Republika e Kosovës
Republika Kosova - Republic of Kosovo
Qeveria - Vlada - Government
Ministria e Industrisë, Ndërmarrësisë dhe Tregtisë
Ministarstvo Industrije, Preduzetništva i Trgovine - Ministry of Industry, Entrepreneurship and Trade

Monitoring the Implementation of the Industrial Development and Business Support Strategy and Action Plan 2023-2025

For the Period
(2024)

March, 2025

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List of abbreviations

KAS - Kosovo Agency of Statistics

EBRD - European Bank for Reconstruction and Development

GDP - Gross Domestic Product

KAD - Kosovo Accreditation Directorate

DI - Department of Industry

GIZ - German Agency for International Cooperation

KIESA - Kosovo Investment and Enterprise Support Agency

MIET - Ministry of Industry, Entrepreneurship and Trade

MFLT - Ministry of Finance, Labor and Transfers

FTA - Free Trade Agreement

SDGs - Sustainable Development Goals

PSWD - Private Sector-Led Workforce Development / IREX/USAID Project

GoK - Government of Kosovo

SIDBS - Strategy for Industrial Development and Business Support

NDS - National Development Strategy

UNDP - United Nations Development Program

USAID - United States Agency for International Development

VAP - Value-Added Production

OPM - Office of the Prime Minister

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EXECUTIVE SUMMARY

The Strategy for Industrial Development and Business Support (SIDBS) 2030 and Action Plan (2023-2025) were approved in June 2023. The Strategy was prepared by the Government of Kosovo (GoK) to provide a strategic policy framework for fostering industrial development. The drafting of this strategic document highlights the importance that GoK attaches to the manufacturing sector in achieving a structural transformation of Kosovo's economy.
The vision of Kosovo's Industrial Policy is that, "By 2030, Kosovo's industry will have transformed into a more globally integrated industry capable of producing high value-added products and providing decent employment opportunities."

The Industrial Policy was developed using a methodology known as "*Enhancing the Quality of Industrial Policies*", designed to support countries in developing comprehensive industrial policies based on robust diagnostics. The intervention logic of the Industrial Policy was developed by, first, defining the relevant strategic objectives of the National Development Strategy (NDS 2030) that would be positively affected by a growing industrial base. Second, concrete policy objectives of the Industrial Policy were formulated based on these alignments to the NDS. Third, by understanding the underlying shortages in Kosovo's industrial capability structure, specific changes (hereinafter referred to as "sub-objectives") needed to achieve the industrial policy objectives could be identified. Fourth, the identified sub-objectives provided the foundation for developing key industrial policy actions and the overall action plan.

The objectives and sub-objectives of the Industrial Policy were identified through a comprehensive diagnostic of the economic, social, and environmental performance of the manufacturing sector.

To facilitate the unfolding of the development potential of the manufacturing sector in Kosovo and to contribute to achieving the strategic goals of the NDS 2030, the strategy outlines five policy objectives: 1) expanding industrial production; 2) reducing the industrial trade deficit; 3) generating inclusive and decent employment opportunities; 4) supporting the growth of a green and circular industry; and 5) maximizing domestic profit growth. Achieving these policy objectives depends on significant changes that need to be made in 16 specific objectives and 75 activities.

The monitoring report for the period 2024 aims to provide a comprehensive overview of the implementation of the strategic objectives, specific objectives, and activities outlined in the Action Plan of the SIDBS 2030.

The Strategy for Industrial Development and Business Support 2030 is horizontally integrated with other institutions and donors. However, there were delays and failures during the monitoring process in providing complete data on the implementation of activities by the institutions responsible for implementing the SIDBS activities.

Methodology

The implementation of the activities of the Strategy, for the purpose of this report, is solely based on the reports provided by the responsible and supporting institutions for the implementation of the activities. According to the decision of November 13, 2023, which also established the Inter-Ministerial Coordinating Body, the units, departments, or institutions involved in reporting are responsible for ensuring regular monitoring and evaluation, conducting interim reviews, and completing the final assessment of the Strategy.

The reporting forms have been prepared, by sending requests for reporting to the responsible and supporting institutions of the relevant stakeholders of the Strategy who are required to report. The reporting method used by the stakeholders is based on sending inputs via e-mail. The Department of Industry has sent the reporting forms (following the structure described above) via e-mail to all members of the inter-ministerial coordinating body for the implementation and monitoring of the Strategy. Members have been given a deadline of approximately two weeks, with repeated requests to submit their inputs by sending the completed forms to the Department of Industry. After submitting the completed forms, the Department of Industry has consolidated the inputs and conducted analysis. In some cases, this analysis of inputs has been supplemented by thematic meetings with the responsible officials, as well as additional correspondence via e-mail to gather more information on the implementation of activities. It is necessary to improve the quality of future reports. Overall, stakeholders have primarily focused on reporting the implementation of activities during 2023 and 2024, without providing the output.

The lack of data on achieving the set indicators is quite complex, as it needs to be collected from multiple sources that have not yet been completed for 2024, making it difficult to measure the impact.

Strategic Goals of the Document

The industrial policy objectives are specific and measurable goals expressing why Kosovo is pursuing an industrial policy and the exact changes the Government of Kosovo strives to achieve in the manufacturing sector. These objectives are part of the impact level of the intervention logic. In order to enhance the development potential of the manufacturing sector in Kosovo and contribute to achieving the strategic goals of the NDS 2030, the Industrial Policy will pursue five policy objectives:

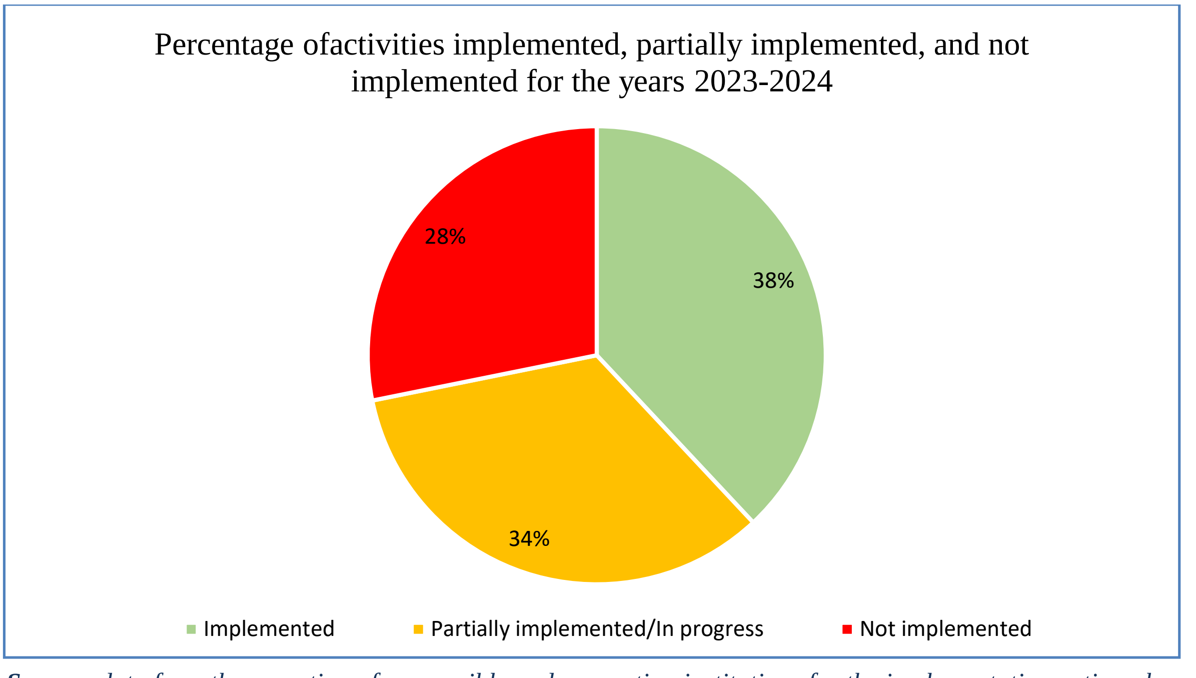
1) Expanding industrial production;
2) Reducing the industrial trade deficit;
3) Generating inclusive and decent employment opportunities;
4) Facilitating green and circular industry;
5) Maximizing domestic profit growth.

The achievement of these policy objectives depends on significant changes that need to be made across 16 specific objectives. These objectives range from improving access to finance and product innovation, supporting manufacturers to expand into export markets, equipping the workforce with industry-relevant skills, improving the green industry, and increasing the share of domestic inputs in manufacturing.

II. PROGRESS IN IMPLEMENTING THE STRATEGY OBJECTIVES

This section describes the implementation of the objectives outlined in the Strategy's action plan. In the action plan for 2023-2025, a total of 69 activities are scheduled to be implemented and launched by December 2024. Out of the 71 activities in total, 27 have been fully implemented, 24 are partially implemented/in progress, and 20 activities have not yet been implemented.

Graph 1. Percentage of activities implemented, partially implemented, and not implemented



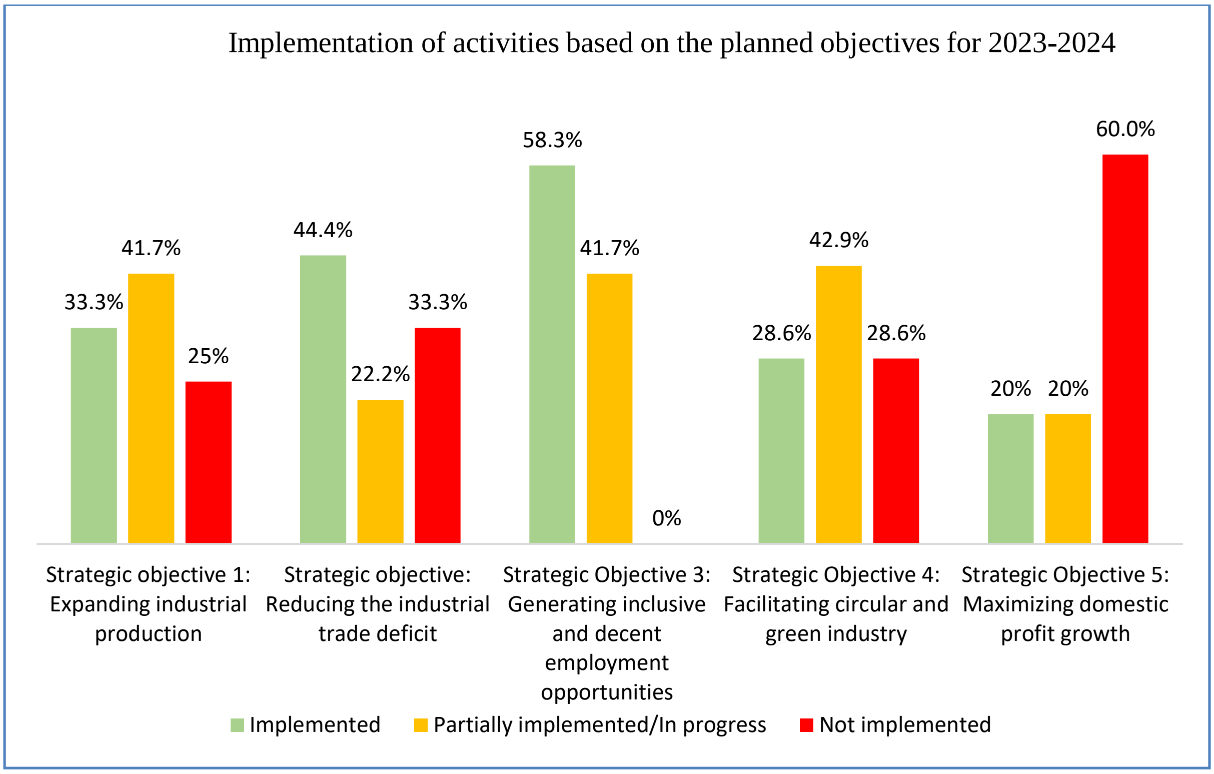
Source: *data from the reporting of responsible and supporting institutions for the implementation action plan of the SIDBS 2024*

In the semi-annual report of 2023, it was noted that delays in implementing certain activities outlined in the action plan emphasize the need to take concrete steps to remove barriers that are hindering the activities from being completed within the scheduled deadlines. It was also emphasized that the institutions responsible for carrying out the action plan play a crucial role in the development and execution of the planned activities. The lack of implementation of activities can also be attributed to the responsible institutions failing to incorporate them into their work plans.

