**IPA III STRATEGIC RESPONSE**

**Republic of North Macedonia**

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**achronyms**

|  |  |
| --- | --- |
| ABP | Animal By-Product |
| AD | Action Document |
| AFOLU | Agriculture, Forestry and Other Land Use |
| AFSARD | Agency for Financial Support in Agriculture and Rural Development |
| AKsat | Statistical Data System for Prevention and Repression of Corruption and Money Laundering |
| APRFAPI | Agency for Protection of the Right to Free Access to Public Information |
| ARD | Agriculture and Rural Development |
| ARO | Asset Recovery Office |
| AWU | Annual Work Unit |
| CAP | Common Agriculture Policy |
| BUR | Biennial Update Report |
| CBC | Cross-border Cooperation |
| CEFTA | Central European Free Trade Agreement |
| CEPEJ | European Commission for the Efficiency of Justice (Council of Europe) |
| C&I | Competitiveness and Innovation |
| CMO | Common Market Organisation |
| CoE | Council of Europe |
| CSO | Civil Society Organisation |
| CT | Computed Tomography |
| CPT | Committee for the Prevention of Torture (Council of Europe) |
| DSD | Data Structure Definition |
| DG NEAR | Directorate-General for Neighbourhood and Enlargement Negotiations |
| DPM | Deputy Prime Minister |
| DSOSC | Department for Suppression of Organised and Serious Crime |
| DTP3 | Diphteria-Tetanus-Pertussis 3 doses |
| DWCP | Decent Work Country Programme |
| EC | European Commission |
| ECB | European Central Bank |
| ECDC | European Centre for Disease Prevention and Control |
| ECHR | European Convention of Human Rights |
| ECtHR | European Court of Human Rights |
| EE | Energy Efficiency |
| EESP | Education, Employment and Social Policy |
| EIDHR | European Instrument for Democracy and Human Rights |
| ESRP | Employment and Social Reform Programme |
| EP | European Parliament |
| EMFF | European Maritime and Fisheries Fund |
| ENER | Single National Electronic Register of Regulations |
| EPP | Unique number of the legal act in preparation |
| EQAVET | European Quality Assurance in Vocational Education and Training |
| ERA | European Reform Agenda |
| ERP | Economic Reform Programme |
| ESARU | Electronic System for Administrative Work of the Schools |
| ESRP | Employment and Social Reform Programme |
| ETC | European Territorial Cooperation |
| EUIF | EU Integration Facility |
| EU | European Union |
| EUROJUST | European Union Agency for Criminal Justice Cooperation |
| EUROPOL | European Police Office |
| FADN | Farm Accountancy Data Network |
| FAO | Food and Agriculture Organisation of the United Nations |
| FOLU | Forestry and Other Land Use |
| FDI | Foreign Direct Investment |
| FRONTEX | European Border and Cost Guard Agency |
| FVA | Food Veterinary Agency |
| FWA | Framework Agreement |
| GDP | Gross Domestic Product |
| GFCF | Gross Fixed Capital Formation |
| GHG | Greenhouse Gases |
| GIS | Geographic Information System |
| GoNM | Government of North Macedonia |
| GRECO | Group of State against Corruption |
| GRETA | Group of Experts on Action against Trafficking in Human Beings |
| HIV | Human Immunodeficiency Virus |
| HRM | Human Resource Management |
| IBRD | International Bank for Reconstruction and Development |
| IACS | Integrated Administrative and Control System |
| ICF | International Classification of Functioning, Disability and Health |
| ICT | Information and Communication Technology |
| ILO | International Labour Organisation |
| IMF | International Monetary Fund |
| INDC | Intended Nationally Determined Contribution |
| IOM | International Organisation for Migration |
| IPA I | Instrument of Pre-Accession Assistance 2007-2013 |
| IPA II | Instrument of Pre-Accession Assistance 2014-2020 |
| IPA III | Instrument of Pre-Accession Assistance 2021-2027 |
| IPARD | Instrument of Pre-Accession for Rural Development |
| IPPU | Industrial Processes and Product Use |
| ISCED | International Standard Classification of Education |
| I&R | Identification and Registration |
| ISO | International Organisation for Standardisation |
| ISP | Indicative Strategy Paper |
| IT | Information Technology |
| ITS | Intelligent Transport System |
| IUU | Illegal, Unreported and Unregulated fishing |
| LEA | Law Enforcement Agency |
| LGBTI | Lesbian, Gay, Bisexual, Transgender and Intersex |
| LPI | Logistic Performance Index |
| LPIS | Land Parcel Identification System |
| MAP | Multiannual Action Plan |
| MIPS | Merit-based Incentive Payment System |
| MCV2 | Measles-Containing-Vaccine Second-Dose |
| MISA | Ministry of Information Society and Administration |
| ML | Money Laundering |
| MONEYVAL | Committee of Experts on the Evaluation of Anti-corruption Laundering and the Financing of Terrorism |
| MoAFWE | Ministry of Agriculture, Forestry and Water Economy |
| MoE | Ministry of Economy |
| MoEPP | Ministry of Environment and Physical Planning |
| MoES | Ministry of Education and Science |
| MoFA | Ministry of Foreign Affairs |
| MoH | Ministry of Health |
| MoI | Ministry of Interior |
| MoJ | Ministry of Justice |
| MoLSP | Ministry of Labour and Social Policy |
| MoF | Ministry of Finance |
| MoTC | Ministry of Transport and Communication |
| MRI | Magnetic Resonance Imaging |
| MRV | Measurement, Reporting and Verification |
| MS | Member State |
| MVP | Monitoring and Verification Platform |
| NBRNM | National Bank of the Republic of North Macedonia |
| NEET | Not in Education, Employment or Training |
| NGO | Non-governmental Organisations |
| NIC | National Investment Committee |
| NIPAC | National IPA Coordinator |
| NIR | National Inventory Report |
| NPAA | National Programme for the Adoption of the *Acquis* |
| NTRSS | National Road Traffic Safety Strategy |
| NTS | National Transport Strategy |
| OBL | Organic Budget Law |
| OCC | Organised Crime and Corruption |
| ODIHR | Office for Democratic Institutions and Human Rights |
| OECD | Organisation for Economic Co-operation and Development |
| OHIS | Organic Chemical Industry of Skopje AD |
| OHS | Occupational Health and Safety |
| OIE | World Organisation for Animal Health |
| OSCE | Organisation for Security and Co-operation of Europe |
| PAF | Performance Assessment Framework |
| PAR | Public Administration Reform |
| PFM | Public Financial Management |
| PISA | Programme for International Student Assessment |
| PPOOCC | Public Prosecutor Office on Organised Crime and Corruption |
| PPP | Phyto-Pharmacy Product |
| PRO | Public Research Organisation |
| PV | Photovoltaic |
| RCC | Regional Cooperation Council |
| R&D | Research and Development |
| RDI | Research Development and Innovation |
| RES | Renewable Energy Sources |
| RNM | Republic of North Macedonia |
| SAA | Stabilisation and Association Agreement |
| SAP | Stabilisation and Association Process |
| SCPC | State Commission for Prevention of Corruption |
| SDG | Sustainable Development Goals |
| SEA | Secretariat for European Affairs |
| SEC | State Election Commission |
| SEE | South-eastern Europe |
| SEETO | South East Europe Transport Observatory |
| SIGMA | Support for Improvement in Governance and Management |
| SMART | Specific, Measurable, Attainable, Relevant, Time-bound |
| SME | Small and Medium-size Enterprises |
| SMIS | Statistical Management Information System |
| SOP | Standard Operating Procedure |
| SPD | Sector Planning Documents |
| SPP | Single Project Pipeline |
| SPS | Sanitary and Phytosanitary Standard |
| SRIP | Strategic Research and Innovation Partnerships |
| SSO | State Statistical Office |
| STEM | Science, Technology, Engineering and Mathematics |
| STR | Suspicious Transaction Report |
| SEC | State Election Commission |
| SWG | Sector Working Groups |
| TA | Technical Assistance |
| TCT | Transport Community Treaty |
| TEN-T | Trans-European Transport Network |
| TEU | Treaty on European Union |
| TFEU | Treaty on the Functioning of the European Union |
| THB | Trafficking in Human Beings |
| TIMSS | Trends in Mathematics and Science Study |
| TP | Thematic Priority |
| UAA | Utilised Agriculture Area |
| UN | United Nations |
| UNFPA | United Nations Fund for Population Activities |
| UNFCCC | United Nations Framework Convention on Climate Change |
| UNICEF | United Nations International Children’s Emergency Fund |
| UNWOMEN | United Nations Entity for Gender Equality and the Empowerment of Women |
| VET | Vocational Education and Training |
| WB | World Bank |
| WBIF | Western Balkan Investment Framework |
| WHO | World Health Organisation |
| WJP | World Justice Project |
| WTO | World Trade Organisation |
| WWTP | Waste-Water Treatment Plant |

# INTRODUCTION

The Strategic Response outlines how North Macedonia plans to utilise the EU financial assistance under IPA III in line with the IPA III Programming Framework. It elaborates on actions planned across the 17 key thematic priorities within each of the five thematic windows.

Reflecting the IPA III architecture, the document is divided into two major parts. Part 1 provides a context analysis by outlining to what extent the IPA beneficiary’s policy priorities and strategic frameworks are aligned with the strategic orientations of the IPA III Programming Framework and are coherent with the enlargement policy, the sector approach, and other regional and global strategies. For each window, part 1 of the Strategic Response covers the duration of the Multi-annual Financial Framework (2021-2027). It is subject to updates yearly when deemed necessary. Part 2 contains a list of actions planned over four programming years for each window, with more details for the first two years of the new programming period. Part 2 is a living document revised and re-submitted annually to elaborate on the programmes and actions to be funded under each programming year.

Actions proposed for 2021, 2022 and 2023 were defined, designed, and selected during 2020, 2021 and 2022 in a participatory and inclusive process based on policy relevance. Subsequently, they were developed further and transformed into fully-fledged action documents. Thanks to introducing a fully operational sector approach through all Sector Working Groups established within the frame of IPA II; the NIPAC Office organised, till mid-2022, around 40 SWG meetings, including all relevant institutions, Delegation of the EU, NGOs, other donors, and relevant stakeholders, including civil society representatives for prioritisation of relevant actions. One of the key preconditions for a proper definition of the relevant action was to select a set of indicators at the level of priority areas of intervention, as well as at the level of a particular action, thus contributing to establishing a result-oriented environment. The aim of the latter is to follow the implementation of the reform agenda in the country.

## Prioritisation and sequencing between windows

In line with the commitment to a merit-based enlargement process, the final selection of actions to be funded also considers the recommendations from the European Commission’s relevance assessment based on the alignment of the proposed intervention against the priorities in the draft strategic response and the Enlargement Agenda. Only sufficiently technically mature actions were considered ready for adoption and presented in this document. Likewise, the proposed actions consider the results and evaluation of the programmes carried out or in the implementation process within IPA II and WBIF. In this sense, many of the present proposed actions represent a logical continuity of priorities programmed in the previous programming period 2014-2020.

The prioritisation and sequencing between the windows adhere to the revised methodology for accession negotiations - Enhancing the accession process - A credible EU perspective for the Western Balkans – striving to address the obligations deriving from the EU acquis, primarily in the Fundamentals Cluster as well as other clusters contributing to economic growth and development.

## strategic framework analysis

*Strategic planning and monitoring*

The Electronic System for Strategic Planning and Preparation of the Annual Work Programme of the Government (introduced in October 2019) enables electronic preparation and monitoring of the Annual Work Programme of the Government, improved planning, and transparent and efficient monitoring at the level of implementation. The Annual Work Programme of the Government is aligned with the strategic framework provided by the National Programme for the Adoption of the Acquis (NPAA). The National Programme for Adoption of *Acquis* is the key strategic document encompassing the priorities, dynamic harmonisation of the national legislation with the EU legislation and adjusting the national institutions towards the EU administrative structures. In each submitted initiative for the Government Annual Work Programme, the proposing institution identifies the fiscal implications and source of funding, links the initiative to the Government's strategic priorities and objectives, and to the planned activities in the NPAA (NPAA Chapter and EPP No. for draft laws), which ensures consistency of the planning process, in the medium and long term.

Civil society organisations are also consulted during the preparation of the Annual Work Programme, following the Code of Good Practices for the participation of the civil society sector in the policy-making process. Following the announced Call to the civil sector for contribution to the preparation of the Government Work Programme for 2021, 26 initiatives were submitted by civil society organisations. Initiatives by civil society organisations and responses from ministries are published on the website of the Department for Cooperation with Non-Governmental Organizations of the General Secretariat of the Government.

In October 2020, the Government adopted the Decision to determine the strategic priorities of the Government of North Macedonia for 2021 (Official Gazette no. 143/20). To implement the set strategic importance of the Government, meetings are held daily with the administrative officials from the Ministries and state administrative bodies and expert advice and specific directions are given for preparing the strategic plans and reports on their implementation.

To establish a unified system for the preparation of sectoral strategies and a higher degree of implementation of the strategic priorities of the Government, by the Action Plan for implementation of the PAR Strategy (2018-2022), in the first quarter of 2021 the General Secretariat of the Government drafted a Methodology for the Manner of Preparation, Monitoring of Implementation, Evaluation and Reporting on Sector Strategies as Strategic Planning Documents and Draft-Guidelines for the necessary elements and structure to be included in the sector strategies, the manner of monitoring implementation, evaluation and reporting. Both documents are accompanied by: Template for the required structure of the sector strategy; Action Plan Template; Template for determining risks at the level of strategic goals and objectives and Template for monitoring the implementation by priority areas/priorities, goals, measures, and activities. The adoption of the Methodology and the Guidelines is expected upon the adoption of the new Organic Budget Law to ensure complementarity of the documents.

Strategic planning and the budget process are conducted as interdependent processes simultaneously and in a coordinated manner. After setting the strategic priorities, the Government starts the budget process by setting fiscal forecasts for the next three years with the adoption of the Fiscal Strategy (by May 31). Based on the budget circular submitted by the Ministry of Finance to the ministries and other state administration bodies (June 15), budget users prepare draft budget calculations with a detailed overview of how the ministry/state administration body will allocate resources by programme and projects contained in the strategic plans. The draft strategic plans are submitted to the General Secretariat and the draft budget calculations to the Ministry of Finance no later than September 1. The General Secretariat is responsible for coordinating the strategic planning process. The Ministry of Finance coordinates the submission of budget proposals. It checks the accuracy and rationality of the estimated costs and the distribution of funds by programmes and projects to achieve strategic priorities.

To establish a comprehensive sector approach in accordance with IPA II requirements, in October 2016, the NIPAC office promoted the Sector Policy Co-ordination Framework to align the IPA-related decision making with the state decision-making process. SWGs are the most important mechanism of the country, ensuring synchronisation between the national budget and IPA programming. The sector coordination framework is based on 13 sector working groups, which provides a broader consultation process in identifying national priorities and making the links between national strategies, national funding/budget, and IPA objectives and funds.

*Inter-ministerial and public consultations*

Pursuant to Article 68 of the Rules of Procedure of the Government of North Macedonia, Ministries, and other state administrative bodies are obliged to submit their materials for opinion to the competent, relevant, and interested institutions (depending on the nature of the material under consideration), prior to submitting the materials to the Government for review and/or adoption. The Secretariat for European Affairs is reviewing all documents, legal acts and information that relate to alignment to EU *acquis* and implementation of EU principles and standards. Line ministries and other state administrative bodies are obliged to issue their official opinion within seven days from the day of receipt of the materials. The Government and its working bodies do not consider materials that are not accompanied by opinions from relevant institutions.

Public consultation on legislation continues through the Single National Electronic Register of Regulations (ENER), where draft-laws are published and open for 20-days of consultation with interested stakeholders. Line Ministries also organize public discussions on various strategies, draft laws, and other public policy documents.

An additional forum for public consultation is the Council for Cooperation with and Development of the Civil Society. During 2022, the Council held 3 sessions, at which it reviewed a total of 7 materials with which it initiated processes and influenced the creation of Government policies for enabling environment and development of civil society.

Pursuant to North Macedonia’s strategic priority for membership in the European Union, the Government has set up diverse mechanisms, fora, and management systems of the European integration process to guarantee effectiveness and efficiency stemming from the increasing obligations towards the European Union. The key structure is defined as follows:

* Deputy Prime Minister of the Government in charge of European Affairs – manages and coordinates the operative part of the integration process, ensures coordination and confirmation of the work of the state administration authorities and other bodies and institutions in the country in preparation for negotiations and membership in the European Union.
* Working Committee for European Integration of the Government – chaired by the Deputy Prime Minister in charge of European Affairs, bringing together all State Secretaries of line ministries. This body defines the methods and dynamics for implementing the strategic decisions, political guidance and priorities of the Government vis-à-vis EU integration priorities and carries out the actual tasks.
* In 2015 the Government established the structure of the National Investment Committee to use all available sources of external funding, including the Economic and Investment Plan for the Western Balkans and WBIF through a targeted and systematized approach and unified methodology for preparation of a Single Project Pipeline. The main elements on which the NIC is based are ownership of the single list of projects, transparency in defining priority projects based on a specific methodology, prioritization of projects according to national and EU priorities and structured participation of the European Commission and other international financial institutions. In this light, to achieve basic reforms, deepen regional economic integration and develop a common regional market based on EU legislation and best practices, the definition of IPA III priorities was conducted in parallel with the revision of SPP and harmonization with the IPA III proposed interventions.
* The preparation of the Economic Reform Programme is also essential in the context of North Macedonia’s EU accession process, as it is a comprehensive document aiming to improve the coordination of its macroeconomic policies and the implementation of structural reforms as part of our preparation for the challenges from future EU membership and participation in the European Semester. The Government adopted the Economic Reform Programme 2022-2024 on 28 January 2022 and officially submitted it to the European Union on 29 January 2021. ERP is a complex document prepared according to the EU Guidance note for preparing the ERP from June 2020 and the [Methodological Guidance for Costing of Structural Reforms](https://www.cef-see.org/assets/files/Costing_Guidance_2.pdf) from March 2019. When selecting key sectoral structural reforms, institutions consider the challenges and problems in the respective areas, which influence the increase of the competitiveness and economic growth of the country, as well as the creation of jobs.

## Consultation process

The consultation process for all Thematic Priorities was implemented following the same pattern. The National IPA Coordinator and the Secretariat for European Affairs, which acts as the NIPAC office, initiated the preparation of the Strategic Response. The consultations were channelled through the framework of Sector Working Groups, which were chaired by relevant ministers, and involved the relevant national authorities, donors, and civil society. The Government approved the Strategic Response at Thematic Priority level in March 2021 and consolidated them into a single Strategic Response.

# WINDOW 1 - RULE OF LAW, FUNDAMENTAL RIGHTS AND DEMOCRACY

### PART 1 - SECTOR CONTEXT AND RELEVANCE WITH THE ENLARGEMENT POLICY

## Consultation Process

The National IPA Coordinator and the Secretariat for European Affairs, serving as the NIPAC office, initiated the preparation of the Strategic Response. The relevant line ministries – the Ministry of Justice (MoJ) and Ministry of Interior (MoI) prepared the technical draft with the involvement of the (1) Assembly of North Macedonia, the Ombudsman and the Constitutional Court, (2) administration like Ministry of Finance (MoF), Ministry of Information Society and Administration (MISA), Ministry of Labour and Social Policy (MoLSP), Ministry of Health (MoH), Financial Police, Financial Intelligence Unit, Directorate for Execution of Sanctions, (3) the judiciary authorities and bodies like Judicial Council, Supreme Court, Council of Public Prosecutors, Prosecutor Office, Academy for Judges and Public Prosecutors, State Attorney, and (4) independent authorities such as the State Commission for Prevention of Corruption (SCPC), and the Agency for protection of the right to free access to public information (APRFAPI). The consultations were channelled through the Sector Working Group on Justice and Fundamental Rights, chaired by the Minister of Justice and the Sector Working Group on Home Affairs, chaired by the Minister of Interior. In North Macedonia, the Sector Working Groups gather the relevant national authorities, donors, and civil society at the table of discussions. The Government further approved the Strategic Response in March 2021.

## Alignment of beneficiary’s strategies with IPA III Programming Framework

North Macedonia benefits from a well-developed strategic framework under this window. The relevant strategies are listed in Annex 2.

*Thematic Priority 1: Judiciary*

The judicial sector is a fundamental priority of particular importance for the European integration of the country. North Macedonia adopted the comprehensive **Strategy for Reform of the Judicial Sector (2017-2022)** and other sub-sector strategies and has advanced in ​​judicial reform. Тhe implementation of the Strategy on Judicial Reform 2017-2022 is in final stage. According to the report from a total of 227 activities set out in the Strategy, 118 activities have been fully implemented, 30 activities are ongoing, while 40 activities are implemented continuously. In May 2022, the process of establishing a working group with representatives of judicial institutions, academia and civil society organizations began. The development of the new Strategy on Judicial Reform (2023-2027) is planned to be finalised by the end of 2022.

The strategic framework reflects the country’s needs and the recommendations and conclusions of the key partners, including the European Commission, the European Parliament, the Council of Europe, the Venice Commission, and the Senior Experts’ Group on systemic Rule of Law issues. The strategic priorities[[1]](#footnote-2) are well defined and fully correspond to the IPA III Programming framework.

*Thematic Priority 2: Fight against corruption*

Despite the efforts invested in the last years, the fight against corruption remains a crucial priority. To address the key challenges related to corruption, the country adopted the **Law on Prevention of Corruption and Conflict of Interest** and **the National Strategy for Prevention of Corruption and Conflict of Interest (2021-2025)** complemented with an **Action Plan.** The strategic priorities[[2]](#footnote-3) are well defined and fully correspond to the IPA III Programming framework.

*Thematic Priority 3: Fight against organised crime / security*

North Macedonia invests significant efforts and resources in fighting organised crime, which threatens the security of the people, economic development, the rule of law and democracy. As organised crime is dynamic, flexible, increasingly internationally connected, and mostly invisible, often connected to legal structures, fighting it requires a solid strategic vision, political consensus, regional cooperation, and considerable state investments. There is political consensus that state security should remain a priority and reflect all emerging threats created by the organised crime, including cybercrime. The fight against terrorism and radicalization is another major threat to security and democracy. In the current context of globalisation, further progress cannot be achieved in this thematic priority without sustainable and well-developed regional/international cooperation. North Macedonia is investing in this area important effort to improve its capacities and coordination both at the state and international level through specific strategies and specialised bodies such as the National Committee for Countering Violent Extremism and Countering Terrorism. The same applies to the fight against illicit drugs, child sexual abuse and firearms trafficking; all these crimes are addressed in specific strategies adopted in the past years. The political commitment to fight crime resulted in a comprehensive strategic framework based on numerous strategies developed inclusively, with the involvement of all stakeholders and the international partners and following the recommendations of the EU and the USA. Overall, it is well aligned with the IPA III Programming Framework. The assessment of the expiring strategies is ongoing. North Macedonia is committed to streamlining the strategic approach in this thematic priority by moving to an umbrella strategy complemented by individual strategic plans[[3]](#footnote-4) and focused on the targets already adopted by the Government with this strategic response and the performance assessment framework.

*Thematic Priority 4: Migration and border management*

North Macedonia is facing significant challenges as the country is a part of the Western Balkan route, attracting the most significant number of migrants and asylum seekers due to its geostrategic position, well-developed road infrastructure, and fewer border crossings. The increasing attempts of irregular border crossings and smuggling activities raise the pressure on the country’s Southern border. To address these challenges, North Macedonia invests in improving the efficiency and effectiveness of border control and the management of migration flow, including contingency for the crisis, in line with the EU standards while taking into consideration the duty to protect the fundamental rights of all people under its jurisdiction, regardless of their nationality and/or legal status, this includes providing access to asylum procedures. Likewise, regional cooperation on migration and border management is crucial for adequate and effective management of migratory flows, including inter-agency and international cooperation and joint patrols along the borders, contributing to the good-neighbourly relations, and stability in the region and respect for the territorial integrity. The country’s strategic framework[[4]](#footnote-5) is fully corresponding to the priorities of the IPA III Programming framework. It is comprehensive and covers border surveillance and international cooperation, harmonising the legal framework with the EU *acquis* and visa policy, humanitarian support to migrants and assistance to asylum seekers.

*Thematic Priority 5: Fundamental Rights*

The Constitution of North Macedonia guarantees the human rights of its citizens. The country has ratified the main EU and international agreements and conventions on fundamental rights and freedoms[[5]](#footnote-6) and adopted a **set of national strategies[[6]](#footnote-7)** to drive the national efforts in ensuring gender equality, prevention of discrimination, freedom of expression and independent media, protection of minorities, access to justice, decent conditions in prisons, adequate personal data protection, etc. In addition, North Macedonia mainstem fundamental rights through the sector’s strategies. The strategic framework of the country is fully corresponding to the priorities of the IPA III Programming framework. At the regional level, one of the keys aims of the Stabilisation and Association process (SAP) is to encourage countries to cooperate across a wide range of areas, including human rights. The Regional Cooperation Council (RCC) aims to develop cross-border cooperation on the Rule of Law, including human rights principle ‘fundamental first’.

*Thematic Priority 6: Democracy*

North Macedonia is a parliamentary republic based on separating legislative, executive, and judicial powers. All necessary bodies and authorities characterising modern democracies are established and functioning. Aspiring to join the European Union, North Macedonia has launched deep structural reforms to address the Copenhagen criteria and deliver on the Stabilisation and Association Process. The country progresses in restoring checks and balances and strengthening democracy. Based on the implementation of the Ohrid Framework Agreement, trust among communities is improving. The strategic framework for this thematic priority is well established through the Programme of Government, the Strategic Plan of North Macedonia’s Assembly 2020-2022, and the National Programme on Adoption of *Acquis* 2021-2025, which address the European Commission’s recommendations of the annual Commission report on the progress of the country towards accession, as well as key recommendations the group of senior experts on the systemic issues of the rule of law reports from 2015 and 2017 and of other international bodies such as the Council of Europe (Venice Commission, GRECO, CPT, GRETA, etc.); the Organisation for Security and Co-operation in Europe-Office for Democratic Institutions and Human Rights (OSCE/ODIHR) as well as SIGMA reports. The strategic framework is in line with the IPA III Programming framework.

*Thematic Priority 7: Civil Society*

Creating an enabling environment for civil society development is one of the pre-conditions for effective and accountable functioning of democratic institutions and ensuring sustainability of implementing the fundamental EU *acquis* related policy reforms. North Macedonia has been committed to setting clear strategic objectives for supporting civil society. The Government programme for the period 2020-2024 stresses the government’s commitment to improving the environment for the development of civil society[[7]](#footnote-8) to contribute to strengthening democratic governance and supporting the success of the country’s reforms on the path to the EU. The first national strategy for government cooperation with civil society was adopted in 2007, the second in 2012 and the third in 2018. The new strategy is being developed through coordinated efforts of the Secretariat General of the Government (Unit for Cooperation with NGOs) and Council for Government-Civil Society Cooperation. The priority strategic objectives for the period 2018-2020 included the strengthening of the legal, institutional, and financial framework for the development of civil society, involvement of civil society organisations (CSOs) in policy making processes, as well as the contribution of CSOs to social and economic development through the development of volunteering, social entrepreneurship, and capacities of CSOs for social service delivery. This is in line with the IPA III Programming Framework, which will support both the creation of enabling environment for a strong and vibrant civil society and the capacities of civil society itself.

## Coherence of beneficiary’s strategies with the EU Enlargement policy

*Thematic Priority 1: Judiciary*

The Judicial Reform Strategy addresses the key recommendations of the European Commission’s Report on North Macedonia (2021) and the conclusions of the Sub-committee on Justice Freedom and Security[[8]](#footnote-9) of the Stabilisation and Association Process. It will support the accession path of the country in line with the European Commission Communication “Enhancing the accession process - A credible EU perspective for the Western Balkans.” It is also in line with the EU-Western Balkans Summit (Sofia Declaration, May 2018) concerning its priority of strengthening the rule of law and good governance. Furthermore, implementing the Judicial Reform Strategy is a relevant element to boost investment and economic growth as a critical condition for an environment favourable to entrepreneurship, job creation and sustainable investment. Thus, contributing to the EIP (Economic and Investment Plan) objectives. It highlights the main challenges the country has to address independence of the judicial system and shielding it from any risk of political interference and improving its efficiency and effectiveness. North Macedonia achieved significant progress on both priorities through (1) aligning the national legislation*[[9]](#footnote-10)* with the EU standards for appointment and promotion of judges and prosecutors, judges’ professional evaluation and disciplinary proceedings, case management routine, justice system monitoring and (2) strengthening the Judicial Council, which plays an active role in protecting judges’ independence from potential external and internal pressure and applying the improved disciplinary rules. North Macedonia is strongly committed to continue the justice reforms benefitting from the EU guidance and partnership.

*Thematic Priority 2: Fight against corruption*

The national strategic and institutional framework*[[10]](#footnote-11)* addresses the recommendations of the EU Enlargement package reports[[11]](#footnote-12), including the conclusions of the Sub-committee Justice, Freedom and Security and international partners which involve a prevention and repression approach and require targeted measures along with mainstreaming and building administrative routine and culture intolerant to corruption. The fight against corruption is therefore reflected in the sector strategies linked to the fundamentals – PAR, PFM, and Justice System. The State Commission for Prevention of Corruption (SCPC), which is a lead institution responsible for preventing corruption and conflict of interests, works closely with the EU and gradually improves its capacity to identify conflict of interests, misuse of authority and funds targeting areas of key risks such as public procurement and public finance. In line with the best EU practices, North Macedonia adopted a new Code of Ethics for Judges, Public Prosecutors, members of the Government and holders of public functions appointed by the Government, and improved party financing and transparency. The Government of North Macedonia is committed to continue fighting corruption using the EU Member States’ experience and working tools.

*Thematic Priority 3: Fight against organised crime/security*

The EU recommendations from the Enlargement package reports and conclusions of the Sub-committee on Justice and Home Affairs (SAA)[[12]](#footnote-13) and standards shaped to a great extent the police reform as well as the legislative and strategic framework for fighting trafficking in arms and human beings, illegal drugs, financial investigation and money laundering, identification, tracing, seizure and confiscation of assets, cybercrime, and cyber security extremism and counterterrorism. The country is fully committed to the five objectives of the Joint Action Plan on Counterterrorism for the Western Balkans, including the South-eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC). The country also enforces the capacity (staff and office requirements) of the Asset Recovery Office (ARO) and the Public Prosecution Office. North Macedonia progressed in the legal alignment with the EU *acquis* and European standards, improving its track record, intensifying police cooperation, and upgrading the operational capacity to combat trafficking in humans. Furthermore, North Macedonia will consider in its strategic framework the priorities and measures included in the EU Strategy on Combatting Trafficking in Human Beings 2021-2025. The priorities are as follows: (i) Comprehensive response to combatting trafficking in human beings – from prevention through the protection of victims to prosecution and conviction of traffickers; (ii) Reducing demand that fosters trafficking; (iii) Breaking the criminal model to halt victims’ exploitation; (iv) Protection, supporting and empowering the victims, especially women and children; (v) International dimension. At the operational level, the National Coordination Centre for the Fight against Organized and Serious Crime improves its effectiveness and participation in joint operations with the EU Member States and neighbouring countries. The country is committed to further enhancing the financial investigations, criminal asset forfeiture, fighting money laundering, and implementing the recommendations of the 2020 Report on North Macedonia[[13]](#footnote-14).

*Thematic Priority 4: Migration and border management*

The country’s strategic framework addresses the EU Enlargement package recommendations[[14]](#footnote-15) and the conclusions for border management, asylum, and migration of the Sub-committee on Justice, Liberty and Security. North Macedonia gradually improved the implementation of the 2019 Law on Foreigners, the Law on the Central Population Register, and the Law on International and Temporary Protection (2020) - all harmonised with the EU *acquis* and the international practice. The country put in place a programme integrating persons who have been granted asylum and Standard Operating Procedures (SOPs) on unaccompanied foreign children and vulnerable categories of foreigners. On Schengen and external borders, the legislative framework for managing external borders largely aligns with the EU standards. The concept and methodology of risk management for border operations are in place. The country is interested in increasing its regional cooperation for more efficient migration management, involving the EU Member States and EU agencies, as declared in the Western Balkans Ministerial Forum on Justice and Home Affairs (October 2020). The country is also fully engaged in enhancing migration and border management cooperation following the Sofia Declaration (May 2018). North Macedonia is committed toits obligations in line with the EU policy.

*Thematic Priority 5: Fundamental rights*

The national strategies align with the EU values and policy on fundamental rights as reflected in the EU Treaties, EU international commitments and the EU Enlargement Package Policy[[15]](#footnote-16), including the conclusions of the Sub-committee Justice, Freedom and Security.  The country is also a reliable partner in implementing the EU Action Plan on Human Rights and Democracy 2020-2024. The strategic and institutional framework covers all aspects of human rights: prevention of torture and ill-treatment, protection of personal data, non-discrimination policy, equality between women and men, rights of the child, rights of persons with disabilities, rights of minorities and Roma inclusion. The legal framework for protecting fundamental rights largely complies with the EU and international standards. It has benefitted from solid guidance from the EU, UN and Council of Europe. The *promotion and enforcement of human rights* continued to be strengthened with a new competence granted to the Ombudsman, who, in December 2019, became the National Rapporteur on Human Trafficking and Illegal Migration. North Macedonia is committed to implementing the legislative and strategic framework on this thematic priority under the monitoring and with the support of the EU and international partners.

*Thematic Priority 6: Democracy*

North Macedonia continues to demonstrate a solid commitment to reforming its political system and regulating better the environment in which political parties operate, ensuring the rule of law and strong democratic institutions. This passes through the implementation of the recommendations of the European Commission’s 2020 Report on North Macedonia[[16]](#footnote-17). Electoral legislation reform must reflect the recommendations of the EU, OSCE/ODIHR and the Venice Commission.  The role of the Assembly for political dialogue has improved considerably. However, there should be limited use of fast-track procedures to prevent proper participation of the relevant stakeholders in the legislative processes and democratic debates. The planning and coordination of parliamentary work must also be improved to ensure a more predictable law-making process. There should also be a prompt implementation of the conclusions and recommendations of the ‘Jean Monnet Dialogue’ frame regarding the amendments of the rules of procedures related to the constitutive sessions, strengthened governmental oversight, public hearing, the budgetary calendar, and procedures for EU-flagged laws. There is a clear commitment of the Government to continue with the EU Reform agenda with the implementation of the “Plan 18” (continuation of the “Plan 3-6-9”), which focuses on the four reform priorities in the rule of law, in line with the EU Council conclusions (June 2018). North Macedonia will continue strengthening the democracy and empowering the democratic institutions in line with the best international standards, as pointed out by the adoption of the “Europe at Home” Agenda in March 2021, which confirms the government’s determination to implement European standards and values ​​in every segment of their society.

*Thematic Priority 7: Civil Society*

The country’s strategic framework is aligned with the recommendations from EC Annual 2020 Report for North Macedonia, as well as with the main priorities identified by the EC (DG Enlargement) Guidelines for Support to Civil Society in Enlargement Countries 2014-2020[[17]](#footnote-18), as well as draft Guidelines for the period 2021-2027[[18]](#footnote-19), but also with key principles of the EU engagement with civil society in external relations[[19]](#footnote-20). The Government continues to be committed to safeguarding fundamental freedoms guaranteeing a favourable environment for CSO work, building open and inclusive policy development, and ensuring the systematic dialogue with CSOs in decision-making processes, but also developing the capacities of CSOs to contribute to the effective implementation of the EU-*acquis* related policy reforms. Improving the legal, institutional, and financial framework for the cooperation with and development of civil society continues to be among government priorities, with particular emphasis on developing a new model of State funding of CSOs as an important investment in the sustainability of CSO programmes contributing to democracy and the rule of law, as well as to more effective delivery of social services and promoting social cohesion.

## Sectoral Analysis

IPA III Window I cover 2 sectors: Rule of law (TP1: Judiciary, TP2: Fight against corruption, TP5: Fundamental Rights) and Home Affairs (TP3: Fight against organised crime/security, TP4: Migration and border management) and several cross-cutting themes, which are mainstreamed through the existing sector set-up (TP6: Democracy, TP7 Civil Society).

North Macedonia has progressed well in introducing the Sector Approach. The key strategic documents, especially those developed after 2017, use a rich data collection and measure success against SMART indicators. They are developed through a participatory process and benefit from relevant stakeholders’ involvement, including civil society organisations and international donors. The authorities, donors and civil society are provided with opportunities to discuss the overall and the specific strategic directions and thus increase the compliance of the strategies to the EU and international standards. An important step forward in sector policy-making was accomplished by developing a sector Performance Assessment Framework (PAF) based on a set of impact and outcome indicators, targets, and baseline data. The indicators formulated and agreed upon for this window provide a solid system for measuring the progress in compliance with the evidence-based approach in policy making.

The strategic framework in the Rule of Law sector is developed to correspond to the country’s needs and the recommendations of the EU and Council of Europe. The Government established a monitoring mechanism and annual reporting on the implementation of the strategies. In the area of the judiciary, the Council for Monitoring the Implementation of the Judicial Reform was established in 2018. The first Annual report was adopted in January 2019, and the second in 2020.

In the Home Affairs sector, the strategic framework consists of many sectors and sub-sector strategies, not very well interlinked, many of which expired in 2020. A more streamlined strategic framework will be pursued in the next programming period without significant deviation from the core strategic objectives of the country on critical security issues. The current complex strategic framework creates some challenges regarding the follow-up of the results and the reporting on the reforms to the various oversight authorities and the public. While no unified mechanism exists to monitor the implementation and evaluate the impact of the measures, separate well-working monitoring mechanisms were put in place for the Police Reform Strategy and the National Strategy for Combatting Trafficking in Human Beings and Illegal Migration. The Ministry of Interior established a unit in charge of strategic development and monitoring the implementation of some strategies, which can take responsibility for following up on the strategic objectives of this Thematic Priority.

So far, fundamental rights protection has been considered a crosscutting issue rather than a sector. Correspondingly, North Macedonia invested significant efforts to mainstream fundamental rights across all existing sectors, ensuring that all key sector strategies consider protecting fundamental rights among the sector priorities. In line with the international obligations stemming from the signature of the fundamental conventions, North Macedonia also developed strategic and operational documents encompassing measures related to promoting specific rights, i.e., access to information, fighting domestic violence, Roma inclusion, etc. Combining a targeted and a mainstream approach naturally resulted in establishing a complex strategic framework based on many strategies. Similarly, numerous monitoring mechanisms were put in place; the majority linked to a specific strategic document. To ease up the follow of this Thematic Priority, the respect for fundamental rights is included in the portfolio of the Justice sector and partially – of the home affairs sector.

The sector policy dialogue is channelled through the established Sector Working Groups (SWG) on Justice and Fundamental Rights and Home Affairs. The SWG discusses some specific aspects of Public Administration Reform (fighting corruption, administrative capacity), PFM (prevention and fight of financial crime), Education, Employment and Social Inclusion (anti-discrimination, children, and human rights). Each of the established SWGs is chaired by the relevant Minister(s), which ensures the high profile of the dialogue and the commitment of the Government. The SWGs meet in different formats: decision-making (at least twice per year) and technical (at least once per month). The SWGs play the role of the country sector dialogue platform channelling the discussions on the national sector priorities and their implementation in an inclusive and participatory manner. They embed the IPA programming but go far beyond the EU funds debate. The SWGs are the platform also to voice the opinion of the various donors, relevant state institutions and civil society on how the sector develops, how effective the current policies are, and how the multiple donors contribute to the national sector priorities. With the opening of negotiations, the SWGs will adopt new functions, primarily becoming the public channel to inform stakeholders on the progress on negotiations and provide feedback to decision-makers on how new legislation is being implemented. In addressing these new obligations, the SWGs will complement the established 2019 negotiation structure, which will handle the discussions with the European Commission technically.

Overall, the institutional setup supports on-going and planned sector reforms with clear responsibilities allocated to the relevant national authorities. It is necessary to continue strengthening the national administrative capacity to fully implement the strategies and legislation. In general, the main challenges that must be addressed include optimisation of the staff levels in the majority of bodies and institutions, staff retention and promotion policy, and permanent capacity-building mechanisms. These issues will be addressed through the on-going sector reforms as well as the horizontal Public Administration Reform.

Another critical challenge ahead will include reinforcing the national capacity to budget sector reforms and finance structural priorities. Adopting the new organic budget law[[20]](#footnote-21) (OBL) creates grounds for introducing programme-based and performance budgeting and medium-term budget planning. The new Government made the “SMART” public finance system one of the priorities of their mandate; SMART key performance indicators were defined to assess the achievement of objectives and implementation of results. The budget allocations in the last years demonstrate increased attention to the fundamental reform. Efforts are being also put on improving the transparency in budgeting and expenditure reporting[[21]](#footnote-22).

## Coherence of sectoral strategies with regional and global strategies

Under this window, the country’s strategic framework is in line with the international commitments undertaken by North Macedonia and is well guided by the EU and like-minded international partners.

It also reflects the 2030 Agenda for Sustainable Development Goals, in particular, *Priority 1: No Poverty; 2: Zero Hunger; 3: Good Health and Well-Being; 4: Quality Education; 5: Gender Equality, Priority 8:Decent Work and Economic Growth, and Priority 10:Reduced Inequalities,* which address issues related to fundamental rights, migration, and fight against human trafficking, crime and terrorism, through prevention of marginalisation and vulnerability, and *Priority 16:Peace, Justice and Strong Institutions,* which addresses any form of organised crime and international cooperation to prevent violence and combat terrorism and crime, access to justice, constitutional justice, good governance, corruption, freedom of expression, etc. The State Statistical Office regularly updates the monitored indicators[[22]](#footnote-23).

North Macedonia has been a member of the Organisation for Security and Cooperation in Europe (OSCE) since October 1995. The OSCE addresses various security-related concerns, including arms control, confidence and security-building measures, policing strategies, counterterrorism and economic and environmental activities, human rights, national minorities, and democratisation. The OSCE/Office for Democratic Institutions and Human Rights, based on country-specific invitations, has been conducting election observation missions and preparing corresponding reports.

*Thematic Priority 1: Judiciary and Thematic Priority 2: Fight against corruption*

North Macedonia has been a member of the Council of Europe since 1995, and a member of the Group of State against Corruption (GRECO) since October 2000. The Council of Europe was established to monitor the State's compliance with the organisation's anti-corruption standards. The country is also a state party to the United Nations Convention against Corruption since April 2007, whose scope of application is the prevention, investigation and prosecution of corruption and the freezing, seizure, confiscation and return of the proceeds of offences established per the Convention.

*Thematic Priority 3: Fight against organised crime/security*

North Macedonia has reached an Operational and Strategic Cooperation Agreement with the European Police Office (Europol) on severe forms of international crime through exchanging information and regular contacts. As a Western Balkan country, North Macedonia is associated with EMPACT (European Multidisciplinary Platform Against Criminal Threats), which includes law enforcement agencies, EU agencies and institutions, and relevant third parties to identify, prioritise and address threats posed by severe and organised international crime. At present, the priorities of EMPACT are the following: (i) cybercrime; (ii) drug trafficking; (iii) facilitation of illegal immigration; (iv) organised property crime; (v) trafficking in human beings; (vi) excise and MTIC (Missing Trader Intra Community) fraud; (vii) environmental crime; (viii) criminal finances and money laundering; and (ix) document fraud.

The country is also committed to fully implementing the Western Balkans Joint Action Plan on Counterterrorism putting a particular focus for 2019 and 2020 on (i) strengthening counter-terrorism structures and strategies, including an improved threat assessment; (ii) stepping up efforts to prevent and counter violent extremism, as well as addressing the challenges posed by returning Foreign Terrorist Fighters and their families; and (iii) establishing a national threat assessment of money laundering risks and improve the link between financial intelligence and prosecution. The country signed (November 2018) the first agreement with the European Union Agency for Criminal Justice Cooperation (EUROJUST) that establishes a framework for structural judicial cooperation in the fight against serious cross-border crime between the EU Member States and North Macedonia.

The country is also a member of the Committee of Experts on the Evaluation of Anti-Money Laundering Measures and the Financing of Terrorism (MONEYVAL) which is a permanent monitoring body of the Council of Europe entrusted with the task of assessing the compliance with the principal international standards to counter money laundering and the financing of terrorism and the effectiveness of their implementation.

As concerns the Council of Europe (CoE), North Macedonia is a member of the following relevant Conventions: Council of Europe Convention on Laundering, Search, Seizure and Confiscation of the Proceeds from Crime and on the Financing of Terrorism (September 2009); Council of Europe Convention on the Prevention of Terrorism (July 2010); Convention on Cybercrime (January 2005); Criminal and Civil Law Convention on Corruption (July 2002 and November 2003) and; European Convention on the Suppression of Terrorism (March 2005); Council of Europe Convention on Action against Trafficking in Human Beings (September 2009) in which frame the Group of Experts on Action against Trafficking in Human Beings (GRETA) evaluate the implementation of the Convention, including North Macedonia.

*Thematic Priority 4: Migration and border management*

The strategic framework aligns with the Southeast Europe 2020 Strategyand its Inclusive Growth pillar. The objective is to build regional capacity for harmonised monitoring of migration and mobility to gradually lift labour market restrictions in the region.

The country signed a Working Agreement with Frontex (January 2009), establishing cooperation between the European Agency for the Management of Operational Cooperation at the External Borders of the Member States of the European Union (Frontex) and the Ministry of Interior (MoI). In line with the Agreement, the Department of Border Affairs and Migration within the Public Security Bureau of MoI invests in the operational interoperability between competent authorities involved in border security management activities.

In March 2001, the country signed a Memorandum of Understanding with the International Organization for Migration (IOM). The IOM supports the national authorities focusing on trafficking in human beings and smuggling of migrants, assistance to vulnerable categories of migrants, alignment of legislation with EU and international standards, capacity-building activities, assisted voluntary return, and migration and development programmes.

The country is a member of the Migration, Asylum, Refugees Regional Initiative(2004), which is a regional structure for the Western Balkan countries with the mandate to promote closer regional cooperation and a common, comprehensive, and harmonised approach in areas of migration, asylum, border control, trafficking in human beings, visa regime and integration and return of refugees. Its main objective is to provide free and well-managed movement of persons in the Western Balkans, contributing to the development and stability of the region.

*Thematic Priority 5: Fundamental rights*

North Macedonia is a member of all major conventions on human rights, which guide the country in all sectors and activities: Convention for the Protection of Human Rights and Fundamental Freedoms (April 1997); European Social Charter (March 2005); European Convention on the Suppression of Conditionality Sentenced or Conditionally Released Offenders (March 1994); European Convention on the Adoption of Children (January 2003); European Convention on the Exercise of Children’s Rights (January 2003); Convention for the Protection of Individuals with regard to Automatic Processing of Personal Data (March 2006); European Convention for the Prevention of Torture and Inhuman or Degrading Treatment or Punishment (June 1997); European Charter for Regional or Minority Languages (signed in 1996, but not yet ratified); Framework Convention for the Protection of National Minorities (April 1997); Council of Europe Convention on Actions against Trafficking in Human Beings (September 2009); Convention for the protection of Human Rights and Dignity of the Human Being with regard the Application of Biology and Medicine: Convention on Human Rights and Biomedicine (September 2009); European Convention on Nationality (June 2003); Council of Europe Convention on Action against Trafficking in Human Beings (May 2009); Council of Europe Convention on the Protection of Children against Sexual Exploitation and Sexual Abuse (June 2012); Council of Europe Convention on Prevention and Combating Violence against Women and Domestic Violence (March 2018).

*Thematic Priority 6: Democracy*

In addition to all other international obligations related to this priority, North Macedonia is also part of the following relevant conventions for this Thematic Priority: European Charter of Local Self-Government (October 1997); European Convention on Nationality (October 2003); and Council of Europe Convention on Access to Official Documents (signed in 2009, but not yet ratified).

*Thematic Priority 7: Civil Society*

The country’s strategic framework under this thematic priority is coherent with the international commitments of North Macedonia. It is aligned with the UN 2030 Agenda for Sustainable Development goals, the goal 16.7, “Ensure responsive, inclusive, participatory and representative decision-making at all levels”, but also with the UN Human Rights Council Resolution “Civil society space: creating and maintaining, in law and in practice, a safe and enabling environment” of 23 September 2013[[23]](#footnote-24). Also, the priorities of the Government strategy for cooperation with and development of civil society respond to the main principles and importance of the Council of Europe documents that contribute to creating an environment for civil participation, such as the Convention for the Protection of Human Rights and Fundamental Freedoms[[24]](#footnote-25) and its additional protocols; the Council of Europe Convention on Access to Official Documents[[25]](#footnote-26); Recommendation Rec(2003)3 of the Committee of Ministers to member states on balanced participation of women and men in political and public decision-making[[26]](#footnote-27); Recommendation CM/Rec(2007)14 of the Committee of Ministers to member states on the legal status of non-governmental organisations in Europe[[27]](#footnote-28); the 2009 Code of Good Practice for Civil Participation in the Decision-Making Process[[28]](#footnote-29), as well as the 2017 Guidelines for civil participation in political decision making[[29]](#footnote-30). Also, the relevant recommendations developed within the framework of the OSCE[[30]](#footnote-31) are properly reflected in the strategic framework.

### PART 2 – PRIORITIES, OBJECTIVES AND ACTIONS UNDER IPA III ASSISTANCE

## Consultation Process

The consultation process is presented in part 1. The civil society organisations participated actively in the process of elaboration of this Strategic Response and, in accordance with the national policy and the future Guidelines and Strategic Directions for EU Support to Civil Society in the Enlargement Region 2021-2027, they will continue to be involved in the policy dialogue, programming, implementation and monitoring, where appropriate.

## Key thematic priorities

North Macedonia established objectives, key indicators, and targets for each thematic priority under this widow. The indicators and the targets are presented in Annex I of this Strategic Response. The objectives and the measures for which EU assistance will be requested include:

**Thematic Priority 1: Judiciary**

**Objective 1.1: To strengthen the independence, impartiality, and transparency of the judicial system**

Planned areas of intervention:

* Improving capacities of the Judicial Council and Council of Public Prosecutors, and Council of Judicial Administration to assume their strategic, institutional, and managerial roles fully.
* Raising the capacities of judges and prosecutors to perform their work free from any undue pressure.
* Enhance the procedure for merit-based recruitment, promotion, and career of judges and prosecutors, including the Judicial Council and Council of Public Prosecutors’ composition.
* Improve the motivation and working conditions of judges and prosecutors, in line with the Human Resources Strategies.
* Reinforcing the standards and the effective application of professional conduct and judicial ethics across the judiciary, including preventing corruption within the judiciary.
* Ensuring transparency of the judiciary with systemic and well-structured publication on the results of the judicial reform, on the relations with the executive power, of the sessions and activities of the Judicial Council and the Council of Public Prosecutors, on the elections and promotion and dismissal of judges and prosecutors, etc.
* Strengthen the communication and information dissemination policy to build public trust in the judiciary and ensure the recognition of the value of its independence and impartiality.
* Strengthening the Constitutional Court’s capacities in controlling the constitutionality and legality of adopted normative acts, in line with European best practices.

