodic reports on the quality of textbooks and teaching materials according to PUE levels.
3	Indicator: Percentage of needs fulfilment with textbooks and assistive teaching materials for different categories of pupils with special needs and for foreign language subjects fulfilled.	N/A	50%	90%	Catalogue of textbooks and teaching and learning materials published - by school years.
4	Indicator: Over 60% of schools are equipped with a package of teaching aids and materials by curricular fields	N/A	30%	60%	Annual reports on equipping schools with a package of teaching aids and materials according to curricular fields. List of beneficiary schools.

No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.7.1	Completion of the institutional and legal framework for publishing textbooks, resources, teaching and learning materials and tools.	Q3- Q4/2022 Q1- Q4/2023	11,320	11,320	-	-	-	22,640	Kosovo budget	MESTI	Institutional and legal framework completed according to the provisions of the Law on publishing textbooks, resources, teaching and learning materials and tools	AI and decisions approved and published on the official website of MESTI
2.7.2	Drafting and revision of textbooks, production of teaching materials (hard copy and digital), in accordance with the requirements of the curriculum and relevant standards, including from the gender perspective	Q3/ 2022 - Q4 2026	70,000	70,000	70,000	70,000	70,000	350,000	Kosovo budget Donors	MESTI	Open calls prepared according to the dynamic plan for drafting / reviewing textbooks published on the official website of MESTI. There are textbooks and teaching materials for all classes and subject curricula, in accordance with the requirements of the curriculum and relevant standards	Open calls published on the official website of MESTI. Catalogue for textbooks and teaching materials approved according to school years. List of textbooks published
2.7.3	Drafting, reviewing, translating, adapting textbooks, as well as producing teaching materials (hard copy and digital) for different categories of pupils with special needs, diaspora pupils and foreign language subjects (in accordance with the requirements of the curriculum and relevant standards).	Q3/ 2022 - Q4 2026	20,000	20,000	20,000	20,000	20,000	100,000	Kosovo budget Donors	MESTI	Open calls prepared according to the dynamic plan of MESTI. There are textbooks and teaching materials for different categories of pupils with special needs and for foreign language subjects	Open calls published on the official website of MESTI. Catalogue for textbooks and teaching materials approved according to school years.
2.7.4	Providing professional and didactic materials for teachers, including materials for foreign language teachers working with students with special needs and diaspora students, training teachers on the use and development of teaching materials (physical and digital).	Q1 - Q3/ 2023 Q3 - 2023 - Q4 2026	10,000	35,120	10,150	10,150	10,150	75,570	Kosovo budget Donors	MESTI	There are professional and didactic materials for teachers according to levels of education, pupils with special needs and foreign languages, developed under the coordination of the Curriculum Division at MESTI. About 900 teachers from different schools have been trained in the development and use of teaching and learning materials.	Professional and didactic materials for teachers published on the official website of MESTI. List of teachers trained

No.	Action	Implementation period	Budget					Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026				
2.7.5	Organizing debates at a broad social and academic level on the type of textbooks and teaching materials in the spirit of a competency-based curriculum	Q3/ 2022 - Q3/2023	3,000	6,000	-	-	-	9,000	Kosovo budget	MESTI	At least two or three round-tables, debates, symposiums have been organized with the participation of the educational and academic community for the type of textbooks and teaching materials. Reports from the organization of various events for the type of textbooks and teaching materials.
2.7.6	Promotion of events with national and international character, with producers of hard copy and digital teaching and learning materials and ensuring the budget for the purchase of products and training of teachers on their use.	Q1/2023 - Q4/2026	-	1,500	1,500	1,500	1,500	6,000	Kosovo budget Donors	MESTI	There are promotional / informational materials for national and international events, with producers of hard copy and digital teaching and learning materials. About 10% of schools benefit from teaching materials (products) and teacher training from event promotion activities with producers of physical and digital teaching and learning materials. Promotional / informational materials published on the official website of MESTI. List of beneficiary schools.
2.7.7	Determining the minimum content of the package with teaching aids and materials for the implementation of the curriculum	Q1- Q3/2023	-	7,650	-	-	-	7,650	Kosovo budget Donors	MESTI	Standard package content with teaching aids and materials according to curricular areas approved in the form of AI. AI published on the official website of MESTI
2.7.8	Equipping schools with packages of teaching aids and materials for curriculum implementation, guides and training on their use.	Q/2-3 /2023 - Q2-3/ 2026	-	30,000	30,000	30,000	30,000	120,000	Kosovo budget Donors	MESTI MED	Over 60% of schools that are equipped with a package of teaching aids and materials according to curricular areas, are supported with guidelines and training on their use. List of schools equipped with a package of teaching aids and materials according to curricular areas.
Total budget for the Specific Objective 2,7			114,320	181,590	131,650	131,650	131,650	690,860			
Of which capital:			-	-	-	-	-	-			
Of which current:			114,320	181,590	131,650	131,650	131,650	690,860			

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
2.8	Specific Objective: Full implementation of the teacher licensing system and increase of opportunities for teachers' professional development and advancement based on teaching standards				
1	Indicator: The sublegal framework for the licensing system reviewed and advanced.	There is a legal framework, but there are some components are not being implemented	The sub-legal framework of the licensing system has been completed and the implementation of all its components has started.	Teacher licensing system provides all possibilities for professional development and advancement of teachers	Data from the official website of MESTI / Documents and publications on the teacher licensing system
2	Indicator: Percentage of teachers participating each year in professional development programs, broken down by gender	25 % (2019/2020)	35%	45%	Periodic Reports and Statistics on TPD by MESTI and Municipalities - Reports from TPD Database
3	Indicator: Number of teachers who have undergone external performance assessment	755 teachers	1755 teachers	2755 teachers	Periodic reports and statistics for TPA by MESTI / EI
4	Indicator: Percentage of teachers evaluated who have met high standards / competencies for teachers and have progressed at career advancement levels.	N/A	20%	30%	Reports from the licensing system database
5	Indicator: Percentage of beginner teachers offered mentoring by the induction program in the profession, broken down by gender	N/A	40%	80%	Reports from the induction program database for beginner teachers

No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.8.1	Conducting of a rapid study on the implementation of the licensing system and the concept paper for its future related to the component of teacher performance assessment	Q3-Q4/2022	3,600	-	-	-	-	3,600	Kosovo budget Donors	MESTI	Study conducted regarding implementation of the licensing system and trends of system development. Concept Document prepared for the implementation of the licensing system related to the TPA component.	Study report. Concept Document prepared and approved.
2.8.2	Reviewing of sub-legal acts of the licensing system and strategic framework for teacher development	Q3/ 2022 - Q2/2023	3,600	16,300	-	-	-	19,900	Kosovo budget Donors	MESTI	Three AIs for the licensing system reviewed and approved. The strategic framework for TPD updated and adopted.	Official Gazette Strategic framework for TPD published on the official website of MESTI
2.8.3	Drafting a sub-legal act for the financing of TPD and capacity building for the implementation of TPD financing by municipalities.	Q3-Q4/2022 Q1-Q3/2023	4,400	5,132	-	-	-	9,532	Kosovo budget	MESTI MFLT	There is an AI for financing TPD. 40 MED officials trained in the implementation of TPD financing.	Official Gazette Records on training of MED officials-
2.8.4	Drafting of sub-legal act to link the teacher grading system with the payroll system.	Q1 -Q2/2023	-	4,160	-	-	-	4,160	Kosovo budget	MESTI MFLT	There is an AI that regulates linking of the teacher grading system with the payroll system. Teacher licensing is linked to the payroll system.	Official Gazette Teachers' payroll reports.
2.8.5	Development and provision of training programs and guidelines for teachers based on priority programs for TPD (such as individualized teaching programs, differentiated approach; programs for the development of students' soft skills, work with children with disabilities, etc.), standards for teachers and in line with the competency-based curriculum philosophy.	Q1/ 2023 - Q2/2026 Q2 - 2023 until Q4 - 2026	60,500	222,800	222,800	217,800	217,800	941,700	Kosovo budget Donors	MESTI TPD programs provider partners	At least 10 priority TPD programs developed, approved and provided to teachers. Over 8000 teachers trained in priority programs for TDP.	Decisions / approvals of the SCTL for training programs. Training catalogue published. Reports on teacher involvement in training, on an annual basis and by level of education, including VET.

No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.8.6	Implementation of internal and external procedures for the school-based teacher professional development and support schools to participate in Erasmus + projects related to in-service teacher training.	Q 3/2022 - Q4/2026	7,880	164,840	164,840	167,840	164,690	670,090	Kosovo budget Donors	ETI MED MESTII	School-based TPD is continuously supported by MEDs. Over 700 teachers are involved in the school-based TPD implementation training program	School-based TPD monitoring reports. Record of school-based teacher professional development TPD
2.8.7	Establishment and support of professional networks of teachers and centers for professional development at the municipal level (Learning Communities), as well as encouraging teachers to establish teachers' associations for various subject areas	Q1 / Q2 / 2023 Q3 / 2023- Q4 2026	-	42,404	35,000	41,300	35,000	153,704	Kosovo Budget Donors	MED MESTI	At least one TPD center is operational in each municipality and at least 2-3 learning communities operate in each municipality. Regulation on the establishment of professional teacher associations. At least 28 grants / small support projects have been awarded to professional teacher associations.	Annual reports of MEDs for TPD. List of functioning learning communities. Regulation approved and published on the official website of MESTI. List published by MESTI for professional teachers' associations
2.8.8	Promotion of teacher career development.	Q2/2023- Q4 / 2026	-	2,900	2,900	2,900	2,900	11,600	Kosovo Budget Donors	MESTI	Organizing promotional and informative events for the development of career teachers.	Promotional and informational materials and evidence from organized events.
2.8.9	Continuous monitoring and evaluation of TPD implementation	Q1 -Q2 2024 Q3 -Q4 2026	-	-	5,000	-	5,000	10,000	Kosovo Budget Donors	MESTI IEAA MED Education Inspectorate IPK	There are guidelines for supervising / monitoring TPD activities. The activities of the TPD are continuously monitored. At least two surveys have been conducted on aspects and practices of TPD in Kosovo.	Guidelines for monitoring TPD activities published on the official website of MESTI. Annual reports of educational institutions that have a role in monitoring TPD. Published study reports.

No.	Action	Implementation period	Budget						Source of founding	Leading and supporting institution	Output	Reference documents
			2022	2023	2024	2025	2026	Total				
2.8.10	Organizing the state exam for teachers before employment according to the law on regulated professions	From the beginning of the implementation of the law	-	-	-	-	-	-		MESTI	Platform for organizing the state exam for teachers prior to employment developed and implemented.	Reports on the of the organization of the state exam for teachers prior to employment.
2.8.11	Institutional development and organization of the induction program for beginner teachers.	Q1- Q3 2023 Q3- 2023 to Q4 - 2026	-	19,080	7,520	7,520	7,520	41,640	Kosovo Budget Donors	MESTI MED	Induction program for beginner teachers in place. About 320 teachers have been trained as mentors in the induction program for beginner teachers.	Induction program documents published on the official website of MESTI. Evidence of teacher training for mentors
2.8.12	Development of basic criteria and guidelines for capacity building of teacher performance assessors (TPAs) (inspectors, school principals and teachers)	Q3- Q4 2022	11,655	-	-	-	-	11,655	Kosovo Budget	MESTI / IA	Document with basic qualification requirements and capacities for TPA appraisers, developed and approved in the format of an appraiser's guide.	Guide for TPA appraisers, published on the official website of MESTI.
2.8.13	Implementation of a system for evaluating teachers' performance based on standards for teachers, and updating the TDP database and teacher licensing system	Q1 / 2023- Q4 / 2026	-	67,600	67,600	67,600	67,600	270,400	Kosovo Budget	MESTI / EI MED	Key staff trained for TPA, about 800 assessors (EI, engaged appraisers, school principals) Starting in 2023, at least 400 teachers a year are subject to the TPA system.	Evidence of key personnel training. Evidence and reports of TPA.
2.8.14	Preparation and participation in the teaching and learning international survey - TALIS	Q2 / 2023- Q2 / 2024	-	5,000	10,000	-	-	15,000	Kosovo Budget	MESTI	Report from the pilot of the teaching and learning international survey - TALIS	Report published by the teaching and learning international survey - TALIS
Total Budget for the Specific Objective2,8			91,635	550,216	515,660	504,960	500,510	2,162,981				
Of which capital:			-	-	-	-	-	-				
Of which current:			91,635	550,216	515,660	504,960	500,510	2,162,981				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
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2.9 Specific objective: Qualitative preparation of pre-service teachers who competently adapt to curriculum requirements and practical needs of working with children/pupils

1	Indicator: Percentage of new/accredited pre-service teacher training programs that are in line with teacher standards and curriculum philosophy offered at relevant PUE levels.	N / A (At this stage there is no special survey / analysis)	60%	90%	Data provided by KAA, reports from the analysis and analysis of teacher training programs
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2	Indicator: Percentage of graduates in teacher education programs who demonstrate professional competence in the assessments of teaching profession induction phase	N/A	50%	80%	Data provided by MESTI, reports of teacher evaluation mechanisms at the stage of entering the profession
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No.	Action	Implementation period	Budge						Source of funding	Leading institution and	Output	Source of verification
			2022	2023	2024	2025	2026	Total				

