

# NORTH MACEDONIA

## Report on the preparation of post-2020 strategy



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Title: REPORT ON THE PREPARATION OF  
POST-2020 STRATEGY IN NORTH MACEDONIA

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# Abbreviations

<b>CEFTA</b>	Central European Free Trade Agreement
<b>CPF</b>	Country Partnership Framework
<b>EC</b>	European Commission
<b>ERP</b>	Economic Reform Programme
<b>EU</b>	European Union
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit
<b>IPA</b>	Instrument for Pre-Accession Assistance
<b>MAP REA</b>	Multi-annual Action Plan for the Regional Economic Area
<b>M&amp;E</b>	Monitoring and evaluation
<b>MKD</b>	Republic of North Macedonia
<b>SDC</b>	Swiss Agency for Development and Cooperation
<b>SDG</b>	Sustainable Development Goals
<b>SEE</b>	South East Europe
<b>UN</b>	United Nations
<b>USAID</b>	United States Agency for International Development
<b>VNR</b>	Voluntary National Review
<b>WB</b>	World Bank

# Executive summary

This report provides information regarding the relevant national post-2020 policy and other strategic documents in the Republic of North Macedonia (MKD) and identifies their objectives/priorities/targets and their relation to the specific Sustainable Development Goals (SDGs) that are of particular importance for the economy, and other European Union (EU) accession frameworks. It also provides an overview of donor strategic framework support for the MK for the forthcoming period.

Firstly, the report provides general background information about the situation in respect to the process of drafting, adopting, financing and implementing of different strategic documents in the RNM and how they overall contributed to objectives defined in those strategies. This also includes the process of monitoring, revision of some of the policy documents during their implementation phase and evaluations conducted upon expiration.

Secondly, the report provides the current state of play of available national policy documents (2020+). It mainly includes the relevant sectoral strategies prepared by different line ministries, but also other inter-sectorial and horizontal cross-cutting policy documents prepared by different state institutions and adopted by the Government. Although the overall aim is to provide a necessary comprehensive overview of all national strategies and priorities until 2030 that serve as a basis for development of a regional post-2020 strategy, some sector strategies' targets and objectives cover even longer period and are also included in this document. Additionally, the report presents the status and priorities of donor frameworks for supporting the next period.

Furthermore, this document maps the interlinkages of national priorities with those of the European Commission (EC) and the United Nations SDGs as well as the status of the Voluntary National Review (VNR) related to the implementation of the 2030 Agenda for SDG.

Finally, the report provides conclusions and recommendations for a future-oriented vision for the post-2020 strategy based on the identified existing and planned mid- and long-term strategies, analysis of the priorities within the existing strategies, including an overview of the quantification of key national targets with respect to post-2020 vision. These recommendations would be considered not only in the process of drafting the SDGs regional strategy but also in the process of drafting new (or revision of the current) policy documents since they provides guidelines on how to overcome some issues present in the process of implementation of some previous documents.

# 1. Introduction and purpose of the report

Based on the Government priorities, EU enlargement policies and directives, and regional and international initiatives, different state institutions and organisations draft policy documents in the form of strategies that set the short, medium and long-term priorities and objectives which the economy should achieve in a certain period of time. On many occasions, these strategies are drafted by the responsible line ministry covering the specific sector assisted by donor support or with the assistance provided by different organisations and stakeholders.

Due to its nature, sector of coverage or interlink established with some EU, regional or international initiatives and goals, the strategies cover the period from 1 to 10 years and in some sectors even longer (up to 20 years). These policy documents define the vision and mission as well as priorities, objectives and results that need to be achieved as well as activities that support the achievement of the set targets. Activities are mainly an integral part of the action plan annexed to the strategies. Apart from the list of activities, action plans also contain information about the budget, timeframe for implementation of specific activities, measurable indicators needed to evaluate the success in delivering the results as well as the link to the specific objectives and the list of institutions and organisations responsible for implementation of those activities. Action plans are mainly produced for the period of up to 5 years, and if the strategy lasts beyond, an additional action plan is drafted for the remaining period when the revision of the strategy might also be considered. Depending on the sectors and areas that line ministries cover, most of them are responsible for implementing 1 or 2 policy documents, and in cases like Ministry of Economy, this number can go up to 7.

The process of preparation of strategies is not new to the economy. The strategies had been prepared and adopted for the last 30 years and more. Still, from this time perspective the capacities in different phases, starting from preparation to implementation and evaluation, have improved and changed drastically. This can be evidenced in cases where there was a past strategy covering a certain period of time and in recent years a new one was prepared and adopted. The latter is more realistic, activities are concrete, objectives are achievable and budget and envisaged financial resources secured. Furthermore, the implementation of strategies is accompanied by monitoring and evaluation (M&E) framework that defines the specific M&E indicators which set the baseline and play an important role during the overall process of on-going implementation and ex-post evaluation activities. In the past the situation was quite opposite with strategies drafted due to an obligation or requirement by the Government or other EU/international framework, without efforts or activities dedicated for their successful implementation.

Strategies are also important for donor coordination. Based on the activities defined and objectives set, donor community can better allocate their support in the respected area. The text below elaborates these strategies in detail as well as interlinks with SDGs, EU and other national and regional donor initiatives.

# 2. Current state of play

## 2.1 MID- AND LONG-TERM NATIONAL STRATEGIES AND PRIORITIES

Government programme 2017 - 2020 focuses on the strategic priorities of EU accession and NATO membership. Government's political priorities are based on the Priebe Report and the reform priorities for EU accession. The programme is based on a reform agenda that focuses on the greater well-being and equality of all citizens, economic development, reinstatement of rule of law and improved justice, efficient institutions, high-quality education and health care, and an improvement of the economy's international reputation and standing. The Government has also pledged to build good interethnic relations, based on the Ohrid Framework Agreement.

In line with the Government programme, the Ministry of Finance drafted the Economic Reform Programme (ERP) that was adopted a year ago covering the period from 2019 to 2021. Within this Programme, 18 measures were identified in 10 sectors and cross-cutting areas that should contribute to better economic trends and growth compared to economic stagnation that was especially present during 2017 and 1st quarter of 2018. Still, after this period the situation improved reaching the growth of 3.6% during the first half of 2019. At the moment, the new final draft of the ERP covering the period from 2020 to 2022<sup>1</sup> is in the phase of preparation, focusing on 9 main sectors and 16 measures that should support the achievement of the objectives set:

### I. Energy and transport market reforms

- Increasing competition on electrical energy market
- Promotion of renewable sources of energy and improving the energy efficiency
- Implementation of intelligent transport system on Corridor 10

### II. Development of agriculture

- Improving the watering systems
- Consolidation and defragmentation of agricultural land
- Development of agricultural cooperatives

### III. Development of services

- Enhancing competitiveness of tourism and hospitality sector

### IV. Business environment and reducing informal economy

- Harmonizing the public procurement legal framework with the EU laws (acquis)
- Development of national portal on e-services
- Reducing informal economy

<sup>1</sup> <https://www.finance.gov.mk/files/%D0%9F%D0%95%D0%A0%20%D0%9C%D0%9A%D0%94%202020-2022%20%D0%B-C%D0%BA%20%281%29.pdf>

**V. Research, development, innovation and digital economy**

- Enhancing cooperation between academic community and industry

**VI. Trade related reforms**

- Barriers free trade
- Easing the cross-border passing between MKD and Serbia

**VII. Education and skills**

- Further development of system of qualifications

**VIII. Employment and labour market**

- Guarantee for youth

**IX. Social protection and inclusion**

- Upgrading the cash allowances system for social protection

At the moment, the Government is initiating the process of elaboration of the Voluntary National Report in line with the UN SDGs. The report is expected to be promoted during the first half of 2020 and it will consist of national plans to contribute to the achievement of these goals. The Government invited all interested stakeholders to participate in the preparation of the report. The results from the report will be presented at the UN Economic and Social Council in July 2020. Parallel to this process, the preparatory activities are underway to set up the new Development Cooperation Framework between the UN and MKD for the period 2021-2025. The main priorities of this document will focus on reforms in the area of good governance, fight against corruption, judiciary reforms, and strengthening social cohesion.

Apart from these general frameworks that set the paths for future development, line ministries and several other state and public institutions in RNM have adopted strategies that help them pave the way to achieve the pre-define goals and define their annual activities and budget. In terms of duration of these policy documents, two sets of patterns can be identified. One set represents the strategies developed in the period from 2013 to 2015 and lasting until 2020. The second one includes strategies adopted between 2015 and 2018 which cover the period until 2023/2025. Still, there are strategies in different sectors that do not follow this general rule and last for the next 10 or even 20 years. Main goals, visions and objectives defined in all national strategies focus on priorities identified in the EU and United Nations (UN) strategic documents which show Government's dedication to adopt these priorities as its own.

Parallel to the process of drafting the strategies, multiannual action plans for the period of 2 to 5 years have also been prepared that identify activities, budget and indicators necessary in order to achieve the results and objectives expected in a given year. For strategies lasting for more than 5 years two set of multiannual action plans are elaborated to cover the overall duration of the strategy. Compared to the strategies developed 20 years ago, the strategies adopted in the last decade are more realistic, well planned and defined and achievable. Still, awareness on the importance of the M&E process should be further developed, since some of the institutions still lack capacities, human and financial resources and knowledge to conduct these activities and use the results produced and delivered by the M&E frameworks. In addition, the table below presents the list of strategies (2020+) per responsible institution.

Table I: The list of national policy documents/programmes/strategies and responsible line ministries/institutions

Institutions	Policy documents
Ministry of Internal Affairs	National Counter Terrorism Strategy (2018-2022)
	National Strategy for Countering Violent Extremism (2018-2022)
	National strategy for control of small arms and light weapons (2017 – 2021)
Ministry of Defence	Strategy for Management of Human Resources in the Defence Sector (2019 – 2027)
	Economic Reform Programme 2020-2022
Ministry of finance	Economic Reform Programme 2019-2021
	Fiscal Strategy of the Republic of North Macedonia (2020-2022)
	Strategy for Information Communication Technology of Justice Sector (2019 – 2024)
Ministry of Justice	Strategy for reforms of judiciary system (2017-2022)
	National strategy for Prevention of Oral Diseases of Children Aged 0-14 (2018-2028)
Ministry of Health	National Transport Strategy (2018-2030)
Ministry of Transport and Communications	National Tourism Strategy (2016-2021)
Ministry of Economy	Industrial Strategy (2018-2027)
	Strategy for Energy Development (until 2040) (draft)
	Strategy for Energy Development (until 2030)
	Strategy for Women Entrepreneurship Development (2019 - 2023)
	National Small and Medium Enterprise Strategy (2018-2023)
	Strategy for Social Responsibility (2019-2023)
	Ministry of Information Society and Information
Ministry of Labour and Social Policy	Public Administration Reform Strategy (2018-2022)
	Strategy for Demographic Development (2015-2024)
	Strategy for Integration of Refugees and Foreigners (2017-2027)
	Strategy for formalising the informal economy (2018-2022)
Ministry of Education and Science	National Strategy for Deinstitutionalisation "Timjanik" (2018–2027)
	Education Strategy of the Republic of Macedonia (2018-2025)
	Adult Education Strategy (2019-2023)
Ministry of Culture	National Strategy for Development of Culture (2018-2022)
Ministry of Environment and Physical Planning	National Strategy for Nature Protection (2017– 2027)
	National Strategy for Sustainable Development (2009-2030)
	National Biodiversity Strategy (2018 – 2023)
Agency of Youth and Sport	National Youth Strategy (2016-2025)
Government of the Republic of North Macedonia	Strategy for Development of the "One Society For All" Concept and Inter-culturalism
	National Strategy for Cooperation with Diaspora (2019-2023)
	Strategy for Transparency of the Government (2019-2021)
State Statistical Office	Statistical research programme (2018-2022)

## Key findings

- Develop M&E tools and frameworks to be able to monitor implementation of policy documents and to develop mechanism that will support drafting of new policies
- Continue to set goals in line with the national, but also EU and UN priorities
- Strengthen donor coordination in areas where it is most needed
- Draft policy documents that will serve as guidelines for implementation of future activities in sectors where such documents do not exist or have expired
- Allocate sufficient funds and resources for successful implementation of the adopted strategies

## 2.2. REVIEW OF POST-2020 INITIATIVES AND PROJECTS BEYOND GOVERNMENT SPHERE

The South East Europe (SEE) 2020 Strategy was adopted by the Ministers of Economy of seven SEE economies in November 2013. It was inspired by the EU 2020 Strategy. The SEE2020 Strategy seeks to boost prosperity, job creation, and to underscore the importance of the EU perspective for the region's future through coordinated cooperation across a number of important policy dimensions. The Strategy itself is based on a set of interlinked development policy pillars that seek to stimulate long-term drivers of growth, articulated in a shared vision for the region's development. The pillars include:

- Integrated Growth: promotion of regional trade and investment linkages and policies that are non-discriminatory, transparent and predictable
- Smart Growth: committing to innovate and compete on value-added rather than labour costs
- Sustainable Growth: raising the level of competitiveness in the private sector, development of infrastructure and encouraging greener and more energy-efficient growth
- Inclusive Growth: placing greater emphasis on developing skills, creating employment, inclusive participation in the labour market and health and wellbeing
- Governance for Growth: enhancing the capacity of public administration to strengthen the rule of law and reduce corruption, the creation of a business-friendly environment and delivery of public services necessary for economic development<sup>2</sup>

Complementing the implementation of the SEE2020 Strategy and providing motivation for further integration within the region, in July 2017 the Multi-annual Action Plan for the Regional Economic Area (MAP REA), which stems from the SEE2020 and the obligations arising from the Central European Free Trade Agreement (CEFTA), was endorsed and has already generated tangible benefits for the citizens and businesses. The development of a Regional Economic Area, as envisioned by this draft Multi-annual Action Plan, foresees implementation of far-reaching interventions and actions under the following four components and objectives within each of the components:

1. Trade (facilitation of free trade in goods; harmonisation of CEFTA Markets with the EU; creating NTMs and TDMs-free region and facilitation of free trade in services)

2. Investment (regional investment agenda; formalisation of agenda through appropriate instrument(s); implementation and monitoring of investment reforms; promotion of Western Balkan as a common investment destination; diversification of financial systems to boost investment and Smart Growth)
3. Mobility (mobility of researchers, mobility of professionals and mobility of students and the highly skilled) and
4. Digital integration (digital environment networks and services, connectivity and access; trust and security in digital services; digital economy and society and digital economy and society, data economy, standards and interoperability, Innovation)

MAP REA is helping the region to boost intra-regional trade, enhance competitiveness and promote investment, facilitate the movement of professionals and skilled people, and connect digitally businesses and citizens, and has so far achieved its envisaged plans. Most of its activities are set in line with the SEE2020 Strategy, however, there are some activities in the 1st pillar that last until 2023 in order to achieve its objectives.

Additionally, within the framework of the Economic and Financial Dialogue between the EU, the Western Balkan economies and Turkey, the key European partners continue their commitment in assisting the economies towards fulfilling EU accession criteria and addressing the existing gaps by setting out targeted policy guidance to support the process. The efforts to address long-term structural reforms with the aim of enhancing economic policy coordination of the Western Balkans were envisioned in the ERPs covering the period 2019-2021. The conclusions from the Economic and Financial Dialogue reflect the most acute socio-economic reforms the region has to undertake in the process of achieving strengthened economic governance and sustainable growth.

The Joint Conclusions on the Western Balkans and Turkey with policy guidance based on the economies' ERP (2019 – 2021) were adopted on 17 May 2019 in Brussels. The joint conclusions referred to the following:

- The informal economy distorts competition and reduces public revenue collection and workers' rights. Close cooperation between central and local authorities to reduce the informal economy is needed as well as the revision of the strategy and action plans to combat the informal economy
- The large informal sector is fuelled by the weakness of the regulatory environment. With a view to improving the regulatory environment, it is necessary to develop publicly available guidance on the practical implementation of each law affecting the business environment and ensure its consistent application
- There is a need to improve financial oversight and accountability of publicly owned enterprises.
- The fiscal framework envisages increasing budgetary surpluses, largely based on containing spending, including investment. Stronger fiscal rules in terms of timeline, enforcement, correction measures as well as medium-term consolidation plan are needed
- It is recommended to lower and stabilise the debt ratio by developing a medium-term consolidation plan
- Further efforts are needed to tackle corruption, improve the rule of law and strengthen institutions in order to promote competitiveness. Addressing these fundamental concerns is a prerequisite for a successful transformation of the economy
- Low energy efficiency and not a fully liberalised energy market and a tariff system that does not reflect real costs remain a key concern for businesses

<sup>2</sup> <https://www.rcc.int/download/docs/ARI-report-2019-web.pdf/d85affc9a9da89912e582b4b4934935.pdf>

Low labour market activity remains among the key structural challenges, particularly for youth, women and the low-skilled. Active labour market policies remain insufficiently targeted, underfunded, limited in scope and unavailable in rural areas. The gender employment gap is high and low coverage of childcare further compresses labour market participation of women<sup>3</sup>.

## Key findings

- Continue supporting the region with the new framework (2020+)
- Work on objectives that were not achieved with the current Strategy
- Higher participation and dedication from the national economies in terms of allocation of budgets and financial means, but also human resources
- Higher involvement of donor community in supporting regional initiatives, and transfer of best practices that can be successfully implemented in the region
- Enhance the inter-cooperation within the region via exchange of best practices, lining up similar priorities and creating value added activities/projects, organisation of joint government sessions and allocation of separate budgets for regional initiatives

## 2.3. LINKAGES OF MAPPED STRATEGIES AND PRIORITIES WITH EUROPEAN COMMISSION PRIORITIES

The new European Commission will reflect the priorities and ambitions set out in the Political Guidelines for the next European Commission 2019-2024<sup>4</sup> and objectives that EC President Ursula von der Leyen presented in the European Parliament. Entitled “A Union that strives for more”, in the next five years the Commission will focus on six headline ambitions for Europe:

1. A European Green Deal
2. An economy that works for people
3. A Europe fit for the digital age
4. Protecting our European way of life
5. A stronger Europe in the world
6. A new push for European democracy

Within each of the six chapters, there are policies that will be implemented so that the EC can deliver sustainable results on its own goals. Under the second headline ambition – an economy that works for the people – the EC wants ‘Europe to strive for more when it comes to social fairness and prosperity<sup>5</sup>. There is an explicit mentioning of the willingness to ‘refocus the European Semester into an instrument that integrates the UN SDGs<sup>6</sup>.

<sup>3</sup> <https://www.rcc.int/download/docs/ARI-report-2019-web.pdf/d85affc9a9da89912e582b4b4934935.pdf>

<sup>4</sup> [https://ec.europa.eu/commission/sites/beta-political/files/political-guidelines-next-commission\\_en.pdf](https://ec.europa.eu/commission/sites/beta-political/files/political-guidelines-next-commission_en.pdf)

<sup>5</sup> [https://ec.europa.eu/commission/sites/beta-political/files/political-guidelines-next-commission\\_en.pdf](https://ec.europa.eu/commission/sites/beta-political/files/political-guidelines-next-commission_en.pdf)

<sup>6</sup> Ibid.

This is important in the context of the Western Balkans because of the EU’s approach to further strengthened the economic governance within the candidate economies and potential candidates and prepare them for their participation in the European Semester once they become EU members. Therefore, the EC provides assessments of the 2019-2021 ERP of each of the economies including MKD<sup>7</sup>.

Political guidelines also reaffirm the European perspective of the Western Balkans and strive towards ‘building the same future together’. It goes on and supports the opening of accession negotiations with both MKD and Albania. However, the EU enlargement policy appears to have reached a deadlock confirmed by the October 2019 European Council decision or rather the lack of to open the negotiation talks with both economies. Since then the process is on auto-pilot, where some economies, such as Serbia, continue to open negotiation chapters while other, such as MKD, need to wait for further clarification and decision by the Council. Two non-papers, which need to contribute to drafting of the new methodology for enlargement, surfaced in this period of uncertainty, one from France and the other one from nine other member states: Austria, Czech Republic, Estonia, Italy, Latvia, Lithuania, Slovenia, Poland and Malta. They differ on a number of issues which also corresponds to the ways in which enlargement is perceived within the EU. Although both non-papers prefer grouping of negotiation chapters, they differ in the approach. Whereas the French proposal is to have consecutive stages where the sufficient implementation of reforms at one stage will open the door for the next stage, the second one proposes to open groups of chapters in parallel and not consecutively. Furthermore, there are differences in the financial support of the process. The French proposal is to explore the possibility of opening structural funds to the economies of the Western Balkans, while the other non-paper proposes closer cooperation with International Financial Institutions and gradual participation in the EU single market and opening of more EU programmes to the Western Balkans.