**Objective 1.2: To improve the quality, effectiveness and efficiency of the judicial system and the judicial services to the citizensor firms f qualty of justice**

Planned areas of intervention:

* Strengthening the strategic approach towards judicial reforms and ensuring robust tools to monitor and evaluate the reform processes in the judiciary system.
* Reinforcing the institutional capacities to manage, collect, process and analyse the statistical data of the works of courts and public prosecutors’ offices and other judicial actors and use the data for strategic planning and management purposes.
* Investment in modern human resources policies focused on encouraging the professionalism and competencies of judges, public prosecutors, judicial and prosecutorial services, and other legal professions.
* Supporting the planned reform of the courts’ and public prosecutors’ offices’ network in the country in line with the recommendations of the relevant strategies.
* Supporting continuous legal education for judges and public prosecutors to sensitise issues of discrimination, including based on gender equality, disability issues considering the UN Convention on the Rights of Persons with Disability, and hate crime.
* Strengthening the role and the capacities of the Academy for Judges and Public Prosecutors.
* Strengthening the professional capacities and the role of the professional associations, such as the Association of Judges, Association of Judicial Administration, the Bar Association, the Chamber of Notaries, and the Chamber of Bailiffs, to improve the efficiency and quality of the justice system and access to justice for all citizens.
* Introduction of e-Justice as a system of safe electronic services that is fully accessible and available for all interested parties (in formats suitable for the disability community as well), including electronic submission of documents in the courts and cases in the Public Prosecutor's Office.
* Modernisation and integration (where possible) of the IT tools (in a format accessible to people with disabilities) across the judiciary and the prosecution, including a new case management system, systems for data digitalisation, storage, management and archiving, tools for business intelligence, information exchange and information processing, courts’ intranet network and publication tools, and enhanced security of the data.
* Investment in strong IT capacity, including enhanced security of the data.
* Improving the efficiency of the Judiciary by improving the IT capacities and working conditions of judges and prosecutors, including investments in infrastructure and office, conference and video equipment.
* Strengthening the role of the Judicial Council by improving the capacities of its department for statistics and analytics.
* Enhancing the alternative dispute resolution system.
* Improve access to justice for all citizens, including free legal aid, with particular focus on vulnerable persons, women, children, and disabled people.
* Improving the Rules of Procedure and efficiency of the Constitutional Court, including strengthening the knowledge and professionalization of judges in the Constitutional Court and employees of the Professional Service.

**Thematic Priority 2: Fight against corruption**

**Objective 2.1: To strengthen the institutional system and the legal framework to prevent corruption**

Planned areas of intervention:

* Improve the legal framework, based on an assessment of the implementation of the new Law on Prevention of Corruption and Conflict of Interests and the latest EU *acquis*;
* Strengthen the monitoring of the financing of political parties and election campaigns by developing a software solution to support the statistical and analytical processing of the data contained in the financial statements;
* Strengthen the legal mandate and the capacities of the State Commission for Prevention of Corruption (SCPC) to assess and control conflict of interests of elected and appointed officials and impose repressive measures where and when needed;
* Strengthen the capacities of the SCPC to analyse the property status, the financial accounts, bank statements and other assets of the elected and appointed officials and assess suspicious and risky transactions;
* Invest in analytics software cross-checking data from various administrative IT systems and ability to identify risks of irregularities, conflict of interests or corruption practices;
* Support inter-institutional actions to enhance the implementation of the legislation regarding transparency and integrity;
* Develop and put in use tools allowing recurrent training of public officials on conflict of interest, corruption, and fraud of state institutions;[[31]](#footnote-32)
* Improve the transparency in the use of public funds;
* Development and put in use analytical software solution- a transparency system for effective monitoring and tracking of public expenditure, especially at local and community level;
* Strengthen the cooperation with the business community with a particular focus on sensitising the economic sectors vulnerable to corruption of the need to adopt anti-corruption rules and policies; promotion, especially among the micro, small and medium enterprises, of the importance of reporting corruption and participation in collective action to raise anti-corruption standards;
* Strengthen the coordination with the non-governmental sector and putting in place, in cooperation with civil society, of effective systems for monitoring and tracking public expenditure, especially at local and community level;
* Promotion of zero tolerance to corruption approach across society;
* Increasing the intolerance of the private sector and citizens towards corruption and bribing.

**Objective 2.2: To strengthen the institutional system dealing with repression of corruption**

Planned areas of intervention:

* Strengthen the capacities (human and IT resources) of the Police, Financial Police, Financial Intelligence and the Investigative Centres to analyse the property status, the financial accounts, bank statements and other assets of the people under investigation or suspected;
* Strengthen the inter-institutional cooperation and coordination in detecting, proving, and processing corruption cases;
* Strengthen the law enforcement bodies and public prosecution, and improve procedures for recovery of assets and proceeds of corruption[[32]](#footnote-33);
* Strengthen the capacities of the SCPC to manage misdemeanour cases effectively, including conducting misdemeanour proceedings, recording the established misdemeanours, and issued misdemeanour payment orders, keeping records of initiated and completed proceedings, decisions and fines, publishing data by the law and generating various reports, including through the development of IT tools;
* Improve the management of statistical data, exchange of information and data for prevention and repression of corruption and money laundering among the various institutions, accurate reporting, based on AKstats IT system, including through the development of upgraded AKstats IT system.

**Thematic Priority 3: Fight against organised crime/security**

**Objective 3.1: To strengthen the legislative and institutional framework for combating organised crime**

Planned areas of intervention:

* Continue the reform in the legal and institutional framework in line with the EU and international standards;
* Develop a more strategic approach to address various forms of organised crime, including better prioritisation and appropriate allocation of resources, better reporting to the public;
* Improve the inter-institutional coordination, cooperation and synergy of the different institutions/agencies involved in the sector;
* Increase the transparency and accountability of the police and other law enforcement bodies, enhance the reporting to the public on the sector reforms and operations of the police and the law enforcement bodies;
* Enhance the link between society-law enforcement bodies, invest in community-based police, and build public trust in the operations of police and the law enforcement bodies;
* Strengthen capacities to cooperate with international partners and participate in international investigations; including cooperation within the region and Western Balkan countries;
* Strengthen the capacities for the fight against terrorism, countering terrorism financing, and prevent and counter-radicalisation, including coordination with the regional and EU Member State/s;
* Prevent and fight corruption in police and law enforcement agencies; strengthen the ethics and professionalism of the police and other law enforcement agencies; create a framework for whistleblowing;
* Enhance the internal control mechanisms in the police and the law enforcement agencies;
* Increase the number of women officers in the police and the law enforcement bodies and provide constant opportunities for their training and professional development;
* Promote the concept of human rights across police and law enforcement bodies, train the officer’s ongoing basis, and regularly assess the application of standards;
* Develop a valuable framework to deal with the issues of online disinformation and fake news.

**Objective 3.2: Modernisation of the operational tools for combating organised crime**

Planned areas of intervention:

* Strengthen cooperation within the region and Western Balkan countries to fight organised crime
* Introduce and enhance the use of modern investigative methods and techniques, including hot spot identification, crime mapping, geospatial prediction, social network analysis, etc., and build effective police responses to identified threats and risks;
* Investment in modernisation of the data management systems and interoperability of the various IT tools used in the law enforcement agencies, enhanced data mining and predictive analytics allowing a gradual shift to a new quality of police working based on anticipating, preventing and responding effectively to crime;
* Investments in new equipment increasing the efficiency of the investigation process and the response;
* Improve the capacities for effective seizure, confiscation of assets, and management of confiscated assets in respect of the public interest;
* Build up institutional capacities in cyber-security and fight against cyber-crime.
* Enhance community-based police practices based on more robust dialogue between the police and local communities, restorative processes, and alternative justice.

**Thematic Priority 4: Migration and border management**

**Objective 4.1 To enhance border security in line with the Schengen *acquis* and Schengen border code**

Planned areas of intervention:

* Align the legislative and strategic framework with the EU and international standards;
* Cooperate with the European Border and Coast Guard Agency (FRONTEX);
* Programme the procurement of equipment for implementation of the IT Master plan developed by Frontex for IT systems on identification and registration of migrants
* Participate in international and regional cooperation on border control and fighting cross-border crime (smuggling of migrants and the trafficking of human beings, drugs and arms smuggling etc.);
* Invest in strong institutional capacities in border police and customs;
* Enhance the ethics and professionalism in the border police and customs, prevent and fight corruption in the law enforcement bodies;
* Modernise the border surveillance and control system, including the use of advanced technologies and large-scale inter-connected information systems, and strengthen technical capacities;
* Ensure that the national database complies with specifications of the upgraded Schengen Information System, to allow interoperability in the future.

**Objective 4.2: Support and protection of migrants and asylum seekers**

Planned areas of intervention:

* Align the national legislation, procedures and operational practices with the EU *acquis* and standards;
* Cooperate with the EU, EU agencies, international organisations and regional, structures established to manage the migration flows;
* Build the capacities for effective management of migration, strengthening the internal organisation dealing with asylum seekers (i.e., identification, registration, and referral mechanisms for asylum seekers), raising the awareness and understanding of the border officers on the internal procedures;
* Protect and assist the migrants while hosted in the country with a particular focus on vulnerable migrants subject to exclusion, exploitation, and trafficking, including the provision of care, food, shelter, and services (advisory, social, labour, judicial);
* Strengthen the reception centre’s capacities; including enhancing the human resources and ensuring social workers and return counsellors are present at the reception centres;
* Implement a voluntary return programme in cooperation with international partners, involving the provision of information on the voluntary return, ongoing support for participants, return and reintegration support;
* Raising public awareness on the rights and situation of migrants;
* Cooperate with civil society and international organisations in the provision of services to migrants, in reaching the communities, monitoring the rights and situation of the migrants.

**Thematic Priority 5: Fundamental rights**

**Objective 5.1: To strengthen the national framework for Fundamental Rights**

Planned areas of intervention:

* Alignment and implementation of the EU *acquis* in chapter 23 and those related to the fundamental rights;
* Implementation of the European Convention on Human Rights and the case-law of the European Court of Human Rights;
* Building the capacity of the institutions and authorities tasked with the protection of human rights such as the Ombudsman, the courts, the Commission for Promotion and Protection from Discrimination; the Agency for Protection of the Rights to Free Access to Public Information, etc.;
* Raising the awareness and strengthening the capacity of law enforcement bodies and public administration, in their daily practice and operations to follow the Human Rights-Based Approach and ensure respect for all fundamental rights, including the fight against discrimination.
* Building the capacity of public administration to mainstream human rights, integrate human rights protection in the sector strategies, to effectively monitor and report on human rights;
* Building the capacity of the civil society to monitor the protection of fundamental rights, to be an active partner in protecting the fundamental rights, to develop and implement measures to ensure the human rights;
* Raise awareness of the citizens on their constitutionally protected fundamental rights;
* Conduct regular monitoring and documentation of human rights violations and abuses;
* Effective oversight by the Parliament on human rights protection, including cooperation with Parliaments from EU Member states and European Parliament;
* Enhance the inter-institutional cooperation and coordination and ensure a multi-sector approach to protection of the fundamental rights;
* Enhance the freedom of expression, media freedom and pluralism, online and offline, through support of the reforms in the media sector, strengthening of the media independence, and building the capacity of the Public Service Broadcaster and Agency for Audio and Audio-visual Media Services to ensure the freedom of expression, also in accessible formats for all;
* Ensuring the safety and protection of journalists, as well as enhancing their socio-economic status;
* Strengthening the culture for freedom of expression, critical thinking and media literacy among young people, media workers, civil society, political parties, and authorities;
* Encouraging investigative journalism in monitoring government performance on governance and compliance with fundamental rights obligations:
* Capacity-building and effective monitoring in the protection of human rights in the digital age, support the development of policy framework, monitoring and assessment of possible distortions of elections through social media.

**Objective 5.2: To fight discrimination and ensure the protection of children and women, people with disabilities, LGBTI and minorities**

Planned areas of intervention:

* Strengthening the child protection system and inter-agency cooperation with a child-centred approach, also taking into consideration the principles and obligations under the UN Conventions;
* Promote and protect children’s rights and the identification of sectoral models that will provide adequate services for children, including at the local level;
* Raising awareness on violence against children and increasing the professionals’ capacity to identify and report violence against children, provide support, defend children;
* Combat and prevent violence against and exploitation of children, including the implementation of the recommendations of the Lanzarote Committee of the Council of Europe;
* Improvement of the application of the Law on juvenile justice, particularly the rules on access to justice, legal representation and the capacity of public officials involved in the handling of children victims, children witnesses and children in conflict with the law;
* Improvements in the material conditions and availability of education and resocialisation activities for detained children;
* Enhance equal opportunities and independence of people with disabilities, empower them to enjoy their full rights and participate in society;
* De-institutionalisation and establishment of community-based services, including community-based living services;
* Enhance the participation of children and youth in decisions that affect them at all levels;
* Promotion of Gender equality and intersectional equality;
* Promotion of the new Law on prevention and protection from discrimination, which includes gender identity and sexual orientation as protected grounds;
* Prevention and combating discrimination on all grounds by supporting the work of the Commission for promotion and protection from discrimination;
* Prevention and combating gender-based violence, considering the intersectional approach, including domestic violence and violence against LGBTI community[[33]](#footnote-34);
* Prevent discrimination and marginalisation of Roma people, taking into account the intersectional approach;
* Prevention of ill-treatment of persons deprived of liberty and prisoners and support for their re-socialisation;
* Increase the effectiveness of the internal complaint mechanisms within the facilities where persons are deprived of liberty;
* Ensure functioning of the external oversight mechanism over the work of the police and the prison police;
* Investments to improve living conditions and provide secured and sustainable accommodation in penitentiary institutions;
* Strengthening the probation service, including development of treatment programmes and inter-institutional coordination of the probation service with other institutions;

**Thematic Priority 6: Democracy**

**Objective 6.1: Transparent, inclusive, and credible political and election system**

* Planned areas of intervention:
* Implementation of the recommendations of OSCE/Office for Democratic Institutions and Human Rights (ODIHR) and the Venice Commission;
* Capacity building of the State Election Commission in line with the new competencies assigned by the Electoral Code and other legislation;
* Improvements in procedures for updating voter’s list and quality of data;
* Improving transparency in the financing of political parties, including campaign financing.

**Objective 6.2: Strong and Accountable Assembly**

Planned areas of intervention:

* Improving transparency and inclusiveness of Parliament’s work in the process of alignment with the EU *acquis*, including open access for civil society organisations and citizens and information of the MPs activities;
* Strengthening the capacities to enable better planning of the work of the Assembly
* Strengthening parliamentary oversight of the Government’s work, independent regulatory and oversight bodies, and intelligence services, following EU requirements;
* Strengthening the capacity of the Assembly to monitor the protection of human rights and fundamental freedoms, including but not limited to oversight hearings and public debates;
* Improving the effectiveness of parliamentary debate and the quality of adopted EU related-laws and documents, including by significantly reducing the use of fast-track procedures.

**Thematic Priority 7: Civil Society**

**Objective 7.1 Supporting the creation of an enabling environment for civil society in North Macedonia**

Planned areas of intervention:

* Strengthening capacities of the General Secretariat of the Government for effective implementation of the National Strategy for Government cooperation with civil society
* Improving the effectiveness of the work of the Council for Cooperation with Civil Society
* Supporting the reform of the model of State funding of CSOs
* Building capacities of the independent Fund for support and development of civil society;
* Enhancing capacities of the government for systematic and meaningful involvement of CSOs in policymaking;
* Supporting the development of structures and mechanisms for the participation of CSOs in the future EU negotiating design of the country;
* Supporting innovative approaches to developing individual and corporate philanthropy for ensuring the sustainability of CSO programs of public benefit
* Building infrastructure for the development of volunteering in CSOs
* Improving the collection and management of data on the work and development of CSOs

**Objective 7.2 Building capacities of civil society organisations for contributing to more effective implementation of the EU *acquis-related* policy reforms**

Planned areas of intervention:

* Strengthening the capacities of CSOs for monitoring the implementation of the EU acquis reforms in the areas of rule of law and fundamental rights
* Empowering CSOs for effective contribution to the fight against corruption
* Building capacities of CSOs for monitoring the public administration reform
* Improving the role and capacities of CSOs in delivering social services
* Supporting CSOs for developing social entrepreneurship initiatives
* Strengthening the role of CSOs in the implementation of non-formal school education for democratic and active citizenship
* Building partnerships between CSOs and higher education institutions for implementing community engagement and service-learning programs for students
* Supporting the role of CSOs in developing youth participation in local decision-making processes.

## List of actions proposed for IPA III support 2021 – 2024

### PROGRAMMING YEAR 2021

**EU for Rule of Law and Anti-corruption**

This Action aims to improve the efficiency of the judicial system, enhance the rule of law, and prevent and fight against corruption. It will advance the digitalisation of the justice sector (Public Prosecutor Office, the Constitutional Court, and State Attorney Office) and interoperability. The EU investment will upgrade the IT system to collect and process statistical data to prevent and repress corruption and money laundering (AKstats system). The Action will provide tools to SCPC to analyse and identify potential conflicts of interest through controlling the assets of political leaders. In addition, the support for the Constitutional Court will improve the control of the constitutionality and legality of adopted normative acts and strengthen the protection of the fundamental rights in the country. The Academy for judges, prosecutors and legal professionals will also benefit from the EU funding through the design for the construction of new premises. Finally, the Action will support the civil society actors to promote zero tolerance toward corruption.

**EU against organised crime, in support of trade**

The Action aims at improving the security and trade facilitation in North Macedonia and at its borders while supporting human rights and the free movement of people and goods. It will contribute to the implementation of the integrated border management concept. The Action invests in the national capacities to counter organised and cross-border crime through digitalisation, improved use of data, enhanced use of new technology and upgraded investigation skills and capacity. It will improve the track record in the fight against organised crime by digitalising the data generated by various law enforcement bodies and enhancing the data exchange. The effectiveness of the border controls will be improved to support the fight against cross-border crime while ensuring easier and smoother border traffic for legal businesses and passengers and renovated and upgraded Border Crossing Points (BCP) with EU/Bulgaria. Finally, the Action will continue to support the country in building the necessary capacity to manage the migration flows, including combatting, preventing migrant smuggling and human trafficking and detection foreign fighters returning from conflict zones in line with international standards.

**EU for Border Management (Regional envelope)**

This Action is designed to respond to the most urgent needs such as food, accommodation, medical assistance and access to education and social protection. It will contribute to further upgrade reception centres with a special attention will be put on the specific needs of vulnerable groups. The Action will strengthen border and migration control capabilities and will support the establishment of migration management systems compliant with EU standards.

**Civil Society Facility**

The Action aims at strengthening the participatory democracy and the EU accession of North Macedonia. It will support the country to align the legal and fiscal framework for civil society with the EU and international standards, will promote the role of the civil society in the national reforms and accession process and will help citizens’ organisations better implement their missions.

### PROGRAMMING YEAR 2022

**EU for Improved Border and Migration Management**

The Action aims at strengthening the border and migration management capabilities of North Macedonia and will support the implementation of the new Integrated Border Management Strategy.

The Action will upgrade the technological and institutional capacities to identify, register, screen and treat the information on migrants and refugees in line with EU and international standards. It will facilitate the exchange of data at the regional level and support the country in preparing technically for connecting to the EU data systems and cooperating more effectively with EASO, Frontex and UNHCR.

**Civil Society Facility**

The Action aims at strengthening the participatory democracy and the EU accession of North Macedonia. It will support the country to align the legal and fiscal framework for civil society with the EU and international standards, will promote the role of the civil society in the national reforms and accession process and will help citizens’ organisations better implement their missions.

### PROGRAMMING YEAR 2023

**EU for Fundamental Rights**

The Action aims at fighting discrimination and ensuring the protection of, and the social integration of children and women, LGBTI, people with disabilities and minorities.

It provides anenhanced response to gender-based and domestic violence through improving the protection services for victims of gender-based and domestic violence, and strengthening the inter-institutional cooperation in tracking cases of gender based violence.

The Action will contribute to combating poverty and social exclusion by providing vulnerable people with enhanced chance to complete their education. It will further improve the school accessibility for children with disabilities and step-up non-discrimination at school through a scholarship scheme to strengthen motivation for school participation matched with capacity-building measures at school for improving the quality of additional teaching service offered to vulnerable children.

The Action will also support North Macedonia to prepare urban-spatial plans for 6 municipalities with a high concentration of Roma people and the technical documentation for the future EU investments in urbanising the Roma settlements.

**EU for Enhanced Security and Fight Against Organised Crime, Terrorism and Radicalisation**

The overall objective of the Action is to improve the security architecture of North Macedonia. The proposed Action aims at strengthening the legislative and institutional framework to combat organised crime, terrorism and radicalisation and ensure internal security with modern operational tools. The Action encompasses three components:

* **Cyber security** which will support the country in the implementation of the new CS Strategy and build the national capacities for identification and response to cyber threats and strengthening of the coordination mechanisms.
* **Addressing crime and terrorism,** whichaims at improving the performance of the police and the other law enforcement agencies, focusing on upgrading the human resource management and retention policy and further developing the investigations capacities. On terrorism, enhancing capabilities and cooperation in anti-terrorism by capacity-building measures, and addressing the issue of violent extremism and radicalisation in prisons.
* **Community policing framework,** which will support North Macedonia to pilot and establish the framework for a community policing involving a collaboration between the police and the communities with the objective to identify and solve community problems linked to security.

**Civil Society Facility**

The Action aims at strengthening the participatory democracy and the EU accession of North Macedonia. It will support the country to align the legal and fiscal framework for civil society with the EU and international standards, will promote the role of the civil society in the national reforms and accession process and will help citizens’ organisations better implement their missions.

### PROGRAMMING YEAR 2024 (indicative)

**EU for Democracy**

The Action is a (possible) Team Europe (TE) intervention on strengthening the checks and balances through improving the functioning of the National Assembly along with the recommendations elaborated at the meetings in the format of Jean Monnet Dialogue (JMD). The action aims at:

* Improving the political dialogue, raising the political culture, the transparency of the political process,
* Strengthening the oversight of the Parliament on the GOV performance, and, in particular, on the management of the public finance, the accession process and key structural reforms,
* Preparing the Parliament to support the accession process effectively and efficiently.

**EU against corruption**

The Action aims at reducing corruption by:

* Strengthening the capacities of the bodies and authorities involved in identifying nad fighting corruption
* Promoting zero tolerance to corruption culture with the active involvement of the civil society in the fight against corruption.

**Civil Society Facility**

The Action aims at strengthening the participatory democracy and the EU accession of North Macedonia. It will support the country to align the legal and fiscal framework for civil society with the EU and international standards, will promote the role of the civil society in the national reforms and accession process and will help citizens’ organisations better implement their missions.

## Indicative budget and implementation plan 2021-2024

|  | **Estimated Total budget**  **(EUR million)** | **Requested IPA contribution**  **(EUR million)** | **Implementation plan/arrangements** |
| --- | --- | --- | --- |
| **Thematic Priority 1– Judiciary**  **Thematic Priority 2– Fight against corruption** | | | |
| **2021** | | | |
| EU for Rule of Law and Anti-corruption | 9.6 | 8.5 | The Action will be implemented under Direct Management through Procurement and Grants. |
| **2024** | | | |
| EU against Corruption | 5.0 | 5.0 | The Action will be implemented under Direct Management. |
| **Total TP 1 & 2** | **14.6** | **13.5** | Grants. |
| **Thematic Priority 3-Fight against organised crime/security** | | | |
| **2021** | | | |
| EU against organised crime, in support of trade | 14.0 | 10.6 | The Action will be implemented under Direct Management through Procurement and Grants. |
| **2023** | | | |
| EU for Enhanced Security and Fight against organised crime and terrorism | 5.2 | 5.0 | The Action will be implemented under Direct Management (services or twinning/grant to Member States and supply) |
| **Total TP 3** | **19.2** | **15.6** |  |
| **Thematic Priority 4-Migration and border management** | | | |
| **2021** | | | |
| EU for border management (Regional envelope) | 4.0 | 4.0 | The Action supports the functioning of the reception centres and the cooperation between the Macedonian and EU border guards |
| **2022** | | | |
| EU for Improved Border and Migration Management | 10.0 | 10.0 | The Action will be implemented under Direct Management through Procurement. |
| **Total TP 4** | **14.0** | **14.0** |  |
| **Thematic Priority 5-Fundamental rights** | | | |
| **2023** | | | |
| EU for Fundamental Rights | 12.1 | 11.8 | The Action will be implemented under Direct Management |
| **Total TP 5** | **12.1** | **11.8** |  |
| **Thematic Priority 6-Democracy** | | | |
| **2024-2027** | | | |
| EU for Democracy | 6.0 | 6.0 | Team Europe intervention, backed up Contribution agreement |
| **Total TP 6** | **6.0** | **6.0** |  |
| **Thematic Priority 7-Civil Society** | | | |
| **2021-2027** | | | |
| Civil Society Facility | 23.0 | 21.0 | Team Europe intervention, backed up Contribution agreement |
| **Total TP 7** | **23.0** | **21.0** |  |
| **Total Window (2021-2027)** | **88.9** | **81.9** |  |

# WINDOW 2 – GOOD GOVERNANCE, *ACQUIS* ALIGNMENT, GOOD NEIGHBOURLY RELATIONS, AND STRATEGIC COMMUNICATION

### PART 1 - SECTOR CONTEXT AND RELEVANCE WITH THE ENLARGEMENT POLICY

## Consultation Process

The National IPA Coordinator and the Secretariat for European Affairs, acting as NIPAC office, initiated the preparation of the Strategic Response. The technical draft was prepared by the relevant line ministries (Ministry of Information Society and Administration (MISA), Ministry of Finance (MoF), Ministry of Local Self Government (MoLSG) and to a certain extent by the Ministry of Foreign Affairs (MoFA)) and by the NIPAC office. The consultations were channelled through the Sector Working Groups on Public Administration Reform, Public Financial Management and Local and Regional Development, which, chaired by relevant ministers, involved the relevant national authorities, donors, and civil society. The Government further approved the Strategic Response in March 2021.

## Alignment of beneficiary’s strategies with IPA III Programming Framework

North Macedonia benefits from a well-developed strategic framework under this window. The relevant strategies are listed in Annex 2.

*Thematic Priority 1: Good governance*

Covers the following sectors: Public Administration Reform (PAR), Public Financial Management (PFM), Governance at sub-national level (henceforth Decentralised governance), Statistics and Economic Governance. The strategic priorities are well-defined and correspond to the IPA III Programming framework.

*Public Administration Reform, including PFM,*

is a fundamental priority of particular importance for the European integration of the country. To address the key challenges as regards the transparency, accountability and efficiency of North Macedonia’s institutions and public finances, the Government adopted the **Public Administration Reform Strategy**, **Public Finance Management Reform Programme 2022-2025[[34]](#footnote-35), and Transparency Strategy**. The Strategies are complemented by Action Plans with adequate costing and indicators to ensure that progress is measurable and monitored.

Economic governance is addressed through the Economic Reform Process, based on (1) Economic Reform Programme (ERP), developed by the authorities on a rolling basis, and (2) policy dialogue with the European Commission, resulting in Recommendations on economic governance, which the country implements.

The **Programme for Sustainable Local Development and Decentralisation** (adopted by the Government on April 4, 2021) covered the decentralisation process. The Programme priorities for achieving the main goal and specific objectives have been grouped into four Programme components: Local government normative framework and financing; Innovative and inclusive local economic development; Quality local services with full population coverage; and increased local government resilience and sustainable development. As the only comprehensive planning document, the Programme for Sustainable Local Development and Decentralisation represents the framework of national benchmarks for implementing decentralisation and promoting sustainable local development. The process of reducing the disparities between and among the planning regions in the country is covered by the Law on balanced regional development (new Law adopted in February 2021) and the **Strategy for Regional Development 2021-2031** (adopted in April 2021), and the **5 years Programmes for Development of the Planning Regions** (8 programmes, one per each planning region).

The development of the statistical system and the harmonisation of statistics with the EU *acquis* and standards are driven forward on a Strategic Plan of the State Statistical Office 2019-2021.

*Thematic Priority 2: Administrative capacity and EU acquis alignment*

The integration of North Macedonia into the European Union has been a strategic priority since its independence. The Stabilisation and Association Agreement was signed in 2001, while the EU candidate country status was obtained in 2005. In 2009, the European Commission gave the first recommendation for the opening of accession negotiations, which was subsequently repeated in the following years. The Council, in March 2020, decided to open accession negotiations with North Macedonia. The revised Methodology and Negotiation Framework will shape the process.

The specific objective of IPA III in this area is to align the national policies and legislation with EU policies and the EU *acquis* and to build administrative capacity to implement sector policies and adopted legislation, thus building the ability of the country to take on the obligations of membership fully and effectively. The insufficient administrative capacity of most of the institutions and bodies of the national administration is an aspect that must be addressed as a matter of priority. It is a problem constantly reflected in the different annual reports (CE Annual Report, IPA Annual Report), including the staffing challenges of the departments responsible for managing EU funds. This crosscutting priority will be addressed through all windows in line with the sector approach. Therefore, this thematic priority will cover the overall coordination process, building the capacity of the negotiation structures, *ad hoc* support for legislative alignment, and institution-building through the EU Integration Facility.

North Macedonia has already established robust EU integration coordination and monitoring mechanism. The Secretariat for European Affairs (SEA), as a crucial Government body, coordinates the overall EU integration process, including future accession negotiations, capacity building for EU affairs, preparation of the national version of the *acquis*, coordination of IPA funds and other bilateral donor assistance and public information and communication on EU-related affairs. In view of the opening of accession negotiations in August 2018, the Government adopted legal acts to enhance the existing structure further.

The management of the EU funds in North Macedonia remains a priority under this window. While there is no strategic framework developed by the country, the obligations are regulated through the Framework Partnership Agreement between the country and the European Commission, along with the secondary and third-level regulative framework[[35]](#footnote-36) agreed with the Commission services.

The new Instrument for Pre-accession (IPA III) introduces novelties in using EU funds, notably, a greater focus on the relevance and maturity of projects. This will require more upfront investments for the preparation and establishment of solid sector project pipelines, strengthening the national financial management and control system, and scaling the administrative capacity. This priority will also support the country in meeting the EU requirements under Chapter 22 and the coordination of the future structural instrument and building the country’s capacity to benefit from the Western Balkan Investment Framework and the Economic and Investment Plan for the Western Balkans.

This priority also covers North Macedonia’s participation in EU Programmes, which aims to promote reform and modernisation while strengthening administrative and regulatory convergence with the EU. By participating in Union Programmes, the country is building technical and administrative capacity to implement EU sectoral policies.

*Thematic Priority 4: Strategic communication, monitoring, evaluation, and communication activities*

The Government of North Macedonia is fully committed to reinforcing the knowledge and support of the country's citizens with integration into the EU. In this sense, in the coming months, a process will be launched to prepare the National Communication Strategy on EU Integration, which will be the central element that will respond to the objectives of IPA III for strategic communication.

The communication policy is essential to the EU accession process addressing twofold objectives. First, the society should be well informed on the opportunities and challenges accession to the EU will create for the administration, business and people. Eurobarometer[[36]](#footnote-37) survey shows clear support for the integration in the EU, favouring ensuring public support for EU values, policies, and the necessary reforms to be realised by the accession process. However, EU accession requires many reforms, investments, and a collective societal effort to achieve convergence with the EU standards. Particular attention should be placed on addressing negative influence and/or disinformation and fighting fake news. This makes the role of a fair, trustful and reliable communication policy even more important. It also requires that the communication policy be well structured to target all society using suitable instruments to reach different stakeholders. The second objective of the communication policy is to inform the European Union, the EU Member States and the international partners on the structural reforms carried out to date, the progress achieved and the challenges in the process.

Against this background, the Government entrusted the Secretariat for European Affairs in cooperation with other relevant bodies with the task to elaborate and put in place a comprehensive *National Communication Strategy on EU Integration 2021-2025,* focused on: Raising the awareness of the general public about the EU values and principles, key priorities and policies; Improving the knowledge and understanding of whole-of-society on the accession process, the benefits and obligations of EU membership; Raising the knowledge about the functioning of EU institutions; Communicating country’s progress with the EU Member states and EU institutions; Fighting disinformation and fake news; Promotion of the Instrument for Pre-accession Assistance (IPA) and other EU assistance programmes applicable to the country.

## Coherence of beneficiary’s strategies with the EU Enlargement policy

*Thematic Priority 1: Good governance*

North Macedonia embraced the “fundamentals first” principle and focused on reforming public administration, public finance, and economic governance. This approach supports the country in meeting the Copenhagen criteria for accession and is expected to positively impact the EU *acquis* and standards in all sectors by building the necessary national institutional and administrative capacity for legislative harmonisation and enforcement. It is also in line with the EU-Western Balkans Summit (Sofia Declaration, May 2018) concerning its priority of strengthening the rule of law and good governance. Furthermore, implementing the Good Governance Strategies is a relevant element to boosting investment and economic growth as a critical condition for an environment favourable to entrepreneurship, job creation and sustainable investment. Thus, contributing to the EIP (Economic and Investment Plan) objectives.

The authorities have engaged in intense policy dialogue with the EU (PAR Special Group, IPA Committees, and the sector platforms), key international organisations and civil society on the fundamental reforms and follow the recommendations provided. The EU *acquis* and standards have been defined as targets in all reform processes. The PAR Strategy reflects all PAR principles by mapping out the actions to improve the public administration’s effectiveness, efficiency, and transparency and ensure quality services for the citizens. The PFM Strategy encompasses measures to safeguard the country’s compliance with the international principles for sound financial management and the EU *acquis* (Chapters 5, 18, 32). The ERP process replicates the European Semester approach. It supports the country in ensuring macroeconomic stability and driving forward the structural reforms in line with the guiding economic principles of the EU.

Furthermore, all sector strategies are designed to correspond to the Principles of Public Administration and support improvement in (1) strategic planning process through the use of indicators and statistics in decision-making, formulation of clear objectives, financial assurance of the reforms, and engagement of stakeholders, (2) Strengthening the capacityfor managing reforms and delivering on promises, and (3) reporting on the progress in a transparent and user-friendly way. North Macedonia engaged in continuous policy dialogue in all sectors and has adopted a performance assessment framework at the sector level based on indicators, baseline data and targets to guide all sector reforms.

*Thematic Priority 2: Administrative capacity and EU acquis alignment*

The National Programme for the Adoption of the *Acquis* (NPAA) is North Macedonia’s key strategic and programming document to steer the process of European integration, which defines priorities, dynamics, and resources necessary to align national legislation with ЕU *acquis*, as well as activities for adjustment of national institutions to the European administrative structures. NPAA includes short-term and mid-term priorities spanning from 3-5 years. It has been restructured to respond to the clustering of the chapters under the revised methodology and will be the basis for the bilateral screenings. It incorporates recommendations of the annual Reports of the European Commission Country Report, SAA obligations, recommendations from peer-review missions and UN SDGs, and other international bodies. The National Program for adopting the Acquis (NPAA) 2021-2025 was adopted on 29 June 2021. NPAA is the most complex and one of the most comprehensive strategic and programming documents of North Macedonia to guide the process of the European Integration. It defines the priorities, the strategies, the dynamics, and the resources necessary for harmonisation of the national legislation with the European Union Acquis, as well as the activities for adaptation of the national institutions to the administrative structures of the European Union. The fundamental goal of the NPAA is to set out the national trajectory to membership in the European Union, thus reflecting the political commitment and the determination for profound reforms.

This revision of the NPAA is not a standard. It differs significantly from all previous versions – first because, in March 2020, the European Union member states decided to open the accession negotiations, which is expected to make the country more ambitious in terms of the dynamics, but it will also bear better strategically defined objectives; - second, because, in the future, the process will move according to the rules of the New Methodology for enhanced accession negotiations with more robust political input and significantly increased interest by the member states; and third, because this is the first time the NPAA has been completely restructured under the new cluster structure, not only technically but also substantially. NPAA is aligned with the Government Annual Work Plan, the Economic Reform Programme (ERP) and other relevant national sectoral strategies. The costing of NPAA priorities is aligned with the government strategic planning methodology and budgetary planning, as well as IPA/and other donor planning.

*Thematic Priority 3: Good neighbourly relations and reconciliation*

Pursuing good neighbourly relations, reconciliation, and regional cooperation is a crucial element of the European perspective of the Western Balkan countries. In March 2020, the European Council endorsed the decision of the Council to open accession negotiations with North Macedonia. The March 2020 Council Conclusions reiterated that good neighbourly relations and regional cooperation remain essential elements of the enlargement process and the Stabilisation and Association Process. More recently, the EIP (Economic and Investment Plan) for Western Balkans established that it would support and strengthen good neighbourly relations and reconciliation in the region through economic growth and intra-regional economic cooperation and trade. The Council recalled the importance of achieving tangible results and implementing good-faith bilateral agreements, including the Prespa Agreement with Greece and the Treaty on Good Neighbourly Relations with Bulgaria, as part of the enlargement process.

*Thematic Priority 4: Strategic communication, monitoring, evaluation, and communication activities*

In cooperation with other relevant bodies, the Government entrusted the Secretariat for European Affairs to elaborate and implement a comprehensive National Communication Strategy on EU Integration 2021-2025. The Strategy will be based on an analysis of the implementation of the Communication Strategy 2019-2020[[37]](#footnote-38), the Transparency Strategy of the Government of North Macedonia[[38]](#footnote-39) and the Open Government Partnership National Action Plan 2018-2020[[39]](#footnote-40), as well as on the experience gained in the implementation of several key communication campaigns, i.e. EU in Macedonia; EU Starts; EU Talks; Together for EU; Youth for EU; EU/IPA Successful Projects. The future strategy will be in line with the objectives and goals of the European Union itself. It will aim to increase citizens’ understanding of the decision-making process at the European level and how public opinion can determine future enlargement, both in the EU Member States and candidate countries.

## Sectoral Analysis

IPA III Window 2 covers Public Administration Reform, Public Financial Management, Economic Governance, and Local and Regional Development. Meeting the priorities in this window is also a function of the progress in all other sectors and windows. North Macedonia has progressed well in introducing the Sector Approach. The key strategic documents, especially those developed after 2017, use a rich data collection and measure success against SMART indicators. They are developed through a participatory process and benefit from relevant stakeholders’ involvement, including civil society organisations and international donors. The authorities, donors and civil society are provided with opportunities to discuss the overall and the specific strategic directions and thus increase the compliance of the strategies to the EU and international standards. An important step forward in sector policy-making was the development of a sector Performance Assessment Framework (PAF), based on a set of impact and outcome indicators, targets and baseline data. The indicators formulated and agreed upon for this window provide a solid system for measuring the progress in compliance with the evidence-based approach in policy making.

The sector strategic framework is well developed. The Public Administration Reform Strategy establishes the sector priorities for the period 2018–2022 and, in line with SIGMA principles, identifies four core areas to be improved in the implementation period: (i) Policy creation and coordination; (ii) Public Service and HRM; (iii) Responsibility, accountability, and transparency; and (iv) Service delivery. The Action Plan of the Public Administration Reform Strategy was revised in 2020 as foreseen in the Strategy. The second annual report on implementing the Action Plan covering the period January 2019–to December 2019 was prepared and adopted by the PAR Council and the Government. According to the same, 97% of the activities were implemented within the foreseen timeframe. The third annual report covering January-December 2020 is also prepared and available on the MISA website only in the Macedonian language.[[40]](#footnote-41)

The Public Financial Management Reform Programme 2022-2025, adopted by the Government in June 2022, highlights the credibility of the previous one (for the period 2018 - 2021) and the need for reforms in this area to continue. It is an ambitious endeavour covering all aspects of PFM: economic analysis, macroeconomic and fiscal framework, revenue mobilization and collection, budget planning, public investment management, effective instruments under the Growth acceleration plan, public procurement including PPP, establishing integrated financial management information system (IFMIS), PFM Academy, budget accounting, public internal financial control, external control and parliamentary oversight and PFM at the local level. The 2022 Action Plan was adopted. Preparation and implementation of the new PFM Reform Programme 2022-2025 is based on a sectoral dialogue with all stakeholders - external partners, introduced with the previous PFM Reform Programme; the draft PFM reform programme and 2022 Action Plan were subject to public consultations with members and observers from civil society organisations and the donor community, who participate in the sector working group for Public Financial Management, as well as other stakeholders. All the documents related to the preparation and implementation of the PFM reform programme are published on the MoF website. The PFM Reform Programme will be subject to a medium- term review of objectives and indicators, planned to be carried out at the end - 2023, with possibility to extend the Programme for 2 additional years, by 2027. The need for mid-term review arises from the fact that the legislative framework underpinning the PFM Reform Programme 2022 - 2025, was not in place at the time of preparation of the Programme, due to pending adoption of the new OBL and the PIFC Law by the Parliament.

The Parliament adopted the new 10-year Strategy on Regional Development 2021–2031 in April 2021. The Strategy will be implemented through three-year programmes adopted by the Government and five-year Programmes to develop the planning regions (8 Programmes) adopted by the Councils for Development of the Planning Region. To encourage balanced regional development, the Law on balanced regional development gives a base for an annual allocation of the state budget funds in at least 1% of the GDP. The strategy establishes robust reporting lines.

The sector policy dialogue is channelled through the established Sector Working Groups (SWG) on Public Administration Reform, Public Financial Management and Local and Regional Development. Each of the established SWGs is chaired by the relevant Minister(s), which ensures the high profile of the dialogue and the commitment of the Government. The SWGs meet in different formats: decision-making (at least twice per year) and technical (at least once per month). The SWGs play the role of the country sector dialogue platform channelling the discussions on the national sector priorities and their implementation in an inclusive and participatory manner. They embed the IPA programming but go far beyond the EU funds debate. The SWGs are the platform to voice also the opinion of the various donors, relevant state institutions and civil society on how the sector develops, how effective the current policies are, and how the multiple donors contribute to the national sector priorities. With the opening of negotiations, the SWGs will adopt new functions, primarily becoming the public channel to inform stakeholders on progress on negotiations and provide feedback to decision-makers on how new legislation is being implemented in practice. In addressing these new obligations, the SWGs will complement the established 2019 negotiation structure, which will technically handle the discussions with the European Commission.

Overall, the institutional set-up is supportive to on-going and planned sector reforms with clear responsibilities allocated to the relevant national authorities. It is necessary to continue strengthening the national administrative capacity to implement the strategies and legislation adopted fully. In general, the main challenges that still have to be addressed include optimisation of the staff levels in the majority of the bodies and institutions, staff retention and promotion policy in place, and permanent capacity-building mechanisms. These issues will be addressed through the ongoing sector reforms and the horizontal Public Administration Reform.

Another critical challenge ahead will include reinforcing the national capacity to budget sector reforms and finance structural priorities. Adopting the new organic budget law[[41]](#footnote-42) (OBL) creates grounds for introducing programme-based and performance budgeting and medium-term budget planning. The new Government made the “SMART” public finance system one of the priorities of their mandate; SMART key performance indicators were defined to assess the achievement of objectives and implementation of results. The budget allocations in the last years demonstrate increased attention to the fundamental reform. Efforts are being also put into improving the transparency in budgeting and expenditure reporting[[42]](#footnote-43).

## Coherence of sectoral strategies with regional and global strategies

*Thematic Priority 1: Good governance and Thematic Priority 2: Administrative capacity and EU acquis alignment*

The country has embraced the objectives of the **2030 Agenda for Sustainable Development**. It implements priority 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels. The National Statistical Institute regularly updates the monitored indicators[[43]](#footnote-44).

North Macedonia is a member of the **International Monetary Fund (IMF),** that provides key policy recommendations to the country on fiscal policy, monetary and financial policies, and institutional reforms. The 2020 Country Report of IMF on North Macedonia concluded that the government had undertaken essential reforms to strengthen the economy and support its EU candidacy. This confirms that the current economic governance strategies comply with the recommendations and best practices.

North Macedonia cooperates with the **OECD**, which provides data and analysis for the country to support its decisions in fiscal policy and good governance. The current Public Administration Reform Strategy reflects the enhanced guidance from SIGMA[[44]](#footnote-45) and addresses all identified gaps with the PAR standards.

*Thematic Priority 3: Good neighbourly relations and reconciliation*

North Macedonia embraced the Berlin Process and signed the Declaration on Bilateral Issues at the 2015 Vienna Summit committing the country to address the open bilateral issues in the spirit of good neighbourly relations and shared commitment to European integration, engaging not to interfere, either directly or indirectly, in each other’s EU integration paths. Furthermore, North Macedonia signed the London and Sofia Declaration on regional cooperation and good neighbourly relations (2018) and the Zagreb Declaration (2020). The EU fully supported the Western Balkans partners’ pledge to inclusive regional cooperation and strengthening good neighbourly relations, including the EU Member States.

The signature of the Prespa Agreement with Greece and the Treaty on Good Neighbourly Relations with Bulgaria are essential milestones in achieving reconciliation and regional stability, definitive, inclusive, and binding solutions to partners' bilateral disputes and issues rooted in the legacy of the past, in line with international law and established principles.

North Macedonia supports actively several regional organisations and frameworks, such as (1) the **Regional Cooperation Council (RCC)** as an all-inclusive, regionally owned and led cooperation framework, and (2) **Central European Free Trade Agreement (CEFTA)[[45]](#footnote-46)** - an international trade agreement between countries in South-Eastern Europe to facilitate cooperation in areas of trade, customs, and services. North Macedonia embraces the opportunity to build a **Common Regional Market** and enhance the economic integration of the Western Balkan region.

*Thematic Priority 4: Strategic communication, monitoring, evaluation, and communication activities*

North Macedonia launched the preparation of the Communication Strategy on EU Integration 2021-2025, which will respect and reflect the relevant criteria and recommendations of the EU, UN, and Council of Europe. The Strategy will aim to increase citizens’ understanding of the decision-making process at the European level and how public opinion can determine future enlargement, both in the EU Member States and candidate countries.

### PART 2 – PRIORITIES, OBJECTIVES AND ACTIONS UNDER IPA III ASSISTANCE

## Consultation Process

The consultation process is presented in part 1. The civil society organisation participated actively in the process of elaboration of this Strategic Response and, following the national policy and the future Guidelines and Strategic Directions for EU Support to Civil Society in the Enlargement Region 2021-2027, they will continue to be involved in the policy dialogue, programming, implementation, and monitoring, where appropriate.

## Key thematic priorities

North Macedonia established objectives, key indicators, and targets for each thematic priority under this widow. The indicators and the targets are presented in Annex I of this Strategic Response. The objectives and the measures for which EU assistance will be requested include:

**Thematic Priority 1: Good governance**

**Objective 1.1: To reform the public administration and enhance the decentralisation of powers**

Planned areas of intervention:

* Strengthen capacities of centre-of-government institutions to ensure coherence of strategic planning, perform properly quality control functions and monitor implementation of adopted laws
* Improve the strategic framework and policy development process, and ensure solid capacities for strategic and sectoral planning;
* Enhance modern human resources management across public administration;
* Ensure quality and accessible public services and administrative burden reduction and shift to enhanced digitalisation;
* Support the implementation of new rules and standards in line with institutions, including regulations and standards for the digitalisation of internal processes;
* Improved coordination of institutions on a central and local levels;
* Strengthen managerial accountability and control culture across administration;
* Promote transparency and openness throughout the state bodies;
* Promote ethics and build integrity;
* Ensure the involvement of the civil society in public administration reform, in both policy and legislative making and monitoring;
* Improve the quality of sub-national governance and quality of service delivery, and develop or upgrade relevant governance reform plans;
* Enhance the decentralisation processes and the increase responsibility, transparency and accountability at the local level;
* Support the centralisation processes in ICT and e-government areas, and build the digital skills and strong IT capacities in administration;
* Development of the capacities of the structures responsible for coordination, monitoring and evaluation of the process of implementation of regional policy;
* Strengthen the capacities of the Agency for Protection of the Rights to Free Access to Public Information (APRFAPI) in the state system on the local and regional levels;
* Establishment of culture of openness and prevention of anti-corruption by setting coordination of law enforcing bodies of free access to information and open data.

**Objective 1.2: To strengthen the public finance system, promoting transparency, accountability, fiscal discipline and efficiency in the collection, management and use of public resources**

or firms f qualty of justice Planned areas of intervention:

* Implementation and upgrading the reform strategies to ensure fiscal sustainability and sound management of public finances as applicable in the EU;
* Improving the capacity for domestic revenue mobilisation and effective management of public fund, through:
* Improving stability, efficiency, and quality of revenue collection system (tax system and policy and customs system), including introduction of green taxation;
* Improve budget planning reliability;
* Further support in implementation of integrated information system for public financial management;
* Strengthen the transparency of public finances;
* Public investment planning and management;
* Improve the management of assets and liabilities;
* Strengthen policy-based fiscal strategy and budgeting;
* Improve public procurement through support in implementing an overall strategy for the development of the public procurement system, including aspects of innovative, green and social procurement;
* Improve public private partnership for concessions;
* Strengthen internal control;
* Strengthen decentralised managerial accountability;
* Strengthen accounting and reporting;
* Enhance external audit;
* Increase transparency, competitiveness, and fairness at all stages in public procurement;
* Limit the use of confidential procedures and effective implementation of exclusion criteria as per the EU *acquis*;
* Support the effectively roll out of e-procurement;
* Strengthen control mechanisms throughout the procurement process;
* Support the implementation of new rules and standards in line with institutions;
* Coordination of institutions.

**Objective 1.3: To strengthen the statistical system, improve the quality and use of statisticsor firms f qualty of justice**

Planned areas of intervention:

* Support in meeting the EU *acquis* requirements under Chapter 18;
* Support line institutions in building capacity for administrative data and statistics production, storage and use for evidence-based policymaking;
* Support the national statistical system to develop the methodology and ensure the production and dissemination of statistical information in various areas;
* Strengthening the capacities the for production of agricultural and environmental statistics;
* Strengthening the capacities the for production of health statistics;
* Strengthening the capacities the for production of crime statistics;
* Creation of Data Warehouse for external statistics at the National Bank of North Macedonia aiming to improve the quality and scope of data and enhance the statistics data dissemination to external users and fulfil the Eurostat and ECB requirements for detailed data dissemination;
* Further development and upgrade of statistical and ICT infrastructure for increased efficiency of the statistical production, implementation of DSD improve data quality to respond in an agile manner to the changes of the EU *acquis*, especially with regards to other statistical domains, such as monetary statistics, securities statistics and financial account statistics;
* Reporting of the central bank for the purposes of monetary statistics, especially to provide an accounting system of the national bank which can produce statistical reports in line with ECB requirements (the national bank as a reporter in the ISIDORA project). Developing methodology for reporting of the central bank including accounting and reporting software for the preparation of the reports related to the needs of statistics;
* Strengthened capacity for production of payment statistics by achieving full compliance of payment messages processed in MIPS with ISO 20022;
* Build up capacity for administrative data and statistics production and use in all sectors;
* Addressing recommendations from the enlargement reports - in chapters 5 (public procurement), 16 (taxation), 18 (statistics), 32 (financial control), which are integrally linked to PAR together with 23 (on the fight against corruption) - and implementation of the roadmap on the functioning of democratic institutions and public administration reform;
* Continuation in financial system alignment with the EU requirements, including modernisation of the payment system in line with new standards, following the adoption of the ISO 20020 by the Euro system payment infrastructure.

**Objective 1.4: To improve the economic governanceor firms f qualty of justice**

Planned areas of intervention:

* Enhancing the institutional capacity for medium-term economic planning, sectoral coordination and prioritisation of economic policies to boost competitiveness and job creation;
* Further develop capacities for designing structural reform measures, including assessing the the measures' economic, social, and environmental impact.

