



**Klaipeda  
Region  
Specialisation  
Strategy  
2030**

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# Introduction

The Klaipeda Region Specialisation Strategy 2030 (hereinafter - KRSS) is Klaipeda Region's first such strategic document of this kind and the first such document in Lithuania.

For Klaipeda Region (hereinafter the Region), it is the most important development document, defining the Region's economic development vision. It outlines the directions and measures agreed within the structure of regional government, business, local community, and science and education. During the document preparation, the Region's growth opportunities, potential, current and future trends, and national and international thematic policies were assessed. The KRSS will see the transfer of the Region's initiatives to the level of strategic policy. This will be achieved through partnership and cooperation of the Region's stakeholders along with a collective commitment to implement the common vision.

The importance and necessity of regional specialisation is enshrined in a number of Lithuanian national documents including: the Master Plan of the territory of the Republic of Lithuania 2021–2030; National Progress Plan; Law on Regional Development of the Republic of Lithuania; and White Paper on Lithuanian Regional Policy. In addition, the EU Guidelines for Cohesion Policy for the Financial Period 2021–2027, and specific strategy documents for the Baltic Sea Region, amongst others.

In 2017, the Region decided on the need for a unified approach to regional economic development, and started to prepare the KRSS. The four sectors of the Region – the public sector; business; education and science; and the wider community of the Region – were all directly involved and committed to the preparation of the KRSS, which incorporated planning principles such as the Entrepreneurial Discovery Process Model and the Quadruple Helix Model.

**A regional specialisation development process was set up with the following main tasks:**

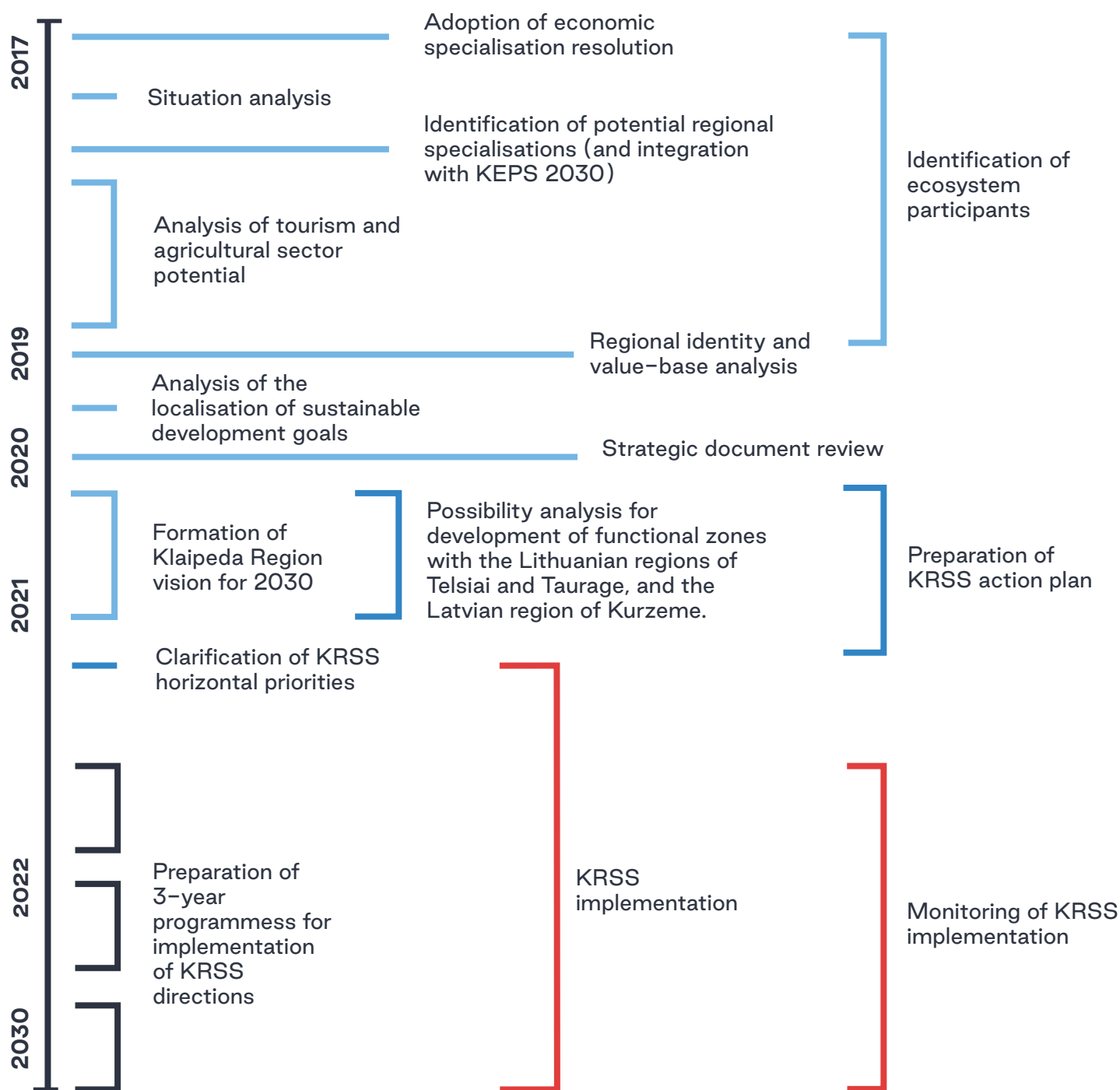
- 1) to mobilize the main regional ecosystem actors for the planning of regional development directions (and implementation actions);**
- 2) to create an effective platform for regional cooperation and communication;**
- 3) to achieve a united commitment from the Region's partners to collaborate on the long-term development and economic growth of the Region.**

In order to achieve these tasks, development perspectives of the Region were analysed by combining the complex elements of the regional ambitions, vision and identity. Included throughout this development analysis, was full consideration of the United Nations Sustainable Development Goals (UN SDGs).

The KRSS is the key to the competitive development and growth of the Region, and the success of its implementation is embedded in the efforts of the regional stakeholders to collaborate in order to find common solutions to regional challenges, and in doing so, to mobilize resources in all sectors in order to build a stronger Region.