2.9.1	Coordination of MESTI with HEI to improve the quality of policies and programs for teacher preparation and development.	Q 2/2023- Q4 / 2026	1,150	2,275	2,275	2,275	1,150	9,125	Kosovo Budget	MESTI HEI	Memoranda of Understanding and documents developed with HEIs / Public Faculties that prepare teachers.	Agreements and developed documents published on the official website of MESTI and HEI that prepare prospective teachers.
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2.9.2	Reaccreditation of pre-service teacher training programs based on teacher standards and in relation to the philosophy of the curriculum provided at the respective levels of education	Q 3/2024- Q3 / 2026	-	-	5,000	-	5,000	10,000	Kosovo Budget Donors	IAL KAA MESTI IPK	Accredited programs for preparation of pre-service teachers are in line with the standards for teachers and the curriculum in the PUE (relevant levels, including programs for prospective teachers in VET).	AAK reports. Program analysis reports published.
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2.9.3	Advancing the practical part of the study to make the teaching profession more relevant and preparing for entering in the profession.	Q1- Q3 2023	-	11,920	-	-	-	11,920	Kosovo Budget	HEI MESTI	There is a framework document for the practical part of the studies in the teacher programs and four guides for the practical part of the studies, according to the levels of education for which the prospective teachers are prepared.	KAA reports. Framework document and guidelines for the practical part of the published study. Reports of relevant Faculties for mentoring e teachers
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No.	Action	Implementation period	Budge						Source of funding	Leading institution and	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
2.9.4	Establishment of practical laboratories in FE to strengthen the development of practical competencies of pre-service teachers.	Q2 2023- Q4 2026	-	75,000	75,000	75,000	75,000	300,000	Kosovo Budget Donors	HEI MESTI	Number of pre-service students / teachers who benefit from the establishment of practical laboratories in FE.	Reports and records of students / pre-service teachers conducting practical teaching exercises in FE laboratories.
2.9.5	Promoting student / pre-service teacher mobility through participation in Erasmus + and other teacher programs.	Q2 / 2023- Q4 / 2026	-	8,200	8,200	8,200	8,200	32,800	Kosovo Budget Donors	HEI MESTI	Four events organized to inform about the possibilities of inclusion in mobility programs for students /prospective teachers. Eight grants allocated for student/pre-service teacher mobility.	Organized event reports. Event attendance lists. List of students/ pre-service teachers and academic staff involved in teacher program mobility.
2.9.6	Relation of scientific work with the education system - pre-university education.	Q1 2023- Q4 2026	-	8,000	16,600	8,000	16,600	49,200	Kosovo Budget	HEI MESTI	Eight small research projects carried out in the fields of PUE. Organizing two scientific conferences related to PUE.	Published research reports. Published conference reports. Conference attendance lists
2.9.7	Continuous quality assurance in the faculty for teacher preparation	Q 3/2022- Q4 / 2026	-	-	-	-	-	-		HEI AAK	In each HEI institution that prepares prospective teachers, internal and external quality assurance procedures are developed.	KAA reports. Faculty reports that prepare prospective teachers for quality assurance.
Total Budget for the Specific Objective2,9			1,150	105,395	107,075	93,475	105,950	413,045				
Of which capital:			-	-	-	-	-	-				
Of which current:			1,150	105,395	107,075	93,475	105,950	413,045				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024						Final year target 2026	Source		
2.10	Specific objective: Promoting multiculturalism and diversity in pre-university education											
1	Indicator: Percentage of schools that have benefited from programs and other forms of support for the promotion of multiculturalism and diversity	us	40%						100%	Monitoring and evaluation reports MESTI statistical data		
2	Indicator: Number of programs/modules, textbooks and teaching materials (printed and digital) developed, revised and adapted for teaching in the languages of non-majority communities	us	40%						100%	Catalog of textbooks and teaching materials published - by school years.		
No.	Action	Implementation period	Budge						Source of funding	Leading institution and	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
2.10.1	Drafting of specific program contents and/or modules for communities, which include programs from national subjects.	Q1-Q4 / 2023	-	18,320	-	-	-	18,320	Kosovo Budget Donors	MESTI	List of programs and modules designed for communities	Program analysis reports published.
2.10.2	Providing the opportunity for learning in the Roma language through supplementary teaching and other alternative forms.	Q3 / 2022- Q4 / 2026	-	-	-	-	-	-	/	MESTI	Number of schools where teaching is organized in Roma language	Reports from MEDs on the organization of teaching in the Roma language
2.10.3	Providing the opportunity for learning the Albanian language for minority communities	Q3 / 2022- Q4 / 2026	-	-	-	-	-	-	/	MESTI	Drafting of relevant teaching materials Number of schools where teaching is organized in	Reports from MEDs / List of schools
2.10.4	Creating opportunities for socialization between students from different communities in multiethnic schools (through clubs, learning the language of the local region/area etc.).	Q3-Q4 / 2022-2026	10,000	14,000	10,000	10,000	10,000	54,000	Kosovo Budget Donors	MESTI	Number of student clubs in multiethnic schools Percentage of multilingual schools that organize activities with students learning in different languages.	Reports from MEDs / List of schools

No.	Action	Implementation period	Budge					Source of funding	Leading institution and	Output	Source of verification	
			2022	2023	2024	2025	2026					Total
2.10.5	Drafting, revision, translation, adaptation of textbooks as well as preparation of teaching materials (printed and digital) in the languages of non-majority communities	Q3/2022- Q4/2026	-	-	-	-	-	-	/	MESTI	<p>Calls prepared according to the dynamic plan of MESTI.</p> <p>There are textbooks and teaching materials for the languages of the majority communities</p>	<p>Calls published on the official website of MESTI. Catalog of textbooks and teaching materials approved according to school years. List of published textbooks for the languages of the majority communities</p>
2.10.6	Subsidizing textbooks in the languages of minority communities.	Q3 / 2022- Q4 / 2026	-	-	-	-	-	-	/	MESTI	<p>Plan for subsidizing textbooks in the languages of minority communities.</p> <p>Budget report on subsidies</p>	<p>Approved Plan Financial report</p>
Total Budget for the Specific Objective 2.10			10,000	32,320	10,000	10,000	10,000	72,320				
Of which capital:			-	-	-	-	-	-				
Of which current:			10,000	32,320	10,000	10,000	10,000	72,320				

STRATEGIC OBJECTIVE 2	Budget					
	2022	2023	2024	2025	2026	Total
Total Budget	24,444,395	36,115,785	35,846,775	32,639,470	32,792,773	161,839,199
Of which capital:	17,609,485	20,135,285	12,530,285	9,006,285	9,006,285	68,287,625
Of which current:	6,834,910	15,980,500	23,316,490	23,633,185	23,786,488	93,551,574

3. Strategic objective: Harmonization of vocational education and training with dynamic developments in technology and labor market, for the purpose of lifelong learning

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
1	Indicator: Percentage of formal and informal qualifications provided by VETIs, registered in the register of NQF qualifications	/	10%	20%	Register of NQF qualifications
2	Indicator: Percentage of participation in undersupplied majors, broken down by gender	/	20%	30%	EMIS
3	Indicator: Percentage of placement of VETI graduates, in relevant professions and in higher education, broken down by gender	/	40%	60%	Graduate tracking system
3.1	Specific Objective: Improvement of the governance, funding and information management system of vocational education, training and adult education				
1	Indicator: The VET and AE governance and management system has been reorganized.	/	The legal framework for vocational education and training regulates all forms of vocational education and training and all functions of the VET and AE system.	The governance and management system of VET and AE is reorganized	Official gazette Organizational charts and MESTI
2	Indicator: The level of funding of VETIs meet their needs.	/	The new funding formula is functional	The Budget allocated to VETIs meets their quality improvement needs	Specific Education Grant
3	The network of vocational education and training institutions has been reorganized in accordance with the needs of the labor market.	/	Roadmap for reorganizing the network of vocational education and training institutions drafted. Network of re-organized vocational education and training institutions in the seven main regions of Kosovo	The network of vocational education and training institutions harmonized with the needs of the labor market	The official website of MESTI
4	Indicator: Data integrated in the EMIS, Kosovo Labor Market Barometer and Graduate Tracking is relevant and up to date.	/	EMIS updated/advanced with relevant modules for data collection and processing according to ISCED, ISCED Foet, KPK and NQF, as well as for graduate tracking.	VET data in EMIS, relevant and up to EMIS date.	

No.	Action	Implementation period	Budge						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
3.1.1	Conduct an analytical study to evaluate the governance and management of the vocational education and training system.	Q3-Q4 / 2022	24,910	-	-	-	-	24,910	Donors	MESTI	Study with concrete recommendations for reforming the system of governance and management of vocational education and training and adult education.	
3.1.2	Review/draft the legal basis of vocational education and training and adult education.	Q1 / 2023- Q2 / 2024	-	43,880	20,920	-	-	64,800	Donors	MESTI	Revised laws. Drafted laws. Number of bylaws adopted in education and vocational training and education for adults	
3.1.3	Building and complementing human capacities in the system of Vocational Education and Training and Adult Education	Q3 / 2022- Q4 / 2026	8,693	57,545	80,317	97,996	109,382	353,934	Kosovo Budget	MESTI National Qualifications Authority Agency for Vocational Education and Training and Adult Education	Number of new staff employed in MESTI- Department of Vocational Education and Training. Number of new staff employed in the National Qualifications Authority. Number of new staff employed in the Agency for Vocational Education and Training	
3.1.4	Determining the types and levels of qualifications provided by vocational education and training institutions, in cooperation with the social partners.	Q3 / 2022- Q3 / 2023	5,460	9,940	-	-	-	15,400	Donors	MESTI National Qualifications Authority	Sub-legal act for determining the types and levels of qualifications offered by the VETI.	
3.1.5	Reorganization of the network of vocational education and training institutions in accordance with the needs of the labor market.	Q1-Q4 / 2023	-	14,800	-	-	-	14,800	Donors	MESTI	Roadmap for reorganizing the network of vocational education and training institutions. Network of re-organized vocational education and training institutions in seven regions.	
3.1.6	Categorization and standardization of the organizational structure of vocational education and training institutions.	Q4 / 2022- Q1 / 2023	4,160	3,540	-	-	-	7,700	Donors	MESTI	Sub-legal act for categorization and standardization of the organizational structure of vocational education and training institutions. Number of VETIs that have established new professional bodies according to the sub-legal act.	

No.	Action	Implementation period	Budge					Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026				
3.1.7	Development and improvement of the information management system related to vocational education and training and adult education.	Q1-Q4 / 2023	-	171,440	-	-	-	171,440	Donors	MESTI Employment Agency of the Republic of Kosovo	Module for data collection and processing according to ISCED, ISCED Foet, KPC and NQF, updated / advanced in EMIS. EMIS bylaw revised, in order to liaise with the Kosovo Labor Market Barometer. Kosovo Labor Market Barometer Platform, updated and functional. By-Law on Tracking of Graduates. Updated and functional Tracking Studies Information Platform / System. Guide for data collection and use of the Kosovo Labor Market Barometer. Guide to collecting data and using them for Graduate Tracking.
3.1.8	Development and improvement of the information management system related to vocational education and training and adult education.	Q4 / 2023- Q2 / 2024	-	2,550	2,550	-	-	5,100	Donors	MESTI Employment Agency of the Republic of Kosovo	Number of responsible officials at central, local level and at the level of VETIs trained to use the platforms.
3.1.9	Development and improvement of the information management system related to vocational education and training and adult education.	Q3 / 2022- Q3 / 2023	12,900	16,900	-	-	-	29,800	Donors	MESTI Ministry of Finance, Labor and Transfers	Sub-legal act on the methodology of financing vocational education and training institutions. Platform for the implementation of the financing methodology of vocational education and training institutions, developed. Guide to the financing methodology of vocational education and training institutions. Number of responsible officials at central, local level and at the level of VETIs trained
Total Budget for the Specific Objective3,1			56,123	320,595	103,787	97,996	109,382	687,884			
Of which capital:			2,400	7,200	4,800	3,600	2,400	20,400			
Of which current:			53,723	313,395	98,987	94,396	106,982	667,484			

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024					Final year target 2026	Source		
3.2	Specific Objective: Consolidation of quality assurance mechanisms, at central, local and VETI level, to enable systemic access to quality management										
1	Indicator: Quality assurance mechanisms are operational at all levels.	/	1 Published report on VET quality at system level 1 VET quality improvement plan, based on factual data of the report on VET quality at the system level					Positive trend of improving VET quality, at the system level	2 Recent periodic reports on VET quality at the system level		
2	Indicator: Percentage of VETIs that have recorded a positive trend of performance improvement.	/	40%					100%	Summary report of quality trend in VETI		
No.	Action	Implementation period	Budget					Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026				
3.2.1	Defining indicators and procedures for VET quality assessment at the system level, in cooperation with the social partners.	Q3-Q4 / 2023	-	14,800	-	-	-	14,800	Donors	MESTI National Qualifications Authority Education Inspectorate	Sub-legal act on indicators and procedures for assessment of VET quality. Number of published reports on VET quality at the system level. Number of quality improvement plans in VET, based on factual data from periodic reports on VET quality at the system level.
3.2.2	Determining the procedure for external evaluation of the performance of VETIs by the Education Inspectorate (EI)	Q4 / 2022- Q2 / 2023	1,860	5,100	-	-	-	6,960	Donors	MESTI National Qualifications Authority Education Inspectorate	By-law on external evaluation of VETI performance by EI.
3.2.3	Capacity Building of EIs to externally evaluate the performance of VETIs	Q4 / 2023	-	8,100	-	-	-	8,100	Donors	MESTI Education Inspectorate	Number of education inspectors trained in external evaluation of VETI performance. Number of VETIs that have undergone external performance appraisal by the EI.