**Thematic Priority 2: Administrative capacity and EU acquis alignment**

**Objective 2.1: Effective and efficient management of the IPA funds**

Planned areas of intervention:

* Financing capacity-building interventions complementing the regular Action programmes and allowing urgent or specific actions to be funded out of the regular programming cycle, thus bringing the needed element of flexibility in the management of EU funds in the country;
* Support for improving the effectiveness of the governance and strengthening of evidence-based and results-oriented approach;
* Support the national monitoring and evaluation systems at the window, thematic priority and action programme level and promotion of evidence-based decision-making;
* Technical support for preparing project pipelines, handling procurement process, managing contracts, ensuring ongoing monitoring, audits and evaluations, as well as support for strengthening the established national financial management and control systems for the EU funds;
* Building the necessary capacities and systems allowing further training and information dissemination to the national stakeholders;
* Support for preparation of Action Plan for Chapter 22 in the framework of negotiations;
* Support IPA structures in the waving from ex-ante into ex-post control;
* Entry tickets for the participation of the country in EU Programmes and Agencies;
* Enhancing capacities of civil servants and participating structures for consistently mainstreaming gender equality goals into the planning, programming, implementation and monitoring of IPA III-supported programmes.

**Objective 2.2: Improve the national capacities to conduct negotiations and enhance the legal alignment and enforcement**

Planned areas of intervention:

* Support the democratisation of the institutions;
* Support negotiation structure and strengthen the capacities of administration for analytical review of EU legislation, preparation of measures to address priorities of bilateral screening reports with emphasis on Cluster Fundamentals and other related areas;
* Support negotiation structure and administration for conducting review and assessment of sector strategies and preparation of action plans, to secure coherence within and between the clusters, linkages with horizontal strategies, defining financial projections and costs, including long-term economic forecast for significant investment demanding clusters.
* Support systematic capacity building of administration and negotiation structure to deal with the tasks and challenges arising from the new methodology, including the development and conduct of systematic training modules on planning, monitoring, reporting, harmonisation of national legislation with the EU *acquis,* coordination, and IT platforms;
* Support establishment of a referential database and national version of legislation aligned with the EU *acquis*, including capacity building and training on coordination and management, as well as IT platform;
* Ensuring competence, knowledge and professionalism of all stakeholders involved in the accession negotiations at expert level, in development of monitoring platforms on implementation and enforcement of reform, including track record etc. by ensuring transparent and strong coordination;
* Support capacity building for review and assessment of current state of play, in terms of the policies and level of harmonization of national legislation with the EU *acquis*; institutional framework for implementation and enforcement; assessment of administrative capacities and the needs (reorganization, human resources, professional skills); material and the technical needs; operational capacities for effective implementation and enforcement of harmonized legislation, coordination at central and local level, inter-institutional and performance assessment, building solid track-record, etc.;
* Support administration in drafting national legislation aligned with the EU *acquis*, including assessment of compatibility, comparative analysis, the impact of legislation to be harmonised, financial implications of their implementation, preparation and elaboration of draft-laws and bylaws, enforcement of aligned legislation, etc.;
* Support administration in selected cluster/chapters, in preparation of Roadmaps and Plans for complete alignment with the EU *acquis* with indicators and Plans for Implementation and monitoring; and adjustments based on the screening reports;
* Support the adoption of a comprehensive and sustainable Retention Policy for EU and IPA structures in line with ministries and action plans for professional human resource development;
* Support strengthening of cooperation and consultations with stakeholders and expert networks with CSOs, universities, chambers of commerce etc., in selected clusters/chapters, for analytical support of various reform aspect, to ensure inclusiveness and transparency.

**Thematic Priority 3: Good neighbourly relations and reconciliation**

**Objective 3.1: To improve Good Neighbourly Relations in line with Council Conclusions**

Areas of intervention to be defined during the implementation of the agreements, in line with the Council Conclusions.

**Thematic Priority 4: Strategic communication, monitoring, evaluation, and communication activities**

**Objective 4.1 To increase the public knowledge, awareness and support for future EU membership and the EU assistance**

Planned areas of intervention:

* Upgrading the capacities for strategic communication, including assessment, design, development of communication strategy, tools, and measures, monitoring, and reporting of the communication activities;
* Capacity building and inter-institutional coordination to properly communicate the objectives, priorities, measures, and implementation of the Communication strategy as a whole;
* Introducing regular monitoring of the public attitudes/perceptions on the EU accession;
* Promoting the EU Green Deal and the Just Transition Mechanism;
* Preparation and implementation of national awareness-raising campaigns;
* Investment in different communication products and key communication tools[[46]](#footnote-47);;
* Involving various stakeholders (youth; farmers; businesses; civil society organizations, especially those working in environmental protection, climate change and sustainable development; professional networks) in developing targeted and specific communicating products through calls for proposal;
* Training for specific target groups - EU-specific spokespersons in national institutions, journalists on EU affairs;
* Interactive communication with citizens and level of engagement through social media channels;
* Launching of a national accession portal with information on the process of negotiation;
* Increased promotion of EU funds and improved understanding of EU financial assistance by the public. As television is still the most used source for EU-related information among the public, increased cooperation with the public broadcaster will be established;
* Close partnership with the EU Delegation in designing and implementing the Work Program;
* Cooperating with Europe Houses in Skopje, Strumica, Kriva Palanka and Bitola (managed by the EU Delegation) in implementing outreach activities.

## List of actions proposed for IPA III support 2021 – 2024

### PROGRAMMING YEAR 2021

**EU Integration Facility**

The EU Integration Facility (EUIF) is established under IPA II as a flexible funding tool, able to mobilise resources quickly to address issues as they arise and in line with the EUIF objectives: (i) to effectively conduct accession negotiations, achieve high level of alignment with the EU *acquis,* and solid track record in reform processes; (ii) to improve the management of the EU funds by the national authorities; (iii) to ensure the society of North Macedonia is well informed on the EU accession process.

**Support to participation in Union Programmes (for year 2022)**

This Action aims at improve the IPA beneficiary’s knowledge of EU values and policies in different fields fostering alignment with EU *acquis* and the convergence to the EU standards. The purpose is to co-finance the costs of the “entry-tickets”, which the country must pay for the participation in Union Programmes. Therefore, the Action targets are: (i) to enhance the knowledge of and alignment with the EU policies, and (ii) to ensure the participation of North Macedonia in Union Programmes and Agencies, by strengthening the national financial capacity.

### PROGRAMMING YEAR 2022

**EU for Modern Public Administration**

The Action will support the reform of the public administration and the economic governance, which are part of the ‘fundamentals’ of the EU enlargement policy. The overall objective is to improve the effectiveness and efficiency of the public administration of North Macedonia through reorganising, modernising, and digitalising the public administration and enhancing the use of statistical and financial data in crafting policy reforms and ensuring economic stability. The Action will be implemented through a Sector Reform Performance Contract (SRPC) and Project approach.

The Sector Reform Performance Contract, supported by technical assistance, is expected to:

* Reorganise and optimise the state institutional framework.
* Put in place a fair, transparent and competitive remuneration system.
* Enhance the digital transformation and enlarge the scope and use of e-services.

The Project approach will strengthen the capacity of North Macedonia to:

* Produce and disseminate high-quality environmental and health statistics in line with the EU/EUROSTA standards.
* Improve the external statistics produced by the National Bank of North Macedonia.
* Modernise the payments infrastructure and move to the gobal messaging standard, allowing for higher data quality, security and operational efficiency.

**EU Integration Facility**

The EU Integration Facility (EUIF) is a flexible funding tool, able to mobilise resources quickly to address issues as they arise and in line with the EUIF objectives: (i) to effectively conduct accession negotiations, achieve a high level of alignment with the EU *acquis,* and solid track record in reform processes; (ii) to improve the management of the EU funds by the national authorities; (iii) to ensure the society of North Macedonia is well informed on the EU accession process.

**Participation in the Union Programmes (for year 2023)**

This Action aims at improve the IPA beneficiary’s knowledge of EU values and policies in different fields fostering alignment with EU acquis and the convergence to the EU standards. The purpose is to co-finance the costs of the “entry-tickets”, which the country must pay for the participation in Union Programmes. Therefore, the Action targets are: (i) to enhance the knowledge of and alignment with the EU policies, and (ii) to ensure the participation of North Macedonia in Union Programmes and Agencies, by strengthening the national financial capacity.

### PROGRAMMING YEARS 2023

**EU Integration Facility**

The EU Integration Facility (EUIF) is a flexible funding tool, able to mobilise resources quickly to address issues as they arise and in line with the EUIF objectives: (i) to effectively conduct accession negotiations, achieve a high level of alignment with the EU *acquis,* and solid track record in reform processes; (ii) to improve the management of the EU funds by the national authorities; (iii) to ensure the society of North Macedonia is well informed on the EU accession process. In addition, the EUIF aims to provide emergency response in the IPA III thematic priorities when needed. EUIF turned very useful in 2015 when the migration crisis hit Europe and in 2020 with the COVID19 pandemic. Other critical situations may arise in the future, demanding swift and targeted actions by the EU to support North Macedonia (e.g. Migration).

**Participation in the Union Programmes (for year 2024)**

This Action aims at improve the IPA beneficiary’s knowledge of EU values and policies in different fields fostering alignment with EU acquis and the convergence to the EU standards. The purpose is to co-finance the costs of the “entry-tickets”, which the country must pay for the participation in Union Programmes. Therefore, the Action targets are: (i) to enhance the knowledge of and alignment with the EU policies, and (ii) to ensure the participation of North Macedonia in Union Programmes and Agencies, by strengthening the national financial capacity.

### PROGRAMMING YEARS 2024

**EU for Good Governance**

This Action will support:

* Economic governance (as per the ERP and EU recommendations) and the implementation of the new PFM Strategy. The focus will be put on:
* full implementation of the new Organic Budget Law (not yet adopted), including the operationalisation of the Integrated Financial Management and Information System (new modules in addition to IPA 2018),
* strengthening the public investment management at the central and local level,
* strengthening the stability and efficiency of the public revenue system (tax and custom policy and administration), including introduction of green taxation;
* introducing public spending reviews as part of the regular budget process and setting up a fully operational Spending Reviews Unit at the MoF,
* strengthening the competition policy (state aid side), procurement and concessions framework,
* improving the internal and external audit and monitoring role of the Central Harmonisation Unit,
* improving fiscal capacity and increasing municipal revenues, regional and local development, increasing the financial discipline, increasing the transparency and accountability of the municipalities.
* Digitalisation of the national statistics focuses on enhancing the use of administrative data and integrating the private sources in data collection and processing while ensuring complete data protection/confidentiality.
* Strengthen the municipal governance, enhance the digitalisation, and improve the service provision at the local level, promote the Green Agenda at the local level and put in place a long-term approach to resilience.

## Indicative budget and implementation plan 2021-2024

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Estimated Total budget**  **(EUR million)** | **Requested IPA contribution**  **(EUR million)** | **Implementation plan/arrangements** |
| **Thematic Priority 1 – Good Governance** | | | |
| **2022** | | | |
| EU for Modern Public Administration | 18.0 | 18.0 | The Action is to be implemented under direct management and involves Sector Budget Support intervention with complementary assistance, and (2) Project-based intervention, involving Procurement (service and supply contracts) and Grants (twinning). |
| **2024** | | | |
| EU for Good Governance | :  22.0 | :  20.0 | Direct management |
| **Total TP 1** | **38.0** | **38.0** |  |
| **Thematic Priority 2 - Administrative capacity and *acquis* alignment**  **Thematic Priority 4 - Strategic communication, monitoring, evaluation and communication activities** | | | |
| **2021** | | | |
| EU Integration Facility | 5.5 | 5.5 | The Action will be implemented under direct management, Project based modality. |
| **2022** | | | |
| EU Integration Facility | 7.0 | 7.0 | The Action will be implemented under direct management, Project based modality. |
| Participation in the Union Programmes | 5.0 | 2.5 | The Action will be implemented under direct management, Project based modality. |
| **2023** | | | |
| EU Integration Facility | 15.0 | 15.0 | The Action will be implemented under direct management, Project based modality. |
| Participation in the Union Programmes | 5.0 | 2.5 | The Action will be implemented under direct management, Project based modality. |
| **Total TP 2&4 (2021-2024)** | **37.5** | **32.5** |  |
|  | | | |
| **Total window (2021-2024)** | **75.5** | **70.5** |  |

# WINDOW 3 - SUSTAINABLE CONNECTIVITY AND GREEN AGENDA

### PART 1 - SECTOR CONTEXT AND RELEVANCE WITH THE ENLARGEMENT POLICY

## Consultation Process

The National IPA Coordinator and the Secretariat for European Affairs, acting as the NIPAC office, initiated the preparation of the Strategic Response. The technical draft was prepared by the relevant line ministries (Ministry of Environment and Physical Planning (MoEPP), Ministry of Economy (MoE), Ministry of Transport and Communication (MoTC), Ministry of Information Society and Administration (MISA)) and by the NIPAC office. The consultations were channelled through the Sector Working Groups on Environment and Climate Action, Energy, Transport and Public Administration Reform, which, chaired by relevant line ministers, involve the relevant national authorities, donors, and civil society. The Government further approved the Strategic Response in March 2021.

## Alignment of beneficiary’s strategies with IPA III Programming Framework

North Macedonia benefits from a well-developed strategic framework under this window. The relevant strategies are listed in Annex 2.

*Thematic Priority 1: Environment and climate change*

Environment and climate change have significant importance for the country, which is largely exposed to adverse effects, high pollution levels, and benefits of significant natural resources. To address the critical challenges in this field, the country has developed an environmental policy that encompasses the critical challenges to the environment. The strategic framework is well developed based on numerous sector strategies and the country’s international obligations. Between 2021-2027, North Macedonia will focus on the following priorities:

* Decrease pollution to air, waters, and soil, enforce the environmental regulations, introduce new technologies, encourage greener and sustainable citizens' behaviour, economic activities and agriculture;
* Preserve and restore the environment and improve the efficiency in the use of natural resources;
* Substantially reduce greenhouse gas emissions[[47]](#footnote-48), gradually move to a low-carbon path without undermining energy supply and increase resilience to climate and natural hazards.

Adopting a new **Strategy for Environment and Climate Action Sector 2022 – 2035** will streamline these strategic priorities in one document. It will facilitate the follow-up and reporting on implementing the strategic goals that align with the IPA III Programming framework.

*Thematic Priority 2: Transport, digital economy and society, and energy*

*Transport*

The strategic priorities in the Transport sector are well defined and fully correspond to the IPA III Programming framework. The **National Transport Strategy (NTS) 2018-2030** is based upon the EU White Paper on Transport and anticipates the principles of the EU Sustainable and Smart Mobility Strategy of December 2020. It considers the EU transport policy on the Core and Comprehensive transport network and the transport policy outlined by the Treaty for establishing the transport community. The main objective is *to develop a harmonised transport sector that is internationally compatible and integrated into the TEN-T network that stimulates the economic and social development of the country, preserves the environment, and secures the needs of future generations*. The umbrella strategy is complemented by a strategic policy on road safety and an, annual programmes for state roads, aal programme for developing the railway infrastructure from 2019-2021, and a yearly schedule for financing rail infrastructure.

*Digital economy and society*

North Macedonia embraced the objective to support the digitalisation of the economy and the public sector in line with the new EU digitalisation drive. The strategic framework for this priority encompasses key sector strategies such as the **Public Administration Reform Strategy,** the **National Cyber Security Strategy 2018-**2022 and for both will follow the process of revision, as well as the **National Operational Broadband Plan**. The country also prepared the **National ICT Strategy** and the **Digital Skills strategy,** which map out the country’s policy priorities that North Macedonia will address in the next seven years:

* Support the digital transformation of the economy and society by ensuring access to reliable and affordable capacity networks; investing in the development of digital infrastructure; improve access to digital technologies and services both for businesses and citizens.

Therefore, the strategic framework is fully compliant with the IPA III Programming framework to improve access to digital technologies and services.

*Energy*

North Macedonia has recognised the need to reform the energy sector, which is mainly outdated, impacts labour productivity, and features a considerable investment gap. Furthermore, the country aims at improving energy connectivity within the Western Balkans. The energy connections will allow for greater competitiveness, economic growth and security of supply. At the same time, it is an essential prerequisite for the economic integration within the Western Balkans as envisaged by the EU concept for a Common Regional Market. The priorities in the energy sectors are spelt out in the **Strategy for Energy Development in North Macedonia until 2030 and 2040** and the **Economic Reform Programme 2022-2025**:

* To gradually shift towards sustainable energy policy, including a decrease of the dependence on coal, improve the security and efficiency of energy supply, and scale up energy efficiency by turning to renewable sources (small hydropower, biogas, solar and wind), and integrating them into the regional energy market.

The strategic framework of North Macedonia is fully aligned with the strategic priorities of the IPA III Programming framework.

## Coherence of beneficiary’s strategies with the EU Enlargement policy

*Thematic Priority 1: Environment and climate*

North Macedonia invests significant efforts to align the national legislation with the EU environmental and climate *acquis* and policies. The sector strategies encompass intensive legislative measures, building the national capacity to implement the EU *acquis* and substantial financial investment in new infrastructure and technology. North Macedonia will prepare and implement a national strategy for approximating the legislation with the EU *acquis* and directive-specific implementation plans to ensure an adequate national response to the requirements of chapters 14, 15 and 27. The country is committed to addressing the recommendations in the European Commission’s 2020 Report on North Macedonia[[48]](#footnote-49). The Instrument for Pre-Accession will play a key role in providing financial support along with the state budget, IFIs and other donors.

The sector's priorities comply with the European Green Deal and the Green Agenda for the Western Balkans. They will contribute to making Europe the first carbon-neutral continent by 2050. National authorities commit to fully integrating the EU Climate change and environment policy into the new generation of strategic and planning documents, notably the **Strategy for Environment and Climate Action Sector 2022 – 2035** and the latest economic and regional development strategies. Furthermore, the sector will consider the priorities of the Economic and Investment Plan for the Western Balkans, namely the five areas covered by the Green Deal: decarbonisation, depollution of air, water and soil, circular economy, farming and food production, and protecting biodiversity.

*Thematic Priority 2: Transport, digital economy and society, and energy*

*Transport*

The key strategic documents for the transport sector are already in place. The National Transport Strategy 2018-2030 recognises the importance of the Transport Community Treaty-TCT. Thus, the country remains committed to aligning with the transport *acquis* and related standards well before accession, aiming to integrate the national transport market within the transport market of the European Union. The TCT obligations and the European Commission progress reports' recommendations are detailed and strongly reflected in the National Programme for the Adoption of *Acquis.* The national Economic Reform Programme (updated on an annual basis) and the NTS 2018-2030 are complementary strategic documents, highlighting the impact of the transport infrastructure on economic development and climate-change mitigation. The country embraced the recommendations for using new technologies to facilitate transport systems. The national documents align with the priorities of the Western Balkan Strategy 2018-2020, recognising that successful economic integration within the region and with the EU will only be possible with enhanced connectivity. Regarding the Transport Investment and Economic Plan for the Western Balkans, the country is committed to accelerating new transport infrastructure and improving the existing infrastructure to adapt the major transport network to EU standards. In addition, the Green Agenda for the Western Balkans is also a strategic document that the national transport sector considers and pursues a greener and more sustainable transport network.

*Digital economy and society*

North Macedonia is committed to enhancing the digital transformation in full compliance with the Digital Agenda for the Western Balkans. As well, the country will follow the objectives of the Economic and Investment Plan for Western Balkan in specific areas of the digital economy as digital skill development, e-government, e-procurement and e-health services as a way to make public authorities more transparent and accountable, reduce costs and improve service delivery for citizens and businesses, while also addressing the social dimension. Likewise, the strategic framework’s objectives align with the Digital Single Market Strategy for Europe, which identifies digital skills as one of the key elements to maximise the growth potential of the digital economy and achieve an inclusive digital Europe. One of the key PAR Strategy objectives is to make public administration open, efficient, and inclusive and enable smooth usage of the new digital environment to facilitate their interactions with stakeholders. These goals are entirely in line with European E-Government Action Plan 2016-2020.

The strategic framework, particularly the long-term National ICT Strategy, addresses the EU policy[[49]](#footnote-50) and recommendations**[[50]](#footnote-51)** on ensuring a safe, secure, reliable, and resilient digital environment for the benefit of citizens, the business community, and public administration. The Strategy foresees measures for the development of digital skills, modernising education across the EU, harnessing digital technologies for learning and the recognition and validation of skills and anticipating and analysing skills needs in line also with the Digital Education Action Plan 2021-2027 of the Commission and its two strategic priorities: (1) Fostering the development of a high-performing digital education ecosystem and (2) Enhancing digital skills and competences for the digital transformation. The Economic Reform Programme 2022-2025 further focuses on the development of the digital market. In the implementation of the obligations on this priority, the country aligned the electronic identification, authentication, and trust services with the EU *acquis,* signed the Regional Roaming Agreement in April 2019, launched the preparations for introducing the European emergency number 112, enhanced the Interoperability and launched a new National portal for e-services. The strategic framework envisages further measures and actions to comply with the requirements and recommendations[[51]](#footnote-52) under Chapters 10: Information society and media, Chapter 20: Enterprise and industrial policy, 25: Science and research and 26: Education and culture relevant.

*Energy*

The strategic framework comprising the Strategy for Energy Development in North Macedonia until 2040 addresses the EU recommendations expressed through the Stabilisation and association process[[52]](#footnote-53) and the annual progress report of the European Commission on Chapter 15: Energy. The country is committed to continuing the harmonisation with the EU *acquis*, strengthening the institutional capacity and the energy regulator, and liberalising the gas market. The new Energy Law is fully aligned with the Renewables Energy Directive, and North Macedonia is on track to meet the mandatory targets on energy efficiency. North Macedonia is a full member of the European Community Urgent Radiological Information Exchange system and has ratified the relevant international nuclear safety and radiation protection conventions. Likewise, the strategic framework is in line with the objectives and priorities of the Economic and Investment Plan for Western Balkan concerning the need to strengthen the market integration of energy, decarbonisation, and clean energy, just transition, increase digitalisation of the system and smart grids, energy efficiency, including modernisation of district heating, and energy security. In line with the Green Agenda, the country is also committed to pursuing a clean energy transition and sustainable development. This transition should reduce energy imports, develop renewable energy sources, strengthen regional energy security, unlock more significant economic growth, and address persistent air-related health pollution challenges.

## Sectoral Analysis

IPA III Window III covers four established national sectors: Environment and Climate Change (TP 1: Environment and climate change); Transport (TP 2: Transport, digital economy and society, and energy); Public Administration Reform (TP 2: Transport, digital economy and society, and energy); and Energy (TP 2: Transport, digital economy and society, and energy).

North Macedonia has made good progress in introducing the Sector Approach. Key strategy documents, especially those developed after 2017, use a rich data collection and measure success with SMART indicators. They are developed through a participatory process involving relevant stakeholders, including civil society organizations and international donors. Authorities, donors, and civil society can discuss general and specific strategic directions and thus increase the compliance of the strategies with international and EU standards. An important step forward in sector policy formulation was achieved by developing a sector Performance Assessment Framework (PAF) based on a set of impact and outcome indicators, targets, and baseline data. The indicators formulated and agreed for this window provide a robust system for measuring compliance with the evidence-based approach to policymaking.

The strategic framework in the *Environment and Climate Change* sector includes reliable strategies with clear policy objectives. In 2019, an assessment and reformulation method of sector policy objectives, priorities and measures was launched to support the development of a new overarching Strategy for Environment and Climate Action Sector 2022 – 2035. Authorities, donors, and civil society had the opportunity to challenge the general and specific strategic directions and thus increase the new strategy's compliance with the environmental policies in force at the EU and international levels.

In the *Transport* sector, the strategic framework comprises a set of strategies covering all aspects of the sector. The main strategic document is the NTS 2018-2030, subject to an inter-institutional and public consultation process and a strategic environmental assessment before the Government's formal adoption. The MoTC elaborates the strategy's annual progress report providing an accurate account of transport sector development, difficulties encountered, challenges, and progress against objectives measured by the list of performance indicators.

The strategic framework in the *Digital Economy and society* field is well established. It was subject to a detailed assessment of the needs and available resources and intensive consultation with stakeholders. Monitoring mechanisms are set to follow the progress of implementing the strategic objectives and the planned measures.

The strategic framework for Energy is based on key sector strategies that are well developed and other crucial strategies currently being prepared. However, the strategic framework in TP Energy is still under evolution. Energy has been, so far, under the Sector Working Group (SWG) on Environment, at least for the aspects dealing with energy efficiency. Still, a new SWG to support the policy dialogue in Energy was established in June 2020.

The sector policy dialogue is channelled through the established SWGs on Environment and Climate Change; Transport; Public Administration Reform (as concern Digital economy and society); and Energy. The relevant Minister(s) chairs each of the SWG, ensuring the high profile of the dialogue and the Government's commitment. The SWGs meet in different formats: decision-making (at least twice per year) and technical (at least once per month). The SWGs play the role of the country sector dialogue platform channelling the discussions on the national sector priorities and their implementation in an inclusive and participatory manner. They embed the IPA programming but go far beyond the EU funds debate. The SWGs are the platform to voice the various donors, relevant state institutions and civil society on how the sector develops, how effective the current policies are, and how the multiple donors contribute to the national sector priorities. With the opening of negotiations, the SWGs will adopt new functions, primarily becoming the public channel to inform stakeholders on the progress on negotiations and provide feedback to decision-makers on how new legislation is being implemented. In addressing these new obligations, the SWGs will complement the established 2019 negotiation structure, which will technically handle the discussions with the European Commission.

Overall, the institutional setup supports ongoing and planned sector reforms with clear responsibilities allocated to the relevant national authorities. It is necessary to continue strengthening the national administrative capacity to guarantee the full implementation of the strategies and legislation adopted. In general, the main challenges that still must be addressed include (i) optimising the staff levels in most the bodies and institutions; (ii) putting in place staff retention and promotion policy; and (iii) permanent capacity-building mechanisms. These issues will be addressed through the ongoing sector reforms and the horizontal public administration reform.

Another critical challenge will include reinforcing the national capacity to budget sector reforms and finance structural priorities. Adopting the new organic budget law[[53]](#footnote-54) (OBL) creates grounds for introducing programme-based and performance budgeting and medium-term budget planning. The new Government made the “SMART” public finance system one of the priorities of their mandate; SMART key performance indicators were defined to assess the achievement of objectives and implementation of results. The budget allocations in the last years demonstrate increased attention to the fundamental reform. Efforts are being also put into improving the transparency in budgeting and expenditure reporting[[54]](#footnote-55)

## Coherence of sectoral strategies with regional and global strategies

The strategies for climate change for North Macedonia 2021-2030 and the National Energy and Climate Plan (NECP) align with the regional and global strategies outlined below. Both strategic documents address critical aspects of the sector such as reducing pollution, preserving and restore the environment and improving efficiency in the use of natural resources, reducing greenhouse emissions, increasing the share of renewable energy sources, maximise savings in primary and final energy consumption, diversify sources of energy supply, establish an organised advanced market, and include the technologies and measures of energy transactions in its research and innovation priorities.

North Macedonia has embraced the objectives of the 2030 Agenda for Sustainable Development and commits efforts and resources to address priorities 6: Clean water and sanitation; 7: Affordable and clean energy (in common with other thematic priorities); 8: Decent work and economic growth; 9: Industry, innovation, and infrastructure; 11: Sustainable cities and communities (in common with other thematic priorities); 13: Climate action; 14: Life below water; and 15: Life on land.

North Macedonia ratified the Paris Agreement in 2017 and is striving to meet its obligations by gradually implementing a planning, monitoring, and reporting system on climate change. The United Nations Framework Convention on Climate Change (UNFCCC) recognised the progress in the reports. North Macedonia's latest Climate Change Report[[55]](#footnote-56) 2018 demonstrates advancement on priority actions in energy, agriculture, forestry and other land use and waste management.

In April 2020, North Macedonia became the ninth EUSAIR (EU Strategy for the Adriatic and Ionian Region) member of whose general objective is to promote economic and social prosperity and growth in the region (four EU Member States –Croatia, Greece, Italy, Slovenia, and five non-EU countries -Albania, Bosnia and Herzegovina, Montenegro, Serbia and North Macedonia) by improving its attractiveness, competitiveness and connectivity. The countries are aiming to create synergies and foster coordination among all territories in the Adriatic-Ionian Region in the four thematic areas/pillars: -Sustainable Tourism; -Environmental Quality; -Connecting the Region; and –Blue Growth.

North Macedonia actively contributes and is a co-signatory of the Treaty establishing the Transport Community between the Western Balkan countries and the EU (October 2017), which aims at the progressive integration of the transport markets of the South-Eastern European Parties into the European Union transport market based on harmonisation with the EU *acquis* in the transport, environment, and public finance sectors. The national authorities are committed to reducing the GHG emissions from transport in line with the obligations stemming from the Paris agreement and the European Green Deal.

North Macedonia is a member of the Energy Community Treaty, which aims to extend the EU internal energy market rules and principles to countries in South-East Europe, the Black Sea region and beyond based on a legally binding framework.

North Macedonia vests efforts in implementing its investment agenda through the Western Balkans Investment Framework and the newly promoted Economic and Investment Plan for Western Balkans. Thus, Single Project Pipeline is annually revised under the auspices of the National Investment Committee.

### PART 2 – PRIORITIES, OBJECTIVES AND ACTIONS UNDER IPA III ASSISTANCE

## Consultation Process

The consultation process is presented in part 1. The civil society organisation participated actively in the process of elaboration of this Strategic Response, and, following the national policy and the future Guidelines and Strategic Directions for EU Support to Civil Society in the Enlargement Region 2021-2027, they will continue to be involved in the policy dialogue, programming, implementation, and monitoring, where appropriate.

## Key thematic priorities

North Macedonia established objectives, key indicators, and targets for each thematic priority under this widow. The indicators and the targets are presented in Annex I of this Strategic Response. The objectives and the measures for which EU assistance will be requested include:

**Thematic Priority 1: Environment and climate change**

**Objective 1.1: To optimise the water cycle and reduce the impact of solid waste on the environment**

Planned areas of intervention:

* Investment in upgraded soil and water quality monitoring systems and technologies;
* Investments in wastewater collection and treatments using the best available technologies not entailing excessive costs to reduce GHG emissions;
* Preparation and implementation of river basin management plans for improving the quality of surface, ground waters and drinking water; for the establishment of systems for drinking water quality control and for flood management;
* Approximation, implementation, and enforcement of waste management legislation;
* Investments in integrated waste management systems at local and regional level, in line with the most modern technologies to avoid increasing emissions of GHG;
* Investments in recycling and re-use of waste;
* Investments in water supply systems;
* Investments in cleaning old industrial hazardous waste hotspots;
* Create, build and improve the capacity of the national authorities to work on soil management and protection effectively;
* Investments in producing legislation and sub-legislation for soil protection;
* Building the capacity of the North Macedonian Authorities to design investment projects addressing climate risk assessment and climate proofing;
* Building the capacity of the national authorities to implement the legislation and ensure the protection of the environment effectively;
* Building the capacity of the national authorities to implement the legislation effectively and provide the protection of the environment in environmental impact assessment for re-use of waste and old industrial hazardous waste;
* Strengthening the capacity of laboratory analyses in the field of waste;
* Building the capabilities of the public utility companies in the water and waste sectors.

**Objective 1.2: To conserve, restore and manage natural resources and promote their sustainable use**

Planned areas of intervention:

* Establishment of potential Natura 2000 network in the country, including pre-selection of the Natura 2000 sites and preparation of Standard Data Forms, increasing stakeholders’ awareness and involvement, improving and streamlining the capacities for management, monitoring and reporting as well as raising the public awareness about Natura 2000 benefits and implications;
* Building the national capacities for implementation of the national legislation;
* Harmonisation of the national legislation with the Birds and Habitats Directive, the EU Wildlife Trade Regulations, the EU Regulation 1143/2014 on Invasive Alien Species, and other EU nature protection related EU *acquis*;
* Improving capacities for nature conservation instruments (e.g., management contracts, conservation plans, compensation systems, etc.), land-use planning controls and enforcement measures;
* Improving capacities for management of protected areas (Monitoring program, action plans for conservation of species and habitats, land-use planning controls and enforcement measures);
* Investments in biodiversity restoration (restore degraded ecosystems, in particular implementing a nature-based solution for those with the most potential to capture and store carbon and to prevent and reduce the impact of natural disasters including riparian vegetation);
* Investments in green infrastructure to avoid fragmentation of areas populated by wild animals improve ecological connectivity and maintain the ecosystems (green bridges and other technological solutions in road construction).

**Objective 1.3: To reduce greenhouse gas emissions and air pollution and to improve resilience to climate change impacts**

Planned areas of intervention:

* Improving the monitoring, reporting and verification of emissions of greenhouse gases (GHG), MRV on EE measures, and of air pollutants, through alignment of legislation, and through modern and extended air quality and monitoring systems and technologies; and building the capacities of the authorities to efficiently monitor and analyse Greenhouse emissions (GHG) and air quality;
* Contributing to GHG reductions through energy efficiency (EE) in building and in transport sub sectors;
* Implementation and enforcement of climate action *acquis* and strengthen the capacity for implementation of the enhanced nationally determined contribution (NDC);
* Leading towards implementation of the proposed INDC measures in EE and transport sector, from the Integrated Energy and Climate Plan and Long-term Strategy on Climate Action. Development and implementation of air quality plans for all or most agglomerations, including emergency response plans based on effective traffic solutions;
* Adjusting the taxation, procurement and state aid policies to climate objectives and establishing incentives for businesses and citizens to shift to low-emission technologies;
* Building the capacities for the effective implementation of the Industrial Emissions Directive and the Seveso Directive;
* Investment in upgraded strategic noise maps, action plans, noise systems, and technologies.

**Objective 1.4: To improve policymaking and enforcement of laws**

Planned areas of intervention:

* Improve the transparency and accountability in environmental policymaking through structured annual reporting on all environmental objectives and targets and regular monitoring by the stakeholders through the sector working group;
* Improve the environmental statistics, including alignment with the EU statistical standards and ensuring the credibility and regularity of data published;
* Implementation of National Environmental GIS portal;
* Building the capacity of the public administration to craft effective sector policies, develop strategies and regulate the sector adequately, collect and use data and report progress on sector priorities, to negotiate with the EU;
* Mainstream the environment agenda across all sectors with a particular focus on the management of public finance, business development and competitiveness and agriculture;
* Produce a cultural change in the behaviour of the citizens and businesses based on higher respect for the environment and increased sensitiveness towards the use of natural resources;
* Further align the national legislation with the EU *acquis*, standards and best practices and support the implementation in all areas concerning the environment i.e., noise, chemicals, etc. including strengthening the capacities at national and local levels for implementation and enforcement of the legislation;
* Improve the capacities of the civil protection sector to ensure streamlined, coordinated, and efficient disaster mitigation and response action at all levels;
* Improve the capacity of the country to actively participate into the European Union Civil Protection Mechanism, to establish national disaster strategy, operational plans and systems for management and prevention of floods, fires, earthquakes, and other catastrophic events;
* Build the capacities of the public utilities companies and private operators in the heating, transport, energy, and industrial sector.

**Thematic Priority 2: Transport, digital economy and society, and energy**

**Objective 2.1: To develop a harmonised transport sector that is internationally compatible and integrated into the TEN-T network that stimulates the economic and social development of the country, promote environmentally friendly infrastructure preserves the environment and secures the needs of future generations**

Planned areas of intervention:

* Construction of new and reconstruction, rehabilitation, and modernisation of existing railway links along the Core and Comprehensive network according to the EU technical standards to provide quality and safe TEN-T connections with the neighbouring EU members and the broader region in the Western Balkans;
* Construction of new and reconstruction, rehabilitation, upgrading and modernisation of the road network on the Core and comprehensive network according to the EU technical standards to provide quality and safe TEN-T connections with the neighbouring EU members and the broader region in the Western Balkans;
* Support multimodality and sustainable transport systems, with more robust integration of various transport modes;
* Improvement of the road and rail safety, through intervention in infrastructure and soft measures implementation, including but not limited to preparation of strategic documents, capacity building of the relevant stakeholders, improvement of the administrative capacities, communication activities and campaigns, surveys, and analysis etc.;
* Promoting modal shift through the advancement of transport services with quality and innovations as well as improvement of availability, affordability, and accessibility of the transport services, to the vulnerable groups;
* Further reducing the transport impact on the environment through introducing and supporting green transport modes, and increasing transport and infrastructure efficiency by using smart IT tools;
* Advancement of sector planning and development through preparation of sector and project documentation (planning documents, project preparation studies such as feasibility studies, cost-benefit analyses, environmental impact assessments, design documentation, tender documentation);
* Further elevation and advancement of the transport sector integration to the EU transport area with an approximation of the legal framework with the EU *acquis* and European standards and increasing transport stakeholder capacity to assume the obligations of an EU membership.

**Objective 2.2: To improve access to digital technologies and services both for businesses and citizens**

Planned areas of intervention:

* Strengthening of the strategic vision for the digitalisation of the country, improving the digital policy based on enhanced use of data and active sector policy dialogue;
* Alignment of the national legislation with the EU *acquis* in the digital area and establishment of the regulatory environment;
* Investments in digital network infrastructure to improve digital connectivity, ensure full broadband coverage of the territory and roll-out of ultra-fast broadband for homes, schools and hospitals throughout the country;
* Investments in trusted Government IT infrastructure that will meet international standards and certification;
* Improving the digital competences and digital literacy;
* Investments into support schemes allowing the digitalisation of business with a particular focus on micro, small and medium enterprises;
* Investment in innovation hubs;
* Investments in support schemes allowing health and social care, education, transport, energy networks, cultural, archaeological, and creative sectors to make use of state-of-the-art digital technologies;
* Upgrade and sophistication of the public services (e-Government, e-Procurement, e-Health) and full interoperability between the public information systems;
* Investment in a high level of security of network and information systems across the country;
* Protect people, particularly children and young people, from cyber threats and enhance the data protection measures (in healthcare, transport, energy, banking, digital infrastructure and water supply sectors).

**Objective 2.3: To gradually shift towards safe and clean energy**

Planned areas of intervention:

* Alignment of the national legislation and policies with the EU *acquis*, standards and procedures, including the liberalisation of the energy market and ensuring connectivity with the European energy market and effectuation of energy services agreements;
* Improving the sector policy-making, based on enhanced use of data, robust sector policy dialogue and precise monitoring of the progress in the reforms of the energy sector;
* Reinforcement of institutional set-up and building of the necessary administrative and regulation capacities, including the administrative capacities at the local level in the process of entering the data in the electronic tool for monitoring and verification of energy efficiency plans and measures (MVP) as well as the information system;
* Implementation of energy efficiency measures in public buildings, including installation of Photovoltaic (PV) rooftop;
* Improvement of the street lighting in the municipalities and phasing out of incandescent lights;
* Introduction and smooth operation of the energy certification in North Macedonia;
* Improvement of the monitoring and management of energy consumption;
* Investments in renewable energy sources;
* Upgrade the technical capacity of the energy grids to integrate renewable energy sources;
* Investments in energy efficiency;
* Improvement in the country’s energy mix,including gasification as an intermediary solution from thermal energy-dominated mix to the prevailing contribution of the renewable energy sources;
* Investments in innovative technologies, including smart grids and energy storage;
* Dealing with energy poverty and protection of vulnerable consumers. Implementing information campaigns that will raise public awareness about the importance, effects and benefits of energy efficiency and organising training for the public entities to fulfil their obligations arising from the Energy Efficiency Law.

## List of actions proposed for IPA III support 2021 – 2027

### PROGRAMMING YEAR 2021

**EU for Environmental Standards and Clean Air**

The Action will support North Macedonia to align the national environment and climate change legislation with the EU *acquis* and ensure its implementation and enforcement in line with the country’s national strategies and international commitments. The legal harmonisation will be accompanied by measures to strengthen the institutional framework and administrative capacities. The focus will be enhancing compliance with the EU standards for soil pollution and solid waste management. The Action will clean up the small lindane pond in a former industrial site at the OHIS premises. It will prepare a large-scale investment for establishing a regional waste management centre for the Skopje region. The Action will also improve the air quality in Skopje, Kumanovo, Tetovo and Bitola by addressing the air pollution caused by heating and transport systems.

**EU for Prespa**

This Action will support the implementation of the Green Agenda for the Western Balkans in the Lake Prespa Transboundary area, focusing on the pillars of biodiversity, a toxic-free environment, and the greening of local agriculture and businesses. EU investments will preserve natural capital and restore the damaged ecosystem of Lake Macro Prespa to good ecological status, following EU standards. The measures will combat water and soil pollution, protect endangered species and promote the sustainability of local economic and agricultural practices. The Action will actively encourage the use of renewable energy sources and energy efficiency through all measures related to infrastructure. The Action is expected to strongly impact capacity building and cross-border cooperation and be a catalyst for sustainable development across borders.

### PROGRAMMING YEAR 2022

**EU for Modern Wastewater Systems**

The Action aims at decreasing water pollution along the Vardar River basin district while supporting the transition to a green economy and addressing climate change. It will directly contribute and create synergies with the priorities of the Economic and Investment Plan and the Green Agenda for the Western Balkans. The EU financial assistance will be invested in measures for collecting and treating urban wastewater in the municipalities of Shtip, Veles and Vinica, including the connection of about 3,500 households to the sewerage systems, the rehabilitation and extension of over 100 km of sewers, the construction of a dozen of pumping stations and two municipal wastewater treatment plants (WWTPs), one in Shtip and one in Veles, for a capacity of about 92,000 population equivalents (PE). Wastewater from Vinica and surrounding villages (around 15,000 PE) will be conveyed to the recently built Kochani WWTP, which was planned to accommodate that extra load.

### PROGRAMMING YEAR 2023

**EU for Reforms and Resilience**

The Action will support North Macedonia to progress on the reforms in the energy, transport and civil protection areas. It will contribute to aligning the national legislation with the EU acquis, implementing the new legislation, introducing EU standards in practice, and strengthening the enforcement capacities. It is expected to result in:

* **Strengthened national energy policy,** which will be achieved through alignment of the legal and policy framework related to energy efficiency and energy-related innovations, creating the legal and institutional grounds for channelling private investments in renewables, through the ‘prosumer’ concept (households and small businesses). The action will also channel EU funding to far-reaching capacity building for the new Energy Directorate of the Ministry of Economy, the new Energy Efficiency Fund, Energy Agency and other relevant national authorities. Focus will be put on the construction industry, having a huge impact on reducing CO2 emissions.
* **Improved Crisis and Disaster Management** which will be achieved through legal adjustments, capacity-building measures, enhancing the coordination and digitalisation of the process, including investments such as the phase 2 implementation of the 112 Emergency Call services in line with the EU requirements.
* **Enhanced Transport Safety and Connectivity** for reform-related measures with a focus on:
* Alignment with the *acquis* and implementation of the legislation on the road, rail, and air transport safety; European railway area and interoperability, opening up the rail market at the national level; rights of passengers in all forms of transport.
* Strengthen the enforcement, operational and administrative capacity for all modes of transport, reinforce the inspection bodies (STI, RSD), establish a functioning Road Traffic Safety Agency, and improve the national system for the data collection on road accidents.
* Establishing a mechanism for continuous education and awareness-raising on road safety.

**PROGRAMMING YEAR 2024-2027**

**Sector Operational Programme on “Environment and Climate Change”** will cover the preparation and the key investments in the wastewater, solid waste, air quality, and energy sector.

Areas of intervention:

Water management: (Drinking water and waste water, River basin management/flood prevention).

Waste management: Waste management centres, closure of non-compliance landfill, Waste management equipment.

Air quality/noise: Works and Equipment related to Air quality/noise.

Nature protection: Management of natural resources, resource protection (deployment of reservoirs, irrigation; ecological green and blue infrastructures; ecosystem restoration and resilience; restoration of carbon rich habitats; water retention).

Industrial pollution: Cleaning of chemical dump-sites on local level).

Electricity: (Transmission of internal electricity transmission lines, if not on the PECI/PMI lists, that significantly contributes to market integration and/or to the integration of RES Distribution).

Energy efficiency: (Energy efficiency for Public buildings, District heating).

Soft measures such as technical assistance and other assistance for project preparation, institutional support, capacity building.

**Sector Operational Programme on “Transport and Connectivity”** will cover the preparation and rail (and eventually road) sector investments as well as investments in the digital infrastructure.

Areas of intervention:  
Roads infrastructure (Roads not included in core network).

Railways infrastructure (Railway stations - rehabilitation/modernisation).

Maritime transport/inland Waterways: (Inland waterways non-core network).

Urban Mobility: (Sustainable transport).

e-governance, e-procurement, e-education, e-health, electronic public services.

projects supporting alignment with EU’s rules related to data protection.

EU practices to mitigate cybersecurity risks.

Soft measures such as technical assistance and other assistance for project preparation, institutional support, capacity building.

## Indicative budget and implementation plan 2021-2027.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Estimated Total budget (EUR million)** | **Requested IPA contribution (EUR million)** | **Implementation plan** |
| **Thematic Priority 1: Environment and climate change** | | | |
| **2021** | | | |
| EU for Environment Standards and Clean Air | 26.0 | 22.0 | The Action will be implemented under direct management and indirect management with international organisations. |
| EU for Prespa | 21.7 | 18.0 | The Action will be implemented under direct management and indirect management with international organisations. |
| **2022** | | | |
| EU for modern wastewater systems | 63.0 | 26.5 | The Action will be implemented through indirect management with Beneficiary country. The implementation involves service, supply and works contracts. |
| **2023** | | | |
| EU for Reforms and Resilience | 15.0 | 15.0 | The Action will be implemented through direct management |
| **2024-2027** | | | |
| Sector Operational Programme “Environment and climate change**”** | 82.3 | 70.0 | The Sector Operational Programme will be implemented through Indirect Management with Beneficiary Country. |
| **Total TP 1 (2021 - 2027)** | **208.0** | **151.5** |  |
| **Thematic Priority 2: Transport, digital economy and society, and energy** | | | |
| **2023 (EU for Reforms and Resilience covers also this priority)** | | | |
| **2024-2027** | | | |
| Sector Operational Programme “Transport and connectivity” | 58.8 | 50.0 | The Sector Operational Programme will be implemented through Indirect Management with Beneficiary Country. |
| **Total TP 2 (2021-2027)** | **73,5** | **65.0** |  |
| **Total window (201-2027)** | **281.8** | **216,5** |  |

# WINDOW 4 - COMPETITIVENESS AND INCLUSIVE GROWTH

### PART 1 - SECTOR CONTEXT AND RELEVANCE WITH THE ENLARGEMENT POLICY

## Consultation Process

The National IPA Coordinator and the Secretariat for European Affairs, acting as the NIPAC office, initiated the preparation of the Strategic Response. The technical draft was prepared by the relevant line ministries (Ministry of Labour and Social Policy (MoLSP), Ministry of Education and Science (MES), Ministry of Health (MoH), DPM for Economic Affairs, the Ministry of Economy, Ministry of Agriculture, Forestry and Water Economy (MoAFWE)) and by the NIPAC office. The consultations were channelled through the Sector Working Groups on Education, Employment and Social Policy, on Health, on Competitiveness and Innovation and on Agriculture and Rural Development, which, chaired by relevant ministers, involve the relevant national authorities, donors and civil society. The Government further approved the Strategic Response in March 2021.

## Alignment of beneficiary’s strategies with IPA III Programming Framework

North Macedonia benefits from a well-developed strategic framework under this window. The relevant strategies are listed in Annex 2.

*Thematic Priority 1: Education, employment, social protection and inclusion policies, and health*

The basic indicators demonstrate that North Macedonia faces challenges in education, employment, social protection, and health care[[56]](#footnote-57). The COVID-19 pandemic and restrictive measures have led to an economic crisis, which is expected to create further vulnerability and push more persons and families into poverty. North Macedonia is committed to providing an adequate response to this new crisis in partnership with the EU and the international partners. The Government is pursuing the policy actions planned in the Economic Reform Programme 2022-2024, which focuses on promoting economic recovery after the Covid-19 pandemic, increasing the economy's competitiveness, supporting job creation and raising the living standards of the population.

The strategic framework is well developed. It is based on the **Economic Reform Programme 2022-2024 (ERP),** whichis the strategic document which guides the country in addressing the key challenges and advancing the structural reforms, the (**revised) Employment and Social Reform Programme 2022 (ESRP), the National Employment Strategy 2027,** the **Health Strategy for the period 2021 – 2030 has been adopted**  as well as Mental Health strategy 2018-2025, and Strategy for control of antimicrobial resistance 2019-2023. The relevant national strategic sector policy priorities are as follows:

* Increase the employment, the quality of jobs and productivity, with a particular focus on the most vulnerable categories (e.g., youth, long-term unemployed, Roma, women, persons with disabilities) and reduction of the informal employment;
* Provide high-quality, inclusive, comprehensive education and equal access to education for all, based on modern programmes for equipping future generations with knowledge, skills, and competencies in accordance with the needs of the Labour Market and the new challenges in the global scientific-technological environment; The country’s priorities relate to access to and quality of education, including vocational education, training and lifelong learning opportunities at all levels;
* Reduce poverty and social exclusion, improve conditions for life, work and social conditions for all citizens, higher standard, and better-quality life;
* Improve the population’s health and well-being and improve healthcare by providing a sustainable, inclusive, and high-quality patient-centred health system.

North Macedonia works on **E-Health Strategy (Digital Health Strategy)** to promote health online. The lessons learned following the COVID-19 pandemic will also be factored in the reform of the national system for monitoring, prevention, and control of communicable diseases.

The strategic framework of North Macedonia is fully aligned with the IPA III Programming framework.

*Thematic Priority 2: Private sector development, trade, research, and innovation*

The private sector development is a fundamental priority of particular importance for the European integration of the country. However, at this stage, the economy of North Macedonia is not competitive enough[[57]](#footnote-58) and cannot resist the pressure and market forces in the EU. Since the end of 2020, the European Union has been backing the Enlargement Package with the Economic and Investment Plan (EIP) for the Western Balkans, which aims to spur the long-term economic recovery, support a green and digital transition, foster regional integration and convergence. The EIP, among other things, supports flagship initiatives that are in line with the Economic Reform Programme of North Macedonia. The **Economic Reform Programme 2022-2024 (ERP)** is the strategic document that guides the country, addressing the key challenges and advancing the structural reforms with an impact on the economic development. It defines twenty measures encompassing business environment and reduction of the informal economy, research, development and innovation, trade-related reforms, education, and employment market. Sectoral strategies support the ERP, the Industrial Strategy focusing on the manufacturing industry 2018-2027 and its Action Plan, and the Smart Specialization Strategy (to be adopted).

This sector policy framework, fully aligned with the strategic priorities of the IPA III Programming framework, maps out the critical priorities for the country:

* improve the environment for business operations and strengthen the compliance with the EU *acquis*;
* improve the competitiveness of the economy;
* gradual transition to a more sustainable and responsible economy;
* enhance research and development and support the technological transfers to companies;
* strengthen export and diversification;
* increase the Foreign Direct Investments in the country.