To implement the action plan, it is necessary to establish institutional cooperation, allocate a budget, and plan activities within the work plans of the responsible institutions.

The evaluation of the implementation of activities according to this report is divided into three categories: 1) implemented; 2) partially implemented/in progress; and 3) not implemented.

Graph 2. Activities implemented, partially implemented and not implemented during the 2024, based on strategic objectives



Source: *data from the reporting of responsible and supporting institutions for the implementation action plan of the SIDBS 2024*

Strategic objective 3 represents the best situation in terms of implementation of activities, whereas objective 5 reveals that out of the 10 planned activities, 6 have not been implemented.

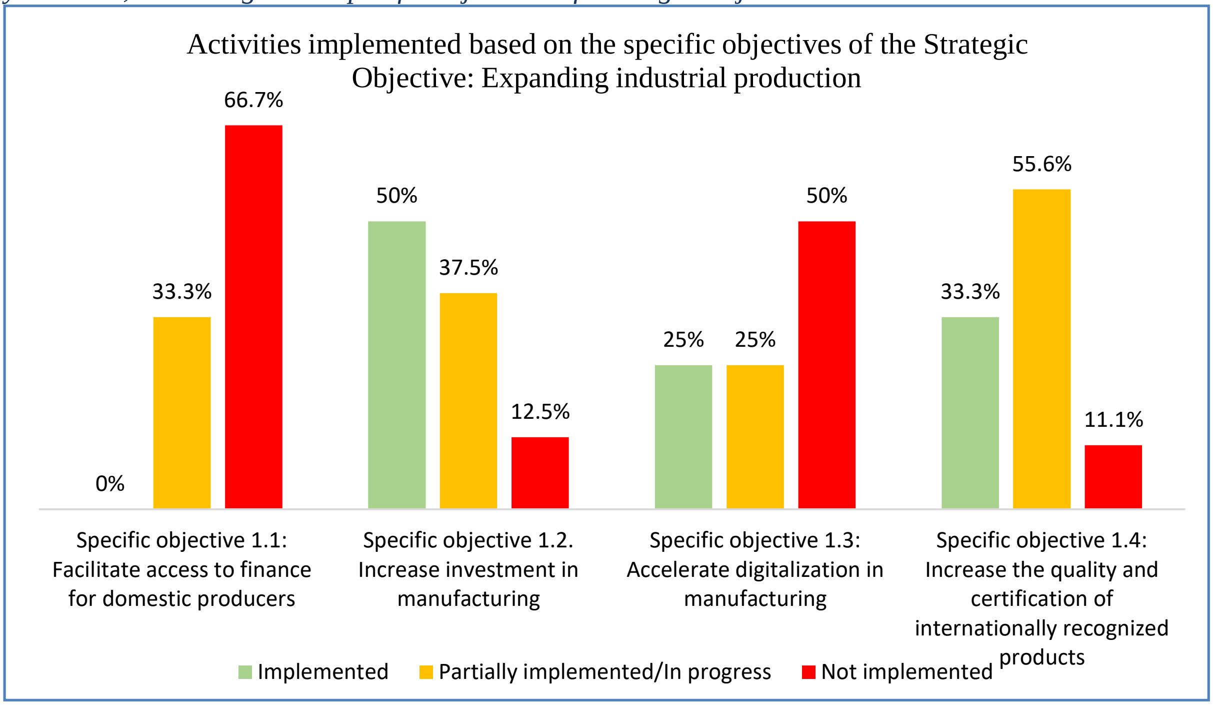
II.1 Progress towards strategic objective 1: Expanding industrial production

Strategic Objective 1 focuses on expanding industrial production, which will directly contribute to the achievement of the Sustainable Development Goals (SDGs).

Progress towards achieving this objective will be assessed using two indicators: the value added of production per capita and the proportion of added-value of production in relation to GDP. These indicators will help determine the relative importance of production in the overall economy.

This strategic objective consists of 4 specific objectives and 26 activities. The plan 2024 was to implement 24 activities within 4 specific objectives. Out of these 24 activities, 8 have been fully implemented (33%), 10 are partially implemented (42%), and 6 activities have not been implemented (25%).

Chart 3. Percentage of activities implemented, partially implemented, and not implemented during the year 2024, according to the specific objectives of Strategic Objective 1.



Source: *data from the reporting of responsible and supporting institutions for the implementation action plan of the SIDBS 2024*

Specific objective 1.1: Facilitate access to finance for domestic producers. This specific objective aims to increase the inflow of manufacturing capital, particularly through foreign investment, and to expand domestic private investment.

Currently, only one out of the three planned activities for this specific objective are in the process of being implemented.

Activity 1.1.1. "Drafting a feasibility study for the establishment of the Kosovo Development Bank", and activity 1.1.2. "Completing the regulatory framework for the corporate bond market and other similar financing instruments", have not been implemented even though they were scheduled for implementation in 2024.

Activity 1.1.3. “Establishing an Advisory Office for Access to Finance”, is in the process of initiating the drafting of sub-legal acts deriving from the Sustainable Investment Law. The draft regulation for the structuring of KIESA is under review.

Specific objective 1.2. Increase investment in manufacturing. This specific objective, aims to secure additional capital financing by obtaining more loans from commercial banks, issuing corporate bonds, and utilizing other alternative instruments. By doing so, manufacturers will be able to expand their production capacities and enhance their competitiveness in both domestic and international markets.

In this specific objective, 4 out of 8 activities, or 50% have been implemented, 3 activities have been partially implemented, and 1 activity has not been implemented.
Activity 1.2.8. “Providing tax incentives for corporate income for strategic investments”, has not been implemented despite being planned for implementation in 2023. The MFLT has been asked to remove it from the action plan as it will not be implemented.

Indicators: Progress towards achieving specific objective 1.2 will be assessed using two indicators: (i) the percentage of manufacturing FDIs in total FDI (%); and (ii) the percentage/share of imported capital goods in VAP.

Specific objective 1.3: Accelerate digitalization in manufacturing. This objective aims to increase digitalization in the manufacturing sector. It involves the application of digital tools to enhance efficiency and productivity in management and production, as well as moving towards data-driven automation.
In this specific objective, for the period 2023-2024, four (4) activities are planned to be implemented. One (1) activity has already been implemented, one (1) is currently in the process of implementation, and two (2) activities have not yet been implemented.
Activity 1.3.5 “Creating data protection agreement models based on the current legislation to serve manufacturing companies and other businesses”, this activity is currently being implementation. It will be implemented as part of the “Manufacturing Industry Focus Groups” activities organized by DI in 7 regions of Kosovo, businesses will receive information about the relevant laws.
Activity 1.3.1 “Organizing a digital exhibition for the manufacturing industry”, is planned to be implemented in 2025, while activity 1.3.3 “Providing public facilities for the opening of digital innovation centers to serve the industry”, has not been implemented.

Indicators: Progress towards achieving specific objective 1.3 will be assessed using the following indicator: (i) the use of digitalization tools in overall production/work processes in manufacturing (%).

Specific objective 1.4: Enhance the quality and certification of internationally recognized products. This objective seeks to improve product quality, including various specifications such as safety, durability, or adherence to established product standards, which can be verified with the appropriate certification.

Specific objective 1.4 to be implemented during the period of 2023-2024, consists on a total of 9 activities. Three (3) activities have already been implemented, 5 are currently in the process of implementation, and 1 activity has not yet been implemented.

Two activities currently in the process of evaluation and that are at high risk of not being implemented by the end of 2025 are: activity 1.4.2 "Providing financial support to Conformity Assessment Bodies (CABs) to upgrade their equipment and build operational capacity" and activity 1.4.3 "Drafting an action plan outlining the steps to be taken by the Kosovo Accreditation Directorate (KAD) to meet the requirements for full membership in the European Accreditation Organization (EA)".

Activity 1.4.5 "Drafting of sub-legal acts deriving from the law on monitoring the conformity of products in the market", will be carried out after the adoption of the law.

Indicators: Progress towards achieving specific objective 1.4 will be assessed using the following indicator: (i) the number of industrial products exported to the EU (at least €10,000 per year).

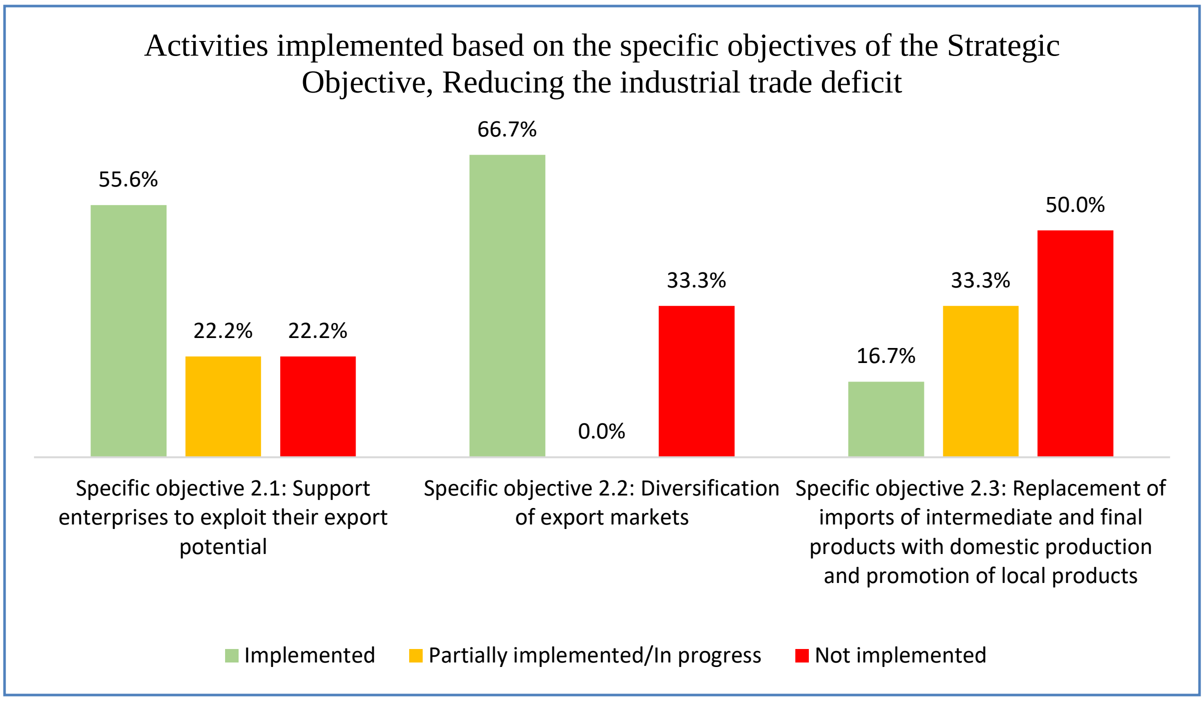
II.2 Progress towards strategic objective 2: Reducing the industrial trade deficit

Strategic Objective 2 focuses on reducing the industrial trade deficit. This involves both increasing the export of goods produced in Kosovo to foreign markets, as well as replacing imports of processed goods in Kosovo with domestic production.

Progress towards achieving this policy objective will be measured by the manufacturing trade balance, which is calculated as the difference between manufactured exports and manufactured imports.