# KRSS

## Preparation and Implementation Phases:



Preparation phase:

Definition (detailing) phase:

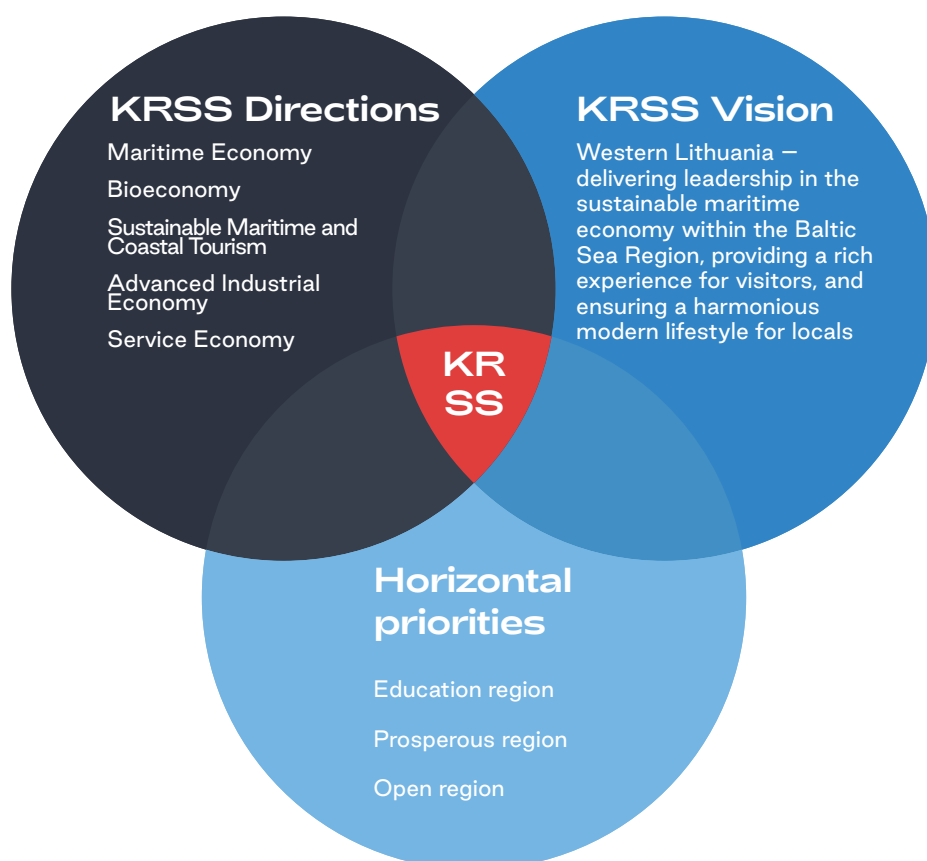
Consolidation - initiation of common actions - phase:

Implementation phase:

# The KRSS identifies the following five directions for regional specialisation until 2030:

1. **Maritime Economy:** to become a modern and attractive investment leader in the maritime economy in the South-Eastern Baltic Region by 2030
2. **Bioeconomy:** to become a leading bioeconomy region by 2030 at both national and Baltic Sea macro-regional level
3. **Sustainable Maritime and Coastal Tourism:** to strengthen the regional competitiveness of maritime and coastal tourism in accordance with the principles of sustainable development
4. **Advanced Industrial Economy:** to develop an internationally competitive industry in the Region based on innovative solutions
5. **Service Economy:** to increase the share of service economy in the Region by ensuring the necessary preconditions for sustainable competitiveness and development

## KRSS Structure



An action plan, providing goals, objectives, measures and desired results, has been prepared for the implementation of the KRSS.

During this preparation, three horizontal priorities were defined to strengthen and unite the five established directions (hereinafter – the Directions).

The “**Open Region**” priority emphasises a regional development that is delivered through an open process involving all stakeholders; the “**Prosperity Region**” priority defines the aspiration to achieve a sustainable development of the Region; and the “**Education Region**” priority aims to make the regional system of education and science, one that provides a sustainable basis for the growth of the Region, creating a prosperous and competitive environment.

Successful implementation of the KRSS will allow the achievement of its vision by 2030:

## **Western Lithuania – delivering leadership in the sustainable maritime economy within the Baltic Sea Region, providing a rich experience for visitors, and ensuring a harmonious modern lifestyle for locals.**

### **Sustainable Maritime economy**

a circular, sustainable, maritime economy, including complementing and connected tourism and leisure industries.

### **Leadership in the Baltic Sea Region**

bringing together competences and resources to provide initiative and ambitious leadership in the Baltic Sea Region, and to use this for the inclusive, sustainable economic development of bioeconomy, marine and coastal tourism.

### **Rich experience for visitors**

the totality of Western Lithuania's history, culture, natural resources, traditions, and knowledge providing visitors with a unique and memorable experience.

### **Harmonious and modern local lifestyle**

matching the harmony of nature with the technology of modern life in a rapidly changing global world, whilst maintaining balance, harmony, physical and emotional health

# Horizontal Priorities

In preparing the KRSS, an identity analysis was carried out in 2020 which included: a situational analysis of regional identity and values; identification of key actions, priorities and directions of regional development; the key regional ecosystem actors shaping regional identity and values; and identification of five horizontal regional growth directions:

1. **Education Region**
2. **Prosperous Region**
3. **High Added-Value Region**
4. **Blue Economy Region**
5. **Open Region**

Within three of the KRSS Directions (Maritime Economy, Bioeconomy and Advanced Industrial Economy), two of the five horizontal regional growth directions – High Added-Value Region and Blue Economy Region – will be an integral part of the Region's specializations until 2030.

Therefore, the remaining three horizontal directions – Open Region, Education Region and Prosperous Region – are considered to be the three 'stand-alone' horizontal regional growth directions in the KRSS (hereinafter 'horizontal priorities')

The contribution of these three Horizontal Priorities will help to achieve the goals of the KRSS Directions by mobilizing all stakeholders, and by assessing the impact of the implementation of the KRSS on the overall prosperity of the region. In turn, all three horizontal regional growth

# Horizontal Priority

## "Open Region"

The KRSS horizontal priority "Open Region" (hereinafter 'Open Region') aims to make a significant contribution not only to the economic growth of the Region, but also to the balanced development of an open and inclusive region. The open process principle is based on two models: the Entrepreneurial Discovery Process and the Quadruple Helix. For both models, representatives of four sectors – public; private; education and science; and NGOs – directly participated in development and committed for the implementation of the KRSS.

### **The Open Region main principles and goals:**

- The preparation of the KRSS was completed with the allocation of necessary resources, and through the cooperation of all regional municipalities.
- The preparation of the KRSS encouraged an openness to new ideas and trends and on their transfer to promote the economic growth of the Region.
- The preparation of the KRSS was based on a "bottom-up" process, whereby the Region's economic growth goals were set on the basis of existing opportunities and potential, taking into account local needs and indicating how the Region would contribute to national economic growth.
- The KRSS has been coordinated with all target sectors and stakeholders through a series of measures that have ensured their direct and open involvement and willingness to contribute to the implementation of the KRSS and the prosperity of the Region.
- Specific stakeholders representing different regional sectors are now committed to the implementation of the KRSS.
- A side objective of the KRSS is to initiate and develop a regional cooperation platform, to allocate resources to it and to assign a responsible organization to manage it, helping to strengthen regional cooperation at all levels, and which in turn will help to achieve the KRSS objectives.
- The Region seeks to share its unique experience in being the first to establish a set of Directions, and thus contributing to the development of Lithuanian regional governance traditions, and to be an equal partner in regional development.