*Thematic Priority 3: Agriculture and Rural Development and Thematic Priority 4: Fishery*

North Macedonia has demonstrated significant progress[[58]](#footnote-59) in agriculture and rural development, food safety, veterinary and phytosanitary policy. The strategic and legal framework is well established. The primary and most important strategy is the National Strategy on Agriculture and Rural Development for 2021–2027. It is the main umbrella strategy that confirms the contents of the on-going strategies and outlines the contents of the strategies to be updated soon. The strategic framework includes several strategies listed in Annex 2 and it covers many priorities fully aligned with the strategic priorities of the IPA III Programming framework:

* Prepare the country for participation in the EU Common Agricultural Policy, harmonise the legislation with the EU *acquis* and the European standards in the areas of agriculture, food, veterinary, animal welfare, hygiene and environment and build the necessary administrative and institutional capacities;
* Increase the competitiveness of North Macedonia’s agricultural production and agro-food industry in the international markets;
* Decrease the negative impact of agricultural activities on the environment;
* Eliminate the risks to plant, animal, and public health;
* Promote territorially balanced and sustainable development in rural areas;
* Improve the fisheries policy and its alignment with the EU *acquis*;
* Prevent illegal, unreported, and unregulated fishing and promote the competitiveness of the fishery sector.

## Coherence of beneficiary’s strategies with the EU Enlargement policy

*Thematic Priority 1: Education, employment, social protection and inclusion policies, and health*

The educational, employment, and social policy objectives of North Macedonia are well in harmony with the EU Pillar on Social Rights and the EU policy on Fundamental Rights and Gender Action Strategy and the Digital transformation drive (as regards digitals skills). The country is committed to continuing to invest in decreasing the gaps with the EU standards. The national sectoral strategies in this thematic priority are well developed and address the EU enlargement policy requirements, in particular, the Western Balkans Strategy and the Economic and Investment Plan for Western Balkan supporting human capital development and promotion of employment opportunities for the youths, the Economic Reform Programme, the Stabilisation and Association Agreement, the European Commission Communication “Enhancing the accession process-A credible EU perspective for the Western Balkans and the recommendations of the annual European Commission Report related to Chapters 19, 26 and 28.

In the sector of Education, North Macedonia invests substantial efforts to improve the legislation and practices and ensure the quality and inclusiveness of pre-school education primary and secondary education, vocational education and training, professional development of teachers and adequate funding mechanisms, especially in VET and high education. North Macedonia also aims to have modern education programmes aligned with the needs of the labour market to equip future generations with knowledge, research skills and competencies and innovative thinking to improve conditions for life, work, and social conditions for all citizens in line with the EU Digital Compass, and the Western Balkan Agenda on Innovation, Research, Education, Culture, Youth and Sport[[59]](#footnote-60). North Macedonia will pay special attention to aligning its strategic framework to the priorities of the new EU Strategy Framework for Education and Training 2021-2030[[60]](#footnote-61), which focuses on (i) improving quality, equity, and inclusion for all in education and training; (ii) making lifelong learning and mobility a reality for all; (iii) enhancing competences and motivation in the education profession; (iv) reinforcing European higher education; and (v) supporting the green and digital transitions in and through education and training. As well, in line with the objective of digitalisation on education, the country will consider the main objectives of the EU Digital Education Action Plan 2021-2027[[61]](#footnote-62), -in cooperation with the Ministry of Information Society and Administration-, which are (i) fostering the development of high-performing digital education ecosystem; and (ii) enhancing digital skills and competences for the digital transformation. Finally, the annual European Commission Evaluation on ERP related to education is also considered a relevant document when establishing the objectives and priorities in this sector. Concerning the evaluation of the year 2020, the main challenge of North Macedonia on education is the absence of young people with enough key competencies, skills, and knowledge that they need to participate in the labour market actively.

In the sector of Employment, the sector policy strictly follows the EU *acquis*, particularly regarding the protection of workers’ rights (working conditions, Health, and safety at work, etc.) and strengthening the social dialogue at all levels. In 2018, the Government adopted a strategy and action plan to reduce informal employment, outlining several regulatory and business environment measures to formalise jobs and target shortcomings in the business environment considered likely to drive firms to informality. The country was the first out of the EU to implement the Youth Guarantee and to address youth unemployment using the EU standards and is committed to improve the quality of the Youth Guarantee in the next few years[[62]](#footnote-63). The YG implementation plan also envisaged the piloting of outreach activities, in partnership with the Agency of Youth and Sports and youth organisations, and early intervention measures, in collaboration with the Ministry of Education and Science. Regarding labour market integration measures and the delivery of employment, education and training, and traineeship offers within four months, the 2018 figures of the North Macedonian YG were mostly in line with the average in EU countries. Approximately 41.9 per cent of the over 5,200 young persons registered in the YG received an offer within four months. Based on these promising results, the YG scheme was extended to the whole country in 2019, when over 20 thousand young persons registered to receive support, with 35 per cent receiving an offer within the four-month timeframe. The same occurred in 2020 when the YG recorded over 25,000 young people registering in the YG, of whom just 34 per cent received an offer within four months. In 2011-2018, the NEET rate remained stable – at around 24 per cent of the 15-24 populations – with a significant drop (six percentage points) recorded in 2019, which corresponds with the roll-out of the Youth Guarantee. For the age group 15-29, the NEET rate drop was 5.3 percentage points.

Though an improving macroeconomic context and demographic changes played a role, the Youth Guarantee, meaning coordinated actions and policies targeted at the young population, also had significant effect. Likewise, the country is committed to continuing adopting measures aimed at improving the situation of the young people neither in employment nor in education or training (NEET), both concerning employability and education. The National Employment Strategy 2027 is accompanied by the Youth Guarantee, whose implementation plan will be reformulated in 2022 to consider the progress made, the impact of the pandemic on youth employment and the adjustments introduced by the EU Youth Support Programme (or Reinforced Youth Guarantee). The relevant strategic documents include the situation, analysis, and support for the most vulnerable groups (women, youth, low-skilled, disabled people, Roma, etc.) as a general criterion. They all emphasise the importance of activation strategies, individualised delivery modes, case management and the availability of a broad spectrum of active labour market programmes to ease the transition to the labour market. The availability of a robust monitoring and evaluation system also provides the possibility of adjusting service and programme delivery to the needs of individuals and enterprises.

In the social inclusion and protection sectors, North Macedonia reforms the system of financial benefits for children to eradicate child poverty and provide equal opportunities for all children. It is committed to further following the new EU policy on child guarantees benefiting EU support. The strategic framework on Roma well reflects the EU policy. The new Law on Social Protection and the Law on Social Security for the Elderly ensure guaranteed minimum assistance for low-income people, including women and children.

The new Health Strategy for the next ten years extends the health care reforms and strengthens the health system funding in line with the recommendations of the EU, WHO, and WB. The lessons learnt from the COVID19 pandemic are factored in the strategy along with the ECDC and European Commission recommendations stemming from the last assessment of the system for communicable diseases and cross-border treats (and summarised in the Action Plan for strengthening the capacity of the national system for monitoring, prevention and control of communicable diseases). An integrated digitalised geographic information system (GIS) has been developed to monitor daily and early detection and response to communicable diseases. A New Law on Termination of Pregnancy was adopted that abolishes barriers in the procedure of approval of termination of pregnancy. North Macedonia is committed to further reflecting the European Health Union developments in the national health policy and extending its fight against cancer in line with the Beating up Cancer Plan.

*Thematic Priority 2: Private sector development, trade, research, and innovation*

The strategic framework and implementation activities address the EU recommendations, particularly those reflected in the European Commission’s 2020 Report on North Macedonia, the conclusions of the SAA meetings, and the conclusions and assessments associated with the process around the Economic Reform Programme. Moreover, North Macedonia fully embraces the Green Deal and the Digital transformation objectives and commits to mainstreaming these new policies through all sectors.

The country invests substantially in legal harmonisation with the EU Internal Market *acquis*, covering free movement of goods, services, people and capitals, public procurement and concession granting, competition and state aid, intellectual and industrial property rights, and audit-accounting standards. North Macedonia is also fully committed to developing the Western Balkans Common Regional Market as a catalyst for a deeper regional economy and a springboard for integrating the region more closely with the EU Single Market. Structured around the four freedoms (free movement of goods, services, capital and people), it also covers digital, investment, innovation and industry policy aspects. Furthermore, the country will pay special attention to the objectives of the Economic and Investment Plan for the Western Balkans for boosting the private sector as an essential element for socio-economic development and regional integration, improvingrove the region’s competitiveness and job creation. Particular focus will be put on supporting start-ups and SMEs in strategic sectors identified by the country. The announced Innovation Agenda for Western Balkans will also play a relevant role iindustrysector to support the development of a long-term sustainable innovation ecosystem and the transition to a knowledge-based economy. The authorities are committed to further strengthening the institutional capacities to enforce the new legal act. This remains a crucial priority for the country in 2021-2027.

The country has adopted strategies and measures to facilitate SMEs' access to finance and link foreign direct investment (FDI) with national companies regarding business and industrial policy. The budget for business support measures has been increased in recent years, and in 2020 an additional 250 million were allocated to support private companies in difficulties due to the pandemic crisis. North Macedonia supports competitive and fair markets to boost economic development and trade relations with the EU while improving health, safety, and environmental compliance.

The country has progressed[[63]](#footnote-64) in science and research, specifically in innovation support measures for companies, channelled through the Innovation Fund. North Macedonia launched a process for establishing a scientific-technological park to encourage innovation in the country. In line with the EU policy, North Macedonia started preparing the Smart Specialisation (S3) Strategy, which is expected to be adopted in 2021.

North Macedonia is committed to using the EU experience and support to improve its economy’s performance in line with the EU *acquis* and EU policies, namely the Green Agenda and the Digital Transformation.

*Thematic Priority 3: Agriculture and Rural Development and Thematic Priority 4: Fishery*

The strategic framework addresses the EU recommendations and requirements as reflected in the Western Balkans Strategy, the Stabilisation and Association Agreement, the last European Commission Communication, “Enhancing the accession process-A credible EU perspective for the Western Balkans”, and the European Commission’s 2020 Report on North Macedonia on Chapters 11 and 12.

The National Strategy on Agriculture and Rural Development for 2021–2027 establishes the priorities of the Agriculture and Rural Development Sector. The set priorities are in full compliance with EU Agricultural Policy and the European Green Deal, aimed to put the European economy and society on a more sustainable path. It is also relevant to point out that the IPARD development programme will complement the framework mentioned at the end or 2021 for 2021 – 2027.

The legal framework is primarily aligned with the EU *acquis.* The 5-year national programme for direct payments and rural development support has been adopted on horizontal issues. North Macedonia envisaged decoupling the direct costs from production, further policy alignment, including in the state aid area, further developments of the Integrated Administrative and Control System (IACS) and the Land Parcel Identification System (LPIS), an extension of the Farm Accountancy Data Network (FADN) to the smaller farms.

The legal framework on quality and marketing standards for agricultural products, market interventions, promotion of quality schemes, and organic farming is mostly ininh the EU *acquis.* The country envisages aligning commodity-specific plans, supporting public and private storage, and producer organisatios, and ensuring the effective implementation of the new legislation.

North Macedonia is committed to strengthening the national capacity to absorb funding under the EU pre-accession programme for rural development (IPARD II) to promote agricultural cooperatives and improve the irrigation system.

North Macedonia progressed in legal harmonisation with the EU *acquis* of food safety and veterinary policy and is committed to improving the alignments with the EU phytosanitary standards. The strategic framework includes the Strategy on Food safety, the Strategy on Animal Health. Additionally the new challenging strategy of the *European Commission Farm to Fork* towards sustainable food policy, as a part of *European Green Deal*and recently adopted package on plant health *acquis* are the basis for further development and improvement of the National phytosanitary System. Therefore, a draft National Action Plan for Integrated Pest Management (IPM) has been drafted and it will be adopted until the end 2022, as a strategic document for enhancement the system of sustainable use of pesticides, including IPM practices. Also based on a package on plant health *acquis, a* newPlant Health Law is under preparation to be adopted in 2023, and a policy document for further approximation of the implementing legislation in the plant health area.

National Phytosanitary Strategy 2016 – 2021 and the Strategic Framework for Animal Welfare and Action Plan. The necessary institutional set-up is in place; the National Rapid Alert System for Food and Feed is set, the plant health status is regularly updated, and the list of regulated harmful organisms and import requirements for plants, plant products and other objects is regularly updated in line with the new EU *acquis.* North Macedonia plans to improve further the implementation of the legislation to enhance the implementation of the bill and set up a collection and treatment system for animal by-products.

The national policy on fisheries is well established through the Strategy on Fishery, Law on Fishery and Aquaculture, the Annual Programme for Financial Support for Fisheries and Aquaculture, and several secondary legislation regulating organic aquaculture and marketing standards for fishery products, consumer information and traceability in line with the EU *acquis.* North Macedonia will further align the legislation with the EU requirements regarding illegal, unreported, unregulated fishing, data collection, structural support, and state aid.

## Sectoral Analysis

Window 4 covers five established national sectors: Education, Employment and Social Policy; Roma; Health; Competitiveness and Innovation; and Agriculture and Rural Development.

North Macedonia has made good progress in introducing the Sector Approach. Key strategy documents, especially those developed after 2017, use a rich data collection and measure success with SMART indicators. They are developed through a participatory process and benefit from the participation of relevant stakeholders, including civil society organisations and international donors. Authorities, donors, and civil society can discuss general and specific strategic directions and thus increase the compliance of the strategies with international and EU standards. An important step forward in sector policy formulation was achieved through developing a sector Performance Assessment Framework (PAF)[[64]](#footnote-65), based on a set of impact and outcome indicators, targets, and baseline data. The indicators formulated and agreed upon for this window provide a robust system for measuring compliance with the evidence-based approach to policy-making.

The strategic framework in the *Employment, Education and Social Policy* sector includes several documents described above. The Employment and Social Reform Programme was adopted in August 2017 and revised in December 2019. The ESRP sets the long-term objectives and priorities in the sector. Therefore, it aligns all sub-sector national strategies in education, employment, social policies, and health protection. In the *Roma* sector, the strategic framework comprises the Strategy for the Roma in North Macedonia 2014-2020 - and the future strategy - that focuses its strategic measures on employment, education, housing, health, and culture. In the *Health* sector, the strategic framework comprises a set of strategies covering all sector aspects. The primary strategic documents are the National Health Strategy 2020, the Mental Health Strategy 2018-2025, and the future Digital Health Strategy to promote health online.

The strategic framework in *the Competitiveness and Innovation* sector is established. The long-term objectives and priorities in the sector have been defined, and the numerous sub-sector national strategies in private sector development, trade, research, and innovation are well aligned.

The sector strategic framework in *Agriculture and Rural Development* is well established and credible, although complex. After conducting relevant sub-sector studies, the new strategic framework for Agriculture and Rural Development was adopted at the end of 2020. It covers the period 2021 – 2027.

The sector policy dialogue is channelled through the established Sector Working Groups (SWGs) on Education, Employment and Social Policy (SWG-EESP), Roma (SWG-Roma); Health (SWG-Health), Competitiveness and Innovation (SWG-C&I) and Agriculture and Rural Development (SWG-ARD). Each of the established SWG is chaired by the relevant Minister(s), which ensures the high profile of the dialogue and the commitment of the Government. The SWGs meet in different formats: decision-making (at least twice per year) and technical (at least once per month). The SWGs play the role of the country sector dialogue platform channelling the discussions on the national sector priorities and their implementation in an inclusive and participatory manner. They embed the IPA programming but goes far beyond the debate on EU funds. The SWGs are the platform to also voice the opinion of the various donors, relevant state institutions and civil society on how the sector develops, how effective the current policies are, and how the multiple donors contribute to the national sector priorities. With the opening of negotiations, the SWGs will adopt new functions, primarily becoming the public channel to inform stakeholders on progress on negotiations and provide feedback to decision-makers on how new legislation is being implemented in practice. In addressing these new obligations, the SWGs will complement the established 2019 negotiation structure, which will technically handle the discussions with the European Commission.

Overall, the institutional set-up supports on-going and planned sector reforms with clear responsibilities allocated to the relevant national authorities. It is necessary to continue strengthening the national administrative capacity to guarantee the full implementation of the strategies and legislation adopted. In general, the main challenges that still must be addressed include optimisation of the staff levels in most of the bodies and institutions, putting in place staff retention and promotion policy, and permanent capacity building mechanisms. These issues will be addressed through the on-going sector reforms as well as the horizontal Public Administration Reform.

Another critical challenge ahead will include reinforcing the national capacity to budget sector reforms and finance structural priorities. Adopting the new organic budget law[[65]](#footnote-66) (OBL) creates grounds for the introduction of programme-based and performance budgeting and medium-term budget planning. The new Government made the “SMART” public finance system one of the priorities of their mandate; SMART key performance indicators were defined to assess the achievement of objectives and implementation of results. The budget allocations in the last years demonstrate an increased attention to the fundamental reform. Efforts are being also put on improving the transparency in budgeting and expenditure reporting[[66]](#footnote-67).

## Coherence of sectoral strategies with regional and global strategies

The country has embraced the objectives of the 2030 Agenda for Sustainable Development. It has integrated the Strategic Development Goals in the national strategies, which reflect the priorities under goals 1: No poverty, 2: Zero Hunger, 3: Good health and well-being, 4: Quality education, 5: Gender equality, 6: Clean water and sanitation, 8: Decent work and economic growth, 9: Industry, innovation and infrastructure, 10: Reduced inequalities, 11: Sustainable cities and communities, 12: Responsible Consumption and Production, 13: Climate Action, 15: Life on Land.

In April 2020, North Macedonia became the ninth member of EUSAIR (EU Strategy for the Adriatic and Ionian Region). The overall objective of which is to promote economic and social prosperity and growth in the region (four EU Member States –Croatia, Greece, Italy, Slovenia, and five non-EU countries -Albania, Bosnia and Herzegovina, Montenegro, Serbia, and North Macedonia)) by improving its attractiveness, competitiveness and connectivity. The countries are aiming to create synergies and foster coordination among all territories in the Adriatic-Ionian Region in the four thematic areas/pillars: -Sustainable Tourism; -Environmental Quality; -Connecting the Region; and –Blue Growth.

*Thematic Priority 1: Education, employment, social protection and inclusion policies, and health*

The Ministry of Education and Science of North Macedonia strives to strengthen international cooperation at the national, institutional and project levels. At the European level, the public policy framework in the context of education is standardised, and it relates to (i) the objectives of the Europe 2020 Strategy, including the objectives of education; (ii) the objectives of the strategic framework for European cooperation in education and training (ET 2020); including relevant indicators (iii) the Sustainable Development of partner countries in the field of higher education; and (iv) general objectives of the renewed framework for European cooperation in the field of youth. The inclusion of schools, training centres and universities in the international exchange of students, instructors and teachers, and the execution of international projects are vital for strengthening their capacities, promoting the national “product”, and internationalising the values of global integration processes. North Macedonia actively participates with international organizations, such as the OECD, the Council of Europe, UNICEF, and UNESCO. Participation of the country in Erasmus, Lifelong Learning Program, Tempus, Erasmus Mundus, Framework Programmes, and H2020, has strengthened the institutions' capacities especially at the level of international cooperation and mobility of their staff. As a signatory country of the Bologna Declaration, the higher education institutions in the Republic of North Macedonia fully implemented the Bologna principles in the Law on Higher Education and several bylaws.

North Macedonia ratified 79 International Labour Organisation (ILO) Conventions, including the eight fundamental Conventions. The ILO has supported the country in overcoming challenges since 2009 through the Decent Work Country Programme (DWCP). The sector’s priorities fully comply with the current DWCP 2019–2022[[67]](#footnote-68), which focuses on two priorities: 1) improving labour market governance through enhanced social dialogue, and 2) more and better jobs for inclusive growth and improved youth employment prospects. North Macedonia also collaborated with ILO when drafting the labour legislation. In 2020, ILO was the first organisation to develop a Rapid Assessment of the Employment Impacts and Policy Responses on COVID-19, providing solid evidence of the pandemic’s economic and social impact.

Furthermore, from 2020-2021, the ILO provided technical assistance to North Macedonia in different fields (supporting the Economic and Social Council in developing its position on the crisis response measures, drafting the new Labour Relations Law, preparing the new National Employment Strategy, etc.). Finally, ILO was involved in the support to North Macedonia in introducing a youth guarantee. This support included adapting the youth guarantee to the national context through policy, monitoring support, and advanced training.

The country cooperates with UNICEF to further advance the UN Convention on the Rights of the Child and with UNICEF, UNFPA, UNDP and UNWOMEN for the UN Convention on the Rights of Persons with Disabilities. Together with UNICEF and civil society, the Government also introduces a functional disability assessment based on the International Classification of Functioning, Disability and Health (ICF) so that children get the best support and services to help them survive and thrive in their lives.

The country also collaborated closely with UN Agencies to further advance the implementation of the Convention on the Elimination of All Forms of Discrimination against Women regarding marginalised/ vulnerable groups, such as women, etc.

The country was a member of the Decade for Inclusion of Roma 2005-2015, as a political engagement by the European governments to improve the socio-economic status and social inclusion of the Roma population. The Roma Strategy 2014-2020 has been prepared by the basic provisions of the EU Strategy “Europe 2020’’ and covered the priority fields of employment, education, housing, healthcare, and culture.

North Macedonia is a member of the World Health Organization (WHO) and cooperates in health system strengthening and public health. The WHO 2019 report states that maintaining and integrating primary health services is considered an urgent health policy for North Macedonia. WHO also assists in preparing a road map for modernising and strengthening public health services in North Macedonia, and with UNFPA, in developing and implementing a master plan on perinatal care.

*Thematic Priority 2: Private sector development, trade, research and innovation,*

*Thematic Priority 3: Agriculture and Rural Development and*

*Thematic Priority 4: Fishery*

North Macedonia is a member of the World Trade Organization (WTO). The 2nd review of the trade policy of North Macedonia by WTO (2019) concludes that the Government offers numerous support measures to enterprises, and a key objective of many of these measures is to encourage investment and to promote linkages between foreign investors and domestic firms to increase the country's integration in global value chains. The Government actively participates in the Central and Eastern Europe Free Trade Agreement (CEFTA) and implements the multi-annual action plan to develop a Regional Economic Area. North Macedonia has been a member of the Common Transit Convention since 2015, applying the EU rules on transit movements.

Part of the country’s investment agenda in the social and private sector development is implemented via Western Balkans Investment Framework and the opportunities under the Economic and Investment plan for Western Balkans.

The National Strategy for Agriculture and Rural development is in line with the regional green agenda and the EU Farm to Fork Strategy for a fair, healthy and environmentally friendly food system. The National Strategy, among other things, pays special attention to ensuring that farming in North Macedonia will be fully compliant with the cross-compliance standards of the European Union. The National Phytosanitary strategy promotes control systems on the use and trade of pesticides that are in line with the ones of the Member States of the European Union. And finally, the Strategic Framework for Animal Welfare and Action Plan addresses the need to guarantee adequate live conditions for the breed animals, as pointed out in the Farm to Fork Strategy.

Finally, the strategy of Fishery promotes the alignment of the fishery monitoring and control system to the standard established in the EU. Additionally, it aligns with the Farm to Fork strategy by promoting the prevention of Illegal, Unreported Unregulated (IUU) fishing and the sustainable value chains in fisheries and aquaculture.

### PART 2 – PRIORITIES, OBJECTIVES AND ACTIONS UNDER IPA III ASSISTANCE

## Consultation Process

The consultation process is presented in part 1. The civil society organisation participated actively in the process of elaboration of this Strategic Response, and, following the national policy and the future Guidelines and Strategic Directions for EU Support to Civil Society in the Enlargement Region 2021-2027, they will continue to be involved in the policy dialogue, programming, implementation, and monitoring, where appropriate.

## Key thematic priorities

North Macedonia established objectives, key indicators, and targets for each thematic priority under this widow. The indicators and the targets are presented in Annex I of this Strategic Response. The objectives and the measures for which EU assistance will be requested include:

**Thematic Priority 1: Education, employment, social protection and inclusion policies, and health**

**Objective 1.1: To raise the employment level and the quality of jobs, and productivity**

Planned areas of intervention:

* Modernise the legal and regulatory frameworks of the labour and employment policy;
* Improve the occupational health and safety standards in the country in line with the EU *acquis* and international standards and ensure enforcement of the OHS standards;
* Develop and broaden employment services to provide better job search assistance and targeted career guidance and counselling to young people;
* Reinforce Youth Guarantee and enhance the implementation of all its building blocks ranging from early intervention to dedicated labour market integration measures and services, especially those that equip young people with digital skills, but also entrepreneurial and career management skills, to strengthen the capacity of the Employment Service Agency to reach out to more significant numbers of young people, provide more individualised support and optimise service provision;
* Sophisticate the active labour measures and develop/implement targeted programmes and measures, including initiatives to address skills mismatches in the labour market, for bringing women, youth, persons with disabilities, long-term unemployed, low-skilled persons, persons from a minority background and other individuals in vulnerable situation (e.g., those engaged in precarious employment) into economic activity and decent work;
* Provide access to finance and advice for self-employment, small- and medium enterprises and social enterprises for job creation;
* Promote employability, productivity and adaptation of workers and enterprises to changes;
* Strengthen labour market institutions and governance with special attention to develop comprehensive monitoring and impact assessment of the active labour market policies, as well upgrade of the skills anticipation intelligence in order to address skills mismatches and adapt the education/training offers to the needs of the labour market;
* Enhance social dialogue, consultation of social partners and civil society organisations and strengthen their capacities to guarantee inclusive reforms for employment and social policies and social insurance.

**Objective 1.2: To reduce poverty and social exclusion**

or firms f qualty of justice Planned areas of intervention:

* Complete the reform of the social protection system and improve its child sensitivity;
* Invest in stronger person- and child-centred social services, in particular, community-based services;
* Upgrade national data collection systems on multidimensional poverty and social exclusion to support evidence-based policy and service development, particularly regarding Roma children and other vulnerable groups of children;
* Investments in tangible improvements in housing and infrastructure in poor quarters;
* Improve the legal, health and social services in the poor quarters and communities living in remote or less economically developed regions and peripheral rural areas;
* Strengthen capacities for and improve the intensity of the social and civil society dialogue, consultation of social partners and civil society organisations;
* Stimulate social innovations, social entrepreneurship and entrepreneurial opportunities yielded by the social economy, such as activating vulnerable groups or helping local communities;
* Strengthen gender equality and anti-discrimination policies and practices;
* Strengthen institutions/systems to ensure women and children are free from violence.

**Objective 1.3: To ensure comprehensive, inclusive, integrated and digital modern education or firms f qualty of justice**

Planned areas of intervention:

* Invest in and improve the quality and inclusiveness of the different phases of education, from early childhood development, through to primary, secondary and tertiary education;
* Support access to the labour market and support the quality, effectiveness and labour market relevance of education, including vocational education, entrepreneurial learning, comprehensive LLL and training systems, in order to provide people with skills adjusted to digitalisation, technological change, innovation and economic change;
* Support the education of low-skilled and/or poorly qualified people;
* Invest in teacher training and teacher professional development; constantly adapt and innovate teacher training systems;
* Invest creation of contemporary teaching resources, including digital education pedagogies, teacher training, skills and materials which are in line with the updated or newly developed curricula;
* Implement the model for the career development of teachers and other associates;
* Improve/develop curricula, including updating gender perspective, which is modern, relevant and evolving and implement them;
* Modularising Vocational Educational Training Programmes (VET) with European Quality Assurance in Vocational Education and Training (EQAVET), expanding them to higher levels of qualifications and enabling continuous up-skilling and reskilling;
* Links VET to economic strategies and innovation systems in close partnerships with employers from both public and private sectors on European, national and regional levels;
* Invest in Centres of Vocational Excellence for training in specific areas for both initial training of young people as well as for continuing up-skilling and re-skilling of adults;
* Ensuring better mobility and or flexibility between the systems of education and training as well as obtaining labour market-relevant knowledge, skills and competencies through the strong engagement of the private sector in all stages of VET – planning, implementation, financing, etc.

**Objective 1.4: To improve the health and well-being of the population and to improve healthcare by providing a sustainable and high-quality patient-centred health system.**

Planned areas of intervention:

* Review the relevant legislation in relation with the health system and support the health systems reforms;
* Raise the coverage and standards of care provided to the population as a whole through Improvement of the infrastructure and equipment in health care institutions;
* Improve the system for self-reported unmet needs for medical care;
* Inclusion of the electronic health system at all levels in the health system and incorporating the integrated health information system into the EU electronic cross-border data transmission system;
* Improve standards of care for communicable and non-communicable diseases;
* Improve maternal and neonatal health outcomes through establishing risk-appropriate care, rationalisation and optimization of maternal and newborn service provision with a strong quality assurance system and respective health information support.

**Thematic Priority 2: Private sector development, trade, research and innovation**

**Objective 2.1: To prepare the country for the European internal market, improve the regulatory and institutional framework for business operation and investments**

Planned areas of intervention:

* Reinforce the ongoing structural reform, among other things in the areas of competition and state aid control, consumer protection, company law, free movement of goods, capital and services;
* Assist the harmonisation with the EU *acquis* in the field of free movement of goods, services, workers and capital;
* Strengthen the administration and enforcement capacity of the public administration related to the sector;
* Investing in the development of quality infrastructure, particularly metrology, standardisation, accreditation, conformity assessment and market surveillance of products;
* Further improve the system for the protection of intellectual property rights;
* Assist the reduction of regulatory barriers for businesses and, for strengthening green growt,h and investing in the transition towards circular economy;
* Address the specific challenges elaborated in the Commissions assessments of the relevant Economic Reform Programmes as well as the jointly agreed policy recommendations in the frame of the Economic and Financial Dialogue related to the sector;
* Implement the Regional Economic Area Multiannual Action Plan (MAP) and prepare for the implementation of MAP 2 as initiated in the 'Berlin Process for the Western Balkan countries, including full implementation of CEFTA Additional Protocol 5 on Trade Facilitation, further advancement of the free movement of goods with upgrading the IT systems for the exchange of pre-arrival information among the customs agencies, monitoring of transit movements, expansion of the concept of one-stop border controls, mutual recognition of the certificates issued by different agencies, an overall reduction of non-tariff barriers to trade in the region.
* Promote and support cluster approach in attracting and supporting FDI using the Smart Specialisation outcomes.

**Objective 2.2: To increase the competitiveness of enterprises, strengthen export and diversification, and economy internationalization, while addressing the challenges of the circular economy/ green economy**

Planned areas of intervention:

* Improve the business environment for SMEs, including simplify the legislation, digitalise, and sophisticate the services for enterprises (like but not limited to revision of the system of Para fiscal charges and business-related legislation);
* Advance the alignment with EU policies and instruments in the field of enterprise and industry;
* Integration in global value chains;
* Boost the SME’s capacities to meet EU standards to be more competitive;
* Support the digital transformation of companies and new business models through the introduction of e-business commerce and alike;
* Support the access to new markets and the promotion of North Macedonia abroad and improve the integration of companies in global value chains;
* Improve access to finance (e.g., loans, R&D investment grants, risk capital, venture capitals, etc.) to foster private sector investment;
* Support the strengthening of the economy by fostering innovation and the Industry 4.0 concept. Improve the regulatory mechanisms for the financial markets to enlarge the financing option for the entrepreneurs and encourage investment, innovation, and growth;
* Invest in adjusting labour market deficiencies and developing the human capital;
* Provide support - training, advice, and business services and, grant, loans – for female entrepreneurs, young people, and people with disabilities to start an enterprise and support the human capacity, productivity, export potential of their existing enterprises;
* Promote environment-friendly investments and invest in the transition towards the circular economy/green economy (e.g., the introduction of electronic product passport, providing grants for resource-saving technologies and shift towards the zero waste and zero pollution approach of companies.

**Objective 2.3: To strengthen research, technological development, and innovation**

Planned areas of intervention:

* Support the research and innovation to develop innovative and sustainable products, processes, technologies, services, and non-technological solutions that address a specific business opportunity or social objective;
* Further harmonisation with the EU acquis in the field of research, development, and innovation;
* Reinforce the quadruple helix model of innovation with interactions between academia, industry and Government, including transfer of know-how and transfer of technology;
* Support Strategic Partnership for Research and Innovation (SRIP) related to smart specialisation and strengthening the institutional capacities for smart specialisation;
* Strengthen the R&D&I infrastructure and improve access to excellent facilities by investing in PROs, national technology park/s, centres of excellence, innovation hubs, digital hubs, innovative clusters, start-up centres and other RDI relevant facilities;
* Invest in new technologies, research, training, and education, including for adoption of open science practices and increased participation in the Horizon Europe funding programme;
* Enhance transfer of research results and technology to the commercial sector to stimulate investments and business uptake of research output and to strengthen the real sector's productivity and competitiveness;
* Assist female researchers with a focus on (Science, Technology Engineering, and Mathematics) STEM areas as well as young people and the general research community, and companies employing female and young employees working in R&D;
* Foster international collaborations and networking with other research institutes.

**Thematic Priority 3: Agriculture and Rural Development[[68]](#footnote-69)**

**Objective 3.1: To prepare the country for participation in the EU Common Agricultural Policy, harmonise the legislation with the *acquis* and the European standards in the areas of agriculture, food, veterinary, phytosanitary, animal welfare, hygiene and environment and build the necessary administrative and institutional capacities[[69]](#footnote-70)**

Planned areas of intervention:

* Alignment with the EU *acquis* and implementation of the legal framework in the field of agriculture and rural development and the relevant veterinary, food safety and phytosanitary standards (SPS standards), including overall well-functioning control systems;
* Improving the policy making in the agricultural sector, enhanced sector policy dialogue improved reporting on the implementation of the strategic directions and reforms;
* Improvements in the institutional set-up, of the capacity of the various institutions and stakeholders to implement the agricultural policy and of the coordination among the institutions;
* Further strengthening of the established operating structures and financial management and control systems involved in the management of the EU funds;
* Improved production and use of statistical and administrative data including upgrade of the Integrated and Administrative Control System (land parcel identification system, farm register, animal register), full integration of the Farm Register and the Land Parcel Identification System (LPIS) within the control system for direct payments would enable alignment with the EU *acquis*, improvements of the agricultural statistics (including agricultural census);
* Further development of capacities to implement the common market organisation for agricultural products;
* Simplification of current national direct payment scheme and gradual introduction of decoupled systems, starting with a small farmers’ scheme and a redistributive payment scheme;
* Alignment with Common Agriculture Policy (CAP) of the direct payment system to take advantage of the flexibility granted to the EU Member states and implementation of the roadmap for gradual alignment;
* Introduction of quality standards and the use of transparent labelling;
* Introduction of financial/credit schemes for farmers;
* Provision of training and information to farmers to help them bring their farming practices into line with those used in the EU.

**Objective 3.2: To increase the competitiveness of North Macedonia’s agricultural production and agro-food industry at the international markets[[70]](#footnote-71)**

Planned areas of intervention:

* Upgrade of the current cross-compliance system with climate and additional environment related requirements;
* Investments in irrigation schemes;
* Investments in storage of agriculture products, especially for the perishable productions;
* Promotion of short supply chains;
* Investments in land consolidation;
* Promote renting in agriculture (mechanisation and land);
* Improve extension services;
* Promote sustainable use of fertilisers, pesticides and healthy seeds and planting material;
* Strengthen agriculture cooperatives, farmers’ associations and Common Market Organisations;
* Promote the diversification of agriculture productions as well as the processing of the tails of production;
* Promote organic farming in marginal and/or protected areas;
* Enhance forestry management and conservation;
* Introduction of (at least 3) policy intervention measures related to climate mitigation and adaptation;
* Strengthen the advisory system should be reinforced to 1) improve the support provided to farmers; 2) increase the uptake of grants and subsidies, and 3) improve the quality of information available to farmers regarding rules and good agricultural practices; 4) support decision-making in plant protection;
* Enhance innovation and knowledge transfer (Improvement of irrigation systems using new techniques designed to mitigate environmental damage; Global Positioning System (GPS) technology and weather stations;
* In terms of further assistance to Common Market Organisations (CMO), the following measures could be supported: 1) Recognition of Producers Organisations of agricultural products; preparation of relevant Operational programs 2) Private storage 3) further development of the school schemes 4) Marketing standards 5) Classification of carcasses. Most of these measures apply to all the sub-sectors, including wine and honey. In addition, support is will be provided for establishing a monitoring, evaluation and reporting system on CMO measures.

**Objective 3.3: To eliminate the risks to the animal, and public health[[71]](#footnote-72)**

Planned areas of intervention:

* Increasing the capacity of the Food Veterinary Agency (FVA) in the field of food fraud and severe food safety threats/ response to crises situations;
* Improving the monitoring system of food and food safety;
* Establishment of a risk-based official control system and risk assessment system;
* Improving the system for disease control and prevention of zoonosis and alimentary infections;
* Developing effective nutritional policy and programmes;
* Improving the quality of raw milk and the system of official controls (together with MAFWE);
* Increasing capacities for disease prevention, surveillance and crisis preparedness:
  + Improving and upgrading veterinary service;
  + Improving and fully implementing animal health programmes in line with EU provisions;
  + Free status about certain listed diseases at establishment level, regional level and country level;
  + Improving communication, coordination, and chain of command between FVA staff at the central and local levels;
  + Improving laboratory capacity for Animal Health diagnosis;
* Improving Veterinary Information systems including I&R system enabling full traceability of animals and animal products;
* Improving Animal By-product Management (ABP) management – fallen stock;
* Prudent use of Veterinary Medicinal Products – One health approach;
* Improving animal welfare by the implementation of biosecurity measures and good farming practices.

**Objective 3.4: To eliminate the risks to plant, animal health and human health and to decrease the negative impact of agricultural activities on the environment[[72]](#footnote-73)**

Planned areas of intervention:

* Alignment with and the implementation of the EU legal framework in the field of plant health, plant protection products and official control;
* Improving the monitoring system of harmful organisms and primary production;
* Establishing of risk-based official control system and risk assessment system;
* Improving the system for prevention of introduction and spread, and for eradication of quarantine harmful organisms;
* Increasing capacities for pest prevention, surveillance, and crisis preparedness:
* Establishing plant health service;
* Improving and fully implementing plant health programmes in line with EU provisions;
* Free status about certain listed pests at the level of registered operators, areas or at country level;
* Improving communication, coordination, and chain of command between central and local level;
* Improving laboratory capacity for Plant Health diagnosis;
* Effective Phytosanitary Information System;
* Implementation of the National Action Plan for integrated plant protection and sustainable use of pesticides (system for certification of equipment for application of phyto-pharmacy products, improvement of the technical knowledge of phyto-pharmacy products users of by training, guidelines) and awareness-raising in phytomedicine;
* Establish systematic monitoring of the impacts of phyto-pharmacy products (PPP) on environment and on users’ health;
* Improve the official control of the use of PPP;
* Promote integrated plant protection, including non-chemical methods for plant protection.

**Objective 3.5: To promote territorially balanced and sustainable development in rural areas[[73]](#footnote-74)**

Planned areas of intervention:

* Enhance social capital in rural areas and help ensuring application of good governance standards of a modern public administration in structures for agriculture and rural development;
* Facilitate business development and employment in rural areas and encourage young farmers;
* Promote working activities in rural areas that are not directly related to farming;
* Foster engagement of women from rural areas.

|  |
| --- |
| **RURAL DEVELOPMENT PROGRAMME (IPARD III)**  Objectives:  1. Enhancing farm viability and competitiveness of agriculture and food processing.  2 Restoring, preserving, and enhancing ecosystems dependent on agriculture, fishery and forestry.  3 Promoting balanced territorial development in rural areas.  4 Transfer of knowledge and innovation in agriculture, forestry and rural areas.  5 Horizontal and cross-cutting priorities  Measures:  Measure 1: Investments in physical assets of agricultural holdings;  Measure 2: Support for the setting up of producer groups;  Measure 3: Investments in physical assets concerning processing and marketing of agricultural and fishery products;  Measure 4: Agri-environment-climate and organic farming measure;  Measure 5: Implementation of local development strategies - LEADER approach;  Measure 6: Investments in rural public infrastructure;  Measure 7: Farm diversification and business development;  Measure 8: Improvement of skills and competencies;  Measure 9: Technical assistance;  Measure 10: Advisory services;  Measure 11: Establishment and protection of forests. |

**Thematic Priority 4: Fishery**

**Objective 4.1: To improve the fisheries policy and its alignment with the EU *acquis***

Planned areas of intervention:

* Increasing administrative capacity of the MAFWE in the fishery sector and improvements in the institutional set-up;
* Alignment with the EU *acquis* and implementation of the legal framework in the field of fisheries, including overall well-functioning control systems;
* Strengthening the capacity of the various institutions and stakeholders to implement the national fisheries policy and the establishment of relevant working groups related to improving the policy making in the fisheries sector, enhancing sector policy dialogue and to improving reporting on the implementation of the strategic directions and reform;
* Alignment with the EU *acquis* in market policy, state aid and structural measures.
* Improving data collection system and reporting.

**Objective 4.2: To prevent Illegal Unreported Unregulated (IUU) fishing and to promote competitiveness of the sector**

Planned areas of intervention:

* Strengthen Inspection and control;
* Establish base of national catch certification scheme and institutional set-up of the various institutions and stakeholders to implement the national catch certification scheme reporting system and of the coordination among the institutions;
* Promotion of structural policy measures in fisheries;
* Promotion of the competitive advantage of sustainable, high-quality food (fish);
* Promotion of aquaculture practices and research;
* Reducing negative impacts from aquaculture on the environment;
* Creation of synergies between national research programmes and collaboration between the industry and the scientific community;
* Setting up an administrative structure for the use of the European Maritime and Fisheries Fund (EMFF). Setting up of the instruments for using EU funds for fisheries and aquaculture;
* Further strengthening of the established operating structures and financial management and control systems involved in the management of the EU funds

## List of actions proposed for IPA III support 2021 – 2027

### PROGRAMMING YEAR 2021

**EU for Green Economy**

The Action will promote the sustainable economic development of North Macedonia by (1) stimulating the companies to innovate, grow and create jobs in green businesses and contribute to the achieving the objectives of the Green agenda for the Western Balkans, and (2) enhancing the competitiveness of the agricultural sector based on promoting Common Market Organisation as a safety net for the farmers and putting in place four small irrigation schemes to reduce the risks associated to erratic rainfall.

### PROGRAMMING YEAR 2022

**EU for Improved Health and Social Protection and Gender Equality**

The Action will strengthen the prevention and the response to the most critical health threats in the country. It will improve the maternal and neonatal care in selected hospitals in two pilot regions and prevent and treat, colorectal, stomach and breast cancers. The Action will also upgrade the health information systems, allowing better monitoring of the health care performance and planning of health interventions while decreasing the cost of health care services and improving efficiency.

Moreover, the Action will promote fair and inclusive employment and social protection. It will (1) improve the occupational safety and health (OSH) standards in the country through legal harmonisation with the relevant EU *acquis* and best practices, in particular on insurance against work-related injuries; (2) promote gender equality and participation of women in the political and economic life of the country; (3) support comprehensive monitoring and assessment of the social services at the national and local level.

### PROGRAMMING YEARS 2023

**EU for Improved Health Care System**

The Action will increase the capacity of the country to provide an improved emergency medical service by strengthening the emergency response. The Action will also support the optimisation of the health care services with particular attention to preventing non-communicable diseases, focusing on colorectal, lung cancer screening and teleradiology. Finally, the Action will focus on improving the electronic health system (E-Health) at all health system levels. The Action encompasses three components:

* Strengthening the Emergency Medical Service (EMS) system.
* Reducing cancer mortality.
* Enhancing the digitalisation of the health system.

**EU for Economic Cohesion**

The overall objective of the Action is to unleash the economic potential of North Macedonia and promote economic cohesion, through synergy between the economic, agriculture and innovation policies in line with the EU objectives on climate change and protection of biodiversity. The Action encompasses the following three components:

* Improving the legal and administrative framework for business operations in North Macedonia.
* Strengthening the Innovation Ecosystem.
* Reinforcing the Agricultural and Fisheries Policy.

### PROGRAMMING YEAR 2024 (indicative)

**EU for Human Capital**

This Action will support the preparation and implementation of all the pending reforms that are necessary to help the Country to complete the adoption of the Acquis Communautaire related to Education.

**EU for Structural reforms in Agriculture and Rural Development**

This Action will support the preparation and implementation of all the pending reforms that are necessary to help the Country to complete the adoption of the Acquis Communautaire in ARD.

**PROGRAMMING YEARS 2024-2027**

**Sector Operational Programme “EU for Jobs and Opportunities”**

This SOP will support North Macedonia in improving the functioning of the labour market and boosting the employment dynamics through:

1. Reinforcing the Youth Guarantee by sophistication of the labour market measures (activation and employment) for the young NEETS, while protecting their labour and social rights. Particular focus will be put on addressing skill gaps, especially digital ones and overcoming labour market mismatches, promoting labour market adaptability and activation of young people. The Action will also support the digitalisation of the YG implementation, which has become more critical within the COVID-19 pandemic.
2. Addressing the skills mismatch and the skills shortage faced by enterprises and facilitating the opening of new jobs. The EU aid will be focused on the implementation of work-force unemployment prevention measures.
3. Boosting social and micro-enterprises development and (self) employment among Roma and vulnerable groups through supporting the development of social enterprises and facilitating access to finance and building up the institutional capacity of the institutional and non-institution providers of finance for social and micro-entrepreneurs.
4. Reinforcing the Social Dialogue at central and at local level.
5. **BUDGET AND IMPLEMENTATION PLAN 2021-2027.**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Estimated Total budget (EUR million)** | **Requested IPA contribution (EUR million)** | **Implementation plan** |
| **Thematic priority 1: Education, employment, social protection and inclusion policies, and health** | | | |
| **2022** | | | |
| EU for Improved Health, Social Protection and Gender Equality | 11.1 | 11.0 | The action will be implemented under Direct management, through grants and procurement of services and supplies |
| **2023** | | | |
| EU for an Improved Health Care System | 11.8 | 10.0 | Direct management |
| 2024 | | | |
| EU for Human Capital | 15.0 | 10.0 | Direct management |
| **2024-2027** | | | |
| Sector Operational Programme “Jobs and Opportunities” | 48.0 | 40.0 | The SOP will be implemented through indirect management with Beneficiary country. |
| **Total TP 1**  **(2021-2027)** | **85.9** | **71.0** |  |
| **Thematic Priority 2: Private sector development, trade, research and innovation** | | | |
| **2021** | | | |
| EU for Green Economy | 33.3 | 25.8 | The Action will be implemented under direct management through procurement (services and works) and one grant. |
| **2023** | | | |
| EU for Economic Cohesion | 11.3 | 11.2 | Direct management |
| **Total TP 2 (2021-2024)** | **44.6** | **37.0** |  |
| **Thematic Priority 3: Agriculture and Rural Development** | | | |
| **2024** | | | |
| EU for structural reforms in Agriculture and Rural Development | 15.0 | 15.0 | The Action will be implemented under direct management through procurement (services and works) and one grant. |
| **2021-2027** | | | |
| Rural Development Programme (IPARD III) | 128.1 | 97.0 | The Action will be implemented under direct management through procurement (services and works) and one grant. |
| **Total TP 3 (2021-2024)** | **143.1** | **112.0** |  |
| **TOTAL window**  **(2021-2027)** | **273.6** | **220.0** |  |

**WINDOW 5 - TERRITORIAL AND CROSS-BORDER COOPERATION**

**PART 1 - SECTOR CONTEXT AND RELEVANCE WITH THE ENLARGEMENT POLICY**

1. **Consultation Process**

**BILATERAL CROSS-BORDER PROGRAMMES**

The programming process of the new generation of 2021-2027 bilateral programmes started in May 2020, based on common experience from the preceding process under the 2014-2020 IPA II. Some introductory meetings were followed by a survey collecting the opinions of the main stakeholders on the SWOT of the programme area. A joint task force (JTF) was established for each of the bilateral programmes (North Macedonia-Albania, Kosovo-North Macedonia, and Serbia-North Macedonia) during July-October 2020 involving representatives of relevant institutions/organisations of the participating countries with a genuine interest in the potential CBC thematic fields. These JTFs were responsible for the strategic planning and programming of the 2021-2027 IPA-IPA CBC. Their role consisted of ensuring the effectiveness and quality of the strategic planning and programming, particularly by identifying the needs from the eligible area, elaborate the programme strategy, decide on the allocation of funds per selected thematic priority and identifying any strategic project in line with the programme strategy. The EU-funded multi-beneficiary project ‘Cross-border Institution Building - CBIB+ Phase III’ supported the programming exercise to ensure synergies among the various CBC programmes and build on the existing good practices. Programming was characterised by a broad participatory process and extensive consultations with stakeholders, involving line Ministries, public companies/agencies, local government units/municipalities, civil society organisations and other relevant partners at the national and regional level. The first draft programme documents for the three bilateral programmes were submitted for consideration and commented to the European Commission (EC) in November-December 2020. Subsequently, the operating structures (OSs) of the three programmes conducted public consultations with representatives of public and private entities established in the eligible areas according to the database of the joint technical secretariat (JTS) of the programmes. Following comments and further inputs from these consultations and the formal revision of the programme documents by the EC in two phases, the programmes are expected to be adopted by the end of 2021.

**INTERREG PROGRAMMES**

North Macedonia participates in four Interreg programmes, two bilateral: Republic of Bulgaria-Republic of North Macedonia and Republic of Greece-Republic of North Macedonia; and two transnational: Balkan Mediterranean (Balkan Med) and Adriatic-Ionian (Adrion).

*BUL-NM*

Various Joint Working Groups (JWGs) meetings were held to discuss the CBC Programme for 2021-2027 between September 2019 and February 2021. The Territorial Strategy has been elaborated where the priority areas of intervention are as follows: -socioeconomic development and cohesion; -infrastructure and border aspects; -environmental protection and biodiversity conservation; and –cultural and historical heritage and tourism. The strategy's implementation will strengthen territorial cohesion through balanced, sustainable development in the cross-border region between Bulgaria and North Macedonia. Civil society organisations, the academic community, local authorities, socioeconomic entities and associations, etc., as members of the working groups, participated in drafting the strategy.

The programme between Bulgaria and North Macedonia is developed jointly with the Task Force (TF) established. The TF, which is widely involved at all stages of the development, coordination, approval and implementation of the strategy, ensures the continuation of the public consultation process for the preparation of the programme. The TF has a role in every stage of the development of the Integrated Territorial Strategy and is chaired by the Ministry of Regional Development and Public Works of the Republic of Bulgaria.

*GR-NM*

The first Joint Programming Committee (JPC) meeting of the Interreg IPA Cross-Border Cooperation Programme “Greece-Republic of North Macedonia 2021-2027” was held on July 13th, 2020, via teleconference. The Programming Committee approved the Rules of Procedure document and presented the Concept Paper. Finally, the Methodology was adopted by the JPC. The Public Consultation was initiated through a structured questionnaire via EU e-survey in the two official languages of the participating countries at the beginning of 2021. The consultant experts will examine all proposals concerning the content through a socio-economic analysis and the New Programme Document preparation. It is estimated that a final Draft could be submitted for comments to the European Commission in October. 2021.

The expenses for the preparation of the new Programme will be covered by the Technical Assistance (TA) 2014-2020. JMC members will be informed accordingly, having in mind that there is such provision in the TA 2014-2020 Manual.