This strategic objective consists of three (3) specific objectives and 18 activities. The plan for 2023 and 2024 was to implement 18 activities within the three (3) specific objectives.
Out of the 18 activities, 8 activities or 45% have been implemented, 4 activities or 22% have been partially implemented or are in progress, and 6 activities or 33% have not been implemented.

Graph 4. Activities implemented, partially implemented, and not implemented during the year 2024 according to the specific objectives of Strategic Objective 2.



Source: *data from the reporting of responsible and supporting institutions for the implementation action plan of the SIDBS 2024*

Specific objective 2.1: Support enterprises to exploit their export potential. This specific objective aims to enable companies in Kosovo that have products or possess the production capabilities that are competitive in international markets to expand into foreign markets.

Within this specific objective, there are 9 planned activities to be implemented between the years 2023-2025. However, only 5 activities, or 55.6%, have been fully implemented, 2 activities, or 22%, have been partially implemented, and the remaining two (2) activities, or 22%, have not yet been implemented.

Activity 2.1.2 "Establishing the Export Market Information Center (EMIC)", has been partially implemented as it is currently in the process of initiating the drafting of sub-legal acts that stem from the Law on Sustainable Investment. The draft regulation for the restructuring of KIESA is currently under review.

Activity 2.1.6 "Conducting an analysis to assess the impact of export promotion activities", surveys have been conducted with companies from different sectors in Kosovo participating in international activities.

Activity 2.1.7 "Creating a mentoring program to connect members of the Kosovo diaspora with manufacturing experience with potential exporters" and activity 2.1.9 "Engaging members of the diaspora to assist exports in the industry as part of the Citizen Diplomacy Program" have not been implemented as they have not reported on these activities.

Indicators: Progress towards achieving specific objective 2.1 will be assessed using the following indicator: (i) the number of manufacturing enterprises that regularly export (at least €10,000 per year).

Specific objective 2.2: Diversification of export markets. This specific objective aims to expand exports overall, including diversifying the range of export products. This sub-objective specifically targets the diversification of export markets.

In this specific objective, three (3) activities are planned to be implemented during the years 2023-2024. Of these, two (2) activities, or 66.7%, have been implemented, while one (1) activity, or 33.3%, has not yet been implemented.

Activity 2.2.1 “Preparing analysis to identify a list of strategic manufacturing products for export” has been implemented during 2023.

Activity 2.2.2 “Negotiating three partial scope trade agreements”, the agreement with the EFTA countries has been signed, and the implementation of the trade agreement with the United Kingdom has also been negotiated.

Activity 2.2.3 ”Supporting the creation of foreign brands to facilitate the penetration of manufacturing enterprises into new export markets in cooperation with external business and diaspora partners”, there has been no report on the implementation of this activity.

Indicators: Progress towards achieving specific objective 2.2 will be assessed using the following indicator: (i) geographic diversity of exports (number of countries accounting for 80% of manufacturing exports).

Specific objective 2.3: Replacement of imports of intermediate and final products with domestic production and promotion of local products. This specific objective aims to reduce the importation of manufactured goods. Imported intermediate and final goods that Kosovar producers are capable of manufacturing should be gradually replaced by local production.

In this specific objective, six (6) activities are planned to be implemented during the years 2023-2025. Of these, one (1) activity, or 16.7%, has been implemented, while two (2) activities, or 33.3%, have been partially implemented, and three (3) activities, or 50%, have not yet been implemented.

Activity 2.3.1 “Preparing analysis to identify imported final products that have the potential to be substituted” has been implemented. The analysis was completed - LUX/DEV Funds.

Activity 2.3.2 “Improving the import tariff regime to offer protection for strategic products” is expected to be implemented.

Activity 2.3.3 “Introducing transitional preferential margin in public procurement for local products” (please note: this does not apply to products originating from the EU, CEFTA, the USA and EFTA), it is included in the legislative plan for 2025, and the final draft is currently in the Cabinet.

Activity 2.3.4. ”Providing grants to young people through innovation centers to develop creative promotional projects aimed at increasing consumption of local products” and the activity 2.3.5 “Launching an information campaign to increase citizens' awareness of buying local products”. There has been no reporting on the implementation of this activity

Activity 2.3.6 Drafting trade policy (trade program) The Working Group in collaboration with the Department of Trade is working on drafting the Trade Policy document/program. UNDP Funds

Indicators: Progress towards achieving specific objective 2.3 will be assessed using three indicators: (i) the share of imports of substitutable intermediate goods (according to BEC classification) in total imports; (ii) the share of imports of substitutable consumer goods (according to BEC classification) in total imports; and (iii) the share of domestic goods in the production market.

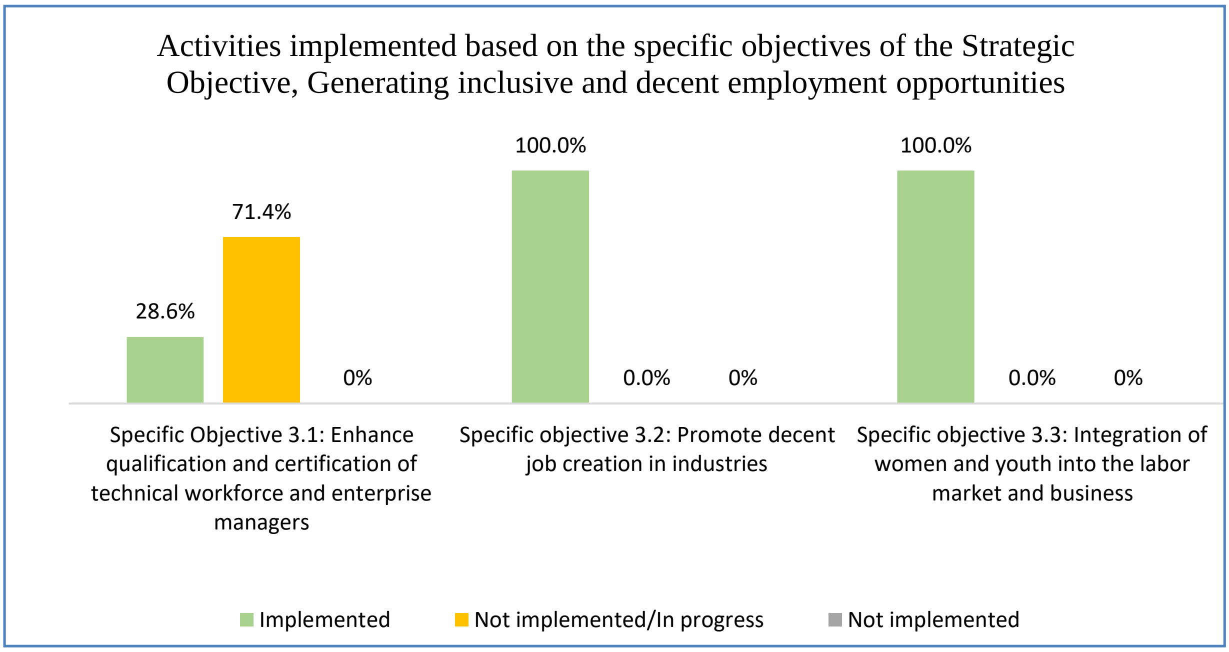
II.3 Progress towards strategic objective 3: Generating inclusive and decent employment opportunities

Strategic Objective 3 focuses on generating inclusive and decent employment opportunities in the manufacturing sector. This involves supporting and potentially accelerating positive employment growth in the industry, while also enhancing the quality of jobs.

Progress towards achieving this policy objective will be measured using two indicators: a) employment in manufacturing per capita, which will determine the labor force as a percentage of the population engaged in manufacturing; and b) the manufacturing wage bill as a share of VAP, which will measure total labor income in manufacturing as a share of the value added of production.

This strategic objective consists of three (3) specific objectives and 12 activities. In the period of 2023-2024, seven (7) activities have been implemented, while 5 activities are currently being implemented/in progress.

Graph 5. Activities implemented, partially implemented, and not implemented during the year 2024 according to the specific objectives of Strategic Objective 3.



Source: *data from the reporting of responsible and supporting institutions for the implementation action plan of the SIDBS 2024*

Specific Objective 3.1: Enhance qualification and certification of technical workforce and enterprise managers. This specific objective aims to provide a skilled workforce as a crucial production factor, enabling the production of competitive goods based on price, quality, and innovation. Additionally, the growth of businesses depends on competent (professional) managers, who can effectively lead companies through different stages of their growth cycle.
This specific objective consists of a total of 7 activities, with 5 planned activities, or 71.4%, in the process of being implemented, while 2 activities, or 28.6%, have already been fully implemented.

Activity 3.1.3. "Drafting the law on industrial councils*",* has been partially implemented with the responsible institutions being MFLT, MIET and USAID. However, this activity has now been incorporated into the Law on the Kosovo Chamber of Commerce, which will also encompass industrial councils.
Activity 3.1.4. "Creating a production employment program as part of Active Labor Market Measures", has been partially implemented the responsible institution for implementation being MFLT, specifically the Employment Agency. This activity is being carried out through the super job (*super puna*) project. However, data on the number of beneficiaries in the manufacturing sector is currently missing.

Activity 3.1.5. "Establishing a credit scheme for skills development in the labor market", has been partially implemented with the responsible institutions being MFLT (Employment Agency) and AIS. As part of the projects KSV-023 and KSV-021 by Lux/Dev, MIET is currently drafting the scheme for retraining workers and implementing dual learning.

Activity 3.1.6. "Supporting the opening of accredited non-public training centers with programs offering skills development in the industry", is currently in process of being implemented with the responsible institutions being MFLT and WBF. This activity aims to open 6 new training centers with the support of the KSV-021 project by Lux/Dev. These centers will cater to various sectors, including agro-processing, wood, ICT, and renewable energy.

Activity 3.1.7. "Supporting the development of training programs for skills development in the industry", has been partially implemented with the responsible institutions for implementation being MEST and USAID (PSWD). 15 new training programs created by the PSWD Program are planned, while working groups have been established for 2024/2025 in USAID/IREX. However, these programs have been put on hold due to the suspension of funds from USAID in Kosovo.

Indicators: *Progress towards achieving specific objective 3.1 will be measured using four indicators: (i) the number of accredited training institutions in manufacturing; (ii) the number of approved occupational standards in manufacturing; (iii) the percentage of workers receiving formal training in manufacturing; and (iv) the number of ISO certificates.*

<u>Specific objective 3.2: Promote decent job creation in industries.</u> This specific objective aims on generating job opportunities in manufacturing, creating decent work positions, ensuring that producers pay fair wages, providing stable employment, and enhancing working conditions overall.

This objective includes a total of two (2) planned activities that were implemented in 2023.

<u>Indicators:</u> Progress towards achieving specific objective 3.2 will be measured using three indicators: (i) number of manufacturing workers declared in TAK/official employment in manufacturing; (ii) rate of in-work poverty in the manufacturing process; and (iii) number of occupational accidents in the manufacturing process.

<u>Specific objective 3.3: Integration of women and youth into the labor market and business.</u> This specific objective aims to achieve inclusive employment in manufacturing/processing, in order to create broader and more inclusive employment opportunities that benefit all of society. Women, youth, and other disadvantaged groups, in particular, should be better integrated into the labor market in the manufacturing sector in Kosovo.

This objective includes a total of three (3) planned activities that were implemented in 2023-2024. Activity 3.3.1 “Organizing Women in Industry Week”, this activity was implemented by KIESA.

<u>Indicators:</u> Progress towards achieving specific objective 3.3 will be measured using two indicators: (i) the percentage of young people employed in manufacturing out of the total employment of young people; and (ii) the percentage of women employed in manufacturing.