To the extent possible, the Government of North Macedonia is managing to align its own strategic priorities with those of the EC. One has to acknowledge that these priorities were drafted few years ago, before we had the new European Commission. However, as MKD enters an election year, it will be an opportunity for the new Government to align the new strategic priorities with those of the EC. Anyway, the current political priorities of the Government are based on the recommendations in the both Priebe reports, the Urgent Reform Priorities defined by the European Commission as well as on fostering inter-ethnic cohesion on the principles of mutual respect, tolerance and implementation of the Ohrid Framework Agreement. Besides this, the strategic priorities include:

- Development of the economy, increase of productive employment and raising the living standard of the citizens
- Decisive and indiscriminate fight against organised crime and corruption
- Strengthening the rule of law through impartial and non-discriminatory enforcement of laws, building independent institutions and a functioning system of local self-government
- Reforms in the education system and investment in innovation and information technology
- Reforms in the judiciary system
- Reduction of air pollution<sup>8</sup>

<sup>7</sup> [https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/north\\_macedonia\\_2019-2021\\_erp.pdf](https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/north_macedonia_2019-2021_erp.pdf)

<sup>8</sup> <https://vlada.mk/node/18029?ln=en-gb>

In drafting the Political guidelines, the President (elect at that time) of the EC also consulted various institutions and referred to many documents. Among the most important ones is the European Council's Strategic Agenda for 2019-2024.<sup>9</sup> The strategic document intention is to guide the work of the Institutions in the next five years by focusing on four main priorities:

1. Protecting citizens and freedoms
2. Developing a strong and vibrant economic base
3. Building a climate-neutral, green, fair and social Europe and
4. Promoting European interests and values on the global stage

As a policy approach towards promoting the European interests and values, the EU will remain devoted to multilateralism and the global rules-based international order by supporting the UN and other key multilateral organisations. The enthusiasm for the EU to take the lead role in tackling global challenges such as the fight against climate change, promoting sustainable development and implementing the 2030 Agenda is present and clearly outlined in the document.

In the mission letter that EC President sent to the Commissioner-designate for Neighbourhood and Enlargement, Mr Olivér Várhelyi, von der Leyen sketched out her expectations and support for the policies undertaken in this portfolio<sup>10</sup>. The letter reaffirms the position of the European Commission to open accession talks with MKD and Albania and demands ensuring the delivery of the UN SDGs within the respective policy areas.

Important to mention is also the EC President's mission letter to the High Representative of the Union for Foreign Policy and Security Policy/Vice-President of the European Commission, Mr Josep Borrell in which 'a more strategic, more assertive and more united Europe in the world' is requested.<sup>11</sup> The geopolitical Commission is worked out in details. Among other policies and activities, this more strategic and assertive world view requires:

- Ensuring a better link between the internal and external aspects of EU's policies
- Better framing of EU's external action with the aim to become a systematic part of EU's decision-making process and
- Strategic usage of EU's external financial instruments

## Key findings

- Exploit the possibility to influence the ways financial assistance is allocated and distributed in the region
- Define additional ways of mimicking the European Semester exercise on EU level with the ERP on national level in the Western Balkans by integrating the UN SDGs
- Propose further aligning of EU's internal policies with those specifically designed for the Western Balkans as well as venues of inclusion in the Commission's activities

<sup>9</sup> <https://www.consilium.europa.eu/media/39914/a-new-strategic-agenda-2019-2024.pdf>

<sup>10</sup> [https://ec.europa.eu/commission/sites/beta-political/files/president-elect\\_von\\_der\\_leyens\\_mission\\_letter\\_to\\_oliver\\_varhelyi.pdf](https://ec.europa.eu/commission/sites/beta-political/files/president-elect_von_der_leyens_mission_letter_to_oliver_varhelyi.pdf)

<sup>11</sup> [https://ec.europa.eu/commission/sites/beta-political/files/mission-letter-josep-borrell-2019\\_en.pdf](https://ec.europa.eu/commission/sites/beta-political/files/mission-letter-josep-borrell-2019_en.pdf)

## 2.4. LINKAGES OF MAPPED STRATEGIES AND PRIORITIES WITH UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

The SDGs set 17 global goals designed to be a "blueprint to achieve a better and more sustainable future for all". The SDGs, set in 2015 by the UN General Assembly and intended to be achieved by the year 2030, are part of UN Resolution 70/1. All countries members of the UN are obliged to contribution with its own resources and capacities towards achieving these goals.

The same stands for MKD. As previously stated, many of the policy documents adopted in the past several years, apart from its national priorities (which are in many aspects aligned with the UN, EU and international initiatives in which the economy participates), set path for contribution towards the global, international and European goals.

As can be seen from the table below, national 2020+ priorities and objectives contribute to 10 out of 17 SDGs. Most of these strategies were drafted and adopted after 2015, which confirms national dedication and support to the achievement of these goals. Still, this by default does not mean that other national priorities (defined in the national policy documents) do not contribute to SDGs. Many of the strategic papers and documents adopted expire in 2020, which means that in the period that follows many of these policy documents will be renewed setting the path for the next 3.5 to 7 and in some instances 20 years. These papers also include priorities set to contribute to SDGs; however they are not presented in the table below. These priorities can be found in water strategy, waste management strategy, national action plan for reducing inequalities, national strategy for reducing poverty and social inclusion, etc. all setting the objectives that can be considered as contribution to 17 SDGs. Therefore, if the baseline is set at present, it could be confirmed that there is not a single SDG that has not been covered by some national policy document.

Table 2: National priorities/objectives (set for beyond 2020 contributing to SDGs)

SDG	Priority/objective	Document	Institution
1. No Poverty	N/A		
2. Zero Hunger	N/A		
3. Good Health and Well-being	To reduce risk behaviour (associated with SRH, use of tobacco, alcohol and PASs) and violence among Macedonian youth aged between 15 and 25 by 2025	National Youth Strategy (2016-2025)	Agency of Youth and Sport
	To improve conditions for improving mental health and behaviour of young people		
	To establish healthy eating habits among young people aged between 15 and 19		
	Improving oral health of children with special needs	National Strategy for Prevention of Oral Diseases of Children Aged 0-14 (2018-2028)	Ministry of Health



SDG	Priority/objective	Document	Institution
	Improving information dissemination among pregnant women and young mothers about maintaining their own and their children/babies oral health		
	Increasing the percentage of children with no-caries at the age of 6 for 20%		
	Reducing the values of KEP-index at 12 years old children for 20%		
	Reducing the number of sextant with gingival bleeding at 15 years old children for 30%		
4. Quality Education	To improve the curricula and teaching techniques in primary, secondary and higher education, including practical teaching in secondary and higher education	National Youth Strategy (2016-2025)	Agency of Youth and Sport
	Increase enrolment of pupils and improve inclusiveness and interethnic integration in secondary education	Education Strategy (2018-2025)	Ministry of Education and Science
	Improve the learning environment and quality of primary education provision		
	Increase enrolment of pupils, improve inclusiveness and inter-ethnic integration of primary education		
	Improve content, learning environment and quality of pre-school education provision		
	Increase enrolment of children and improve inclusiveness of pre-school education		
	Increasing the attractiveness of participation in adult education	Adult Education Strategy 2018-2023	
	Establishing the system for public adult education		
	Building the 'learning' manufacturing industry	Industrial Strategy (2018-2027)	Ministry of Economy
5. Gender Equality	Ensuring system support for women entrepreneurship development	Strategy for Women Entrepreneurship Development (2019 – 2023)	Ministry of Economy
	Creation of enabling business environment for women entrepreneurship development		
6. Clean Water and Sanitation	N/A		
7. Affordable and Clean Energy	Introduction of green mobility and eco-focused logistics effectiveness of the transport sector	National Transport Strategy (2018-2030)	Ministry of Transport and Communications
	Maintenance, revitalisation and modernisation of the existing and construction of new, modern infrastructures for the purposes of energy production and utilisation	Strategy for Energy Development until 2030	Ministry of Economy
	Improvement of energy efficiency in the production, transmission, and utilisation of energy		
	Increase of natural gas utilisation		
	Increase of utilisation of renewable energy sources		

SDG	Priority/objective	Document	Institution
	Maximise energy savings	Strategy for Energy Development until 2030	
	Limit the increase of GHG emissions		
	Significantly increase RES share in gross final consumption		
	Catalysing the green industry / production	Industrial Strategy (2018-2027)	
8. Decent Work and Economic Growth	Stimulating and supporting the formalisation of informal economic activities	Strategy for formalising the informal economy (2018-2022)	Ministry of Labour and Social Policy
	Strengthening tax morale and reducing tolerance to informal economy		
	Creation of accessible opportunities for all young people to acquire competences (knowledge, opinions, skills) that are in demand on the labour market	National Youth Strategy (2016-2025)	Agency of Youth and Sport
	Young people to become proactive and creative partners in the process of overcoming unemployment		
	Harmonise vocational education and training with the labour market needs	Education Strategy (2018-2025)	Ministry of Education and Science
	Increasing competitiveness and employability, creating favourable business climate, support and development of SMEs, enhancing social security and protection, development of innovation activities as well as support to economy by implementing significant investments in the infrastructure projects	Fiscal Strategy (2020-2022)	Ministry of Finance
	Drive Macedonia's economic competitiveness through enhancing entrepreneurial and innovative capacities of SMEs	National Small and Medium Enterprise Strategy (2018-2023)	Ministry of Economy
	Help SMEs to become highly productive and competitive participants in European and other international markets		
	Create conducive business environment which encourages entrepreneurship and investment		
9. Industry, Innovation, and Infrastructure	Support research and innovation	Education Strategy (2018-2025)	Ministry of Education and Science
	Increasing productivity, innovations and technology transfer in the manufacturing industry analysing the green industry / production	Industrial Strategy (2018-2027)	Ministry of Economy
10. Reducing Inequality	N/A		
11. Sustainable Cities and Communities	Streamlining private sector so that it is developed in line with the Sustainable Development Principles as well as engineering, construction and other relevant private companies to have the capacity to plan, design and implement/construct projects and activities based on these principles	National Strategy for Sustainable Development (2009-2030)	Ministry of Economy
	Streamlining public sector through organisational development and institutional strengthening based on the concepts and principles of SD including cross-cutting and integrated strategic and participatory work		

SDG	Priority/objective	Document	Institution
12. Responsible Consumption and Production	N/A		
13. Climate Action	N/A		
14. Life Below Water	N/A		
15. Life On Land	To overcome the main/underlying causes of biodiversity loss through its mainstreaming in the society	National Biodiversity Strategy (2018 – 2023)	Ministry of Environment and Physical Planning
	To improve the status of biodiversity components aiming to increase the benefits of biodiversity and ecosystem services		
	Reduce direct and indirect pressures on ecosystems and biodiversity		
	Protect, conserve and monitor the components of geodiversity, geoheritage, biological and landscape diversity	National Strategy for Nature Protection (2017–2027)	
	Properly identify, research, monitor and make inventory of geodiversity and geoheritage and other components of nature (biological and landscape diversity)		
	Establish and practice sustainable use of geodiversity and geoheritage and other components of nature (biological and landscape diversity) through the use of traditional knowledge, innovations, best practices and positive incentives related to conservation and sustainable use of nature		
16. Peace, Justice, and Strong Institutions	Establishing the principle of governance as high political and legal act in arranging the relationships between the three main holders of power, by consistent respect of independence and integrity of the judiciary system	Strategy for reforms of judiciary system (2017-2022)	Ministry of Justice
	Reform of the administrative judiciary in order to effectively fulfil its function of control over the acts of executive power and state administration		
	Simplifying access to justice by strengthening mediation, reviewing free legal aid, court costs, attorney fees and costs for executions of court decisions		
	PREVENT flows of FTFs and militants and root causes of radicalization and extremism	National Counter Terrorism Strategy (2018-2022) and National Strategy for Countering Violent Extremism (2018-2022)	Ministry of Internal Affairs
	PROTECT citizens, their property, key and critical infrastructure from all threats, those clear and present as well as the potential and growing ones		

SDG	Priority/objective	Document	Institution
	PURSUE threats of violent extremism and terrorism at their root in safe havens and where ever they pose clear danger to people and infrastructure; prosecute these threats actively, but fairly and transparently, and consistent with the rule of law		
	RESPOND actively, aggressively, but always in ways that are transparent and consistent with the rule of law, in the spirit of solidarity and in ways that manage and minimise the consequences of a terrorist attack, by improving capabilities to deal with the aftermath, coordination of the response and the needs of victims		
	Affirming and developing mutual respect, understanding and support of cultural diversities in the society where all cultures, based on inter-cultural dialogue, cooperate together and enrich and complement each other	Strategy for Development of the “One Society For All” Concept and Interculturalism (2020-2023)	Government of the Republic of North Macedonia
	Promoting non-violence, tolerance and intercultural communication among young people and eliminating hate speech/hate crimes		
	Creating equal opportunities, full access and inclusion of all citizens in embracing and promoting interculturalism and developing common cultural values and specificities		
	Advancing local democracy and creating equal opportunities for all		
	Ensuring interaction between students of different ethnic communities and of different language of instruction in primary and secondary schools		
	Establishing effective and functional system for consistent implementation of laws, ensuring equal society for all		
17. Partnerships for the Goals	Promotion, networking and advocacy for WE	Strategy for Women Entrepreneurship Development (2019 – 2023)	Ministry of Economy

## Key findings

- Define priorities in the new strategic policy documents, which will be drafted in the next period, that will contribute to achieving the SDGs goals;
- Ensure resources and capacities for contribution (not only declarative provision of support);
- Define additional M&E frameworks that will separately measure SDGs accomplishments;
- Raise awareness among national stakeholders on the importance of SDGs.

## 2.5. CONSULTATIONS WITH KEY PARTNERS

During the process of collecting data and information, in addition to desk research-related activities covering documents, reports, policy documents, plans and programme frameworks, several meetings and consultations were organised with the representatives of relevant state institutions, mostly ministries, but also representatives of donor community that have plans for support beyond 2020.

During the meetings and consultations held, the purpose of this assignment was presented and activities that might follow discussed. All representatives welcomed the idea of this assignment and shown interest for its outcome since they need this information when discussing with donors or coordinating the activities within the Government.

For the purpose of this assignment, consultations were mostly conducted with the relevant state advisors, heads of departments or staff working on drafting of new and monitoring the implementation of current strategic policy documents.

Furthermore, consultations were also organised with several non-governmental organisations that are recognised by their excellence and expertise and have participated in the drafting of strategic documents, mostly in the area of innovation, education, good governance, entrepreneurship and start-up development.

In consultations organised with the donor community it was pointed out that they would like to take more active role in the overall process, especially in drafting the regional strategy, since some of them implement only regional initiatives, without being active on bilateral basis. In this way they could plan their future actions in line with the proposed activities. Such coordination processes were organised by (project) representatives of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), United States Agency for International Development (USAID), World Bank (WB) and Swiss Agency for Development and Cooperation (SDC).

### Key findings

The key findings in the consultations organised with the key partners can be summarised as follows:

- Involve key partners in other forthcoming activities in the framework of this project
- Coordinate the drafting of activities of the regional strategy with donors active in the region
- Disseminate the draft regional strategy to non-governmental organisations
- Align the process of regional benchmark in the area of entrepreneurship with the Small Business Act
- Involve other EU and international organisations in the process of drafting the regional strategy such are the European Training Foundation and Organisation for Economic Cooperation and Development

## 2.6. REVIEW OF DONOR COORDINATION MECHANISMS

Donor community has on many occasions supported the process of drafting and monitoring and evaluating policy documents and very often also financially contributed to the implementation of some of the activities envisaged in the action plans and hence contributed to achieving the objectives and results. Only on few occasions the donor community did not interfere in these processes. Taking active role in the process of drafting the policy documents is also useful for donor organisations and projects since this process assists them in planning their future activities.

During the consultations held with the donor community, the information regarding their future post 2020 was gathered from representatives of SDC, USAID, WB and GIZ as most active and supportive donors in the Republic of North Macedonia. In addition to regional initiatives, some of them also support bilateral activities. In this respect, GIZ's main focus for the period 2015-2021 was and will continue to be on good governance and democracy (supporting the project activities in the value of approx. 47 mil EUR), sustainable economic development (approx. 25 mil EUR) and sustainable use of natural resources (approx. 22.5 mil EUR). The Republic of North Macedonia is also part of all these regional projects.

Furthermore, the WB recently adopted "Country Partnership Framework (CPF) (2019-2023)", which is a follow-up to the previous Framework covering the period from 2015 to 2018. The new framework focuses on the most pressing constraints identified in the "Systematic Country Diagnostic" in areas where the WB Group has a comparative advantage and where there is strong government demand. This includes the focus on three main areas:

- Export led-growth: Improve environment for competitive private sector
- Inclusive growth: Expand skills and opportunities for the most vulnerable
- Sustainable growth: Enhance sustainability and build resilience to shocks

Focus Area I aims to remove some of the bottlenecks that prevent the emergence of a dynamic and competitive private sector by improving connectivity and access to markets (the first objective) through activities supporting "hard" and "soft" trade connectivity and strengthening local firms' technological uptake, innovation, access to finance, and capacities. Focus Area II will support the development of human capital and skills to boost labour productivity and encourage more inclusive labour market participation. CPF activities underpinning both human capital creation and protection will improve the quality and relevance of education (the second objective) and the access to and quality of social services (the third objective). Focus Area III will mitigate fiscal and environmental vulnerabilities with the goal of enhancing fiscal sustainability by strengthening fiscal and public financial management (the fourth objective) and environmental sustainability by helping accelerate the transition to a more sustainable energy mix (the fifth objective).

In addition, SDC and USAID are at the moment developing their plans for 2020 and beyond. SDC will focus mainly on economic and private sector development (including the workforce development), democracy and environment and their final post 2020 framework is expected in autumn 2020, while USAID will focus on democracy and economic development and their programme is expected to be officially promoted in April 2020.

## Key findings

The key findings regarding the national donor coordination mechanisms can be summarised as follows:

- Establish donor coordination for effective implementation of new regional strategy
- Possibility to allocate part of the donor resources for successful implementation of the new regional strategy
- Establish coordination between the Regional Cooperation Council and donor community supporting the region
- Involve the donor community in the process of drafting the new regional strategy

## 3. Conclusions and recommendations

Republic of North Macedonia, same as other economies in the region, defines and sets its strategic orientations towards the globally accepted standards defined under the UN frameworks, EU directives and priorities, combined with regional and national flavours (objectives). This can also be confirmed by several benchmarks (SME Competiveness Outlook, Small Business Act for Western Balkans and Turkey, etc.) conducted by different international organisations.

However, setting, contributing and achieving the UN/EU priorities also means reaching certain levels by implementing different sets of activities depending on the goal set. Sometimes this includes building human capacities or changing national legislation, conducting reforms, accepting different practices, raising awareness, allocating financial resources or even changing the entire system of functioning in a particular sector/area.

In the last few years, the situation in MKD has significantly improved in this respect where the process of drafting policy documents now includes wider consultations with different stakeholders. Also, institutions have developed capacities to draft and plan the overall policy process and nowadays they are able to prepare such programmes without using donor assistance. Almost at all instances, policy documents are supported by objective and realistic action plans envisaging concrete activities, indicators and budget allocations that can contribute to the achievement of set goals. Budget allocations are partially financed by the national budget and approved by the Ministry of Finance, while the rest of funding in most of the cases comes from donor assistance in forms of grants or from international financial institutions in forms of loans. Still, the M&E frameworks are not yet well developed to serve as a supportive mechanism for adjusting the implementation of the strategy in a given period of time or to provide quantitative and qualitative information in the process of development of new action plans or policy documents. In addition, in many areas the current strategic policy documents, adopted 5 or 7 years ago, are expiring, so in the forthcoming period the process of drafting of several strategic documents should be initiated in areas that are also elaborated in the UN SDGs.

In the next period, on top of putting new strategies in place, financial allocations for their implementation should be increased, cooperation with stakeholders enhanced, M&E frameworks put in place and better donor coordination system established based on the policy papers produced. Furthermore, building institutional capacities should continue and raising awareness of the general public should be enhanced.

MKD eagerly awaits the new enlargement methodology based on which accession negotiations will take place. In order to advance in the enlargement process, the economy should strategically prepare its administration and the society at large, including businesses, think tanks and civil society by building capacities and mechanisms to respond to numerous challenges the process is to bring.

# ANNEXES

## Annex I (List of priorities/goals/objectives per strategic document 2020+)

### National tourism strategy of the Republic of North Macedonia (2016-2021)

**Vision** - North Macedonia is a recognized tourism destination among Europeans. The number of overnights by foreigners continuously increased since 2015 and the decline of overnights by domestic travellers, which had been registered between 2010 and 2015, had been stopped and remained stable.

**Previous strategic policy document** - "National Tourism Strategy of the Republic of Macedonia" (2009 – 2013)

#### Specific strategic objectives:

- Improve the awareness of North Macedonia as an attractive tourism destination abroad
- Improve the attractiveness of North Macedonia as a tourism destination
- Improve the organizational structures in tourism
- Improve the investment climate for North Macedonian entrepreneurs regarding the development of additional accommodation facilities
- Improve the quantity and quality of available data in tourism
- Improve the framework conditions for tourism development
- Improve tourism know-how and service quality
- Improve the tourism awareness of the local population

#### Targets to be reached by 2021:

1. Significant bigger available marketing budget in comparison to 2015
2. Modern and professional website – Bigger available budget for „e-marketing“, „promotion campaigns“ and „information campaigns“
3. Developed Brand Strategy used in communication
4. Number of defined flagship projects implemented or currently in the phase of planning or construction
5. Tourism Development Fund has been established – the number of tourism attractions has been significantly increased in comparison to 2015
6. Clear and modern organizational structure for tourism on a national level covering all necessary areas (tourism policy, tourism development and tourism marketing)
7. A „Restructuring Plan“ has been prepared – the number of employees has been increased in comparison to 2015 – the number of the available annual budget has been increased in comparison to 2015
8. Regional tourism destinations have been defined – the tourism tax system has been revised – regional DMOs have been founded – tourism development plans for the defined regional tourism destinations have been prepared
9. Hotel Development Fund has been established – the number of hotels with 3 or more stars significantly grew in comparison to 2015.