*MED*

Different meetings of the Task Force have been held. Territorial and social-economic analyses were done. Decisions on the future policy objectives and territory have been taken. The main goal of the Programme consists in contributing to the transition towards a climate-neutral society and fighting against climate change's impact on Mediterranean resources while ensuring sustainable growth and the well-being of citizens. Regarding the geography of the Euro-MED programme, the Programme Task Force, based on the candidacies received, has decided the enlargement of the Programme to three Spanish regions (Comunidad de Madrid, Extremadura and Castilla-La Mancha), under the condition that Spain’s financial envelope will be proportionately increased; Bulgaria (whole country) and North Macedonia (entire country). The Task Force has decided to confirm the current Managing Authority –the French Region Provence-Alpes Côte d’Azur)

*ADRION*

So far, various meetings were held informal and formal. Territorial and socio-economic analyses were done. The Task Force decided on including North Macedonia in the Programme – Ministry of Local Self-Government- and has preliminary defined the programme policy objectives: PO 1 Smarter Europe by promoting innovative and smart economic transformations, PO 2 Green and low carbon Europe by promoting clean and efficient energy efficiency, green and blue investments, a circulating economy, adaptation to climate change and risk prevention in governance, PO 3 More connected Europe by increasing mobility and regional cooperation, and PO 4 Social Europe by implementing the European pillar of social rights. The further fine-tuning of the initially identified policy objectives and the selection of specific objectives shall occur in the next months once the public consultations process is done. Current Managing Authority –Italian Region Emilia Romagna- has also been confirmed for the financial perspective 2021-2027. The programme’s performance framework for 2021-2027 and budget allocation should be defined in the following months.

1. **Alignment of beneficiary’s strategies with IPA III Programming Framework**

The IPA III Programming Framework under Window 5 will continue to support the territorial cooperation programmes by the European Territorial Cooperation (ETC) Regulation. The specific territorial cooperation modalities to be financed by the IPA III are the following: - Cross-Border Cooperation (CBC) between IPA III Beneficiaries (IPA-IPA CBC); - Cross-Border Cooperation between IPA III Beneficiaries and Member States (Interreg-IPA-CBC); - Cross-Border Cooperation Programmes between the Member States and Partner Countries from the Neighbourhood region (IPA-NDICI CBC); - and European Regional Development Fund (ERDF) transnational, maritime and interregional cooperation programmes.

North Macedonia will continue to participate, within IPA III, in the same CBC modalities as in the previous period 2014-2020. Thus, the country shares the strategic objectives of the CBC programmes between IPA III beneficiaries:

* Promote of reconciliation and confidence building and good neighbourly relations;
* Economic, social and territorial development of border areas, fostering the cooperation among national local/regional authorities, associations, non-governmental organisations and enterprises from neighbouring regions;
* Building the capacities of local, regional and national institutions to manage EU programmes and prepare them for the management of future Structural Funds under the territorial cooperation goal, which will be implemented upon accession.

1. **Coherence of beneficiary’s strategies with the EU Enlargement policy**

The search for good neighbourly relations, reconciliation and regional cooperation is a crucial element of the European perspective of the Western Balkan countries. In March 2020, the European Council endorsed the decision of the Council to open accession negotiations with North Macedonia. The **Mach 2020 Council Conclusions** reiterated that good neighbourly relations and regional cooperation remain essential elements of the enlargement process and the Stabilisation and Association Process.

The EU **Economic and Investment Plan for the Western Balkans[[74]](#footnote-75),** which aims to support the long-term recovery underpinned by green and digital transition, will positively impact economic growth, EU accession reforms, and rapprochement from the Western Balkans to the EU single market. Likewise, the EIP supports good relations and reconciliation in the region through economic and commercial growth and intra-regional cooperation.

The **Enlargement Strategy[[75]](#footnote-76)** and the **Western Balkans Strategy[[76]](#footnote-77)** set out the specific priorities and challenges for the Western Balkans on their way to EU membership. Reconciliation, good neighbourly relations and regional cooperation are considered prerequisites for membership. The most recent EC Communication “**Enhancing the accession process-A credible EU perspective for the Western Balkans”**[[77]](#footnote-78) underlines the need to reinforce the regional cooperation and good neighbourly relations to bring stability and prosperity to their citizens while giving confidence to the EU that the region is addressing the legacy of its past. In this sense, the Prespa Agreement with Greece and the Good Neighbourly Relations Treaty with Bulgaria are part of this priority and constitute a clear example of the conciliatory will of the parties involved.

Implementation of the obligations stemming from the **Stabilisation and Association Agreement** with North Macedonia and other sectoral agreements are supporting preparations for meeting the requirements of the EU membership. Although achieving these objectives represents a challenge for the Government of North Macedonia, the Ministry of Local Self-Government, the primary ministry in charge of the regional cooperation, acknowledges the purposes related to the regional cooperation in its strategic papers and actions plans.

The **EC Annual Report 2020**[[78]](#footnote-79) recognises the country's positive approach to regional cooperation and good neighbourly relations through participation in many regional initiatives and during the COVID-19 crisis. The country remains constructively committed to bilateral relations with other enlargement countries and the neighbouring EU Member States.

1. **Sectoral Analysis**

North Macedonia has progressed well in introducing the Sector Approach. The key strategic documents, especially those developed after 2017, use a rich data collection and measure success against SMART indicators. They are developed through a participatory process and benefit from relevant stakeholders’ involvement, including civil society organisations and international donors. The authorities, donors and civil society are provided with opportunities to discuss the overall and the specific strategic directions and thus increase the compliance of the strategies to the EU and international standards. An important step forward in sector policy-making was the development of a sector Performance Assessment Framework (PAF), based on a set of impact and outcome indicators, targets and baseline data. The indicators formulated and agreed upon for this window provide a solid system for measuring the progress in compliance with the evidence-based approach to policy making.

The sector policy dialogue is channelled through the established Sector Working Group (SWG) on Local and Regional Development in charge of territorial and cross-border cooperation. Each of the established SWGs is chaired by the relevant Minister(s), which ensures the high profile of the dialogue and the commitment of the Government. The SWGs meet in different formats: decision-making (at least twice per year) and technical (at least once per month). The SWGs play the role of the country sector dialogue platform channelling the discussions on the national sector priorities and their implementation in an inclusive and participatory manner. They embed the IPA programming but go far beyond the EU funds debate. The SWGs are the platform to voice the opinion of the various donors, relevant state institutions and civil society on how the sector develops, how effective the current policies are, and how the multiple donors contribute to the national sector priorities. With the opening of negotiations, the SWGs will adopt new functions, primarily becoming the public channel to inform stakeholders on the progress on negotiations and provide feedback to decision-makers on how new legislation is being implemented. In addressing these new obligations, the SWGs will complement the established 2019 negotiation structure, which will technically handle the discussions with the European Commission.

Overall, the institutional setup is supportive of on-going and planned sector reforms with clear responsibilities allocated to the relevant national authorities. It is necessary to continue strengthening the national administrative capacity to fully implement the strategies and legislation. In general, the main challenges that still have to be addressed include optimisation of the staff levels in the majority of the bodies and institutions, staff retention and promotion policy in place, and permanent capacity-building mechanisms. These issues will be addressed through the ongoing sector reforms and the horizontal Public Administration Reform.

Another critical challenge ahead will include reinforcing the national capacity to budget sector reforms and finance structural priorities. Adopting the new organic budget law[[79]](#footnote-80) (OBL) creates grounds for introducing programme-based and performance budgeting and medium-term budget planning. The new Government made the “SMART” public finance system one of the priorities of their mandate; SMART key performance indicators were defined to assess the achievement of objectives and implementation of results. The budget allocations in the last years demonstrate increased attention to the fundamental reform. Efforts are being also put into improving the transparency in budgeting and expenditure reporting[[80]](#footnote-81).

1. **Coherence of sectoral strategies with regional and global strategies**

The country is in line with the international commitments undertaken by North Macedonia and is well guided by the EU and related international partners.

It also reflects the 2030 Agenda for Sustainable Development Goals, in particular, *Goal 17: Revitalize the global partnership for sustainable development*, which addresses partnership and strong cooperation issues as a means to build back better and achieve Sustainable Development Goals.

North Macedonia embraced the Berlin Process and signed the Declaration on Bilateral Issues at the 2015 Vienna Summit committing the country to address the open bilateral issues in the spirit of good neighbourly relations and shared commitment to European integration, engaging not to interfere, either directly or indirectly, in each other’s EU integration paths. Furthermore, North Macedonia signed the London and Sofia Declaration on regional cooperation and good neighbourly relations (2018) and the Zagreb Declaration (2020).

North Macedonia supports actively several regional organisations and frameworks, such as (1) the **Regional Cooperation Council (RCC)** as an all-inclusive, regionally owned and led cooperation framework, and (2) **Central European Free Trade Agreement (CEFTA)**[[81]](#footnote-82) - an international trade agreement between countries in South-Eastern Europe to facilitate cooperation in areas of trade, customs, and services. North Macedonia embraces the opportunity to build a **Common Regional Market** and enhance the economic integration of the Western Balkan region. Other relevant regional initiatives where the country is participating are the Energy Community, Transport Community, Southeast European Cooperation Process (SEECP), RECOM and the Regional Youth Cooperation Office (RYCO).

In April 2020, North Macedonia became the ninth **EUSAIR** (EU Strategy for the Adriatic and Ionian Region) member, which general objective is to promote economic and social prosperity and growth in the region (four EU Member States –Croatia, Greece, Italy, Slovenia, and five non-EU countries -Albania, Bosnia and Herzegovina, Montenegro, Serbia and North Macedonia-) by improving its attractiveness, competitiveness and connectivity. The countries aim to create synergies and foster coordination among all territories in the Adriatic-Ionian Region in the four thematic areas/pillars: -Sustainable Tourism; -Environmental Quality; -Connecting the Region; and –Blue Growth.

North Macedonia also participates in the ‘Brod-Brijuni process’, Central European Initiative, the European Common Aviation Area Agreement, the Regional Initiative for Migration and Asylum, and the Regional School of Public Administration (ReSPA), etc.

**PART 2 – PRIORITIES, OBJECTIVES AND ACTIONS UNDER IPA III ASSISTANCE**

1. **Consultation Process**

The consultation process is presented in part 1. The civil society organisations participated actively in the process of elaboration of this Strategic Response, and, following the national policy and the future Guidelines and Strategic Directions for EU Support to Civil Society in the Enlargement Region 2021-2027, they will continue to be involved in the policy dialogue, programming, implementation, and monitoring, where appropriate.

1. **Key thematic priorities**

The following thematic priorities and areas of intervention were selected per cross-border cooperation programme.

**BILATERAL CROSS-BORDER PROGRAMMES**

***CBC Republic of North Macedonia - Republic of Albania***

**Thematic priority 1 – Environment protection, climate change adaptation and mitigation, risk prevention and management (TP 2)**

Planned areas of intervention:

* Strengthen civil protection mechanism in place
* Improve emergency service facilities
* Increase awareness of local population and visitors/tourists on disaster response
* Improve cross-border management of protection areas
* Increase capacities of local authorities and other stakeholders (NGOs, universities, research centres, etc.) on environmental protection
* Increase awareness of local population and visitors/tourists on environmental protection

**Thematic priority 2 - Tourism and cultural and natural heritage (TP 5)**

Planned areas of intervention:

* Enhance opportunities for business/SME creation in tourism sector through identification, development, and promotion of key under-utilised local resources (handicraft, preserves, local gastronomy, etc.)
* Support initiatives addressed to women and youth in rural areas, including training and (self) employment promotion measures, targeted at marketing traditional products (handicrafts, preserves, local gastronomy, etc.)
* Strengthen capacities of tourism entrepreneurs
* Support joint initiatives to restore, protect and promote cultural and natural heritage locations
* Improve tourism investments
* Increase awareness of the population and tourists/visitors on the wealth of natural and cultural heritage and the need to protect it and sustainable utilise it

**Thematic priority 3 – Technical assistance (TP 0)**

Planned areas of intervention:

* Ensure the efficient, effective, transparent, and timely implementation of the cross-border cooperation programme as well as to raise awareness of the programme amongst national, regional and local communities and, in general, the population in the eligible programme area

***CBC Republic of Kosovo****[[82]](#footnote-83)\*-* ***Republic of North Macedonia***

**Thematic priority 1 - Competitiveness, business environment and SME development, trade and investment (TP 8)**

Planned areas of intervention:

* Support new products with cross-border tourism potential
* Improve marketing and commercialisation of products and services locally and internationally
* Increase capacities of trade and tourism organisations and local authorities on promotion strategies
* Support interns to gain practical experience to enter the workforce
* Increase support to business start-ups
* Increase supply of professional training courses

**Thematic Priority 2 - Environment protection, climate change adaptation and mitigation, risk prevention and management (TP 2)**

Planned areas of intervention:

* Increase awareness of cross-border in environment protection/climate change/nature protection to promote sustainability among target groups
* Support joint management plans and capacities on environmental protection and national disasters
* Foster circular economy practices

**Thematic priority 3 – Technical assistance (TP 0)**

Planned areas of intervention:

* Ensure the efficient, effective, transparent and timely implementation of the cross-border cooperation programme as well as to raise awareness of the programme amongst national, regional and local communities and, in general, the population in the eligible programme area

***CBC Republic of Serbia*** *-* ***Republic of North Macedonia***

**Thematic Priority 1 - Employment, labour mobility and social and cultural inclusion across borders (TP 1)**

Planned areas of intervention:

* Increase access to social, health and cultural services for vulnerable groups
* Improve existing programmes and services provided for citizens of the programme area (in particular people in rural area, elderly, women, youth, Roma community and other ethnic minority groups, persons living with disabilities, people living with mental health challenges, refugees/migrants, and others)
* Develop and test new innovative approaches, programmes, or services through cooperation of public and private sector with focus on active approaches to inclusion
* Promotion of healthy lifestyle and address health inequalities among people at risk of poverty and social inclusion including women and rural population
* Support initiatives for cross-cultural cooperation between various national and ethnic groups within the programme territory to diminish language and cultural barriers and strengthen the area of social and cultural diversity through promotion of women and initiatives of members of other vulnerable groups

**Thematic Priority 2 – Encouraging tourism and cultural and natural heritage (TP 2)**

Planned areas of intervention:

* Support the development of cross-border tourism products
* Enhance protection and revitalisation of natural and cultural heritage
* Improve professional capacities and coordination for joint interventions in sustainable tourism
* Increase awareness and promotion of culture of safety for the local population and visitors to natural and cultural heritage sites
* Support smart and sustainable approaches to mobilising the natural and cultural heritage for development of sustainable tourism (active preservation and valorisation)
* Identification and activation of resources among the local population for the creation of complementary offers to key natural, cultural, and historical attractions (crafts, foods, traditions, etc.)
* Apply innovative approaches in management and increasing visibility of sustainable tourist products and destinations

**Thematic priority 3 – Technical assistance (TP 0)**

Planned areas of intervention:

* Ensure the efficient, effective, transparent, and timely implementation of the cross-border cooperation programme as well as to raise awareness of the programme amongst national, regional and local communities and, in general, the population in the eligible programme area

**INTERREG PROGRAMMES**

***Republic of Bulgaria- Republic of North Macedonia***

**Thematic Priority 1 (Specific Objective) – Increase the competitiveness of the local economy and improve the business environment**

Planned areas of intervention:

* Providing incentives for start-up and development of SMEs in all areas with the potential to create jobs, including in alternative employment, orientation towards high-tech high-added-value industries; a transition towards a circular economy involving a decrease of resources dependency and utilisation of industrial waste
* Support for the less developed regions and for the launch of high-tech, high-added-value industries and increasing the attractiveness of the CBC region for foreign direct investments
* Support to increase the competence of SMEs for participation in European and national funding programmes; raising the resource and energy efficiency of SMEs and support for the introduction of models of the circular economy; promoting entrepreneurship by improving the business environment while utilising locally available resources
* Raising the qualifications of the workforce and acquisition of crucial skills in leadership management, marketing, digital literacy and other competencies; continuous technological renewal of the SMEs involving new knowledge and skills, machinery, software products and the introduction of digital technology; improving the corporate culture of cooperation among SMEs, including their joint participation in projects and programmes seeking external financing and addressing common challenges in a highly competitive environment
* To raise the qualification of executive and senior management staff by continuing education, refresher, and re-training courses in accordance with the needs of the business sector; territorial focused measures for addressing unemployment in the problem areas of the CBC region, for encouraging economically inactive persons to seek employment and incentivising the business sector for job creation

**Thematic Priority 2 (Specific Objective) – The cultural and historical heritage of the Republic of Bulgaria and the Republic of North Macedonia: a prerequisite for the development of an attractive, all-season tourism product by means of smart solutions that ensure universal access and participation**

Planned areas of intervention:

* Improving the mobility and connectivity of the transport and engineering infrastructure by a system of alternative mobility, including a grid of bicycle lanes, ‘dirt’ forest and country roads, helipads, etc.
* Development and marketing of integrated regional tourism products suitable for various activities through the inclusion of the cultural and historical heritage and natural assets; joint efforts for diversification of the forms of tourism services and the realisation of all-season tourism in the CBC region
* Development of integrated targeted financial packages for supporting business activity and the creation of new SMEs in tourism with a focus on family businesses and the offering of local tourism products: wine and gourmet tourism, rural eco-tourism, cycling tourism, hunting and fishing, off-road tourism, etc.
* Creating a joint network of locations for the realisation of concepts like ‘green school’, ‘in the country’, ‘visiting with…’ , ‘made by…’, etc.
* Elaborating and applying joint measures for reducing the vulnerability of services in the tourism sector to the effects of pandemic and epidemic situations; promoting the development of health and recreational tourism: products and services related to physical exercise, outdoor sport, strengthening the immune system and improving the health status through spa procedures, climate therapy, mud therapy, combining short breaks of different kinds with individual travel

***Republic of Greece- Republic of North Macedonia***

**Thematic Priority 1 – Strengthening institutional capacities for more effective regional development policies**

Planned areas of intervention:

* Enhance the institutional capacity of public authorities, in particular, those mandated to manage a specific territory and of stakeholders
* Promoting the exchange of experiences, innovative approaches, and capacity building in relation to the identification, dissemination, and transfer of good practices among regional policy actors in the following areas:
* All SOs under PO 1. A smarter Europe by promoting innovative and smart economic transformation.
* All SOs under PO 2. A greener, low-carbon Europe by promoting clean and fair energy transition, green and blue investments, the circular economy, climate adaptation and risk prevention and management.
* Under PO 4. A more social Europe implementing the European Pillar of Social Rights, SOs related to education, socioeconomic inclusion, integration of third country nationals, labour market, health care and culture and sustainable tourism.
* All SOs under PO 3. A more connected Europe by enhancing mobility and regional ICT connectivity.
* All SOs under PO 5. A Europe closer to citizens by fostering the sustainable and integrated development of urban, rural, and coastal areas and local initiatives.

***Balkan Mediterranean (Balkan Med)***

**Thematic Priority (PO) 1 – A smarter Europe by promoting innovative and smart economic transformation**

Planned areas of intervention:

* Improve the framework conditions for research and innovation, with a focus on climate change issues
* Promoting RDI activities across the Mediterranean area Space, with a focus on identifying joint challenges and innovative solutions

**Thematic Priority (PO) 2 – A greener, low-carbon Europe by promoting clean and fair energy transition, green and blue investment, the circular economy, climate adaptation and risk prevention and management**

Planned areas of intervention:

* Directs and side effects of climate change such as desertification (water reservoir empty, decreasing biodiversity, soil erosion and other extreme weather events and natural hazards (droughts, forest fires, etc.)
* Maritime ecosystem: overfishing, habitat degradation and incidental catches and other threats to marine biodiversity
* Uncontrolled and illegal coastal development
* Invasive alien species from aquaculture and ballast water discharge
* Pollution of the sea originating from a maritime transport activities and hydrocarbon exploration and exploitation, insufficient wastewater treatment, ecologically unsound aquaculture practices, etc.
* Establish low-carbon policy instruments, promote circular economy

**Thematic Priority (PO) 5 – A Europe closer to citizens by fostering the sustainable and integrated development of urban, rural, and coastal areas and local initiatives**

Planned areas of intervention:

* Increase capacities for delivery of services of general interest in hinterlands, islands and/or places at risk of out-migration and fragmentation, including relevant and targeted RDI activities
* Support actions for promoting low-carbon mobility and transport (networking and exchanges of experiences)
* Promote territorial strategies such as urban/rural partnerships, ITI (Integrated Territorial Investments), and CLLD (Community-Led Local Development), regional and local stakeholders

***Adriatic-Ionian (ADRION)***

**Thematic Priority (PO) 1 – A smarter Europe by promoting innovative and smart economic transformation**

Planned areas of intervention:

* Developing and enhancing research and innovation capacities and the uptake of advanced technologies
* Developing skills for smart specialisation, industrial transition and entrepreneurship

**Thematic Priority (PO) 2 – A greener, low-carbon Europe by promoting clean and fair energy transition, green and blue investment, the circular economy, climate adaptation and risk prevention and management**

Planned areas of intervention:

* Promoting climate change adaptation and disaster risk prevention, and resilience, taking into account eco-system-based approaches
* Promoting the transition to a circular and resource efficient economy
* Enhancing protection and preservation of nature, biodiversity, and green infrastructure, including in urban areas, and reducing all forms of pollution

**Thematic Priority (PO) 3 – A more connected Europe by enhancing mobility and regional ICT connectivity**

Planned areas of intervention:

* Developing and enhancing sustainable, climate-resilient, intelligent, and intermodal national, regional and local mobility, including improved access to TEN-T and cross-border mobility

***Annex 1: Key indicators and targets***

***Window 1: Rule of law, fundamental rights, and democracy***

**Thematic Priority 1: Judiciary**

|  |  |  |
| --- | --- | --- |
| Indicator | Baseline / year | Target 2027[[83]](#footnote-84) |
| Rule of Law Index-Independence (WJR)[[84]](#footnote-85) | Civil 0.55 (2020)  Criminal 0.45(2020) | Civil ≥ 0.60  Criminal ≥ 0.60 |
| Rule of Law index (as measured by the World Bank Rule of Law index)[[85]](#footnote-86) | 46.5 (2019) | ≥ 50 |
| Judicial Independence Index Global Competitiveness Report[[86]](#footnote-87) | 2.4/1-7 best (2019) | ≥ 3.4 |
| Public budget allocated to the Judicial system over GDP[[87]](#footnote-88) | 0.43 (2016) | 0.80 % |
| Percentage of final court decisions published online yearly (in accordance with the 2020 Law on Court Case Management)[[88]](#footnote-89) | 47,35 % (as of 23 November 2020 for year 2020) | 100% |
| Trust in the legal system (Eurobarometer)[[89]](#footnote-90) | 16% tend to trust the judiciary (2019) | ≥ 25% tend to trust the judiciary |
| Clearance rate only for first instance courts[[90]](#footnote-91) | Civil-commercial 101% (2018)  Administrative 114% (2018)  Criminal 101% (2018) | Civil-commercial ≥ 100 %  Administrative ≥ 100 %  Criminal ≥ 100 % |
| Disposition time first instance courts[[91]](#footnote-92) | Civil-commercial 179 days (2018)  Administrative 281 days (2018)  Criminal 190 days (2018) | Civil-commercial: ≤ 150 days  Administrative: ≤ 180 days  Criminal: ≤ 150 days |
| Percentage of successful requests for secondary free legal aid[[92]](#footnote-93) | 96/176 = 54% (2019) | ≥ 70% |

**Thematic Priority 2: Fight against corruption**

|  |  |  |
| --- | --- | --- |
| Indicator | Baseline / year | Target 2027[[93]](#footnote-94) |
| Corruption perceptions Index (points)[[94]](#footnote-95) | 35 (2019) | ≥ 51 |
| Rule of Law Index – Corruption (1 is the best)[[95]](#footnote-96) | 0.47 (2019) | ≥ 0.57 |
| World Bank Control of Corruption Index – Percentile Rank (100 = no corruption) [[96]](#footnote-97) | 38.9 (2019) | ≥ 51 |
| Integrity and ethical policy rate in public administration[[97]](#footnote-98) | 0.78% (2019) | ≥ 90% |
| Number of decisions upholding the access to public information appeals divided by number of acted cases (expressed in %)[[98]](#footnote-99) | 367/471 = 78% (2019) | < 45% |
| Rate of convicted persons for organised crime crimes and corruption over request of convictions[[99]](#footnote-100) | 98.6% | ≥ 95.0% |
| Rate of convicted persons for corruption crimes against accused persons[[100]](#footnote-101) | 46.6 % (Average of 2017, 2018 and 2019) | ≥ 65% (Average of 2025, 2026 and 2027) |
| Percentage of cases of nepotism whose deadline for initiating initiatives before the competent authorities expired[[101]](#footnote-102) | 16/66, i.e. 25% (2019 | Below 5% annually |

**Thematic Priority 3: Fight against organised crime/security:**

|  |  |  |
| --- | --- | --- |
| Indicator | Baseline / year | Target 2027[[102]](#footnote-103) |
| Public budget expenditure on public order and security over GDP[[103]](#footnote-104) | 1.81% (2018) | ≥ 2 % |
| Public budget expenditure on public order (current prices)[[104]](#footnote-105) | 200,000,000 EUR | 235,000,000 EUR |
| Police officer rate (Ratio of police officers over population 100.000 inhabitants)[[105]](#footnote-106) | 470,70 (2017)  60,3 (2019, number for female) | ≥ 470 |
| Crime rate (Crimes over population 100.000 inhabitants. Considered crimes: intentional homicide; -attempted intentional homicide; -assault; -kidnapping; -sexual violence; -rape; -robbery)[[106]](#footnote-107) | 38,10 (2017) | ≤ 30 |
| Rate of crime over population 100.000 | 1116,59 (2019) | ≤ 900 |
| Level of trust in the police (EU Public Opinion)[[107]](#footnote-108) | 48% (2019) | ≥ 60% |
| Rate of Trafficking in Human Beings (THB) victims over population[[108]](#footnote-109) | 0.45/100.000 (2018) | ≤ 0.20/100.000 |
| Rate of proactive investigations on THB (Identified victims over proactive investigations)[[109]](#footnote-110) | 44% (2018) Internal database of MoI. | ≥ 66% (2018) Internal database of MoI. |
| Political Stability and Absence of Violence/Terrorism[[110]](#footnote-111) (as measured by the World Bank Worldwide Governance indicators)[[111]](#footnote-112) | North Macedonia: 46.7 (2019) | ≥ 50 |
| Prevention efficiency rate (Proportion of Suspicious Transaction Reports –STR-identified as money laundering over total STR[[112]](#footnote-113) | 2019:  291 STR for ML, 45 report for ML to LEA.  45/291=0.15=15% | 33% |
| Financial investigation rate (Proportion of person under financial investigation over persons investigated for organised crime)[[113]](#footnote-114) | Numerator: Number of people under financial investigation within DSOSC 57 (43 individuals and 14 legal entities)  Denominator: Total number of persons under investigation within DSOSC- 148  57/148 = 38.5% | ≥45% |
| Percentage of executed confiscation sentences since 2011 for crimes related to organized crime, money laundering, abuse official duty (cumulative indicator)[[114]](#footnote-115) | 50% (till 2019) | ≥ 80% (till 2027) |
| Residual value of not executed confiscation judgements for crimes related to organized crime, money laundering, abuse official duty since 2011 (cumulative indicator)[[115]](#footnote-116) | 60,715,447 Euros (till 2019) | ≤ 20,000,000 (till 2027) |
| Time to obtain law enforcement  data on customs crimes by the customs officers[[116]](#footnote-117) | 2 hours (2020) | 5 min |
| Financial Investigation Rate on OCC by the PPOOCC[[117]](#footnote-118) | 26/126 = 21% (2019) | ≥ 40% |
| Delayed Investigations Rate[[118]](#footnote-119) | 1040/2568 = 40.5% (2019) | ≤ 20% |
| Rate of Solved Cases with Draft Agreement[[119]](#footnote-120) | 272/1528 = 17% (2019) | ≥ 23% |
| Success Rate in First Instance Criminal Cases | 7585/8133 = 93% | ≥ 95% |
| Defendant’s Appeal Rejection Rate | 2805/3627 = 77.3% | ≥ 80% |

**Thematic Priority 4: Migration and border management**

|  |  |  |
| --- | --- | --- |
| Indicator | Baseline / year | Target 2027[[120]](#footnote-121) |
| Ratio of detected/prevented illegal migrants/attempts detected at and near the borders over the illegal migrants detected/prevented inside the country[[121]](#footnote-122) | 22% (2017) | 10% (2027) |
| Number of smuggled migrants per MoI database[[122]](#footnote-123) | 1529 (2019) | <500 |
| Asylum decisions versus applications[[123]](#footnote-124) | 423/452 = 93% (2019) | ≥ 95% |
| Percentage of asylum seekers who have asylum right granted[[124]](#footnote-125) | 0% (2019) | ≥ 3% |
| Registration of migrants and protection sensitive profiling[[125]](#footnote-126) | Addressed in a not yet systematic manner (2019). | Systematically addressed |

**Thematic Priority 5: Fundamental rights**

|  |  |  |
| --- | --- | --- |
| Indicator | Baseline / year | Target 2027[[126]](#footnote-127) |
| Number of cases for violations before the ECtHR under Art. 6 ECHR per year (separate figures for length of court proceedings/fair trial)[[127]](#footnote-128) | Length of proceeding: 1 case (2019)  Fair trial: 3 cases (2019) | Length of proceeding: None  Fair trial: None |
| Rule of Law Index-Freedom of expression[[128]](#footnote-129)0-1 (1 the best possible score) | 0.59 (2020) | ≥ 0.80 |
| Reporter without borders Index[[129]](#footnote-130) (0-15 Good situation; 15.01-25 Satisfactory; 25.01-35 Problematic; 35.01-55 Difficult; 55-01-100 Very serious situation) | 35.74 (2019) | ≤ 15 |
| Human Development Index[[130]](#footnote-131) | 0,759 (2019) | 0,790 |
| Number of persons accommodated in residential social protection institutions | 256 (2020) | 0 |
| Gender equality index[[131]](#footnote-132) | 62 points | 66 points |
| Number of available beds in new or rehabilitated penitentiary facilities for adults in PCI Idrizovo (cumulative indicator)[[132]](#footnote-133) | 545 (2020) | 1457 |
| Number of employed persons / Number of staffed professional Teams in penitentiary facilities at the end of the year[[133]](#footnote-134) | 944 employees (2020) | ≥ 1130 employees |
| Number of alternative measures yearly applied to children and juvenile[[134]](#footnote-135) | 8 (2018) | ≥ 15 |
| Number of alternative measures yearly applied to adults[[135]](#footnote-136) | 165 (2019) | ≥ 500 |
| Number of probation offices (cumulative data)[[136]](#footnote-137) | 9 (2019) | >15 |

**Thematic Priority 6: Democracy**

|  |  |  |
| --- | --- | --- |
| Indicator | Baseline / year | Target 2027[[137]](#footnote-138) |
| Number of consolidated Electoral Code in line with OSCE/ODIHR and Venice Commission recommendations | 2020 (0) | 1 |
| Number of annual audits on financing of regular accounts of political parties | 4 audits on financing of regular accounts of political parties (2020) | ≥ 4 audits on financing of regular accounts of political parties |
| Percentage of audited main political parties and coalitions taking part to the election campaign at central level | 15/15 = 100%  (2020) | 100% |
| Number of remarks challenging the legitimacy of the election processes as per report of the OSCE ODIHR | None (2020) | None |
| Proportion of seats held by women in (a) national parliament and (b) local governments | (a) 39.2 (2019, Parliament)  (b) 32,35 % (Local municipalities’ Councils) | 50% |
| Trust in Parliament (How much trust do you have in Parliament) Balkan Public Barometer[[138]](#footnote-139) | Total distrust: 22% (2020)  Tend not to trust: 23% (2020)  **Tend to trust: 40%(2020)**  **Totally trust: 7 %(2020)** | ≥ 50 % |
| Ability of Parliament to scrutinize the Government[[139]](#footnote-140) (Do you agree that the Parliament can effectively scrutinize the Government and make it accountable to citizens?) Balkan Public Barometer | Totally disagree: 21% (2020)  Tend to disagree: 20 % (2020)  **Tend to agree: 38% (2020)**  **Totally agree: 5% (2020)** | ≥ 50 % |
| Eurobarometer (Level of satisfaction with the way democracy works in your country)[[140]](#footnote-141) | Not at all satisfied: 25% (11/2019)  Not very satisfied: 28% (11/2019)  **Fairly satisfied: 36% (11/2019)**  **Very satisfied: 8% (11/2019)** | ≥ 52 % |
| Trust Government - Proportion of people tend to trust the Government over population as per Eurobarometer[[141]](#footnote-142) | 33 % (2019) | ≥ The percentage of votes obtained by the coalition supporting the government |

***Window 2: Good governance, acquis alignment, good neighbourly relations, and strategic communication***

**Thematic Priority 1: Good governance**

|  |  |  |
| --- | --- | --- |
| Indicator | Baseline / year | Target 2027[[142]](#footnote-143) |
| Worldwide Governance Indicator – Government effectiveness score[[143]](#footnote-144) | 52.4 out of 100 (2019) | ≥ 65 |
| Trust in Public Administration - Proportion of people tend to trust the Public Administration over population[[144]](#footnote-145) | 36 % (2019) | ≥ 46% |
| Rate of appointed senior civil servants, on the basis of open competition, over civil servants’ positions[[145]](#footnote-146) | 0% | 64/160 = ≥40% on a cumulative basis |
| Number of decisions upholding the access to public information appeals divided by number of acted cases[[146]](#footnote-147) (expressed in %) | 367/471 = 78% (2019) | < 45% |
| Number of received appeals due to “silence of administration” divided by the total number of appeals[[147]](#footnote-148)  (expressed in %) | 667/755 = 89,7% (2019) | < 50% |
| Satisfaction of users of public services[[148]](#footnote-149) | Time required to get information from public sector: 2.4 (2019)  Treatment of citizens in public services: 2.5 (2019)  Time required to obtain services: 2.4 (2019)  Price of public services: 2.4 (2019) | Time required to get information from public sector: ≥3.8  Treatment of citizens in public services: ≥3.8  Time required to obtain services: ≥3.8  Price of public services: ≥3.8 |
| Citizens response on the municipal governance and quality of the local services[[149]](#footnote-150) (% of satisfied / % of dissatisfied respondents) | 41.4% / 24% (2019) | ≥65% / ≤15% (2027) |
| Citizens satisfaction with the fiscal transparency of the municipalities[[150]](#footnote-151) (% of satisfied respondents) | 18.5% (2019) | ≥45% (2027) |
| Total municipal revenues as a percentage of the GDP[[151]](#footnote-152) | 4.9% (2019) | ≥7% (2027) |
| Open Budget Index[[152]](#footnote-153) (Transparency) | 41 out 100 (2019) | ≥55 out of 100 |
| Ratio of implemented internal audit recommendations[[153]](#footnote-154) | 43 % (2018) | ≥76% |
| Ratio of external audit coverage over total budget expenditure[[154]](#footnote-155) | 42 % (2018) | ≥60% |
| Budget deficit or surplus over GDP[[155]](#footnote-156) | (-1.8%) (2018) | Between 0 and -3% |
| Tax efficiency[[156]](#footnote-157) | PIT (personal income tax) tax efficiency: 0.27 (2018)  CIT (corporate income tax) tax efficiency: 0.2 (2018)  VAT (value-added tax) C (consumption)-efficiency: 0.52 (2018) | PIT tax efficiency ≥ 0.290  CIT tax efficiency ≥ 0.190  VAT C-efficiency ≥ 0.530 |
| Competition rate: average number of submitted bids per tender[[157]](#footnote-158) | 3.3 (2019) | ≥3.7 |
| Alignment with EU statistics[[158]](#footnote-159) (the degree of harmonisation of statistics with Eurostat) | 67.1 % (2019) | ≥ 95 % |
| Implementation of standardised IT tools[[159]](#footnote-160) (Percentage of implemented standardised IT tools for relevant sub-processes of the statistical business process model phases (design, build, collect, process, analyse, disseminate, archive)) | 22% (2020) | ≥ 50% |
| Indicators for GDP at quarterly level[[160]](#footnote-161) | 50% available indicators, 10 days time lag (2020) | ≥ 95% available indicators, no time lag |
| Economic growth[[161]](#footnote-162) | 3,2 % (2019) | ≥ 4.0% (average 2021 – 2027) |

**Thematic Priority 2: Administrative capacity and EU acquis alignment**

|  |  |  |
| --- | --- | --- |
| Indicator | Baseline / year | Target 2027[[162]](#footnote-163) |
| Number of major audit findings in the IPA programme[[163]](#footnote-164) | 60 (2020) | ≤15 |
| Level of absorption of EU funds[[164]](#footnote-165) (contracting rate on IPA as a whole for IPA 2022) | 0% (2020) | 100% |
| Level of absorption of EU funds[[165]](#footnote-166) (disbursement rate on IPA for IPA 2022) | 0% (2020) | ≥90% |
| Number of Action Documents under IPA III having Gender equality and Women’s and Girl’s Empowerment at least as a significant objective (cumulative indicator)[[166]](#footnote-167) | 3 (2021) | ≥20 |
| Number of revised and adopted Strategies and action plans, based on the outcomes from the European Commission screening reports[[167]](#footnote-168) | 0 (2020) | ≥15 |
| Number of legal acts aligning EU acquis[[168]](#footnote-169) | 0 (2020) | ≥400 |
| Number of trained civil servants and other participants in negotiation structures[[169]](#footnote-170) | 0 (2020) | ≥6000 |

* **Thematic Priority 3: Good neighbourly relations and reconciliation**

|  |  |  |
| --- | --- | --- |
| Indicator | Baseline / year | Target 2027[[170]](#footnote-171) |
| Meetings of Joint Multidisciplinary Experts Commission on Historical and Educational issues and Joint Intergovernmental Commission | 4 (2019) | ≥4 |
| Raised initiatives/agreements through the Intergovernmental Commission on Economic Cooperation (established in accordance with the Agreement on Economic cooperation from 2008); removed obstacles to enhanced economic, trade and investment exchanges | 0 (2019) | ≥10 |
| Establishment of MK-BG Youth office | 0 (2020) | 1 |
| Better mutual understanding and trust building through establishment of diplomatic and media exchange between both countries, as well as co-productions in the sphere of culture | 0 (2020) | ≥3 |
| Meetings of the implementing bodies of the Agreement | 1 (2019) | ≥3 |
| Founding of Prespa Forum for dialogue and Multimedia Centre | 0 (2020) | 1 |

**Thematic Priority 4: Strategic communication, monitoring, evaluation, and communication activities**

|  |  |  |
| --- | --- | --- |
| Indicator | Baseline / year | Target 2027[[171]](#footnote-172) |
| Number of implemented campaign and outreach activities[[172]](#footnote-173) | 0 (2020) | ≥250 |
| Number of trained EU spokespersons and journalists[[173]](#footnote-174) | 0 (2020) | ≥200 |
| Public Opinion-Eurobarometer[[174]](#footnote-175). Different questions to be selected. (Does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or very negative image? | Fairly positive: 32% (11/2019)  Very positive: 20% (11/2019)  Fairly negative: 9% (11/2019)  Very negative: 8% (11/2019) | Fairly positive: ≥35%  Very positive: ≥23%  Fairly negative: ≤8%  Very negative: ≤7% |
| Public Opinion-Eurobarometer[[175]](#footnote-176). Different questions to be selected. (Taking everything into account, would you say that your country would benefit or not from being a member of the EU? | Would benefit: 74% (11/2019)  Would not benefit: 21% (11/2019) | Would benefit: ≥77%  Would not benefit: ≤19% |
| Balkan Public Barometer. Different questions to be selected /Do you think that the EU membership would be a[[176]](#footnote-177): | A good thing: 57% (2020)  Neither good nor bad: 30% (2020)  Bad thing: 11% (2019) | A good thing: ≥60%  Neither good nor bad: ≥30%  Bad thing: ≤9% |
| Balkan Public Barometer /What would the EU membership mean to you personally?[[177]](#footnote-178) | Freedom to travel: 24% (2020)  Freedom to study/work in EU: 40% (2020)  Economic prosperity: 47% (2020)  Peace and stability: 25% (2020)  Social protection: 12% (2020)  Gender equality: 4% (2020)  Loss of sovereignty: 13% (2020)  Nothing good/positive: 8% (2019) | Freedom to travel: ≥35%  Freedom to study/work in EU: ≥45%  Economic prosperity: ≥54%  Peace and stability: ≥35%  Social protection: ≥18%  Gender equality: ≥10%  Loss of sovereignty: ≤10%  Nothing good/positive: ≥7% |

***Window 3: Sustainable connectivity and green agenda***

**Thematic Priority 1: Environment and climate change**

|  |  |  |
| --- | --- | --- |
| Indicator | Baseline / year | Target 2027[[178]](#footnote-179) |
| Nitrates in Surface Waters[[179]](#footnote-180) | 1.02 mg (NO3)/l /2016 | ≤ 0.6 mg (NO3)/l |
| Orthophosphate in Surface Waters[[180]](#footnote-181) | 0.32 mg P/l / 2016 | ≤ 0.2 mg P/l |
| Drinking water quality[[181]](#footnote-182) | 94.4% of safe samples /2017 | ≥ 98% of safe samples |
| Water exploitation index[[182]](#footnote-183) | 5.93% / 2014 | ≤ 7% |
| Municipal Waste Generation[[183]](#footnote-184) | 786,000 Tons / 2017 | 940,000 Tons |
| Collected Municipal Waste Generation[[184]](#footnote-185) | 635,870 Tons / 2017 | 893,000 Tons |
| Tons of recycled paper, glass and plastic waste[[185]](#footnote-186) | 0 | ≥ 10,000 Tons (2030) |
| Percentage of protected areas to the overall territory of the country according to national legislation[[186]](#footnote-187) | 8,9 % (2020) | ≥15 % |
| Total area of identified Natura 2000 sites at national level for the future Natura 2000 Network[[187]](#footnote-188) | 4,06% (2020) | ≥15% |
| Expenditures for the protection of biodiversity and landscape by the GoNM[[188]](#footnote-189) | 151,194,000 Denars (2018) | 300,000,000 Denars |
| Number of Protected Areas (habitat types and species) under regular monitoring[[189]](#footnote-190) | 2 (2020) | ≥ 5 |
| Number of Red Lists prepared for individual taxonomic groups (plants, fungi and animals)[[190]](#footnote-191) | 2 (2020) | ≥ 7 |
| Additional Hectares of habitats restored[[191]](#footnote-192) | 0 | ≥ 100 Ha |
| Number of road green infrastructure[[192]](#footnote-193) | 0 | ≥ 1 |
| Greenhouse Gas Emission (FOLU computation excluded)[[193]](#footnote-194) | 10,111 Kilotons/2016 | 6,617 Kilotons/2025  6,058 Kilotons/2030 |
| Emission of Nitrogen Oxides (NOx)[[194]](#footnote-195) | 18,51 kt /2018 | ≤ 18,51 kt |
| Emission of Particulate Matter PM10[[195]](#footnote-196) | 14,27 kt /2018 | ≤ 11,00 kt |
| Concentration of Particulate Matter PM2.5 (annual average concentration of PM2.5 in Skopje, Bitola, Kumanovo and Tetovo) | 34.58 micrograms per cubic meter./2018 | ≤ 26 micrograms per cubic meter. |
| Concentration of Particulate Matter PM2.5 (Average number of days in Skopje, Bitola, Kumanovo and Tetovo below 25 μg/m³)[[196]](#footnote-197) | 205 days/2018 | ≥ 270 days |
| Share of renewable energy[[197]](#footnote-198) | 17.05%/2018 | ≥ 31% |
| Energy efficiency measured as Intensity of final energy consumption per unit of GDP (Chain linked volumes (2015) millions Euro)[[198]](#footnote-199) | 1856ktoe/9688. mill EUR  0.19 kgoe/EUR (2018) | ≤ 0.16 kgoe/EUR |
| Energy efficiency measured as Green Houses Gases (GHG) over GDP[[199]](#footnote-200) | 10,111 KT/594,795,000,000 Denars = 0.017 kg of CO2-eq /Denar (2016) | ≤ 6,500 KT/594795,000,000 Denars ≤ 0.011 kg of CO2-eq /Denar |
| Level of alignment of the EU environmental and climate legislation into the national legislation[[200]](#footnote-201) | Limited progress (2018) | Advanced progress |
| Number of published environmental statistical indicators updated[[201]](#footnote-202) | 74 (2018) | ≥100 |

**Thematic Priority 2: Transport, digital economy and society, and energy**

|  |  |  |
| --- | --- | --- |
| Indicator | Baseline / year | Target 2027[[202]](#footnote-203) |
| Logistic Performance Index (LPI) – Infrastructure[[203]](#footnote-204) (Perception of the quality of trade and transport related infrastructure, e.g. Ports, railroads, roads, information technology) | 2,47 (2018) | ≥3.2 |
| GHG emissions from transport; (Kt kiloton of CO2 equivalent emissions)[[204]](#footnote-205) | 1,714 (2015) | ≤1,400 |
| Intermodal/multimodal infrastructure[[205]](#footnote-206) | 0 (2017) | 1 |
| Rail accidents per year[[206]](#footnote-207) | 97 (2018) | ≤23 (2030) |
| Road fatalities (number of road fatalities over population, 1,000,000)[[207]](#footnote-208) | 64.03 (2018) | ≤38 (2030) |
| Length of constructed/reconstructed roads within SEETO Core and Comprehensive Road Network[[208]](#footnote-209) | 0 (2017) | ≥360,5 (2030) |
| Length of railway line constructed/reconstructed within SEETO Core and Comprehensive Railway Network[[209]](#footnote-210) | 0 (2017) | ≥168 (2030) |
| Rail transport of goods by net tonne-km[[210]](#footnote-211) | 349,912 (2019) | ≥624 870 (2030) |
| Number of intermodal/multimodal nodes[[211]](#footnote-212) | 0 (2017) | 1 (2030) |
| Number of ITS deployment on road Corridor X[[212]](#footnote-213) | 0 (2018) | 1 (2030) |
| Enterprises using cloud computing services (Rate of enterprises with 10+ employees using cloud computing services over the total number of enterprises with 10+ employees)[[213]](#footnote-214) | 11,1 % (2018) | ≥ 26% (2028[[214]](#footnote-215)) |
| Rate of SMEs selling on-line (%) (Enterprises with more than 10 employees)[[215]](#footnote-216) | 2,1 % (2018) | ≥ 10% |
| Number of e-services available on the National Portal for e-Services (on uslugi.gov.mk)[[216]](#footnote-217) | 47 services (2019) | ≥300 services |
| Share of individuals using online banking[[217]](#footnote-218) | 15% (2019) | ≥ 27% |
| The proportion of individuals who uses or buys goods or services over the internet[[218]](#footnote-219) | 29% | ≥ 50% |
| Number of main corridors in the country covered with an uninterrupted 5G signal[[219]](#footnote-220) (in accordance with the Treaty establishing the Transport Community on the basic and comprehensive road network) | 0 | 2 |
| Number of towns in the country covered with uninterrupted 5G signal[[220]](#footnote-221) | 0 | 34 |
| Number of people having the opportunity to access the internet through 5G with a minimum speed of internet access of at least 100 Mbps[[221]](#footnote-222) | 0 | All citizens in the country (by the end of 2029) |
| Proportion of household subscriber contracts across the country for internet access of at least 100 Mbps over the total number of subscriptions[[222]](#footnote-223) | 1.74 % | ≥ 50% (by the end of 2029) |
| Proportion of households having affordable opportunity to access a network that allows for a download speed of at least 100 Mbps, with a possibility for upgrade to Gigabit speed over the total number of households[[223]](#footnote-224) | 43.8% | 100%  (by the end of 2029) |
| Rate of individuals who have basic or above basic overall digital skills[[224]](#footnote-225) | 34% (2018) | ≥ 55% |
| Investments in Research and Innovation over GDP (%)[[225]](#footnote-226) | 0.43% (2018) | ≥1% |
| Energy efficiency measured as Intensity of final energy consumption per unit of GDP (Chain linked volumes (2015) millions Euro)[[226]](#footnote-227) | 1856ktoe/9688. mill EUR  0.19 kgoe/EUR (2018) | ≤ 0.16 kgoe/EUR |
| Energy efficiency measured as saving of Intensity of final energy consumption[[227]](#footnote-228) | (1.86 Mtoe – 1.86 Mtoe)/1.86 Mtoe = 0% (2018) | ≤ (2.39 Mtoe – 2.01 Mtoe)/2.39 Mtoe = 16% |
| GHG emission intensity (CO2-eq) over GDP in EUR (Chain linked volumes (2015) millions Euro) [[228]](#footnote-229) | 7449.3 kt CO2-eq/9330.7. mill EUR  0.80 kg CO2-eq/EUR (2016) | ≤ 0.29 kg CO2-eq/EUR |
| CO2-eq emission in energy sector (kt CO2-eq) (only energy sector excluding IPPU, AFOLU and Waste sectors)[[229]](#footnote-230) | 7449.3 kt CO2-eq (2016) | ≤ 3736 kt CO2-eq |
| Share of renewable energy in gross final energy  Consumption (calculated with normalised values)[[230]](#footnote-231) | 18.1% (2018) | ≥ 31% |
| Share of RES in final energy consumption of the transport sector[[231]](#footnote-232) | 0.1% (2018) | ≥ 6% |