- The preparation and implementation of the KRSS aims to raise the competencies of all regional operators on regional issues such as: the importance of cooperation, partnerships, and the acquisition of specific competencies, intersectoral thinking and leadership skills.
- The implementation of the KRSS also aims to develop cooperation with neighbouring regions through the creation of functional zones<sup>2</sup>, national and international partnerships and thematic networks. Through all of these, the Region will adopt good practices, promote innovation and share knowledge throughout the Region.
- At all stages of the preparation and implementation of the KRSS, internal and external communication of the Region will be a priority.
- Each of the five individual Directions needs the leadership of different actors from the regional ecosystem, and a clear division of functions and responsibilities. Therefore, in the preparation and implementation of the KRSS there is an open call for those willing to take on this leadership role.

In the implementation of the KRSS, the Open Region is primarily understood as meaning a cooperating region. This horizontal priority will therefore include a set of indicators to help quantify the growth of the region's partnerships and culture of cooperation:

No.	Indicator name	Measuring unit
1.	Number of projects implemented in Klaipeda Region by public private partnerships	units
2.	Municipal budget funds allocated to the participating budget	1,000 EUR
3.	Number of joint regional business and science sector projects	units
4.	Thematic clusters operating in the region	number
5.	Intersectoral, sectoral associated structures operating in the Region (excluding clusters)	number
6.	Membership of regional level organisations in international organisations	number
7.	Membership of regional level organizations in national organizations	number

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<sup>2</sup> Analysis of Klaipeda Region possibilities to develop functional zones with the Lithuanian regions of Telsiai and Taurage, and the Latvian region of Kurzeme.

# Horizontal Priority

## "Prosperity Region"

The horizontal priority "Prosperity Region" (hereinafter "Prosperity Region") reflects the Region's ambition to ensure the well-being of the whole of society through sustainable development of the Region. This consists of three equal parts: economic development, social development and environmental protection<sup>3</sup>.

The Prosperity Region will base its sustainable growth on the UN SDGs. This is the first time that the Region has set out its plan to contribute to these goals and to monitor the results of the selected targets.

During the preparation of the identity analysis, the following five main SDGs were identified as being relevant to the Region:

- **Goal 3** Ensure healthy lives and promote well-being for all at all ages;
- **Goal 4** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all;
- **Goal 9** Develop resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation;
- **Goal 14** Conserve and sustainably use the oceans, seas and marine resources for sustainable development;
- **Goal 17** Strengthen the means of implementation and revitalize the global partnership for sustainable development.

The KRSS envisages that the Region will contribute towards the implementation of Goals 3, 4, 9 and 14. During the preparation of the identity analysis, Goal 17 was singled out for the importance of local partnerships in the sustainable development of the Region. However, the 2030 Agenda for Goal 17 does not focus on local or wider cooperation in a general sense, but instead on development cooperation activities and international partnerships for sustainable global development. Given this context for Goal 17, it was decided not to include it in the KRSS.

During the preparation of the KRSS, it was chosen to localise the principles of sustainable development not by providing specific measures for achieving individual indicators, but by distinguishing which selected SDGs will contribute best towards the implementation of the KRSS. The achievement of these SDG goals will be assessed as part of the KRSS implementation report. The selection of SDG goals was based on the Voluntary National Review on the Implementation of the UN 2030 Agenda for Sustainable Development in Lithuania<sup>3</sup>, and on information taken from the Statistics Lithuania national statistics office.

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<sup>3</sup>The UN Sustainable Development Agenda 4–2030 Report on Implementation in Lithuania.

# Horizontal Priority "Education Region"

The horizontal priority "Education Region" (hereinafter "Education Region") emphasises the importance of the education and science sector as a necessary and fundamental factor for achieving regional economic growth. This horizontal priority is also one of the means to reconcile different sectors such as:

- **business** (appropriate supply of qualified specialists meeting market needs, local innovation base, technological development to create higher value-added products, services, etc.),
- **local self-government** (cultivation of future developers, and attracting and retaining creative residents who would actively participate in the life of the Region, attracting investors by offering a suitable investment environment, etc.),
- **residents** (appropriate education, preparation for the labour market, self-realisation, etc.),
- **education and research sector** (responding to ongoing changes, ensuring the demand for services, providing quality services, etc.).

In achieving a sustainable education system, this will help to create a prosperous and competitive environment that will develop a conscious, open and creative population in the Region. Given the importance of the Education Region in achieving the objectives of the KRSS, the already developed Education Region Action Plan will help to re-mobilise the education and science, business and local government sectors to address common regional challenges.

The measures provided for in this Action Plan will improve cooperation between all sectors and directly contribute to ensuring an effective system of education, vocational training and retraining.

# ACTION PLAN



## Direction I. Maritime Economy

No.	Goal and objectives with measures	Monitoring			Imple- men- tation start year	Imple- men- tation end year	Measure Coordi- nator / Imple- menters	Indicative finances (€) and sources
		Indicator	Target for 2025	Target for 2030*				
I.1.	Goal: Klaipeda Region to become a modern and attractive investment leader in the maritime economy in the South-East Baltic region by 2030							
I.1.1.	Objective: To develop the maritime economy sector in Klaipeda Region and to establish a strong maritime economy centre							
I.1.1.1	Measure: Establishment of maritime economy as a national priority and as a priority area of the Region's economic development.	To add the "Maritime Economy" priority to the list of Lithuanian Smart Specialisation Strategy	1	1	2021	2023	AKR (KRPT)	-
		No. of enterprises and scientific and educational institutions involved in the joint activities of Lithuanian maritime industry branch associations	15	30	2021	2030	KMTP	€300,000 Membership fees and EU funds
		No. of joint Lithuanian Maritime Cluster projects	5	12	2022	2030	LJK	€4m EU funds
I.1.1.2	Measure: Development of a new economic sector – offshore wind energy	Offshore wind energy cluster (JVEK) established	1	1	2021	2023	LJK	-
		No. of JVEK members	5	10	2021	2030	JVEK	€50,000 Member contributions
		No. of joint JVEK member projects	1	3	2022	2030	JVEK	€3m Private sector and EU funds
I.1.1.3	Measure: Promoting competitive growth of logistics and technology industry in Klaipeda Region	Regional investments in multimodal transport infrastructure: inland waterway development, land transport network expansion, railway infrastructure, business logistics and management	€ 200m EUR	€ 250m EUR	2022	2030	KVJUD (Muni- cipalities , LG, VVKD, LAKD)	€450m Private sector, state and EU funds
		Established new technological companies	2	5	2022	2030	LJK	€10m Private sector funds