### Industrial strategy of the Republic of North Macedonia (2018-2027)

**Vision** – Industrialization enhancement, via stimulating the growth and development of manufacturing industry by increasing the productivity, creating appropriate working places, increasing the revenues and strengthening the human capital as well as solving the challenges of the circular economy.

**Previous strategic policy document** – “Industrial policy of the Republic of Macedonia” – 2009-2020

#### Specific strategic objectives:

- Strengthening the basis of the manufacturing industry
- Increasing the productivity, innovations and technology transfer in the manufacturing industry
- Catalyzing the green industry / production
- Stimulating the export of the manufacturing industry
- Building the ‘learning’ manufacturing industry

#### Targets to be reached by 2027 (general):

1. Increased contribution of manufacturing industry in GDP – 14%
2. Increased industrial competitiveness (within the Global Competitiveness Index) – 50th place
3. Global competitiveness index (general) – 73rd place
4. Increased value of manufacturing industry – 10.000 mil EUR
5. Increased export of manufacturing products – 84.000 mil EUR
6. Increased value added of the manufacturing industry – 2.000 mil EUR

#### Targets to be reached by 2027 (per strategic objectives):

1. *Strengthening the basis of the manufacturing industry*
  - 1.1 Increased number of enterprises in the manufacturing industry – 9.000
  - 1.2 Increased number of employees in the manufacturing industry – 155.000
  - 1.3 Increased turnover in the manufacturing industry – 8.000 mil EUR
  - 1.4 Increased % contribution of the manufacturing industry in the total GDP – 14%
  - 1.5 FDI in the manufacturing industry – 3.000 mil EUR
2. *Increasing the productivity, innovations and technology transfer in the manufacturing industry*
  - 2.1 Increased productivity (per employee) in the manufacturing industry – 12.000 EUR
  - 2.2 Global Innovation Index – 55th place
  - 2.3 European Innovation matrix – 60th place
  - 2.4 Solid level of technology absorption WEF – 95th place
  - 2.5 Increased usage medium and high technology in the value added of the manufacturing industry in the overall value added – 0,25
3. *Catalyzing the green industry / production*
  - 3.1 Green regulatory framework – aligned with the EU
  - 3.2 Monitoring system for industrial pollution – Established and functional monitoring system
  - 3.3 Establishing company register for ISO systems – Established and functional company register for implemented eco-systems 50501, 14001, 14064, 14069, 14044 and others.
  - 3.4 Number of companies having licenses for Integrated reduction and pollution control – Licenses acquired for Integrated reduction and pollution control by all large and medium enterprises operating in the manufacturing industry.
  - 3.5 Green industrial zones and light production zones – 5 Green industrial zones and 10 Light production zones

4. *Stimulating the export of the manufacturing industry*
  - 4.1 Increased the total export value of the manufacturing industry – 8.000 mil EUR
  - 4.2 Increased % of export of the manufacturing industry in the total value of exports – 92%
  - 4.3 Medium and high technological manufacturing industry – 0,65
  - 4.4 Improved export structure according to wider economic parameters – raw materials 30% and products for retail consumption – 50%
5. *Building the 'learning' manufacturing industry*
  - 5.1 Average gross salary per employee in the manufacturing industry – 750 EUR
  - 5.2 Gross domestic expenditures for R&D (GERD) as % of GDP – 3%
  - 5.3 Business expenditures for R&D (BERD) 25 mil EUR

## Strategy for Women Entrepreneurship Development in the Republic of North Macedonia (2019 – 2023)

**Vision** - Empowered women entrepreneurship by means of consolidated and coordinated activities, by including various stakeholders, so as to make women entrepreneurship a strength that contributes to the development of the entrepreneurial climate and economy.

**Previous strategic policy document** – N/A

**Overall Objective:** The Strategy for Women Entrepreneurship Development in the Republic of North Macedonia aims at economic empowerment of women by creating enabling business climate and providing support to the development of their entrepreneurial potential, which would contribute the advancement of existing and starting new enterprises, creation of new jobs and thus, consolidating the overall economy.

**Long-term Objective:** Building entrepreneurial eco-system for continuous women entrepreneurship development.

**Short-term Objectives:** Enhanced climate, opportunities and conditions for WE development and active involvement of all active stakeholders in the implementation of the WE Strategy. Increasing the number of women starting business ventures, in order to reduce the TEA index from 1 versus 2.45 to 1 versus 1.87.

### Strategic priorities and measures

#### 1. *Creation of enabling business environment for women entrepreneurship development*

1.1 Coordination in the creation and implementation of policies on WE development

Measure's indicators:

- Cross-Sector WG established (2019)
- Cross-sectoral liaison of various institutions, organisations and nongovernmental sector established (2019)
- Number of meetings held (per annum) of the Cross-Sector WG (continuous)
- Reports (two) drafted and publicly presented on the implementation of the Strategy's Action Plan (continuous)
- Mechanism in place for monitoring the implementation of the Strategy's measures and activities (2019)

1.2 Analysing the legislation that has impact on the entrepreneurial activity of women

Measure's indicators:

- Analysis developed, with recommendations on specific affirmative measures that would encourage entrepreneurial activity of women (2019)
- Analysis developed, with a proposed solution (2019)

1.3 Creation of statistics for monitoring the entrepreneurial (business) activity of women

Measure's indicators:

- Overview produced, with proposed recommendations for harmonisation with EUROSTAT (2019)
- Methodology developed on monitoring the economic activity of women (2019)

- Established and publicly available statistics on the economic activity of women (2019)
- Gender criteria introduced in all forms of information dissemination (2019)

## 2. Ensuring system support for women entrepreneurship development

### 2.1 Improving the access to more favourable forms of financing

Measure's indicators:

- Increased financial support to women entrepreneurs by 30% through various forms of financial support to their projects (continuous)
- Meetings organised with financial institutions (continuous)
- Adoption of a Law on Guarantee Fund (2019)
- Guarantee Fund established (2021)
- Number of women entrepreneurs increased (2019)
- Number of innovation projects (2019)
- Co-financed projects of BA networks (continuous)
- Number of trainings, forums organized (continuous)
- Increased number of interested unemployed women, especially from rural areas, who use financial self-employment programmes (continuous)
- Number of forums, trainings held (2019-2023)
- Number of franchises owned by women (2019-2023)
- Number of women entrepreneurs who attended fairs (2019-2023)
- Increased number of women beneficiaries of EU sources of support and financing (continuous)
- Number and amount of approved/ funded projects (continuous)

### 2.2 Transition from social assistance to self-employment

Measure's indicators:

- Reduced number of women beneficiaries of social assistance (continuous)
- Increased number of self-employed women (continuous)

### 2.3 Transition from employment to employer

Measure's indicators:

- Increased number of applications (continuous)
- Number of entrepreneurs with enhanced growth of business activities (continuous)
- High number of seminars/trainings held, number of participants (2020-2023)
- Increased number of entrepreneurs with growth in their business activities (2020-2023)
- High number of seminars/trainings held, number of participants (2020-2023)
- Increased number of franchises owned by women (2019)
- Number of women who became franchise providers through their business ventures (2019)
- Number of vouchers released (2020-2023)

### 2.4 Acquiring necessary knowledge and skills

Measure's indicators:

- Online platform created for web seminars and web advisory services (2019)
- Increased number of female mentors (2019-2023)
- Increased number of women users of mentoring services (2019-2023)

### 2.5 Enhanced presence of women in policy making related to entrepreneurship development

Measure's indicators:

- Higher representation of women in drafting policies in the public-private dialogue and in the public consultation procedures in adoption of regulations (continuous)
- Increased number of women who joined networks, chambers, associations... (continuous)

## 3. Creation of infrastructure for support and development of WE

### 3.1 Development of new/contemporary education and training programmes, with special focus on women entrepreneurs

Measure's indicators:

- Education programmes developed for beginner women entrepreneurs (2019-2023)
- Education programmes for growth-oriented women entrepreneurs (2019-2023)
- Education and advisory programme developed for use of programme on how to utilise the franchise as a business model (2019-2023)
- Education programme developed on managing family enterprises (2020-2023)
- Number of vouchers released (2020-2023)
- Number of social enterprises established, owned and managed by women (2019-2023)

### 3.2 Strengthening the capacity on provision of training and advisory services to women

Measure's indicators:

- Institutional and partner-oriented Infrastructure developed, ready to provide education and training services on women entrepreneurship (2020-2023)
- Number of seminars organized (2020-2022)
- Number of mentors trained (2020-2022)
- Help Desk Centre established (2020-2023)
- Number of registered users of the services of the Help Desk Centre (2020-2023)

### 3.3 Ensuring the capacity for usage of incubators, accelerators and technology parks by women entrepreneurs

Measure's indicators:

- Higher participation of women entrepreneurs in the utilisation of the capacities of the incubators/ accelerators and technology parks (continuous)

### 3.4 Cooperation with the local self-government on integrating the women entrepreneurship development in the local/regional development programmes

Measure's indicators:

- Women entrepreneurship integrated in the development strategies of the municipalities (continuous)
- Commissions for Equal Opportunities established, which shall monitor the work and the genuine mainstreaming of WE in the work of the municipalities (2019)

### 3.5 Cooperation with educational institutions

Measure's indicators:

- Number of meetings held (continuous)
- Number of joint projects (continuous)
- Balance achieved in the educational programmes and gender equality trainings (continuous)

### 3.6 Developing databases/register of women entrepreneurs

Measure's indicators:

- Database/Register developed on women entrepreneurs, containing necessary information on their mutual liaison, growth and development (2020)

#### 4. Promotion, networking and advocacy

##### 4.1 Communication activities and promotion of women entrepreneurship

Measure's indicators:

- Communication and Promotion Plan drafted (2019)
- Campaign conducted on promotion of women entrepreneurship (2019-2023)
- Annual award promoted and introduced (2019-2023)

##### 4.2 Building the capacity of women's business associations

Measure's indicators:

- Projects supported for networking of women associations (2020-2023)
- Platform of Women Entrepreneurship Associations established (2019)

## National Small and Medium Enterprise Strategy (2018-2023)

**Vision** - Competitive SMEs in 2023 as a drive of inclusive economic growth in Macedonia and in the creation of more productive and decent employment

**Previous strategic policy document** – Revised National SME Strategy (2002-2013)

**General Strategy Aim** - The SME Strategy establishes a framework for public, private and civil society actors to collaborate in the support of SME development and innovation to improve SME competitiveness.

Indicators:

- SME contribution to GDP
- SME contribution to employment
- Use of formal employment contracts in SMEs
- Number of SMEs in which all employees are fully registered
- Extent of union representation across the SME workforce

### Strategic Objectives:

1. *Conducive Business Environment: To create a conducive business environment in which entrepreneurship and investment is encouraged*

Programmes:

#### 1.1 Enhance Policymaking and Coordination

Programme's Indicators:

- Policy coordination mechanisms established
- Policies integrated across government MDAs
- SME services and defining the involved institutions
- Donor-support programs aligned with strategy

#### 1.2 Simplify the Legal and Regulatory Environment

Programme's Indicators:

- New business environment reforms implemented
- Increase number registered enterprises

#### 1.3 Strengthen and Institutionalise Social Dialogue

Programme's Indicators:

- Number of business organisations involved
- Number of issues jointly agreed with government and the private sector

#### 1.4 Coordinate the SME Data and Monitoring and Evaluation

Programme's Indicators:

- Improvements to the range of qualitative and quantitative data collected
- Public debates on data and evaluation findings
- Changes to SME development program targeting
- Improvements in data disaggregation by gender, size, location, etc.



## 1.5 National SME Association

Programme's Indicator:

- Participation by SMEs in the association

2. *Enhance and Improve SME Growth Opportunities: To help SMEs in Macedonia to become highly productive and competitive participants in European and other international markets.*

## Programmes:

## 2.1 Improve Business Development Services

Programme's Indicators:

- Client feedback
- Number of SMEs accessing support services (gender disaggregated)
- Number of private sector BDS service providers
- Growth of SMEs (employment, turnover) receiving support from SME service providers

## 2.2 Improve Access to Finance

Programme's Indicators:

- Range of financial services provided
- Number of SMEs accessing financial support services (gender disaggregated)
- Number of micro and small enterprises accessing commercial bank finance (gender disaggregated)

## 2.3 Facilitate Internationalisation

Programme's Indicators:

- Number of SMEs (gender disaggregated) accessing international markets
- Number of SMEs (gender disaggregated) accessing government export support programs and services
- Number of export-oriented industry clusters

## 2.4 Support Value Chain Development

Programme's Indicators:

- Number of SMEs (gender disaggregated) operating in strategic, growth-oriented industry sectors
- Number of SMEs (gender disaggregated) accessing government strategic industry support programs and services

3. *Dynamic Entrepreneurship and Innovation Ecosystem: To drive Macedonia's economic competitiveness through a more enhancing the entrepreneurial and innovative capacities of the SMEs*

## 3.1 Expand Entrepreneurship in Education and Training

Programme's Indicators:

- Number of male and female students taught entrepreneurship skills
- Number of teachers and trainers taught teaching skills in entrepreneurship training
- Number of education and training institutions providing entrepreneurship training

## 3.2 Enhance Science, Technology and Innovation in SME development

Programme's Indicators:

- Number of SMEs (gender disaggregated) accessing government science and technology support programs and services
- Amount of funds invested by SMEs into R&D
- Number of new products and services commercialised

## 3.3 Establish Science and Technology Parks and Innovation Incubators

Programme's Indicators:

- Number of SMEs (gender disaggregated) accessing government science and technology support programs and services
- Participation of SMEs in specialised science and innovation facilities.

## Fiscal Strategy of the Republic of North Macedonia (2020-2022)

**Previous strategic policy document** – Fiscal Strategy of the Republic of North Macedonia (2019-2021)

**The Strategy medium-term objectives** – Increasing the competitiveness and employability, creating the favorable business climate, support and development of SMEs, enhancing the social security and protection, development of the innovation activities as well as support to the economy by implementing the significant investments in the infrastructure projects.

### Indicators and expectations:

The annual Budget expenditure growth will be reduced from 14,2% in 2019 to 5,2% in 2022.

The budget deficit will be also reduced from 2,5% of GDP in 2019 to 2,3% in 2020 and 2% in 2021 and 2022.

During the period 2019-2022, the total revenue's sources of the Budget are projected to be around 29% of the GDP.

## Adults' Education Strategy 2018-2023

**Previous policy document** – Adults Education Strategy (2010-2015)

**Vision** - Interventions in adult education will result in creation a system that reflects the demands and visions of all its citizens enable future adult education to become attractive to all adults, operating at a level of quality that allows everyone to adapt and transform in line with the trends of the future, which record fast changes.

**Main objective** – to provide opportunities for appropriate and necessary education competences for all individuals and for all age groups, ensuring that they possess the knowledge, skills and attitudes required by society and the labor market.

### Expected results:

- Development of system of public funding education and adults' learning which ensures that all citizens of the Republic of North Macedonia have equal opportunities to participate in quality lifelong learning activities, and it is based on learning demand and needs from all aspects
- Adopt measures for coordinated action on all key issues partners in the field of adult education
- Creating legal and expert preconditions for the transformation of adult education as an important component of the whole education system of the Republic of North Macedonia
- Creating conditions for the development of new technologies and e - learning in adult education
- Strengthening the adult education system in order to respond to demographic changes and enable an adequate and quality supply of educational programs the growing percentage of the adult population
- Creating opportunities for adults to acquire knowledge, skills and the values needed to improve quality of life
- Increase opportunities for educational choices
- Development of adult education in the function of social coexistence
- Development of adult education that will meet the educational needs of all citizens, persons with disabilities and marginalized persons
- Development of education and training opportunities that are appropriate to the expectations, aspirations and needs of diverse groups within existing and future workforce
- Development of adult education and training necessary to face it with the dynamic changes in the field of labor and life
- Encouraging the population to participate in all spheres of modern living, especially the social and political life of all levels, including within Europe

### Strategic objectives:

- Increasing the attractiveness of participation in adult education
- Establish a quality assurance system within adult education
- Development of system for validation of previous learning
- Improving the organization, management and financing of adult education
- Establishing the system for public adults' education
- Strengthening research and development projects in the field of adult education
- Professionalism of the staff working in the area of adults' education
- Monitoring and evaluation of adults' education

## Education Strategy of the Republic of North Macedonia (2018-2025)

**Vision** – comprehensive, inclusive, and integrated education focused on the learner, based on modern programmes for equipping future generations with knowledge, skills and competences in accordance with the needs of the democratic multicultural society and the Labour Market, and the new challenges in the global scientific-technological environment.

**Previous strategic policy document** - National Strategy for the Development of Education (2005-2015)

### Goals:

- Considerably increased coverage of children in pre-school education and adjustments to the programme for the purposes of efficient and adjusted enrolment in primary education
- Rationalisation of curricula of all years of compulsory education, specifically those of each cycles' starting years, and their adjustment for the purposes of more efficient and optimal transfer for pupils from cycle into cycle. Rationalisation implicates linking the topics into integrated programmes with sufficient number of hours of exposure of pupils to education activities for optimal development of generic and key competencies
- Strengthened activities and means for increasing schools' attractiveness, that stimulate a constructive attitude towards learning and include contents of local interest and encourage links with the community and socially responsible engagement
- adjustment of curricula to pupils' age by means of cross-curricular incorporation of generic and key competencies based on learning outcomes
- Improvement and adjustment of quality assurance (and quality control) tools which ensure learner centred education and best learner's interest
- Adjustment and consistent implementation of the inclusive and multicultural education concept with a focus on democratic values, human rights, gender equality, and respect for diversity on any ground as well as supporting ethnic cohesion
- Improvement and consistent application of the textbooks writing methodology and, in parallel, reducing the role of textbooks as the only means for achieving the training objectives, and taking into account benefits from using ICT in education
- Improvement of education system infrastructure with a purpose to increase inclusiveness, access, energy efficacy and digitalisation
- Ensuring full coverage of all learners with special educational needs in the education system by adjusting the curricula (in terms of training objectives and instruction language) to their needs and abilities, and strengthening competencies of teachers and expert staff
- Rationalisation and conceptual regionalisation of vocational secondary education, by means of programmes based on generic and key competencies, and through orienting the programmes to the needs of local labour markets
- Standardisation of the activity of the higher education system in line with the European criteria and ensuring the rule of law while establishing and operationalisation of higher education institutions;
- Return of the autonomy of universities, including academic freedom, and preventing possibilities to pressurise members of the academic community
- Expansion of adult education opportunities and support of the lifelong learning concept
- Support in the process of establishment and operationalisation of the system of validation results of non-formal and informal learning

- Improvement of competences and performance of teaching staff at all levels of education, including expert associates by occupation
- Intensification of the ICT use in education through establishing an e-learning portal and learning management system and continuous development of teachers' skills to use new technologies and ICT tools in education; establishment of system for regular updating and effective maintenance of computer equipment and computer networks
- Strengthening capacities at central, local and school (pre-school) levels for management of this sector by means of a more efficient administration, implementation of harmonised and transparent policies of delivering smooth and quality educational process in the context of power decentralization
- Creating grounds for designing and developing integral reform as a whole to cover education in all levels from pre-school to higher education, as a process and an opportunity for lifelong learning where levels of education would be logically and successively linked

## Priorities and Outcomes

### Pre-school education

#### 1. *Improve Content, Learning Environment and Quality of Pre-school Education Provision*

- Content of pre-school education is improved
- Pre-schools education is targeted to achieving the learning outcomes defined by the ELD National Standard
- Preconditions for better focus on every child in preschool institutions is in place
- Education and upbringing process is supported with proper physical conditions for achieving established learning outcomes
- Education and upbringing process is supported with didactic materials for achieving established learning outcomes
- Pre-school Education offers an opportunity for bilingual approach to work with children from different cultures

#### 2. *Increase Enrolment of Children and Improve Inclusiveness of Pre-school Education*

- Basic conditions for increasing children's enrolment in pre-school education through ensuring equal access are in place
- Physical conditions and staffs necessary for enrolment of children with early childhood developmental difficulties are in place
- Content and methods according to which activities with children are carried out in of pre-school education are adapted to include children with early childhood developmental difficulties
- Supportive moral environment and positive public opinion for inclusive education is ensured
- Administrative base for ensuring inclusive education is in place

#### 3. *Improve Capacities of Human Resources in the Pre-school Institutions*

- Requirements towards pre-school institutions staffs' professional competences and job tasks are clearly defined
- Novice educators and caregivers are capable to fully perform their tasks according to their job profile and the ELD Standards

- Professional competences of pre-school institutions' Educators and other staff are continuously improved
- Educators are motivated to demonstrate better performance
- All employees of pre-school institutions satisfy the minimum requirements of professional competences

#### 4. *Improve Legislation, Organisation and Management of Pre-school Education and Strengthen Cooperation*

- Analysis completed for the purpose of improving the roles and powers of ministries with responsibilities in governing pre-school institutions in the best interest of children
- Supervision of educational activities is based on adequate reflection of the educators' performance and the children's achievements
- The learning needs of pre-school children and interests of the community are better considered
- General pedagogic culture of parents is improved and contributes to education based on family-upbringing of children