No.	Action	Implementation period	Budget					Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026				
3.2.4	Consolidation of mechanisms for internal quality assurance processes.	Q3-Q4 / 2022	-	-	-	-	-	-	/	MESTI MED	Model Regulation for internal quality assurance processes. Number of VETIs that have approved the Regulation on internal quality assurance processes. Number of VETIs that have operationalized internal quality assurance systems. Number of VETIs that have prepared self-assessment reports in the last three years.
3.2.5	Capacity building of vocational education and training institutions for the implementation of the quality cycle	Q2 / 2022- Q3 / 2023	-	13,100	-	-	-	13,100	Donors	MESTI MED	Guide on quality management for vocational education and training institutions. Training program for quality assurance coordinators at VETI. Number of quality assurance coordinators of VETIs, trained in quality cycle implementation. Quality management training program at the level of VETIs. Number of VETIs, whose leaders are trained in quality cycle management.
Total Budget for the Specific Objective 3.2			1,860	41,100	-	-	-	42,960			
Of which capital:			-	-	-	-	-	-			
Of which current:			1,860	41,100	-	-	-	42,960			

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
3.3 Specific Objective: Finalization of the curriculum package for qualifications offered by vocational education and training institutions, in accordance with the needs of the labor market and transformation trends					

1 Indicator: Percentage of qualifications provided by VETIs for which the new curriculum package has been approved and started to be implemented. / 80% 100% Official webpage of MESTI

2 Indicator: Percentage of VETI teachers who have participated in continuous professional development programs. / 60% 100%

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
3.3.1	Finalization of the Curriculum Framework for Vocational Education and Training, in cooperation with the social partners.	Q2 / 2022- Q4 / 2022	12,080	-	-	-	-	12,080	Donors	MESTI	Vocational Education and Training Curriculum Framework.	
3.3.2	Development and verification of occupational standards.	Q4 / 2022 - Q4 / 2026	4,440	4,440	46,600	46,600	24,800	126,880	Kosovo Budget Donors	MESTI Council for Vocational Education and Training Agency for Vocational Education and Training and Adult Education National Qualifications Authority Social Partners	Sub-legal act for drafting, verifying and approving the occupational standards. Occupational standards for all qualifications envisaged to be provided through VETIs.	

No.	Action	Implementa- tion period	Budget					Source of funding	Leading and support- ing institution	Output	Source of verification
			2022	2023	2024	2025	2026				
3.3.3	Design of the qualification package for all qualifications provided in vocational education and training institutions, including qualifications provided through dual learning if business opportunities and interest exist.	Q1 / 2023- Q4 / 2026	-	52,350	52,350	52,350	28,700	185,750	Kosovo Budget Donors	MESTI Council for Vocational Education and Training Agency for Vocational Education and Training and Adult Education National Qualifications Authority	Number of the qualifications for which the entire qualification package has been prepared, including: occupational standards, core curricula, teaching materials and relevant guidelines. Number of dual learning qualifications, for which the entire qualification package has been prepared.
3.3.4	Review of administrative and pedagogical documentation for VETI.	Q1-Q3 / 2023	-	4,605	-	-	-	4,605	Donors	MESTI	Sub-legal act on administrative and pedagogical documentation for VETI.
3.3.5	Development of digital teaching materials for VET.	Q2 / 2023 - Q4 / 2026	-	500,000	500,000	500,000	500,000	2,000,000	Kosovo Budget Donors	MESTI	Number of qualifications for which digital teaching materials have been developed.
3.3.6	Continuous professional development of VETI teachers.	Q4 / 2022 - Q4 / 2026	4,920	16,040	84,600	-	-	105,560	Donors	MESTIMED	Guide for School-based Professional Development of Teachers. Number of VETIs that have prepared plans for teacher professional development based on the individual needs of teachers. Number of VETIs and teachers who have been trained in school-based professional development. Number of VETIs which have at least one mentor teacher trained in the planning and implementation of the new curriculum. Number of VETIs which have at least one mentor teacher trained in the design of teaching materials. Number of VETIs that have at least one mentor teacher trained to implement dual learning, if the VETI provides dual learning. Number of VETIs which have at least one mentor teacher trained in the application of digital teaching materials. Number of VETIs which have at least one mentor teacher trained for the implementation of practical learning. Number of VETIs which have at least one mentor teacher trained

No.	Action	Implementa- tion period	Budget					Total	Source of funding	Leading and support- ing institution	Output	Source of verification
			2022	2023	2024	2025	2026					
3.3.7	Design of the regulatory frame- work for the pre-service prepara- tion of VET teachers	Q3 / 2022- Q2 / 2023	5,420	2,800	-	-	-	8,220	Donors	MESTI MED	Regulatory framework for VET teacher qualifi- cation criteria. VET teachers' professional development framework.	
3.3.8	Development and provision of master program for VET teachers.	Q4 / 2022- Q4 / 2023	5,600	9,840	-	-	-	15,440	Donors	MESTI Faculties of Edu- cation	Master program for VET teachers.	
3.3.9	Capacity building of the heads of the vocational education and training institutions for interna- tional cooperation.	Q4 / 2023- Q4 / 2024	-	2,700	5,950	-	-	8,650	Donors	MESTI Agency for Voca- tional Education and Training and Adult Education Municipal Education Directorates	Number of VETIs participating in international cooperation and mobility programs for VET. Number of VETI students who have participated in international mobility programs.	
3.3.10	Creation of networks of the heads of VETI for the exchange of information and experiences (Learning Communities).	Q1-Q4 / 2023	-	4,650	-	-	-	4,650	Donors	MESTI MED	Regulation for networks of the heads of VETIs. Online platform of cooperation and exchange between the heads of functional VETIs. Functional network of cooperation and ex- change between heads of VETIs.	
3.3.11	Creation of networks of pro- fessional bodies of VETIs for exchange of experiences	Q1-Q4 / 2023	-	4,650	-	-	-	4,650	Donors	MESTI MED	Regulation for networks of professional bodies and services. Number of online collaboration platforms that are functional. Number of functional networks of professional bodies and services of VETIs for exchange of experiences.	
Total Budget for the Specific Objective 3.3			32,460	602,075	689,500	598,950	553,500	2,476,485				
Of which capital:			-	500,000	500,000	500,000	500,000	2,000,000				
Of which current:			32,460	102,075	189,500	98,950	53,500	476,485				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
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3.4 Specific Objective: Provision of opportunities for the implementation of practical teaching and learning and the functionalization of career counselling services

1	Indicator: Percentage of qualifications offered by VETIs for which opportunities for practical teaching and learning are provided.	/	60%	100%	MESTI - DVET
2	Indicator: Percentage of VETIs providing career counselling and guidance services.	/	50%	100%	MESTI - DVET
3	Indicator: Percentage of VETIs that apply the VET entrepreneurial school model.	/	40%	100%	MESTI - DVET

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				

3.4.1	Investments in expansion and improvement of the infrastructure of vocational education and training institutions for the implementation of practical teaching and learning.	Q1 / 2023 - Q4 / 2026	-	3,608,640	3,600,000	3,600,000	3,600,000	14,408,640	Kosovo Budget Donors	MESTI MED	<p>Norms and standards for infrastructure of facilities of vocational education and training institutions by fields.</p> <p>Plan for need-based investment in the infrastructure of vocational education and training institutions.</p> <p>Grants for supply of VETIs with consumables for the implementation of practical teaching and learning in the respective workshops and Career Centres.</p> <p>Grants for supply of VETIs with new equipment for the implementation of practical teaching and learning and upgrading of infrastructure.</p> <p>Grants for supply of VETIs with smart technological devices and support devices.</p>
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3.4.2	Capacity building of heads, teachers and instructors to organize on the job learning and implement the entrepreneurial school model.	Q1 / 2024 - Q4 / 2025	-	-	16,650	11,100	-	27,750	Donors	MESTI MED	<p>Structured guidelines package for school-business cooperation.</p> <p>Number of the heads of VETIs trained to cooperate with businesses.</p> <p>Number of the heads of VETIs trained to implement the entrepreneurial school model.</p> <p>Number of the teachers of VETIs trained for work-based learning</p> <p>Number of the teachers of VETIs trained for the implementation of dual learning.</p> <p>Number of instructors in enterprises trained for work-based learning and dual learning.</p> <p>Number of VETIs which apply the VET entrepreneurial school model.</p>
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No.	Action	Implementa- tion period	Budget						Source of funding	Leading and support- ing institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
3.4.3	Support to students of vocational education and training for the implementation of the work-based learning.	Q1 / 2023 - Q4 / 2026	-	100,000	100,000	100,000	100,000	400,000	Kosovo Budget Donors	MESTI MED	Grant for accident insurance and transport of the students of VETIs during the implementation of work-based learning.	
3.4.4	Design of the legal framework and quality standards for career counselling and guidance services, in cooperation with the social partners.	Q2 / 2022 - Q1 / 2023	18,320	2,320	-	-	-	20,640	Donors	MESTI Social Partners	Sub-legal act for standardization for career counselling and guidance services. Sub-legal act for organization, responsibilities and evaluation for career counselling and guidance services.	
3.4.5	Capacity building of vocational education and training institutions for career counselling and guidance services.	Q4 / 2022- Q4 / 2026	18,750	15,840	18,100	9,375	9,375	71,440	Kosovo Budget Donors	MESTI	Guide on the provision of career services at VETI. 30 career advisors hired in VETIs. Number of career counsellors at VETI, trained in career counselling and guidance services. Program for qualification of career counsellors (Level 4) approved	
3.4.6	Capacity building through national and international cooperation.	Q4 / 2023- Q3 / 2024	-	-	-	-	-	-	/	MESTI	Establishment of the network of professionals for career counselling and guidance. Establishment of the national / inter-institutional forum for career counselling and guidance.	
3.4.7	Organizing promotional events and campaigns on the importance and opportunities offered by vocational education and training.	Q1 / 2023- Q4 / 2026	-	20,000	20,000	20,000	20,000	80,000	Kosovo Budget Donors	MESTI	Number of VETIs that have organized information sessions for 9th grade students. Number of success stories on the cooperation of VETIs with businesses and VETI graduates, as well as the media coverage of such stories.	
3.4.8	Support the participation of students from vulnerable social categories and underrepresented groups in certain fields / profiles of vocational education and training.	Q3 / 2022- Q4 / 2026	73,000	65,000	65,000	50,000	50,000	303,000	Kosovo Budget	MESTI	Number of scholarships awarded to students from vulnerable social categories and underrepresented groups. Number of scholarships awarded to students with disabilities Number of scholarships awarded to distinguished students. Number of scholarships awarded for enrolment in undersupplied majors. Number of scholarships awarded for technical majors for women.	
Total Budget for the Specific Objective 3,4			110,070	3,811,800	3,819,750	3,790,475	3,779,375	15,311,470				
Of which capital:			12,000	3,106,000	3,106,000	3,106,000	3,106,000	12,436,000				
Of which current:			98,070	705,800	713,750	684,475	673,375	2,875,470				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
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3.5 Specific Objective: Improvement of supply and increase of participation in adult education

1	Indicator: Number of new formal and informal AE educational programs.	N/A	10	20	Qualifications developed, the decision to approve the qualifications
2	Indicator: Number of VETIs that implement PLR.	6	15	25	Decision of the SC of the NQA for accreditation of the institution for PLR
3	Indicator: Increase participation in AE, broken down by gender	1,869	20%	30%	Register from EMIS, KAS and records by NQA

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
3.5.1	Training of teaching staff for AE.	Q1 / 2023- Q4 / 2026	-	10,420	6,300	-	-	16,720	Donors	MESTI	Program developed and accredited for the preparation of teaching staff for AE. Number of teachers prepared through the teaching program for AE.	Decision on accreditation of the program for AE. Record of the number of teachers trained / qualified for AE
3.5.2	Establishment of two Adult Education Centres at VETI.	Q1 / 2023- Q4 / 2024	-	50,000	50,000	-	-	100,000	Donors	MESTI	Two functional adult education centres	Decision on the establishment of two centres for AE
3.5.3	Subsidy to formal providers for the provision of AE programs.	Q1 / 2023- Q4 / 2026	-	25,000	25,000	50,000	50,000	150,000	Donors Kosovo Budget	MESTI	Number of institutions that benefit from subsidies for the provision of AE programs.	Contracts signed between the institutions providing AE and MESTI
3.5.4	Support to participants from vulnerable social categories and underrepresented groups in AE.	Q1 / 2023- Q4 / 2026	-	6,000	6,000	6,000	6,000	24,000	Donors Kosovo Budget	MESTI	Number of beneficiaries of scholarships and other incentives for AE, broken down by gender Number of affirmative measures implemented for beneficiaries of marginalized groups and girls	List of scholarship recipients
3.5.5	Continuous professional development of VETI teachers on the implementation of AE and RPL.	Q1 / 2023- Q4 / 2024	-	5,820	3,980	-	-	9,800	Donors	MESTI	Number of the teachers of VETI trained to implement AE. Number of the teachers of VETI trained on PLR.	List of teachers trained to implement AE. List of teachers trained to implement PLR.