I.1.2.	<b>Objective:</b> To start intensive development of advanced technologies to meet the needs of the maritime economy in Klaipeda State Seaport Authority							
I.1.2.1	Measure: Infrastructure development of Klaipeda State Seaport	The southern territories of Klaipeda State Seaport have been formed and prepared for use	1	1	2025	2030	KVJUD	€120m EU, private sector and state funds
I.1.2.2	Measure: Implementation of the Green Seaport Concept	A concept for the development of a green seaport prepared	1	1	2021	2022	KVJUD	€100,000 KVJUD funds
		Investments in green seaport infrastructure (smart grids, energy generation, clean handling technologies): implemented projects	5	12	2021	2030	KVJUD	€350m KVJUD and state funds
I.1.2.3	Measure: Establishment of Klaipeda State Seaport innovation infrastructure and start-up support mechanism	A seaport technology competence centre established	1	1	2021	2023	KMTP (KU)	€3m EU and private sector funds
		No. of startups in the field of logistics digitization	5	20	2023	2030	KMTP (Klaipeda ID)	€5m Venture capital and EU funds
		No. of foreign investors attracted to the field of seaport technologies	2	5	2022	2030	Klaipeda ID (KMTP, KLEZ, KVJUD)	€50m Private sector funds
I.1.3.	<b>Objective:</b> To develop the Lithuanian shipbuilding and repair sector as an advanced, competitive industry that meets the objectives of sustainability goals							
I.1.3.1	Measure: Promoting industrial change in the maritime sector Industry 4.0	Implemented production modernisation projects	10	15	2021	2030	KMTP (KU, KLEZ, LJK)	€50m EU and private sector funds
I.1.3.2	Measure: Promoting investment in green maritime transport	Implemented advanced public procurement of ships meeting the needs of the state (the "One of the Kind" concept)	1	2	2022	2030	LJK	€40m EU funds and capital of state controlled enterprises
I.1.3.3	Measure: Development of the innovation ecosystem	Attraction and establishment of technological companies focused on the shipbuilding and repair sector	3	6	2022	2030	Klaipeda ID (LJK, KU)	€30m EU and private sector funds
I.1.3.4	Measure: Analysis and monitoring of maritime sector performance	Set up of a system for analysing and monitoring the economic performance of the maritime sector	1	1	2022	2030	KU (KVJUD)	€0.5m EU funds

I.1.4.	<b>Objective:</b> To develop fisheries in Klaipeda Region as a sustainable and high-quality science-based sector							
I.1.4.1	Measure: Balancing and developing a sustainable fisheries sector in the long term	No. of enterprises operating on the principle of sustainable fishing	5	10	2022	2030	LŽPGA	–
		No. of implemented projects / studies for sustainable development of the fisheries sector	15	30	2021	2030	KU JTI (ŽJA)	€800,000 EU and private sector funds
I.1.4.2	Measure: Promoting the growth of value-added in the fisheries sector	No. of new high value fish processing enterprises	1	3	2022	2030	LŽPGA	€2m EU and private sector funds
		Increase in the value of higher value-added output (%)	20	50	2023	2030	LŽPGA	€1m EU and private sector funds
I.1.4.3	Measure: Consolidation of Klaipeda University's leadership as a centre of science and technology in marine bioeconomy in the South-East Baltic region	No. of active and commercially successful representatives of aquaculture and marine biotechnology in LJK	3	8	2021	2030	LJK	–
		No. of marine aquaculture / biotechnology projects initiated	1	2	2022	2030	KU JTI	€500,000 EU funds

Nr.	Goal and objectives with measures	Monitoring			Imple- men- tation start year	Imple- men- tation end year	Measure Coordi- nator / Imple- menters	Indicative finances (€) and sources
		Indicator	Target for 2025	Target for 2030*				
II.1.	Goal: By 2030 to become a leading bioeconomy region at national and Baltic Sea macro-regional level							
I.1.1.	Objective: Promote cross-sectoral cooperation and clustering							
II.1.1.1.	Measure: Establishment and operation of Klaipeda Region Bioeconomy Council, composed of representatives of local government, business, science and non-governmental sector	Achieving the results of the implementation of the measures envisaged for the bioeconomy direction in the Action Plan	Imple- menta- tion results achiev- ed for 2021- 2025 measu- res	Imple- menta- tion results achiev- ed for 2021- 2030 measu- res	2021	2030	AKR (KRPT)	€162,000 – Municipal and other parties funds
		Preparation of the Klaipeda Region bioeconomy R & D & I programme, involving more stakeholders & experts	1	1	2021	2022		
		Preparation of the Annual reports of Klaipeda Region Bioeconomy Council	5	10	2021	2030		
II.1.1.2.	Measure: Creation of clusters in bioeconomically important areas of the region, eg: agri-food, blue bioeconomy and bio-based industries, and creation of synergies with LJK	No. of cluster members	At least 10 mem- bers by 2023 (at least 30 mem- bers of the 3 clusters )	At least 20 mem-b ers by 2030 – inclu- ding foreign organi- sations (at least 60 mem- bers of the three clusters )	2023	2030	Klaipėda ID (KMTP, business associati ons, LJK)	€864,000 Municipal funds for establishment; continuation of activities through membership fee; attracted financing from EU cluster supporting programmes; and MITA measures
		No. of cluster member projects	At least 3	At least 9	2023	2030		

		No. of active and commercially successful representativeness of aquaculture and marine biotechnologies in the Lithuanian Maritime Cluster	At least 3	At least 8	2023	2030	Klaipėda ID (KMTP, business associations, LJK)	€864,000 Municipal funds for establishment; continuation of activities through membership fee; attracted financing from EU cluster supporting programmes; and MITA measures
II.1.2.	Objective: To actively participate in the activities of organizations engaged in bioeconomy development and to position Klaipeda Region as a bioeconomy region							
II.1.2.1.	Measure: Participation in European, regional and national organizations involved in the development of the bioeconomy	Achieving the goals of participation in the activities of organizations engaged in the development of the bioeconomy formulated every year	Implementation results achieved for 2021–2025 measures	Implementation results achieved for 2021–2025 measures	2023	2030	AKR (KRPT)	€20,000 Municipal funds, membership fees
		Participation in the activities of European, regional and national organizations	3	3	2023	2030		
II.1.2.2.	Measure: Organization of the international event "Baltic Bioeconomy Summit" every two years	No. of events	2	3	2021	2030	KU (KMPT)	€680,000 municipal funds, KU funds, KMTP funds, event sponsorship, EU funds, state funds, event participant fee may be applied
		No. of participants in events	2022 (pilot) event – 100 participants	2026 event – 600 participants	2021	2030		
			2024 event – 300 participants	2028 event – 800 participants				
			–	2030 event – 1,000 participants				
II.1.2.3.	Measure: Creation and maintenance of a virtual platform, providing information about Klaipeda Region bioeconomy	Creating a virtual platform	1	1	2021	2023	AKR (KRPT)	€410,000 Municipal funds to create and maintain a virtual platform
		Užsiregistravusių ir bendras lankytojų skaičius	Platform founders determine annually	Platform founders determine annually	2022	2030		