***Window 4: Competitiveness and inclusive growth***

**Thematic Priority 1: Education, employment, social protection and inclusion policies, and healt**

|  |  |  |
| --- | --- | --- |
| Indicator | Baseline / year | Target 2027[[232]](#footnote-233) |
| Employment rate (20-64 years old) [[233]](#footnote-234) | Total: 59,2%;  Male: 69,7%;  Female: 48,4 (2019) | Total: ≥64,5%;  Male: ≥75,5%;  Female: ≥52,5% |
| Unemployment rate (15 – 74 years)[[234]](#footnote-235) | Total: 17,3%;  Male: 16,5%;  Female: 18,4% (2019) | Total: ≤10,9%;  Male: ≤10,7%;  Female: ≤11,7% |
| Youth Employment Rate (15-29 years)[[235]](#footnote-236) | Total: 34,5%,  Male: 40,5%,  Female: 28,1% (2019) | Total: ≥37,1%,  Male: ≥46,3%,  Female: ≥29,5% |
| Youth Unemployment Rate (15-29 years) [[236]](#footnote-237) | Total: 30,2%,  Male: 28,6%,  Female: 32,5% (2019) | Total: ≤23,7%,  Male: ≤22,6%,  Female: ≤26,9% |
| Long-term Unemployment Rate[[237]](#footnote-238) | Total: 12,4%,  Male: 12,4%,  Female:12,4% (2019) | Total: ≤7,5%,  Male: ≤7,4%,  Female:7≤,8% |
| Activity rate (15 – 64 years) [[238]](#footnote-239) | Total: 66,3%,  Male:77,3%,  Female: 54,8% (2019) | Total: ≥66,9%,  Male: ≥78,2%,  Female: ≥55,4% |
| Young people neither in employment nor in education and training by sex, age and labour status (NEET rate 15-29[[239]](#footnote-240) years, 15-24[[240]](#footnote-241) years and 25-29[[241]](#footnote-242) years) | 15-29 years:  Total: 24,5%,  Male: 20,9%,  Female:28,3% (2019);  15-24 years:  Total: 18,1%,  Male:17,1%,  Female:19,2% (2019),  25-29 years:  Total: 34,9%,  Male: 27,1%,  Female: 43,1% (2019) | 15-29 years:  Total: ≤20,9%,  Male: ≤18,7%,  Female: ≤28,0%;  15-24 years:  Total: ≤17.4%,  Male: ≤15,7%,  Female: ≤19%,  25-29 years:  Total: ≤32,2%,  Male: ≤24,3%,  Female: ≤43,0% |
| Employment of Roma population (% of population, ages 15-64) [[242]](#footnote-243) | 22% (2017) | ≥27% |
| At-the-risk poverty rate (after social transfers)[[243]](#footnote-244) [[244]](#footnote-245) | Total: 21,6%,  Male: 21,1%,  Female: 22% (2019)  Children (0-17): 27,8% (2019) | Total: ≤14,1%,  Male: ≤15,6%,  Female: ≤12,6%  Children (0-17): ≤23% |
| At-risk-of-poverty rate before social transfers and before pensions (% of population) [[245]](#footnote-246) | Total: 41,4%  Male: 40,2%,  Female: 42,0% (2019) | Total: ≤38,0%  Male: ≤37,9%,  Female: ≤ 38,1% |
| At-risk-of-poverty rate before social transfers (except pensions) [[246]](#footnote-247) | Total: 25,4%  Male: 25,0%,  Female: 25,8% (2019) | Total: ≤25,1%,  Male: ≤24,9%,  Female: ≤ 25,2% |
| People aged 0-59 living in households with very low work intensity[[247]](#footnote-248) | Total: 13,6%,  Male: 13,2%,  Female: 13,9% (2019) | Total: ≤12,3%,  Male: ≤13,1%,  Female: ≤11,5% |
| Severe material deprivation of children (0-17) [[248]](#footnote-249) | 32.3% (2019) | ≤26.3 |
| Severe material deprivation of Roma[[249]](#footnote-250) | Roma: 87% (2017) | Roma: ≤ 70% |
| Overcrowding rate among Roma (% of population) [[250]](#footnote-251) | 61% (2017) | ≤ 50% |
| Computer in Roma population (% of population) [[251]](#footnote-252) | 46% (2017) | ≥ 60% |
| School enrolment rate (6-9 years age) [[252]](#footnote-253) | Total: 81,2%;  Male: 81,8%,  Female: 80,5% (2017) | Total: ≥87.8%;  Male: ≥82,8%,  Female: ≥82,5% |
| Early leavers from education and training (18–24) [[253]](#footnote-254) | Total: 7,1%  Male: 5,6%  Female: 8,5% (2018) | Total: ≤5%  Male: ≤4%  Female: ≤5,5% |
| Employment rate of recent graduates (20–34) who recently graduated secondary or tertiary education (%)[[254]](#footnote-255) | Total: 49,1%;  Male: 49,7%;  Female: 48,9% (2018) | Total: ≥57%  Male: ≥50%  Female: ≥ 50% |
| Enrolment rate of children (between the age of four and the starting age of compulsory primary education) in pre-school education and care[[255]](#footnote-256) | Total: 43,3%,  Male: 42,7%,  Female:44,0%  (2018) | Total: ≥62,0%,  Male: ≥55%,  Female: ≥57% |
| Student performance in TIMSS[[256]](#footnote-257) | Mathematics (2019):  Mail 472  Female 472  Science (2019):  Mail 419  Female 433 | Mathematics:  Mail 519  Female 519  Science:  Mail 461  Female 476 |
| Graduation rate in secondary education (16-19 years age) [[257]](#footnote-258) | Total: 20,85%,  Male: 21,13% ,  Female: 20,55%  (2018) | Total: ≥21,1%,  Male: ≥21,4%,  Female: ≥20,8,% |
| Student performance in PISA  (Minimum level of proficiency in reading and mathematics in compulsory Secondary Education.  Percentage of young people who have achieved at least a minimum level of proficiency in reading and mathematics in PISA[[258]](#footnote-259) | Reading 45%  (Rank: 67/77)  Numeracy 39%  (Rank: 67/78)  (2018) | Reading: ≥60%  Numeracy: ≥54% |
| VET enrolment rate[[259]](#footnote-260) | Total: 37,45%;  Male: 40,99%,  Female: 33,68% (2017) | Total: ≥54%;  Male: ≥56%,  Female: ≥52% |
| Practical work of VET students[[260]](#footnote-261) | Total:74%  (2019) | Total: ≥80%  Male: ≥76%  Female: ≥74% |
| Share of people (30 – 34 years old) with tertiary education[[261]](#footnote-262) | Total: 33,3%,  Male: 26,4%,  Female: 40,4%  (2018) | Total: ≥41%,  Male: ≥33%,  Female: ≥ 44,4% |
| Population with tertiary education (levels 5 to 8), and age 15 to 64 year old (%)[[262]](#footnote-263) | 20% (2020) | ≥ 24 % |
| Participation in Lifelong Learning[[263]](#footnote-264) | Total: 2,4%  Male:2,4%,  Female: 2,3%  (2018) | Total: ≥5.5%,  Male: ≥5.5%,  Female: ≥5.5% |
| Rate enrolled of students with special educational needs included in regular primary and secondary education (%)[[264]](#footnote-265) | Total: 64,8%  (2018) | Total: ≥71% |
| Adjusted net pre-primary enrolment rate in Roma population (% of population, ages 3-6) [[265]](#footnote-266) | Total: 14%  Male: 16%  Female: 14% | ≥21% |
| Adjusted net ISCED 1&2 education enrolment rate Roma population (% of population, ages 7-15) [[266]](#footnote-267) | Total: 77%  Male: 79%  Female: 78% | ≥90% |
| Transition rate of Roma pupils from primary to secondary education[[267]](#footnote-268) | 87% (2018) | ≥ 95%  Male: ≥93%  Female: ≥97% |
| Transition rate of Roma pupils from secondary education to tertiary education. [[268]](#footnote-269) | 40% (2018) | ≥57%  Male: ≥50%  Female: ≥64% |
| Roma-students enrolled in tertiary education[[269]](#footnote-270) | 40% (2018) | ≥50%  Male: ≥42%  Female: ≥58% |
| Completion rate in tertiary education (% of Roma population, ages 26-29) [[270]](#footnote-271) | 3% (2107) | ≥15% |
| Roma Students attending segregated schools (% of students, ages 7-15) [[271]](#footnote-272) | 40% (2017) | ≤ 25% |
| Life expectancy at birth (years)[[272]](#footnote-273) | Total: 75.95  Male: 74.00  Female: 77.94  (2016-2018) | Total: ≥ 77,7  Male: ≥ 76,00  Female: ≥ 79,3 |
| Adult mortality rate (per 1,000 people)[[273]](#footnote-274) | Female: 63,1  Male: 118,7  (2019) | Female: ≤ 60,0  Male: ≤ 100 |
| Neonatal mortality rate (per 1,000 live birth)[[274]](#footnote-275) | 4.1 (2018) | ≤ 3.0 |
| Mortality rate under-five (per 1,000 live births)[[275]](#footnote-276) | 6.0 (2018) | ≤ 5.5 |
| Number of statistical regions with an infant mortality rate (per 1000 live births) above 5 per 1000 live births[[276]](#footnote-277) | 5 (2017) | ≤ 1 |
| Probability of dying between exact ages 30 and 70 from any of cardiovascular disease, cancer, diabetes, or chronic respiratory diseases (%)[[277]](#footnote-278) | Total:20,3  Male:25.3  Female:15,4 | Total: ≤18,5  Male: ≤23.5  Female: ≤13.5 |
| Healthy life expectancy at birth (years)[[278]](#footnote-279) | 67,1 (2016) | ≥67,7 |
| Density of physicians (per 1000 population)[[279]](#footnote-280) | 2,9 (2007 – 2016) | ≥3 |
| Density of nursing and midwifery personnel (per 1000 population)[[280]](#footnote-281) | 3,8 (2007 – 2016) | ≥4,9 |
| Medical technology: number of MRI units and CT units[[281]](#footnote-282) | 2.9 MRI, 7.2. CT units  (All per 1 million population; data for  2016) | ≥5 MRI, 10 CT units per million population |
| Health/Use of preventive care for Roma population (% of population aged 16+)[[282]](#footnote-283) | 55% | ≥65% |
| Proportion of the target population covered by all vaccines included in their national programme[[283]](#footnote-284):   1. All vaccines coverage % 2. 3 doses of diphtheria-tetanus-   pertussis (DTP3) (%)   1. Measles-containing-vaccine second   dose (MCV2) (%)   1. Hepatitis B vaccine (%) | a) 95 (2018)  b) 92.5 (2018)  c) 74.8 (2018)  d) 92,3 (2018) | a) ≥95  b) ≥95  c) ≥95  d) ≥ 95 |
| Incidence of new HIV infections per 100,000 uninfected population [[284]](#footnote-285) | 2,2 (2018)  Female: 0  Male: 2,2 | ≤2  Female: 0  Male: ≤2 |
| Tuberculosis incidence per 100 000 persons [[285]](#footnote-286) | 11,4 (year 2018) | ≤10 |
| Hepatitis B infections per 100,000 population [[286]](#footnote-287) | 4,3 (year 2018) | ≤3 |
| Out of pocket payment ( % of current health expenditures)[[287]](#footnote-288) | 31,9 (2017) | ≤ 30 |
| Any modern method of contraception rate[[288]](#footnote-289) | 14 % (2019) | ≥22% |
| Adolescent birth rate[[289]](#footnote-290) | 21 ‰ (2019) | ≤11 ‰ |

**Thematic Priority 2: Private sector development, trade, research and innovation**

|  |  |  |
| --- | --- | --- |
| Indicator | Baseline[[290]](#footnote-291) / year | Target 2027[[291]](#footnote-292) |
| Level of the export of services and goods over GDP[[292]](#footnote-293) | 60,4 % (2018) | ≥60,4 % |
| Foreign Direct Investment (FDI)[[293]](#footnote-294) | 633,000,000 Euro (2018) | ≥ 2,000,000,000 euro |
| Distance to frontier – the ease of doing business[[294]](#footnote-295) | Rank: 17 (2020)  Score: 80.7 (2020) | Rank ≤ 20 |
| Global Competitiveness Index (100 the best)[[295]](#footnote-296) | 57.33(2019) | ≥ 65 |
| Worldwide Governance Indicator – Government efficiency[[296]](#footnote-297) | 55,77 out of 100 (2018) | ≥ 65 points |
| Number of enterprises per 100,000 inhabitants[[297]](#footnote-298) | 2,800 (2018) on the basis of 2,070,000 inhabitants | ≥ 3,000 (means additional 8,000 enterprises) |
| Number of employees in the business economy[[298]](#footnote-299) | 388,972 (2017) | ≥ 450,000 |
| Enterprise survival rate[[299]](#footnote-300) (active in the fourth year of life, compared to the total number of new SMEs in the year of reference) | 54,1 % (2014) | At present it is better than the EU one.  ≥ 55% |
| Export companies’ rate[[300]](#footnote-301) | 5,97 % (2017) | ≥ 8% |
| Innovative business entities rate[[301]](#footnote-302) | 37,4 % (2016) | ≥ 45% |
| Rate of SMEs selling on-line[[302]](#footnote-303) | 2,1 % (2018) | ≥ 10% |
| Rate of enterprises established by women in total newly established enterprises[[303]](#footnote-304) | 25.75% (2018) | ≥30% |
| Research and development expenditure (public and private) over GDP[[304]](#footnote-305) | 0,37 % (2019) | ≥ 1% |
| Research & Development expenditure per inhabitants (Euro / inhabitant)[[305]](#footnote-306) | 17,30 (2017) | ≥ 50 |
| Patents requested per 1,000,000 inhabitants[[306]](#footnote-307) | 25,06 (2017) | ≥ 50 |
| Rate of employed people in R&D[[307]](#footnote-308) | 0,25 % (2017) | ≥ 0.8 |
| European innovation scoreboard index[[308]](#footnote-309) | 39,9 % (2018) | ≥ 50 % |
| Business Sector employees working in Research & Development[[309]](#footnote-310) | Total: 550  Female: 307  Male: 243 (2017) | Total: ≥1500  Female: ≥750  Male: ≥750 |

**Thematic Priority 3: Agriculture and Rural Development**

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| Indicator | Baseline / year | Target 2027[[310]](#footnote-311) |
| Level of alignment of the EU Agriculture and Rural Development legislation into the national legislation[[311]](#footnote-312) | Moderately prepared (2019). | Fully aligned. |
| Level of alignment of the EU Veterinary, Food Safety and Phytosanitary legislation into the national legislation[[312]](#footnote-313) | Good level of preparation (2019). | Fully aligned. |
| Ratio of IPARD projects aiming at upgrading towards EU standards under the Measures 1 and 3[[313]](#footnote-314) | 1400/3320 = 42%. | ≥ 60%. |
| Ratio of IPARD projects dealing with full compliance to the EU standards for animal welfare under the Measure 1[[314]](#footnote-315) | 30/3100 = 1%. | ≥ 3%. |
| Ratio of IPARD projects dealing with the reduction of CO2 equivalent GHG under the Measure 1[[315]](#footnote-316) | 50/3100 = 1.6%. | ≥ 5%. |
| Ratio of IPARD projects diversifying sources of income in rural areas under the Measure 7[[316]](#footnote-317) | 70/300 = 23%. | ≥ 35%. |
| Cross compliance % of number of farms with evidenced cross-compliance irregularities reported by AFSARD on-the-spot controls out of the total number of controlled farms for cross-compliance[[317]](#footnote-318) | 32% (2019). | ≤ 25%. |
| Share of support to Rural Development[[318]](#footnote-319) | 26.05 % (2019). | ≥35%. |
| Agriculture, forestry, and fishing, value added (% of GDP)[[319]](#footnote-320) | 8.1 (Average 2016 to 2018) | ≤ 7%. |
| Net value added (current prices in Denars) [[320]](#footnote-321) | 40,817,000,000 (2017). | ≥58,570,000,000 |
| Net value added at basic price at current prices per AWU in agriculture (Denars) [[321]](#footnote-322). | 295,775 (2017). | ≥432,000 |
| Net value added at basic price at current price per Utilized Agricultural Area (Denars) [[322]](#footnote-323). | 78,969 (2017). | ≥114,000. |
| Gross fixed capital formation (GFCF in Denars) [[323]](#footnote-324). | 3,419,000,000 (2016). | ≥4,750,000,000. |
| Total area of consolidated agricultural land[[324]](#footnote-325). | 0 (2019). | ≥ 2,000. |
| Average used area owned by the farmers [[325]](#footnote-326). | 1.8 ha. | ≥2 ha. |
| Total irrigated land[[326]](#footnote-327). | 84,434 ha (2016). | ≥ 95,000 ha. |
| Rate of irrigated land over UAA (cultivated land) [[327]](#footnote-328). | 16.3 % (2016) | ≥ 18.3%. |
| Value of export of Agriculture products[[328]](#footnote-329). | 624,503,315 Euro[[329]](#footnote-330) (2019). | ≥835,000,000 Euro. |
| Value of Import of Agriculture products[[330]](#footnote-331). | 837,149,075 Euro (2019) | ≤1,029,000,000 Euro. |
| Number of agricultural cooperatives[[331]](#footnote-332) | 44 (2020) | ≥80 |
| Number of farmers associated to cooperatives[[332]](#footnote-333). | 577 (2020) | ≥9,.600 |
| Average number of farmers per cooperative[[333]](#footnote-334). | 13. | ≥120 |
| Agricultural area under organic farming (without pastures) [[334]](#footnote-335). | 2,716 Ha (2018) | ≥ 3,100 ha |
| Agricultural area under integrated plant protection. | 5% (2020) | ≥30% |
| Number of countries with plant goods market access due to phytosanitary requirements[[335]](#footnote-336). | (2020)  Open market access:  EU-27  CEFTA-6  Third countries-  (Ukraine, Belorussia, Egypt, Norway, SCH, Russia, Turkey). | ≥ 44 |
| Hazard of food contamination (bacteria and pesticides) [[336]](#footnote-337) | 2% (2017). | ≤ 1%. |
| Number of free status diseases recognised by the OIE[[337]](#footnote-338). | 0 (2019). | ≥5 animal diseases (Classical swine fever, Pest de petit ruminants, Rabies, Sheep and Goat pox). |
| Quantity of animal-by-products collected and processed[[338]](#footnote-339). | 0 (2020). | ≥ 10,000 Tons per year. |
| Number of farms categorized as low risk regarding biosecurity standards (related pig farms)[[339]](#footnote-340). | 328 | ≥ 800 |

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| Number of status “pest free country” recognised by EU (surveys for selected pests, plant hosts, pathways or commodities)[[340]](#footnote-341). | 5 quarantine harmful organisms (2020) | ≥15 status for quarantine harmful organisms |
| Number of registered professional operators based on Directive 2000/29/EC[[341]](#footnote-342) | 0 (2020) | ≥785 |
| Number of trained specialists and number of certified machinery for application of plant protection products.  Number of issued ID for trained professional users[[342]](#footnote-343)  Number of licences for trained distributors and advisors of plant protection products[[343]](#footnote-344). | 0 (2020)  (No accurate data available for the total number of machinery for application of plant protection products).  0 (2020)  0 (2020) | ≥20  ≥70.000  ≥350 |
| Number of new accredited phytosanitary laboratory methods (pest diagnostic, agro-chemistry and seed and seedling sector - cumulative)[[344]](#footnote-345). | 149 (2020). | ≥194 |

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| Rural population employed[[345]](#footnote-346) | Total: 348,397 (2018);  Male: 225,567 (2018);  Female: 122,830 (2018). | Total: ≥ 400,000;  Male: ≥ 240,000;  Female: ≥ 160,000. |
| Rate of rural population employed over total employed population[[346]](#footnote-347) | Total: 45.90 (2018);  Male: 49.20 (2018);  Female: 40.87 (2018). | Total: ≥ 50%. |
| Number of AWU[[347]](#footnote-348) | 138,000 (2017.) | ≤ 135,000. |
| At-the-risk poverty rate in rural areas[[348]](#footnote-349) | * 1. % (2017). | ≤ 20%. |
| Number of farm managers in different age categories[[349]](#footnote-350) | Below 35 years: 7,254  Between 35 and 54 years: 61,724  Older than 55 years: 111,268. (Year 2016) | Below 35 years: ≤ 10,000;  Between 35 and 54 years: ≤ 50,000;  Older than 55 years: ≤ 70,000. |
| Ratio of female managers of farms[[350]](#footnote-351) | 10.40% (2016). | ≥ 15 %. |
| Percent of farm managers by different levels of education[[351]](#footnote-352). | (Year 2016)  without education: 3%  primary, Inc. Uncompleted: 44%  secondary: 43%  higher and university: 8%  Master and PhD: 0%  Training in last 12 months: 2% | without education: ≤ 3%  primary, Inc. Uncompleted: ≥ 44%  secondary: ≥43%  higher and university: ≥8%  Master and PhD: ≥0%  Training in last 12 months: ≥2% |

**Thematic Priority 4: Fishery**

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| dicator | Baseline / year | Target 2027[[352]](#footnote-353) |
| Level of alignment of the EU Fisheries legislation into the national legislation[[353]](#footnote-354). | Moderately transposed (2019). | Fully transposed |
| No of Administrative employees for fisheries policy in MAFWE[[354]](#footnote-355). | 2(2020). | ≥6 |
| Number of annual meetings of interinstitutional working group for aliment EU regulations for Fisheries. | 0 (2020). | ≥3 meetings per year |
| System for prevention and control of IUU[[355]](#footnote-356). | 0 (2020) | Fully operative system for prevention and control of IUU |
| No of inspectors in charge of IUU[[356]](#footnote-357). | 0 (2020) | ≥3 custom officers,  ≥5 veterinary inspectors |
| No of aquaculture capacities[[357]](#footnote-358). | 107 (2020) | 120 |
| Annual Aquaculture production in tonnes[[358]](#footnote-359). | 1 650 t aquaculture production in MK (2019). | ≥ 2 000 t |
| No of processing capacities[[359]](#footnote-360). | 2 (2020) | ≥5 |
| Consumption of fish and fisheries products (kg/in habitant/ year[[360]](#footnote-361) | 6,21 kg (2017) | ≥ 7 kg |
| Number of employees in the fisheries sector[[361]](#footnote-362) | 434(2019) | ≥ 500 |

**Window 5 - Territorial and cross-border cooperation**

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| Indicator | Baseline / year | Target 2027[[362]](#footnote-363) |
| Citizens response on the municipal governance and quality of the local services[[363]](#footnote-364) (% of satisfied / % of dissatisfied respondents) | 41.4% / 24% (2019) | ≥65% / ≤15% (2027) |
| Citizens satisfaction with the fiscal transparency of the municipalities[[364]](#footnote-365) (% of satisfied respondents) | 18.5% (2019) | ≥45% (2027) |
| Total municipal revenues as a percentage of the GDP[[365]](#footnote-366) | 4.9% (2019) | ≥7% (2027) |
| Percentage of protected areas to the overall territory of the country according to national legislation[[366]](#footnote-367) | 8,9 % (2020) | ≥15 % |
| Water exploitation index[[367]](#footnote-368) | 5.93% / 2014 | ≤ 7% |
| Greenhouse Gas Emission (FOLU computation excluded)[[368]](#footnote-369) | 10,111 Kilotons/2016 | 6,617 Kilotons/2025  6,058 Kilotons/2030 |
| Share of renewable energy[[369]](#footnote-370) | 17.05%/2018 | ≥ 31% |
| Rate of individuals who have basic or above basic overall digital skills[[370]](#footnote-371) | 34% (2018) | ≥ 55% |
| Investments in Research and Innovation over GDP (%)[[371]](#footnote-372) | 0.43% (2018) | ≥1% |
| Employment rate (20-64 years old) [[372]](#footnote-373) | Total: 59,2%;  Male: 69,7%;  Female: 48,4 (2019) | Total: ≥64,5%;  Male: ≥75,5%;  Female: ≥52,5% |
| Unemployment rate (15 – 74 years)[[373]](#footnote-374) | Total: 17,3%;  Male: 16,5%;  Female: 18,4% (2019) | Total: ≤10,9%;  Male: ≤10,7%;  Female: ≤11,7% |
| Employment of Roma population (% of population, ages 15-64) [[374]](#footnote-375) | 22% (2017) | ≥27% |
| At-the-risk poverty rate (after social transfers)[[375]](#footnote-376) [[376]](#footnote-377) | Total: 21,6%,  Male: 21,1%,  Female: 22% (2019)  Children (0-17): 27,8% (2019) | Total: ≤14,1%,  Male: ≤15,6%,  Female: ≤12,6%  Children (0-17): ≤23% |
| Innovative business entities rate[[377]](#footnote-378) | 37,4 % (2016) | ≥ 45% |
| Rate of SMEs selling on-line[[378]](#footnote-379) | 2,1 % (2018) | ≥ 10% |
| Rate of enterprises established by women in total newly established enterprises[[379]](#footnote-380) | 25.75% (2018) | ≥30% |
| Research and development expenditure (public and private) over GDP[[380]](#footnote-381) | 0,37 % (2019) | ≥ 1% |
| Research & Development expenditure per inhabitants (Euro / inhabitant)[[381]](#footnote-382) | 17,30 (2017) | ≥ 50 |
| Patents requested per 1,000,000 inhabitants[[382]](#footnote-383) | 25,06 (2017) | ≥ 50 |
| Rate of employed people in R&D[[383]](#footnote-384) | 0,25 % (2017) | ≥ 0.8 |
| European innovation scoreboard index[[384]](#footnote-385) | 39,9 % (2018) | ≥ 50 % |
| Business Sector employees working in Research & Development[[385]](#footnote-386) | Total: 550  Female: 307  Male: 243 (2017) | Total: ≥1500  Female: ≥750  Male: ≥750 |
| Share of support to Rural Development[[386]](#footnote-387) | 26.05 % (2019). | ≥35%. |
| Total area of consolidated agricultural land[[387]](#footnote-388). | 0 (2019). | ≥ 2,000. |
| Value of export of Agriculture products[[388]](#footnote-389). | 624,503,315 Euro[[389]](#footnote-390) (2019). | ≥835,000,000 Euro. |
| Agricultural area under organic farming (without pastures) [[390]](#footnote-391). | 2,716 Ha (2018) | ≥ 3,100 ha |
| Rural population employed[[391]](#footnote-392) | Total: 348,397 (2018);  Male: 225,567 (2018);  Female: 122,830 (2018). | Total: ≥ 400,000;  Male: ≥ 240,000;  Female: ≥ 160,000. |
| System for prevention and control of IUU[[392]](#footnote-393). | 0 (2020) | Fully operative system for prevention and control of IUU |
| No of inspectors in charge of IUU[[393]](#footnote-394). | 0 (2020) | ≥3 custom officers,  ≥5 veterinary inspectors |

**Annex 2: Relevant Strategies**

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| **Window 1: RULE OF LAW, FUNDAMENTAL RIGHTS AND DEMOCRACY** | |
| Thematic priority | Relevant beneficiary’s strategy |
| TP1 Judiciary | * Strategy for Reform of the Judicial Sector for the period 2017-2022[[394]](#footnote-395) [[395]](#footnote-396) * National Strategy for the Development of the Penitentiary System 2021-2025[[396]](#footnote-397) * Strategy for Development of the Probation Service 2021-2025[[397]](#footnote-398) * Strategy for Information Communication Technology of Justice Sector 2019-2024[[398]](#footnote-399) * Open Government Partnership National Action 2018-2020[[399]](#footnote-400) |
| TP2 Fight against corruption | * National Strategy[[400]](#footnote-401) for Prevention of Corruption and Conflict of Interest complemented with an Action Plan for the period 2021-2025 * Public Administration Reform Strategy 2018-2022[[401]](#footnote-402) * National Anti-Fraud Strategy 2019-2022[[402]](#footnote-403) * Reform of the Judicial Sector 2017-2022[[403]](#footnote-404) [[404]](#footnote-405) * Public Financial Management Programme 2018-2021[[405]](#footnote-406) |
| TP3 Fight against organised crime / security | * Police Development Strategy 2016-2020[[406]](#footnote-407) [[407]](#footnote-408) * National Strategy on Illicit Drugs 2021 – 2025 [[408]](#footnote-409) * National Strategy for Combating Trafficking in Human Beings and Illegal Migration 2021 – 2025[[409]](#footnote-410) * National Action Plan for Combating Child Trafficking 2021- 2025[[410]](#footnote-411) * National Strategy for Fight Against Money Laundering and Financing Terrorism 2021 – 2024 [[411]](#footnote-412) * National Cyber Security Strategy 2018-2022[[412]](#footnote-413) [[413]](#footnote-414) * National Small Arms and Light Weapons (SALW) Control Strategy 2017-2021[[414]](#footnote-415) [[415]](#footnote-416) * National Counterterrorism Strategy 2018-2022[[416]](#footnote-417) [[417]](#footnote-418) * National Strategy for Countering Violent Extremism 2018-2022[[418]](#footnote-419) [[419]](#footnote-420) * Strategy to Strengthen the Capacity for Conducting Financial Investigation and Asset Confiscation 2021 - 2023; and National Anti-Fraud Strategy 2019-2022[[420]](#footnote-421) * National Resolution on the Migration Policy 2015-2020 related with the establishment of a comprehensive strategy on migration, [[421]](#footnote-422) [[422]](#footnote-423) * National Strategy for the Integration of Refugees and Migrations 2017-2027[[423]](#footnote-424) |
| TP4 Migration and border management | * National Strategy for Combating Trafficking in Human Beings and Illegal Migration in North Macedonia 2021 – 2025[[424]](#footnote-425) * National Action Plan for Combating Child Trafficking 2021- 2025[[425]](#footnote-426) * National Integrated Border Management Development Strategy 2022-2025[[426]](#footnote-427) [[427]](#footnote-428) * Resolution on the Migration Policy 2015-2020[[428]](#footnote-429) [[429]](#footnote-430) * National Strategy for the Integration of Refugees and Migrants 2017-2027 (not yet adopted[[430]](#footnote-431) * Police Development Strategy 2016-2020[[431]](#footnote-432) [[432]](#footnote-433) * National Strategy for Fight Against Money Laundering and Financing Terrorism 2021 - 2024 [[433]](#footnote-434) * National Counterterrorism Strategy 2018-2022[[434]](#footnote-435) [[435]](#footnote-436) * National Strategy for Countering Violent Extremism 2018-2022[[436]](#footnote-437) [[437]](#footnote-438) |
| TP5 Fundamental rights | * Strategy for Reform of the Judicial Sector 2017-2022[[438]](#footnote-439) [[439]](#footnote-440) * National Strategy for the Development of the Penitentiary System 2021-2025[[440]](#footnote-441). This strategy has been preceded by the one corresponding to the period 2015-2019[[441]](#footnote-442) * Zero Tolerance Strategy for Improper Treatment of Persons Deprived of Liberty; Action Plan to address the recommendations of the European Committee for the Prevention of Torture [[442]](#footnote-443) * Strategy for Development of the Probation Service 2020-2024 (strategy to be finalised and approved soon) * Strategy for Prison Staff Training 2017-2020[[443]](#footnote-444) [[444]](#footnote-445) * Strategy for Roma Inclusion 2014-2020[[445]](#footnote-446) [[446]](#footnote-447) * National Strategy for Deinstitutionalisation 2018-2027[[447]](#footnote-448) * Action Plan for the Implementation of the Istanbul Convention 2018-2023[[448]](#footnote-449) * National Strategy for Prevention and Protection of Children from Violence 2020-2025[[449]](#footnote-450) * National Equality and Non-Discrimination Strategy 2016-2020[[450]](#footnote-451) [[451]](#footnote-452) * National Action Plan for the Implementation of the Law on the Prevention and Protection Against Discrimination 2015-2020[[452]](#footnote-453) [[453]](#footnote-454) * Strategy on Personal Data Protection [[454]](#footnote-455) [[455]](#footnote-456) * National Strategy on inter-culturalism and one society for all[[456]](#footnote-457) [[457]](#footnote-458) * Action Plan to National Strategy on inter-culturalism and one society for all[[458]](#footnote-459) [[459]](#footnote-460) * Gender equality strategy/gender responsive budgeting Methodology[[460]](#footnote-461) [[461]](#footnote-462) * Police Development Strategy 2016-2020[[462]](#footnote-463) * National Strategy for Combating Trafficking in Human Beings and Illegal Migration2021 - 2025 [[463]](#footnote-464) * National Action Plan for Combating Child Trafficking 2021- 2025 * National Cyber Security Strategy 2018-2022[[464]](#footnote-465) [[465]](#footnote-466) * Revised Employment and Social Reform 2022[[466]](#footnote-467) [[467]](#footnote-468) * National Strategy for Alleviation of Poverty and Social Exclusion 2010-2020[[468]](#footnote-469) [[469]](#footnote-470) * Education Strategy 2018-2025[[470]](#footnote-471) * Strategy for Cooperation with CSOs[[471]](#footnote-472) [[472]](#footnote-473) |
| TP6 Democracy | * Working Programme of Government 2020 – 2024 [[473]](#footnote-474) * Strategic Plan of North Macedonia’s Assembly 2020-2022[[474]](#footnote-475) * National Programme on Adoption of *Acquis* 2021-2025 * Strategy for Reform of the Judicial Sector 2017-2022[[475]](#footnote-476) [[476]](#footnote-477) * National Strategy for Prevention of Corruption and Conflict of Interest 2020-2024 (to be adopted by the Parliament) * Public Administration Reform Strategy 2018-2022[[477]](#footnote-478) * Transparency Strategy of the Government of North Macedonia 2019-2021[[478]](#footnote-479) * Open Government Partnership National Action 2018-2020[[479]](#footnote-480) [[480]](#footnote-481) * Open Data Strategy 2018-2020[[481]](#footnote-482) [[482]](#footnote-483) |

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| **Window 2: Good Governance, *Acquis* Alignment, Good Neighbourly Relations and Strategic Communication** | |
| Thematic priority | Relevant beneficiary’s strategy |
| TP1: Good Governance | * Public Administration Reform Strategy 2018-2022[[483]](#footnote-484) * Public Finance Management Reform Programme 2018-2021[[484]](#footnote-485) [[485]](#footnote-486) * Transparency Strategy 2019-2021[[486]](#footnote-487) * Open Data Strategy 2018-2020[[487]](#footnote-488) [[488]](#footnote-489) * Strategic Plan of the State Statistical Office[[489]](#footnote-490) 2019-2021[[490]](#footnote-491) * Programme for Sustainable Local Development and Decentralization 2021 – 2026[[491]](#footnote-492) * Strategy for regional development 2021-2031[[492]](#footnote-493) [[493]](#footnote-494) * Economic Reform Programme (ERP) 2020-2022[[494]](#footnote-495), ERP 2022- 2024 * Strategic Plan of the MISA 2020-22[[495]](#footnote-496) [[496]](#footnote-497) * Open Data Strategy 2018-2020[[497]](#footnote-498) * Transparency Strategy of the Government of North Macedonia 2019-2021[[498]](#footnote-499) * National Action Plan for Open Government Partnership 2018-2020[[499]](#footnote-500) * Strategic Plan of the Customs Administration 2021-2023[[500]](#footnote-501) * Strategic Plan of the General Secretariat 2020 – 2022[[501]](#footnote-502) [[502]](#footnote-503) * Public Revenue Office Strategy 2020-2022[[503]](#footnote-504) [[504]](#footnote-505) * State Audit Office Strategy 2018-2022[[505]](#footnote-506) [[506]](#footnote-507) * Fiscal Strategy 2022-2024 with outlook up to 2026 [[507]](#footnote-508) * Tax System Reform Strategy 2020-2023[[508]](#footnote-509) * Strategy for Promotion of the System for Whistle-blower Protection[[509]](#footnote-510) [[510]](#footnote-511) * National Strategy for Prevention of Corruption and Conflict of Interest 2020-2024[[511]](#footnote-512) (under preparation) * Strategy for Formalisation of the Informal Economy in the RNM 2018-2022[[512]](#footnote-513) [[513]](#footnote-514) * Strategy for Development of the Public Procurement System 2022-2026[[514]](#footnote-515) |
| TP2: Administrative capacity and EU *acquis* alignment | * National program for the adoption of the *Acquis* (NPAA) 2021 – 2025 [[515]](#footnote-516) * 2020 – 2024 Operational Program of the Government of North Macedonia[[516]](#footnote-517) * 2021 Annual Work Programme of the Government of North Macedonia[[517]](#footnote-518) [[518]](#footnote-519) |
| TP3: Good neighbourly relations and reconciliation | - |
| TP4: Strategic communication, monitoring, evaluation and communication activities | * National Communication Strategy on EU Integration 2021-2025 (under preparation) * Communication Strategy 2019-2020 [[519]](#footnote-520) * Transparency Strategy of the Government of North Macedonia 2019-2021[[520]](#footnote-521) * Open Government Partnership National Action Plan 2018-2020[[521]](#footnote-522) |

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| **Window 3: Sustainable connectivity and green agenda** | |
| Thematic priority | Relevant beneficiary’s strategy |
| TP1: Environment and climate change | * National Strategy for Nature Protection 2017-2027[[522]](#footnote-523) * National Biodiversity Strategy and Action Plan 2018-2023[[523]](#footnote-524) * National Strategy for Sustainable Development of North Macedonia 2010-2030[[524]](#footnote-525) * National Water Management Strategy 2012-2042[[525]](#footnote-526) * Third National Communication on Climate Change 2011-2050[[526]](#footnote-527) * Industrial Strategy[[527]](#footnote-528) * National Strategy on Environment and Climate Change 2014 – 2020[[528]](#footnote-529) [[529]](#footnote-530) |
| TP2: Transport, digital economy and society, and energy | Transport:   * National Transport Strategy (NTS) 2018-2030[[530]](#footnote-531) * Economic reform program (ERP) 2020-2022[[531]](#footnote-532) * Second National Road Traffic Safety Strategy (NTRSS) 2015-2020[[532]](#footnote-533) * National program for development of the railway infrastructure 2019-2021[[533]](#footnote-534) * National program for the adoption of the *Acquis* (NPAA)[[534]](#footnote-535) * National strategy for environment and climate changes 2014-2020[[535]](#footnote-536) * Annual Programs for construction, reconstruction, rehabilitation and maintenance of state roads[[536]](#footnote-537) * Annual Program for financing rail infrastructure[[537]](#footnote-538)   Digital economy and society:   * Public Administration Reform Strategy 2018-2022[[538]](#footnote-539) * National Cyber Security Strategy 2018-2022[[539]](#footnote-540) [[540]](#footnote-541) * National Operational Broadband Plan 2019 - 2029[[541]](#footnote-542) * National Strategy for ICT (2021 – 2025) * Digital Skills Strategy[[542]](#footnote-543) * Economic Reform Programme 2020-2022[[543]](#footnote-544) * Education Strategy for 2018 - 2025 and action plan[[544]](#footnote-545) (includes digital literacy among its priorities) * Open Data Strategy 2018-2020[[545]](#footnote-546) [[546]](#footnote-547) * Open Government Partnership 2018-2020[[547]](#footnote-548) [[548]](#footnote-549)   Energy:   * Strategy for Energy Development in North Macedonia until 2030[[549]](#footnote-550) and 2040[[550]](#footnote-551) * Economic Reform Programme 2020-2022[[551]](#footnote-552) * Strategy for Improvement of the Energy Efficiency in North Macedonia until 2020[[552]](#footnote-553) [[553]](#footnote-554) * Strategy for Utilization of Renewable Energy Sources in North Macedonia by 2020[[554]](#footnote-555) [[555]](#footnote-556) * National Energy and climate Plan of North Macedonia (under adoption) * Program for the realisation of the Strategy for Energy development 2021-2025[[556]](#footnote-557) * National Energy and Climate plan up to 2030[[557]](#footnote-558) |

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| **Window 4: Competitiveness and inclusive growth** | |
| Thematic priority | Relevant beneficiary’s strategy |
| TP1: Education, employment, social protection and inclusion policies, and health | * Revised Employment and Social Reform Programme 2022[[558]](#footnote-559) (ESRP) [[559]](#footnote-560) * National Employment Strategy 2016 – 2020[[560]](#footnote-561) [[561]](#footnote-562) * National Strategy for Alleviation of Poverty and Social Exclusion 2010-2020[[562]](#footnote-563) [[563]](#footnote-564) * Education Strategy for 2018 - 2025[[564]](#footnote-565) and action plan * National Health Strategy 2020[[565]](#footnote-566) [[566]](#footnote-567) * Mental Health strategy 2018-2025 * Strategy for control of antimicrobial resistance 2019-2023[[567]](#footnote-568) * Occupational Safety and Health Strategy 2020[[568]](#footnote-569) * Strategy for Formalization of the Informal Economy 2018-2022 and its Action Plan 2018-2020[[569]](#footnote-570) [[570]](#footnote-571) * Revised Action Plan for Youth Employment 2016-2020[[571]](#footnote-572) [[572]](#footnote-573) * National Deinstitutionalisation Strategy of North Macedonia for 2018–2027[[573]](#footnote-574) * Strategy for the Roma 2014 – 2020[[574]](#footnote-575) [[575]](#footnote-576) * National Strategy of Equality and Non-discrimination 2016-2020[[576]](#footnote-577) [[577]](#footnote-578) * Strategy for Gender Equality 2013-2020[[578]](#footnote-579) [[579]](#footnote-580) * Action Plan for Implementation of the Convention for Prevention and Fight Against Women’s Violence and Domestic Violence 2018-2023[[580]](#footnote-581) * National Strategy (2020-2025) and Action Plan (2020-2022) on Prevention and Protection of Children against Violence * Strategy on Entrepreneurial Learning 2014-2020[[581]](#footnote-582) * Strategy on Adult Education 2019-2023[[582]](#footnote-583) * Strategy for Vocational Education and Training in a Lifelong Learning Context 2013-2020[[583]](#footnote-584) and action plan * Concept for Development of a System on Distance Learning in Primary and Secondary Education (adopted July 2020) * Concept on Inclusive Education (adopted July 2020) * Concept on National Assessment in Primary Education (adopted June 2020) * Economic Reform Programme 2020 -2022 [[584]](#footnote-585) * E-Health Strategy (Digital Health Strategy) is being prepared * National Strategy for Development of Social Enterprises 2021–2024[[585]](#footnote-586) * Strategy for promotion and development of volunteering 2021-2025 and its Action Plan 2021[[586]](#footnote-587) * National Programme for Development of Social Protection 2022-2027[[587]](#footnote-588) |
| TP2: Private sector development, trade, research and innovation | * Economic Reform Programme 2020-2022, Economic Reform Programme 2022-2024[[588]](#footnote-589) * Strategy for Competitiveness 2016-2020[[589]](#footnote-590) [[590]](#footnote-591) * Innovation Strategy 2012-2020[[591]](#footnote-592) [[592]](#footnote-593) * National Small and Medium Enterprise Strategy (2018-2023)[[593]](#footnote-594) * Industrial Strategy with focus on manufacturing industry 2018-2027[[594]](#footnote-595) with Action Plan * Economic Growth Plan 2018 – 2022[[595]](#footnote-596) * Smart Specialization Strategy (under preparation) * Strategy of women entrepreneurship development with AP 2019-2023[[596]](#footnote-597) * Entrepreneurial learning strategy 2014-2020[[597]](#footnote-598) * National Tourism Strategy Action Plan 2016-2021[[598]](#footnote-599) [[599]](#footnote-600) * National Craft Strategy 2012 – 2020[[600]](#footnote-601) [[601]](#footnote-602) * Strategy of the Customs Administration 2020-2022[[602]](#footnote-603) [[603]](#footnote-604) |
| TP 3: Agriculture and Rural Development and TP 4: Fishery | * National Strategy on Agriculture and Rural Development for the period 2021 – 2027[[604]](#footnote-605) [[605]](#footnote-606) * Strategy on Agriculture and Rural Development 2014 - 2020[[606]](#footnote-607) * Strategy on Food safety (covering 2021 – 2025) * Strategy on Animal Health[[607]](#footnote-608) * Programme for fisheries and aquaculture development in the Republic of Macedonia for period 2013-2024 [[608]](#footnote-609) [[609]](#footnote-610) * IPARD Rural Development Programme 2014-2020[[610]](#footnote-611) * National Plan for Organic Production 2013-2020[[611]](#footnote-612) [[612]](#footnote-613) * National Strategy on Agricultural Land Consolidation in North Macedonia for the period 2012-2020[[613]](#footnote-614) * National Phytosanitary Strategy 2016 – 2021[[614]](#footnote-615) * Strategic Framework for Animal Welfare and Action Plan 2018 - 2021 * Strategy for the quality of milk, 2013 – 2020 [[615]](#footnote-616) * National Programme for Agriculture and Rural Development 2018-2022[[616]](#footnote-617) * Strategy for establishment of a national system for animal by products non intended for human consumption[[617]](#footnote-618) |

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| **Window 5: TERRITORIAL AND CROSS-BORDER COOPERATION** | |
| Relevant beneficiary’s strategy | |
| TP1: Territorial and Cross Border Cooperation | * Programme for Sustainable Local Development and Decentralization 2021 – 2026[[618]](#footnote-619) * Strategy for regional development 2021-2031[[619]](#footnote-620) [[620]](#footnote-621) |

1. The strategic priorities include: - Guarantee independence and impartiality in the work of the judiciary and the public prosecutor’s office; - Provide safeguards for greater uniformity of jurisprudence case law and clarity and predictability of court judgements for greater legal certainty of citizens; - Guarantee a proper balance between liability and independence of judges and prosecutors and all stakeholders in the judicial system; - Improve judicial efficiency in line with the indicators defined in EU Justice Scoreboard, CEPEJ and international standards; - Ensure more and better transparency for the public through the access to timely and reliable information on decisions and performance of the judiciary system; - Improve the effective, efficient and sustainable access to justice mechanism, formal or informal, in line with the European and human rights standards. [↑](#footnote-ref-2)
2. The strategic objectives include: - Increasing the level of political responsibility; - Conscious management and prevention of political influence in the public sector and independent bodies; - Strengthening the integrity, accountability in the public sector; - Implementing the competencies in the public sector in a legal, transparent, ethical, economical, responsible and effective manner; - Ensuring the integrity, transparency of employment and HR policies in the public sector based on values and quality criteria; - Strengthening the supervisory, control mechanisms; - Digitization in all sectors of public services; - Reduction of corruption in public procurement, in the process of granting grants, subsidies, state aid; - Strengthening the capacities and commitment of the law enforcement bodies, the prosecution and the judiciary in detecting and sanctioning corruption; strengthening the resistance to corruption; - Supporting transparency, integrity in the private sector; - Raising public awareness, conducting anti-corruption education; - Involve civil society and the media in the fight against corruption in society. [↑](#footnote-ref-3)
3. Strategic plan of MoI 2021-2023, National Strategy on Illicit Drugs2021-2025, National Strategy for Combating Trafficking in Human Beings and Illegal Migration 2021-2025 , National Strategy for Fight Against Money Laundering and Financing Terrorism 2021-2024 , National Cyber Security Strategy 2018-2022 , National Small Arms and Light Weapons (SALW) Control Strategy 2017-2021 , National Counterterrorism Strategy 2018-2022, National Strategy for Countering Violent Extremism 2018-2022 , Strategy to Strengthen the Capacity for Conducting Financial Investigation and Asset Confiscation 2021-2023, National Anti-Fraud Strategy 2019-2022, National Resolution on the Migration Policy 2021-2025 related with the establishment of a comprehensive strategy on migration, National Strategy for the Integration of Refugees and Migrations 2017-2027. [↑](#footnote-ref-4)
4. National Integrated Border Management Strategy 2022-2025. The strategic priorities of North Macedonia are: - Strengthen the legal, and institutional framework in line with the EU and international standards; - Strengthen control on the borders, and enhance border security; - International cooperation with a specific focus on fighting cross-border crime (terrorism, organised crime, trafficking of human beings); - Sustainable management of the migration pressure, including strengthened identification and referral; - Protect migrants, assist voluntary return, put in place sustainable measures for economic and social integration. [↑](#footnote-ref-5)
5. European Convention on Human Rights, the U.N. Geneva Convention relating to the Status of Refugees, the Convention against Torture, and the Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention); the International Convention for the Protection of all Persons from Enforced Disappearance and the International Convention on the Protection of the Rights of all Migrants Workers and Members of their Families of the United Nations; UN Convention for the Right of People with Disabilities and its Optional Protocol. [↑](#footnote-ref-6)
6. Strategy for Reform of the Judicial Sector 2017-2022, National Strategy for the Development of the Penitentiary System 2021-2025 (adopted by the Government on July,1, 2021).) This strategy has been preceded by the one corresponding to the period 2015-2019, Zero Tolerance Strategy for Improper Treatment of Persons Deprived of Liberty; Action Plan to address the recommendations of the European Committee for the Prevention of Torture, Strategy for Development of the Probation Service 2021-2025 (adopted by the Government on June, 8, 2021), Strategy for Prison Staff Training 2017-2020, Strategy for Roma Inclusion 2014-2020, National Strategy for Deinstitutionalisation 2018-2027, Action Plan for the Implementation of the Istanbul Convention 2018-2023, National Strategy for Prevention and Protection of Children from Violence 2020-2025, National Equality and Non-Discrimination Strategy 2016-2020, National Action Plan for the Implementation of the Law on the Prevention and Protection Against Discrimination 2015-2020, Data Protection Strategy, National Strategy on inter-culturalism and one society for all, Action Plan to National Strategy on inter-culturalism and one society for all, Gender equality strategy/gender responsive budgeting Methodology, Police Development Strategy 2016-2020, National Strategy for Combating Trafficking in Human Beings and Illegal Migration 2017-2020, National Cyber Security Strategy 2018-2022, Revised Employment and Social Reform Programme 2022, National Strategy for Alleviation of Poverty and Social Exclusion 2010-2020, Education Strategy 2018-2025, Strategy for Cooperation with CSOs. [↑](#footnote-ref-7)
7. The main priorities in this area stipulated in the Government programme are reform of State funding of civil society; setting up an independent Fund for support and development of civil society; Enabling co-financing of EU funded projects of CSOs; enhancing systematic involvement of CSOs in policymaking and ensuring proper feedback to received policy inputs of CSOs; creating a model for participation of CSOs in the future EU negotiating structure of the country. [↑](#footnote-ref-8)
8. 14th meeting of the Sub-committee on Justice, Liberty and Security. Skopje, 17-18 November 2021. [↑](#footnote-ref-9)
9. Law on Courts, Law on the Public Prosecutor's Council, Criminal Law, Law on Misdemeanours, Law on Administrative Disputes, Law on Notaries, Law on Enforcement, Law on Free Legal Aid, and Law on Judicial Council. [↑](#footnote-ref-10)
10. The National Strategy for Combating Corruption and Conflict of Interest 2021-2025 analyses the sectors with the highest risks for corruption and prioritises these sectors for future actions. The strategic framework is complemented by other relevant documents that address specific aspects of anti-corruption policy, such as the Public Administration Reform Strategy 2018-2022; the National Anti-Fraud Strategy 2019-2022; the Reform of the Judicial Sector 2017-2022; and the Public Financial Management Programme 2018-2021. [↑](#footnote-ref-11)
11. Commission’s Annual Report, Commission Communication “A credible enlargement perspective for an enhanced EU engagement with the Western Balkans” and the Stabilisation and Association process [↑](#footnote-ref-12)
12. 14th meeting of the Sub-committee on Justice Liberty and Security. Skopje, 17-18 November 2021. [↑](#footnote-ref-13)
13. further bolster the track record of investigations, prosecutions and convictions for organised crime and money laundering, and demonstrate the ability to dismantle large organised criminal networks effectively; -increase the use of confiscation of the proceeds of crime by the courts; and - increase the functionality and capacity of the investigative centres set up in the prosecution. [↑](#footnote-ref-14)
14. Increase communication and cooperation between central level government, central and local authorities and with international organisations and NGOs active in the reintegration of returnees; -establish a track record of detection, investigation and prosecution of cross border crime; -strengthen the National Coordination Centre for Integrated Border Management, -address negative public attitudes towards migrants and refugees; -ensure systematic implementation of the Standard Operating Procedures (SOPs) on unaccompanied children and vulnerable categories of foreigners; -ensure complete alignment with the EU visa policy; -ensure all recommendations of European and international human rights bodies are systematically disseminated and implemented, in particular, those related to detention, gender equality and the rights of persons with disabilities [↑](#footnote-ref-15)
15. Western Balkans 2018 Credible Enlargement Perspective Strategy, the Methodology for strengthening the WB accession process, the

    conclusions of the Stabilisation and Association Agreement or the National Plan for the Adoption of the *Acquis* [↑](#footnote-ref-16)
16. Comprehensive review of electoral legislation should be finalised to address the previous and upcoming recommendations of the