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
3.5.6	Design of programs / curricula for AE according to educational levels.	Q1 / 2023- Q4 / 2025	-	24,650	24,650	-	-	49,300	Donors	MESTI	Program / curricula for AE according to educational levels.	Curricula approved by MESTI
3.5.7	Development and provision of modular qualifications, as well as non-formal AE courses in educational institutions.	Q1 / 2023- Q4 / 2025	-	20,360	19,670	19,470	-	59,500	Kosovo Budget Donors	MESTI	Number of programs designed for modular and non-formal qualifications.	Record of modular qualification programs designed.
											Number of educational institutions providing modular qualifications and non-formal adult courses.	List of institutions recorded in the register of AE providers.
											Number of modular qualifications and non-formal courses, accredited.	Decision of NQA for accreditation of courses / qualifications
3.5.8	Creating a register of formal and non-formal AE programs and providers, which is available to citizens.	Q1 / 2023- Q4 / 2023	-	13,000	-	-	-	13,000	Donors	MESTI	Register of formal and non-formal AE programs and providers, functional.	Register in function
											Number of formal and non-formal programs and providers registered in the register of AE providers.	Number of persons registered in the register of AE providers.
											Register of formal and non-formal providers promoted on the websites of central education and training institutions.	Record from promotions on the websites of education and training institutions.
3.5.9	Organizing awareness - raising campaigns about the benefits of AE and lifelong learning.	Q1 / 2023- Q4 / 2025	-	20,000	10,000	10,000	-	40,000	Donors	MESTI	Number of awareness-raising campaigns to increase the involvement in AE.	The number of participants and beneficiaries from the awareness-raising campaigns
3.5.10	Increasing the cooperation of educational institutions with other institutions responsible for AE.	Q1 / 2023- Q4 / 2025	-	1,920	1,920	1,760	-	5,600	Donors	MESTI	Establishment of the inter-institutional group of relevant actors for coordination and mutual cooperation in the planning, promotion and provision of AE.	Evidence of the establishment of the inter-institutional group.
											Number of meetings held and the impact of this mechanism on improving the quality and supply of AE.	Evidence of meetings held, list of participants in meetings.

No.	Action	Implementation period	Budget					Source of funding	Leading and supporting institution	Output	Source of verification	
			2022	2023	2024	2025	2026					Total
3.5.11	Membership in international organizations for AE to promote mobility and international experience.	Q1 / 2023- Q4 / 2026	-	8,500	9,500	10,000	10,000	38,000	Donors	MESTI	<p>Number of educational institutions affiliated to international organizations of AE.</p> <p>Number of beneficiaries of internships for AE</p> <p>Number of AE teachers benefiting from mobility programs.</p> <p>Number of partnerships and projects of VETIs in international projects for AE.</p>	<p>Certificate of membership of EI in international organizations.</p> <p>List of internship beneficiaries.</p> <p>List of the number of teachers benefiting from mobility programs.</p> <p>Number of VETIs involved in international projects.</p>
Total Budget for the Specific Objective 3.5			-	185,670	157,020	97,230	66,000	505,920				
Of which capital:			-	50,000	50,000	-	-	100,000				
Of which current:			-	135,670	107,020	97,230	66,000	405,920				

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STRATEGIC OBJECTIVE 3	Budget					
	2022	2023	2024	2025	2026	Total
Total Budget	200,513	4,961,240	4,770,057	4,584,651	4,508,257	19,024,719
Of which capital:	14,400	3,663,200	3,660,800	3,609,600	3,608,400	14,556,400
Of which current:	186,113	1,298,040	1,109,257	975,051	899,857	4,468,319

4. Strategic Objective: Improve the quality, integrity and competitiveness of higher education

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
1	Indicator: Academic staff - student ratio in public HEIs	over 1 to 40	1 to 35	1 to 30	Annual reports of HEIs Monitoring reports from NQA Statistical data from MESTI
2	Indicator: Implementation level of the HEI funding methodology based on performance	0%	60%	100%	Monitoring reports from MESTI Periodic statistical data / narrative reports
3	Indicator: Number of joint international projects for higher education and scientific research	N/A	At least 5 per year	At least 5 per year	Self-assessment reports NQA evaluation reports Accreditation decisions
4.1	Specific objectives: Increase of the quality of higher education through the review of study programs, the advancement of academic infrastructure, the promotion of excellence in teaching and research, and the implementation of high standards of institutional evaluation and study programs				
1	Indicator: Percentage of HEIs with advanced infrastructure and technology for teaching and research work	N/A	60%	100%	Reports of investment Inventory list Financial reports
2	Indicator: Percentage of HEIs with fully functional quality assurance mechanisms	N/A	100%	100%	Self-assessment reports Monitoring reports / annual reports of HEIs
3	Indicator: Percentage of HEIs with fully functional mechanisms for professional development of academic staff	N/A	100%	100%	Decisions for establishment of mechanisms Monitoring reports / annual reports of HEIs
4	Indicator: Increased rate of the number of scientific publications in internationally indexed journals of the academic staff of HEIs	N/A	20%	40%	Annual reports of HEIs for scientific publications of the academic staff Statistical data from MESTI

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
4.1.1	Monitoring the quality standards implementation for study programs.	Q3 / 2022- Q4 / 2026	-	-	-	-	-	-	/	Kosovo Accreditation Agency	Percentage of monitored programs for the implementation of quality standards of study programs.	Monitoring report
4.1.2	Review of HEIs study programs in accordance with the quality standards of the programs.	Q1-Q4 / 2023	-	-	-	-	-	-	/	Institutions of Higher Education Kosovo Accreditation Agency	Percentage of study programs of HEIs, revised according to new quality standards.	Self-assessment reports Reports of the NQA for the evaluation of programs
4.1.3	Investments in expansion and upgrading of academic infrastructure (facilities, ICT equipment, laboratories, libraries, etc.).	Q1 / 2022 - Q4 / 2026	5,560,000	10,465,000	9,815,000	5,815,000	5,815,000	37,470,000	Kosovo Budget	MESTI Institutions of Higher Education	Academic infrastructure investment plans from all HEIs. Number of new laboratory equipment for teaching and research in HEIs. Number of members of the academic staff trained in the use of laboratory equipment. Number of subscriptions to international digital libraries.	Annual Investment Plans / Investment Reports List of inventory / Financial reports Training Reports Training participation list / Training evaluation List of academic staff subscribed to digital libraries
4.1.4	Development of national indicators of higher education.	Q1 - Q4 / 2023	-	45,120	-	-	-	45,120	Donors Kosovo Budget	MESTI Kosovo Accreditation Agency Higher Education Institutions	Sub-legal act on national indicators of higher education.	Signed act
4.1.5	Building human capacity of the offices for quality assurance and academic development in HEIs in order to meet the accreditation standards.	Q1 / 2023 - Q4 / 2026	-	16,520	16,520	16,520	16,520	66,080	Donors /HEIs	Kosovo Accreditation Agency Higher Education Institutions	Number of quality assurance officers in HEIs trained on aspects related to quality assurance.	Training programs / agendas Training reports Training participation list / Training evaluation
4.1.6	Establishment and functionalization of Centres for Teaching Excellence at HEIs to provide training / mentoring programs in teaching and research for academic staff.	Q2 / 2023 - Q4 / 2024	-	54,452	98,503	88,103	88,103	329,161	Kosovo Budget	Higher Education Institutions	Number of Centres for Excellence in Teaching established in HEIs.	Establishment decisions Staff engagement decisions

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
4.1.7	Professional development of the HEIs academic staff in teaching and research.	Q3 / 2022 - Q4 / 2026	23,240	23,240	23,240	23,240	23,240	116,200	Donors	Higher Education Institutions	Number of programs designed by HEIs for excellence in teaching methodology and scientific research. Number of members of the academic staff of HEIs who have attended various programs for excellence in teaching methodology and research.	Training programs / agendas Training participation list
4.1.8	Funding of publications in international journals and participation in international conferences.	Q3 / 2022 - Q4 / 2026	160,000	160,000	160,000	160,000	-	640,000	Kosovo Budget	MESTI- Department of Higher Education and Science	Grants for members of the academic staff of HEIs for publication of scientific work in international scientific journals. Grants for members of the academic staff of HEIs for participation in international conferences.	List of grant recipients
4.1.9	Support of opening joint doctoral level programs with international Higher Education Institutions.	Q3 / 2023 - Q3 / 2026	-	125,000	125,000	125,000	125,000	500,000	Kosovo Budget Donors	MESTI Kosovo Accreditation Agency Higher Education Institutions	Number of joint accredited doctoral level programs. Number of students in joint doctoral programs.	Decision of KAA Self-assessment reports List of admitted students
4.1.10	Designing the database with education experts from the diaspora and materialization of agreements for their engagement	Q1 / 2023 - Q4 / 2026	-	39,680	30,000	30,000	30,000	129,680	Kosovo Budget Donors	MESTI	Developed and functional database. Number of experts among diaspora hired.	Database monitoring and evaluation reports List of engaged experts / Work reports
4.1.11	Continuous professional growth and development of KAA.	Q3 / 2022 - Q4 / 2023	30,426	96,503	88,103	88,103	88,103	391,239	Kosovo Budget	Kosovo Accreditation Agency	Number of new KAA administrative staff employed.	Employment decisions
4.1.12	Application for full membership of KAA in ENQA and EQAR.	Q1 - Q4 / 2023	-	34,070	30,000	30,000	30,000	124,070	Kosovo Budget Donors	Kosovo Accreditation Agency MESTI	Report on the evaluation of ENQA and EQAR recommendations.	Evaluation report
Total Budget for the Specific Objective 4.1			5,773,666	11,059,585	10,386,366	6,375,966	6,215,966	39,811,550				
Of which capital:			5,568,400	10,306,800	9,648,400	5,640,000	5,640,000	36,803,600				
Of which current:			205,266	752,785	737,966	735,966	575,966	3,007,950				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
4.2	Specific Objective: Improvement of the governance and funding of higher education through review of legislation, development of advanced information management system, increase of professional capacities, improvement of services for students and ensuring academic integrity, transparency and accountability in higher education				
1	Indicator: Consolidated Legal Framework in higher education that guarantees institutional and financial independence of the KAA, as well as institutional autonomy and academic independence of HEIs.	No	yes	yes	
2	Indicator: Percentage of HEIs with fully functional mechanisms for academic ethical and integrity issues	N/A	100%	100%	Monitoring Reports HEIs annual reports
3	Indicator: Higher Education Management Information System is fully functional by 2023.	N/A	100%	100%	Monitoring and evaluation Reports MESTI statistical data
4	Indicator: The Register of Scientific Researchers fully functional by 2023.	N/A	100%	100%	Monitoring and evaluation reports MESTI statistical data
5	Indicator: The implementation of the financing methodology of higher education institutions based on performance initiated by 2024.	N/A	100%	100%	Monitoring and evaluation reports of performance agreements MESTI statistical data

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
4.2.1	Approval of the Law on the Kosovo Accreditation Agency.	0	-	-	-	-	-	-	/	Kosovo Accreditation Agency MESTI	Law on the Kosovo Accreditation Agency.	Official Gazette
4.2.2	Review of the Law on Higher Education.	0	-	-	-	-	-	-	/	MESTI	Law on Higher Education.	Official Gazette
4.2.3	Review of the Law on Regulated Professions	Q1 - Q3 / 2023	-	12,640	-	-	-	12,640	Donors	MESTI	Law on Regulated Professions.	Official Gazette
4.2.4	Review and design of sub-legal acts in higher education.	Q2 / 2023 - Q4 / 2025	-	53,800	43,800	33,800	33,800	165,200	Donors	MESTI Higher Education Institutions	Number of sub-legal acts adopted in higher education.	Signed acts

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
4.2.5	Development of regulations for the publication of relevant data and documents on websites (Open Data).	Q2 - Q4 / 2023	-	11,040	-	-	-	11,040	Donors	MESTI Higher Education Institutions	Regulations for publication of relevant data and documents on approved websites in all HEIs	Regulations approval decision
4.2.6	Development of HEIs regulations and protocols for the use of laboratories and technological equipment (Open Access).	Q1 - Q4 / 2024	-	-	11,040	-	-	11,040	Donors	MESTI Higher Education Institutions	Regulations for use of laboratories and technological equipment approved in all HEIs.	Regulations approval decision
4.2.7	Drafting the codes of ethics and academic integrity and functioning of Ethics Councils in all HEIs.	Q2-Q4/2023	-	11,320	-	-	-	11,320	Donors	MESTI Higher Education Institutions	Sub-legal act on general standards of ethics and academic integrity. Codes of ethics and academic integrity approved in all HEIs. Ethics Councils established in all HEIs.	Signed act Code approval decisions Decisions on establishing the EC Training reports
4.2.8	Providing access to anti-plagiarism programs for HEIs.	Q1/2023-Q4/2026	-	20,000	20,000	20,000	20,000	80,000	Kosovo Budget Donors	MESTI Higher Education Institutions	Long-term contracts of HEIs for equipment with and use of anti-plagiarism programs.	Signed contracts
4.2.9	Development of the Higher Education Management Information System (HEMIS) and Register of Scientific Researchers.	Q2/2022-Q4/2023	17,840	204,000	-	-	-	221,840	Kosovo Budget Donors	MESTI Higher Education Institutions	HEMIS software developed. Registry software developed.	Monitoring and evaluation reports
4.2.10	Capacity building at the central level and at the level of HEIs for the use of HEMIS and the Register of Scientific Researchers.	Q3/2023-Q4/2024	-	4,500	5,100	-	-	9,600	Donors	MESTI Higher Education Institutions	Drafted training guidelines for data collection and analysis. Number of officials responsible for HEMIS at the central level and at the level of HEIs trained for the use of HEMIS. Publication of periodic reports with information on higher education and researchers	Guidelines approval decisions Training reports Training attendance lists / training evaluation Published reports
4.2.11	Human Capacity Building of Higher Education Department and the Academic Recognition and Information Centre (NARIC) at MESTI.	Q3/2023-Q3/2026	-	7,280	7,280	7,280	7,280	29,120	Donors	MESTI NARIC	Number of trainings attended by the staff of DHES and NARIC Centre.	Training reports Training attendance lists / training evaluation