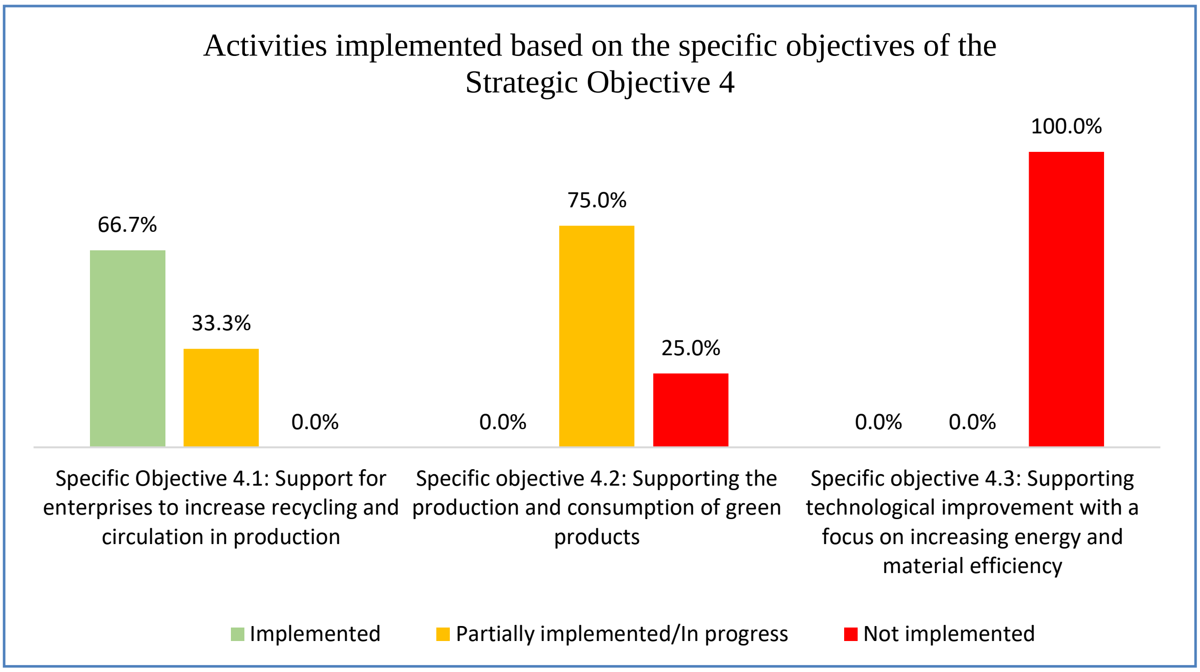
II.4 Progress towards strategic objective 4: Facilitating green and circular industry

Strategic Objective 4. The fourth objective of industrial policy is to promote the shift of the manufacturing sector towards the green production. The goal of establishing a green industry is to decouple economic growth from harmful environmental impacts by maximizing the use of circular strategies, applying energy from renewable sources, and efficiently utilizing inputs.

Progress towards achieving this policy objective will be measured using two indicators: a) CO2 emissions per unit of value added of production (VAP), which measures reductions in the intensity of CO2 manufacturing activity; and b) a recycling/circulation indicator.

This strategic objective consists of three (3) specific objectives and eight (8) activities. In the period 2023-2024, five (5) activities are planned for implementation, with three (3) planned to be implemented in 2025. However, there have been no reports on two (2) of these activities.

Graph 6. Activities implemented, partially implemented, and not implemented during the year 2024, according to the specific objectives of Strategic Objective 4.



Source: *data from the reporting of responsible and supporting institutions for the implementation action plan of the SIDBS 2024*

Specific Objective 4.1: Support for enterprises to increase recycling and circulation in production. This specific objective aims to maximize resource efficiency, reduce negative environmental impacts, and lower costs by ensuring that recovered waste is reintegrated into the production process. Two (2) activities have been fully implemented under this objective, while one (1) activity has been partially implemented.

Activity 4.1.1 "Organizing seminars for manufacturing enterprises to inform them about the basics of circular economy business models". In October, two meetings were held with businesses to introduce to the program related to the basics of circular economy business models. A total of 50 businesses participated and received training in the green transition module. This activity was implemented in cooperation with the (Boost) program, UNDP.

Activity 4.1.2 "Promoting industrial symbioses to facilitate the exchange of materials (by-products) or waste streams". As part of promoting the green industry, industrial symbioses have also been encouraged. 12 grants have been distributed to businesses promoting industrial symbioses, green and digital transformation. This activity was implemented in cooperation with the (Boost) program, UNDP.

Activity 4.1.3 "Promoting industrial symbioses to facilitate the exchange of materials (by-products) or waste streams". Creating a window for innovation towards the circular economy within the innovation fund.

Indicators: *Progress towards achieving specific objective 4.1 will be measured using two indicators: (i) gross value added in sectors related to the circular economy (% of total GDP); and (ii) use of recycled material (%).*

Specific objective 4.2: Supporting the production and consumption of green products.
This objective consists of 4 activities planned to be implemented during 2025.

Specific objective 4.3: Supporting technological improvement with a focus on increasing energy and material efficiency. This specific objective focuses on technological improvement, and the process of increasing the technological capabilities of enterprises in order to modernize production methods.

As part of this objective, one (1) activity is planned to be implemented during 2024.

Activity 4.3.1 “Developing a program for investments in green technology in the manufacturing industry”. This activity was planned to be implemented by the EBRD and other partner financial institutions. However, the activity was not implemented. The expected outcome of this activity was to benefit 80 enterprises.
The activity was not implemented because the budget was not allocated. This activity has been modified and grants have been provided for the purchase of machinery - technology for industrial sectors.

Indicators: *Progress towards achieving specific objective 4.3 will be measured with the following indicator: energy intensity in production (Toe/€M).*

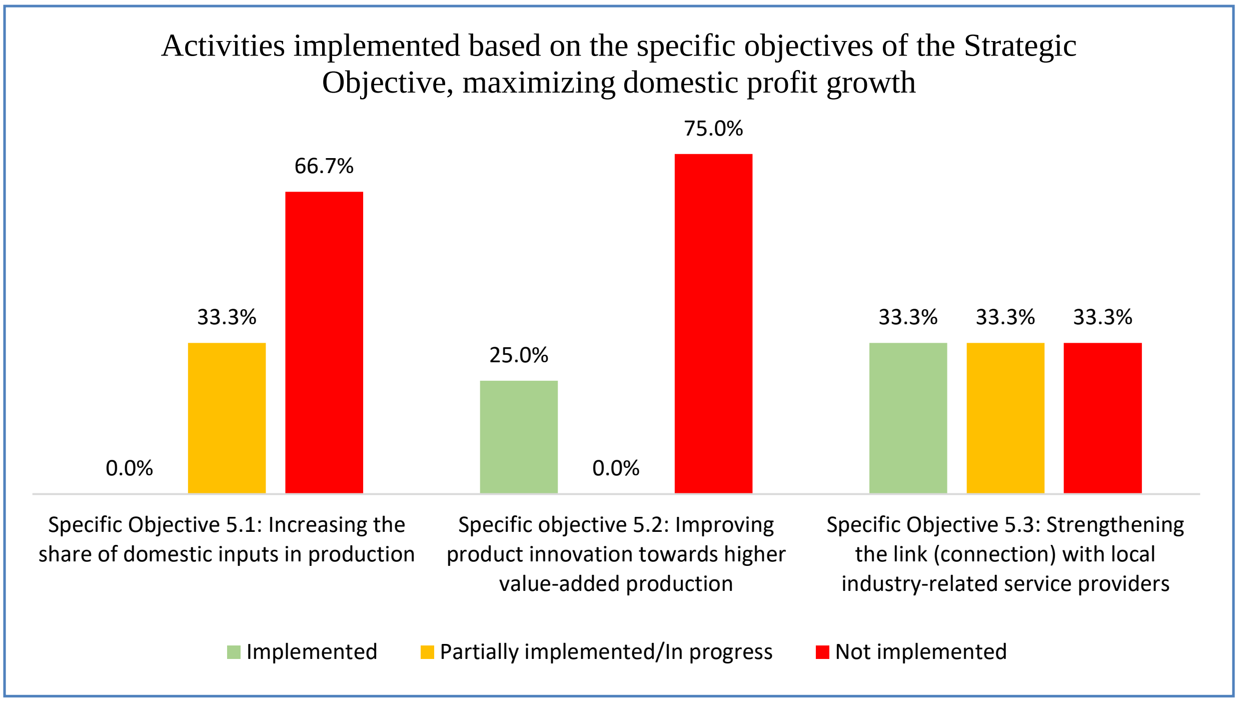
II.5 Progress towards strategic objective 5: Maximizing domestic profit growth

Strategic Objective 5. The fifth objective of the industrial policy envisages for Kosovo to benefit from industrial development in a comprehensive way by maximizing the domestic value added in the manufacturing process and beyond.

Progress towards achieving this policy objective will be measured by the value-added production (VAP) as a percentage of production output, which measures the extent to which local value addition will depend on domestic resources.

This strategic objective consists of three (3) specific objectives and eleven (11) activities. In the year 2023-2024, ten (10) activities are planned for implementation across the three (3) specific objectives. Out of these, two (2) activities, or 20%, have been implemented, two activities, or 20%, are in progress, while six (6) activities, or 60%, have not yet been implemented.

Graph 7. Activities implemented, partially implemented, and not implemented during the year 2024, according to the specific objectives of Strategic Objective 5.



Source: *data from the reporting of responsible and supporting institutions for the implementation action plan of the SIDBS 2024*

<u>Specific Objective 5.1: Increasing the share of domestic inputs in production.</u> This specific objective aims to increase the use of domestic inputs to enhance internal value addition.

Out of the three (3) activities planned to be implemented in the action plan for 2023-2024, one (1) activity has been partially implemented, while two (2) activities have not yet been implemented.

Activity 5.1.1 "Creating input-output tables to understand the structure of inputs used in the industry". However, KAS has not taken any action to implement this activity.

Activity 5.1.2 "Transposing the relevant provisions of the EU directive on unfair trading practices in the food industry supply chain", is partially implemented. We would like to point out that unfair trading practices are defined in Article 47 of the Law on Internal Trade. For this activity we will coordinate with the Ministry of Agriculture. They have a specific objective related to this in the "Strategy for Agriculture and Rural Development for the period 2022-2028" (Objective 1.3: Improving the position of farmers in the value chain), and are currently working on transposing EU directives.

Activity 5.1.3 "Drafting a study on the use of natural resources for industry", has not been implemented. It is scheduled to be implemented in 2025, through the LUX/DEV project KSV/023.

<u>Indicators:</u> Progress towards achieving specific objective 5.1 will be measured with the following indicator: (i) the value of imports of intermediate products (BEC classification) as part of the VAP.

<u>Specific objective 5.2: Improving product innovation towards higher value-added production.</u> This Specific objective aims to increase the production of tradable goods, with a focus on transitioning to higher value-added products, in order to enhance Kosovo's domestic value addition.

Out of a total of four (4) activities, currently, too (2) activity has been implemented, while too (2) have not yet been implemented.

Activity 5.2.1, "Awarding Innovation Prizes for Manufacturing Products", has not been implemented yet, and the institution responsible for implementing this activity is MIET/Department of Innovation.

Activity 5.2.2 "Corporate Income Tax reduction for Large Manufacturing Companies Investing in Selected Innovative Entities", has not been implemented. The responsible institutions for this activity are MIET and MFLT. MIET has reached out to MFLT and provided information to start implementing this activity. However, MFLT has requested that this activity be removed as they do not anticipate implementing it.

Activity 5.2.3 "Completion of the Industrial Property Program" has been implemented, meaning that the Industrial Property Program has been approved.

Activity 5.2.4 "Supporting higher education institutions to create executive innovation programs in industry", for this activity, no report has been submitted.

<u>Indicators:</u> Progress towards achieving specific objective 5.2 will be measured with the following indicator: percentage (%) of enterprises that have introduced a new product/service, there is no data for this indicator.