II.1.3.	<b>Objective:</b> Promote research, innovation and business development in the field of bioeconomy							
II.1.3.1.	Measure: Establishment and operation of the Klaipeda Region Bioeconomy Accelerator, which combines the competencies of R&D, innovation and business development organizations operating in the Region	No. of innovative projects developed	9–15	24–40	2023	2030	Klaipeda Region Bioeconomy Council (KU, KMTP, Klaipeda ID, KLEZ, local business structures)	€576,000 Municipal and EU funds
		No. of moderated business entities (one business entity can be moderated for several years)	3–5 business entities per year	3–5 business entities per year				
II.1.3.2.	Measure: Provision of innovative voucher-type support to innovative regional enterprises working in bioeconomy, including potential start-ups (related to Measure II.1.3.1 – an activity of the Bioeconomy Accelerator of Klaipeda Region)	No. of applications received per year (10–15)	30–45	80–120	2023	2030	Klaipeda Region Bioeconomy Accelerator (KMTP)	€472,000; Municipal and EU funds, innovation voucher scheme for large companies in the Region
		No. of projects (including start-ups) – min. five projects per year	15	40				
		No. of start-ups per year (at least one per year)	3	8				
II.1.3.3.	Measure: Systematic monitoring of national and international financing instruments relevant to bioeconomy development, informing and consulting potential applicants in the Region regarding the submission of applications (related to Measure II.1.3.1 – one of the activities of the Klaipeda Region Bioeconomy Accelerator)	No. of potential applicants in the database	Determined by accelerator stakeholders	Determined by accelerator stakeholders	2023	2030	Bioeconomy Accelerator Regional R&D (KU JTI), business innovation and development organizations, other associated businesses	€288,000 Municipal funds
		No. of consultations on the preparation of applications provided	Determined by accelerator stakeholders	Determined by accelerator stakeholders				
		Increase in the No. of applications submitted	Determined by previous period results	Determined by previous period results				
		Increase in the number of approved applications	Determined by previous period results	Determined by previous period results				
		Growth of attracted project funds	Determined by previous period results	Determined by previous period results				
		No. of projects implemented, including studies, for the sustainable development of the fisheries sector	10	30 (projects attracting €800,000 EU investment and private capital funds)				
		No. of marine aquaculture / biotechnology projects initiated	10	2 (projects attracting €500,000 EU investment)				

II.1.3.4.	Measure: Support for industrial doctoral studies in the fields of bioeconomy of strategic importance to the Region (related to Measure II.1.3.1 – one of the activities of the Bioeconomy Accelerator of Klaipeda Region)	Industrial doctoral places established (at least two study places per year) / No. of doctoral students	6	16	2023	2030	Klaipeda Region Bioeconomy Accelerator (KU)	€160,000 private sector, ŠMSM and municipal funds
II.1.3.5.	Measure: Development of a modern blue bioeconomy competence centre inline with the R&D activities and infrastructure development strategy of Fishery and Aquaculture Laboratory of the Marine Research Institute of Klaipeda University until 2030. (KU JTI Green strategy)	Modernisation of the Laboratory of Fisheries and Aquaculture of the Marine Research Institute of Klaipeda University	According to the KU JTI green strategy	According to the KU JTI green strategy	2021	2030	KU	€1.1m KU JTI sources of funding provided within the strategy
		No. of aquaculture and / or marine biotechnology studies carried out	6	15 (attracting €3m EU investment)				
		No. of trained specialists to develop the blue bioeconomy in the Region	15	35				
		Other indicators defined in the KU JTI green strategy	According to the KU JTI green strategy	According to the KU JTI green strategy				
II.1.4.	Objective: To promote the development of a circular bioeconomy							
II.1.4.1.	Measure: Feasibility study for the development of industrial symbiosis in Klaipeda Region Completed feasibility study	Completed feasibility study	1	1	2021	2022	Klaipeda Region Bioeconomy Council	€70,000 – Municipal funds and other associated business funds
II.1.4.2.	Measure: Establishment and operation of a centre of excellence for industrial symbiosis	No. of industrial symbiosis projects developed	0	5	2023	2030	Klaipeda Region Bioeconomy Council / AKR (KU, KMTP, Klaipeda ID, KLEZ, local business structures)	€576,000 Municipal and EU funds
		Attracted investments	0	At least €100 m				
		Proportion of recycled and used biodegradable waste (KRATC, Regional Business Survey data)	0	Determined by study results				
II.1.5.	Objective: To promote the sustainable use of the Region's biomass resources and the sale of their products on the local market							
II.1.5.1.	Measure: Study of the interests and needs of local farmers, fisheries and aquaculture enterprises in relation to organic production, diversification of activities and RES production; And preparation of recommendations defining possible solutions for the development of these areas in the Region	Study conducted and recommendations prepared	1	1	2021	2022	AKR, municipalities (regional R&D, innovation and business development organizations, associated business structures)	€50,000 Municipal, EU and state funds

II.1.5.2.	Measure: Implementation of programme for the promotion of organic production, diversified and RES-generating farms & fisheries, and aquaculture enterprises (identified in the report II.1.5.1)	Share of organic farms – No. of farmers and area of utilized agricultural area (%)	0	At least 25	2023	2027	Municipalities (R&D, innovation and business development organizations, associated regional businesses)	€90,000 Municipal funds
		No. of RES production projects implemented by local farmers, fisheries and aquaculture enterprises and / or their partners	0	Determined by study results				
		Share of enterprises processing local fishery and aquaculture products (by No. of enterprises and volume of utilized production)	0	Determined by study results				
II.1.5.3.	Measure: Wider application of green public procurement criteria by municipalities, their institutions and companies	Green public procurement, calculated on the No. of public contracts for defined goods, services and works (%)	No less than 50	No less than 50	2022	2030	Municipalities	€162,000 Municipal funds
II.1.5.4.	Measure: Development of short food supply chains in organizing catering services in public institutions (schools, hospitals, etc.)	No. of public bodies applying the relevant criteria	Target value determined by municipalities	Target value determined by municipalities	2022	2030	Municipalities	€162,000 Municipal funds and associated business funds
		Proportion of purchases with relevant criteria from total purchases relevant to farmers, fisheries and aquaculture enterprises, calculated by No. of purchases and value	Target value determined by municipalities	Target value determined by municipalities				
		No. of local farmers, fisheries and aquaculture enterprises participating in the procurement	Target value determined by municipalities	Target value determined by municipalities				
II.1.5.5. (i)	Measure: Educating the population about the bioeconomy (organizing a yearly information campaign)	No. of events (or cycles of events) / one per year	4	9	2022	2030	Municipalities (AKR)	€432,000; Municipal, EU and state funds

II.1.5.5. (ii)	Measure: Educating the population about the bioeconomy (preparation and implementation of a special non-formal education programme for school pupils)	Developed a special non-formal education programme for students	1	1	2022	2030	<b>Klaipeda Region Bioeconomy Council</b> (municipalities)	€101,000 Municipal, EU and state funds
		No. of schools and non-formal education institutions implementing the programme	Target value determined by municipalities	Target value determined by municipalities				
		No. of students who attended the programme	Target value determined by municipalities	Target value determined by municipalities				