No.	Action	Implementation period	Budget					Source of funding	Leading and supporting institution	Output	Source of verification	
			2022	2023	2024	2025	2026					Total
4.2.12	Strengthening the Rectors' Conference.	Q3/2023-Q3/2026	-	4,890	4,890	4,890	4,890	19,560	Kosovo Budget	MESTI Rectors' Conference	Number of international meetings attended by members of the Rectors' Conference, organized by international associations of higher education. Number of policy documents, recommendations provided by members of the Rectors' Conference.	Agenda of international meetings / Reports from meetings Drafted documents / work reports
4.2.13	Development of HEI financing methodology and capacity building for implementation.	Q3/2023-Q4/2025	-	10,500	19,500	11,600	-	41,600	Donors	MESTI Higher Education Institutions Ministry of Finance, Labour and Transfers	Sub-legal act on higher education financing methodology (including gender sensitive performance indicators in higher education). Number of officials at the central level and at the level of HEIs trained in the methodology of financing HEIs.	Signed act Training reports Training attendance lists / training evaluation
4.2.14	Development of a mechanism for the implementation of the new funding formula for higher education.	Q3/2023-Q4/2025	-	11,640	10,920	-	-	22,560	Donors	MESTI Higher Education Institutions Ministry of Finance, Labour and Transfers	Number of performance agreements between MEST and HEIs. Framework for monitoring and evaluating performance agreements.	Signed agreements Agreement monitoring and evaluation reports
4.2.15	Supporting students by awarding scholarships.	Q1/2022-Q4/2026	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	12,500,000	Kosovo Budget	MESTI Higher Education Institutions	Number of scholarships awarded to students from vulnerable social categories and underrepresented communities. Number of scholarships awarded to distinguished students. Number of scholarships awarded to students in doctoral studies. Number of scholarships awarded to students in STEM and undersupplied majors. Database of scholarship beneficiaries in various schemes for higher education.	Published calls Lists of participants Annual reports
Total budget for the Specific Objective 4.2			2,517,840	2,851,610	2,622,530	2,577,570	2,565,970	13,135,520				
Of which capital:			-	-	-	-	-	-				
Of which current:			2,517,840	2,851,610	2,622,530	2,577,570	2,565,970	13,135,520				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
4.3	Specific objective: Better connection of higher education with the labour market through harmonization of study programs, increase of opportunities for practical work of students, cooperation with enterprises and increase of interdisciplinary programs and STEM programs				
1	Indicator: Percentage of study programs that match the labour market demands.	N/A	80%	100%	Research reports from HEIs Reports on self-evaluation of programs
2	Indicator: Percentage of HEIs with fully functional mechanisms for career development	N/A	100%	100%	Statistical data of HEIs Annual reports of HEIs
3	Indicator: Number of HEIs joint projects with businesses.	N/A	At least 2 per year	At least 2 per year	Statistical data of HEIs Annual reports of HEIs
4	Indicator: The increase rate in the number of students attending study programs in the STEM areas.		15%	30%	Statistical data of HEIs Annual reports of HEIs

No.	Action	Implementation period	Budget					Source of funding	Leading and supporting institution	Output	Source of verification	
			2022	2023	2024	2025	2026					Total
4.3.1	Development of new vocational programs of level 5 in public HEIs.	Q1/2023-Q4/2026	-	80,000	80,000	80,000	80,000	320,000	Kosovo Budget Donors	MESTI Higher Education Institutions	Number of programs of level 5 offered in public HEIs. Number of students attending level 5 programs in public HEIs.	Decisions on program accreditation Evaluation reports Lists of admitted students
4.3.2	Conducting continuous research by HEIs on the programs offered and the labour market needs, including those based on the needs of women and girls in the labour market	Q1/2023-Q4/2026	-	11,920	11,920	11,920	11,920	47,680	Donors	Higher Education Institutions	Number of researches by HEIs on the programs offered and the labour market needs	Research reports

No.	Action	Implementation period	Budget					Source of funding	Leading and supporting institution	Output	Source of verification	
			2022	2023	2024	2025	2026					Total
4.3.3	Review and drafting the study programs in accordance with the labour market demands, including the review and drafting of programs in accordance with the needs of women and girls, to stimulate an increase of participation in the labour market	Q1/2022-Q4/2026	-	-	-	-	-	-	/	Higher Education Institutions	Percentage of study programs of HEIs, which prove compliance with the labour market demands. Number of programs designed and implemented, based on the needs of women in the labour market	Analysis / monitoring and evaluation reports
4.3.4	Functionalization of career development centres in public HEIs and building their human and organizational capacities	Q1/2023-Q4/2024	-	52,452	96,503	88,103	88,103	325,161	Kosovo Budget	Higher Education Institutions MESTI	Number of new staff employed in Career Development Centres in HEIs broken down by gender Number of users of services provided by the Career Development Centres of HEIs broken down by gender	Employment decisions Work reports
4.3.5	Development and implementation of joint cooperation projects between HEIs and businesses.	Q1/2023-Q4/2026	-	30,000	30,000	30,000	30,000	120,000	Kosovo Budget Donors	Higher Education Institutions MESTI	Number of grants provided to support joint projects of HEIs with enterprises.	Signed agreements Monitoring reports
4.3.6	Development of interdisciplinary study programs	Q1/2023-Q4/2026	-	40,000	40,000	40,000	40,000	160,000	Kosovo Budget Donors	Higher Education Institutions MESTI	Number of interdisciplinary study programs offered in public HEIs. Number of students attending interdisciplinary study programs.	Decisions on program accreditation Evaluation reports Lists of admitted students
Total budget for Specific Objective 4.3			-	214,372	258,423	250,023	250,023	972,841				
Of which capital:			-	8,400	8,400	-	-	16,800				
Of which current:			-	205,972	250,023	250,023	250,023	956,041				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
4.4	Specific objective: Internationalization of higher education through joint study programs, increase of participation in international programs of academic and scientific cooperation, as well as integration in the European Higher Education Area				
1	Indicator: Number of HEIs that offer joint study programs with international universities.	Joint programs with international universities are lacking	At least 1	At least 3	Self-assessment reports KAA evaluation reports / Accreditation decisions Monitoring reports
2	Indicator: Percentage of HEIs with fully functional mechanisms for project development and coordination	N/A	100%	100%	Monitoring reports Annual reports of HEIs
3	Indicator: Level of increase in the mobility of academic staff and students in higher education.		20%	30%	Statistical data of MESTI/ HEI Annual reports of HEIs
4	Indicator: Level of increase in participation in international higher education programs and scientific research.		20%	30%	Statistical data of MESTI/ HEI Annual reports of HEIs

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
4.4.1	Drafting of HEIs strategies for internationalization.	Q1-Q4/2023	-	30,240	-	-	-	30,240	Donors	Higher Education Institutions MESTI	Strategies for internationalization approved in all HEIs.	Decisions for approval
4.4.2	Funding of international academic cooperation projects, including joint interdisciplinary study programs with international HEIs.	Q1/2023-Q4/2026	-	20,000	20,000	20,000	20,000	80,000	Donors	Higher Education Institutions MESTI	Number of joint disciplinary study programs with international HEIs conducted in English language.	Decisions on program accreditation Evaluation reports Lists of admitted students
4.4.3	Functionalization of centres for project development and coordination in HEIs and building their human and organizational capacities.	Q1/2023-Q4/2024	-	52,452	96,503	88,103	88,103	325,161	Kosovo Budget	Higher Education Institutions MESTI	Centres for project development and coordination established in all HEIs. Number of academic staff members supported for the development of academic and research projects, as well as in building of international partnerships.	Establishment decisions Decisions on staff recruitment Lists of workshops / agenda Lists of participants in the workshop

No.	Action	Implementation period	Budget					Source of funding	Leading and supporting institution	Output	Source of verification	
			2022	2023	2024	2025	2026					Total
4.4.4	Increasing the mobility of students and academic staff through participation in international academic cooperation programs	Q1/2022-Q4/2026	60,000	60,000	60,000	60,000	60,000	300,000	Kosovo Budget	Higher Education Institutions MESTI	Number of scholarships offered for the mobility of academic staff and students. Number of mobility months for the academic staff of HEIs. Number of mobility months for HEIs students.	Published calls Beneficiary lists Signed agreements Mobility reports
4.4.5	Increasing participation of HEIs in European programs for higher education and scientific research.	Q1/2023-Q4/2026	-	5,750	5,750	5,750	5,750	23,000	Kosovo Budget Donors	MESTI Higher Education Institutions	Number of members of the academic staff who have attended trainings on how to apply in European programs for higher education and research Number of grants to support project proposals for application in European programs for higher education and research (Horizon Europe).	Training reports Lists of participation in trainings / evaluation of trainings Decisions on awarding grants Monitoring reports
Total budget for Specific Objective 4.4			60,000	168,442	182,253	173,853	173,853	758,401				
Of which capital:			-	8,400	8,400	-	-	16,800				
Of which current:			60,000	160,042	173,853	173,853	173,853	741,601				

STRATEGIC OBJECTIVE 4	Budget					
	2022	2023	2024	2025	2026	Total
Total budget	8,351,506	14,294,008	13,449,573	9,377,413	9,205,813	54,678,312
Of which capital:	5,568,400	10,323,600	9,665,200	5,640,000	5,640,000	36,837,200
Of which current:	2,783,106	3,970,408	3,784,373	3,737,413	3,565,813	17,841,112

5. Strategic Objective: The use digital technology to improve services and quality in education, in line with digital transformation trends

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
1	Indicator 1. Availability of data, services and digital processes in the area of education offered in the comprehensive digital education platform.	Digital education platform is lacking.	Digital education platform is under construction.	Digital education platform: developed, populated with digital data, provides digital services, enables automatic digital processes.	Comprehensive digital education platform for all levels and types of educational institutions.
2	Indicator 2. Number of teaching lessons for which digital teaching materials have been developed.	0	0	11346 teaching hours, for which digital teaching materials have been developed.	Data from the comprehensive digital education platform, where digital teaching and learning materials are published.
3	Indicator 3. Number of new technological devices for educational purposes purchased for ETI and HEIs.	NA	6,000 computers, 4,500 Smart TVs or projectors, 4,500 Electronic coding packages, 500 interactive / smart boards, 500 network printers / copy machines.	12,000 computers, 9,000 Smart TVs or projectors, 9,000 Electronic Coding Packages, 1000 interactive / smart boards, 1000 network printers / copy machines.	List of supplies from MESTI and MEDs.
4	Indicator 4. Percentage of teachers, management and administrative staff of educational institutions and students who demonstrate basic digital competence in relevant fields related to their role, broken down by gender	NA	40% of teachers, 30% of management and administrative staff, 30% of students.	80% of teachers, 80% of management and administrative staff, 70% of students (women and girls)	Records and evaluation reports, broken down by gender
5	Indicator 5. Number of employees at different levels and types of institutions that enable the realization of digitalization and use of technology in the education sector, in accordance with the Law on Gender Equality, broken down by gender.	0	6 officials in MEST, 50 IT officers at the municipal level, 50 Coordinators for Technology and Digitalization at the municipal level.	7 officials in MESTI, 100 IT officials at the municipal level, 100 Coordinators for Technology and Digitalization at the municipal level.	List of employees in MESTI and MED, broken down by gender
5.1	Specific objective: Digitalization and integration of data and processes in function of improvement of the quality of services and increase of well-informed decision-making, transparency and accountability in the field of education.				
1	Indicator 1. Drafting and implementation of legislation on digitalization and documentation in digital format.	No legal and sub-legal act regulating the digitalization and documentation in digital format in place.	Legal and sub-legal act regulating the digitalization and documentation in digital format is in place and the legislation in force is applicable.	Legal and sub-legal act regulating the digitalization and documentation in digital format is in place and the legislation in force is applicable.	Law and administrative instructions governing digitalization and documentation in digital format.
2	Indicator 2. Percentage of population of digital education platform with data for all levels and types of institutions.	0	0	100%	Digital education platform populated 100% with digital data for all levels and types of educational institutions.
3	Indicator 3. Number of users of the digital education platform by categories (pupils/students, staff of ETIs / HEIs, citizens, officials, etc.).	0	0	About 350 thousand pre-university pupils, about 350 thousand parents of pre-university pupils, about 105 thousand students in HE, about 35 thousand staff of all institutions in the education area.	Periodic reports and statistics on the use of the digital education platform according to different categories of users.
4	Indicator 4. Number of key staff proving competence to contribute to digitalisation in the education area, in processes for which they have institutional responsibility	0	0	2000	Training records

No.	Action	Implementation period	Budget					Source of funding	Leading and supporting institution	Output	Source of verification	
			2022	2023	2024	2025	2026					Total
5.1.1	Digital pedagogical documentation is included and regulated by the relevant law on textbooks and pedagogical documentation.	Q3 2022	-	-	-	-	-	-	NA	MESTI	Digital pedagogical documentation is included and regulated by the relevant law on textbooks and pedagogical documentation.	Official Gazette
5.1.2	Drafting of Administrative Instructions by MESTI that regulate all issues related to digitalization, process automatization, digital services, digital documentation, etc..	Q4 2022 -Q3 2023	2,000	11,000	-	-	-	13,000	Donors Kosovo Budget	MESTI	Issues related to digitalization, process automatization, digital services and digital documentation are regulated by administrative instructions	Approved AIs.
5.1.3	Situation analysis and drafting of the terms of reference for the digital platform in detail. Terms of reference should include a description and specification of each functionality for each module. This description should also include UX / Mockup for each function. Terms of Reference should also include the assessment of when to cut ("Zero Day") and the migration of preliminary data.	Q1 -Q4 2023	-	102,000	-	-	-	102,000	Donors Kosovo Budget	MESTI AIS	Situation Analysis and Terms of Reference.	Situation Analysis Document and Terms of Reference.
5.1.4	Announcement of the international competition for the digital platform and selection of the implementing entity.	Q4 2023	-	-	-	-	-	-	NA	MESTI	International open call for digital education platform.	Open call / tender file.