<u>Specific Objective 5.3: Strengthening the link (connection) with local industry-related service providers.</u> This Specific Objective aims to strengthen the connections between domestic producers and service providers, minimizing the outflow of value in manufacturing processes, thereby reducing the need to import production from abroad.

Within this objective, four (4) activities are foreseen Three (3) activities are planned for 2023-2024, one (1) activity has been implemented, one (1) activity is in progress, and one (1) activity has not been implemented.

Activity 5.3.4 "Establishment of the National Council for Industrial Development", was implemented, meaning that the council was established. The Council was established by the Prime Minister's decision

Activity 5.3.1 "Developing a digital platform with detailed profiles of service providers in the industry", was partially implemented. The ToR have been developed and will be implemented during 2025, with co-funding from KSV/023 LUX/DEV and KIESA.

Activity 5.3.2 "Supporting preventive measures for machinery maintenance in manufacturing enterprises" was not implemented due to lack of budget.

<u>Indicators:</u> Progress towards achieving specific objective 5.3, will be measured with the following indicator: (i) domestic services purchased by industries, there is no data for this indicator

III. KEY INDICATORS OF THE IMPACT OF MEASURES FOR ACHIEVING STRATEGIC OBJECTIVES

The lack of data for 2024 has made it impossible to evaluate the impact of the manufacturing sector's performance in terms of increasing production capacities, adding value, enhancing product quality, and creating decent job opportunities, etc.
However, data is available primarily for 2023.

Strategic objective 1: Expanding industrial production

Industrial production in Kosovo is still very limited. According to the strategic analysis, the value-added production (VAP) share in GDP was 13.6% in 2023. However, recent data from 2023 indicates a 0.68% decrease in the VAP share in GDP. Conversely, VAP in production per capita has risen by €117.4 from 2020 to 2023. Based on the current trend, it is expected to exceed the projected indicator by 2026.

Table. 2. Strategic objective 1: Expanding industrial production and performance indicators

1 No.	Strategic and specific objectives, indicators and actions	Baseline value	Final value (current)	Interim target (2026)	Final year target (2030)
1	**Strategic objective: Expanding industrial production**				
1	Value-added in production (VAP) per capita (EUR)	541.5 (2020)	658.9 (2023)	702.1	809.2
2	Share of VAP in GDP	13.6% (2020)	12.92 (2023)	15.30%	16.50%
1.1	**Specific objective 1.1: Facilitate access to finance for domestic producers**				
1	Domestic loans for the private sector from banks (% of GDP)	47.8% (2020)	55.25% (2023)	52%	60%
2	Share of manufacturing loans in total commercial loans	17.3% (2021)	18.5% (2023)	23.40%	28.20%
1.2	**Specific objective 1.2. Increase investment in manufacturing**				
1	Share of manufacturing FDI in total FDI (%)	-0.1% (2021)	1.56% (2023)	10.20%	18.40%
2	Share of imported capital goods in VAP	41.7% (2020)	44.8% (2022)	48.30%	52.70%
1.3	**Specific objective 1.3: Accelerate digitalization in manufacturing**				
1	Use of digitalization tools in overall production/work processes in industry (%)	19.3% (2019)	Final value year 2019	35%	45%
1.4	**Specific objective 1.4: Enhance the quality and certification of internationally recognized products**				
1	Number of industrial products exported to the EU (at least EUR 10,000 per year)	298 (2021)	Final value year 2021	630	895

Specific objective 1.1: Facilitate access to finance for domestic producers. The indicator "Domestic loans for the private sector from banks (% of GDP)" has exceeded expectations, but there is a negative trend in the indicator "Share of manufacturing loans in total commercial loans ".

Specific objective 1.2. Increase investment in manufacturing. In the indicator "Share of manufacturing FDI in total FDI (%)", there has been progress, but the growth trend is slow and far from reaching the planned percentage.
As for the indicator " Share of imported capital goods in VAP", there is no data available beyond 2022.

Specific objective 1.3: Accelerate digitalization in manufacturing. For the indicator **"**Use of digitalization tools in overall production/work processes in industry (%)", the existing statistical data is from 2019.

Specific objective 1.4: Enhance the quality and certification of internationally recognized products. For the indicator "Number of industrial products exported to the EU (at least EUR 10,000 per year)", the existing statistical data is from 2021.

Strategic objective: Reducing the industrial trade deficit

The industrial sector in Kosovo has an overall negative trade balance, with a deepening trade deficit. This assessment is based on data from the Kosovo Agency of Statistics, which is presented in the table below.

Table. 3. Strategic objective: Reducing the industrial trade deficit and performance indicators

2 No.	Strategic and specific objectives, indicators and actions	Baseline value	Final value (current)	Interim target (2026)	Final year target (2030)
2	**Strategic objective: Reducing the industrial trade deficit**				
1	Trade deficit in manufacturing industry (Mil. EUR)	- 2,327.6 (NACE) -2,821.7 (by chapters) (2020)	-5,053.8 (by chapters 2023)	-2,037.60 (NACE)	-1,744.40
2.1	**Specific objective 2.1: Support enterprises to exploit their export potential**				
1	Number of manufacturing enterprises that export regularly (at least €10,000 per year)	733 (2021)	n/a	1,239	2,478
2.2	**Specific objective 2.2: Diversification of export markets**				
1	Geographical diversity of exports (number of partner countries accounting for 80% of manufacturing exports)	10 (2021)	11 (2023)	14	18

2.3	**Specific objective 2.3: Replacement of imports of intermediate and final products with domestic production and promotion of local products**				
1	Share of imports of substitutable intermediate goods (according to BEC classification) in total imports	31.6% (2020)	46% (2023)	27%	22%
2	Share of imports of substitutable consumer goods (according to BEC classification) in total imports	23.2% (2020)	32% (2023)	20%	16%
3	Share of domestic goods in the production market	32.8% (2020)	n/a	40%	50%

Specific objective 2.1: Support enterprises to exploit their export potential; the existing statistical data is from 2021.

Specific objective 2.2: Diversification of export markets; according to 2023 data, there has been progress, and the projected target for 2026 can be achieved.

Specific objective 2.3: Replacement of imports of intermediate and final products with domestic production and the promotion of local products, has three indicators. Two of these indicators, the "Share of imports of substitutable intermediate goods (according to BEC classification) in total imports" and the "Share of imports of substitutable consumer goods (according to BEC classification) in total imports" have already exceeded the target set for 2026. However, statistical data for the indicator "Share of domestic goods in the production market" are currently missing.

Strategic Objective 3: Generating inclusive and decent employment opportunities

Based on the analysis of the data available (in 2020) during the drafting of the strategy, and the latest data (from 2023), it is observed that "Employment in production per capita" has experienced a slight increase of 2.36% (in 2023). This shows a slow trend towards achieving the target of 3.69% in 2026.

Indicator 2, "Total production wages in the Value-added production (VAP), in (%)", shows a negative growth trend and a value below the target set for 2026.

Table. 4. Strategic Objective 3: Generating inclusive and decent employment opportunities and performance indicators

3 No.	Strategic and specific objectives, indicators and actions	Baseline value	Final value (current)	Interim target (2026)	Final year target (2030)
3	**Strategic Objective 3: Generating inclusive and decent employment opportunities**				
1	Employment in production per capita	2,34 (2020)	2,36 (2023)	3,69	4,59
2	Total production wages in the Value-added in production (VAP)	34.5% (2020)	21% (2023)	51.50%	62.90%

3.1	**Specific Objective 3.1: Enhance qualification and certification of technical workforce and enterprise managers**				
1	Number of accredited training institutions in the manufacturing industry	11 (2021)	12(2023/24)	20	35
2	Number of approved professional standards in the manufacturing industry	24 (2021)	17(2023/24)	40	60
3	Percentage of workers receiving formal training in manufacturing (%)	26.4% (2019)	n/a	35%	42%
4	Number of ISO certificates issued in Kosovo	n/a	n/a	WB average	WB average
3.2	**Specific objective 3.2: Promote decent job creation in industries**				
1	Declaration of the number of employees in manufacturing based on TAK/LaborForce Survey data from KAS	0.756	86.57% (2022)	80%	87%
2	Incidence of in-work poverty in manufacturing	26.6% (2020)	n/a	15%	10%
3	Number of workplace accidents in manufacturing	49 (2021)	106 (2024)	0%	0%
3.3	**Specific objective 3.3: Integration of women and youth into the labor market and business**				
1	Percentage of young people employed in manufacturing out of the total number of young people employed (%)	10.2% (2021)	11.2% 2023	13.7%	16.5%
2	Percentage of women in the total number of employed (%)	15.9% (2021)	17.8% (2023)	20.7%	23.9%

Specific Objective 3.1: Enhance qualification and certification of technical workforce and enterprise managers". In indicator it has four (4) indicators, two (2) of which have comparative data, while the other two (2) do not have available data.

Indicator 1 "Number of accredited training institutions in the manufacturing industry", has displayed a positive trend, but progress towards achieving the 2026 target is slow.
Indicator 2 "Number of approved professional standards in the manufacturing industry", shows a negative trend in 2023/24 compared to the baseline data.
The reported data for both indicators, "Percentage of workers receiving formal training in manufacturing (%)" and "Number of ISO certificates issued in Kosovo", is currently unavailable.

Specific objective 3.2: "Promote decent job creation in industries". This objective has three indicators, two (2) of which have comparative data, while there is no available data for one (1) indicator.

Indicator 1 "Declaration of the number of employees in manufacturing based on TAK and Labor Force Survey data from KAS", has exceeded expectations. However, indicator 2, which pertains to "in-work poverty in manufacturing", has been excluded as an indicator due to insufficient data.
Indicator 3, "Number of workplace accidents in manufacturing", based on the 2023data, shows a negative trend. This indicates that that the number of accidents is increasing and is far from the target set for 2026.

Specific objective 3.3: "Integration of women and youth into the labor market and business". It has two (2) indicators.
Indicator 1 "Percentage of young people employed in manufacturing out of the total number of young people employed (%)", and Indicator 2 "Percentage of women in the total number of employed (%)", demonstrate a positive and promising trend towards achieving the 2026 target.

Strategic Objective 4: Facilitating circular and green industry

Circulation and recycling in Kosovo's manufacturing sector are still very limited, while industrial waste and pollution remain significant issues. The energy efficiency and CO_2 intensity of Kosovo's manufacturing sector have improved, but still lag behind comparable countries in the WB6 region. This is mainly due to the low energy generation from renewable sources.

The baseline data value used during the development of the strategy is from 2019, with the most recent available value being from 2022. The trend for CO_2 emissions per unit of value-added production (VAP) is decreasing, and the interim target for 2026 was already achieved in 2022 at 0.58 (kg/euro).

Table. 5. Strategic Objective 4: Facilitating circular and green industry and performance indicators

4 No.	Strategic and specific objectives, indicators and actions	Baseline value	Final value (current)	Interim target (2026)	Final year target (2030)
4	**Strategic Objective 4: Facilitating circular and green industry**				
1	CO_2 emissions per unit of value-added production (VAP) (kg/Euro)	0.77 (2019)	0.58 (2022)	0.6	0.3
4.1	**Specific Objective 4.1: Support for enterprises to increase recycling and circulation in production**				
1	Gross value added in sectors related to the circular economy (% of total GDP)	0.80% (2020)	n/a	1.0%	1.3%

2	Use of recycled material (%)	n/a	n/a	WB average	WB average
4.2	**Specific objective 4.2: Supporting the production and consumption of green products**				
1	Percentage of market share for environmentally friendly products	n/a	n/a	WB average	WB average
2	Percentage of consumers who regularly purchase environmentally friendly products	n/a	n/a	WB average	WB average
4.3	**Specific objective 4.3: Supporting technological improvement with a focus on increasing energy and material efficiency**				
1	Energy intensity in manufacturing (Toe/mil. EUR)	339 (mid. 2018-2020)	245.6 (2022)	250 (2026)	150 (2030)

Specific objective 4.3: "Supporting technological improvement with a focus on increasing energy and material efficiency". The indicator for this objective is "Energy intensity in manufacturing (Toe/mil VAP)" showing a significant decrease from 311 (Toe / mil VAP) in 2021, to 245.6 (Toe / mil VAP) in 2022, a value that exceeds the set target for 2026.
There is no comparative data available for the Indicators of Specific Objective 4.1 "Support for enterprises to increase recycling and circulation in production" and Specific objective 4.2 "Supporting the production and consumption of green products".