## Direction III. Sustainable Maritime and Coastal Tourism



Nr.	Goal and objectives with measures	Monitoring			Imple- men- tation start year	Imple- men- tation end year	Measure Coordina- tor / Impleme- nters	Indicative finances (€) and sources
		Indicator	Target for 2025	Target for 2030*				
III.1.	Goal: To strengthen the competitiveness of maritime and coastal tourism in Klaipeda Region in accordance with the principles of sustainable development							
III.1.1.	Objective: To ensure efficient management of Klaipeda Region as a tourist destination							
III.1.1.1.	Measure: Development of Klaipeda RTO and testing of activities	Established RTO	1	1	2021	2030	AKR (municipa- lities, Klaipeda RTO, business and tourism associa- tions)	€5m – €7m ; Municipal, EU and private sector funds
III.1.1.2.	Measure: Preparation of Klaipeda RTO activity strategy and annual activity plans	Strategy prepared / units	1	1	2022	2022	Klaipeda RTO	Klaipeda RTO operating funds
		Action Plan prepared (units)	4	9	2022	2030		
III.1.1.3.	Measure: Tourism market & consumer research	No. of research surveys (units)	3	5	2022	2029	Klaipeda RTO	€100,000 Municipal and private sector funds
III.1.1.4.	Measure: Continuous monitoring of the implementation of infrastructure measures	Monitoring report (units)	4	9	2021	2030	Klaipeda RTO (municipa- lities)	Klaipeda RTO operating funds
III.1.2.	Objective: To implement measures to promote cooperation between tourism stakeholders in the Klaipeda Region							
III.1.2.1.	Measure: Development of an effective model for promoting the development of cruise tourism, taking into account the principles of sustainable tourism and the needs of cruise tourism stakeholders	Revenue growth from cruise tourism (%)	20	50	2023	2025	Klaipeda Tourism and Culture Information Centre (KVJUD, Klaipeda RTO, municipali- ties, tourism businesses)	Klaipeda RTO operating funds
III.1.2.2.	Measure: Development of a cooperation model to improve the quality of services, innovation and image, and to include accommodation, catering establishments, tour operators and agencies, attraction managers, information centres	Created model (units)	1	1	2022	2023	Klaipeda RTO (TIC, associated tourism businesses, other reps)	€100,000 EU and private sector funds
		No. of Projects	1	1	2023	2025		

III.1.2.3.	Measure: Development of cooperation model with educational and training institutions of the Region, strengthening the competencies of tourism specialists and market needs	Created model (units)	1	1	2022	2024	Klaipeda RTO (KU, KVK, associated tourism businesses)	€150,000 Municipal, EU and private sector funds
		No. of applications	1	2	2025	2030		
III.1.2.4.	Measure: Development of cooperation model with maritime tourism business representatives to improve image, innovations, and the quality of services.	Created model (units)	1	1	2022	2024	Klaipeda RTO (TIC, tourism business reps, public sector orgs)	€30,000 EU and private sector funds
		No. of projects	1	1	2025	2030		
III.1.2.5.	Measure: Development of cooperation model with local tourism service providers (e.g.: guides, private accommodation reps, NGOs, cultural orgs, etc.) to improve the quality of services and create added-value	No. of projects	2	4	2023	2030	Klaipeda RTO (TIC, tourism business reps, public sector orgs)	€30,000 EU and private sector funds
III.1.2.6.	Measure: Promoting the development of thematic tourism clusters (to include the development of joint products, sales, and implementation of marketing measures)	No. of clusters	3	5	2024	2030	Klaipeda RTO (TIC, tourism business reps, public & private sector orgs)	€100,000 EU and private sector funds
		No. of projects	3	5	2024	2030		
III.1.3.	Objective: To create an exceptional image of sustainable maritime and coastal tourism in Klaipeda Region and to carry out tourism marketing activities in a targeted manner							
III.1.3.1.	Measure: Conduct a cost-benefit analysis of foreign tourism markets through a selection of target foreign markets	Cost benefit analysis report prepared (units)	1	2	2022	2022	Klaipeda RTO	Klaipeda RTO operating funds
		No. of targeted foreign markets	2	4	2023	2030		
III.1.3.2.	Measure: Implementation of integrated marketing in targeted foreign markets	No. of campaigns	10	20	2023	2030	Klaipeda RTO	€2m EU and private sector funds
		Increase in the No. of tourists from target markets (%)	30	70	2023	2030		
		Increase in the No. of tourist nights from target markets (%)	50	90	2023	2030		
III.1.3.3.	Measure: Development of regional tourism marketing and communication strategy	Strategy prepared (units)	1	2	2022	2026	Klaipeda RTO	€30,000 Klaipeda RTO operating and EU funds

III.1.3.4.	Measure: Implementation of advertising campaigns in local and foreign markets (to attract tourists and reduce seasonality)	No. of campaigns	6	15	2023	2030	<b>Klaipeda RTO (TIC)</b>	€500,000 EU, municipal and private sector funds
		Increase in No. of Tourists (%)	20	40	2023	2030		
		Increase in the No. of foreign tourists (%)	30	70	2023	2030		
III.1.3.5.	Measure: Creation of Klaipeda Region tourism platform	No. of platforms	1	1	2022	2030	<b>Klaipeda RTO</b>	€50,000 Municipal and EU funds
III.1.4.	<b>Objective:</b> To develop common maritime and coastal tourism products for the Region							
III.1.4.1.	Measure: Audit of maritime and coastal tourism products (cruises, yachts, pleasure boats, beaches, bicycles, etc) in Region	No. of product audit reports	6	6	2021	2025	<b>Klaipeda RTO (AKR, TIC)</b>	Klaipeda RTO operating funds
III.1.4.2.	Measure: Development and promotion of a maritime tourism product	No. of tourism products	1	1	2024	2025	<b>Klaipeda RTO (TIC)</b>	€100,000 EU and private sector funds
		No. of campaigns	1	3	2025	2030		
III.1.4.3.	Measure: Development and promotion of a product for beaches and coastal entertainment	No. of tourism products	1	1	2022	2022	<b>Klaipeda RTO (TIC)</b>	€50,000 EU and private sector funds
		No. of campaigns	1	2	2023	2030		
III.1.4.4.	Measure: Development of cycling tourism products & promotion of the EuroVelo route	No. of tourism products	1	2	2022	2023	<b>Klaipeda RTO (TIC)</b>	€100,000 EU and private sector funds
		No. of campaigns	2	4	2023	2030		
III.1.4.5.	Measure: Development and promotion of water tourism products	No. of tourism products	1	2	2023	2024	<b>Klaipeda RTO (TIC)</b>	€30,000 EU and private sector funds
		No. of campaigns	1	2	2024	2030		
III.1.4.6.	Measure: Development and promotion of pedestrian tourism products	No. of tourism products	2	6	2022	2023	<b>Klaipeda RTO (TIC)</b>	€150,000 EU and private sector funds
		No. of campaigns	3	5	2023	2030		
III.1.4.7.	Measure: Development of tourist routes for solo travellers and slow tourism in Klaipeda Region	No. of tourism products	2	6	2022	2023	<b>Klaipeda RTO (TIC)</b>	€30,000 EU and private sector funds
		No. of campaigns	1	2	2023	2030		
III.1.4.8.	Measure: Development and promotion of niche and cultural tourism products (eg: ornithological, diving, gastronomic, cultural routes)	No. of tourism products	3	7	2023	2025	<b>Klaipeda RTO (TIC, public and private sector tourism orgs)</b>	€30,000 EU and private sector funds
		No. of campaigns	3	5	2023	2025		