#### *Primary (general) education*

##### 1. *Improve the Content of Primary Education*

- Learning outcomes for each cycle of primary education are clearly defined and relevant to the reality and the needs of pupils according to their age characteristics
- Primary Education contributes to developing the pupils' abilities to learn, to solve problems, to respect for diversity and multiculturalism, and acquire democratic values and skills
- Curricula for all grades and all subject programmes are targeted to achieving the learning outcomes defined by the National Standard
- Pupils acquire wider scope of knowledge and competences according to their interests and relevant to the local environment Primary education pupils are provided with quality textbooks as a source of applicable knowledge promoting respect for diversity and democratic values

##### 2. *Increase Enrolment of Pupils, Improve Inclusiveness and Interethnic Integration of Primary Education*

- Physical conditions necessary for inclusion of pupils with physical disabilities are in place
- The schools are an inclusive environment for pupils with special educational needs and provide them full support
- Efficiency of funding of inclusion and learning process of the pupils with special educational needs is improved
- Improved interaction between pupils from different languages of instruction
- Conditions for children in correctional facilities to continue (complete) primary education are provided
- Individuals obliged to complete their education, who are excluded from the primary education schools have been identified and monitored until completion of mandatory education

##### 3. *Improve the Learning Environment and Quality of Primary Education Provision*

- Improved learning environment allowing better focus on every pupil is in place
- Effectiveness of teaching process provision regardless the teaching language is improved
- Improved achievements of pupils in mathematics and natural science

- The school is a safe learning environment both for the teachers and the pupils in all aspects (learning and auxiliary facilities, training equipment and materials, assistive technologies for pupils with disabilities, food standards)
- Pupils are able to make informed choices of education pathways after graduation of Primary education
- Democratic participation of pupils in schools increased
- Feedback from all assessments of pupils' achievement allows to take evidence-based policy decision;
- Empirical data are provided on mathematical literacy and science literacy of pupils in primary schools compared to international prospects
- Empirical data are provided for 15 year old pupils for 3 areas (reading and understanding, mathematical literacy and natural science literacy)

#### 4. *Improve Capacities of Human Resources in the Primary Schools*

- Quality of future teachers is improved
- Novice teachers have acquired the competences that are required by the professional and national standards
- Novice teachers and novice service experts receive support necessary for their daily work
- Teachers are motivated to demonstrate better job performance
- Professional competences of the teachers are continuously improved
- Pupils and teachers receive continuous support from expert services

#### 5. *Increase Effectiveness of Primary Education Organisation and Management*

- Impact and sustainability of innovations introduced in primary education is improved
- Principals of primary schools satisfy the minimum requirements of professional competences thus ensuring better learning environment and culture, management and leadership
- Secondary education pupils are provided with quality and up-to-date textbooks as a source of modern and relevant knowledge and as a tool of promoting multiculturalism, respect for diversity and democratic values

#### *Secondary general education (Grammar schools, art schools and schools for children with special educational needs)*

##### 1. *Improve the Content of Secondary Education*

- Learning outcomes of Secondary education are clearly defined and relevant to the actual situation and needs of pupils according to their age characteristics and to the Macedonia's society development priorities
- Secondary Education contributes to knowledge of human rights, respect for diversity and practice of democratic values by pupils
- Curricula and all subject programmes are targeted to achieving the learning outcomes defined by the National Standard and ensure continuity with the primary education
- Secondary education pupils are provided with quality and up-to-date textbooks as a source of modern and relevant knowledge and as a tool of promoting multiculturalism, respect for diversity and democratic values.

## 2. Increase Enrolment of Pupils and Improve Inclusiveness and Interethnic Integration in Secondary Education

- Physical conditions for enrolment of pupils with physical disabilities are in place
- Administrative and information base for ensuring inclusive education is in place
- Improved interaction between pupils from different languages of instruction
- Conditions for pupils in correctional facilities to continue (complete) secondary general education are provided

## 3. Improve Capacities of Human Resources in the Secondary Schools

- Professional competences of the teachers are continuously improved
- Teachers are motivated to demonstrate better performance
- All principals of secondary schools satisfy the minimum requirements of professional competences
- Education is accompanied with complete scope of support services necessary for pupils' quality learning and development process
- Novice teachers receive support necessary for their daily work

## 4. Improve the Learning Environment and Quality of Education

- Improved learning environment allowing better focus on every pupil is in place
- Schools' facilities and pupils' out-of-school time are used more efficiently
- Text books and learning aids are continuously accessible on the Internet
- Improved democratic participation of pupils in schools
- Feedback from all assessments of pupils' performance allows to take evidence-based policy decision
- Valid empirical data are provided on the capacities of 15-year old pupils (compared to international prospects) to enter life and continue education, or enter the labour market
- Talented pupils have opportunities to develop their potentials
- Improved impact and sustainability of innovations introduced in secondary education

### Vocational education and training

#### 1. Harmonise Vocational Education and Training with the Labour Market Needs

- Content of VET can be promptly adapted to the changing skill needs in the Labour Market
- Learning within the VET system is organized in a more flexible and effective way in terms of competences acquisition and targeted to achieving the learning outcomes defined by the standards
- Decision-making process and the VET system development are supported by wider range of stakeholders, including the business community
- VET system is continuously informed about the up-to-date demand on the work force and qualifications and skill needs to be used for VET policy development
- Information on graduates' further educational and/or employment pathways (career advancement) allows to take evidence-based policy decision
- Post-secondary education is reformed in accordance with the MQF

#### 2. Improve Learning Environment and Quality of Vocational Education and Training

- Efficiency and effectiveness of the VET system is improved in terms of expenditures and relevance to the local, regional and national labour markets

- Teaching and learning process is supported with all means necessary for achieving established learning outcomes
- Competences of VET graduates are in line with the employers' requirements and compatible with the references established in accordance with EQAVET
- VET students acquire practical skills relevant to the real needs in working environments
- The business community is actively participating in VET implementation
- Feedback from all assessments of students' achievement allows to take evidence-based policy decision
- Valid empirical data are provided on the capacities of 15-year old pupils (compared to international prospects) to enter life and continue education, or enter the labour market
- Efficiency of VET reforms is ensured through centralisation of investments and concentration of results;
- Introduction and dissemination of VET innovations based on the best international practices is promoted

#### 3. Increase Enrolment in Vocational Education and Training

- VET Graduates are able to make informed choices of education or career pathways
- VET system enrolls higher number of student with better academic progression
- Completion of VET secondary education is facilitated and enrolment in higher education for graduates is enabled
- Attractiveness and value of skilled activities and of VET in general is improved
- Conditions for pupils in correctional facilities to participate in vocational education and training are provided
- Professional competences of the teachers are continuously improved
- Teachers are motivated to demonstrate better performance
- Principals of all VET schools satisfy the minimum requirements of professional competences
- Education and Training is accompanied with complete scope of support services necessary for students' quality learning and development process

#### 4. Improve Capacities of Human Resources

### Higher education, research and innovation

#### 1. Ensure Quality and Effectiveness of Higher Education in accordance with European good practices

- Pre-conditions for efficient higher education accreditation and evaluation are in place
- Pre-conditions for external quality evaluation of higher education are in place
- Pre-conditions for providing quality control at universities are in place
- Self-evaluation procedure improved
- Mechanisms for monitoring the implementation of accredited study programmes and meeting the accreditation criteria during the study programme implementation are in place
- Pre-conditions for effective functioning of the body (-ies) for accreditation and evaluation are ensured
- Efficiency and effectiveness of the Higher education system is improved in terms of expenditures and relevance to the local, regional and national labour markets
- Students acquire practical skills relevant to the real work requirements
- Graduates are able to make informed choices of career pathways

- Effectiveness of learning process in Universities is increased through better focus on every student is in place
2. **Improve the Content of Higher Education**
    - Minimum requirements towards the content and outcomes of Higher Education are established
    - Information on graduates' further educational and/or employment pathways (career advancement) allows to take evidence-based policy decision
    - Academic development and mobility of Universities' teaching staff and students is improved in the context of European Higher Education Area and international higher education environment
    - The higher education system is continuously informed about the up-to-date demand on qualifications and skill needs to be used for higher education policy development
  3. **Improve Availability and Enrolment System of Higher Education**
    - Availability of higher education for those with physical disabilities is improved
    - Students are provided with decent accommodation conditions in all dormitories
  4. **Improve Management and Funding of Higher Education**
    - Autonomy of universities is guaranteed
    - University governance and management is democratised and its effectiveness is increased
    - Higher Education Council established
    - Functional participation of students in the decision making processes at the university and faculty levels is enhanced
    - Cooperation of Universities with key stakeholders (business community, University Senate) are strengthened
    - Efficiency of use of financial resources allocated to Higher education is increased
    - Conditions for increased investments in Higher Education are in place
  5. **Support Research and Innovation**
    - Sustainable support to, and targetedness of, research and innovation are in place
    - Efficiency of use of financial resources allocated to Research and innovation is increased
    - Scientific research is in line with the contemporary needs of technology development

#### Adult learning and education

1. **Improve qualifications (knowledge, skills and competences) of adults**
  - Opportunity to validate competences acquired through non-formal and informal learning is provided to all citizens thus improving attractiveness of Lifelong Learning and increasing competitiveness of labour force
  - Education level acquired by the population increased
  - Key competences of adults are improved
  - Learning opportunities of adults with special educational needs are Improved
  - Conditions for inmates to complete primary and secondary general education and participate in VET are provided
  - Motivation of adults to participate in courses is improved
  - Opportunities of ALE are enhanced due to improved policy

2. **Improve Content and Quality of Adult Learning and Education Provision**
  - Pre-conditions for increasing the number of providers for ALE for adults and for expanding the scope of qualifications offered in accordance with the Labour market needs are in place
  - Pre-conditions for quality assurance in ALE provision are in place
  - Quality of ALE provision is improved as a result of strengthened professional competences of Adult Educators
3. **Improve Legislation, Organisation and Management of Adult Learning and Education**
  - Financial base necessary for sustainable functioning and development of the ALE system are ensured
  - Up-to-date statistical data on ALE system is available and allows to take evidence-based policy decision
  - Opportunities and options for establishing preconditions for increased investments in ALE are identified

#### General/common priorities in the educational system

1. **Improve and Harmonise Legislative Base of Education**
  - Education legislation is consistent and supports implementation of reforms and development
  - The level of Universities' administrative, financial and academic autonomy and accountability is increased
  - Effectiveness of universities functioning is improved
  - Significant participation of students in decision making bodies in Higher Education is enabled
2. **Improve Statistical Data Collection System and Education Management Information System**
  - EMIS covers all levels of education and is an effective tool for evidence based policy making in the field of education
  - Efficiency of the statistical data collection, processing and publishing by SSO, are increased
  - Corresponding staffs at all levels of the education system are able to fully use statistical information for effective management and governance of education and for the evidence based policy design
3. **Ensure Digital Literacy and Wide Use of ICT in Education and Training**
  - Effectiveness of education process is increased through use of IC technologies
  - Teachers and learners are acquiring necessary digital skills
  - Conditions and environment for staffs' professional self-development and for share of experience are ensured
  - Efficiency of provision of didactic materials to staff and learning materials to learners and availability of pedagogical innovations are improved
  - Interest to the ICT among young generation is increased
  - Pre-conditions for preparation of future highly qualified ICT specialists is in place
  - New generation of ICT technicians is available to develop, promote, participate and utilise Information society
4. **Strengthen Social Partnership and Improve Policy Dialogue in Education**
  - Social partnership in the education sector is institutionalized
  - Social partners are able to effectively deliver education policy dialogue

#### 5. Operationalise the MQF

- Preconditions for harmonised development of the MQF are in place
- Public awareness on MQF and all its components is raised and visibility of MQF for stakeholders and wider public is ensured
- Institutional capacities for effective governing of MQF and for stakeholders' involvement are enhanced
- A comprehensive system of qualifications awarded in Macedonia according to the MQF and a Register are established
- Credibility of the qualifications awarded in Macedonia is protected

#### 6. Improve capacities of national institutions and provide monitoring and evaluation of the Strategy

- National institutions are able to design, implement, monitor and evaluate education policy and effectively govern the education system
- A feedback about the Strategy implementation process is ensured
- Preconditions for ensuring Strategy implementation efficiency and effectiveness are in place
- A feedback on whether the Strategy objectives are met and information for the further policy decisions, are ensured

### National Strategy for Sustainable Development (2009-2030)

**Long-term objective** – By the year 2030 the Republic of North Macedonia is in the top 20 sustainable economies in Europe and in top 3 in the Region

**Intermediate objective** – By the year 2015 the “Republic of Macedonia” is a member of the EU, and the progress towards the sustainability has been assessed as satisfactory by the European Commission

**Short-term objective** – By the year 2010 the “Republic of Macedonia” has started accession negotiations with the EU, and the progress towards the sustainability has been assessed as satisfactory by the European Commission

#### Strategic priorities

1. The important issue of ensuring EU accession
2. Raising awareness and commitment to sustainable development covering all areas of life in the Republic of North Macedonia
3. Introduction of E-government as the key SD implementation tools and as the key booster of the commercial process
4. Streamlining the public sector through organisational development and institutional strengthening based on the concepts and principles of SD including cross-cutting and integrated strategic and participatory work. This is also to ensure that SD activities and projects can be processed and approved expeditiously
5. Streamlining the banking, funding and financial infrastructure in the same context, so that investment and running costs are readily available for SD projects and activities
6. Streamlining the private sector so that the private sector is developing based on SD principles, and that engineering, construction and other supporting private companies have the capacity to plan, design and implement/construct projects and activities based on the principles of SD
7. Identifying a number of demonstration and pilot projects early on during implementation of the NSSD. These should be used as practical demonstration of costs and benefits of SD based development. They will function as integrated and good examples in the awareness and commitment raising activities. Furthermore, they will provide guidance and inspiration in relation to the municipalities and the private sector, which will have the main role and functioning in relation to the operational part of making the Republic of North Macedonia sustainable

## National Strategy for nature protection (2017– 2027)

**Vision** – North Macedonia diverse and protected nature is the basis for a healthy and prosperous society

**Main objective** - Identification, study, protection and permanent monitoring of the implementation in the protection of objects and phenomena of protection interest in the area of geodiversity and geological heritage of the Republic of North Macedonia and other components of nature (biological and landscape diversity).

### National targets:

1. To protect, conserve and monitor the components of the geodiversity, geoheritage, biological and landscape diversity
2. To properly identify, research, monitor and make inventory of the geodiversity and geoheritage and other components of nature (biological and landscape diversity)
3. By 2022, to embed the nature protection policies into the strategies, plans and programmes of other sectors
4. To establish and practice sustainable use of the geodiversity and geoheritage and other components of nature (biological and landscape diversity) through the use of traditional knowledge, innovations, best practices and positive incentives related to conservation and sustainable use of the nature
5. To improve the legislation framework in accordance with the EU legislation and relevant ratified international treaties for nature protection and to provide adequate institutional framework by strengthening the administrative capacities
6. To raise the level of information, education and promotion of the value of the geodiversity and geoheritage and other components of nature (biological and landscape diversity)
7. To provide continuous and increased financing of the nature protection by budget finances at central and local level, by investments and other sources of financing, through establishment of appropriate sustainable and efficient financing models for protection and sustainable use of nature

## National Biodiversity Strategy (2018 – 2023)

**Vision** – Biological diversity, unique natural wealth and traditional relations of people with the nature in the Republic of North Macedonia are conserved, valued and deliver ecosystem services that contribute to human well-being

**Previous strategic policy document** - National Biodiversity Strategies (2004-2010) & (2011-2020)

### Priorities

- Integration of issues of biological diversity conservation in the relevant sectoral strategies and plans
- Provision of sufficient information/knowledge of the status and the trends of biological diversity
- Legislative and institutional strengthening with regard to biological diversity conservation and management
- Implementation of appropriate measures for biological diversity conservation
- Sustainable use of biological diversity components
- Establishment of monitoring, assessment and evaluation, prevention and mitigation of impacts on biological diversity
- Education, raising public awareness, information and dissemination of information on biological diversity
- Access to genetic resources and traditional knowledge related to them, as well as benefits sharing

### Strategic goals, targets and implementation indicators

- A. *To overcome the main/underlying causes of biodiversity loss through its mainstreaming in the society*
  1. Raised public awareness on biological diversity and its values, the services provided by ecosystems and the steps to be taken for the protection and sustainable use of biological diversity
  2. The values of biodiversity to be gradually incorporated into economic development policies on national and local level (poverty reduction, accounting systems, national and local development plans, etc.)
  3. To introduce positive incentives for conservation and sustainable use of biological diversity assigned with the Convention and EU obligations, and to identify and revise incentives harmful to threatened biodiversity components
  4. To increase the level of investments and financing sources for biodiversity conservation from the central and local budget and other sources
- B. *Reduce direct and indirect pressures on ecosystems and biodiversity*
  1. To establish management practices in forestry, agriculture, hunting and fishery that contribute to conservation of biodiversity and maintenance of ecosystem services
  2. Pollution, including waste and excess nutrients, to be reduced to levels that are not harmful to biodiversity, ecosystems and the provision of ecosystem services
  3. To develop and implement plans for sustainable production and consumption for use of natural resources within safe ecological limits



4. To create and establish appropriate policies for the evidence, control and protection from invasive alien species
  5. To integrate measures for adaptation and mitigation of climate change and combating desertification
- C. To improve the status of biodiversity components aiming to increase the benefits of biodiversity and ecosystem services**
1. To prevent the loss, degradation and fragmentation of natural habitats of national and European importance
  2. To increase the surface of protected areas to 15% including their functional connectivity as ecological network, and establish effective management of protected areas in collaboration with local communities
  3. To determine the level of threat to wild species in order to prevent the extinction of endangered species, and to improve and maintain conservation status, particularly of the species in decline
  4. To improve in situ and ex situ protection of genetic resources of native species cultivated plants and domestic animals
  5. To establish monitoring of biodiversity and natural processes
  6. To promote the protection of species and ecosystems on transboundary level through implementation of joint actions/measures
  7. To improve the status of important ecosystems in terms of providing essential ecosystem services
  8. To integrate requirements of Nagoya Protocol for access to genetic resources into national legislation to 2018
- D. To improve biodiversity knowledge and availability of all relevant information related to biodiversity**
1. To encourage building expertise of staff, financially support the research of components of biodiversity, to establish and update the database on national level to better use and sharing of information on biodiversity

## Strategy for energy development in the Republic of North Macedonia until 2030

The Strategy addresses the energy, economic, organizational, institutional, legislative and educational dimensions of the energy sector development in the areas of energy production, transmission and utilization.

**Main objective** – defining the most favorable long-term development of the energy sector in the Republic with a view of providing a reliable and good quality energy supply to the consumers

### Priorities

- Maintenance, revitalization and modernization of the existing and construction of new, modern infrastructures for the purposes of energy production and utilization
- Improvement of the energy efficiency in the production, transmission, and utilization of energy
- Utilization of domestic resources (reserves of lignite, hydropower potential, wind and solar energy) for electricity production
- Increase of natural gas utilization
- Increase of the utilization of renewable energy sources
- Establishment of economic energy prices
- Integrating the energy sector of the Republic of North Macedonia in the regional and European market of electricity and natural gas by constructing new connections and by harmonizing the legislation with the existing *acquis communautaire* for energy, environment, competition and renewable energy sources

## Strategy for energy development of the Republic of North Macedonia until 2040<sup>12</sup>

**Vision** - Secure, efficient, environmentally friendly and competitive energy system that is capable to support the sustainable economic growth of the economy

**Previous strategic policy document** - "Strategy for energy development in the Republic of Macedonia until 2030"

### Strategic goals and expected results by 2040

1. Maximize energy savings
  - Maximizing energy savings up to 51.8% of primary and 27.5% of final energy
2. Maintain current energy dependence around today's level (54% net import), while improving overall integration in European markets
  - Aiming to ensure that North Macedonia is even stronger integrated into European markets, protect today's levels of energy dependence and provide necessary flexibility for higher RES integration (55,3%)
3. Limit the increase of GHG emissions
  - Decreasing GHG emissions up to 61.5% vs. 2005 or 72.8% vs. BAU, while strongly increasing the usage of RES in a sustainable manner up to 45% in gross final energy consumption
4. Significantly increase RES share in gross final consumption from today's level (19% of RES) in a sustainable manner
5. Minimize system costs based on least cost optimization
  - Minimizing total system costs based on least cost optimization taking into consideration economy specific situation
6. Ensure continuous harmonization with EU acquis and its implementation
  - Emphasizing full compliance with EU acquis

## Strategy for Development of the "One Society For All" Concept and Interculturalism (2020-2023)

**Vision** - Republic of North Macedonia built upon the "One Society for All" Concept with a developed interculturalism

**Aim** - To further develop intercultural communication in the Republic of North Macedonia between its diverse cultures and communities, and to apply it as a tool for implementing the recommendations of the international bodies of the United Nations, the Council of Europe, the European Commission and of the Organisation for Security and Cooperation in Europe

### The document contains seven strategic areas:

1. Legal framework (priorities and objectives)
 

*Priority 1: Invigorating institutions belonging to the legislative, executive and judicial branch of the government with a view to promote "One society for all with developed interculturalism" concept*

  - Effective and functional institutions which continue to promote the "One society for all with developed interculturalism" concept
  - Functional network for cooperation and interaction of all institutions responsible for the "One society for all with developed interculturalism" concept

*Priority 2: Establishing effective and functional system for consistent implementation of laws ensuring equal society for all*

  - Harmonised national legislation with international documents and laws in the spirit of "One society for all and interculturalism" concept
  - Conduct ex-ante and ex-post evaluation of legislation
  - Establish a Permanent Advisory Body responsible to coordinate implementation of the Strategy, and evaluate relevant legislation and functionality of institutions for development of the "One society for all with developed interculturalism" concept
2. Education (priorities and objectives)
 

*Priority 1: Ensuring interaction between students of different ethnic communities, and of different language of instruction in primary and secondary schools.*

  - Increased interaction between students of different backgrounds/language of instruction by joint extra-curricular activities in schools,
  - Increased interaction between students of different backgrounds/language of instruction by curricular activities in at least two different subjects in schools,
  - Increasing mutual cooperation between different municipal and central schools,
  - Increasing cooperation between teachers with different languages of instruction,
  - Improving cooperation between schools-parents-children

*Priority 2: Improving learning the language of "others"*

  - Improving Macedonian language acquisition by students having different language of instruction
  - Enabling basic acquisition and communication in other communities' languages by Macedonian speaking students

*Priority 3: Reinforcing multicultural content in text books*

  - Revised text books with a view to learn about the culture of "others" and respect to diversities
  - Introduce novel project activities in order to learn about all the communities' culture and tradition.