Strategic Objective 5: Maximizing domestic profit growth

The manufacturing sector in Kosovo is characterized by weak domestic value chains and inefficient exploitation of existing natural resources, resulting in significant value losses. This is primarily due to low-tech production methods, limited processing of available natural resources, and a reliance on imported inputs (materials and services) for production, instead of sourcing them locally.

The VAP/Production Output is within the competence of KAS to be provided, however, as of this reporting period, there is no data available for reference.

Table. 6. Strategic Objective 5: Maximizing domestic profit growth and performance indicators

5 No.	Strategic and specific objectives, indicators and actions	Baseline value	Final value (current)	Interim target (2026)	Final year target (2030)
5	**Strategic Objective 5: Maximizing domestic profit growth**				
1	VAP/Production Output (Prod/output)	n/a	n/a	n/a	n/a
5.1	**Specific Objective 5.1: Increasing the share of domestic inputs in production**				
1	Value of imports of intermediate products (BEC classification) as part of the VAP	169.1% (2020)	223 % (2023)	133.1%	109.1%
5.2	**Specific objective 5.2: Improving product innovation towards higher value-added production**				

1	Percentage of enterprises that have introduced a new product/service	26.9% (2019)	n/a	32% (2026)	40% (2023)
5.3	**Specific Objective 5.3: Strengthening the link (connection) with local industry-related service providers**				
1	Domestic services purchased by industries	n/a	n/a	WB average	WB average

Strategic Objective 5 "Maximizing domestic profit growth", only has one indicator "Value of imports of intermediate products (BEC classification) as part of the VAP" which is far from the set targets based on the CBK data.

IV. RISKS AND STEPS TO ADDRESS THEM

IV.1 Issues and risks

During the monitoring of the action plan, data shows that some activities have not been implemented or have only been partially implemented. In these cases, the institutions responsible for implementing the activities have not incorporated them into their annual plans.

Based on meetings and discussions among the institutions responsible for implementing activities, a common risk for the non-implementation of activities in 2023 and 2024 is considered to be the lack of financial resources and the need to amend the legal framework. Specifically, this pertains to the activities of the MFLT, where the amendment of laws is required.

The failure to include the planned activities of the strategy action plan in the work plans of the responsible institutions is a major concern highlighted in the annual 2023report. Once again, several institutions have failed to integrate certain activities from the strategy action plan into their work plans. This failure to incorporate strategic activities into work plans has hindered the implementation of certain activities, impacting the achievement of specific and strategic objectives.

One of the obstacles in analyzing the impact of measures to achieve strategic objectives is the lack of timely publication of indicator data. Typically, data from the previous years is not published until Q1 of the following year.

IV.2 Next steps

Each strategic objective presents a unique challenge that requires focused attention. It is necessary for any delays in the implementation of activities or changes to activities to have a basis and reasoning from the institutions responsible for activity implementation.

Members of the inter-ministerial coordinating body responsible for monitoring, evaluating, conducting interim reviews, and making final assessments of the SIDBS 2030 and the Action Plan 2023-2025, should ensure that the planned activities for implementation by their respective institutions are included in the work action plan and make recommendations for the next steps, particularly regarding the drafting of the action plan for 2026-2028

KAS should process and provide data on indicators for strategic and specific objectives in a timely manner for reporting (data for 2025 should be provided by KAS by February 2026).
The next steps in implementing key activities, where members of the responsible institutions are required to explore possibilities of implementing the activities, are as follows:

Objective 1, specific objective 1.1, "Drafting a feasibility study for the establishment of the Kosovo Development Bank" and activity 1.1.2. "Completing the regulatory framework for the corporate bond market and other similar financing instruments have not been implemented even though they were scheduled for implementation in 2024 The Ministry of Finance and the CBK should analyze whether these activities can be implemented or should begin to be implemented in 2025.
Activity 1.1.3. "Establishing an Advisory Office for Access to Finance", is in the process of implementation. KIESA should take care of setting up the office.

Specific objective 1.2, activity 1.2.8 "Providing tax incentives for corporate income for strategic investments", has not been implemented despite being planned for implementation in 2023. The MFLT has requested the removal of this activity from the action plan and has asked to be consulted again on its potential implementation in the coming years leading up to 2025.

Specific objective 1.3, activity 1.3.5 "Creating data protection agreement models based on the current legislation to serve manufacturing companies and other businesses", this activity will transition into an information campaign, through the implementation of "Focus Groups" within the manufacturing/processing industry sector.
Activity 1.3.1 "Organizing a digital exhibition for the manufacturing industry", is planned to be implemented in 2025, while activity 1.3.3 "Providing public facilities for the opening of digital innovation centers to serve the industry" has not yet been implemented by MIET. MIET should investigate the reasons for this and analyze the situation in order to implement this activity in 2025.

Specific objective 1.4, activity 1.4.2 "Providing financial support to Conformity Assessment Bodies (CABs) to upgrade their equipment and build operational capacity". It is necessary to analyze and assess the feasibility of implementing this activity in 2025.

Activity 1.4.3 "Drafting an action plan outlining the steps to be taken by the Kosovo Accreditation Directorate (KAD) to meet the requirements for full membership in the European Accreditation Organization (EA)". It is crucial to work on developing an action plan that meets the requirements for EA membership.

Objective 2, specific objective, 2.3, activity 2.3.2 "Improving the import tariff regime to offer protection for strategic products"**,** needs to be analyzed and reviewed to identify opportunities for enhancing the tariff regime. This should be done while ensuring compliance with the FTA and other existing agreements, and by studying the practices of other countries.

Activity 2.1.6 "Conducting an analysis to assess the impact of export promotion activities", should be implemented and the analysis should be published by KIESA

Activities 2.1.7 “Creating a mentoring program to connect members of the Kosovo diaspora with manufacturing experience with potential exporters” and 2.1.9 “Engaging members of the diaspora to assist exports in the industry as part of the Citizen Diplomacy Program” have not been reported on by MFAD. Therefore, it is requested that these activities be implemented.
Activity 2.2.3 “Supporting the creation of foreign brands to facilitate the penetration of manufacturing enterprises into new export markets in cooperation with external business and diaspora partners”, has not been reported on KIESA yet.

Activity 2.3.2 “Improving the import tariff regime to offer protection for strategic products”, should be implemented by MFLT.

Activity 2.3.4 “Providing grants to young people through innovation centers to develop creative promotional projects aimed at increasing consumption of local products” and the activity 2.3.5 “Launching an information campaign to increase citizens' awareness of buying local products”, should be implemented by KIESA.

Objective 3, specific objective 3.1, activity 3.1.4 “Creating a production employment program as part of Active Labor Market Measures” (measures: internships instead of work and wage subsidies), the Employment Agency should analyze the activities of the strategy and incorporate them into the planned activities or programs. Activity 3.1.5 “Establishing a credit scheme for skills development in the labor market”, it is recommended that the Employment Agency works on developing these schemes in coordination with AIS.
Specific objective 3.3, activity 3.3.1 “Organizing Women in Industry Week”, KIESA should enhance the already traditional activity “Women in Business”, by organizing conferences, showcasing success stories of Kosovar businesswomen, etc.

Objective 4, specific objective 4.3, activity 4.3.1 “Developing a program for investments in green technology in the manufacturing industry”, the MIET, specifically the Department of Industry, should consult with the EBRD regarding the implementation of this activity.

Activity 4.2.4 “Incorporating green procurement criteria in the food, textile and furniture industries”, it is expected that this activity will be implemented by MFLT.

Objective 5, specific objective 5.2, activity 5.2.2 “Corporate Income Tax reduction for Large Manufacturing Companies Investing in Selected Innovative Entities”, has been requested to be removed from the action plan by MFLT. MFLT should be consulted again to determine if this activity can be implemented in the years leading up to 2025.

Activity 5.1.1 “Creating input-output tables to understand the structure of inputs used in the industry”, KAS should process this data and create the input-output tables.

Activity 5.2.1 “Awarding Innovation Prizes for Manufacturing Products”. This activity is expected to be implemented by the Department of Innovation.

Activity 5.2.4 “Supporting higher education institutions to create executive innovation programs in industry”. This activity is expected to be implemented by MEST.

Activity 5.3.2 “Supporting preventive measures for machinery maintenance in manufacturing enterprises”. This activity is expected to be implemented by KIESA.

ANNEX 1. Implementation of the activities of the SIDBS – 2030, Action Plan 2023 – 2025, for the period (July 2023 – December 2024)

No.	Activity	Deadline	Responsible institution	Leading (responsible) and supporting institution	Output	Progress status	Brief explanation of progress
Strategic objective: Expanding industrial production							
Specific objective 1.1: Facilitate access to finance for domestic producers							
1.1.1	Drafting a feasibility study for the establishment of the Kosovo Development Bank	Q3 2024	MIET and ME	MIET and ME	Feasibility study finalized	Not implemented	Activity not yet started
1.1.2	Completing the regulatory framework for the corporate bond market and other similar financing instruments	Q4 2024	MFLT and CBK	MFLT and CBK	Law on Alternative Financing Services	Not implemented	Activity not yet started
1.1.3	Establishing an Advisory Office for Access to Finance	Q1 2024	MIET (KIESA)	MIET (KIESA)	Advisory office established and operational	Partially completed / in progress	In the process of initiating the drafting of sub-legal acts from the Sustainable Investment Law. The draft regulation for the structuring of KIESA is under review.
Specific objective 1.2. Increase investment in manufacturing							
1.2.1	Drafting the law on Sovereign Fund	Q4 2023	OPM	OPM	Law on Sovereign Fund completed and adopted	Implemented	Adopted on December 15 in the Assembly of Kosovo
1.2.2	Drafting the sub-legal acts derived from the new Law on Industrial and Technological Parks	Q2 2024	MIET (Department of Industry and KIESA)	MIET (Department of Industry and KIESA)	5 sub-legal acts finalized and adopted	Implemented	5 sub-legal acts have been drafted deriving from the Law on Industrial and Technological Parks, four (4) of which have been adopted.