III.1.4.9.	Measure: Development of commercial tourism offers for foreign markets (catering, accommodation, excursions, etc.) in cooperation with tour operators, agencies and information centres	No. of tourism products	5	10	2022	2030	Klaipeda RTO (TIC)	€30,000 EU and private sector funds
		No. of campaigns	5	10	2023	2030		
III.1.5.	Objective: To create an attractive tourism environment in accordance with the priorities of Klaipeda Region tourism infrastructure development and the principles of sustainable development**							
III.1.5.1.	Measure: Development of cycling tourism network	Installation of new bicycle paths / renewal of existing ones / km	No data	No data	2021	2030	Municipalities (Klaipeda RTO)	EU, municipal and state funds
		A model of bicycle sharing and rental system has been created (units)	No data	No data				
		Development of bicycle sharing and rental system (%)	30	70				
III.1.5.2.	Measure: Development of cruise ship tourism infrastructure	No. of created (updated) objects	No data	No data	2021	2030	Municipalities (KVJUD, Klaipeda RTO)	EU, municipal and state funds
		No. of projects	No data	No data				
III.1.5.3.	Measure: Development of ferry infrastructure and development of new ferry routes	No. of created (updated) objects	No data	No data	2021	2030	Municipalities (Klaipeda RTO)	EU, municipal and state funds
		No. of projects	No data	No data				
III.1.5.4.	Measure: Development of new tourist attractions and infrastructure	No. of created (updated) objects	No data	No data	2021	2030	Municipalities (Klaipeda RTO)	EU, municipal and state funds
		No. of projects	No data	No data				
III.1.5.5.	Measure: Development of blue flag beaches	No. of created (updated) objects	No data	No data	2021	2030	Municipalities (Klaipeda RTO)	EU, municipal and state funds
		No. of projects	No data	No data				
III.1.5.6.	Measure: Development of shipping in inland and external waters (reconstruction of ports and quays, regular schedule of ships and ferries)	No. of created (updated) objects	No data	No data	2021	2030	Municipalities (Klaipeda RTO)	EU, municipal and state funds
		No. of projects	No data	No data				





## Direction IV. Advanced Industry Economy

Nr.	Goal and objectives with measures	Monitoring			Imple- men- tation start year	Imple- men- tation end	Measure Coordinator / Implemen- ters	Indicative finances (€) and sources
		Indicator	Target for 2025	Target for 2030*				
IV.1.	Goal: To develop an internationally competitive industry in the Klaipeda Region based on advanced solutions							
IV.1.1.	Objective: Promote digital industrial transformation							
IV.1.1.1.	Measure: Strengthening the Regional Digital Innovation Centre in the following areas: competencies, infrastructure, and international networking	No. of Klaipeda Region industrial enterprises that have used the services of the Regional Digital Innovation Centre and have implemented digital technologies (source: activity report of the Regional Digital Innovation Centre)	300	600	2021	2030	BSIC (KU, KMTP, municipalities)	€5m EU funds
IV.1.1.2.	Measure: Strengthening the technological / digital competences and skills of employees in industrial enterprises	Industrial enterprises of Klaipeda Region, whose employees have strengthened technological / digital competencies and skills (source: survey of enterprises)	3000	5000	2021	2030	KU (BSIC, Lithuanian Business University of Applied Sciences, KMTP, business associations)	€5m EU and private sector funds
IV.1.1.3.	Measure: Development and implementation of an incentive scheme for the introduction of digital technologies in the industrial sector in the Region	Developed an incentive scheme for digital technologies in the industrial sector (source: system functioning report)	1	1	2021	2022	Municipali- ties (KMTP, BSIC)	€100,000 Municipal and EU funds
		No. of industrial enterprises benefiting from the incentive scheme (source: reports from participating in schemes)	400	800	2021	2030	Municipali- ties (KMTP, BSIC)	€3m EU and municipal funds
IV.1.1.4.	Measure: Development and implementation of a system for assessing and monitoring the digital progress of the Region's industrial sector	Established operational system for assessing and monitoring digital progress in the Region's industrial sector (source: monitoring implementation report)	1	1	2021	2030	AKR (municipa- lities)	€500,000 EU and municipal funds
IV.1.2.	Objective: To encourage the development of advanced industries related to marine economy and bioeconomy							
IV.1.2.1.	Measure: Establishment of a financial instrument to encourage the initiation and implementation of joint business and research projects under international R & D & I programmes	Expenditure on R&D in the advanced industrial sector related to maritime and bioeconomy (source: business survey)	€5m EUR	€10m EUR	2021	2030	KMTP (municipa- lities)	€10m Municipal, EU funds and other international funds

IV.1.2.2.	Measure: Development of industry initiatives to introduce high value-added technologies for the transition to smart manufacturing	Industries related to the maritime economy and the bioeconomy that have introduced high value-added technologies – source: business survey (%)	25	50	2021	2030	<b>Municipalities</b> (KMTP)	€2.5m EU and municipal funds
IV.1.2.3.	Measure: Development and implementation of an incentive system for international networking and integration of the industrial sector (strategic value chains, innovation partnerships, etc.)	Export volumes of the advanced industrial sector related to the maritime economy and bioeconomy – source: business survey	€4m EUR	€10m EUR	2021	2030	<b>KMTP</b> (AKR, municipalities, Klaipėda ID)	€1m EU and other international funds
IV.1.2.4.	Measure: Creation of conditions for attracting highly qualified workers to the industrial sector through a series of tailored financial incentives	No. of highly skilled workers in the high-tech industrial and bioeconomy sector (source: business survey)	3000	5000	2021	2030	<b>Municipalities</b> (Klaipėda ID)	€1.2m EU and municipal funds