    OSCE/ODIHR and of the Venice Commission, in a timely and inclusive manner; -the state institutions and bodies, notably the Ministry of

    the Interior and the State Election Commission (SEC), should make further efforts to systematically improve the accuracy of the voters list; -to ensure the stability and professionalism of the SEC; -the new composition of the Assembly is expected to work in an inclusive manner

    to build upon previous achievements, while further improving its functioning; -work on the efficiency of the democratic political system, including implementation of the Group of States against Corruption (GRECO) recommendations on transparency of party funding should continue; -political parties need to enhance their internal democratic processes and to improve transparency of their funding; and - the Assembly needs to improve the planning and coordinating of its work in order to ensure a more predictable law-making process and limit the use of fast track procedures (shortened and urgent procedures). [↑](#footnote-ref-17)
17. <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/civil_society/doc_guidelines_cs_support.pdf> [↑](#footnote-ref-18)
18. <http://tacso.eu/wp-content/uploads/2020/12/Guidelines-for-EU-Support-to-CS-2021-2027-result-framework1stdraft.pdf> [↑](#footnote-ref-19)
19. European Commission (2012) The roots of democracy and sustainable development: Europe's engagement with Civil Society in external relations, COM (2012) 492 final; 12.9.2012.; <https://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2012:0492:FIN:EN:PDF> [↑](#footnote-ref-20)
20. Expected in the first half of 2021 [↑](#footnote-ref-21)
21. <http://budget.finance.gov.mk/raspredelba.html> [↑](#footnote-ref-22)
22. <http://www.stat.gov.mk/publikacii/2019/Odrzhliv-Sustainable.pdf> [↑](#footnote-ref-23)
23. <https://documents-dds-ny.un.org/doc/UNDOC/LTD/G13/173/19/PDF/G1317319.pdf?OpenElement> [↑](#footnote-ref-24)
24. <https://www.echr.coe.int/documents/convention_eng.pdf> [↑](#footnote-ref-25)
25. <https://rm.coe.int/1680084826> [↑](#footnote-ref-26)
26. <https://rm.coe.int/1680519084> [↑](#footnote-ref-27)
27. <https://search.coe.int/cm/Pages/result_details.aspx?ObjectID=09000016805d534d> [↑](#footnote-ref-28)
28. <https://rm.coe.int/16802eed5c> [↑](#footnote-ref-29)
29. <https://search.coe.int/cm/Pages/result_details.aspx?ObjectId=09000016807509dd> [↑](#footnote-ref-30)
30. OSCE (2015) Civil Society Forum - Recommendations on enhancing the participation of associations in public decision-making processes, <https://www.osce.org/files/f/documents/a/c/185841.pdf> [↑](#footnote-ref-31)
31. To be addressed through window 2 as well [↑](#footnote-ref-32)
32. Tackled also through the other thematic priorities in Window 1, as well as through window 2 [↑](#footnote-ref-33)
33. Combating gender-based violence, including domestic violence is addressed in the Strategic response for the Thematic Priority 1: Education, employment, social protection and inclusion policies, and health under Window 4 - competitiveness and inclusive growth. The focus there is on strengthening institutions of the social system and especially creation of support services. [↑](#footnote-ref-34)
34. [↑](#footnote-ref-35)
35. Development plans, manuals of procedures, management declarations, action plans, audit reports [↑](#footnote-ref-36)
36. To the question “Generally speaking, do you thing that your country membership of the EU would be a good thing? 61% answered yes. <https://ec.europa.eu/commfrontoffice/publicopinion/index.cfm/Chart/getChart/themeKy/3/groupKy/312> (11/2019). [↑](#footnote-ref-37)
37. <https://issuu.com/vladamk/docs/komunikaciskastrategija_2019-2020_e> [↑](#footnote-ref-38)
38. <https://metamorphosis.org.mk/en/aktivnosti_arhiva/the-transparency-strategy-of-the-government-of-the-republic-of-north-macedonia-2019-2021-published/> [↑](#footnote-ref-39)
39. <http://www.mioa.gov.mk/?q=mk/documents/open-government-partnership> [↑](#footnote-ref-40)
40. <https://mioa.gov.mk/?q=mk/node/2103>. According to this annual report, 18 out of 108 activities were completely implemented, 24 activities were/are under implementation and there was a delay in the implementation of 66 movements. 38,8% of the activities were implemented in the amended foreseen timeframe. [↑](#footnote-ref-41)
41. Expected in the first half of 2021 [↑](#footnote-ref-42)
42. <http://budget.finance.gov.mk/raspredelba.html> [↑](#footnote-ref-43)
43. <http://www.stat.gov.mk/publikacii/2019/Odrzhliv-Sustainable.pdf> [↑](#footnote-ref-44)
44. Support for Improvement in Governance and Management [↑](#footnote-ref-45)
45. North Macedonia has been a member since 2006 [↑](#footnote-ref-46)
46. Such as the IPA Map, the Performance assessment framework, Donors database, etc. [↑](#footnote-ref-47)
47. Compared to Business As Usual (BAU) scenario and in line with the enhanced NDC commitments [↑](#footnote-ref-48)
48. Improve inter-sectorial coordination and increase financial resources for reduction of air pollution at the local and national level; - Set up an integrated regional waste management system; - Implement the Paris Agreement, including by developing a comprehensive climate strategy and adopting a law, consistent with the EU 2030 framework, and create a National Energy and Climate Plan, in line with Energy Community obligations; - Implement the Convention on International Trade in Endangered Species of Wild Fauna and Flora Regulation. [↑](#footnote-ref-49)
49. EU 2010 initiative on Digital Agenda for Europe, as an umbrella strategy for information society development, and the EU 2016 strategy Towards a European Gigabit Society for 2025. [↑](#footnote-ref-50)
50. Subcommittee on Transport, Environment, Energy, and Regional Development on the 17 March 2020 and Subcommittee on Innovation, Information Society and Social Policy on the 26t March 2020. [↑](#footnote-ref-51)
51. Finalise the long-term information and communication technology (ICT) strategy; - Strengthen the independence and capacity of the media regulator and the public service broadcaster; - Continue to implement the action plan for introducing the 112-emergency number and allocate the necessary financial resources. [↑](#footnote-ref-52)
52. 2020 meetings of the Subcommittee on Transport, Environment, Energy, and Regional Development and Subcommittee on Innovation, Information Society and Social Policy on the 26t March 2020. Recommendations on Energy and energy efficiency: - Adopt the five-year programme for the implementation of the Energy Strategy; - Adopt the implementing legislation deriving from the new Law on Energy efficiency; - Adopt a law for Establishing the Energy Efficiency Fund; - Strengthen the technical capacity of the Energy Department in the Ministry of Economy and the Energy Agency; - In line with principles and priorities of the Green Deal, all energy strategies and action plan and ensure coherence with the integrated National Energy and Climate Plan; - Continue activities toward completing legislative and administrative preconditions for the functioning of an organised day ahead market, ready for coupling; - Initiate amendments to the VAT Law in order to harmonise the VAT regime on cross border transactions with those in the EU; - Finalize electricity market coupling with Bulgaria; - Implement the solution reached within the mediation regarding the dispute over the ownership of the gas transmission pipeline needs to be implemented; - Unbundle the gas transmission system operator, as required by the Third Energy Package; - Finalise the certification of the gas transmission system operator; - Implement cross-border balancing cooperation in line with the Western Balkans 6 roadmap for balancing market integration, starting with imbalance netting cooperation within Serbia, North Macedonia, Montenegro control block; - Fully implement the Regulation 347/2013 for trans-European energy infrastructure in the existing national legislation; - Implement the legislative and administrative procedures, to ensure that hydropower investment projects are in conformity with the relevant EU environmental legislation; - Urgently align with the Renewable Energy Directive, by the adoption of a Law on Biofuels, as envisaged via the new Law on Energy; - Implement a system of issue, transfer and cancelation of guarantees of origin, in compliance with the 2018 Energy Law; - Fully implementation of the new Law on Compulsory Oil Reserves as of 1st January 2021. [↑](#footnote-ref-53)
53. Expected in the first half of 2021 [↑](#footnote-ref-54)
54. <http://budget.finance.gov.mk/raspredelba.html> [↑](#footnote-ref-55)
55. Biennial Climate Change Reports-BUR [↑](#footnote-ref-56)
56. In 2018, North Macedonia ranked 67th out of 78 participating countries in mathematics and reading on the PISA test. In 2019 only 2,8% of the population participated in lifelong learning programmes; the unemployment rate was 17,3% and 30,2% among young people; the proportion of young people between the ages of 15 and 29 was neither in employment nor in education and training (NEET) was 24,85%. In 2019, 21,6% of the population was at risk of poverty after social transfers and pensions, and over 455 thousand people lived below the relative poverty line. [↑](#footnote-ref-57)
57. In 2018, the GDP per capita of the country (in PPS) was 38 % of the EU27 average. The R&D expenditure of North Macedonia (including both public and private) is 0,35 % of the GDP in 2017, while in the EU it is 2,43 % in 2016. The R&D expenditure per inhabitants is 18,8 Euro in the country, but 661,9 Euro in EU27 in 2018. The European innovation score board index shows that the innovation performance of the country is 39,9 % of the EU average in 2018. At the same time, only 5% of companies are exporters (against 13% for the EU) and export is mainly driven by foreign companies. North Macedonia ranks 82 out of 141 countries in the *Global Competitiveness Report 2019*, although the country has a very good position in the World Bank *Doing Business Report for 2019* (ranks 17 out of 190 countries). [↑](#footnote-ref-58)
58. The share of agriculture in the GDP of North Macedonia is around 9%, much higher compared to the EU level (below 3%). The total utilised agricultural area (UAA) is 1,266,000 Ha, but more than 800,000 Ha are permanent grassland, circa 400,000 Ha are arable land and circa 40,000 Ha are permanent crops. The country is a net importer of agri-food products, with a deficit of the agri-food balance of over EUR 223 million in 2017. Agricultural subsidies per hectare are around 360 EUR/Ha against the 300/Ha of the EU in average. Farms are small and fragmented. The average farm size in the country is 2.9 ha, which is about 6 times smaller than the average EU farm. A limited number of cooperatives are active and with a modest turnover and number of associated farmers. The extension services are still lagging but with good perspective for development. The use of irrigation is limited but gradually increasing. Despite the potential, the contribution of forestry to national GDP is lower than 0.5%, double less compared to the EU average of 1%. Animal and animal products accounts in 2017 for circa 2/5 of the crop production but may grow in future thanks to the presence of large areas with pasture. However, a step forward in the harmonisation of the sector with the EU legislation is necessary. [↑](#footnote-ref-59)
59. <https://wbc-rti.info/theme/62/attach/WB-Agenda_061020.pdf> [↑](#footnote-ref-60)
60. <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32021G0226(01)&from=EN> [↑](#footnote-ref-61)
61. <https://ec.europa.eu/education/education-in-the-eu/digital-education-action-plan_en> [↑](#footnote-ref-62)
62. In 2017 the YG had a performance rate of 41,7%. Based on the results of the piloting phase, the programme became universal in 2019, and it is expected that around 14,000 young people would be included at annual level, of which one third would be included in some of the active labour market programmes, i.e., would be employed within four months upon their registration as unemployed. During the 2020 there was improvement of the employment rate of young people, which is a continuing trend from 2019, and the youth employment rate (15-29) reached 32.8% in 2020; the same trade is observed for the subgroups of women: aged 15-24 & aged 25-29. This proves the important role YG plays and brings positive benefits, especially among the unemployed youth. Altogether, 25,502 young people (of them-12863 women) registered with the YG schemes in 2020. Of these, 7,684 got employed in a period of 4 months, and 1257 young people took up some of the active employment measures that do not lead to employment but increase their employability. Therefore, the return rate of the Youth Guarantee thus far is 35%. Given the situation with the COVID-19 pandemic which had a direct impact on the labour market situation in the country, the effects of the implementation of the Youth Guarantee can be considered excellent given the big interest of young people to enrol in the scheme. Compared to 2019, when a total of 20,322 people registered in the Youth Guarantee, 2020s’ figure represents a significant increase of 5,200 young people or 25%. [↑](#footnote-ref-63)
63. The European Innovation Scoreboard assessed the country as a modest innovator, having steadily improved its performance since 2011 [↑](#footnote-ref-64)
64. pafnorthmacedonia.mk [↑](#footnote-ref-65)
65. Expected in the first half of 2021 [↑](#footnote-ref-66)
66. <http://budget.finance.gov.mk/raspredelba.html> [↑](#footnote-ref-67)
67. <https://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---sro-budapest/documents/genericdocument/wcms_676193.pdf> [↑](#footnote-ref-68)
68. The IPARD programme is not ready. At present, the following 4 objectives are under discussion:

    1. Enhancing farm viability and competitiveness of agriculture and food processing. This objective overlaps with objective 3.2 of the SR.

    2 Restoring, preserving, and enhancing ecosystems dependent on agriculture, fishery and forestry. This objective overlaps with last part of objective 3.4 of the SR.

    3 Promoting balanced territorial development in rural areas. This objective overlaps with objective 3.5 of the SR.

    4 Transfer of knowledge and innovation in agriculture, forestry and rural areas. This objective overlaps with several bullet points under objective 3.2 of the SR. [↑](#footnote-ref-69)
69. All the measures under the IPARD Programme mime the EU Agriculture and Rural Development Policy. [↑](#footnote-ref-70)
70. The achievement of this Objective is supported by the following measures of the IPARD programme:

    Measure 1: Investments in physical assets of agricultural holdings;

    Measure 2: Support for the setting up of producer groups;

    Measure 3: Investments in physical assets concerning processing and marketing of agricultural and fishery products;

    Measure 4: Agri-environment-climate and organic farming measure;

    Measure 6: Investments in rural public infrastructure;

    Measure 7: Farm diversification and business development;

    Measure 8: Improvement of skills and competences;

    Measure 9: Technical assistance;

    Measure 10: Advisory services;

    Measure 13: Promotion of cooperation for innovation and knowledge transfer  
     [↑](#footnote-ref-71)
71. The achievement of this Objective is supported by the following measures of the IPARD programme:

    Measure 1: Investments in physical assets of agricultural holdings;

    Measure 3: Investments in physical assets concerning processing and marketing of agricultural and fishery products;

    Measure 4: Agri-environment-climate and organic farming measure;

    Measure 6: Investments in rural public infrastructure

    Measure 8: Improvement of skills and competences;

    Measure 9: Technical assistance;

    Measure 10: Advisory services;

    Measure 13: Promotion of cooperation for innovation and knowledge transfer. [↑](#footnote-ref-72)
72. The achievement of this Objective is supported by the following measures of the IPARD programme:

    Measure 1: Investments in physical assets of agricultural holdings;

    Measure 3: Investments in physical assets concerning processing and marketing of agricultural and fishery products;

    Measure 4: Agri-environment-climate and organic farming measure;

    Measure 6: Investments in rural public infrastructure;

    Measure 8: Improvement of skills and competences;

    Measure 9: Technical assistance; Measure 10: Advisory services;

    Measure 13: Promotion of cooperation for innovation and knowledge transfer. [↑](#footnote-ref-73)
73. The achievement of this Objective is supported by the following measures of the IPARD programme:

    Measure 5: Implementation of local development strategies - LEADER approach;

    Measure 6: Investments in rural public infrastructure;

    Measure 7: Farm diversification and business development;

    Measure 8: Improvement of skills and competencies;

    Measure 9: Technical assistance;

    Measure 10: Advisory services;

    Measure 11: Establishment and protection of forests;

    Measure 13: Promotion of cooperation for innovation and knowledge transfer. [↑](#footnote-ref-74)
74. <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/communication_on_wb_economic_and_investment_plan_october_2020_en.pdf> [↑](#footnote-ref-75)
75. <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52014DC0700&from=en> [↑](#footnote-ref-76)
76. <https://ec.europa.eu/info/sites/info/files/communication-credible-enlargement-perspective-western-balkans_en.pdf> [↑](#footnote-ref-77)
77. https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52020DC0057&from=EN [↑](#footnote-ref-78)
78. https://ec.europa.eu/neighbourhood-enlargement/system/files/2020-10/north\_macedonia\_report\_2020.pdf [↑](#footnote-ref-79)
79. Expected in the first half of 2021 [↑](#footnote-ref-80)
80. <http://budget.finance.gov.mk/raspredelba.html> [↑](#footnote-ref-81)
81. North Macedonia has been a member since 2006 [↑](#footnote-ref-82)
82. \* This designation is without prejudice to positions on status, and is in line with UNSCR 1244(1999) and the ICJ Opinion on the Kosovo declaration of independence [↑](#footnote-ref-83)
83. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-84)
84. Source : <https://worldjusticeproject.org/our-work/research-and-data/wjp-rule-law-index-2020> plus PAF. [↑](#footnote-ref-85)
85. Source: <https://info.worldbank.org/governance/wgi/Home/Reports> (select: Rule of law indicator, year, country) [↑](#footnote-ref-86)
86. Source : <https://es.weforum.org/reports/global-competitiveness-report-2019> plus PAF. [↑](#footnote-ref-87)
87. Source : <https://rm.coe.int/rapport-avec-couv-18-09-2018-en/16808def9c> plus PAF. [↑](#footnote-ref-88)
88. Source: ACCMIS/web-portal of court cases [↑](#footnote-ref-89)
89. Source : https://europa.eu/eurobarometer/surveys/browse/all/series/4961 [↑](#footnote-ref-90)
90. Source: Annual CEPEJ Studies, <https://rm.coe.int/evaluation-report-part-1-english/16809fc058> [↑](#footnote-ref-91)
91. Source: Annual CEPEJ Studies, <https://rm.coe.int/evaluation-report-part-1-english/16809fc058> [↑](#footnote-ref-92)
92. Source: Annual report on the implementation of the free legal aid law: <https://www.pravda.gov.mk/Upload/Documents/%D0%93%D0%BE%D0%B4%D0%B8%D1%88%D0%B5%D0%BD%D0%98%D0%B7%D0%B2%D0%B5%D1%88%D1%82%D0%B0_2019.pdf> [↑](#footnote-ref-93)
93. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-94)
94. <https://www.transparency.org/en/cpi> [↑](#footnote-ref-95)
95. ## <https://worldjusticeproject.org/our-work/publications/rule-law-index-reports> <https://worldjusticeproject.org/sites/default/files/documents/ROLI-2019-Reduced.pdf> ; Page 23)

    [↑](#footnote-ref-96)
96. <https://databank.worldbank.org/source/worldwide-governance-indicators> - Percentile rank indicates the country's rank among all countries

    covered by the aggregate indicator, with 0 corresponding to lowest rank, and 100 to highest rank. Percentile ranks have been adjusted to

    correct for changes over time in the composition of the countries covered by the WGI. [↑](#footnote-ref-97)
97. Numerator and denominator: SCPC (State Commission for Prevention of Corruption) [↑](#footnote-ref-98)
98. Annual ASPI Report. [↑](#footnote-ref-99)
99. Annual report of the Prosecutor OCC [↑](#footnote-ref-100)
100. Public Prosecutor Office [↑](#footnote-ref-101)
101. Annex 3 to the SCPC annual report [↑](#footnote-ref-102)
102. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-103)
103. Source of numerator: <https://finance.gov.mk/wp-content/uploads/2017/08/Gragjanki-Budjet.pdf> (page 7) AND <http://budget.finance.gov.mk/raspredelba.html> Source of denominator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__BDP__BDPInvesGodisni__BDPsporedESS2010/125_NacSmA_Mk_03ProGod_01_ml.px/table/tableViewLayout2/?rxid=69e422cf-6f40-4c79-8ce8-cef9c863e258> [↑](#footnote-ref-104)
104. <https://finance.gov.mk/wp-content/uploads/2017/11/GB_2018_EN.pdf> (page 7) [↑](#footnote-ref-105)
105. <https://ec.europa.eu/eurostat/data/database?node_code=crim_just_job> [↑](#footnote-ref-106)
106. <http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=crim_off_cat&lang=en> [↑](#footnote-ref-107)
107. <https://europa.eu/eurobarometer/surveys/browse/all/series/4961> [↑](#footnote-ref-108)
108. Source of numerator: Internal database of the MoI-Department for Suppression of Organised and Serious Crimes. Source of denominator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Naselenie__ProcenkiNaselenie/115_Popis_RM_1Star_Dec_eng.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> (AGE: Age; YEAR: year/s; SEX: total) [↑](#footnote-ref-109)
109. Internal database of the MoI-Department for Suppression of Organised and Serious Crimes [↑](#footnote-ref-110)
110. <https://info.worldbank.org/governance/wgi/Home/Reports> [↑](#footnote-ref-111)
111. <https://info.worldbank.org/governance/wgi/Home/Reports> [↑](#footnote-ref-112)
112. Financial Intelligence Office (Ministry of Finance) [↑](#footnote-ref-113)
113. Financial Police-Criminal Intelligence Unit. [↑](#footnote-ref-114)
114. Report of the Agency for confiscation of Assets [↑](#footnote-ref-115)
115. Report of the Agency for confiscation of Assets [↑](#footnote-ref-116)
116. Annual report of the customs Office [↑](#footnote-ref-117)
117. Financial Police [↑](#footnote-ref-118)
118. PPO Annual Report [↑](#footnote-ref-119)
119. Relevant for Judiciary too [↑](#footnote-ref-120)
120. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-121)
121. MOI Database [↑](#footnote-ref-122)
122. MOI Database [↑](#footnote-ref-123)
123. MOI Database [↑](#footnote-ref-124)
124. MOI Database [↑](#footnote-ref-125)
125. MOI [↑](#footnote-ref-126)
126. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-127)
127. <https://www.echr.coe.int/Documents/Stats_violation_2019_ENG.pdf> [↑](#footnote-ref-128)
128. World Justice Project Rule of Law Index annual reports, <https://worldjusticeproject.org/our-work/publications/rule-law-index-reports> [↑](#footnote-ref-129)
129. <https://rsf.org/en/ranking_table> [↑](#footnote-ref-130)
130. <http://hdr.undp.org/en/composite/HDI> [↑](#footnote-ref-131)
131. <https://eige.europa.eu/north-macedonia> [↑](#footnote-ref-132)
132. Annual report of the Directorate for Execution of Sanctions [↑](#footnote-ref-133)
133. Annual report of the Directorate for Execution of Sanctions [↑](#footnote-ref-134)
134. Annual report of the State Council for Prevention of Child Delinquency [↑](#footnote-ref-135)
135. Alternative measures under the probation offices; source: Annual report of the Directorate for Execution of Sanctions [↑](#footnote-ref-136)
136. Annual report of the Directorate for Execution of Sanctions [↑](#footnote-ref-137)
137. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-138)
138. <https://www.rcc.int/balkanbarometer/publications> (page 100 of the 2020 Balkan Barometer 2020 Public Opinion) [↑](#footnote-ref-139)
139. <https://www.rcc.int/balkanbarometer/publications> (page 103 of the 2020 Balkan Barometer 2020 Public Opinion) [↑](#footnote-ref-140)
140. https://europa.eu/eurobarometer/surveys/browse/all/series/4961 [↑](#footnote-ref-141)
141. https://europa.eu/eurobarometer/surveys/browse/all/series/4961 [↑](#footnote-ref-142)
142. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-143)
143. <http://info.worldbank.org/governance/wgi/Home/Reports> [↑](#footnote-ref-144)
144. <https://ec.europa.eu/commfrontoffice/publicopinion/index.cfm/Chart/getChart/themeKy/18/groupKy/317> [↑](#footnote-ref-145)
145. MISA report [↑](#footnote-ref-146)
146. Annual Report of ASPI [↑](#footnote-ref-147)
147. Annual Report of ASPI [↑](#footnote-ref-148)
148. <https://www.rcc.int/pubs/89/balkan-barometer-2019-public-opinion-survey> (table 89) [↑](#footnote-ref-149)
149. Annual or biannual Citizens Satisfaction Survey Report [↑](#footnote-ref-150)
150. Annual or biannual Citizens Satisfaction Survey Report [↑](#footnote-ref-151)
151. Fiscal Strategy 2021 - 2023 [↑](#footnote-ref-152)
152. <https://www.internationalbudget.org/open-budget-survey/open-budget-index-rankings/> [↑](#footnote-ref-153)
153. Annual report for functioning of PIFC system [↑](#footnote-ref-154)
154. SAO Annual Report [↑](#footnote-ref-155)
155. <https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=cpc_ecgov&lang=en> [↑](#footnote-ref-156)
156. Calculation of the Ministry of Finance [↑](#footnote-ref-157)
157. Calculation of the Ministry of Finance on data of the PPB [↑](#footnote-ref-158)
158. Statistical Management Information System (SMIS+) Report [↑](#footnote-ref-159)
159. SSO Statistical Business Process Model (SSO Calculation) [↑](#footnote-ref-160)
160. SSO own calculation [↑](#footnote-ref-161)
161. Source to be provided by the MoF [↑](#footnote-ref-162)
162. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-163)
163. SEA [↑](#footnote-ref-164)
164. SEA [↑](#footnote-ref-165)
165. SEA [↑](#footnote-ref-166)
166. SEA [↑](#footnote-ref-167)
167. SEA [↑](#footnote-ref-168)
168. SEA [↑](#footnote-ref-169)
169. SEA [↑](#footnote-ref-170)
170. Measureable in years 2028-2030 depending on the indicator [↑](#footnote-ref-171)
171. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-172)
172. SEA [↑](#footnote-ref-173)
173. SEA [↑](#footnote-ref-174)
174. <https://europa.eu/eurobarometer/surveys/browse/all/series/4961> [↑](#footnote-ref-175)
175. <https://europa.eu/eurobarometer/surveys/browse/all/series/4961> [↑](#footnote-ref-176)
176. <https://www.rcc.int/balkanbarometer/publications> (page 40 of the Balkan Barometer 2020 Public Opinion) [↑](#footnote-ref-177)
177. <https://www.rcc.int/balkanbarometer/publications> (page 41 of the Balkan Barometer 2020 Public Opinion) [↑](#footnote-ref-178)
178. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-179)
179. Source : <http://www.moepp.gov.mk/?page_id=2785&lang=en> [↑](#footnote-ref-180)
180. Source : <http://www.moepp.gov.mk/?page_id=2785&lang=en> [↑](#footnote-ref-181)
181. Source : <http://www.moepp.gov.mk/?page_id=4900&lang=en> [↑](#footnote-ref-182)
182. Source : <http://www.moepp.gov.mk/?page_id=4955&lang=en> [↑](#footnote-ref-183)
183. Source : <http://www.moepp.gov.mk/?page_id=2821&lang=en> [↑](#footnote-ref-184)
184. Source : <http://www.moepp.gov.mk/?page_id=6849&lang=en> [↑](#footnote-ref-185)
185. Source: Draft Law on Waste and Packaging Waste (in Parliamentary procedure) [↑](#footnote-ref-186)
186. Source : <http://www.moepp.gov.mk/?page_id=4920&lang=en> [↑](#footnote-ref-187)
187. Source : Spatial Information System/MoEPP [↑](#footnote-ref-188)
188. http://www.stat.gov.mk/PrikaziPublikacija\_1\_en.aspx?rbr=785 page 144 [↑](#footnote-ref-189)
189. Source : Spatial Information System/MoEPP [↑](#footnote-ref-190)
190. Source : Spatial Information System/MoEPP [↑](#footnote-ref-191)
191. Source: Spatial Information System/MoEPP [↑](#footnote-ref-192)
192. Source: Spatial Information System/MoEPP [↑](#footnote-ref-193)
193. Source: NIR (National Inventory Report) – 3rd BUR (3rd biennial update report) [↑](#footnote-ref-194)
194. Source : <http://www.moepp.gov.mk/?page_id=10372&lang=en> [↑](#footnote-ref-195)
195. Source : <http://www.moepp.gov.mk/?page_id=10461&lang=en> [↑](#footnote-ref-196)
196. Macedonian Environmental Information Center [↑](#footnote-ref-197)
197. Source : Energy balance 2018, State Statistical Office, table T-01: Total energy balance

     (http://www.stat.gov.mk/pdf/2020/6.1.20.59\_mk.pdf) [↑](#footnote-ref-198)
198. Numerator: Energy balance 2018, State Statistical Office, Final energy consumption from Table T-02: Total energy balance

     (<http://www.stat.gov.mk/pdf/2020/6.1.20.59_mk.pdf> )

     Denominator: EUROSTAT, GDP and main components (output, expenditure and income) [nama\_10\_gdp], Chain linked volumes

     (2015),

     million euro (<https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=nama_10_gdp&lang=en> ) [↑](#footnote-ref-199)
199. Source of numerator: <http://www.moepp.gov.mk/?page_id=3700&lang=en> . Source of denominator: [http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat\_\_BDP\_\_BDPInvesGodisni\_\_BDPsporedESS2010/125\_NacSmA\_Mk\_03P roGod\_01\_ml.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef](http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__BDP__BDPInvesGodisni__BDPsporedESS2010/125_NacSmA_Mk_03P%20roGod_01_ml.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef) [↑](#footnote-ref-200)
200. Source: European Commission’s Report on North Macedonia [↑](#footnote-ref-201)
201. Source: Ministry of Environment and Physical Planning, <http://www.moepp.gov.mk/?page_id=746&lang=en> [↑](#footnote-ref-202)
202. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-203)
203. Source: <https://lpi.worldbank.org/international/global> [↑](#footnote-ref-204)
204. Source: Biennial Update Report (BUR) Ministry of Environment and Physical Planning [↑](#footnote-ref-205)
205. Source: https://mzi.mk/documents-list/ [↑](#footnote-ref-206)
206. Source:<http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Transport__SoobrakajniNesreki/125_Trans_Mk_ZelSN_ang.px/?rxid=6263d405-f656-4350-a635-777e57b54850> [↑](#footnote-ref-207)
207. Source of numerator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Transport__SoobrakajniNesreki/325_Trans_MK_T_48_en.px/?rxid=b14b7e4a-3c41-447f-93fa-e9eba26a7167>

     Source of denominator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Naselenie__ProcenkiNaselenie/115_Popis_RM_1Star_Dec_eng.px/?rxid=a1e36641-ae7d-44a4-a868-ed8fb90eef27> [↑](#footnote-ref-208)
208. Source: Public Enterprise for State Roads [↑](#footnote-ref-209)
209. Source: Public Enterprise Macedonian Railways Infrastructure [↑](#footnote-ref-210)
210. Source: https://ec.europa.eu/eurostat/data/database?node\_code=ttr00006 (Select// Tables by themes /Transport/Railway transport /

     Goods transport by rail, Select/ Million tons kilometres) [↑](#footnote-ref-211)
211. Source: <https://mzi.mk/documents-list/> [↑](#footnote-ref-212)
212. Source: MoTC, ITS implementation plan [↑](#footnote-ref-213)
213. Source: <http://www.stat.gov.mk/pdf/2018/8.1.18.31.pdf> (T.1.) [↑](#footnote-ref-214)
214. This indicator is measured every two years [↑](#footnote-ref-215)
215. Source: <http://www.stat.gov.mk/pdf/2017/8.1.17.31.pdf> (T.3.) [↑](#footnote-ref-216)
216. Source: National Portal for e-Services , [www.uslugi.gov.mk](http://www.uslugi.gov.mk) [↑](#footnote-ref-217)
217. Source: <http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=isoc_bde15cbc&lang=en> [↑](#footnote-ref-218)
218. Source: <https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do> (Select: last online purchase in the last 12 months; % of

     individuals) [↑](#footnote-ref-219)
219. Source: Report of the Broadband Competence Office <http://bco.mioa.gov.mk/?page_id=224> [↑](#footnote-ref-220)
220. Source: Report of the Broadband Competence Office <http://bco.mioa.gov.mk/?page_id=224> [↑](#footnote-ref-221)
221. Source: bco.mioa.gov.mk – Connectivity indicators in DESI [↑](#footnote-ref-222)
222. Source: bco.mioa.gov.mk – Connectivity indicators in DESI [↑](#footnote-ref-223)
223. Source: bco.mioa.gov.mk – Connectivity indicators in DESI [↑](#footnote-ref-224)
224. Source: <https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=isoc_sk_dskl_i&lang=en> [↑](#footnote-ref-225)
225. Source: <https://data.worldbank.org/indicator/GB.XPD.RSDV.GD.ZS> [↑](#footnote-ref-226)
226. Numerator: Energy balance 2018, State Statistical Office, Final energy consumption from Table T-02: Total energy balance ( <http://www.stat.gov.mk/pdf/2020/6.1.20.59_mk.pdf> ) Denominator: EUROSTAT, GDP and main components (output, expenditure and income) [nama\_10\_gdp], Chain linked volumes (2015), million euro ( <https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=nama_10_gdp&lang=en> ) [↑](#footnote-ref-227)
227. Energy balance 2018, State Statistical Office, Final energy consumption from Table T-02: Total energy balance (<http://www.stat.gov.mk/pdf/2020/6.1.20.59_mk.pdf> ) and chapter 2.1.3 for the BAU scenario <https://klimatskipromeni.mk/data/rest/file/download/780f6af9949b883a59eb8e3143618d197332ee07cf11fd47586e6fcd4b2a6c97.pdf> [↑](#footnote-ref-228)
228. Numerator: GHG Inventory 3rd Biennial Update Report on Climate Change, Table 2. GHG emissions and removals by sector (in Gg

     CO2-eq) (<https://klimatskipromeni.mk/data/rest/file/download/a1435bdb62132cba0d2167eedf01da42c6284fc626a0614b9f285216050a8c11.pdf>)

     Denominator: EUROSTAT, GDP and main components (output, expenditure and income) [nama\_10\_gdp], Chain linked volumes (2015), million euro (<https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=nama_10_gdp&lang=en> ) [↑](#footnote-ref-229)
229. GHG Inventory 3rd Biennial Update Report on Climate Change, Table 2. GHG emissions and removals by sector (in Gg CO2-eq) ( <https://klimatskipromeni.mk/data/rest/file/download/a1435bdb62132cba0d2167eedf01da42c6284fc626a0614b9f285216050a8c11.pdf> ) [↑](#footnote-ref-230)
230. Energy balance 2018, State Statistical Office, table T-01: Total energy balance (<http://www.stat.gov.mk/pdf/2020/6.1.20.59_mk.pdf> ) [↑](#footnote-ref-231)
231. EUROSTAT, share of energy from renewable sources [nrg\_ind\_ren],

     (<https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=nrg_ind_ren&lang=en> ) [↑](#footnote-ref-232)
232. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-233)
233. Source: <https://ec.europa.eu/eurostat/databrowser/view/sdg_08_30/default/table?lang=en> [↑](#footnote-ref-234)
234. Source: <https://ec.europa.eu/eurostat/databrowser/view/tesem120/default/table?lang=en> [↑](#footnote-ref-235)
235. Source: <https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=yth_empl_020&lang=en> [↑](#footnote-ref-236)
236. Source: <https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=yth_empl_100&lang=en> [↑](#footnote-ref-237)
237. Source: <https://ec.europa.eu/eurostat/databrowser/view/sdg_08_40/default/table?lang=en> [↑](#footnote-ref-238)
238. Source: <https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=lfsa_argan&lang=en> [↑](#footnote-ref-239)
239. Source: <https://ec.europa.eu/eurostat/databrowser/view/sdg_08_20/default/table?lang=en> [↑](#footnote-ref-240)
240. Source: <https://ec.europa.eu/eurostat/databrowser/view/tesem150/default/table?lang=en> [↑](#footnote-ref-241)
241. Source: <https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do> [↑](#footnote-ref-242)
242. Source: <https://www.eurasia.undp.org/content/rbec/en/home/library/roma/regional-roma-survey-2017-country-fact-sheets.html> [↑](#footnote-ref-243)
243. Source: <https://ec.europa.eu/eurostat/databrowser/view/ILC_LI02/default/table?lang=en> [↑](#footnote-ref-244)
244. Source: State Statistical Office, Laeken poverty indicators in 2018. <http://www.stat.gov.mk/PrikaziSoopstenie.aspx?rbrtxt=115> [↑](#footnote-ref-245)
245. Source: <https://ec.europa.eu/eurostat/databrowser/view/ilc_li09/default/bar?lang=en> [↑](#footnote-ref-246)
246. Source: <https://ec.europa.eu/eurostat/databrowser/view/tesov250/default/bar?lang=en> [↑](#footnote-ref-247)
247. Source: <https://ec.europa.eu/eurostat/databrowser/view/ILC_LVHL11__custom_330579/default/table?lang=en> [↑](#footnote-ref-248)
248. Source: <https://ec.europa.eu/eurostat/databrowser/view/ILC_MDDD11__custom_330677/default/table?lang=en>. [↑](#footnote-ref-249)
249. Source: <https://www.eurasia.undp.org/content/rbec/en/home/library/roma/regional-roma-survey-2017-country-fact-sheets.html> [↑](#footnote-ref-250)
250. Source: <https://www.eurasia.undp.org/content/rbec/en/home/library/roma/regional-roma-survey-2017-country-fact-sheets.html> [↑](#footnote-ref-251)
251. Source: <https://www.eurasia.undp.org/content/rbec/en/home/library/roma/regional-roma-survey-2017-country-fact-sheets.html> [↑](#footnote-ref-252)
252. Source: <http://www.stat.gov.mk/pdf/2018/2.1.18.09.pdf> ESARU [↑](#footnote-ref-253)
253. Source: <http://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=edat_lfse_14&lang=en> ESARU [↑](#footnote-ref-254)
254. Source: <https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do> [↑](#footnote-ref-255)
255. Source: <https://ec.europa.eu/eurostat/databrowser/view/sdg_04_30/default/table?lang=en> [↑](#footnote-ref-256)
256. Source: https://timss2019.org/international-database/ [↑](#footnote-ref-257)
257. Source of numerator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__ObrazovanieNauka__SrednoObrazovanie__KrajUcebna/300_sredniucilista_rsm_t9_ml.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef>

     Source of denominator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Naselenie__ProcenkiNaselenie/115_Popis_RM_1Star_Dec_eng.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> [↑](#footnote-ref-258)
258. Source: <http://www.oecd.org/pisa/pisa-2015-results-in-focus.pdf> . PISA establishes six levels of performance (<1, 1, 2, 3, 4 and 5),

     and is considered to accredit a minimum level of competence students who reach or exceed level 2.) [↑](#footnote-ref-259)
259. Source of numerator: ESARU plus <https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=educ_uoe_enrs02&lang=en> and <https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=educ_uoe_enrs05&lang=en> and <https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=educ_uoe_enrs08&lang=en>

     Source of denominator: <https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do> (age classes: 14, 15, 16, 17, 18 years) [↑](#footnote-ref-260)
260. Source: MoES- Center for vocational education [↑](#footnote-ref-261)
261. Source: <https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do> [↑](#footnote-ref-262)
262. <https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=edat_lfse_03&lang=en> [↑](#footnote-ref-263)
263. Source: https://ec.europa.eu/eurostat/web/products-eurostat-news/-/DDN-20190517-1 [↑](#footnote-ref-264)
264. Source: MoES. [↑](#footnote-ref-265)
265. Source: <https://www.eurasia.undp.org/content/rbec/en/home/library/roma/regional-roma-survey-2017-country-fact-sheets.html> [↑](#footnote-ref-266)
266. Source: <https://www.eurasia.undp.org/content/rbec/en/home/library/roma/regional-roma-survey-2017-country-fact-sheets.html> [↑](#footnote-ref-267)
267. Source: Directorate for Promotion and Development of the Education of the Ethnic Minorities within the Ministry of Political System [↑](#footnote-ref-268)
268. Source: Directorate for Promotion and Development of the Education of the Ethnic Minorities within the Ministry of Political System [↑](#footnote-ref-269)
269. Source: Directorate for Promotion and Development of the Education of the Ethnic Minorities within the Ministry of Political System [↑](#footnote-ref-270)
270. Source: <https://www.eurasia.undp.org/content/rbec/en/home/library/roma/regional-roma-survey-2017-country-fact-sheets.html> [↑](#footnote-ref-271)
271. Source: <https://www.eurasia.undp.org/content/rbec/en/home/library/roma/regional-roma-survey-2017-country-fact-sheets.html> and IBRD/ WB Regional Survey “Breaking the Cycle of Roma Exclusion in the Western Balkan”, Monica Robayo Abril and Natalia Millan, March 2019 <http://documents1.worldbank.org/curated/en/642861552321695392/pdf/Breaking-the-Cycle-of-Roma-Exclusion-in-the-Western-Balkans.pdf> (page 226) [↑](#footnote-ref-272)
272. Source: <http://www.stat.gov.mk/Publikacii/SG2019/03-Naselenie-Population.pdf> (Population) [↑](#footnote-ref-273)
273. Probability that a 15-year-old will die before reaching age 60. Source: SSO unpublished data [↑](#footnote-ref-274)
274. Source: <https://epi.org.mk/wp-content/uploads/2020/07/North-Macedonia-VNR.pdf> (Annex Goal 3) [↑](#footnote-ref-275)
275. Source: <https://epi.org.mk/wp-content/uploads/2020/07/North-Macedonia-VNR.pdf> (Annex- Goal 3) [↑](#footnote-ref-276)
276. <http://www.stat.gov.mk/publikacii/2020/Regionite-Regions-2020.pdf> page 14 [↑](#footnote-ref-277)
277. Source: <https://www.who.int/data/gho/data/indicators> [↑](#footnote-ref-278)
278. Source: <https://apps.who.int/iris/bitstream/handle/10665/272596/9789241565585-eng.pdf?ua=1> (Annex B) [↑](#footnote-ref-279)
279. Source: <https://apps.who.int/iris/bitstream/handle/10665/272596/9789241565585-eng.pdf?ua=1> (Annex B) [↑](#footnote-ref-280)
280. Source: <https://apps.who.int/iris/bitstream/handle/10665/272596/9789241565585-eng.pdf?ua=1> (Annex B) [↑](#footnote-ref-281)
281. Source: [https://www.oecd-ilibrary.org/social-issues-migration-health/health-at-a-glance-europe-2016/medical-technologies-ct-scanners- and-mri-units\_health\_glance\_eur-2016-56-en](https://www.oecd-ilibrary.org/social-issues-migration-health/health-at-a-glance-europe-2016/medical-technologies-ct-scanners-%20and-mri-units_health_glance_eur-2016-56-en) [↑](#footnote-ref-282)
282. Source: <https://www.eurasia.undp.org/content/rbec/en/home/library/roma/regional-roma-survey-2017-country-fact-sheets.html> [↑](#footnote-ref-283)
283. <http://iph.mk/wp-content/uploads/2014/09/Imunizacija-izvestaj-2018.pdf> [↑](#footnote-ref-284)
284. [http://iph.mk/wp-content/uploads/2014/09/%D0%98%D0%B7%D0%B2%D0%B5%D1%88%D1%82%D0%B0%D1%98- %D0%BF%D1%80%D0%BE%D0%B3%D1%80%D0%B0%D0%BC%D0%B0-%D0%B7%D0%B0-%D0%B7%D0%B0%D1%88%D1%82%D0%B8%D1%82%D0%B0-%D0%BD%D0%B0-%D0%BD%D0%B0%D1%81%D0%B5%D0%BB%D0%B5%D0%BD%D0%B8%D0%B5%D1%82%D0%BE-%D0%BE%D0%B4-%D0%A5%D0%98%D0%92-%D0%B7%D0%B0-2018.pdf](http://iph.mk/wp-content/uploads/2014/09/%D0%98%D0%B7%D0%B2%D0%B5%D1%88%D1%82%D0%B0%D1%98-%20%D0%BF%D1%80%D0%BE%D0%B3%D1%80%D0%B0%D0%BC%D0%B0-%D0%B7%D0%B0-%D0%B7%D0%B0%D1%88%D1%82%D0%B8%D1%82%D0%B0-%D0%BD%D0%B0-%D0%BD%D0%B0%D1%81%D0%B5%D0%BB%D0%B5%D0%BD%D0%B8%D0%B5%D1%82%D0%BE-%D0%BE%D0%B4-%D0%A5%D0%98%D0%92-%D0%B7%D0%B0-2018.pdf), [↑](#footnote-ref-285)
285. Institute for public health, Report on the health of population in the Republic of North Macedonia for 2018,page 68 [↑](#footnote-ref-286)
286. <http://iph.mk/wp-content/uploads/2019/02/%D0%93%D0%BE%D0%B4%D0%B8%D1%88%D0%B5%D0%BD-%D0%B8%D0%B7%D0%B2%D0%B5%D1%88%D1%82%D0%B0%D1%98-%D0%B7%D0%B0-%D0%B7%D0%B0%D1%80%D0%B0%D0%B7%D0%BD%D0%B8-%D0%B1%D0%BE%D0%BB%D0%B5%D1%81%D1%82%D0%B8-2018.pdf> , page 29 [↑](#footnote-ref-287)
287. <https://data.worldbank.org/indicator/SH.XPD.OOPC.CH.ZS?locations=MK> [↑](#footnote-ref-288)
288. <https://mics.unicef.org/surveys> (Monitoring data available according to the timing for publication of the MICS report, usually each 5 to 6 years – SDG indicator) [↑](#footnote-ref-289)
289. <https://mics.unicef.org/surveys> (Monitoring data available according to the timing for publication of the MICS report, usually each 5 to 6 years – SDG indicator) [↑](#footnote-ref-290)
290. Calculation and source of indicators are in the Performance Assessment Framework for Competitiveness and Innovation sector. [↑](#footnote-ref-291)
291. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-292)
292. Source: [http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat\_\_BDP\_\_BDPInvesGodisni\_\_BDPsporedESS2010/325\_NacSmA\_Mk\_06cM2\_ml.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef (Select:%20export%20of%20goods%20and%20services,%20current%20price;%20year)](http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__BDP__BDPInvesGodisni__BDPsporedESS2010/325_NacSmA_Mk_06cM2_ml.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef%20(Select:%20export%20of%20goods%20and%20services,%20current%20price;%20year)) [↑](#footnote-ref-293)
293. Source: Quarterly reports of Ministry of Finance [↑](#footnote-ref-294)
294. Source: <https://www.doingbusiness.org/en/rankings> [↑](#footnote-ref-295)
295. Source: <http://reports.weforum.org/global-competitiveness-report-2018/competitiveness-rankings/?doing_wp_cron=1561719846.16750311851501464843752018> [↑](#footnote-ref-296)
296. Source: <http://info.worldbank.org/governance/wgi/Home/Reports> [↑](#footnote-ref-297)
297. Source of numerator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__StrukturniStat/225_StrDel_Mk_03byactivity_en.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> ((Select Column1: total, Column 2: relevant years, Column 3: 11110 Number of Enterprises)

     Source of denominator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Naselenie__ProcenkiNaselenie/115_Popis_RM_1Star_Dec_eng.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> Select: Column 1: age; Column 2: relevant years; Column 3: total) [↑](#footnote-ref-298)
298. <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__StrukturniStat/275_StrDel_Mk_04bysizeclass_en.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> (Select: Column1: B to S9; olumn2: relevant years; Column3: 16130 Number of Employees; Sum of the values of the sub-categories.) [↑](#footnote-ref-299)
299. Source: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__DelovniSubj__DemografijaNaPretprijatija/275_DelSub_Mk_04AN_en.px/?rxid=2d7f8742-3410-4731-ae76-1c3793fbb500> (Select: Column 1: B-N\_X\_K642 Business economy, except group 64.2 - Activities of holding companies; Column 2: relevant years; Column 3: 4-year survival rate (%) [↑](#footnote-ref-300)
300. Source: SSO additional calculation. [↑](#footnote-ref-301)
301. Source: <https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do> [↑](#footnote-ref-302)
302. Source: <http://www.stat.gov.mk/pdf/2018/8.1.18.31.pdf> (T.3.) [↑](#footnote-ref-303)
303. Source: www.crm.org [↑](#footnote-ref-304)
304. Source: <https://data.worldbank.org/indicator/GB.XPD.RSDV.GD.ZS> [↑](#footnote-ref-305)
305. Source of numerator: <http://www.stat.gov.mk/Publikacii/2.4.18.14.pdf> (Table T 12 Total R&D)

     Source of denominator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Naselenie__ProcenkiNaselenie/115_Popis_RM_1Star_Dec_eng.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> (Select: Column 1: age; Column 2: relevant years; Column 3: total) [↑](#footnote-ref-306)
306. Source of numerator: <http://www.ippo.gov.mk/docs/xFiles/articles/Godisen%20izvestaj%202017/Godisen%20izvestaj%202017.pdf>

     Source of denominator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Naselenie__ProcenkiNaselenie/115_Popis_RM_1Star_Dec_eng.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> (Select: Column 1: age, Column 2: relevant years; Column 3: total) [↑](#footnote-ref-307)
307. Source: <https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do> [↑](#footnote-ref-308)
308. Source: <https://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_en> [↑](#footnote-ref-309)
309. Source: <http://www.stat.gov.mk/Publikacii/2.4.18.14.pdf> Т-01: Persons in paid employment in R&D by type of employment and sector of performance, 2017. Data related to the number of employees in the Business sector (sum of persons in paid employment and external collaborators). [↑](#footnote-ref-310)
310. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-311)
311. Source: European Commission Annual Progress Report on North Macedonia [↑](#footnote-ref-312)
312. Source: European Commission Annual Progress Report on North Macedonia [↑](#footnote-ref-313)
313. IPARD Annual Report [↑](#footnote-ref-314)
314. IPARD Annual Report [↑](#footnote-ref-315)
315. IPARD Annual Report [↑](#footnote-ref-316)
316. IPARD Annual Report [↑](#footnote-ref-317)
317. MAFWE [↑](#footnote-ref-318)
318. Source: MAFWE, based on the data provided by the Agency for Financial Support in Agriculture and Rural Development [↑](#footnote-ref-319)
319. https://data.worldbank.org/indicator/NV.AGR.TOTL.ZS?end=2019&locations=MK&start=1990&view=chart [↑](#footnote-ref-320)
320. Source: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__EkSmetkiZem/125_SmetZem_Mk_TekCen_ml.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7> (Select: 23 Net added value at basic prices, year). [↑](#footnote-ref-321)
321. Source of numerator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__EkSmetkiZem/125_SmetZem_Mk_TekCen_ml.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7> (Select: 23 Net added value at basic prices, year) Source of denominator: <http://www.stat.gov.mk/PrikaziSoopstenie.aspx?id=33&rbr=2931> (Excel table: T4 – total agricultural labour input, AWU) plus PAF. [↑](#footnote-ref-322)
322. Source of numerator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__EkSmetkiZem/125_SmetZem_Mk_TekCen_ml.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7> (Select: 23. Net value added at basic price) Source of denominator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Zemjodelstvo__RastitelnoProizvodstvo/425_RastPr_Op_PovrsNtes13ml.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> (Select: Column1: Republic of North Macedonia, Column2: years; Column 3: Cultivated land) [↑](#footnote-ref-323)
323. Source: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__BDP__BDPInvesGodisni__BDPsporedESS2010/775_NacSmA_Reg_InvPoDejRev2Esa10_ml.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> (Select: Gross Fixed Capital Formation; Agriculture, forestry and fishing) [↑](#footnote-ref-324)
324. Source: MAFWE, Annual Agriculture Report. "Mainstreaming of the National Land Consolidation Programme" - MAINLAND

     project [↑](#footnote-ref-325)
325. Source of numerator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Zemjodelstvo__RastitelnoProizvodstvo/425_RastPr_Op_PovrsNtes13_ml.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> (cultivated land)

     Source of denominator: <http://www.stat.gov.mk/PrikaziPoslednaPublikacija.aspx?id=79> (Excel table - main indicators: Number of agricultural holdings) [↑](#footnote-ref-326)
326. Source: <http://www.stat.gov.mk/PrikaziPoslednaPublikacija.aspx?id=79> (Select: T-15: irrigated area) [↑](#footnote-ref-327)
327. Source of numerator: <http://www.stat.gov.mk/PrikaziPoslednaPublikacija.aspx?id=79> (Select: T-15: irrigated area; Main indicators:

     Total utilizes area)