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
5.1.5	<ul style="list-style-type: none"> - Building a digital platform by the selected entity (in all official languages and in the languages of the communities living in Kosovo). This includes: <ul style="list-style-type: none"> - Integration of the digital education platform with digital platforms of other areas. - Digital platform testing and final upgrades (including functionality, data storage, data security, etc.). - Compilation and publication of various guides (guidelines with step-by-step explanations and illustrative photos, as well as video guides) for all parties (in the official languages and in the languages of the communities living in Kosovo) regarding: <ul style="list-style-type: none"> - Use of digital education platform. - Use of automatized digital education processes. - Use of digital education services. 	Q1 2024 - Q2 2025	-	-	1,000,000	1,000,000	1,000,000	3,000,000	Kosovo Budget	Selected entity MESTI AIS	<p>Digital education platform, developed, tested and functional in the official languages of Kosovo.</p> <p>Digital education platform, integrated with digital platforms of other areas/ sectors / institutions (such as the Civil Registry, etc.).</p> <p>There are various guidelines for all users of the digital education platform.</p>	Digital education platform, functionalized.
5.1.6	Maintenance and updating of the digital education platform for a period of 3 years, as well as providing service to users, whereby providing clarifications and instructions for all users of the digital platform as needed.	Q3 2025 - Q4 2026	-	-	-	250,000	500,000	750,000	Kosovo Budget	Selected entity MESTI AIS	<p>Digital education platform, maintained and updated as needed.</p> <p>Service to support users of the digital education platform, available.</p>	Maintenance, update and service reports for users.
5.1.7	Providing hardware / server capacities for the digital education platform.	TM4 2024 - TM4 2026	-	-	500,000	300,000	300,000	1,100,000	Kosovo Budget	AIS	Hardware / server capacity necessary for the digital education platform, in place.	Records of AIS
5.1.8	Defining the duties and responsibilities of key staff of educational institutions (of all levels) related to data digitization and use of digital services in the education sector.	TM1 - TM2 2025	-	-	-	4,000	-	4,000	Donors Kosovo Budget	MESTI	The document approved in relation to the duties and responsibilities of key staff of educational institutions related to data digitization and use of digital services in the education area are in place.	Approved document on duties and responsibilities of key personnel.

No.	Action	Implementation period	Budget					Source of funding	Leading and supporting institution	Output	Source of verification	
			2022	2023	2024	2025	2026					Total
5.1.9	Training of key staff of all institutions and levels of education regarding data digitization (multiplication through them to other staff).	Q3 2025 - Q2 2026	-	-	-	65,000	65,000	130,000	Donors Kosovo Budget	MESTI	2000 key staff members from MESTI, Agencies, HEIs, MED, ETI, trained.	Training records
5.1.10	Organizing different promotional and informational campaigns and activities and digital services in the field of education, including security during the use of ICT	Q1 -Q4 2026	-	-	-	-	5,000	5,000	Donors Kosovo Budget	MESTI	Promotional and information campaigns, organized.	Evidence of campaigns
5.1.11	Entry of digital data of all levels of education on the digital platform.	Q3 2025 - Q4 2026	-	-	-	-	-	-	NA	MESTI All institutions in the education sector	Digital education platform, populated with data.	Statistics generated by the Digital Education Platform.
5.1.12	Providing digital services and automatized digital processes in the education sector for all levels and for all parties.	Q1 -Q4 2026	-	-	-	-	-	-	NA	MESTI All institutions in the education sector	Digital services in the education area provided for all parties. Automated digital processes provided for MESTI, Agencies, HEIs, MEDs, ETI.	Records generated by the Digital Education Platform.
Total budget for Specific Objective 5.1			2,000	113,000	1,500,000	1,619,000	1,870,000	5,104,000				
Of which capital:			-	-	500,000	300,000	300,000	1,100,000				
Of which current:			2,000	113,000	1,000,000	1,319,000	1,570,000	4,004,000				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
5.2	Specific objective: Development and use of digital teaching materials in order to increase the quality of teaching and learning				
1	Indicator 1. Drafting and implementation of legislation and standards for digital teaching materials.	No legal and sub-legal act regulating the digital teaching materials in place.	No legal and sub-legal act regulating the digital teaching materials in place and the legislation in force is applicable.	Legal and sub-legal act regulating the digital teaching materials in place and the legislation in force is applicable.	Law and administrative instructions regulating the digital teaching and learning materials.
2	Indicator 2. Classes, levels, categories, for which digital teaching materials have been produced and approved.	0	0	Preschool (400 lessons), Pre-primary (555 lessons), Class 1 (592 lessons), Class 2 (592 lessons), Class 6 (814 lessons), Class 7 (888 lessons), Class 10 – Gymnasium Social Science (735 lessons), Class 10 – Gymnasium Natural Sciences (770 lessons), Vocational School (4000 lessons), In the languages of the communities (1000 lessons), Students with Special Needs (1000 lessons).	Data from the comprehensive digital education platform, where digital teaching materials are published.
3	Indicator 3. Number of pupils supplied with technological devices (laptops) by MESTI and MEDs within the year.	0	0	7 500	Supply lists from MESTI and MEDs.
4	Indicator 4. Number of teachers trained in the use of digital teaching and learning materials in the education process.	0	0	16 000	Training records.

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
5.2.1	Digital teaching materials are included and regulated by the law on textbooks.	Q3 2022	-	-	-	-	-	-	NA	MESTI	Draft law on textbooks supplemented, which includes digital teaching materials.	Official Gazette.
5.2.2	MESTI drafts Administrative Instruction for standards, format and quality of digital teaching and learning materials.	Q4 2022 - Q2 2023	2,000	9,000	-	-	-	11,000	Donors Kosovo Budget	MESTI	Administrative Instruction on the standards, format and quality of digital teaching materials is in place.	AI approved by MEST.
5.2.3	Guidelines for the preparation of digital teaching and learning materials are drafted and published.	Q1 - Q3 2023	-	22,000	-	-	-	22,000	Donors Kosovo Budget	MESTI	Guidelines for the production of digital teaching materials have been developed for each level of education: the guidelines for preschool / age group 3-6; the guidelines for grades 1-5 and the guidelines for grades 6-9. Special guidelines have been drafted for VET and Gymnasiums (Secondary schools). The guidelines have been translated into official languages and community languages.	Published guidelines.
5.2.4	Models of digital teaching and learning materials for different levels / grades and different fields / subjects are prepared and published.	Q3 2023 - Q2 2024	-	100,000	200,000	-	-	300,000	Donors Kosovo Budget	MESTI	There are models of digital teaching materials for different levels and areas/ subjects prepared and published.	Published models of digital teaching materials.
5.2.5	Open call for digital teaching and learning materials in Albanian language is opened for different levels / grades and different areas / subjects of general education (Preschool, PS, LSE, USE-Gymnasium) and their evaluation is done by MESTI mechanisms.	Q3 2024 - Q2 2025 & Q3 2025 - Q2 2026 & Q3 2026	-	-	-	-	-	-	NA	MESTI	Open call is prepared according to the criteria and standards for the preparation of teaching materials and published on the official website of MESTI. Evaluation of digital teaching materials and evaluation reports.	Open call files and evaluation reports of digital teaching materials are published.
5.2.6	MESTI approves digital teaching and learning materials in Albanian language for different levels /grades and different fields / subjects of general education.	Q3 2025 & Q3 2026	-	-	-	808,800	795,000	1,603,800	Kosovo Budget	MESTI	Digital teaching materials approved by the MESTI / relevant mechanism, in place.	MESTI decisions on digital teaching materials approved.

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
5.2.7	Identification of priority areas / profiles of secondary vocational schools, for which digital teaching and learning materials will be prepared in Albanian language.	Q1 - Q2 2024	-	-	-	-	-	-	NA	MESTI	Priority areas / profiles of secondary vocational schools are identified for which digital teaching materials have been prepared.	Report with identified priority areas / profiles, drafted.
5.2.8	Competition for digital teaching and learning materials in Albanian language is opened for different levels/grades and fields/profiles of secondary vocational schools and their evaluation is done by MESTI mechanisms.	Q3 2024 - Q2 2025 & Q3 2025 - Q2 2026 & Q3 2026	-	-	-	-	-	-	NA	MESTI	Open call prepared according to the criteria and standards for the preparation of teaching materials and published on the official website of MESTI. Evaluation of digital teaching materials and evaluation reports.	Open call file and evaluation reports of digital teaching materials, published.
5.2.9	MESTI approves digital teaching and learning materials in Albanian language for levels/grades and for different areas/profiles of secondary vocational education.	Q3 2025 & Q3 2026	-	-	-	600,000	600,000	1,200,000	Kosovo Budget	MESTI	Digital teaching materials approved by MESTI/ relevant mechanism.	MESTI approval decisions on digital teaching materials.
5.2.10	Translation and adaptation from Albanian language into the community languages of digital teaching and learning materials for different levels / grades and different areas / subjects.	Q3 2025 - Q2 2026	-	-	-	121,320	121,320	242,640	Kosovo Budget	MESTI	Digital teaching and learning materials translated and adapted from Albanian into community languages, in place.	Digital teaching materials translated into community languages.
5.2.11	Competition for digital teaching and learning materials in community languages is opened for specific subjects for different levels / grades and different areas / subjects of general education and their evaluation is done by MESTI mechanisms.	Q3 2025 - Q2 2026 & Q3 2026	-	-	-	-	-	-	NA	MESTI	Open call prepared according to the criteria and standards for the preparation of teaching and learning materials and published on the official website of MESTI. Evaluation of digital teaching and learning materials and evaluation reports.	Open call file and evaluation reports of digital teaching and learning materials are published.
5.2.12	MESTI approves digital teaching and learning materials in community languages for specific subjects for levels / grades and different areas/ subjects of general education.	Q3 2026	-	-	-	-	300,000	300,000	Kosovo Budget	MESTI	Digital teaching and learning materials approved by MESTI/ relevant mechanism.	Approved MESTI decisions on digital teaching and learning materials.

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
5.2.13	Identification of different categories of students with special needs for which digital teaching and learning materials will be prepared in the Albanian language.	Q4 2024 - Q2 2025	-	-	-	-	-	-	NA	MESTI	Different categories of SENs have been identified for which digital teaching materials will be prepared	Report drafted for identified SEN categories.
5.2.14	The competition for digital teaching and learning materials is opened for different categories of students with special needs and their evaluation is done by MESTI mechanisms.	Q3 2025 - Q2 2026 & Q3 2026	-	-	-	-	-	-	NA	MESTI	Open call prepared according to the criteria and standards for the preparation of teaching and learning materials and published on the official website of MESTI. Evaluation of digital teaching materials and evaluation reports.	Published open call file and digital teaching and learning materials evaluation reports
5.2.15	MESTI approves digital teaching and learning materials for different categories of students with special needs.	Q3 2026	-	-	-	-	300,000	300,000	Kosovo Budget	MESTI	Digital teaching and learning materials approved by MESTI / relevant mechanism, in place.	Approved MESTI decisions on digital teaching and learning materials
5.2.16	Digital teaching materials prepared and approved are organized and published on the digital education platform and used by schools.	Q3 2025 & Q3 2026	-	-	-	-	-	-	NA	MESTI	Approved teaching and learning materials are published on the digital education platform. All schools use digital teaching and learning materials.	Reports and registries of the Digital Education Platform.
5.2.17	Digital teaching materials are piloted, improved and updated systematically and as needed.	Q3 2025 - Q4 2026	-	-	-	-	140,880	140,880	Kosovo Budget	MESTI	Piloting, correction and updating of approved and published digital teaching and learning materials is done in a systematic way.	Annual reports of evaluation and updating of digital teaching and learning materials.
5.2.18	Draft the AI: Criteria for students who will receive personal technological devices (laptop / tablet) from state institutions (MESTI and MEDs).	Q1 - Q3 2024	-	-	4,000	-	-	4,000	Donors Kosovo Budget	MESTI	There is an AI on Criteria for students who will receive technological devices from state institutions (MESTI and MED).	AI approved by MESTI.