Nr.	Goal and objectives with measures	Monitoring			Imple- men- tation start year	Imple- men- tation end year	Measure Coordinator / Implemen- ters	Indicative finances (€) and sources
		Indicator	Target for 2025	Target for 2030*				
V.1.	Goal: To increase the share of service economy in Klaipeda Region by ensuring the necessary preconditions for sustainable competitiveness and development of the Region							
V.1.1.	Objective: To attract a highly qualified workforce and talents according to the Region's specialisation directions							
V.1.1.1.	Measure: Development of Klaipeda Region brand that responds to its identity as the best place to live and work; preparation and implementation of a marketing / communication campaign with a plan of measures and monitoring indicators	KlaipedaRegion brand created (units)	1	1	2022	2022	Klaipeda RTO (AKR, municipali- ties)	€20,000 EU and municipal funds
		Continuous marketing campaign prepared – with plan of measures and monitoring indicators (units)	1	1	2023	2024	AKR (Klaipeda RTO, Klaipeda ID, municipali- ties)	€500,000 EU, municipal, and private sector funds
		Implemented continuous marketing campaign – with plan of measures and monitoring indicators (%)	10	100	2024	2030		
V.1.1.2.	Measure: Preparation and implementation of a programme for attracting highly qualified specialists to Klaipeda Region	A programme for attracting highly qualified specialists prepared (units)	1	1	2022	2023	AKR (Klaipeda ID, municipali- ties)	€500,000 EU, municipal, and private sector funds
		A programme for attracting highly qualified specialists implemented (%)	25	100	2023	2030		
V.1.1.3.	Measure: Development and implementation of an incentive scheme to create high-skilled and value-added jobs in accordance with regional specialisation directions	Incentive scheme created (units)	1	1	2023	2030	Municipali- ties (AKR)	€5m EU, municipal, and private sector funds
		Proportion of new high-skilled and value-added jobs (%)	10	50	2024	2030		
V.1.2.	Objective: To carry out synchronized urban development of real estate and related infrastructure at regional level							
V.1.2.1.	Measure: Preparation of vision and recommendations for the development of housing in Klaipeda Region	Prepared development vision with recommendations for residential development in the Region (units)	1	1	2024	2026	AKR (municipa- lities, real estate developers)	€150,000 EU, municipal, and private sector funds
V.1.2.2.	Measure: Preparation of vision and recommendations for the development of commercial real estate in Klaipeda Region	Prepared a complex vision with recommendations for the development of commercial real estate in the Region	1	1	2024	2025	AKR (municipalit ies, real estate developers)	€20,000 EU, municipal, and private sector funds

V.1.2.3.	Measure: Preparation of a feasibility study with recommendations for the development of summer time and temporary workplace spaces in Klaipeda Region (for local and foreign employees)	Feasibility study of summertime and temporary jobs, and recommendations	1	1	2022	2023	AKR (municipalities, real estate developers)	€20,000 EU, municipal, and private sector funds
V.1.3.	<b>Objective:</b> To ensure convenient accessibility and mobility within the Region							
V.1.3.1.	Measure: Preparation of analysis and then action plan for development of different modes of transport, mobility and accessibility within Klaipeda Region	Preparation of situation analysis and action plan of accessibility of Klaipeda region by various modes of transport (units)  Completion of action plan for transport, mobility, and accessibility of Klaipeda Region by various modes of transport (%)  A targeted effective regional accessibility funding mechanism to attract air and water transport lines has been developed / No. of new flight routes  No. of new ferry routes  Growth in passenger numbers (%)	1	1	2022	2024	AKR (municipalities, transport services providers in Klaipeda Region, Klaipeda RTO, KVJUD)	€2m Municipal and transport services providers' in Klaipeda Region funds
			10	90	2024	2030		
			2	5	2021	2030		
			2	4	2021	2030		
			20	50	2021	2030		
V.1.3.2.	Measure: Development and implementation of a regional transport pollution reduction system – with recommendations and incentives	Created a system of transport pollution reduction incentives with a set of recommendations  No. of implemented transport pollution reduction measures and initiatives	1	1	2022	2023	Municipalities (transport services providers in Klaipeda Region)	€5m Municipal, transport services providers', EU and state funds
			30	70	2023	2030		
V.1.3.3.	Measure: Preparation of a plan of measures and recommendations for infrastructure that fits the development of green transport	Plan of recommendations and measures for the development of green transport infrastructure prepared  Plan of measures for development of green transport infrastructure implemented (%)	1	1	2022	2023	Municipalities (transport services providers in Klaipeda Region, AKR)	€2m Municipal and EU funds
			25	100	2023	2030		

V.1.4.	Objective: To promote investments in development of service economy and other business according to Klaipeda Region specialisation directions							
V.1.4.1.	Measure: Preparation and implementation of a campaign to attract foreign investment and job creation to Klaipeda Region	Continuous marketing campaign with a plan of measures prepared (units)	1	1	2023	2024	AKR (Klaipėda ID, municipalities, Invest Lithuania, KLEZ)	€5m EU, municipal, and private sector funds
		Implemented a continuous marketing campaign with a plan of measures (%)	10	100	2024	2030		
V.1.4.2.	Measure: Attracting service centres to Klaipeda Region – especially by giving priority to those operating according to the Region's specialisation	No. of new service centres attracted to Klaipeda Region	2	6	2022	2030	Klaipėda ID (Municipalities, AKR)	€500,000 EU, municipal, and private sector funds
V.1.4.3.	Measure: Development and implementation of an incentive system for service economy and new creative industry	Incentive system created (units)	1	1	2023	2024	Municipalities (AKR)	€3m EU, municipal, and private sector funds
		No. benefiting from the incentive scheme	20	120	2024	2030		
V.1.4.4.	Measure: Preparation and implementation of a structured programme for the acceleration of business development of service economy and new creative industry companies	Acceleration programme prepared (units)	1	1	2021	2022	KMPT (Municipalities)	€6m Municipal, state, state, EU and private sector funds
		No. of participants in the acceleration programme (units)	180	600	2022	2030		
V.1.5.	Objective: To increase the quality of public administration and public services							
V.1.5.1.	Measure: Development and implementation of a public sector service quality monitoring and evaluation system	Development of monitoring and evaluation system for quality of public sector services (units)	1	1	2021	2023	Municipalities (AKR)	€100,000 Municipal and EU funds
		Implementation of monitoring and evaluation system for quality of public sector services (%)	100	100	2022	2030		
V.1.5.2.	Measure: Improving the qualification of public administration specialists in the field of customer experience in management and service	Specialists in public administration and public services who participated in the in-service training programmes (%)	20	80	2022	2030	Municipalities (AKR)	€1m Municipal, state and EU funds
V.1.5.3.	Measure: Preparation of a plan of measures to reduce administrative burden on businesses in the Region	Regional plan of measures to reduce the volume of administrative burden prepared (units)	1	1	2023	2024	Municipalities (KMTP)	€50,000 Municipal, state and EU funds
		Implemented regional plan of measures to reduce the volume of administrative burden (%)	10	100	2024	2030		
V.1.5.4.	Measure: Preparation of audit and recommendations of services digitization for public sector and regional municipalities	Completed audit of the digitization of public sector services and recommendations prepared (units)	1	1	2023	2024	AKR (Municipalities)	€120,000 Municipal, state and EU funds

\* Calculated cumulatively.

\*\* Indicators and funding needs can only be adjusted following product audits in accordance with III.1.4. task measures.