     Source of denominator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Zemjodelstvo__RastitelnoProizvodstvo/425_RastPr_Op_PovrsNtes13_ml.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> Select: Column1: Republic of North Macedonia, Column2: years; Column 3: Cultivated land) [↑](#footnote-ref-328)
328. Source: Trade Data is according WTO classification of Agricultural products ANNEX I – Agreement on Agriculture + fish and fish

     products – Calculation of the MAFWE, Tab 16 Uvoz, t24\_u [↑](#footnote-ref-329)
329. Trade Data is according WTO classification of Agricultural products ANNEX I – Agreement on Agriculture + fish and fish products [↑](#footnote-ref-330)
330. Source: Trade Data is according WTO classification of Agricultural products ANNEX I – Agreement on Agriculture + fish and fish

     products – Calculation of the MAFWE, Tab 16 Uvoz, t24\_u [↑](#footnote-ref-331)
331. Source: MAFWE [↑](#footnote-ref-332)
332. Source: MAFWE. [↑](#footnote-ref-333)
333. Sourse: MAFWE. [↑](#footnote-ref-334)
334. Source: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Zemjodelstvo__OrganskoProizvodstvo/125_Zem_Mk_oRast_ml.px/?rxid=9f696609-f18f-414f-9297-ecf5a21c8a47> (Select and sum up the values of the following categories: cereals total; industrial crops total; fodder crops total; vegetables total; fruits total; vineyard) [↑](#footnote-ref-335)
335. Source: Phytosanitary Directorate, MAFWE [↑](#footnote-ref-336)
336. Source: FVA, (Food and Veterinary Agency), Annual Agriculture Report [↑](#footnote-ref-337)
337. Source: FVA, (Food and Veterinary Agency), Annual Agriculture Report [↑](#footnote-ref-338)
338. Source: FVA, (Food and Veterinary Agency), Annual Agriculture Report [↑](#footnote-ref-339)
339. FVA, (Food and Veterinary Agency), Annual Agriculture Report [↑](#footnote-ref-340)
340. Plant Health Status, Phytosanitary Directorate, MAFWE [↑](#footnote-ref-341)
341. Register of producers, traders exporter, of plant and plants products and Phytosanitary Information System, Phytosanitary Directorate,

     MAFWE [↑](#footnote-ref-342)
342. Annual Report and Phytosanitary Information System, Phytosanitary Directorate, MAFWE [↑](#footnote-ref-343)
343. Annual Report and Phytosanitary Information System, Phytosanitary Directorate, MAFWE [↑](#footnote-ref-344)
344. <http://www.iarm.gov.mk/index.php?option=com_content&view=article&id=388%3Alt-001&catid=69%3Aaccr-lab-test-cat&Itemid=119&lang=mk> [↑](#footnote-ref-345)
345. Source: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__PazarNaTrud__AktivnosNaNaselenie/032_PazTrud_Mk_VrabEkStaUrbRur_ang.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> (Select: Rural, Urban; Total gender, male, female; Year, Total economic status) [↑](#footnote-ref-346)
346. Source of numerator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__PazarNaTrud__AktivnosNaNaselenie/032_PazTrud_Mk_VrabEkStaUrbRur_ang.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> (Select: Rural; Total gender, male, female; Year, Total economic status)Source of denominator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__PazarNaTrud__AktivnosNaNaselenie/032_PazTrud_Mk_VrabEkStaUrbRur_ang.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> (Select: Rural, Urban; Total gender, male, female; Year, Total economic status) [↑](#footnote-ref-347)
347. Source: <http://www.stat.gov.mk/PrikaziSoopstenie.aspx?id=33&rbr=2931> (Excel table; T4 – total agricultural labour input, AWU) [↑](#footnote-ref-348)
348. Source: <https://ec.europa.eu/eurostat/web/degree-of-urbanisation/data/database> Select: Degree of urbanisation / Living conditions and

     welfare / At-risk-of-poverty-rate by degree of urbanisation (rural areas; %; Geo: North-Macedonia) [↑](#footnote-ref-349)
349. Source: SSO; FSS; additionally calculated data [↑](#footnote-ref-350)
350. Source: SSO; FSS; additionally calculated data [↑](#footnote-ref-351)
351. Source: SSO; FSS; additionally calculated data [↑](#footnote-ref-352)
352. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-353)
353. Source: EU Annual Progress Report on North Macedonia [↑](#footnote-ref-354)
354. Source: MAFWE [↑](#footnote-ref-355)
355. Source: Council Regulation (EC) No 1005/2008 of 29 September 2008 establishing a Community system to prevent, deter and

     eliminate illegal, unreported and unregulated fishing (IUU Regulation); Commission Regulation (EC) No 1010/2009 of 22 October

     2009 laying down detailed rules for the implementation of Council Regulation (EC) No 1005/2008 [↑](#footnote-ref-356)
356. Source: MAFWE [↑](#footnote-ref-357)
357. Source: MAFWE [↑](#footnote-ref-358)
358. Source: MAFWE [↑](#footnote-ref-359)
359. Source: MAFWE [↑](#footnote-ref-360)
360. Source: State Statistical Office, FAO [↑](#footnote-ref-361)
361. Source: State Statistical Office [↑](#footnote-ref-362)
362. Measurable in years 2028-2030 depending on the indicator [↑](#footnote-ref-363)
363. Annual or biannual Citizens Satisfaction Survey Report [↑](#footnote-ref-364)
364. Annual or biannual Citizens Satisfaction Survey Report [↑](#footnote-ref-365)
365. Fiscal Strategy 2021 - 2023 [↑](#footnote-ref-366)
366. Source: <http://www.moepp.gov.mk/?page_id=4920&lang=en> [↑](#footnote-ref-367)
367. Source: <http://www.moepp.gov.mk/?page_id=4955&lang=en> [↑](#footnote-ref-368)
368. Source: NIR (National Inventory Report) – 3rd BUR (3rd biennial update report) [↑](#footnote-ref-369)
369. Source: Energy balance 2018, State Statistical Office, table T-01: Total energy balance (http://www.stat.gov.mk/pdf/2020/6.1.20.59\_mk.pdf) [↑](#footnote-ref-370)
370. Source: <https://appsso.eurostat.ec.europa.eu/nui/show.do?dataset=isoc_sk_dskl_i&lang=en> [↑](#footnote-ref-371)
371. Source: <https://data.worldbank.org/indicator/GB.XPD.RSDV.GD.ZS> [↑](#footnote-ref-372)
372. Source: <https://ec.europa.eu/eurostat/databrowser/view/sdg_08_30/default/table?lang=en> [↑](#footnote-ref-373)
373. Source: <https://ec.europa.eu/eurostat/databrowser/view/tesem120/default/table?lang=en> [↑](#footnote-ref-374)
374. Source: <https://www.eurasia.undp.org/content/rbec/en/home/library/roma/regional-roma-survey-2017-country-fact-sheets.html> [↑](#footnote-ref-375)
375. Source: <https://ec.europa.eu/eurostat/databrowser/view/ILC_LI02/default/table?lang=en> [↑](#footnote-ref-376)
376. Source: State Statistical Office, Laeken poverty indicators in 2018. <http://www.stat.gov.mk/PrikaziSoopstenie.aspx?rbrtxt=115> [↑](#footnote-ref-377)
377. Source: <https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do> [↑](#footnote-ref-378)
378. Source: <http://www.stat.gov.mk/pdf/2018/8.1.18.31.pdf> (T.3.) [↑](#footnote-ref-379)
379. Source: www.crm.org [↑](#footnote-ref-380)
380. Source: <https://data.worldbank.org/indicator/GB.XPD.RSDV.GD.ZS> [↑](#footnote-ref-381)
381. Source of numerator: <http://www.stat.gov.mk/Publikacii/2.4.18.14.pdf> (Table T 12 Total R&D)

     Source of denominator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Naselenie__ProcenkiNaselenie/115_Popis_RM_1Star_Dec_eng.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> (Select: Column 1: age; Column 2: relevant years; Column 3: total) [↑](#footnote-ref-382)
382. Source of numerator: <http://www.ippo.gov.mk/docs/xFiles/articles/Godisen%20izvestaj%202017/Godisen%20izvestaj%202017.pdf>

     Source of denominator: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Naselenie__ProcenkiNaselenie/115_Popis_RM_1Star_Dec_eng.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> (Select: Column 1: age, Column 2: relevant years; Column 3: total) [↑](#footnote-ref-383)
383. Source: <https://appsso.eurostat.ec.europa.eu/nui/submitViewTableAction.do> [↑](#footnote-ref-384)
384. Source: <https://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards_en> [↑](#footnote-ref-385)
385. Source: <http://www.stat.gov.mk/Publikacii/2.4.18.14.pdf> Т-01: Persons in paid employment in R&D by type of employment and

     sector of performance, 2017. Data related to the number of employees in the Business sector (sum of persons in paid employment and

     external collaborators). [↑](#footnote-ref-386)
386. Source: MAFWE, based on the data provided by the Agency for Financial Support in Agriculture and Rural Development [↑](#footnote-ref-387)
387. Source: MAFWE, Annual Agriculture Report. "Mainstreaming of the National Land Consolidation Programme" - MAINLAND project [↑](#footnote-ref-388)
388. Source: Trade Data is according to WTO classification of Agricultural products ANNEX I – Agreement on Agriculture + fish and fish

     products – Calculation of the MAFWE, Tab 16 Uvoz, t24\_u [↑](#footnote-ref-389)
389. Trade Data is according WTO classification of Agricultural products ANNEX I – Agreement on Agriculture + fish and fish products [↑](#footnote-ref-390)
390. Source: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__Zemjodelstvo__OrganskoProizvodstvo/125_Zem_Mk_oRast_ml.px/?rxid=9f696609-f18f-414f-9297-ecf5a21c8a47> (Select and sum up the values of the following categories: cereals total; industrial crops total; fodder crops total; vegetables total; fruits total; vineyard) [↑](#footnote-ref-391)
391. Source: <http://makstat.stat.gov.mk/PXWeb/pxweb/en/MakStat/MakStat__PazarNaTrud__AktivnosNaNaselenie/032_PazTrud_Mk_VrabEkStaUrbRur_ang.px/?rxid=46ee0f64-2992-4b45-a2d9-cb4e5f7ec5ef> (Select: Rural, Urban; Total gender, male, female; Year, Total economic status) [↑](#footnote-ref-392)
392. Source: Council Regulation (EC) No 1005/2008 of 29 September 2008 establishing a Community system to prevent, deter and eliminate illegal, unreported and unregulated fishing (IUU Regulation); Commission Regulation (EC) No 1010/2009 of 22 October 2009 laying down detailed rules for the implementation of Council Regulation (EC) No 1005/2008 [↑](#footnote-ref-393)
393. Source: MAFWE [↑](#footnote-ref-394)
394. <https://www.pravda.gov.mk/Upload/Documents/Strategija%20i%20akciski%20plan_ANG-web.pdf> [↑](#footnote-ref-395)
395. New Strategy will start with preparation in the second quarter of 2022. [↑](#footnote-ref-396)
396. https://rm.coe.int/national-strategy-penitentiary-north-macedonia-eng/1680a4618c [↑](#footnote-ref-397)
397. Not published [↑](#footnote-ref-398)
398. <https://www.pravda.gov.mk/Upload/Documents/Strategy-ICT-2019-2024%20.pdf> [↑](#footnote-ref-399)
399. <https://mioa.gov.mk/sites/default/files/pbl_files/documents/ogp/eng_nap4_final_0.pdf> [↑](#footnote-ref-400)
400. To be adopted by the new Parliament [↑](#footnote-ref-401)
401. <http://mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/par_strategy_2018-2022_final_en.pdf> [↑](#footnote-ref-402)
402. The activity for revising (new) the National Anti-Fraud Strategy 2019-2022 is planned to start at the end of September 2021, with the

     support of the IPA Twining Project Strengthening Budget Planning, Execution and Internal Control Functions. Currently the

     preparation of the formal act for establishing a working group for prepearing the new National Anti-Fraud Strategy with members of

     the relevant institutions in the area of protecting of the EU financial interests in RNM is in progress. [↑](#footnote-ref-403)
403. <https://www.pravda.gov.mk/Upload/Documents/Strategija%20i%20akciski%20plan_ANG-web.pdf> [↑](#footnote-ref-404)
404. New Strategy will start with preparation in the second quarter of 2022. [↑](#footnote-ref-405)
405. <http://https://www.finance.gov.mk/files/u3/PFM%20Reform%20%20Programme%202018-2021.pdf> . The draft Public Financial Management Programme 2022-2025, available in: https://finance.gov.mk/wp-content/uploads/2022/04/PFM-Reform-Programme-2022-2025-draft.pdf [↑](#footnote-ref-406)
406. https://mvr.gov.mk/Upload/Editor\_Upload/publikacii%20pdf/Police%20Developement%20Strategy%202016-2020%20(1).pdf [↑](#footnote-ref-407)
407. Strategic plan of MoI will replace PDP Strategy. Strategic plan of MoI 2021-2023 is already in place. [↑](#footnote-ref-408)
408. https://dejure.mk/zakon/nacionalna-strategija-za-drogi-na-republika-severna-makedonija-2021-2025 [↑](#footnote-ref-409)
409. LINK OF THE NEW STRATEGY TO BE ADDED [↑](#footnote-ref-410)
410. LINK OF THE NEW DOC TO BE ADDED [↑](#footnote-ref-411)
411. LINK OF THE NEW STRATEGY TO BE ADDED [↑](#footnote-ref-412)
412. https://mvr.gov.mk/Upload/Editor\_Upload/AP%20v1\_13MK.pdf [↑](#footnote-ref-413)
413. There is no information yet on the preparation of a new strategy. [↑](#footnote-ref-414)
414. 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 [↑](#footnote-ref-415)
415. A working group has been established in order to prepare a new National Small Arms and Light Weapons Control Strategy. At the moment this Strategy is under preparation. [↑](#footnote-ref-416)
416. https://vlada.mk/sites/default/files/dokumenti/bpt\_nacionalna\_strategija\_2018.pdf [↑](#footnote-ref-417)
417. There is no information yet on the preparation of a new strategy. [↑](#footnote-ref-418)
418. https://vlada.mk/sites/default/files/dokumenti/sne\_nacionalna\_strategija\_2018.pdf [↑](#footnote-ref-419)
419. There is no information yet on the preparation of a new strategy. [↑](#footnote-ref-420)
420. https://arhiva.finance.gov.mk/files/NAFS.pdf [↑](#footnote-ref-421)
421. https://www.slvesnik.com.mk/Issues/a6a5102d81704eb39305182674122cb8.pdf#page=5 [↑](#footnote-ref-422)
422. The new strategic document ***Resolution for Migration Policy 2021-2025*** is in its final phase of preparation and its holder is the Cabinet of Prime Minister. The preparation of the Resolution was supported by the International Organisation for Migration (IOM) and with their support three local experts (professors) were hired to structure the content in strategic document sent by all the ministries involved. Resolution on the Migration Policy 2021-2025 is under endorsement. [↑](#footnote-ref-423)
423. https://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%BD%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%BB%D1%86%D0%B8%20%D0%BA%D0%BE%D0%BD%D0%B2%D0%B5%D1%80%202017.pdf [↑](#footnote-ref-424)
424. MoI [↑](#footnote-ref-425)
425. MoI [↑](#footnote-ref-426)
426. <http://www.igu.gov.mk/files/STRATEGY.pdf> [↑](#footnote-ref-427)
427. Within the twinning project ,,Aligning the national systems with the EU and the Schengen requirements for border management”-IPA 2016 a Strategy for Integrated Border Management is under preparation. [↑](#footnote-ref-428)
428. <https://www.ilo.org/dyn/natlex/docs/ELECTRONIC/103285/125347/F-719046173/4.pdf> [↑](#footnote-ref-429)
429. Information about the updating process is available above under W1 TP3. [↑](#footnote-ref-430)
430. <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%BD%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%BB%D1%86%D0%B8%20%D0%BA%D0%BE%D0%BD%D0%B2%D0%B5%D1%80%202017.pdf>) [↑](#footnote-ref-431)
431. <https://mvr.gov.mk/Upload/Editor_Upload/publikacii%20pdf/Police%20Developement%20Strategy%202016-2020%20(1).pdf)> [↑](#footnote-ref-432)
432. Information about the updating process is available above under W1 TP3. [↑](#footnote-ref-433)
433. MoI [↑](#footnote-ref-434)
434. <https://vlada.mk/sites/default/files/dokumenti/ct_national_strategy_eng_translation_sbu.pdf> [↑](#footnote-ref-435)
435. Information about the updating process is available above under W1 TP3. [↑](#footnote-ref-436)
436. <https://vlada.mk/sites/default/files/dokumenti/sne_nacionalna_strategija_2018.pdf> [↑](#footnote-ref-437)
437. Information about the updating process is available above under W1 TP3. [↑](#footnote-ref-438)
438. <https://www.pravda.gov.mk/Upload/Documents/Strategija%20i%20akciski%20plan_ANG-web.pdf> [↑](#footnote-ref-439)
439. Information about the updating process is available above under W1 TP1. [↑](#footnote-ref-440)
440. https://rm.coe.int/national-strategy-penitentiary-north-macedonia-eng/1680a4618c [↑](#footnote-ref-441)
441. <https://rm.coe.int/16806aba4f)> [↑](#footnote-ref-442)
442. New Action plan from the last CPT report recommendations is in the final stage of preparation. [↑](#footnote-ref-443)
443. Not published [↑](#footnote-ref-444)
444. In the new Strategy for development of the penitentiary system, which was adopted by the Government on 13 July 2021, one of the

     measures are revision of the Strategy for Prison Staff. Deadline for implementation on this measure is third and fourth quarter of 2021. [↑](#footnote-ref-445)
445. <http://www.mtsp.gov.mk/dokumenti.nspx> [↑](#footnote-ref-446)
446. Preparation of a new National Strategy for Roma Integration 2022-2030 has commenced in May 2021 and it is planned to be realised

     till November 2021. Preparation process is participatory with the involvement of relevant representatives from ministries and civil

     society sector. Working meetings and two workshops were held and the draft version of the Strategy is expected by the end of August - beginning of September 2021, afterwards it will be made available on ENER to provide an opportunity for review and commenting.

     The Strategy will be finalised by the end of November and submitted to the Government for its adoption. [↑](#footnote-ref-447)
447. <http://www.mtsp.gov.mk/content/pdf/2019pravilnici/23.4_National%20Deinstitutionalisation%20Strategy%20and%20Action%20pln.pdf> [↑](#footnote-ref-448)
448. <http://www.mtsp.gov.mk/content/pdf/ap%202018/15.10-NAP%20AP%20za%20IK%202018.doc> [↑](#footnote-ref-449)
449. <http://www.mtsp.gov.mk/dokumenti.nspx> [↑](#footnote-ref-450)
450. <https://www.legislationline.org/download/id/6795/file/FYROM_national_equality_non_discrimination_strategy_2016_2020_en.pdf> [↑](#footnote-ref-451)
451. An evaluation of the National Strategy for Equality and Non-Discrimination 2016-2020 is being conducted by an independent expert. The new National Strategy for Equality and Non-Discrimination 2021-2026 will be prepared by the end of 2021. [↑](#footnote-ref-452)
452. <https://www.legislationline.org/download/id/6796/file/FYROM_national_action_plan_prevention_protection_against_discrimination_2015_2020_en.pdf> [↑](#footnote-ref-453)
453. This NAP was relevant and envisaged for the implementation of previous law. New Law on the Prevention and Protection Against Discrimination, adopted on 30 October 2020, does not foresee an enactment of strategic document for its implementation. [↑](#footnote-ref-454)
454. <https://dzlp.mk/sites/default/files/dzlp_strategija_mk.pdf> [↑](#footnote-ref-455)
455. A new Strategy will be developed in 2022. It will build on the results of the present Strategy and will address challenges linked to the implementation of the new Personal Data Protection Law. [↑](#footnote-ref-456)
456. <https://vlada.mk/sites/default/files/dokumenti/strategii/strategy_one_society_interculturalism_en.doc> [↑](#footnote-ref-457)
457. At its 101st session held on 24.08.2021, the Government of RNM adopted the Information with a Report on realized activities for 2020 in the National Strategy for development of the concept of "One society for all and interculturalism". It is planned to make an analysis by the end of 2021 on the need to develop the next possible national strategy regarding the concept of one society for all and interculturalism. [↑](#footnote-ref-458)
458. <https://vlada.mk/sites/default/files/dokumenti/strategii/action_plan_strategy_one_society_interculturalismen.xls> [↑](#footnote-ref-459)
459. The Government of RNM at its 101st session held on 24.08.2021, adopted the revised Action Plan for implementation of the National

     Strategy for Development of the concept of "One Society for all and Interculturalism" for 2021-2022. [↑](#footnote-ref-460)
460. <http://mtsp.gov.mk/WBStorage/Files/strategija_rodova_april.doc> [↑](#footnote-ref-461)
461. A new draft of National Strategy on Gender Equality 2021-2026 was developed and the Government on its 88th session held on 19.7.2021 adopted it. The draft National Strategy for Gender Equality 2021-2026 will be submitted to the Assembly in for its adoption accordance with Article 184 of the Rules of Procedure of the Assembly of the Republic of Macedonia and Article 10, paragraph 2, of the Law on Equal Opportunities for Women and Men. After the adoption of National Strategy on Gender Equality 2021-2026 in the Assembly foreseen to be finalised be the end of 2021, the preparation of the National Action Plan (NAP) will begin. [↑](#footnote-ref-462)
462. <https://mvr.gov.mk/Upload/Editor_Upload/publikacii%20pdf/Police%20Developement%20Strategy%202016-2020%20(1).pdf)> [↑](#footnote-ref-463)
463. MoI [↑](#footnote-ref-464)
464. [https://www.itu.int/en/ITU-D/Cybersecurity/Documents/National\_Strategies\_Repository/NS%20Cyber%20Security%202018- 2022\_ENG.pdf](https://www.itu.int/en/ITU-D/Cybersecurity/Documents/National_Strategies_Repository/NS%20Cyber%20Security%202018-%202022_ENG.pdf) [↑](#footnote-ref-465)
465. Initial steps have been taken in order to develop the process for revision of the National Cyber Security Strategy. [↑](#footnote-ref-466)
466. <http://www.mtsp.gov.mk/espr-espr.nspx> [↑](#footnote-ref-467)
467. Employment and Social Reform Programme (ESRP) beyond 2022 will not be prepared. New strategic documents, such as NES, National Programme for Development of Social Protection, etc., in priority areas: labour market and employment, human capital and skills, and social inclusion and social protection, which are under preparation in this period, is envisioned to define overall and specific priorities and objectives and measures for advancement of socio-economic context within them. [↑](#footnote-ref-468)
468. <http://mtsp.gov.mk/WBStorage/Files/strategy.pdf> [↑](#footnote-ref-469)
469. New National Strategy for Poverty Alleviation will be not prepared. National institutions will guide the policies in this regard by applying the priorities and objectives defined in National Development Plan 2030 of the Government of North Macedonia. The preparation of National Development Plan 2030 is based on general conclusion of conducted GAP analysis for new strategy and annual implementation plan that will also bring together all prepared strategies under one scope. Such a document would be the National Development Plan, which would be coordinated by the Government of RNM and which would reflect the achievement of sustainable development by 2030, part of the 2030 Agenda of European Union and UN Sustainable Development Goals. This plan will be an integral part of the National Development Strategy due to addressing the issues of strategic planning of public policies, employment policies, social protection and inclusion policies, environment and climate change, economy and public finances. [↑](#footnote-ref-470)
470. <http://mrk.mk/wp-content/uploads/2018/10/Strategija-za-obrazovanie-ENG-WEB-1.pdf> [↑](#footnote-ref-471)
471. <https://www.nvosorabotka.gov.mk/?q=mk/node/270> [↑](#footnote-ref-472)
472. The Report on implemented activities of the Strategy of the Government for cooperation with and development of civil society (2018- 2020) was reviewed on 45th session of the Government (16.2.2021) and is available on <https://www.nvosorabotka.gov.mk/?q=mk/node/281>. In April 2021 the Unit for cooperation with NGOs of the General Secretariat of the Government initiated consultation process with civil society organizations through www.nvosorabotka.gov.mk for preparation of the new strategic document for cooperation of the Government with civil society. Representatives of CSOs that sent initiatives for measures and activities were invited to participate in the Working group for preparation of the Strategy of the Government for cooperation with and development of civil society, with Action Plan 2021-2024. The first draft of the Strategy and Action plan has been prepared and discussed on the meetings of the Working group in July and August 2021. The consultation process will continue with CSOs and the Council for cooperation between the Government and civil society. The Strategy of the Government for cooperation with and development of civil society, with Action Plan 2021-2024 is expected to be adopted by the Government in the 4th quarter of 2021. [↑](#footnote-ref-473)
473. <https://vlada.mk/sites/default/files/programa/2017-2020/Programa_Vlada_2017-2020_ENG.pdf> [↑](#footnote-ref-474)
474. The Assembly of the Republic of North Macedonia has been continuously working on improvement of its transparency and accountability in public. The adoption of the New Strategic Plan of the Assembly 2022-2026 objective is to further promote the representative, legislative and oversight and control function of the Assembly. ( <https://www.sobranie.mk/content/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D1%88%D0%BA%D0%B8%20%D0%BF%D0%BB%D0%B0%D0%BD%20%D0%BD%D0%B0%20%D0%A1%D0%BE%D0%B1%D1%80%D0%B0%D0%BD%D0%B8%D0%B5%D1%82%D0%BE/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D1%88%D0%BA%D0%B8%20%D0%BF%D0%BB%D0%B0%D0%BD%20%D0%BD%D0%B0%20%D0%A1%D0%BE%D0%B1%D1%80%D0%B0%D0%BD%D0%B8%D0%B5%D1%82%D0%BE%202022-2026.pdf> ) [↑](#footnote-ref-475)
475. <https://www.pravda.gov.mk/Upload/Documents/Strategija%20i%20akciski%20plan_ANG-web.pdf> [↑](#footnote-ref-476)
476. Information about the updating process is available above under W1 TP1. [↑](#footnote-ref-477)
477. <http://mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/par_strategy_2018-2022_final_en.pdf> [↑](#footnote-ref-478)
478. <https://metamorphosis.org.mk/en/aktivnosti_arhiva/the-transparency-strategy-of-the-government-of-the-republic-of-north-macedonia-2019-2021-published/> [↑](#footnote-ref-479)
479. <https://www.opengovpartnership.org/wp-content/uploads/2018/09/Macedonia_Action-Plan_2018-2020_EN.pdf> [↑](#footnote-ref-480)
480. The fifth Action plan for OGP 2021 – 2023 is in final stage of preparation and its adoption is expected to take place in September 2021. [↑](#footnote-ref-481)
481. <http://mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/open_data_strategy_en.pdf> [↑](#footnote-ref-482)
482. Implementation of the AP is ongoing. Following the adoption of the Law on the Use of Data from the Public Sector harmonized with

     Directive 2019/1024 (planned for December 2021, according to the Program for the work of the Government), it is expected that the

     document will be updated and aligned. [↑](#footnote-ref-483)
483. <http://mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/par_strategy_2018-2022_final_en.pdf> [↑](#footnote-ref-484)
484. <http://https://www.finance.gov.mk/files/u3/PFM%20Reform%20%20Programme%202018-2021.pdf> [↑](#footnote-ref-485)
485. New PFM strategy for the period after 2021 is being developed. [↑](#footnote-ref-486)
486. https://vlada.mk/sites/default/files/dokumenti/strategii/strategija\_za\_transparentnost\_en.pdf [↑](#footnote-ref-487)
487. <https://mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/open_data_strategy_en.pdf> [↑](#footnote-ref-488)
488. Information about the updating process is available above under W1 TP6. [↑](#footnote-ref-489)
489. <http://www.stat.gov.mk/dokumenti/SP_2019_2021_en.pdf> [↑](#footnote-ref-490)
490. The process of strategic planning repeats each year by updating the Strategic plans. The strategic plan may be updated in case of significant

     changes which may impact the defined goals and priorities, as well as the policies for their achievements. [↑](#footnote-ref-491)
491. <https://mls.gov.mk/images/files/programa_2021-2026_EN.pdf> [↑](#footnote-ref-492)
492. <https://southwestregion.mk/web/wp-content/uploads/2021/07/strategija_za_regionalen_razvoj_na_rsm_2021-2031.pdf> [↑](#footnote-ref-493)
493. Action plan for implementing the Programme for sustainable local development and decentralisation 2021-2026, for the period 2021-

     2023, is in governmental procedure. [↑](#footnote-ref-494)
494. <https://finance.gov.mk/en/node/8417> [↑](#footnote-ref-495)
495. <http://mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/strateski_plan.pdf> [↑](#footnote-ref-496)
496. The process of strategic planning repeats each year by updating the Strategic plans. The strategic plan may be updated in case of significant

     changes which may impact the defined goals and priorities, as well as the policies for their achievements. [↑](#footnote-ref-497)
497. <http://mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/open_data_strategy_en.pdf> [↑](#footnote-ref-498)
498. [https://metamorphosis.org.mk/en/aktivnosti\_arhiva/the-transparency-strategy-of-the-government-of-the-republic-of-north-macedonia-2019- 2021-published/](https://metamorphosis.org.mk/en/aktivnosti_arhiva/the-transparency-strategy-of-the-government-of-the-republic-of-north-macedonia-2019-%202021-published/) [↑](#footnote-ref-499)
499. <http://www.mioa.gov.mk/?q=mk/documents/open-government-partnership> [↑](#footnote-ref-500)
500. The Strategic Plan is published on the official website of the CA (www.customs.gov.mk) [↑](#footnote-ref-501)
501. <https://vlada.mk/sites/default/files/dokumenti/organizacija/strateski_plan_gen_sek_2020_2022.pdf> [↑](#footnote-ref-502)
502. The process of strategic planning repeats each year by updating the Strategic plans. The strategic plan may be updated in case of significant

     changes which may impact the defined goals and priorities, as well as the policies for their achievements. [↑](#footnote-ref-503)
503. <http://www.ujp.gov.mk/files/attachment/0000/1236/Strateski_plan_2020-2022_11.02.2020.pdf> [↑](#footnote-ref-504)
504. The Draft Strategic Plan of the PRO for 2022-2024 is expected to be finalized and submitted for approval to the Ministry of Finance by the end of August 2021. [↑](#footnote-ref-505)
505. <https://dzr.mk/Uploads/Strategija_za_razvoj_na_DZR_2018_2022_REDUCE.pdf> [↑](#footnote-ref-506)
506. Within the ongoing Twinning Project "Improving external audit and parliamentary oversight" MK 18 IPA FI 03 20, new SAO

     Development

     Strategy for five-year period will be prepared until Q1 2022, with cooperation of SAI’s of Croatia and Bulgaria as twinning partners. [↑](#footnote-ref-507)
507. The fiscal strategy covers 3-years period (with outlook for 5 years) and is updated annually.

     The latest FS is published on the MoF website:

     [https://finance.gov.mk/%d1%84%d0%b8%d1%81%d0%ba%d0%b0%d0%bb%d0%bd%d0%b0- %d1%81%d1%82%d1%80%d0%b0%d1%82%d0%b5%d0%b3%d0%b8%d1%98%d0%b0/](%20%20%20%20https://finance.gov.mk/%d1%84%d0%b8%d1%81%d0%ba%d0%b0%d0%bb%d0%bd%d0%b0-%20%d1%81%d1%82%d1%80%d0%b0%d1%82%d0%b5%d0%b3%d0%b8%d1%98%d0%b0/) [↑](#footnote-ref-508)
508. <https://www.finance.gov.mk/files/u3/Tax%20Strategy_2020_2023.pdf> [↑](#footnote-ref-509)
509. <https://www.dksk.mk/fileadmin/user_upload/Strategija.pdf> [↑](#footnote-ref-510)
510. The activities under current strategy are being well advanced. The revision of the strategy is planned for the second half of 2022. [↑](#footnote-ref-511)
511. <https://dksk.mk/index.php?id=118&L=160> [↑](#footnote-ref-512)
512. <http://www.mtsp.gov.mk/dokumenti.nspx> [↑](#footnote-ref-513)
513. A new Action Plan for formalisation of informal economy for the period 2021-2022 was developed and will be submitted to the Government once endorsed by the Economic-social council. [↑](#footnote-ref-514)
514. New strategy is being developed. [↑](#footnote-ref-515)
515. NPAA, LINK OF NEW DOCUMENT TO BE ADDED [↑](#footnote-ref-516)
516. <https://vlada.mk/sites/default/files/dokumenti/programme_for_work_of_the_government_for_2020-2024.pdf> [↑](#footnote-ref-517)
517. https://vlada.mk/sites/default/files/dokumenti/programa\_za\_rabota\_na\_vladata\_na\_republika\_severna\_makedonija\_za\_2021\_godina\_0.pdf [↑](#footnote-ref-518)
518. The General Secretariat of the Government submits to the ministries and other state administration bodies a request for submission of proposals (initiatives) for preparation of the Work Program of the Government every year in September. The initiatives form the ministries and the state administration bodies are submitted in the period from 1 to 31 October in the current for the next year to the General Secretariat of the Government. The General Secretariat submits the text of the Annual Program in the form of a proposal to the Government for consideration no later than December 15 of the current year for the following year. The deadline for adoption of the Annual Work Program of the Government is January 15. [↑](#footnote-ref-519)
519. <https://issuu.com/vladamk/docs/komunikaciskastrategija_2019-2020_e> [↑](#footnote-ref-520)
520. <https://metamorphosis.org.mk/en/aktivnosti_arhiva/the-transparency-strategy-of-the-government-of-the-republic-of-north-macedonia-2019-2021-published/> [↑](#footnote-ref-521)
521. <https://www.opengovpartnership.org/wp-content/uploads/2018/09/Macedonia_Action-Plan_2018-2020_EN.pdf> [↑](#footnote-ref-522)
522. [www.moepp.gov.mk/?page\_id=3197&lang=en](http://www.moepp.gov.mk/?page_id=3197&lang=en) [↑](#footnote-ref-523)
523. [www.moepp.gov.mk/?page\_id=3197&lang=en](http://www.moepp.gov.mk/?page_id=3197&lang=en) [↑](#footnote-ref-524)
524. [www.moepp.gov.mk/?page\_id=3197&lang=en](http://www.moepp.gov.mk/?page_id=3197&lang=en) [↑](#footnote-ref-525)
525. [www.moepp.gov.mk/?page\_id=3197&lang=en](http://www.moepp.gov.mk/?page_id=3197&lang=en) [↑](#footnote-ref-526)
526. <http://unfccc.org.mk/content/Documents/TNP_ANG_FINAL.web.pdf> [↑](#footnote-ref-527)
527. <https://konkurentnost.mk/wp-content/uploads/2018/06/IndustryStrategy17MayCLEAN.pdf> [↑](#footnote-ref-528)
528. National strategy for environment and climate changes 2014-2020 (Only in MKD),

     <http://www.moepp.gov.mk/wp-content/uploads/2014/12/%D0%A1%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D0%B8%D1%98%D0%B0-%D0%B7%D0%B0-%D1%81%D0%B5%D0%BA%D1%82%D0%BE%D1%80%D0%BE%D1%82-%D0%B6%D0%B8%D0%B2%D0%BE%D1%82%D0%BD%D0%B0-%D1%81%D1%80%D0%B5%D0%B4%D0%B8%D0%BD%D0%B0-%D0%B8-%D0%BA%D0%BB%D0%B8%D0%BC%D0%B0%D1%82%D1%81%D0%BA%D0%B8-%D0%BF%D1%80%D0%BE%D0%BC%D0%B5%D0%BD%D0%B8.pdf> [↑](#footnote-ref-529)
529. The National Strategy for Environment and Climate Change 2022 – 2030 will be prepared in the frame of the IPA II funded project“Implementation and Planning for Approximation in Priority Areas of Environment” which is in tendering procedure. It is expected that the Contract will be signed in January 2022 and the new strategy will be prepared by February 2024. [↑](#footnote-ref-530)
530. National transport strategy 2018-2020, <http://mtc.gov.mk/vesti/Prezentirana-Natsionalnata-Transportna-Strategija-2018-2030>,

     <http://mtc.gov.mk/media/files/2019/NTS-final%20EN.pdf> [↑](#footnote-ref-531)
531. Economic reform program 2020-2022, <https://finance.gov.mk/files/6%20draft%20ERP%202020%2005122019%20EN.pdf> [↑](#footnote-ref-532)
532. Second National Road Traffic Safety Strategy 2015-2020 (Only in MKD),

     <https://www.rsbsp.org.mk/sites/default/files/vtora_nacionalna_strategija.pdf> [↑](#footnote-ref-533)
533. National program for development of the railway infrastructure 2019-2021 (Only in MKD),

     <http://www.slvesnik.com.mk/Issues/62fb03dde79c46cc914ee30e186ccc7a.pdf> [↑](#footnote-ref-534)
534. NPAA, <http://sep.gov.mk/en/content/?id=13#.Xt4cjDr7TIU> [↑](#footnote-ref-535)
535. Please refer to footnote under W3, TP1 [↑](#footnote-ref-536)
536. Annual Programs for construction, reconstruction, rehabilitation and maintenance of state roads 2020 (Only in MKD),

     <http://www.roads.org.mk/Upload/Document/MK/programa-2020.pdf> [↑](#footnote-ref-537)
537. Annual Program for financing rail infrastructure 2020 (Official Gazette nr.29/2020, Only in MKD),

     <http://www.slvesnik.com.mk/Issues/8a14aeff98a64f3da84cd0d7728e8156.pdf> [↑](#footnote-ref-538)
538. <http://mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/par_strategy_2018-2022_final_en.pdf> [↑](#footnote-ref-539)
539. <http://mioa.gov.mk/?q=en/node/2379> [↑](#footnote-ref-540)
540. The AP of the strategy covers the period until December 2022, therefore there are no current plans for update or adoption of a new

     strategy. [↑](#footnote-ref-541)
541. <http://mioa.gov.mk/?q=en/node/2259> [↑](#footnote-ref-542)
542. Digital Skills are covered by the National Strategy for ICT (2021 – 2025). [↑](#footnote-ref-543)
543. <https://www.finance.gov.mk/files/ERP%20MKD%202020-2022%20en.pdf> [↑](#footnote-ref-544)
544. <http://mrk.mk/wp-content/uploads/2018/10/Strategija-za-obrazovanie-ENG-WEB-1.pdf> [↑](#footnote-ref-545)
545. <http://mioaportal.mioa.gov.mk/sites/default/files/pbl_files/documents/strategies/open_data_strategy_en.pdf> [↑](#footnote-ref-546)
546. Information about the updating process is available above under W2 TP1. [↑](#footnote-ref-547)
547. <http://www.mioa.gov.mk/sites/default/files/pbl_files/documents/ogp/eng_nap4_final_0.pdf> [↑](#footnote-ref-548)
548. The fifth Action plan for OGP 2021 – 2023 is in final stage of preparation and its adoption is expected to take place in September

     2021. [↑](#footnote-ref-549)
549. <http://www.ea.gov.mk/projects/unece/docs/legislation/Macedonian_Energy_Strategy_until_2030_adopted.pdf> [↑](#footnote-ref-550)
550. [http://economy.gov.mk/Upload/Documents/Energy%20Development%20Strategy\_FINAL%20DRAFT%20- %20For%20public%20consultations\_ENG\_29.10.2019(3).pdf](http://economy.gov.mk/Upload/Documents/Energy%20Development%20Strategy_FINAL%20DRAFT%20-%20%20%20For%20public%20consultations_ENG_29.10.2019(3).pdf) [↑](#footnote-ref-551)
551. <https://finance.gov.mk/files/6%20draft%20ERP%202020%2005122019%20EN.pdf> [↑](#footnote-ref-552)
552. <http://www.economy.gov.mk/Upload/Documents/Strategy%20for%20IEE%20%5BOG%20143-2010%5D(1).pdf> [↑](#footnote-ref-553)
553. According to EU Governance Regulation, there is obligation to prepare new Strategy for Improvement of the Energy Efficiency. For this

     reason the first draft of the new National Energy and Climate plan up to 2030 is prepared. [↑](#footnote-ref-554)
554. <http://iceor.manu.edu.mk/Documents/ICEIM/Strategies/Strategy%20for%20utilization%20RES.pdf> [↑](#footnote-ref-555)
555. According to EU Governance Regulation, there is no obligation to prepare new Strategy for Utilization of Renewable Energy Sources. For this reason, the first draft of the new National Energy and Climate plan up to 2030 is prepared. [↑](#footnote-ref-556)
556. <https://economy.gov.mk/Upload/Documents/Program%20for%20the%20realization%20of%20the%20strategy%20Final%20version%20for%20public%20consultation%2030juli%202021%20MK(1).pdf> [↑](#footnote-ref-557)
557. <https://economy.gov.mk/Upload/Documents/Official%20NECP%20Draft%20-%20MK%20version-for%20public%20consultation%2015%20July%202021.pdf> [↑](#footnote-ref-558)
558. <http://www.mtsp.gov.mk/content/pdf/dokumenti/2020/1.4_esrp.pdf> [↑](#footnote-ref-559)
559. Information about the updating process is available above under W1 TP5. [↑](#footnote-ref-560)
560. <http://www.mtsp.gov.mk/content/pdf/strategii/Nacionalna%20Strategija%20za%20Vrabotuvane%20na%20Republika%20Makedonija%20za%20Vlada%2016102015.pdf> [↑](#footnote-ref-561)
561. Draft NES for the period till 2027 was finalised. It will be firstly considered by the Economic-Social Council (ESC) and then submitted

     to the Government for adoption. The most optimistic date for its adoption is end of August 2021. [↑](#footnote-ref-562)
562. <http://mtsp.gov.mk/WBStorage/Files/strategy.pdf> [↑](#footnote-ref-563)
563. Information about the updating process is available above under W1 TP5. [↑](#footnote-ref-564)
564. <http://mrk.mk/wp-content/uploads/2018/10/Strategija-za-obrazovanie-ENG-WEB-1.pdf> [↑](#footnote-ref-565)
565. <http://zdravje2020.mk/doc/strategija_zdravje2020_novo.pdf> [↑](#footnote-ref-566)
566. The new strategy is ready, but not yet adopted by the Parliament. [↑](#footnote-ref-567)
567. <http://zdravstvo.gov.mk/wp-content/uploads/2020/01/Nacionalna-strategija-za-AMR-so-AP-za-e-vlada-30.09.2019-NOV-TEKST.pdf> [↑](#footnote-ref-568)
568. A new OSH Strategy 2021-2025 is under development. The process of preparation of a new Strategy and Action Plan for OSH for the period after 2020 (2021-2025) has already been initiated since March 2021. These documents will build on previous strategic documents with a vision to determine the strategic priorities and directions for further development of occupational safety and health and its preventive culture in this area, in order to achieve higher levels of safety and health of employees. [↑](#footnote-ref-569)
569. <http://mtsp.gov.mk/content/word/dokumenti/dokumenti> [↑](#footnote-ref-570)
570. Information about the updating process are available above under W2 TP1. [↑](#footnote-ref-571)
571. <http://dit.gov.mk/wp-content/uploads/2017/08/2016_Akciski-plan-za-vrabotuvanje-mladi-2016-2020-godina_MK-pv-.pdf> [↑](#footnote-ref-572)
572. National Employment Strategy 2027 foresees development and implementation of reinforced Youth Guarantee. Youth Guarantee by its

     complexity and scope will replace the Action Plan for Youth Employment and hence a new Action Plan for Youth Employment 2021-

     2025 will not be prepared. [↑](#footnote-ref-573)
573. <http://www.mtsp.gov.mk/content/pdf/2019pravilnici/23.4_National%20Deinstitutionalisation%20Strategy%20and%20Action%20plan.pdf> [↑](#footnote-ref-574)
574. <https://www.rcc.int/romaintegration2020/docs/1/strategy-for-the-roma-2014--2020--former-yugoslav-republic-of-macedonia> [↑](#footnote-ref-575)
575. Information about the updating process are available above under W1 TP5. [↑](#footnote-ref-576)
576. <https://www.legislationline.org/download/id/6795/file/FYROM_national_equality_non_discrimination_strategy_2016_2020_en.pdf> [↑](#footnote-ref-577)
577. Information about the updating process are available above under W1 TP5. [↑](#footnote-ref-578)
578. [http://mtsp.gov.mk/WBStorage/Files/strategija\_rodova\_april.doc](http://mtsp.gov.mk/WBStorage/Files/strategija_rodova_april.doc%20%20)  [↑](#footnote-ref-579)
579. Information about the updating process are available above under W1 TP5. [↑](#footnote-ref-580)
580. http://www.mtsp.gov.mk/content/pdf/ap%202018/15.10-NAP%20AP%20za%20IK%202018.doc [↑](#footnote-ref-581)
581. <http://ncdiel.mk/wp-content/uploads/2020/08/Macedonian-EL-Strategy-2014-2020-ENG-version-1.pdf> [↑](#footnote-ref-582)
582. <https://eacea.ec.europa.eu/national-policies/eurydice/republic-north-macedonia/adult-education-and-training_de> [↑](#footnote-ref-583)
583. <http://csoo.edu.mk/images/vet%20strategy_en%20-%20final.pdf> [↑](#footnote-ref-584)
584. <https://finance.gov.mk/files/6%20draft%20ERP%202020%2005122019%20EN.pdf> [↑](#footnote-ref-585)
585. The National Strategy for Development of Social Enterprises in North Macedonia 2021–2024 was finalised and its adoption is foreseen in September 2021. The strategy for support of social entrepreneurship was prepared through an inclusive consultative process, which

     actively involves representatives of relevant state institutions, civil society representatives and experts active in this field. [↑](#footnote-ref-586)
586. The competent institutions with the civil society sector will work on the preparation of an appropriate multi-year national Strategy for

     promotion and development of volunteering in the Republic of North Macedonia, as well as on the preparation of necessary amendments to the Law on Volunteering, which will provide support and further development of volunteering. This national strategy is foreseen to be adopted by the end of 2021. [↑](#footnote-ref-587)
587. This national strategic document is foreseen to be prepared during first quarter of 2022. The National Programme for Development of

     Social Protection deter-mines the goals, priorities and directions for the development of social protection, with measures on medium-term of up to five years period. [↑](#footnote-ref-588)
588. <https://finance.gov.mk/economic-reform-programme-2021-2023/?lang=en> [↑](#footnote-ref-589)
589. <http://www.pintoconsulting.de/Images/References/Competitiveness%20Strategy%20Action%20Plan%202016-2020%20Macedonia.pdf> [↑](#footnote-ref-590)
590. The scope of this strategy will be incorporated within the Smart Specialisation Strategy. [↑](#footnote-ref-591)
591. <https://www.researchgate.net/publication/282734334_Innovation_Strategy_of_the_Republic_of_Macedonia_for_2012-2020> [↑](#footnote-ref-592)
592. The scope of this strategy will be incorporated within the Smart Specialisation Strategy. [↑](#footnote-ref-593)
593. <http://www.economy.gov.mk/Upload/Documents/SME%20Strategy%20EN%20FINAL.pdf> [↑](#footnote-ref-594)
594. <https://konkurentnost.mk/wp-content/uploads/2018/06/IndustryStrategy17MayCLEAN.pdf> [↑](#footnote-ref-595)
595. The Plan will be extended in its duration as the implementation is through laws that are with no time  limited duration. [↑](#footnote-ref-596)
596. <https://www.vicepremier-ekonomija.gov.mk/?q=node/275> [↑](#footnote-ref-597)
597. <https://epale.ec.europa.eu/en/resource-centre/content/entrepreneurial-learning-strategy-republic-macedonia-2014-2020> [↑](#footnote-ref-598)
598. [http://economy.gov.mk/Upload/Documents/Kohl%20&%20Partner\_Tourism%20Strategy%20Macedonia\_DRAFT%20FINAL%20REPOR T\_16%2002%2023\_E.pdf](http://economy.gov.mk/Upload/Documents/Kohl%20&%20Partner_Tourism%20Strategy%20Macedonia_DRAFT%20FINAL%20REPOR%20%20T_16%2002%2023_E.pdf) [↑](#footnote-ref-599)
599. The Ministry of Economy in 2022 in the Draft Program for tourism development has envisaged activity for Evaluation of the National Tourism Strategy and preparation of a new Strategy for tourism development having in mind that the Corona Pandemic 19 Tourism as an industry has hit hardest and at the same time changed the whole concept of tourism development in all countries. [↑](#footnote-ref-600)
600. Not available online. [↑](#footnote-ref-601)
601. The Craft Strategy (2012-2020) is prepared with financial support by the World Bank. Some of the activities of the strategy were

     implemented. Due to lack of funds, the Ministry of Economy is not able to provide a budget for this purpose for the next year. [↑](#footnote-ref-602)
602. <https://customs.gov.mk/images/Strategy.pdf> [↑](#footnote-ref-603)
603. Strategic Plan of the Customs Administration 2021-2023 is prepared, and published on the official website of the CA

     ([www.customs.gov.mk](http://www.customs.gov.mk)). [↑](#footnote-ref-604)
604. “Official Gazette” No. 16/2021 [↑](#footnote-ref-605)
605. <http://www.mzsv.gov.mk/%D0%9F%D0%BE%D1%87%D0%B5%D1%82%D0%BD%D0%B0/%D0%94%D0%BE%D0%BA%D1%83%D0%BC%D0%B5%D0%BD%D1%82%D0%B8/%D0%88%D0%B0%D0%B2%D0%BD%D0%BE_%D0%B4%D0%BE%D1%81%D1%82%D0%B0%D0%BF%D0%BD%D0%B8_%D0%B8%D0%BD%D1%84%D0%BE%D1%80%D0%BC%D0%B0%D1%86%D0%B8%D0%B8.aspx> [↑](#footnote-ref-606)
606. At present is under revision, however the main objectives are going to be kept. and at present is going to be updated on the basis of the

     same <http://extwprlegs1.fao.org/docs/pdf/mac176055.pdf> [↑](#footnote-ref-607)
607. In preparation phase. [↑](#footnote-ref-608)
608. Official Gazette No 46/12. [↑](#footnote-ref-609)
609. Multiannual national strategic plan should be prepared after adopting new Law on fisheries and aquaculture. [↑](#footnote-ref-610)
610. <http://ipard.gov.mk/wp-content/uploads/2019/08/IPARD-Programme-2014-2020_08.08.2019_EN.pdf> [↑](#footnote-ref-611)
611. <http://arhiva.mzsv.gov.mk/files/National%20Plan%20for%20Organic%20Production_2013%20-%202020.pdf> [↑](#footnote-ref-612)
612. This thematic is included in the National Strategy for Agriculture and Rural Development 2021-2027. [↑](#footnote-ref-613)
613. National Strategy on Agricultural Land Consolidation in Macedonia for the period 2021-2027 is envisaged in IPA II. The Tender IPA

     II 2019 “Enhancing land consolidation in North Macedonia” is already launched and the start of the implementation is planned for

     2022. [↑](#footnote-ref-614)
614. Updated strategy is under preparation. [↑](#footnote-ref-615)
615. This thematic is included in the National Strategy for Agriculture and Rural Development 2021-2027. [↑](#footnote-ref-616)
616. Currently taking preparations for the next programming period. [↑](#footnote-ref-617)
617. Strategy will be revised and updated after the New law on animal by-products is adopted. [↑](#footnote-ref-618)
618. <https://mls.gov.mk/images/files/programa_2021-2026_EN.pdf> [↑](#footnote-ref-619)
619. <https://southwestregion.mk/web/wp-content/uploads/2021/07/strategija_za_regionalen_razvoj_na_rsm_2021-2031.pdf> [↑](#footnote-ref-620)
620. Action plan for implementing the Programme for sustainable local development and decentralisation 2021-2026, for the period 2021 2023, is in governmental procedure. [↑](#footnote-ref-621)