No.	Action	Implementation period	Budget					Source of funding	Leading and supporting institution	Output	Source of verification	
			2022	2023	2024	2025	2026					Total
5.2.19	Identification of students who meet the criteria to receive personal technological equipment from state institutions.	Q4 2024, Q4 2025 & Q4 2026	-	-	-	-	-	-	NA	MESTI MEDs ETI	Potential students benefiting technological devices have been identified by MESTI and MED (prioritizing those with bad economic situation and families with large numbers of students).	List of students identified by each municipality.
5.2.20	Equipping selected students with personal technological devices from state institutions.	Q1 2025 - Q4 2026	-	-	-	2,250,000	2,250,000	4,500,000	Kosovo Budget	MESTI MEDs	Starting from 2025, every year 7500 students are equipped with laptops by MEST and MED.	List of students benefiting from each municipality
5.2.21	Development of a training program for teachers/educators related to the use of digital teaching and learning materials (technical, technological, pedagogical and methodological aspects) and a training manual.	Q1 - Q2 2025	-	-	-	11,500	-	11,500	Donors Kosovo Budget	MESTI	There is a training program for teachers / educators for the use of digital teaching and learning materials.	Training program package together with the manual.
5.2.22	Training of teachers / educators on the use of digital teaching and learning materials (technical, technological, pedagogical and methodological aspects).	Q1 2025 - Q4 2026	-	-	-	520,000	520,000	1,040,000	Donors Kosovo Budget	MESTI MEDs	A total of 16,000 teachers / educators are trained x 2 days of training (8,000 in 2025 and 8,000 in 2026).	Training records
5.2.23	Drafting and publication of various guidelines for teachers, students and parents (in official languages and in community languages) regarding the use of digital teaching and learning materials.	Q1 - Q4 2025	-	-	-	17,000	-	17,000	Donors Kosovo Budget	MESTI	There are various guidelines published for teachers, students and parents (in official languages and in community languages) regarding the use of digital teaching materials.	Published guidelines.
5.2.24	Mentoring and monitoring of teachers / educators for the use of digital teaching and learning materials.	Q3 2025 - Q4 2026	-	-	-	-	-	-	NA	MEDs Coordinators for Technology and Digitalization	There are guidelines and advice on the use of digital learning materials by relevant mechanisms.	Annual mentoring and monitoring reports.
Total budget for Specific Objective 5.2			2,000	131,000	204,000	4,328,620	5,027,200	9,692,820				
Of which capital:			-	-	-	2,250,000	2,250,000	4,500,000				
Of which current:			2,000	131,000	204,000	2,078,620	2,777,200	5,192,820				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024					Final year target 2026	Source			
5.3 Specific objective: Provision of opportunities for effective use of information and communication technology (ICT) in ETIs and HEIs												
1	Indicator 1. Percentage of ETIs that have Broadband internet access and that have internet network connection in the classrooms.	NA	50%					100%	Data from MESTI and MEDs.			
2	Indicator 2. Student-computer ratio in pre-university education	1 computer for about 35 students.	1 computer for about 21 students.					1 computer for about 15 students.	Data from MESTI and MEDs			
3	Indicator 3. Number of licenses paid per year for users / computers for educational purposes.	NA	6 000					12 000	Data from AIS.			
4	Indicator 4. Number of pupils and students who receive free licenses per year for computers for educational purposes.	NA	240 000					480 000	Data from AIS.			
No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
5.3.1	Provide dedicated bandwidth and network internet access (at least 100 Mbps) to all ETIs.	Q1 2023 - Q4 2026	-	450,000	900,000	1,350,000	1,800,000	4,500,000	Kosovo Budget	MESTI MEDs	All ETIs have internet access with dedicated band.	Evidence from MEDs.
5.3.2	Installation of wired and or wireless LANs in the ETIs.	Q3 - Q4 2022 Q1 2023 - Q4 2026	6,000	750,000	750,000	750,000	750,000	3,006,000	Kosovo Budget	MESTI MEDs	All ETIs have internal networks.	Evidencat nga DKA- të.
5.3.3	Adoption of the standard for the supply of ETIs with ICT devices.	Q3 - Q4 2022	14,000	-	-	-	-	14,000	Donors Kosovo Budget	MESTI	Approved standard in the form of AI.	Standardet e miratuara nga MASHTI.
5.3.4	Equipping the ETIs and HEIs with computers and accessories, interactive / Smart boards, Smart TVs, projectors, etc.	Q1 2023 - Q4 2026	-	4,170,000	4,170,000	4,170,000	4,170,000	16,680,000	Kosovo Budget	MESTI MEDs	- Every year during the 4-year period 2023-2026 - ETIs are to be equipped with: - 3000 computers. - 2250 Smart TVs or projectors. - 2250 Electronic coding package. - 250 Interactive / smart boards. - 250 Network Printers / Copy machines.	Records of supply from MESTI and MEDs.

No.	Action	Implementation period	Budget					Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026				
5.3.5	AI on the use of personal ICT devices in the ETIs by teachers and students is drafted.	Q1 - Q2 2023	- 4,000	-	-	-	- 4,000	Donors Kosovo Budget	MESTI	AI on the use of personal equipment in the ETI is approved.	AI approved by MESTI.
5.3.6	Creating a policy for crediting purchase of personal laptops for teachers and students.	Q1 - Q2 2023	- 6,000	-	-	-	- 6,000	Donors Kosovo Budget	MESTI Other Partners / Stakeholder Representatives	There is an agreement between the parties and a document that regulates crediting of the purchase of personal laptops.	Approved document
5.3.7	Drafting instructions for maintenance of ICT devices.	Q1 - Q2 2023	- 10,000	-	-	-	- 10,000	Donors Kosovo Budget	MESTI	Instructions drafted and approved by MESTI	Published instructions
5.3.8	Establishment of student clubs for basic maintenance of ICT devices across the ETIs.	Q3 2023 - Q4 2026	-	-	-	-	-	NA	ETI MEDs	About 80% of schools establishes student clubs.	ETIs evidence.
5.3.9	Training of club members for basic maintenance of ICT devices.	Q3 2023 - Q4 2026	- 40,250	40,250	40,250	40,250	161,000	Donors Kosovo Budget	MEDs ETI	About 3000 students are trained (750 students per year during the years 2023-2026).	Training records
5.3.10	Establishment of technological devices maintenance units at the municipal level (for more see Specific Objective 5.5).	Q1 2023 - Q4 2026	-	-	-	-	-	NA	MEDs MESTI	There are technological devices maintenance units at the municipal level.	List of IT officers employed by MDEs.
5.3.11	Purchase of school/user computer licenses for staff and education officials at affordable prices	Q1 2023 - Q4 2026	- 330,000	330,000	495,000	660,000	1,815,000	Kosovo Budget	AIS MESTI	12,000 licenses for school users / computers are purchased (in 2023 and 2024: 6,000 licenses, 9,000 licenses in 2025 and in 2026 12,000 licenses).	Annual records of AIS for paid licenses.
5.3.12	Providing free licenses for pupils and students.	Q1 2023 - Q4 2026	-	-	-	-	-	NA	AIS MESTI	Sigurohen licenca të kompjuterëve falas për të gjithë nxënësit dhe studentët.	Records of AIS and MESTI.
5.3.13	Promoting the use of open-source software.	0	- 10,000	10,000	10,000	10,000	40,000	Donors Kosovo Budget	MESTI MEDs/ ETIs HEIs	Guidelines and activities that promote the use of "open-source software" in place.	Records of campaigns and promotional activities.
Total budget for Specific Objective 5.3			20,000	5,770,250	6,200,250	6,815,250	7,430,250	26,236,000			
Of which capital:			-	4,920,000	4,920,000	4,920,000	4,920,000	19,680,000			
Of which current:			20,000	850,250	1,280,250	1,895,250	2,510,250	6,556,000			

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
5.4 Specific objective: Development of digital competence in all parties in view of the successful digital transformation of education and general social development					

1	Indicator 1. Percentage of in-service teachers/educators and those in pre-university education who demonstrate a basic level of digital competence knowledge for teachers (based on DigCompEdu).	NA	40%	80%	Records and evaluation reports.
2	Indicator 2. Number of academic staff in HEIs that is trained / advanced on the use of digital technology for teaching and research and for the cultivation of digital competence among students.	NA	600	1600	Training records.
3	Indicator 3. Percentage of students who demonstrate a basic level of digital competence for citizens (based on DigComp) at the end of the ninth grade and an average level at the end of the twelfth grade.	NA	30%	70%	Records and evaluation reports. Achievement Test and Graduation Test Results.
4	Indicator 4. Percentage of educational institutions (ETI, HEI, MED, MESTI, Agencies, Institutes) that meet the basic requirements of digital competence for educational organizations (based on the DigCompOrg framework).	NA	30%	80%	Records and evaluation reports.

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
5.4.1	- MESTI formalizes the acquisition/adaptation of the three main EU documents on digital competence, namely the following three documents: - - European Digital Competence Framework for Citizens (DigComp). - - European Digital Competence Framework for Educators (DigCompEdu). - - European Framework of Digitally Competent Educational Organizations (DigCompOrg).	Q3 2022	-	-	-	-	-	-	NA	MESTI	Decision of the Ministry of Education whereby formalizing the acquisition / adoption by Kosovo of three European frameworks for digital competence.	MESTI decision
5.4.2	Translation and adaptation of three European frameworks for digital competence (DigComp, DigCompEdu and DigCompOrg) in Albanian and in the languages of the communities.	Q3 2022	9,000	-	-	-	-	9,000	Donors Kosovo Budget	MESTI	Three European digital competence frameworks (DigComp, DigCompEdu and DigCompOrg) translated into Albanian and communities' languages, in place.	European Frameworks for Digital Competence (DigComp, DigCompEdu and DigCompOrg) translated.

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
5.4.3	Drafting of practical guidelines for the implementation of the three European frameworks for digital competence (DigComp, DigCompEdu and DigCompOrg) based on the circumstances of Kosovo, including the categorization of different levels of having different competencies for each category.	Q3 - Q4 2022	18,000	-	-	-	-	18,000	Donors Kosovo Budget	MESTI	Practical guidelines for the three European frameworks digital competence (DigComp, DigCompEdu and DigCompOrg) on how to implement them in the Kosovo circumstances.	Practical guidelines for the three European frameworks for digital competence, published.
5.4.4	Creation/adaptation of digital competence assessment instruments in different categories (pupils/students, teachers, institutions, etc.) in accordance with the three European frameworks for digital competence (DigComp, DigCompEdu and DigCompOrg).	Q3 - Q4 2022	18,000	-	-	-	-	18,000	Donors Kosovo Budget	MESTI	Instruments for assessing digital competence in different categories (pupils / students, teachers, educational staff, institutions, etc.) in accordance with the three European digital competence frameworks (DigComp, DigCompEdu and DigCompOrg), in place.	Instruments for assessing digital competence of different categories, published.
5.4.5	Determining basic digital competencies for in-service and pre-service teachers.	Q1 - Q2 2023	-	9,000	-	-	-	9,000	Donors Kosovo Budget	MESTI	Approved document for the basic digital competencies of in-service teachers in Kosovo, in place.	Document approved by MESTI.
5.4.6	Analysis of training programs in the field of digital technology and the needs of in-service teachers for the development of digital competence of teachers and the development of training programs.	Q1 - Q2 2023	-	11,000	-	-	-	11,000	Donors Kosovo Budget	MESTI	Report on the analysis of the training programs and the needs of the teachers for PD in the area of digital competencies is drafted. Training program in the area of digital competencies and approved training modules.	Analysis report. Training program package.
5.4.7	Providing in-service teacher training programs in the areas of digital competence to teachers.	Q3 2023 - Q4 2026	-	930,000	930,000	930,000	930,000	3,720,000	Donors Kosovo Budget	MESTI MEDs	About 24,000 teachers / educators are trained x 5 days of training (every year during the four-year period 2023-2026 from 6,000).	Training records.
5.4.8	Providing teachers with support materials, practical guidelines to supporting students in acquiring digital competence.	Q3 - Q4 2023	-	32,000	-	-	-	32,000	Donors Kosovo Budget	MESTI MEDs	There are practical guidelines for teachers.	Practical guidelines are published.
5.4.9	Determining the basic digital competencies for pre-service teachers	Q1 - Q2 2023	-	9,000	-	-	-	9,000	Donors Kosovo Budget	MESTI HEIs	Approved document for basic digital competencies of pre-service teachers in Kosovo, in place.	Document approved by MESTI