### 3. Local self-government (priorities and objectives)

#### Priority 1. Advancing local democracy and creating equal opportunities for all

- Establish effective mechanisms/platforms for cooperation and mutual understanding between all communities at local level
- Strengthen partnership between municipalities and citizens towards their well-being
- Increased transparency and accountability of municipalities

#### Priority 2. Ensuring equitable access to services at local level

- Enhance institutional capacities to deliver public services at local level in line with citizens needs
- Increase cooperation between municipalities towards finding innovative solutions to citizens' needs
- Increase accessibility of public services to persons with disabilities and marginalized groups

### 4. Culture (priorities and objectives)

#### Priority 1. Creating equal opportunities, full access and inclusion of all citizens in embracing and promoting interculturalism and developing common cultural values and specificities

- Democratization of culture by developing cohesive and inclusive policies
- Strengthen responsibilities, capacities and resources of institutions in the area of culture and art to conceive and implement projects advancing the culture of all
- Strengthen the mandate, capacities and resources of the Directorate for Affirmation and Promotion of the Culture of the Members of Communities

#### Priority 2. Affirming and developing mutual respect, understanding and support of cultural diversities in the society where all cultures, based on inter-cultural dialogue, cooperate together and enrich and complement each other

- Subsidize programmes and projects striving to eradicate nationalism, xenophobia, ethnic barriers and discrimination on religious, sex, gender and other grounds
- Increase the number of inter-cultural programmes and projects at central and local level
- Increase the support to projects and activities that raise awareness and need for a strong intercultural dialogue, mutual understanding and inclusion, on an equal footing, in mainstream culture and art production, regardless of differences

### 5. Youth (priorities and objectives)

#### Priority 1. Promoting non-violence, tolerance and intercultural communication among young people and eliminating hate speech/hate crime

- Promoting non-violence, tolerance and intercultural communication among young people and eliminating hate speech/hate crime

#### Priority 2. Reduce ethnocentrism among young people and isolation of different mono-groups, participation in joint activities and interaction

- Improve curricula and methods in primary, secondary and university education, including practical internships in primary and secondary education
- Proper and consistent implementation of “one society for all” and intercultural policies for youth
- Create equal opportunities for young people to participate in decision making
- Create equal opportunities for young people to participate in decision making
- Establish functional system for detection of hate speech/hate crime at national and local level
- Reduce segregation and discrimination against youth

### 6. Media (priorities and objectives)

#### Priority 1. Advancing media outlets towards timely, non-bias and objective dissemination of information to citizens, promoting and developing interculturalism and media pluralism

- Reform the public broadcasting service to foster interculturalism
- Reinforce fight against hate speech and strengthen intercultural spirit in media
- Increase capacities, professional skills and knowledge of journalists in private media to develop and promote interculturalism
- Enrich media content for inclusive coverage on ethnic and cultural identity and other diversities

#### Priority 2. Strengthening media literacy among citizens of all age

- Encourage critical thinking towards media content related to interculturalism and hate speech
- Introduce media literacy approach in the formal educational system and informal education

### 7. Social cohesion ((priorities and objectives)

#### Priority 1: Promoting sustainable and inclusive socio-economic and Balanced Regional Development (BRD)

- Create institutional mechanisms for implementing BRD policies
- Raise awareness of public administration and the society at large for “one society for all” concept and interculturalism and BRD
- Strengthen overall capacities and resources of all stakeholders to ensure BRD
- Harmonize legal framework within institutions on BRD

#### Priority 2: Enhancing social cohesion and integration by improving gender equality, non-discrimination and equal opportunities irrespective of diversities

- Promote and affirm non-discrimination and equality irrespective of diversities
- Harmonize legal framework with “one society for all” concept and interculturalism
- Functional equality bodies to prevent and protect from discrimination on all grounds
- Raise awareness of all segments of the society about “one society for all” concept and interculturalism

## Strategy for Transparency of the Government of the Republic of North Macedonia (2019-2021)

**Vision** – Built trust of the citizen of the Republic of Macedonia towards the Government, ministries and other state institutions and creating the environment of transparency and trust.

**Mission** – Achieving the citizen right for being informed about the Government activities, and institutions and organizations that report to the Government, and enhancing their trust towards these institutions/ organizations.

### Strategic plans:

- Enhancing the Government institutions' practice in implementing the right of assigning the responsibilities according to Law on general administrative procedures in the activities related to access to information
- Creating a partnership between the Government and the Agency for protection of the right to free access to public information
- Defining the minimum number of information and documents that needs to be published on the websites of the state institutions/organisations and their regular update, and saving the older documents and information
- Connecting the public procurement data attached on the ministries and other state organisations/ institutions websites with those at the electronic system for public procurement
- Upgrading the Tool for accountability of the holder of public officers' expenses
- Implementing the public campaign for promoting the aligned web-sties
- Promoting the right to free access to information and the active transparency
- Establishing the organizational unit for strategic development and transparency at the General Secretary of the Government that will be responsible for collecting and analyzing the data related to the implementation of this Strategy
- Publishing the draft by-laws in ENER
- Conducting the analysis of the current Law on public sector data usage and by-law legal framework and providing the recommendations and changes in order to align with the Directive on the re-use of public sector information
- Monitoring of the implementation

## National Strategy of the Republic of North Macedonia for cooperation with the diaspora (2019-2023)

**Vision** – The established broad and effective cooperation of the Republic of North Macedonia and the diaspora in different areas, based on mutual interests and trust, is becoming a driver of social-economic and cultural development of the economy and of the development and implementation of human and material potential of the diaspora and its national values.

**Previous strategic policy document** – Resolution on migration policy of the Republic of Macedonia for 2015 – 2020

**Mission** – To reaffirm the commitment of the Government of the Republic of North Macedonia to the diaspora, through the development of a coherent and consistent system of institutional and political framework, for each representative of the diaspora to have ensured rights, to be familiar with the opportunities and to be able to contribute to the sustainable development of the Republic of North Macedonia, by providing significant and mutual benefit.

**General goal** – Creating the legal, institutional and other preconditions for development of sustainable and comprehensive framework for cooperation between the state institutions and the diaspora, based on trust, joint initiatives and mutual benefit, which applies to improving their status in the economies of residence and facilitating productive return options from the diaspora. This goal would be achieved through the four strategic goals.

### Strategic goals:

- I. Improving the regulatory framework and the institutional capacities, for the purpose of achieving higher political inclusion and exercising the civil and social rights of the diaspora, in the function of building trust and establishing effective cooperation of the diaspora with the state.

**Deliverable:** Created comprehensive legal and institutional framework and created conditions for actual political inclusion and easier exercising the civil and social rights of the diaspora, as precondition for continuously building trust and improving its cooperation with the state

### Indicators:

- Analysis of the need for the Law on Diaspora
- Adopted Law on Diaspora of the Republic of North Macedonia (if there are such recommendations)
- Formed Assembly Group for cooperation with the diaspora
- Implemented Programme for operation of the Government 2017 – 2020, regarding the diplomatic network of the state
- Open call centre of DCM
- Introduced standards of operation for certain activities
- Implemented trainings for the employees
- New equipment procured
- Formed National Council for Diaspora
- Number of consular days held
- Recognitions for individuals from the diaspora
- Financial support for projects of the diaspora

- Created database for the diaspora based on domestic and foreign sources of data
  - Number of representatives of the diaspora who took part in the election process
  - Functional websites of the Minister in the Government of RNM in charge of the diaspora, MFA – DCMs and the Agency for Emigration
  - Number of municipal offices for cooperation with the diaspora
  - Concluded bilateral agreements for rights of the diaspora
  - Established mechanism for monitoring the implementation of the concluded agreements
  - Adopted amendments to legal regulations and bylaws
  - Shorter time for issuing personal and other documents to the diaspora
  - Installed base stations in the DCMs for issuing travel documents, personal documents
  - Concluded / revised bilateral agreements for social insurance of the diaspora in the countries or territories of residence
  - Formed Communication Centre of the MLSP and other competent institutions
  - Established mechanism for monitoring and efficient implementation of the concluded agreements on social insurance
  - Revised websites of MLSP, PDINM Fund, HIF
  - Adopted instructions on the method of operation by the PDINM Fund regarding the certificates of life for people who use Macedonian pensions abroad and/or who use foreign pensions in the RNM
  - Established department within the PDINM Fund for acting upon the agreements for social insurance of the diaspora
2. Establishing economic cooperation between the economy and the diaspora in different areas, based on partnership, equal opportunities and mutual benefit.
- Deliverable:** Expanded economic cooperation between the state and the diaspora in different areas

## Indicators:

- Adopted and implemented recommendations for reducing the costs for incoming remittances through official channels
- Identified need and established practice for record-keeping of the remittances in the source (Purpose of the remittance)
- Adopted policy for more productive use of remittances from the diaspora (introduced new financial services and credit products by the business banks)
- Implemented project for mapping the highly educated staff and experts from the diaspora from certain areas
- Established functional database and its promotion in North Macedonia and abroad
- Established cooperation between individuals/ companies from the diaspora and the state institutions and the commercial sector
- Implemented cooperation with experts from the diaspora from the area of technical – technological and medicinal sciences, with support from international organizations
- Implemented project for identifying the needs and opportunities for exporting Macedonian products to economies with large diaspora
- Created database for business entities in the area of trade
- Implemented initiatives for introducing and networking of businesspeople from North Macedonia and from the diaspora in the area of commerce

- Number of realized trainings of Macedonian enterprises for networking with the diaspora and opening new markets
  - Number and volume of new direct investments by the diaspora
  - Formed Business Council for Diaspora – Created “one-stop shop”, for supporting and informing investors from the diaspora
  - Created database for the business diaspora
  - Identified opportunities for implementation of projects through public-private partnerships with the diaspora
  - Created conditions for issuing “bonds for the diaspora”
  - Introduced mechanism for organized actions by the business diaspora for attracting foreign investors
  - Number of organized and fulfilled tourist packages “Diaspora Visit”
  - Number of organized and fulfilled tourist packages for individual / group visits by young people from the diaspora
  - Number of new subsidized low-budget flights to destinations with large diaspora
  - Established mechanisms for including organizations from the diaspora in the promotion of Macedonian tourism
  - Formed philanthropic fund of the diaspora for social innovations
  - Adopted tax and administrative facilitations for philanthropic contributions
3. Expanding the cooperation with the diaspora in the area of education, science and the youth.
- Deliverable:** Improved cooperation with the diaspora in the area of education, especially the study of native language, higher-education activities and science, preservation of the cultural identity of the youth

## Indicators:

- Annual growth of 5% of included pupils in the diaspora in additional classes in native language
- Number of revised and new agreements on cooperation in the area of education for children in the diaspora
- Annual growth of 20% in the number of teachers for teaching classes in native language for the children in the diaspora
- Number of revised and adopted new curricula and teaching programmes (in Albanian, Turkish and Serbian) for classes in native language in the diaspora
- Provided didactical material for the teachers in primary schools in native language
- Established functional platforms for online courses, applications and other digital tools for learning the native language in the diaspora
- Established record-keeping of enrolled and completed/graduated pupils/students from the diaspora in RNM
- Adopted programmes for organizing individual or group additional classes in native language and to supplement their knowledge in certain subjects
- Number of implemented trainings for teachers (professors) and professional staff for working with pupils/students from the diaspora
- Number of pupils and students from the diaspora who take part in European and other mobility programmes in the RNM
- Number of implemented joint projects by Macedonian schools and schools in economies of residence where the young from the diaspora are studying through the Erasmus+ platform eTwinning.net

- Formed Centre for Diaspora
  - Implemented project for mapping the scientific diaspora in certain areas
  - Created database (electronic platform) for networking between the scientific diaspora and the scientific staff in the economy
  - Number of professors from the diaspora included in the education process at the universities in the Republic of North Macedonia
  - Number of implemented joint scientific research projects in different areas
  - Established platform for networking and cooperation between the young people from the diaspora and the young people in the economy
  - Number of implemented programmes for young people from the diaspora to stay in RNM
4. Establishing and expanding the cultural ties with the diaspora in different areas for preservation of the cultural identity and the cultural heritage
- Deliverable:** Creating preconditions for preserving the cultural identity and the cultural heritage by expanding the cultural ties with the diaspora in different areas

## Indicators:

- Established annual Programme for culture for the diaspora in the Ministry of Culture of RNM
- Number of new cultural-information centres (CIC) of RNM abroad
- Implemented annual programmes of the cultural centres of RNM throughout the world
- Number of the culture corners in towns with major concentration of citizens of RNM abroad
- Number of cultural educational services (ateliers, studios, etc.) for the diaspora to learn traditional and modern skills
- Number of implemented cultural events for the diaspora in organization of the Macedonian DCMs;
- Number of implemented projects by the Agency for Emigration in different areas of culture, both in the diaspora and in the RNM
- Implemented programmes and projects for advancing the European perspectives of Macedonian culture with the support and cooperation of artists, culture experts and managers from the diaspora
- Implementation of related annual culture programmes – rotating cities of culture in the diaspora and in North Macedonia
- Continuously sharing information about cultural events in North Macedonia and in the diaspora through websites and Macedonian Radio Television (MRT)
- Implemented project for mapping the cultural workers and artists from the diaspora from certain areas and established functional database
- Determined mechanisms and forms of cooperation for implementation of joint cultural events
- Identified opportunities for networking and establishing partnerships for implementation of joint cultural events
- Number of implemented joint projects based on cooperation, networking and partnerships in the domain of contemporary culture and traditional forms of culture
- Number of young people from the diaspora who will have participated in schools (camps) in native language in RNM
- Number of functional current language centres (instructorships) in the diaspora
- Number of new language centres (instructorships) in the diaspora

- Number of published books, monographs, collections of poetry, etc. of the representatives of the diaspora
- Number of exchanged books, monographs, collections of poetry, etc. between the National and University Library and other libraries from RNM and libraries of organizations / associations, clubs, church municipalities, literary societies from the diaspora

## National Strategy for Oral Prevention for children from 0 to 14 years of age (2018-2028)

**Vision** – Educated, highly motivated population with preserved oral health

### Short-term objectives:

1. Re-calibration of the prevention teams working on the evaluation of the dental health and calibration of those for evaluation of the condition of paradental health and diagnosing of orthopedic anomalies according to general clinical parameters and indexes
2. Drafting a Programme for oral diseases prevention among children with special needs
3. Drafting a Programme for pregnant women and young mothers
4. Drafting a Programme for early childhood caries prevention in
5. Updating the Programme for dental health education of (pre)school children
6. Updating the Programme for oral and teeth disease prevention of (pre)school children

Indicators:

- Plan for re-calibration prepared
- Plan for calibration prepared
- Re-calibrating quality team established
- Calibrating quality team established
- Number of children, type of disability and number and institutions where these children are taken care of
- Communication with management structures within the institutions established
- Define possible ways to accomplish the objective
- Number of children with special needs requirements covered by the preventive measures
- Number of pregnant women per quarter
- Number of young mothers per quarter
- Number of inspected 3 years old children
- Development of qualitative measures
- Qualitative communication established
- Qualitative developed plan

### Medium-term objectives:

1. Improving the oral health of children with special needs
2. Improving the information dissemination among pregnant women and young mothers for maintaining their own and their children/babies oral health
3. Increasing the percentage of children with no-caries at the age of 6, for 20%, after the 5th year of Programme implementation
4. Reducing the values of KEP-index at 12 years old children for 20%, after the 5th year of Programme implementation
5. Reducing the number of sextant with gingival bleeding at 15 years old children for 30%, after the 5th year of Programme implementation

Indicators:

- Number of inspected children and value of KEP
- Number of watered teeth
- Number of children covered by local flushing
- Self- maintained oral hygiene
- Flyers distributed to gynecologists
- Number of pregnant women covered
- Number of young mothers covered
- Number of 6 years old children inspected and number of children without caries
- Number of watered milk molars
- Number of children with local fluoridation
- Knowledge assessment

### Long-term objective:

Aligning the situation regarding the children's (0-14) oral health to the European values averages.

## National Counter Terrorism Strategy of the Republic of North Macedonia (2018-2022)

**Vision** – To ensure a safe, secure and sovereign Republic of North Macedonia that is inclusive and responsive of its citizens and integrated in the region. The terrorist threat can no longer affect the citizens of the Republic of North Macedonia, the critical infrastructure and borders are stable and secure.

### Strategic priorities and objectives:

1. PREVENT flows of FTFs and militants and root causes of radicalization and extremism
  - Prevention of Terrorist Threats Strategic goal
  - Preventing Financing of Terrorism Strategic goal
  - Preventing radicalization via Internet Strategic goal
  - Preventing “Foreign Terrorist Fighters” thru strengthening of institutional capacities
  - Preventing radicalization and terrorist recruitment by enhancing bilateral, regional and international cooperation
  - Improving prevention by the conduct of assessments, analysis, and research related to radicalization and terrorism
  - Prevention of chemical, biological radioactive, and nuclear risks
  - Preventing the illegal trade of weapons and technologies
2. PROTECT our people, their property, key and critical infrastructure from all threats, that are clear and present as well as potential and growing
  - Protection through strengthening of systems for State border control
  - Protection through raising transport standards
  - Protection of critical infrastructure
  - Protection of objects of vital and public interest
  - Protection through strengthening and development of mechanisms on protection of Cyber threats
3. PURSUE threats of Violent Extremism and Terrorism at their root in safe havens and where ever they pose clear danger to people and infrastructure; prosecute these threats actively, but fairly and transparently, and consistent with the rule of law
  - Pursue further alignment of State Legislation with International standards
  - Pursue through detection, identification and prosecution of perpetrators of terrorism-related crimes
  - Pursue through detection, identification, and prosecution of perpetrators of financing of terrorism
  - Pursue through strengthening of bilateral, regional and international cooperation
4. RESPOND actively, aggressively, but always in ways that are transparent and consistent to the rule of law, in the spirit of solidarity and in ways that manage and minimize the consequences of a terrorist attack, by improving capabilities to deal with the aftermath, the coordination of the response and the needs of victims
  - Respond through strengthening of capacities of relevant institutions for response to terrorist attacks
  - Respond through reducing and mitigating of consequences from terrorist attacks
  - Respond through improving intergovernmental coordination

### Expected results:

- More efficient detection, documentation and investigation of criminal activities linked to terrorist activities
- Coordinated activities and exchange of information on an interdepartmental level
- Increased and efficient international cooperation in the prevention and fight against terrorism
- Increasing the population’s awareness of the meaning of the fight against terrorism and the role and place of the state organizations and other institutions that participate in this fight
- Achieving a higher level of personnel and equipment manning of the institutions included in the fight against terrorism and,
- Converging to the international standards and harmonizing of the national legal regulations with the European Union, UN, OSCE and other international partners



## National Strategy of the Republic of North Macedonia for preventing violent terrorism (2018-2022)

**Vision** – To ensure a safe, secure and sovereign Republic of North Macedonia that is inclusive and responsive of its citizens and integrated in the region. The terrorist threat can no longer affect the citizens of the Republic of North Macedonia, the critical infrastructure and borders are stable and secure.

### Strategic priorities and objectives:

1. PREVENT flows of FTFs and militants and root causes of radicalization and extremism
  - Strengthening the institutional capacities
  - Raising the public awareness
  - Strong and resistant community
  - Preventing the internet radicalization
2. PROTECT our people, their property, key and critical infrastructure from all threats, that are clear and present as well as potential and growing
  - Proactive institutions that are able to protect the basic values, human rights and freedom
  - Enhancing the trust among the relevant institutions and citizen for protection from radicalization and violent extremism
3. PURSUE threats of Violent Extremism and Terrorism at their root in safe havens and where ever they pose clear danger to people and infrastructure; prosecute these threats actively, but fairly and transparently, and consistent with the rule of law.  
Set of measures for early warning of radicalization is in place
4. RESPOND actively, aggressively, but always in ways that are transparent and consistent to the rule of law, in the spirit of solidarity and in ways that manage and minimize the consequences of a terrorist attack, by improving capabilities to deal with the aftermath, the coordination of the response and the needs of victims
  - De-radicalization
  - Re-integration via re-socialization and rehabilitation
  - Coordination and cooperation

### Expected results:

- Understating the dangers from marginalization, economic difficulties and threats caused by society divisions
- Enhanced trust within the communities and between the communities and police and other government institutions
- Reduced fear from taboos in the community focusing on specific ethnic and religious groups
- Reaching higher level of cooperation between the state and local institutions in fighting the violent extremism
- Aligning towards the international standards and harmonization on national legislation and regulations with those of the European Union, UN, OSCE and other international partners

## National Strategy for control over small and light weapon (2017 – 2021)

**General objective** – To create safer ambient and control over small and light weapon in the society in order to enhance the conditions for improvement the overall security in the Republic of North Macedonia.