1.2.3	Drafting the study that evaluates the impact of current industrial parks on job creation, exports, and economic development	Q4 2023	MIET-KIESA	MIET (KIESA, Department of Industry an GIZ (EP)	Study evaluating the impact of current parks completed	Implemented	A study has been drafted regarding the impact of current industrial parks on job creation, export and economic development
1.2.5	Creating of the green industrial park	Q4 2024 Q4 2025	MIET (KIESA)	MIET (KIESA)	Green Industrial Park Completed	Partially implemented / in progress	The Industrial Park 2 in Drenas has been established. The project has been prepared and procedures have been developed for contracting the economic operator for the construction of infrastructure. The operator has been contracted and has started work.
1.2.6	Preparing of promotional videos for FDI success stories in Kosovo	Q4 2023 Q4 2024 Q4 2025	MIET-KIESA	MIET (KIESA)	Promotional Videos Completed	Implemented	In 2023, videos were produced to promote sectors with potential and success stories within those sectors.
1.2.7	Drafting a law defining the status of national champions	Q4 2024	MIET and ME	MIET and ME	Law on National Champions Completed and Adopted	Partially implemented / in progress	In the concept paper regarding the sovereign fund, it is recommended that work on this Law begin after the adoption of the Law on the Sovereign Fund. The status of national champions - Champion Enterprises is addressed in the Draft Law on the Sovereign Fund of the Republic of Kosovo

1.2.8	Providing tax incentives for corporate income for strategic investments	Q3 2023	MFLT	MFLT and OPM	Corporate Income Tax Law Amended with Tax Incentives Included	Not implemented	The amendment of the TAP law is also included in the Legislative Plan for Q4 2025.
1.2.9	Drafting an investment promotion program (strategic document)	Q3 2024	MIET (Strategic Investment Department)	MIET (Strategic Investment Department)	Investment promotion program finalized and approved	Partially implemented / in progress	The National Investment Strategy is being drafted.
Specific objective 1.3: Accelerate digitalization in manufacturing							
1.3.1	Organizing a digital exhibition for the manufacturing industry	Q3 2024 Q3 2025	MIET (KIESA, Department of Innovation and Department of Industry)	MIET (KIESA, Department of Innovation and Department of Industry)	Every year an exhibition with at least 90 participating companies	Not implemented	Planned for 2025
1.3.2	Providing vouchers (with co-financing) for digital transformation and cybersecurity	Q3 2024 Q3 2025	MIET (KIESA) and ERDB	MIET (KIESA) and ERDB	150 beneficiaries of the digitalization voucher scheme	Implemented	215 companies supported in 2024
1.3.3	Providing public facilities for the opening of digital innovation centers to serve the industry	Q4 2024	MIET (KIESA and Department of Innovation)	MIET (KIESA and Department of Innovation)	Two digital innovation centers established	Not implemented	In 2024, there were no Innovation Centers opened in public facilities

1.3.5	Creating data protection agreement models based on the current legislation to serve manufacturing companies and other businesses	Q4 2023	MIET-DI	MIET (Department of Industry) and the Information and Privacy Agency	Personal data agreement models finalized	Partially implemented / in progress	After consultations with other stakeholders and businesses, it was determined that model agreements cannot be created due to the varying nature of businesses. As a result, this initiative is being transformed into an Information Campaign, “Informing businesses about the Law on the Protection of Personal Data and the Law on the Protection of Trade Secrets”. As part of the “Manufacturing Industry Focus Groups” activities organized by DI in 7 regions of Kosovo, businesses will receive information about the relevant laws.
Specific objective 1.4: Enhance the quality and certification of internationally recognized products							
1.4.1	Establishing a National Instrument for Product Certification	Q3 2024 Q3 2025	MIET (KIESA)	MIET (KIESA)	At least 30 beneficiary companies (30% of grants for metal processing) per year	Implemented	In 2024, 23 businesses received support for product certification and are currently implementing the projects. The initial budget and planning was to support up to 30 businesses, but there were no successful applications.
1.4.2	Providing financial support to Conformity Assessment Bodies (CABs) to upgrade their equipment and build operational capacity	Q4 2024	MIET (Department of Industry and KIESA)	MIET (Department of Industry and KIESA)	6 testing laboratories supported per year	Partially implemented / in progress	A draft scheme has been developed for two components: support for testing laboratories and Certification Bodies.

1.4.3	Drafting an action plan outlining the steps to be taken by the Kosovo Accreditation Directorate (KAD) to meet the requirements for full membership in the European Accreditation Organization (EA)	Q4 2023	MIET-KAD	MIET (Kosovo Accreditation Directorate)	Action plan completed	Partially implemented / in progress	The necessary for EA membership have been identified, and KAD is currently working on completing them. The actions include: 1. Reviewing the functional organization, 2. Reviewing the legal framework, 3. Enhancing the list of experts/evaluators, 4. Strengthening the professional and accreditation councils, 5. Establishing new accreditation schemes.
1.4.4	Drafting the law on monitoring the conformity of products in the market	Q4 2023	MIET-DI	MIET (Department of Industry)	Law on Monitoring the Conformity of Products in the Market Approved	Partially implemented / in progress	The Draft Law on Product Conformity Inspection has been drafted. To finalize this law, support has been requested from the UNDP project for the engagement of an expert with experience in EU practices.
1.4.5	Drafting of sub-legal acts deriving from the law on monitoring the conformity of products in the market	Q4 2024	MIET (Department of Industry)	MIET (Department of Industry)	Sub-legal Acts Finalized and Adopted	Not implemented	After the adoption of the Law, the drafting of sub-legal acts for monitoring the conformity of products in the market will begin.
1.4.6	Drafting of sub-legal acts deriving from the Law on General Product Safety	Q4 2024	MIET (Department of Industry)	MIET (Department of Industry)	3 sub-legal acts finalized and approved	Partially implemented / in progress	The following AIs drafts have been prepared and submitted for approval: AI on the functioning of the rapid information exchange system and notification forms for hazardous products; AI on notification regarding consumer hazardous products placed on the market
1.4.7	Organizing workshops for the implementation of technical legislation on quality infrastructure and supporting standards	Q2 2023 Q2 2024 Q2 2025	MIET-DI	MIET (Department of Industry), GIZ (EP) and sectoral associations	3 workshops organized with businesses each year	Implemented	3 meetings with businesses have been held

1.4.8	Information meetings with businesses for the establishment of certification bodies for specific groups of non-food products	Q2 2023 Q2 2024 Q2 2025	MINT-DI-KIESA	MIET (Department of Industry and KIESA)	7 regional meetings held annually with around 700 participating businesses	Partially implemented / in progress	2 workshops have been conducted with the support of the GIZ Regional Project in the areas of: 1. Electrical and electronic equipment 2. Machinery safety
1.4.9	Organizing awareness campaigns to promote the provisions of the Law on Consumer Protection regarding product warranty	Q4 2024 Q4 2025	MIET (Department of Consumer Protection)	MIET (Department of Consumer Protection)	700 thousand consumers informed about product warranty rights	Implemented	In 2024 alone, approximately 900,000 text messages and 15,000 postcards and leaflets have been distributed to raise consumer awareness in municipalities.
Strategic objective: Reducing the industrial trade deficit							
Specific objective 2.1: Support enterprises to exploit their export potential							
2.1.1	Expanding the export window within the framework of the KCGF	Q4 2024	MFLT	Kosovo Credit Guarantee Fund (KCGF) and MFLT	300 companies benefiting from export-supported financial products from the fund	Implemented	The capital allocated for the export window is part of the project with the European Investment Bank.
2.1.2	Establishing the Export Market Information Center (EMIC)	Q3 2024	MIET (KIESA)	MIET (KIESA)	Export Market Information Center established and operational	Partially implemented / in progress	The drafting of sub-legal acts deriving from the Law Sustainable on Investment is underway. The draft regulation for the structuring of KIESA is being reviewed
2.1.3	Organizing outbound sales missions for companies ready to export in specific sectors	Q4 2023 Q4 2024 Q4 2025	MIET(KIESA)	MIET (KIESA)	At least 500 manufacturing enterprises supported for participation in fairs	Implemented	In 2024, 17 international fairs were held supporting approximately 180 businesses from various sectors.
2.1.4	Identifying potential enterprise customers in foreign markets and organizing in-country purchasing visits	Q3 2024 Q3 2025	MIET (KIESA)	MIET (KIESA)	5 in-country visits organized per year	Implemented	5 visits have been conducted by potential foreign buyers to Kosovar exporting companies in various sectors (Sweden, Turkey, Denmark, England and Germany)

2.1.5	Organizing regional B2B meetings between local and regional input suppliers to create networking opportunities	Q3 2023 Q3 2024 Q3 2025	MIET (KIESA)	MIET (KIESA), GIZ (EP) and sectoral associations	3 B2B meetings conducted and at least 100 participating companies	Implemented	Economic forums have been conducted with countries such as Croatia, Hungary, Slovenia, Greece, Malta, and Germany. B2B meetings have been arranged between businesses in Kosovo and those in the above-mentioned countries. Similar events are planned to be held in 2025. Furthermore, information sessions will be organized with diaspora businesses in various countries. A total of 165 Kosovo enterprises have received support in organizing B2B meetings through these activities.
2.1.6	Conducting an analysis to assess the impact of export promotion activities	Q4 2023 Q4 2024 Q4 2025	MIET (KIESA)	MIET (KIESA)	Analysis completed annually	Partially implemented / in progress	Surveys have been conducted with companies from different sectors in Kosovo participating in international activities
2.1.7	Creating a mentoring program to connect members of the Kosovo diaspora with manufacturing experience with potential exporters	Q4 2024 Q4 2025	MFAD	MFAD	Program created	Implemented	No report provided from the MFAD
2.1.8	Completing the catalog (register) of exporters from Kosovo	Q4 2024	MIET (KIESA)	MIET (KIESA)	Catalog completed	Implemented	KIESA has a list of top exporters generated in collaboration with TAK
2.1.9	Engaging members of the diaspora to assist exports in the industry as part of the Citizen Diplomacy Program	Q4 2024 Q4 2025	MFAD and MIET	MFAD and MIET (KIESA)	Program drafting	Not implemented	No reports provided
Specific objective 2.2: Diversification of export markets							

2.2.1	Preparing analysis to identify a list of strategic manufacturing products for export	Q4 2023	MIET-DT	MIET/Department of Trade and Department of Industry	Strategic Export Product Analysis Completed	Implemented	The Analysis "Identification of products with export potential and import substitution" has been finalized.
2.2.2	Negotiating three partial scope trade agreements	Q4 2025	MIET-DT	MIET (Department of Trade)	3 Partial Scope Trade Agreements Completed	Implemented	The EFTA Agreement has been signed. The implementation of the Trade Agreement with England has been negotiated.
2.2.3	Supporting the creation of foreign brands to facilitate the penetration of manufacturing enterprises into new export markets in cooperation with external business and diaspora partners	Q3 2024	MIET (KIESA)	MIET (KIESA)	5 Brands Supported	Not implemented	No reports provided
Specific objective 2.3: Replacement of imports of intermediate and final products with domestic production and promotion of local products							
2.3.1	Preparing analysis to identify imported final products that have the potential to be substituted	Q3 2024	MIET-DT	MIET (Department of Trade)	Analysis finalized	Implemented	Analysis completed
2.3.2	Improving the import tariff regime to offer protection for strategic products	Q4 2023	MFLT	MIET (Department of Trade), MFLT and Kosovo Customs	Tariff regime for imports updated	Not implemented	According to the MFLT, this activity may be feasible, but it should always be taken into account that we have other existing FTAs that should not be affected. Moreover, the steps taken in this direction should be in line with EU practices. This activity has not yet started

2.3.3	Introducing transitional preferential margin in public procurement for local products (please note: this does not apply to products originating from the EU, CEFTA, the USA and EFTA)	Q4 2024	MFLT	MFLT and PPRC	Procurement law amended to include preference	Partially implemented / in progress	It is included in the legislative plan for 2025, and the final draft is currently in the Cabinet
2.3.4	Providing grants to young people through innovation centers to develop creative promotional projects aimed at increasing consumption of local products	Q1 2024	MIET (KIESA)	MIET (KIESA) and innovation centers	10 beneficiaries from the young age group (at least half women)	Not implemented	There has been no reporting on this activity
2.3.5	Launching an information campaign to increase citizens' awareness of buying local products	Q2 2024 Q2 2025	MIET (KIESA)	MIET (KIESA)	1 million informed citizens	Not implemented	There has been no reporting on this activity
2.3.6	Drafting trade policy (trade program)	Q4 2023	MIET-DT	MIET (Department of Trade)	Trade program completed	Partially implemented / in progress	The Working Group in collaboration with the Department of Trade is working on drafting the Trade Policy document/program.
Strategic Objective 3: Generating inclusive and decent employment opportunities							
Specific Objective 3.1: Enhance qualification and certification of technical workforce and enterprise managers							
3.1.1	Implementing comprehensive research to identify skills gaps in the industry's labor market and understand employers' challenges in finding qualified workers	Q4 2023	MIET-DI	MIET (Department of Industry), USAID (PSWD) and GIZ	Research report completed	Implemented	1. The research was completed in December 2024.