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
5.4.10	Analysis of current programs for preparation of future teachers (PFT) regarding inclusion in the programs of the areas of basic digital competencies of teachers and methodological approaches in their development as future teacher.	Q1 - Q2 2023	-	20,000	-	-	-	20,000	Donors Kosovo Budget	MESTI HEIs	Report on the analysis of the inclusion of digital competencies of teachers in teacher training programs, harmonized with DigCompEdu, in place.	Analysis report.
5.4.11	Inclusion of basic digital competencies for teachers in all PFT programs, as well as in the student mentoring program and manual in pedagogical practice.	Q3 - Q4 2023	-	11,000	-	-	-	11,000	Donors Kosovo Budget	MESTI HEIs	Teacher training programs and student mentoring manuals in pedagogical practice, reviewed and approved.	Programs for preparation of teachers and student mentoring manuals in the pedagogical practice are reviewed and approved.
5.4.12	Development of training program and training of academic staff on PFT programs related to the use of digital technology for teaching needs, methodological approaches to the development and assessment of basic digital competencies of future pre-university teachers.	Q1 - Q4 2024	-	-	30,500	-	-	30,500	Donors Kosovo Budget	MESTI HEIs	Training program in place. 100 members of the academic staff are trained x 5 days of training.	Training program package. Training records.
5.4.13	Organizing research and analysis related to development and level of digital competence of in-service teachers and future teachers.	Q1 2024 - Q3 2026	-	-	10,000	10,000	10,000	30,000	Donors Kosovo Budget	IAL-të MASHTI	Every year during the three-year period 2024-2026, research / analysis is carried out and published by the FE.	Published research and analysis reports.
5.4.14	Development and opening of a new Bachelor program in FE of UP for the preparation of ICT teachers.	Q2 2022 - Q3 2024 Q3 2024 - Q4 2026	-	-	-	-	-	-	NA	UP	New Bachelor program in UP FE is opened for the preparation of ICT teachers.	Accredited program file.
5.4.15	Assessing the needs of academic staff for professional development in the areas of digital competence for teaching and scientific research.	Q1 - Q4 2023	-	-	-	-	-	-	NA	HEIs	Report on the assessment of the needs of academic staff for PD in the areas of digital competence for teaching and scientific research.	Needs analysis report.
5.4.16	Inclusion of digital competence for teaching and scientific research in the professional development plans of HEIs academic staff.	Q1 - Q4 2023	-	-	-	-	-	-	NA	HEIs	DP plans have been developed for academic staff from all HEIs, including the development of digital competence for teaching and scientific research.	Professional development plans for the academic staff of HEIs.

No.	Action	Implementation period	Budget					Source of funding	Leading and supporting institution	Output	Source of verification	
			2022	2023	2024	2025	2026					Total
5.4.17	Inclusion of HEIs academic staff in training and professional development activities related to the areas of digital competence for teaching and research.	Q1 2024 - Q4 2026	-	-	117,000	117,000	78,000	312,000	Donors Kosovo Budget	HEIs	1,600 academic staff members are trained x 5 training days (30 groups in 2024, 30 groups in 2025 and 20 groups in 2026).	Training records.
5.4.18	Monitoring and mentoring of academic staff of HEIs for digital competence in teaching and scientific research.	Q1 2024 - Q4 2026	-	-	-	-	-	-	NA	HEIs	Monitoring and mentoring are provided for the academic staff of HEIs.	Monitoring and mentoring reports of HEIs.
5.4.19	Digital competence of the academic staff is introduced as a new standard in the respective AI that regulates this issue.	Q1 - Q4 2023	-	-	-	-	-	-	NA	MESTI KAA	Digital competence for teaching and research exists as a criterion in the revised AI.	AI approved by MESTI.
5.4.20	Analysis of the inclusion of digital competence for citizens in the subject curricula for grades at the levels of pre-university education, as a continuation of the curricular documents (CF and CC).	Q1 - Q2 2023	-	8,000	-	-	-	8,000	Donors Kosovo Budget	MESTI	There is a report on the analysis of the inclusion of areas of digital competence for citizens in the pre-university subject curricula, with a reference point DigComp.	Analysis report.
5.4.21	Reviewing of subject curricula based on the recommendations from the analysis of the inclusion of digital competence for citizens in the existing subject curricula, as well as the start / strengthening of new subjects / contents (such as: coding, programming, etc.).	Q3 2023 - Q2 2024	-	20,000	20,000	-	-	40,000	Donors Kosovo Budget	MESTI	Curriculum / subject curricula for reviewed grades and approved by MESTI include areas of digital competence specific to citizens, having as reference point DigComp.	Curriculum review reports.
5.4.22	Drafting of the AI on the inclusion of basic requirements for the development of digital competence for citizens, in all documents, programs and new educational policies related to the development of competencies of pupils and students.	Q1 - Q2 2024	-	-	11,000	-	-	11,000	Donors Kosovo Budget	MESTI	AI for the inclusion of basic requirements for the development of digital competence for citizens, in all documents, programs and new educational policies related to the development of competencies of pupils and students is drafted and approved.	AI approved by MESTI.
5.4.23	Development of guidelines for the assessment of pupils' digital competence in the classroom and through national tests and for the assessment of students' digital competence, as well as the use of instruments for the assessment of pupils/students' digital competence.	Q1 - Q3 2023 Q1 2024 - Q4 2026	-	19,000	-	-	-	19,000	Donors Kosovo Budget	MESTI	Guidelines for assessing the digital competence of pupils / students are drafted and published. Students/pupils digital competence is assessed systematically.	Published guidelines. Assessment reports and state test results.

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
5.4.24	Continuous monitoring of pupils' support for mastering digital competence.	Q1 2024 - Q4 2026	-	-	-	-	-	-	NA	MED/ETI Coordinators for Technology and Digitalization	Relevant mechanisms perform continuous monitoring.	Monitoring reports.
5.4.25	Organizing events and projects for pupils and students that enable development and promotion of digital competence for citizens.	Q1 2023 - Q4 2026	-	100,000	100,000	100,000	100,000	400,000	Donors Kosovo Budget	MESTI	During the four-year period 2023-2026, events / projects aimed at developing and promoting digital competence for citizens (pupils / students) are organized on annual basis.	Reports of realized events / projects.
5.4.26	Cultivation of digital competence in students is introduced as a request for accreditation for each study program in HEIs.	Q1 - Q4 2023	-	-	-	-	-	-	NA	MESTI KAA	Digital competence for students exists as a criterion for accreditation of study programs in the revised AI.	AI approved by MEST.
5.4.27	Defining the basic digital competencies of the leading, managerial, administrative and professional non-teaching staff of the institutions in the education area (ETI, HEI, MED, MESTI, Agencies, Institutes).	Q1 - Q2 2023	-	9,000	-	-	-	9,000	Donors Kosovo Budget	MESTI	Approved document for the basic digital competencies of the leading, managerial, administrative and professional non-teaching staff of the institutions in the field of education (ETI, HEI, MED, MESTI, Agencies, Institutes) in Kosovo is in place.	Document approved by MESTI.
5.4.28	Assessment of staff needs in educational institutions for digital competence development and development of training program.	Q3 - Q4 2023	-	13,000	-	-	-	13,000	Donors Kosovo Budget	MESTI MEDs	Report on the needs assessment of the staff of educational institutions in the areas of digital competence. Training program prepared.	Needs report.
5.4.29	Providing training programs for the development of digital competence of the staff of institutions in the educational sector.	Q1 2024 - Q4 2026	-	-	173,600	173,600	168,000	515,200	Donors Kosovo Budget	MESTI MEDs	3 360 people are trained x 5 days of training (1 120 persons in 2024, 1,120 in 2025 and 1,120 on 2026).	Training records.
5.4.30	Drafting and publishing of guidelines for parental involvement and support in digital education.	Q1 -Q4 2024	-	-	14,750	-	-	14,750	Donors Kosovo Budget	MESTI	Guidelines for parents are drafted and published.	Published guidelines.
Total budget for Specific Objective 5.4			45,000	1,191,000	1,406,850	1,330,600	1,286,000	5,259,450				
Of which capital:			-	-	-	-	-	-				
Of which current:			45,000	1,191,000	1,406,850	1,330,600	1,286,000	5,259,450				

No.	Strategic and specific objectives, targets and actions	Baseline	Temporary target 2024	Final year target 2026	Source
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5.5 Specific objective: Establishment of institutional mechanisms that enable effective and efficient realization of digitalization and the use of technology in the field of education

1	Indicator 1. Number of Technology and Digitalization Officers in education employed in the Ministry.	0	6	7	List of employees in MESTI.
2	Indicator 2. Number of IT Officers employed by MEDs for network maintenance and technological equipment across ETI.	0	50	100	List of employees by MEDs.
3	Indicator 3. Number of Technology and Digitalization Coordinators employed by MEDs to support schools in the use of technology and digitalization in education.	0	50	100	List of employees by MEDs.
4	Indicator 4. Number of Technology and Digitalization Coordinators assigned / employed by HEIs, Agencies, Institutes, etc..	0	30	30	Evidence of HEIs, Agencies and Institutes.

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
5.5.1	Establishment of the Division for Technology and Digitalization in the Ministry of Education.	Q4 2022 Q1 2023 Q1 2024 Q1 2025	5,547	27,572	40,159	45,252	44,052	162,581	Kosovo Budget	MESTI	Division for Technology and Digitalization in MESTI, established. 7 officials for Technology and Digitalization are employed in MEST (2 in 2022, 2 in 2023, 2 in 2024 and 1 in 2025).	List of officials employed in MESTI.
5.5.2	Establishment of network maintenance units and technological equipment across the ETI at the municipal level. Hiring IT Specialists.	Q1 2023 - Q4 2026	-	257,850	485,700	713,550	941,400	2,398,500	Kosovo Budget	MEDs MESTI	100 IT specialists are employed by MEDs (25 people every year during the four years 2023-2026). Approximately 1 IT specialist for about 230 computers / other technological equipment (counting only new supplies).	Lists of IT specialists employed by MEDs.

No.	Action	Implementation period	Budget						Source of funding	Leading and supporting institution	Output	Source of verification
			2022	2023	2024	2025	2026	Total				
5.5.3	Employment of Technology and Digitalization Coordinators at the municipal level to support ETIs in the use of technology and digitalization in education. The Terms of Reference for the coordinators are previously drafted.	Q3 2023 Q1 2024 - Q4 2026	-	2,000	580,800	1,101,600	1,041,600	2,726,000	Kosovo Budget	MEDs MESTI	100 Coordinators for Technology and Digitalization are employed by MEDs (50 people at the beginning of 2024 and 50 people at the beginning of 2025). Approximately 1 coordinator for about 230 teachers or 1 coordinator for about 11 ETI.	Lists of Coordinators employed by MEDs.
5.5.4	Assignment of Coordinators for Technology and Digitalization at the level of HEIs for the use of technology and digitalization in HEI.	Q1 - Q2 2024	-	-	-	-	-	-	NA	HEIs	Each HEI has a Coordinator for Technology and Digitalization.	Lists of Coordinators assigned by HEIs.
5.5.5	Assignment of Technology and Digitalization Coordinators in Agencies / Institutes for the use of technology and digitalization in education.	Q1 - Q2 2024	-	-	-	-	-	-	NA	Agencies / Institutes	Each agency / institute in the education area has a Coordinator for Technology and Digitalization.	Lists of Coordinators assigned by the Agencies / institutes.
5.5.6	Training of Coordinators for Technology and Digitalization employed by MED/ assigned by HEIs, Agencies, Institutes, who are responsible for the implementation of digitalization and use of technology in the education area.	Q1 2024 Q1 2025	-	-	48,800	36,600	-	85,400	Donors Kosovo Budget	MESTI MEDs HEIs Agencies / Institutes	140 people (100 Coordinators for Technology and Digitalization from ETI / MED and about 40 from HEIs / Agencies / Institutes) are trained. 80 Coordinators for Technology and Digitalization are trained at the beginning of 2024 and 60 at the beginning of 2025.	Training records.
Total budget for Specific Objective 5.5			5,547	287,422	1,155,459	1,897,002	2,027,052	5,372,481				
Of which capital:			2,400	32,400	92,400	91,200	30,000	248,400				
Of which current:			3,147	255,022	1,063,059	1,805,802	1,997,052	5,124,081				

STRATEGIC OBJECTIVE 5	Budget					
	2022	2023	2024	2025	2026	Total
Total budget	74,547	7,492,672	10,466,559	15,990,472	17,640,502	51,664,751
Of which capital:	2,400	4,952,400	5,512,400	7,561,200	7,500,000	25,528,400
Of which current:	72,147	2,540,272	4,954,159	8,429,272	10,140,502	26,136,351

TOTAL ES 2022-2026	Budget					
	2022	2023	2024	2025	2026	Total
Strategic objective 1	13,425,175	4,023,041	5,309,926	6,246,008	6,636,010	35,640,159
Strategic objective 2	24,444,395	36,115,785	35,846,775	32,639,470	32,792,773	161,839,199
Strategic objective 3	200,513	4,961,240	4,770,057	4,584,651	4,508,257	19,024,719
Strategic objective 4	8,351,506	14,294,008	13,449,573	9,377,413	9,205,813	54,678,312
Strategic objective 5	74,547	7,492,672	10,466,559	15,990,472	17,640,502	51,664,751
Total	46,496,135	66,886,746	69,842,889	68,838,014	70,783,355	322,847,140
Of which capital:	36,177,185	41,389,485	33,928,685	28,847,085	28,754,685	169,097,125
Of which current:	10,318,950	25,497,261	35,914,204	39,990,929	42,028,670	153,750,015