### Strategic objectives and priorities

#### I. Conducting trade and production control of legal weapon and ammunition

1. Establishing legal and by-law framework in respect to the fire weapon, ammunition and explosive for civil and military use and its alignment with the UN, OSCE and EU standards
2. Aligning the weapon categorization and the relevant legal framework, that contribute towards direct operational cooperation
3. Establishing national control over the trade and production of small and light weapon and explosives for civil use
4. Establishing national control over the import, export and transit of small and light weapon, as well as control over the mediation for trade of weapon, explosives for civil use and precursors
5. Enhancing the capacities and capabilities for selecting, finding and evidence maintenance of small and light weapon
6. Fully integration of issues related to the sex and age in the policy control for small and light weapon/fire weapon and securing significant participation of women in the control of small and light weapon/fire weapon
7. Implementation of new software solution for weapon registration and issuing of weapon licenses for legal and physical persons, as well as establishing of information system for recording the licenses for import, export and transit and on-line system for monitoring the weapon that is located on the territory of the Republic of North Macedonia by including the weapon warehouses of the legal entities
8. Informing regarding the activities of the National Committee for control of small and light weapon and strengthening its role

#### Indicators

- Established working group for amending the Law on armory and military equipment
- Established working group for drafting a new Law on protection and trade of explosive materials
- Established working group for adopting a Guideline for weapon deactivation
- Software installed
- Training to the staff of the Ministry of interior affairs delivered
- Annual Report to the Government submitted

#### II. Fight against forbidden trade with weapon and preventing of armor incidents, proliferation and diversion

1. Monitoring and analysis of the criminal conditions related to weapon, ammunition and explosives, including the data by sex and age
2. Enhancing the national analytical capacities and institutionalization of the data analysis for fire weapon
3. Institutionalization of systematic collection of criminal-judiciary data in the criminal justice sector (police, customs, prosecution, courts, and penitentiary institutions)/Establishing a system for data collection of all targeted institutions in relation to the distribution of the consequences of the fire weapon

4. Exchange of operational and strategic information, data as well as evidences with Europol, Frontex, Eurojust and Interpol
5. Enhancing the capacities of judiciary and prosecution system for investigations, finding and prosecution of criminal convictions related with the fire weapon
6. Reducing and minimizing the transfer and illegal trafficking, including the criminal weapon acts on internet – dark web / Enhancing the capacities for finding, identifying and examining in order to prevent fire weapon, ammunition and explosive trafficking
7. Significantly increase of seized pieces of fire weapons, ammunition and explosives / Enhancing the capacities of the police based on intelligence information in respect to illegal possession of fire weapon/small and light weapon
8. Destroying of found, seized and confiscated weapon, ammunition and explosives / Systematic and public destroying of all confiscated fire weapon, ammunition and explosive
9. Developing of supply management, reducing the surpluses and their destruction using ecologically-safe method, in accordance to IATG)
10. Establishing of national exchange weapon information point in accordance to the Action plan of the EU
11. Implementing of actions for voluntary delivery of weapon and its legalization
12. Raising the awareness for deactivating as mean for legalization of fire weapon in order to reduce illegal possession of fire weapon
13. Enhancing the administrative capacities and tailored made activities for overall pre-registering in accordance to the legal timeframe deadlines
14. Coordinated activities of collecting the data of domestic violence related to the use or threat of weapon

#### Indicators

- Established 4 national operational contact points
- Amendments on the Law on weapon adopted

#### *III. Cooperation and coordination of national, regional and international level*

1. Cooperation with the relevant national, regional and international organizations established / strengthening of the bilateral, regional and international mechanisms
2. Delivering the reports to the national, regional and international organizations
3. Implementing, amending and updating the bilateral and international treaties

#### *IV. Strengthening the capacities in fight against the illegal weapon trafficking*

1. Participation on relevant training in regional and international centers
2. Participation of regional and international conferences and seminars in the area of small and light weapon
3. Vocational and specialized training in the area of small and light weapon
4. Analysis of the need for acquiring the adequate technical equipment for efficient fight against the illegal weapon trafficking

#### *V. Reducing the demand, supply and misuse of fire weapon via raising the awareness, education, information dissemination and lobbying*

1. Raising the public awareness regarding the dangers of use small and light weapon
2. Raising the awareness among the licensed physical and legal entities regarding the danger and abuse of proliferation of fire weapon
3. Developing sustainable partnerships for strengthening the lobbying and information dissemination
4. Increasing the public trust in the institutions and enhancing the communication and capacities for provision of support to the public security institutions

## National Youth Strategy (2016-2025)

**Vision** - Young people are independent, active, equal, informed and progressive participants in all areas of society and they fully develop their potential as responsible citizens who enjoy fundamental rights and freedoms. Young people have equal opportunities irrespective of their differences and they are largely involved in the decision-making process, thus developing their potentials and making active contribution towards the general development and wellbeing of the Republic of North Macedonia.

### Strategic priorities

- Providing a better standard of living and equal opportunities for a decent life. 2. Creating conditions for effective observance and protection of fundamental rights and freedoms, and systematic integration and interaction of different categories of young people. 3. Creating opportunities for the involvement of young people in the monitoring and implementation of policies and decisions that affect them. 4. Equal access to quality education and other forms of personal and professional development

### Long-term objectives by thematic areas

#### Youth participation

- An increased number of youth generated youth initiatives and youth associations
- Institutions, organisations and youth will have regular, continuous and joint activities in accordance with the interests of young people
- Local and national authorities provide financial support for the promotion of youth participation
- More significant institutional focus on youth, ensured through the Youth and Sports Agency
- Adequate resources provided for the implementation of youth policies and youth participation mechanisms

#### Youth information

- Availability and transparency of information of interest to young people for fulfilment of their needs
- Communication strategy on interinstitutional coordination for youth information developed
- Youth information system on local and national level established with mechanisms for sustainable development (strengthened capacities, quality and quantity increase)

#### Local youth work

- Recognition of youth work as a key tool for assisting the positive personal and social development of young people
- Formal recognition and regulation of the use and availability of youth work as an integral part of the education system of the economy
- Ensuring the quality and availability of youth work in the territory of each municipality

#### Education

- To improve the curricula and teaching techniques in primary, secondary and higher education, including practical teaching in secondary and higher education
- To improve the quality, training and support of teaching staff in the education process in secondary education and to provide opportunities for the development of staff in higher education institutions.

- To promote and duly apply external examinations of students' achievements as one of the mechanisms for monitoring and quality control of education
- Appropriate coverage and treatment of sexual education content in the process of formal and non-formal education.
- To provide all educational institutions with access to reference databases of modern and progressive literature
- To establish a systematic approach in the adoption of educational policies that will be based on analysis and research and will be in accordance with international standards and best practices involving young people at all stages
- Regular and consistent implementation of education policies
- To adjust the legal framework of nonformal education in accordance with the nature of the youth sector and through the widespread application of EU standards
- To achieve significant inclusion and integration in the education system of children and youth with special needs
- To improve the support of children and youth who are neglected in terms of education and upbringing
- Adequate inclusion in the education process of children with special needs and interests, including talented children, children with above-average IQ, hyperactive children, and children with dyslexia
- To improve the availability of nonformal education for specific groups of children and youth
- To develop a personal data protection system for children and youth in the education system

#### Employment and pre-employment support

- Creation of accessible opportunities for all young people to acquire competences (knowledge, opinions, skills) that are in demand on the labour market
- Promotion of a long-term inter-sectoral approach in policies for assisting youth employment
- Young people to become proactive and creative partners in the process of overcoming unemployment
- Providing systematic and coordinated support in the development of youth entrepreneurship

#### Culture

- An improved and sustainable system of creative and cultural practices among young people
- Improved quality of cultural life and entertainment of young people
- Equal access for young people to quality cultural events and opportunities for cultural cooperation
- Young people are involved in drafting and implementing cultural policies

#### Sports

- Creating a sustainable system for motivating young people to be regularly involved and active in sport
- Equal access for all young people to sports facilities and activities for mental and physical health
- Comprehensive cooperation of all institutions that contribute to sports and promotion of 'Sport for Everyone'
- An increased percentage of young people are involved in the creation and implementation of sport development policies
- Creative annual activities for young people between the age of 15 and 22 for regular encouragement of participation in sports

**Health**

- To reduce risk behaviour (associated with SRH, use of tobacco, alcohol and PASs) and violence among Macedonian youth aged between 15 and 25 by 2025
- To improve the conditions for improving the mental health and behaviour of young people in Macedonia
- To establish healthy eating habits among young people aged between 15 and 19
- To increase awareness amongst young people of their responsibilities in traffic
- To ensure equal access to healthcare for all young people

**Strategy for information communication technology of justice sector (2019 – 2024)**

**Vision** - is a centralized data system of the judicial system in the Republic of North Macedonia

**Mission** - the introduction of a centralized data system will lead to increased efficiency, transparency and accountability of information systems in the judiciary.

**I. Short-term priorities (2019)**

1. Establishment of the Council for coordination of information-communication technology in the judicial bodies (ICT Council). The main task of the ICT Council in the judiciary will be to planning and realization of the needs of the judicial institutions. The functioning of the ICT Council shall be defined by the adoption of a by-law on the manner and composition of the ICT Council, in accordance with the Law on Courts. The ICT Council for the judiciary will have the following tasks
  - Continuous monitoring of the implementation of the ICT Strategy in the judiciary and the Action Plan
  - Proposing a revision of the ICT Strategy in the Judiciary and the Action Plan
  - Defining and implementing ICT policies in the judiciary
  - Ensuring compliance with other government ICT development policies
  - Regularly monitor the progress of projects and evaluate their effects
  - Establishing internal communication to improve the day-to-day activities of the ICT staff in the judiciary
  - Continuous education and training for upgrading ICT staff knowledge
2. Acquisition of hardware equipment (workstations, servers, printers, scanners, audio and video equipment, etc.), active and passive network

Given the fact that in all justice institutions, equipment (hardware and network infrastructure) is outdated, it is necessary to replace existing outdated hardware equipment. It is necessary to adopt a plan for continuous and sustainable upgrade in the future, i.e. a phased approach that will replace 20-25% of equipment each year according to standards and norms for this type of replacement.

## 3. Setting the information systems

Centralization and integration of information systems is needed, which means integrating existing systems and building new ones, if necessary, to cover the judicial process. An integrated system of management of penitentiary institutions (IPMS) is planned to meet the needs of the Administration for Execution of Sanctions (MIS) and the corresponding penitentiary institutions. Implementation of a new integrated information management system for the Council of Public Prosecutors.

- Centralized penitentiary system - integrating all PIs and CEIs, Offices within the Probation Service and MIS to exchange data between themselves and other judicial institutions
- System for the Council of Public Prosecutors - introduction of a new integrated information management system
- Procurement and implementation of a web solution for e-mail for the needs of the judiciary

## II. Medium-term priorities (2020-2022)

### I. Functional information systems

Adequate further development of information systems in the judiciary requires their centralization and proper use. It is necessary to avoid the variety of software solutions. One of the main problems is the obsolescence and diversity of systems that do not meet current needs that need to be further revised to existing processes and procedures, which means they need to be replaced with new and improved versions that should be centralized, integrated and modern systems:

- Integrated automated court information system
- E-Archive - development and implementation of a software solution for electronic archiving and digitization of existing archives
- Data storage solution with business intelligence tools for accessing, viewing, processing and analyzing data from various sources
- CMS - Case Management System - Analysis and upgrading of the Case Management System (Case Management System)
- JDBIS - Integrated Judicial Practice System and Database in the RNM - Installation and configuration, migration (where not possible, implementation of various application integration mechanisms), training and production. All judicial and academic institutions, as well as the NGOs and the public sector
- Centralized web portal - will provide electronic services to citizens, chambers of attorneys, notaries, mediators and enforcement agents, as well as international institutions

### 2. Formal policies and procedures for institutional continuity

Institutional continuity is a framework for identifying and dealing with potential risks, both internal and external, in an institution. The purpose of institutional continuity is to enable the organization to respond effectively to threats such as natural disasters or data loss and to protect the business interests of the organization. A comprehensive business continuity management system should be introduced. It should enable:

- extension of key business processes to an alternative location
- continuity of the key functions of the alternative site for production, using instant access while the information application is restarted
- rebuilding of critical technology components as well as information applications at alternative locations
- defining a set of activities that will be performed during known and predefined events (an example of such an occurrence is fire)
- handling events that have a far-reaching impact on the organization

### 3. Formal security policies and procedure

An important aspect that should be incorporated in any judicial institution is security. Due to the sensitivity of the work environment in the judicial institutions, referring to the sensitivity of the systems, data and their users, the level of security should be at its highest. With regard to the security of judicial institutions, it is necessary to define appropriate policies and procedures that will be developed in accordance with security standards. Procedures and policies should cover all aspects in the field of security, ranging from physical security, system security, their communication and end-user security. A key factor in security is raising awareness for security in general, by providing continuous trainings in all judicial institutions.

## III. Long-term priorities (2019-2024)

### I. Functional interoperability

The introduction of the interoperability platform as a long-term priority in the judicial institutions enables connectivity of all institutions, faster data exchange, data exchange security, data availability, more efficient work of the institutions themselves and more efficient and faster service to the end users. With the development and / or upgrading of the information system in the judiciary, one of the main things that should be incorporated in the new IS architecture is interoperability (information systems architecture should support all identified interoperability and communication patterns between applications). In this regard, the following aspects should be addressed:

- regulatory framework for interoperability in the judiciary
- the organizations involved should formalize the terms of cooperation in interoperability agreements
- at the organizational level, interoperability agreements can be in the form of service level agreements that provide for the obligations of each party involved
- on a semantic level, interoperability agreements in the form of reference taxonomies, schemes, codes, data dictionaries, sectoral libraries, etc.
- on a technical level, interoperability agreements together with interface specifications, communication protocols, message specifications, data format, security specifications
- compliance with already developed and adopted standards, as well as interoperability procedures
- purchased, installed and configured equipment
- organized training, installation and implementation
- defined, developed and delivered web services to the institutions through the interoperability system

## Strategy for Social Responsibility on the Republic of North Macedonia (2019-2023)

**Vision** – is to create the society in which the enterprises in partnership with other stakeholders are the engine for equal, sustainable development, social cohesion and rule of law.

**The main objective** – to define and conduct comprehensive approach for promotion and development, acceptance of the social responsibility with main focus on enterprises, but also on other organizations from the public/private and civil sector.

### Specific objectives:

1. Strengthening the corporative applicability of the social responsibility, focusing on enterprises
2. Encouraging the public institutions to be able to recognize and to support the social responsibility practices that have impact in the society, as well as to be able to demonstrate high level of responsible behaving
3. Promoting the European and international framework guidelines for development of the social responsibility

### Priorities:

1. Enhancing the visibility of social responsibility shared by good practices and focusing on MSMEs
2. Higher inclusion of the social responsibility in all segments of the business model among enterprises
3. Encourage the market and regulatory mechanisms for social responsibility
4. Development of educational component for social responsibility, corporate culture and aims for sustainable development of UN
5. Strengthening of the effective dialog and cooperation between the business sector, social partners, the Government and civil sector for enhancing the social responsibility

## Strategy for Reforms of judiciary system (2017-2022)

### The Strategy has several main objectives:

- Establishing of the principle of governance as high political and legal act in arranging the relationships between the three main holders of power, by consistent respect of independence and integrity of the judiciary system
- Removal from the legal order of laws that endanger the independence and impartiality of judges and the independence of the Public Prosecutor's Office
- Removal and adjustment of the legal order of the legislative solutions that might block the exercise of the function of control of the judiciary over the lawfulness of the actions of the executive and the public administration
- Reviewing the functioning of certain institutions, in particular the Judiciary Council and the Council of Public Prosecutors, whose constitutional and legal competences are guarantees of ensuring the independence and efficiency of the judiciary and public prosecution
- De-professionalization and establishment of criteria and procedure for accountability of the members of the Judicial Council and the Council of Public Prosecutors
- Reform of the administrative judiciary in order to effectively fulfill its function of control over the acts of the executive and the state administration
- Strengthening the functioning of the SPO as an autonomous institution within the PPO in dealing with acts of its jurisdiction and prosecuting high-profile corruption offenses „white collar crime”
- Review of the judicial system and the public prosecution system in terms of the network and the competences of the institutions, their HR and material staffing
- Creation of financial, personal, information and other assumptions, with the urgent increase of budgetary investments, in order to increase the efficiency of the judiciary and public prosecution
- Review of the quality and efficiency assessment system of the actions of judges and public prosecutors
- Simplifying access to justice by strengthening mediation, reviewing free legal aid, court costs, attorneys' fees and costs for executions of court decisions
- Expanding the functions of the judicial and public prosecutor information system
- Strengthening the system of continuous education of judges, judicial associates, public prosecutors and their associates and lawyers
- Strengthening the mechanisms of transparency, accountability and accountability of judges and public prosecutors through the system of self-regulation of their professional associations
- Europeanisation of the judiciary and public prosecutor's office through the introduction of European institutional and procedural, managerial and other standards in the functioning of the judiciary, public prosecutor's office and law; preparation of judges and public prosecutors for their functioning in the single European area of justice and for the consistent application of the European Convention on Human Rights and other international conventions on human rights and freedoms, the harmonization of substantive and procedural laws with EU law and the harmonization with laws of EU member states

## Strategy for formalizing the informal economy in the Republic of North Macedonia (2018-2022)

**Vision** - Sustainable and decent jobs and formal business activities are the drivers of economic growth and socio-economic development aimed at improving the living standards of the population in the Republic of North Macedonia.

**Main objective** - To create a comprehensive and consistent system for efficient reduction of informal employees, unregistered business entities and informal activities within the formal economy. The complexity and heterogeneity of the problem of the informal economy presupposes the achievement of four strategic and specific goals in specific areas.