3.1.2	Offering financial assistance to manufacturing associations to help them manage sectoral labor councils	Q4 2023 Q4 2024 Q4 2025	USAID/IREX	USAID (PSWD) and Sectoral Associations	Sectoral labor councils established and operational for the wood sector, agro-processing and a third industrial sector of ICT, as well as the functioning of the renewable energy sector.	Implemented	The Sectoral Labor Councils are operational for the information and communication technology (ICT), wood processing and agribusiness sectors. In 2024, PSWD also established a Labor Council in the renewable energy sector. The Draft Regulation on the functioning of the Councils has been drafted.
3.1.3	Drafting the law on industrial councils	Q3 2024	USAID (PSWD)	MFLT, MIET and USAID (PSWD)	Law on industrial councils completed and adopted	Partially implemented / in progress	There have been no activities on this law. This is because the Industrial Councils are established within the KCC. They will be included in the KCC Law
3.1.4	Creating a production employment program as part of Active Labor Market Measures (measures: internships and wage subsidies)	Q4 2023 Q4 2024 Q4 2025	MFLT - Employment Agency	MFLT -Employment Agency	At least 1,200 beneficiaries of the production employment program each year	Partially implemented / in progress	Through the super job project, 9,394 job seekers have received wage subsidies for a 6-month period. Data is missing on how many have benefited in the manufacturing sector. This information has not been provided by the Employment Agency.
3.1.5	Establishing a credit scheme for skills development in the labor market	Q4 2024 Q4 2025	MFLT (Employment Agency) and AIS	MFLT (Employment Agency) and AIS	1,300 candidates trained and certified (at least half women)	Partially implemented / in progress	This information has not been provided by the Employment Agency. A scheme is being drafted for retraining workers and the implementation of the dual system. It will be implemented in 2025.

3.1.6	Supporting the opening of accredited non-public training centers with programs offering skills development in the industry	Q4 2024 Q4 2025	Kosovo Budget and WBF	MFLT and WBF	6 new training centers opened	Partially implemented / in progress	The Lux Dev project, KSV/021, will support private training centers in 4 sectors: wood and furniture sector, food and beverage sector, renewable energy and ICT. At the same time, they have conducted a study to identify existing centers, as well as recommendations for new centers.
3.1.7	Supporting the development of training programs for skills development in the industry	Q4 2023 Q4 2024 Q4 2025	USAID-MEST	MASTI (National Qualifications Authority) and USAID (PSWD)	15 new training programs created	Partially implemented / in progress	USAID/IREX, from the first call for grants announced in 2023 by PSWD, the expected results during the grant implementation period in 2024 and 2025 are that there will be 12 programs developed in ICT, 2 in agribusiness, and 3 in the wood processing sector. In total, there will be 17 programs, 14 of which are new and 3 are advanced. In 2024/2025, WGs were established, but these programs have been put on hold due to the suspension of funds from USAID.
Specific objective 3.2: Promote decent job creation in industries							
3.2.1	Drafting of analysis to assess the level of informality in employment based on industry activity	Q4 2023	MIET-DI	MIET (Department of Industry)	Analysis of informality in industry finalized	Implemented	Completed in Q4 2023

3.2.2	Setting a decent wage threshold in the industry (a non-mandatory threshold of income higher than the minimum wage) acknowledging companies that pay wages above this threshold	Q4 2023 Q4 2024 Q4 2025	MIET-DI	MIET (Department of Industry) and MFLT	Decent wage set and acknowledgment for companies	Implemented	Completed in Q4 2023
Specific objective 3.3: Integration of women and youth into the labor market and business							
3.3.1	Organizing Women in Industry Week	Q4 2023 2024 2025	MIET-KIESA	MIET (KIESA)	150 women beneficiaries	Implemented	For 2024, the call for applications for participation in the women's fair has ended.
3.3.2	Supporting career centers in high schools and universities to establish collaborative partnerships with industry associations	QM4 2023	MESTI and MIET	MESTI and MIET (Department of Industry), Associations	10 career centers and Universities supported in creating memorandums of understanding with key associations	Implemented	In Q2-Q4 2023, 8 new centers were established in VET Institutions, and career guidance coordinators and business cooperation coordinators have been appointed. Currently, there are a total of 24 career centers in VET institutions that are in constant contact with businesses to enhance cooperation for the implementation of practical learning in real work settings. This year, 12 profiles are being developed for Dual Learning. By December 31, 2024, with the support of MESTI and in cooperation with municipalities, based on the administrative instruction on career counselors, 5 new career centers have been established in VET Institutions, 2 in Ferizaj, 2 in Gjilan and one in Gjakova. In order to provide services in these new career centers, 8 new coordinators have been trained and qualified through

							the career counselor qualification program.
3.3.3	Supporting on-the-job training for women and young people	Q3 2023 Q3 2024 Q3 2025	EBRD and MIET - KIESA	EBRD and MIET - KIESA	300 women and young people trained 600 young people trained	Implemented	186 trained, From January-June 2024, 30 trained. In addition, 132 young people trained.
Strategic Objective 4: Facilitating circular and green industry							
Specific Objective 4.1: Support for enterprises to increase recycling and circulation in production							
4.1.1	Organizing seminars for manufacturing enterprises to inform them about the basics of circular economy business models	Q4 2023 Q2 2024 Q2 2025	UNDP	MIET (Department of Industry) and UNDP	5 seminars with 30 businesses informed about circular economy models	Implemented	In October, two meetings were held with businesses to inform them about a program related to the basics of circular economy business models. A total of 30 businesses participated and received training in the green transition module.
4.1.2	Promoting industrial symbioses to facilitate the exchange of materials (by-products) or waste streams	TM3 2024		MIET (Department of Industry) and UNDP		Implemented	As part of promoting the green industry, industrial symbioses have also been encouraged. 12 grants have been distributed to businesses promoting industrial symbioses, green and digital transformation.
4.1.3	Creating a window for innovation towards the circular economy within the innovation fund	Q4 2024 Q4 2025		MIET (Department of Innovation and KIESA)		Partially implemented / in progress	KIESA in collaboration with LUXDEV has developed a support scheme for innovation. A total of 49 businesses have received support (34 SMEs and 15 start-up businesses). This scheme was separate from the Innovation Fund.
Specific objective 4.2: Supporting the production and consumption of green products							

4.2.1	Transposing the relevant provisions of the EU Regulation on Ecolabel into domestic legislation	Q4 2025	ME	MAFD, ME and MIET	Law on Energy Efficiency Completed	Partially implemented / in progress	The basis for transposing the EU regulation on "ecolabel" into domestic legislation is the Law on Energy Efficiency. Currently, the Law on Energy Efficiency is in the drafting phase. Once approced, procedures for transposing the regulation will begin. The transposition of the ecolabel regulation is planned to be completed by Q4 2025.
4.2.2	Incorporating the relevant provisions of the EU Ecodesign Directive into domestic legislation	Q4 2025	ME	ME and MIET	Law on Energy Efficiency Completed	Partially implemented / in progress	The basis for the transposition of the EU directive "ecodesign" into domestic legislation is the Law on Energy Efficiency. Currently, the Law on Energy Efficiency is in the drafting phase. Once approced, procedures for transposing the directive will begin. The transposition of the ecolabel directive is planned to be completed by Q4 2025.
4.2.4	Incorporating green procurement criteria in the food, textile and furniture industries	Q4 2024	MFLT	MFLT	Incorporated criteria	Not implemented	It is a planned activity in CRM2 and MFLT have signaled that they will carry it out. It is expected to begin in 2025.
Specific objective 4.3: Supporting technological improvement with a focus on increasing energy and material efficiency							
4.3.1	Developing a program for investments in green technology in the manufacturing industry	Q4 2023	EBDR	EBRD and partner financial institutions	At least 80 beneficiary companies	Not implemented	The activity was not implemented because the budget was not allocated. This activity has been modified and grants have been provided for the purchase of machinery - technology for industrial sectors.
Strategic Objective 5: Maximizing domestic profit growth							

Specific Objective 5.1: Increasing the share of domestic inputs in production							
5.1.1	Creating input-output tables to understand the structure of inputs used in the industry	Q4 2024	KAS	KAS	Input-output tables created	Not implemented	No inputs received.
5.1.2	Transposing the relevant provisions of the EU directive on unfair trading practices in the food industry supply chain	Q4 2024	MIET (Department of Trade)	MIET (Department of Trade)	Law on Unfair Trading Practices in the Food Supply Chain Completed	Partially implemented / in progress	We would like to point out that unfair trading practices are defined in Article 47 of the Law on Internal Trade. However, if we wish to address them more specifically, as required by the EU directive on "unfair trading practices in business-to-business relations in the agricultural and food supply chain", it would be beneficial to contact the Ministry of Agriculture. They have a specific objective related to this in the "Strategy for Agriculture and Rural Development for the period 2022-2028" (Objective 1.3: Improving the position of farmers in the value chain), and are currently working on transposing EU directives. Therefore, we believe it is important to schedule a meeting with the MAFRD.

5.1.3	Drafting a study on the use of natural resources for industry	Q4 2023	MIET-DI	MIET	Study on the use of natural resources for industry completed	Not implemented	- The strategy was approved on 29.06. 2023, but there was no budget allocated for implementing this activity. This implementation of this activity is now planned for 2024. - In 2024, the terms of reference were prepared and the tender was announced. However, the EO did not meet the criteria during the tender evaluation, so the activity will now be carried out in 2025.
Specific objective 5.2: Improving product innovation towards higher value-added production							
5.2.1	Awarding Innovation Prizes for Manufacturing Products	Q4 2023 Q4 2024 Q4 2025	MIET-Dep. of Innovation	MIET (Department of Innovation and KIESA)	5 prize awards per year for innovative products	Not implemented	- These prize awards are presented on Innovation Day in April. The SIDBS was approved on 29.06.2023. The activity is scheduled to take place in Q2/2024 on Innovation Day. - Due to budget constraints, the activity did not take place in 2024. It is now planned to be implemented in 2025 as part of the Innovation Days activity.
5.2.2	Corporate Income Tax reduction for Large Manufacturing Companies Investing in Selected Innovative Entities	Q4 2023	MIET-Dep. of Innovation - MFLT	MIET (Department of Innovation) and MFLT	At least 50 investments in innovative entities	Not implemented	According to the MFLT, this activity should be removed. The Law on Corporate Income Tax falls within their mandate and it not expected to be implemented.
5.2.3	Completion of the Industrial Property Program	Q2 2023	MIET-IPA	MIET (Industrial Property Agency)	Industrial property program completed and approved	Implemented	Although it was not approved in 2023, it was in the process and finally approved in 2024

5.2.4	Supporting higher education institutions to create executive innovation programs in industry	Q4 2024	MESTI and Higher Education Institutions	Kosovo Budget and USAID Compete (TBD)	5 executive innovation programs in industry established	Not implemented	Not Reported
Specific Objective 5.3: Strengthening the link (connection) with local industry-related service providers							
5.3.1	Developing a digital platform with detailed profiles of service providers in the industry	QM4 2024	MIET (Department of Trade and AIS	MIET	Digital platform finalized	Partially implemented / in progress	This platform is planned to be implemented as part of KIESA and will be integrated into the MIET software for policy-making departments and KIESA. ToRs were developed with the support of LUXDEV KSV/023 and are scheduled to be implemented in 2025, with funding provided jointly by LUX DEV and KIESA.
5.3.2	Supporting preventive measures for machinery maintenance in manufacturing enterprises	Q4 2024	MIET (KIESA)	MIET	100 enterprises supported	Not implemented	Although it is an industrial policy measure, we currently do not have budget approval.
5.3.4	Establishment of the National Council for Industrial Development	Q4 2023	MIET-DI	MIET	National Council for Industrial Development established	Implemented	The Council was established by the Prime Minister’s decision