### Strategic aims and priorities:

#### 1. *Improving the process of measuring, monitoring and detecting the informal economy*

- 1.1. Providing regular statistics and information on the size and forms of the informal economy in the context of labor market statistics, national accounts and business data
- 1.2. Continuous monitoring of changes in the volume and characteristics of the informal economy, as well as their conditionality
- 1.3. Enhancing the cooperation between institutions in the field of exchange of statistics and information on the characteristics of actors in the informal economy
- 1.4. Increasing the efficiency of oversight of the flow of the informal economy through the exchange of data and joint activities of the inspection services
- 1.5. Further strengthen the capacities of the inspection services
- 1.6 Support activities for regular monitoring and detection of irregularities

#### 2. *Better business environment for founding, growing and developing companies*

- 2.1. Improving the regulatory environment for the formalization of the informal economy
- 2.2. Improvement of the legislation in the field of labor relations
- 2.3. Regulation simplification and greater institutional support for micro and small enterprises (including advices for formalization)
- 2.4. Reduce the administrative and para-fiscal burden on citizens and companies
- 2.5. Implementation of technological innovations and electronic services to facilitate the performance of economic activities
- 2.6. Reduce the share of cash in total cash flows
- 2.7. Strengthening the infrastructure for inflow of remittances through official channels and their use for development purposes
- 2.8- Improvement of the capacities at local level for formalization of the informal economy and their greater involvement in the process of formalization of informal activities
- 2.9. Changing the approach in penalty policies to stimulate formalization

#### 3. *Stimulating and supporting the formalization of informal economic activities*

- 3.1. Introduce a voucher system to stimulate service users to use formal providers / services
- 3.2. Establish a system of strictly targeted tax incentives for fully formal businesses (so-called 'white list firms' in the supply, production and distribution chain)

- 3.3. Introduce a system of subsidies to citizens in support of the use of formal company services
- 3.4. Development of counseling system and formalization services for informal businesses
- 3.5. Further development of the cooperative system as an opportunity to reduce informal activities in rural areas
- 3.6. Creating preconditions for the development of social entrepreneurship
- 3.7. Greater involvement of employers' organizations (small business associations) and trade unions in the process of formalizing informal activities and enhancing social dialogue
- 3.8. Promoting the principle of non-discrimination and specific support for women, youth, people with disabilities and marginalized groups

#### 4. *Strengthening tax morale and reducing tolerance to the informal economy*

- 4.1. Continuous information campaign on the benefits of the regulatory environment for formalizing informal activities
- 4.2. Continuous promotion of new forms of support for the formalization of the informal economy
- 4.3. Educational campaign on the consequences of informality on the quality and availability of public services, as well as personal social security
- 4.4. Educational campaign for recognizing informal activities of every citizen
- 4.5. Taking measures to improve the perception of fairness of the system and equal treatment of all citizens and companies

## National Strategy for Deinstitutionalization in the Republic of North Macedonia 2018–2027 “Timjanik”

**Vision** - Human services delivery system based on a human rights approach that promotes the rights, inclusion and dignity of users

### Main pillars, priorities and expected results:

#### I. Transformation and closure of institutions

Priority 1. Participatory planning of the transformation of residential institutions

- 1.1. Transformation plans developed for each residential child care institution and institution for children and adults with disabilities, including vision for future role and function, roadmap, use of premises and properties, staff development, timeline and budget
- 1.2. Developed sub-strategy for deinstitutionalization of elderly homes
- 1.3. Developed sub-strategy for deinstitutionalization of institutions for people with mental health problems
- 1.4. Developed transformation plans, such as the one above, for each home for the elderly and a long-term care facility for people with mental health difficulties
- 1.5. Establish a Transformation Working Group in each institution ensuring adequate representation of staff and users (or their families)

Priority 2. Strengthening the capacity of residential institutions for transformation

- 2.1. Strengthened capacity of senior management of residential institutions with new management (management) skills, focused on organizational transformation, change management and customer empowerment
- 2.2. Trained and capable staff, dedicated to change and human rights, selected and positioned in leadership positions with a mandate for autonomous and participatory decision making
- 2.3. New organizational structure in residential institutions established, allowing staff and user participation, delegation of power and responsibilities and new functions of institutions
- 2.4. Introduced teamwork and project management as key organizational tools
- 2.5. Introduced coordinated care and personal planning (case management) as a model for working with customers
- 2.6. Institution staff are familiar with the deinstitutionalization process, new methods and approaches in organizing care and working with users

Priority 3. Transformation of residential institutions

- 3.1. Provided training, retraining and professional reorientation of the institutional staff in line with the transformation plans
- 3.2. Reconstruction, adaptation and equipping of the premises and assets of the institutions in accordance with the transformation plans
- 3.3. Established organizational structure and internal procedures for social services, in line with transformation plans

#### II. Relocation of users in the community

Priority 1. Enabling continuous, pragmatic and non-discriminatory resettlement

- 1.1. Defined “resettlement deadline schedule” with determinants of the number of beneficiaries leaving the institution annually (as part of the transformation plan)
- 1.2. Priority relocation of children placed in institutions

1.3. Moving users who have intensive needs from the beginning of the process

1.4. Established financial allocations that take into account differences in intensity and level of needs

Priority 2. Improve relocation to independent living and biological families

- 2.1. Moving to independent living is a priority in the medium term
- 2.2. Provided independent living for users accommodated in group homes
- 2.3. Provided funds and ways to relocate children back to their biological families
- 2.4. Accelerated adoption process through better selection of potential adopters and better organization of process and procedures
- 2.5. Explored ‘Open Adoption’ Opportunities

Priority 3. Improvement of relocation methodology

- 3.1. Introduced methodology for preparation of personal resettlement plans as basic requirement for resettlement
- 3.2. Developed different types of resettlement, including less commonly used “unconventional” or creative types of resettlement
- 3.3. Provided availability of other services (outside of housing) and community services where the user will move, according to their needs
- 3.4. Appropriate methods have been developed for moving users with intensive needs

Priority 4. Improvement of resettlement preparations and procedures

- 4.1. Individual migration according to the user’s personal choice is enabled
- 4.2. Customers ready to move through a participatory preparation process

#### III. Provision of community service

Priority 1. Implement local and regional plans to improve social services

- 1.1. Developed methodology for assessing local and / or regional needs, resource assessment and response planning (interventions) in relation to social services
- 1.2. Conducted assessment of local and / or regional needs and mapping of resources in relation to social services
- 1.3. Developed local and / or regional action plans to improve the delivery of social services
- 1.4. Provided support (training, mentoring, resources, resources, etc.) to municipalities and / or regions to implement local and / or regional action plans to improve social service delivery

Priority 2. Reduce the eligibility threshold for access to services

- 2.1. Created legal framework that guarantees the right to life in the community for people in need of social care and housing and obliges state authorities to provide this right
- 2.2. Established mobile services and resource centers locally or regionally
- 2.3. Established local, regional or national crisis centers and resorts, according to identified needs
- 2.4. Developed community-based financing system for social services that responds to the personal needs of users
- 2.5. Introduced personalized advocacy services (ie personal advocacy services)

Priority 3. Development of personal (personalized) services

- 3.1. Introduced personalized services such as home care, personal assistants and personal care packages
- 3.2. Provided institutional and organizational framework and network for personalized services, including social work centers, former residency institutions and CSOs
- 3.3. Introduced person-centered practice methodology and practices in the community service delivery system
- 3.4. Established system of social care and community support



Priority 4. Improving the capacity of community services

- 4.1. Improved practices and enhanced capacity of the Centers for Social Work and Action within the system of personalized social services in the community
- 4.2. Strengthened capacity of relevant CSOs to deliver community-based social services
- 4.3. Enhanced and improved foster care system, including adult (family) foster care
- 4.4. Enhanced day centers that provide inclusive services and have a lower entry threshold
- 4.5. Promoted availability of various personalized community services

*IV. Preventing institutionalization*

Priority 1. Research on cultural care habits and structural factors of institutionalization

- 1.1. Conducted research related to informal care, its basis in cultural values and structural social and economic variables
- 1.2. Community actions implemented to support the positive aspects of traditional solidarity and informal care in and out of the community and to promote new, culturally and socially appropriate responses, in line with research findings, conclusions and recommendations
- 1.3. Introduce culturally sensitive adjustments to existing and new services or other instruments of formal care and support, in line with research findings, conclusions, and recommendations
- 1.4. Conducted training for social work centers to adapt their work style and communication to the needs and culture of the communities

Priority 2. Administrative measures preventing (re) institutionalization

- 2.1. Adoption moratoriums on all existing residential institutions
- 2.2. Introduced moratorium on the construction or adaptation of institutional buildings and facilities, except for interventions related to safety and health of users
- 2.3. Ban on re-institutionalization of beneficiary status after dismissal or relocation from a residential institution

**National Strategy for Cyber Security of the Republic of North Macedonia (2018-2022)**

**Vision** - Republic of North Macedonia to have safe, secure, confidential and resistant digital environment, supported by quality-built facilities, high qualified experts, built level of trust and national and international cooperation in the field of cyber security.

**Mission** - Republic of North Macedonia should have clearly defined and sustainable policies that will coordinate them in order to promote the national cyber security.

**Main objectives and activities:**

- I. Cyber resilience - The information and communication infrastructure in Republic of North Macedonia should be cyber threat resistant and appropriate solutions for the protection of national interests identified and implemented
  - Improving the capacities and capabilities of the National Computer Incident Response Center MKD-CIRT
  - Identification and protection of KI and VIS
  - Using the best solutions to cyber incident response to protect national security interests
  - Taking measures and activities to deal with large-scale cyber-incidents
  - Develop national procedures for the timely, crisis, emergency and military cyber incident management to enable effective inter-institutional cooperation, define the role of each institution, define the appropriate protocols and procedures, and the manner of communication, coordination and exchange of information
  - Develop a national cyber threat assessment methodology
  - Creating a single and comprehensive legal framework for cyber resilience, taking into account the positive legislation in the Republic of North Macedonia and the EU
  - Continuous monitoring, acceptance and implementation of internationally recognized cyber security standards and procedures
  - Continuous updating of national strategic documents taking into account the latest cyber security standards and technologies and cyber threats
  - Conduct continuous analysis, review of the real situation and define measures and recommendations for raising the level of cyber security in the institutions responsible for KI and VIS management
  - Continuous improvement of KI and VIS's resilience, integrity and reliability
  - Continuous analysis and monitoring of cyber threats and risks in the Republic of North Macedonia through regular provision of stakeholder information
  - Define precise procedures for storing and protecting data processed in KI and VIS systems and conducting continuous analysis and audit of the efficiency of defined procedures
  - Conduct regular audits to detect errors and vulnerabilities in information systems and networks that are part of KI and VIS
  - Continuous improvement of technological and organizational needs to effectively deal with cyber threats
  - Increase national capacities for active cyber defense and take appropriate countermeasures to deal with and respond to cyber threats

2. Cyber Capacity and Cyber Security Culture - The public, private sector and Macedonian society to understand cyber threats and have the capacity to protect
  - Increase the capacity of cyber security in small and medium companies
  - Improving cyber security capacity in the private sector, including national infrastructure, KI and the public sector
  - Developing and promoting cyber curricula and training security at all levels
  - Support research capacity building and business innovation through creation at a scientific research center in the field of cyber security
  - Participation in national and international research projects and activities related to cyber security
  - Provide education and training and increase cyber awareness security in the private sector
  - Providing guidance on cyber incident response, cyber crisis at all levels of society, including guidelines for behavior in daily activities
  - Conducting research and setting national priorities and based on that undertaking cyber development activities and investments security
  - Providing and implementing the most appropriate hardware and software cyber incident prevention, identification and management solutions
  - Increasing awareness and basic knowledge in the field of cyber student safety in primary and secondary schools
  - Improvement of existing curricula in primary and secondary education schools and inclusion of cyber security elements in new university study programs designed to produce a higher quality cyber security staff
  - Increasing awareness and basic knowledge in the field of cyber security of citizens and CSOs
  - Providing appropriate cyber education and training security for public administration personnel
  - Providing adequate education and training in the field of cyber security for managerial and management personnel in public and private sector
  - Providing vocational and specialist education and training to persons who work in the field of cyber security
  - Establish mechanisms for retaining professional staff in the field on ICT and cyber security
3. Cyber Crime Management - Republic of North Macedonia should strengthen its capacities for prevention, research and adequate response to cyber crime
  - Improving the capacity to deal with cybercrime
  - Harmonization of national with international policies related to cyber crime
  - Creating a single and comprehensive legal framework for cybercrime, taking having regard to the positive legislation in the Republic of North Macedonia and the EU
  - Modernization of the competent institutions for efficient fight against cyber crime
  - Establish effective procedures for reporting and investigating cyber crime
  - Establish formal mechanisms and procedures for cooperation and exchange of information in the field of cybercrime among the relevant national entities and other security services
  - Promoting regional and international cooperation organizations to combat cybercrime
  - Upgrading existing and establishing new mechanisms for cooperation and exchange of information with the private and civil sector
  - Providing vocational education and training to persons who work in the field of cybercrime identification and research
  - Creating a multidisciplinary academic environment for the promotion of national cybercrime research facilities

- Actively participate in the creation of international regulations and standards for cybercrime and their implementation at national level
  - Continuous assessment of the adequacy and effectiveness of the national cybercrime regulation
  - Continuous education of the judicial authorities in the field of cyber security, cybercrime and electronic evidence
4. Cyber Defense - Republic of North Macedonia should strengthen its capacity to defend national interests and reduce current and future cyber space risks
    - Define national cyber defense capabilities
    - Defining military capabilities in the Ministry of Defense and the Army to deal with threats in cyberspace
    - Forming, developing and maintaining defined capacities and capabilities for cyber defense
    - Establish a national critical cyber defense system infrastructure
    - Creating a single and comprehensive cyber defense legal framework, taking the positive legislation in the Republic of North Macedonia and the NATO and EU directives
    - Defense and mitigation of risks in cyberspace
    - Establish and maintain mutual international co-operation on deterrence of shared cyber threats and increasing national and international security and stability
    - Define and coordinate military planning for the manner and use of military cyber capabilities with national cyber defense in various situations
    - Involvement and contribution to collective cyber defense through internationalization cooperation.
    - Continuous education to provide a high level of awareness and personal accountability in cyber defense and national defense and security
    - Development and implementation of systems and programs for exchange and sharing information, knowledge and experience between public, private and defense-security sector in the field of cyber defense, with the aim of protecting KI and VII
  5. Collaboration and exchange of information - Republic of North Macedonia protects its cyber space through cooperation and exchange of information at national and international level, in order to provide open, free, confidential and secure cyber space
    - Promote Internet governance and norms of behavior state that reflects the interests of the Republic of North Macedonia
    - Developing an effective model for cooperation at national level between institutions that have competence in the field of cyber security and improving their existing structure and processes
    - Development of existing and building new operational national networks, bilateral, regional, international cooperation
    - Active participation and contribution to international cyber capability security and confidence building
    - Effective exchange of information between the State and entities that manage KI and HIS
    - Support in exploiting the economic opportunities of cyber population space in the economy
    - Stakeholder cooperation to develop and implement technologies that will provide maximum protection and transparency as well and testing and assessing the level of safety of the users technologies
    - Collaborate on national research project stakeholders and internationally
    - Organization and participation in various international activities and initiatives by the area of cyber security

- Establish mechanisms and procedures for international cooperation on diplomatic level in case of cyber incidents, attacks and crises, respectively established principles at international level
- Promote and promote the norms, rules and principles of responsible behavior by the state, as established principles at international level
- Establishing and promoting cooperation and building trust with others international public and private CERT and CSIRT teams, and academic communities other international organizations
- Cooperation of all stakeholders for establishing national as well contribution to the definition of international legislation related to the way we behave in cyberspace, freedom of expression, protection of personal data, privacy and fundamental rights human rights and freedoms
- Cooperation of all stakeholders to unify security norms, standardizing collaboration and defining and setting mandatory level of protection for entities managing KI and VIS
- Collaborate with the private sector to provide the cyber space it offers a secure environment for information exchange, research and development; and providing a secure information infrastructure that will Stimulates entrepreneurship in order to support the competitiveness of all domestic companies and will protect their investment
- Building trust between all stakeholders, including creating on a national information exchange platform / system threats, incidents and immediate dangers

## National Strategy for Development of the Culture in the Republic of North Macedonia (2018-2022)

**Vision** - The strategy is guided by a vision of democratic, plural, secular, free, dynamic, balanced and sustainable cultural development, based on equal access and participation, as well as responsible and efficient leadership, starting from the belief that the right to culture is a fundamental and inviolable human right.

**Mission** - The mission of the Strategy is to encourage and co-ordinate the development of effective cultural policies for free creativity and cultural heritage protection by establishing sustainable legislative, organizational, staffing, and financial conditions that introduce transparency and participation in decision-making and critical practices.

### General objectives:

- To ensure equal cultural rights for all
- To create conditions for nurturing the freedom and diversity of creativity and cultural identities

### Specific objectives:

#### *Cultural opportunities for anyone*

- to stimulate artistic creativity, cultural development, education and creative potential
- to nurture artistic excellence, experimentation and innovation
- to facilitate access and participation in cultural processes
- to invest in the development of the audience and the cultural needs of the citizens

#### *Cultural capital, diversity and cooperation*

- to affirm culture as a key economic, social and political capital and a factor spreading a democratic public space
- nurture Macedonian language, community languages and intercultural communication
- promoting mutual, dialogue and equitable inclusion of vulnerable and marginalized groups in cultural production and socio-cultural life, thus presenting culture as a factor of social cohesion and transformation
- to ensure the protection, management and valuation of cultural heritage in accordance with contemporary European practices
- to develop regional and international cultural cooperation based on partnership and exchange's principle

#### *Reforms*

- to implement the reform within the Ministry of Culture and revitalize the cultural institutions in order to be able to perform independently and efficiently
- to introduce essential changes in the legal framework that has (in)direct influence on the culture in order to remove inappropriate administrative restrictions
- to develop intersectoral cooperation
- to introduce modern models of culture's finance

**Strategic priorities:**

- Normalization the situation in the sector of culture without political influence
- Decentralization and regional disbursement of the culture
- From multi-culture to inter-culture
- Care for diversity
- Cultural development
- From national to public interest and participation
- Institutional culture
- Independent cultural sector
- Artistic creation
- Human resource management
- New technologies
- Cultural industries
- International cooperation

**Strategy for Management of Human Resources in the defense sector (2019 – 2027)**

**Vision** - The vision of the Strategy is to plan and direct, maintaining and developing professional and motivated human potential in defense and rational use of knowledge, competencies and experience to realize national defense interests and successfully deal with them future security challenges and support to civilian institutions, with integration of information technology, artificial intelligence and managing organizational knowledge in system processes.

**The core values that characterize the professionalism of human resources in defense are:**

- High interpersonal and moral standards
- Creativity in the work
- High performance and self-development
- High integrity and impartiality
- Transparency of operation
- Social responsibility
- Mutual trust and loyalty

The Strategy's postulates provide long-term consistency and principle of human resource management:

1. Adaptability to change - all changes to the environment and the real situation result in a change of work defense processes. The process of lessons learned as part of management with organizational knowledge, is the driving force for establishment and operationalization of changes in the defense system
2. Performance measurement - the objective measurement of performance by human resources provide a realistic insight into the extent and quality of performance of duties. Processes, procedures and tasks are redesigned to measure individual and collective outcomes of the work
3. Process transparency - knowledge of processes and their availability to all employees as well as their involvement in implementation of the Strategy builds confidence in the system
4. Equality - all human resource management processes are designed to provide equal opportunities for upgrading, refinement, selection, placement and promotion in the hierarchy of selected and equitable ethnic and gender representation, in accordance with socially accepted norms and standards. Ethnicity and gender affiliation, cannot be a guarantee of a career shift, without the necessary work results and the required competencies
5. Leadership - defense leaders continually do it train, direct and motivate quality staff, timely and flawless performance of duties and tasks. Leaders, by their own example, maintain the ethics and integrity of staff as important features of the professionalism of the human resources in defense sector
6. Phase Career Development - Three - Phase Modeling of Career at staff ensure that their careers are synchronized with the needs of professionalization of human resources in defense and of the necessary experience and competences

Main objectives and expected results:

1. Optimal personal structure, which meets the needs of the defense
  - The personal structure is organized in a rational manner meeting the needs of defense in the present and in the future. The structure, hierarchically and interdependently, lists the necessary competences of staff. The structure provides staffing gaps and competencies, at all levels
2. Targeted attraction of required and motivated staff
  - HR deficiencies and established models of careers define the attraction needs. Different models for attraction enables targeted and rational popularization of service and recruiting staff for various scenarios. Future needs of staff with specific competencies, promptly initiate changes to education and training system
3. Transparent and fair career guidance based on deliverables/outputs
  - Different career models enable transparent, equitable and synchronized staff advancement through defense structure. Career projections express it meeting defense needs and staff ambitions. Timely staff development ensures competent execution of assigned duties. Performance evaluation models enable selection of staff, for various purposes and scenarios, on the basis of performance and potential
4. Motivate and keep the effective staff
  - The established framework provides a realistic picture of the organizational climate of defense. Different stimulation models and retention provide a link between development and evaluation effectiveness of incentives and staff retention measures the organizational climate of defense.
5. Systematic adjustment for life and career after termination of service
  - Various staff outflow models provide rational transition of staff in different scenarios. The status of veterans of defense is legally regulated and systematically awarded

## National Transport Strategy (2018-2030)

**Previous policy document** - National Transport Strategy 2007-2017

### Vision:

- The transport system is a modern, well maintained, integrated and interoperable network fully adapted to the needs of the economy; expectations for the mobility of its citizens and users and for the support of the sustainable development and growth of the national economy as well as the regional and international trade exchange
- Transportation is safe, secure, accessible and accessible to all, providing mobility of citizens and businesses, especially young people, the elderly and the people with disabilities and reduced mobility. The transportation system is stable, resistant to all events and situations in emergencies despite the fact that they are caused by a terrorist act, natural disaster or disaster caused by human action in order to be fully restored and operational in the short period of time after an emergency
- The transportation system takes into account the well - being of future generations relation to financial burdens, respect for the environment and the economy's cultural heritage

**Mission** - Development and management with efficient and reliable transport systems, through coherent and sustainable transport a policy that will support the economic and social development of the nation.

**Main goal** - The overarching goal of the National Transport Strategy is to develop a harmonized transport sector that is internationally compatible and integrated into the TEN-T 17 network system, which stimulates the economic and social development of the economy, preserves the environment and provides for the needs of future generations.

### Main objectives and expected results:

1. Strengthen EU integration and promoting regional cooperation
  - Completion of the SEETO / DOZ basic and comprehensive network running through national territory and upgrading of existing road and rail infrastructure sections to modern technical and operational standards (road and rail)
  - Reduce waiting time and border crossing procedures (all types)
  - Finalize the harmonization of the transport legislation of the Republic of North Macedonia with EU legislation (all types)
2. Contributing to the improvement of economic sustainability of national level
  - Improve the availability and quality of national transport infrastructure and transport services (all types)
  - Provide the socio-economic and financial feasibility of projects and transport development initiatives (all types)
  - Improve administrative and operational capacity of management structures
3. Introduction of green mobility and eco-focused logistics effectiveness of the transport sector
  - To develop and improve transport systems for the protection of environment and carbon emissions reduction (all types)
  - To stimulate change from one type of transport to another (all types)
  - Increase the importance of intermodal and multimodal transport in national transport policy

4. Establish a reliable and safe transport system
  - Improve transport safety (all types except roads)
  - Improve road safety and road infrastructure (including urban transport safety)
  - Introduce IT technologies and implement Intelligent Transport transport (ITS) systems (all types)

## Public Administration Reform Strategy (2018 – 2022)

**Previous strategic policy document** – Public Administration Reform Strategy (2010-2015)

**Vision** – Free of political influence, efficient, effective and accountable public administration providing quality and easy available services for citizens and business community of the whole territory of the Republic of North Macedonia. Activities of the public administration are based on European principles and values and contribute to sustainable economic growth, rule of law, social concepts welfare.

### Priority areas:

1. Policy Making and Coordination
2. Public Service and Human Resources Management
3. Responsibility, accountability and transparency
4. Public Services and ICT Administration Support

### Main objectives:

1. Effective, efficient and inclusive policies
2. Professional, Professional and Departed Administration
3. Responsible, accountable and transparent work of institutions and
4. Providing services in a fast, simple and easily accessible way

### Expected results:

- Free of political influence public administration and restored citizen confidence institutions
- Functional rule of law and rule of law
- Improved policies to ensure development in all spheres of society
- Build structures and administrative capacity ready for the process of negotiations with the EU
- Institutionally reorganized and optimized public administration
- Created new and retained professional and competent administrative staff
- Simplified and efficient application of modern information technologies
- Responsible, accountable and transparent institutions, managers and employees and
- Delivering quality services to citizens and businesses

## Integration Strategy for refugees and foreigners of the Republic of North Macedonia (2017-2027)

### Objectives:

1. Strengthening the integration system through building measures capacities and partnerships that encourage local participation and interactive communication
2. Develop sustainable early integration measures
3. Implementing sustainable and long-term housing solutions that promote integration and avoidance of integration into ghetto society
4. Achieve educational goals to strengthen integration in society and promoting sustainable employment
5. Providing employment opportunities to strengthen target group independence and avoiding it dependence on social protection
6. Achieve optimum results by linking measures to integration and acquisition of citizenship
7. Introduce innovative models for optimizing the results of local integration in all sectors

## Strategy for Demographic Development of the Republic of North Macedonia (2015-2024)

**Vision** – refers to creating conditions to improve existing demographic trends, both directly and indirectly influence the demographic development in the Republic of North Macedonia.

**Mission** - improving existing demographic trends in the Republic of North Macedonia through the implementation of long-term policies and areas of action which directly and indirectly affect demographic development

### Strategy principles:

- Respect for human rights in accordance with international conventions and action plans, including equality rights, non-discrimination, right to free decision, right to equal access, right to freedom of information
- Reliability in maintaining the continuity of policies and measures provided by demographic policy strategy
- Consistency in ensuring coordination and mutual commitment in the implementation of the priorities of the strategy
- Sustainability of the results by achieving the set priorities and goals and successfully implemented action plans that will enable continuity and longevity of results achieved
- Continuity in achieving the priorities and objectives

**Main objective** - is an improvement on existing demographic trends through the implementation of long - term policies and actions that will directly and indirectly affect the demographic development in the Republic of North Macedonia

### Priorities:

- Support and affirmation of young people in creating marriage preconditions and family
- Parenting and Professional Reconciliation Policies
- Improvement of sexual and reproductive health for the promotion of family planning requirements
- Policies to improve child care, care, growth and development
- Policies for material and non-material assistance and support to families
- Promoting family values

## Statistical research programme (2018-2022)

**Aim** - To manage the system for the production and dissemination of quality statistical information on the state and to detect the movement and trends in the economy, human resources, demographics, environmental and nature protection and other areas that will serve to state authorities, local self-government units, companies, public companies, public services, the public and other users for the purpose of:

- Making quality decisions and policies in all spheres of economic, social and other activities by the Government of the Republic of North Macedonia, the competent authorities ministries and other state bodies
- Making quality decisions for managers in the private sector in their business development planning;
- Making quality decisions for public sector managers
- Supporting scientific research as a driving segment of development
- Providing comparable data for economy's development and the need to compare this data with other economies in the region, EU candidates and members of the European Union as a basis for accession of the Republic of North Macedonia in European Union
- Approximation of the statistical system of the Republic of North Macedonia to the European statistical system
- Assessment of foreign investors on investment opportunities and cost effectiveness in the areas of their interest
- Planning the regional development of the economy
- Data collection that will be needed to identify opportunities for using structural funds European Union funds

This Programme will cover a total of 319 statistical surveys implemented by 9 authorized institutions.

Apart from the State Statistical Office, other authorized bodies that will implement statistical surveys in the period 2018-2022 are:

- National Bank
- Ministry of Finance
- Ministry of Interior
- Ministry of Justice
- Employment Agency
- Institute of Public Health
- Hydro meteorological Office
- Pension and Disability Insurance Fund

## Annex 2 (List of contacted people)

Person contacted	Position	Institution/organisation/project
Blerim Zlatku	State Advisor	Ministry of Economy
Suzana Arsova Kostadinova	Deputy Head of Department	Ministry of Economy
Prof. Radmil Polenakovik	Professor	Faculty of Mechanical Engineering
Irena Bojadzieva	Operation officer	IME Project
Mirjana Makedonska	Project Manager	USAID Business Ecosystem Project
Emil Krstanovski	Country Office Director	ILO Office
Dr. Sonja Andonova	ORF FTP Country Coordinator	GIZ Macedonia
Emilija Nikoloska	Advisor	Adults Education Center
Maja Krstevska	Head of Unit	Adults Education Center
Bardulj Tushi	State Advisor	Ministry of Education and Science
Aneta Trpevska	State Advisor	Ministry of Education and Science
Snezana Karnatova Sipovik	Advisor	State Statistical Office
Stevo Temelkovski	Ex-Minister	Minister of Environment and Physical Planning
Zuica Zmejkovska	Advisor	Secretariat for European Affairs
Perica Vrboski	WB consultant	WB
Elizabeta Jovanovska	Advisor	Vocational Education Training Center
Darko Stefanovski	Head of Department	Development Bank of North Macedonia
Mile Boskov	Director	Business Confederation of Macedonia
Mladen Frckovski	Head of Unit	Ministry of Labour and Social Policy
Elena Stojanovikj	Project Manager	Youth Entrepreneurial Service Incubator
Hari Sutovski	Expert/Consultant	GIZ
Jadranka Arizankovska	Advisor	Economic Chamber of Commerce
Frosina Tasevska	Head of Department	Ministry of Justice
Dr. Denis Preshova	Professor	Law faculty, University Ss. Cyril and Methodius



## Annex 3 (List of national 2020+ strategies/programmes)

Ministries	Strategy	Web link
Ministry of Internal Affairs	National Counter Terrorism Strategy (2018-2022)	<a href="https://vlada.mk/sites/default/files/dokumenti/bpt_nacionalna_strategija_2018.pdf">https://vlada.mk/sites/default/files/dokumenti/bpt_nacionalna_strategija_2018.pdf</a>
	National Strategy for preventing violent terrorism (2018-2022)	<a href="https://vlada.mk/sites/default/files/dokumenti/sne_nacionalna_strategija_2018.pdf">https://vlada.mk/sites/default/files/dokumenti/sne_nacionalna_strategija_2018.pdf</a>
	National Strategy for control over small and light weapon (2017 – 2021)	<a href="http://www.mvr.gov.mk/Upload/Editor_Upload/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D0%B8%D1%98%D0%B0%20%D0%B7%D0%B0%20%D0%9C%D0%9B%D0%9E%20%D0%B8%20%D0%90%D0%9F%202019.pdf">http://www.mvr.gov.mk/Upload/Editor_Upload/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D0%B8%D1%98%D0%B0%20%D0%B7%D0%B0%20%D0%9C%D0%9B%D0%9E%20%D0%B8%20%D0%90%D0%9F%202019.pdf</a>
Ministry of Defense	Strategy for Management of Human Resources in the defense sector (2019 – 2027)	<a href="http://www.mod.gov.mk/wp-content/uploads/2019/02/Strategija-za-upravuvanje-so-covecki-resursi-vo-odbranata-22.02.2019.pdf">http://www.mod.gov.mk/wp-content/uploads/2019/02/Strategija-za-upravuvanje-so-covecki-resursi-vo-odbranata-22.02.2019.pdf</a>
Ministry of finance	Economic Reform Programme 2020-2022	Not available on-line
	Economic Reform Programme 2019-2021	<a href="https://www.finance.gov.mk/files/Economic%20Reform%20Program%202019%20EN%20Nov%202018.pdf">https://www.finance.gov.mk/files/Economic%20Reform%20Program%202019%20EN%20Nov%202018.pdf</a>
	Fiscal Strategy of the Republic of North Macedonia (2020-2022)	<a href="https://finance.gov.mk/files/u6/Fiskalna%20Strategija%20na%20RSM%202020-2022_FINAL_cl_Final_EN.pdf">https://finance.gov.mk/files/u6/Fiskalna%20Strategija%20na%20RSM%202020-2022_FINAL_cl_Final_EN.pdf</a>
Ministry of Justice	Strategy for information communication technology of justice sector (2019 – 2024)	<a href="http://www.pravda.gov.mk/tocl/1778">http://www.pravda.gov.mk/tocl/1778</a>
	Strategy for Reforms of judiciary system (2017-2022)	<a href="http://www.pravda.gov.mk/tocl/94">http://www.pravda.gov.mk/tocl/94</a>
Ministry of Health	National Strategy for oral prevention for children from 0-14 years of age (2018-2028)	<a href="http://zdravstvo.gov.mk/wp-content/uploads/2019/08/Strategija_preventivna_stom.pdf">http://zdravstvo.gov.mk/wp-content/uploads/2019/08/Strategija_preventivna_stom.pdf</a>
Ministry of Transport and Communications	National Transport Strategy (2018-2030)	<a href="http://www.mtc.gov.mk/media/files/2019/NTS-final%20MK.pdf">http://www.mtc.gov.mk/media/files/2019/NTS-final%20MK.pdf</a>
Ministry of Economy	National tourism strategy (2016-2021)	<a href="http://www.economy.gov.mk/doc/2712">http://www.economy.gov.mk/doc/2712</a>
	Industrial strategy (2018-2027)	<a href="http://www.economy.gov.mk/Upload/Documents/Finalna%20Industriska%20Strategija.pdf">http://www.economy.gov.mk/Upload/Documents/Finalna%20Industriska%20Strategija.pdf</a>
	Strategy for energy development (until 2040) (draft)	Not available on-line

	Strategy for energy development (until 2030)	<a href="http://www.economy.gov.mk/Upload/Documents/Macedonian_Energy_Strategy_until_2030_adopted(I).pdf">http://www.economy.gov.mk/Upload/Documents/Macedonian_Energy_Strategy_until_2030_adopted(I).pdf</a>
	Strategy for Women Entrepreneurship Development (2019 - 2023)	<a href="http://www.economy.gov.mk/doc/2501">http://www.economy.gov.mk/doc/2501</a>
	National Small and Medium Enterprise Strategy (2018-2023)	<a href="http://www.economy.gov.mk/Upload/Documents/Strategija%20za%20MSP%20-%20finalna%20verzija%2003%2004%202018%20.pdf">http://www.economy.gov.mk/Upload/Documents/Strategija%20za%20MSP%20-%20finalna%20verzija%2003%2004%202018%20.pdf</a>
	Strategy for Social Responsibility (2019-2023)	Not available on-line
Ministry of Information Society and Information	National Strategy for Cyber Security (2018-2022)	<a href="http://www.mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/ns_sajber_bezbednost_2018-2022.pdf">http://www.mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/ns_sajber_bezbednost_2018-2022.pdf</a>
	Public Administration Reform Strategy (2018-2022)	<a href="http://www.mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/srja_2018-2022_20022018_mk.pdf">http://www.mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/srja_2018-2022_20022018_mk.pdf</a>
Ministry of Labor and Social Policy	Strategy for Demographic Development (2015-2024)	<a href="http://www.mtsp.gov.mk/content/pdf/dokumen ti/9.5_%D0%A1%D0%A2%D0%A0%D0%90%D0%A2%D0%95%D0%93%D0%98%D0%88%D0%90%20%D0%97%D0%90%20%D0%94%D0%95%D0%9C%D0%9E%D0%93%D0%A0%D0%90%D0%A4%D0%A1%D0%9A%D0%98%20%D0%9F%D0%9E%D0%9B%D0%98%D0%A2%D0%98%D0%9A%D0%98%20%D0%9D%D0%90%20%D0%A0%D0%9C%202015-2024.pdf">http://www.mtsp.gov.mk/content/pdf/dokumen ti/9.5_%D0%A1%D0%A2%D0%A0%D0%90%D0%A2%D0%95%D0%93%D0%98%D0%88%D0%90%20%D0%97%D0%90%20%D0%94%D0%95%D0%9C%D0%9E%D0%93%D0%A0%D0%90%D0%A4%D0%A1%D0%9A%D0%98%20%D0%9F%D0%9E%D0%9B%D0%98%D0%A2%D0%98%D0%9A%D0%98%20%D0%9D%D0%90%20%D0%A0%D0%9C%202015-2024.pdf</a>
	Integration Strategy for refugees and foreigners (2017-2027)	<a href="http://www.mtsp.gov.mk/content/pdf/strategii/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D0%B8%D1%98%D0%B0%20%D0%B7%D0%B0%20%D0%B8%D0%B D%D1%82%D0%B5%D0%B3%D1%80%D0%B0%D1%86%D0%B8%D1%98%D0%B0%20%D0%BD%D0%B0%20%D0%B1%D0%B5%D0%B3%D0%B0%D0%B B%D1%86%D0%B8%20%D0%BA%D0%BE%D0%B D%D0%B2%D0%B5%D1%80%202017.pdf">http://www.mtsp.gov.mk/content/pdf/strategii/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D0%B8%D1%98%D0%B0%20%D0%B7%D0%B0%20%D0%B8%D0%B D%D1%82%D0%B5%D0%B3%D1%80%D0%B0%D1%86%D0%B8%D1%98%D0%B0%20%D0%BD%D0%B0%20%D0%B1%D0%B5%D0%B3%D0%B0%D0%B B%D1%86%D0%B8%20%D0%BA%D0%BE%D0%B D%D0%B2%D0%B5%D1%80%202017.pdf</a>

	Strategy for formalizing the informal economy (2018-2022)	<a href="http://www.mts.gov.mk/content/word/dokumenti/dokumenti%202018/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D0%B8%D1%98%D0%B0%20%D0%B7%D0%B0%20%D1%84%D0%BE%D1%80%D0%BC%D0%B0%D0%BB%D0%B8%D0%B7%D0%B8%D1%80%D0%B0%D1%9A%D0%B5%20%D0%BD%D0%B0%20%D0%BD%D0%B5%D1%84%D0%BE%D1%80%D0%BC%D0%B0%D0%BB%D0%BD%D0%B0%D1%82%D0%B0%20%D0%B5%D0%BA%D0%BE%D0%BD%D0%BE%D0%BC%D0%B8%D1%98%D0%B0%20%D0%B2%D0%BE%20%D0%A0%D0%B5%D0%BF%D1%83%D0%B1%D0%BB%D0%B8%D0%BA%D0%B0%20%D0%9C%D0%B0%D0%BA%D0%B5%D0%B4%D0%BE%D0%BD%D0%B8%D1%98%D0%B0%2018-2022.doc">http://www.mts.gov.mk/content/word/dokumenti/dokumenti%202018/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D0%B8%D1%98%D0%B0%20%D0%B7%D0%B0%20%D1%84%D0%BE%D1%80%D0%BC%D0%B0%D0%BB%D0%B8%D0%B7%D0%B8%D1%80%D0%B0%D1%9A%D0%B5%20%D0%BD%D0%B0%20%D0%BD%D0%B5%D1%84%D0%BE%D1%80%D0%BC%D0%B0%D0%BB%D0%BD%D0%B0%D1%82%D0%B0%20%D0%B5%D0%BA%D0%BE%D0%BD%D0%BE%D0%BC%D0%B8%D1%98%D0%B0%20%D0%B2%D0%BE%20%D0%A0%D0%B5%D0%BF%D1%83%D0%B1%D0%BB%D0%B8%D0%BA%D0%B0%20%D0%9C%D0%B0%D0%BA%D0%B5%D0%B4%D0%BE%D0%BD%D0%B8%D1%98%D0%B0%2018-2022.doc</a>
	National Strategy for deinstitutionalization "Timjanik" (2018–2027)	<a href="http://www.mts.gov.mk/content/pdf/strategii/Strategija_deinstitucionalizacija_Timjanik_2018-2027.pdf">http://www.mts.gov.mk/content/pdf/strategii/Strategija_deinstitucionalizacija_Timjanik_2018-2027.pdf</a>
Ministry of education and science	"Education Strategy of the Republic of Macedonia" (2018-2025)	<a href="http://www.mon.gov.mk/images/documents/Strateshki_plan_MON/%D1%81%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D0%B8%D1%98%D0%B0-%D0%BE%D0%B1%D1%80%D0%B0%D0%B7%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D0%B5%D1%82%D0%BE/%D0%A1%D0%A2%D0%A0%D0%90%D0%A2%D0%95%D0%93%D0%98%D0%88%D0%90_%D0%97%D0%90_%D0%9E%D0%91%D0%A0%D0%90%D0%97%D0%9E%D0%92%D0%90%D0%9D%D0%98%D0%95%D0%A2%D0%9E_%D0%97%D0%90_2018-2025_-_D0%A4%D0%98%D0%9D%D0%90%D0%9B%D0%9D%D0%90_%D0%92%D0%95%D0%A0%D0%97%D0%98%D0%88%D0%90_7.02_so_track_II.docx">http://www.mon.gov.mk/images/documents/Strateshki_plan_MON/%D1%81%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D0%B8%D1%98%D0%B0-%D0%BE%D0%B1%D1%80%D0%B0%D0%B7%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D0%B5%D1%82%D0%BE/%D0%A1%D0%A2%D0%A0%D0%90%D0%A2%D0%95%D0%93%D0%98%D0%88%D0%90_%D0%97%D0%90_%D0%9E%D0%91%D0%A0%D0%90%D0%97%D0%9E%D0%92%D0%90%D0%9D%D0%98%D0%95%D0%A2%D0%9E_%D0%97%D0%90_2018-2025_-_D0%A4%D0%98%D0%9D%D0%90%D0%9B%D0%9D%D0%90_%D0%92%D0%95%D0%A0%D0%97%D0%98%D0%88%D0%90_7.02_so_track_II.docx</a>
	Adults Education Strategy (2019-2023)	<a href="http://www.mon.gov.mk/images/Florentin_MON/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D0%B8%D1%98%D0%B0%D1%82%D0%B0%20%D0%BD%D0%B0%20%D0%BE%D0%B1%D1%80%D0%B0%D0%B7%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D0%B5%20%D0%BD%D0%B0%20%D0%B2%D0%BE%D0%B7%D1%80%D0%B0%D1%81%D0%BD%D0%B8%2019-2023.pdf">http://www.mon.gov.mk/images/Florentin_MON/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D0%B8%D1%98%D0%B0%D1%82%D0%B0%20%D0%BD%D0%B0%20%D0%BE%D0%B1%D1%80%D0%B0%D0%B7%D0%BE%D0%B2%D0%B0%D0%BD%D0%B8%D0%B5%20%D0%BD%D0%B0%20%D0%B2%D0%BE%D0%B7%D1%80%D0%B0%D1%81%D0%BD%D0%B8%2019-2023.pdf</a>

Ministry of Culture	"National Strategy for Development of the Culture in the Republic of Macedonia" (2018-2022)	<a href="https://drive.google.com/file/d/1gfzA76RBOTSI_A00fNn62n352E3nr8kB/view">https://drive.google.com/file/d/1gfzA76RBOTSI_A00fNn62n352E3nr8kB/view</a>
Ministry of environment and physical planning	National Strategy for nature protection (2017– s027)	<a href="http://www.moepp.gov.mk/wp-content/uploads/2014/12/National-Strategy-for-Nature-Protection-2017-2027.pdf">http://www.moepp.gov.mk/wp-content/uploads/2014/12/National-Strategy-for-Nature-Protection-2017-2027.pdf</a>
	National Strategy for Sustainable Development (2009-2030)	<a href="http://www.macedrr.gov.mk/files/dokumenti/NSSD.pdf">http://www.macedrr.gov.mk/files/dokumenti/NSSD.pdf</a>
	National Biodiversity Strategy (2018 – 2023)	<a href="http://www.moepp.gov.mk/wp-content/uploads/2014/12/NATIONAL-BIODIVERSITY_ENG.pdf">http://www.moepp.gov.mk/wp-content/uploads/2014/12/NATIONAL-BIODIVERSITY_ENG.pdf</a>
Agency of Youth and Sport	National Youth Strategy (2016-2025)	<a href="http://ams.gov.mk/images/dokumenti/mladi/Akciski_plan_za_mladi_2016_2017.pdf">http://ams.gov.mk/images/dokumenti/mladi/Akciski_plan_za_mladi_2016_2017.pdf</a>
Government of the Republic of North Macedonia	Strategy for Development of the "One Society For All" Concept and Interculturalism	<a href="https://vlada.mk/sites/default/files/dokumenti/strategii/strategija_ednoopshtestvo_29.10.2019.docx">https://vlada.mk/sites/default/files/dokumenti/strategii/strategija_ednoopshtestvo_29.10.2019.docx</a>
	National Strategy for cooperation with diaspora (2019-2023)	<a href="https://vlada.mk/sites/default/files/dokumenti/strategii/strategijaiom.pdf">https://vlada.mk/sites/default/files/dokumenti/strategii/strategijaiom.pdf</a>
	Strategy for Transparency of the Government (2019-2021)	<a href="https://vlada.mk/sites/default/files/dokumenti/strategii/strategija_za_transparentnost_so_akciski_plan.docx">https://vlada.mk/sites/default/files/dokumenti/strategii/strategija_za_transparentnost_so_akciski_plan.docx</a>
State Statistical Office	Statistical research programme (2018-2022)	<a href="http://www.stat.gov.mk/pdf/Programa20182022.pdf">http://www.stat.gov.mk/pdf/Programa20182022.pdf</a>

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