

Pursuant to Article 5 paragraph (3) of the Law on the National Development Strategy ("Official Gazette of the Republic of North Macedonia" No. 30/24), the Assembly of the Republic of North Macedonia at the session held on \_\_.\_\_.2024 adopted an

## IMPLEMENTATION PROGRAM OF THE NATIONAL DEVELOPMENT STRATEGY FOR THE PERIOD 2024-2028

1. This Program operationalizes the National Development Strategy 2024-2044 through a comprehensive overview of the structure of the measures for the period 2024-2028.

### STRATEGIC AREA 1: A SUSTAINABLE, INNOVATIVE AND COMPETITIVE ECONOMY

#### Mission

In 2044, the Macedonian economy shall be innovative, efficient, competitive and highly integrated into international trade and finance, with a developed entrepreneurial culture capable of creating sustainable economic development, i.e. an acceptable balance in the three components of development (economic, social and environmental components), and new productive and well-paid jobs in companies that follow technological advancement and produce goods and services with high value added.

#### Strategic goals

- Green Economy Based on Knowledge, Innovation and Digitization
- Highly Integrated Economy in International Trade and Finance
- Labor Force Meeting Current and Future Labor Market Needs

Relevant EU negotiation chapters	Relevant Sustainable Development Goals
Cluster 2: Internal market Chapter 1: Free movement of goods Chapter 4: Free movement of capital Chapter 3: Right of establishment and freedom to provide services Chapter 2: Freedom of movement for workers Chapter 6: Company law Chapter 8: Competition policy Chapter 7: Intellectual property law Chapter 9: Financial services Cluster 3: Competitiveness and inclusive growth Chapter 26: Education and culture Chapter 25: Science and research Chapter 17: Economic and monetary policy Chapter 16: Taxation Chapter 29: Customs union Cluster 5: Resources, agriculture and cohesion Chapter 33: Financial and budgetary provisions	Goal 8: Decent Work and Economic Growth Goal 9: Industry, Innovation and Infrastructure Goal 4: Quality Education Goal 17: Partnerships for the Goals Goal 1: No Poverty Goal 10: Reduced Inequalities Goal 7: Affordable and Clean Energy Goal 16: Peace, Justice and Strong Institutions Goal 3: Good Health and Well-Being Goal 5: Gender Equality

Strategic priority	Brief description of the priority	Leading authority Other authorities	Start date	Planned completion date	Estimated required funds (annual average, 2024-2028 )	Funding source	Output indicator (priority-related)
<b>STRATEGIC GOAL 1.1: KNOWLEDGE-BASED, INNOVATIVE AND DIGITAL ECONOMY</b>							
1.1.1. Model of economic growth based on smart specialization and green transformation	Transition from a model of growth based on a high share of labor and physical capital to growth based on a higher share of total factor productivity, with a focus on the sectors identified in the Smart Specialization Strategy.	<b>Ministry of Economy and Labor</b> Ministry of Finance Ministry of Education and Science Ministry of Energy, Mining and Mineral Resources Fund for Innovation and Technological Development (FITD) Development Bank Private sector (incl. Chambers of Commerce) Macedonian Academy of Sciences and Arts Universities Scientific research centers TIDZ Municipalities	2024	2028	Capital expenditures over 4.9% of GDP [2024: 4.6% of GDP; 2025: 4.8% of GDP; 2026: 5% of GDP; 2027: 5.2% of GDP and 2028: 5.2% of GDP]  Grants provided through FITD worth more than 0.1% of GDP  Foreign direct investments (over 3.7% of GDP), annually.  Private sector investments (over 29.3% of GDP (2024); over 28.8% of GDP (2025); over 28.8% of GDP (2026); over 28.5% of GDP (2027); over 29.2% of GDP (2028)	Budget  World Bank loans (in accordance with the "Partnership Framework 2024-2028")  Private sector investments  IPA 2 and IPA 3 funds (pre-accession assistance)	Real GDP growth over 4% per year  Utilization of production facilities (over 85%)
1.1.2. Research, development and innovation results as a basis for rapid and green economic growth	Continuous growth of public investments in research and development, encouraging the business sector to increase investments in	<b>Ministry of Economy and Labor</b> Ministry of Finance	2024	2028	Capital expenditures over 4.9% of GDP [2024: 4.6% of GDP; 2025: 4.8% of	Budget  Private sector investments	

	research and development, including women-owned companies, and innovation development largely focusing on the development of green innovations.	Ministry of Education and Science Ministry of Environment and Spatial Planning Fund for Innovation and Technological Development Development Bank Private sector (incl. Chambers of Commerce) Macedonian Academy of Sciences and Arts Universities Scientific research institutes			GDP; 2026: 5% of GDP; 2027: 5.2% of GDP and 2028: 5.2% of GDP].  Grants provided through FITD worth more than 0.1% of GDP  Foreign direct investments (over 3.7% of GDP), annually.  Private sector investments (over 29.3% of GDP (2024); over 28.8% of GDP (2025); over 28.8% of GDP (2026); over 28.5% of GDP (2027); over 29.2% of GDP (2028)	International financial institutions	
1.1.3. Established cooperation between the scientific research sector and business	Strengthening the cooperation between the business sector and the scientific research sector in the country as well as scientific research cores within companies, including the use of digital platforms.	<b>Ministry of Education and Science</b> <b>Ministry of Economy and Labor</b> Ministry of Digital Transformation Universities Scientific research institutes Private sector (incl. Chambers of Commerce) Macedonian Academy of Sciences and Arts	2024	2028	Investments in research and development (at least 0.5% of GDP)  Grants provided through FITD worth more than 0.1% of GDP  Investment/contribution of the business sector	Budget  Business sector investments	Number of active cooperation agreements between the academic community and the private sector in the field of innovation 30 (2028) (Economic Reform Program)  Functional science and technology parks

							and other forms of cooperation
1.1. 4. Eco-system supporting entrepreneurship and start-ups	Developing entrepreneurial knowledge and skills, promoting entrepreneurial culture, supporting female entrepreneurship, supporting social entrepreneurship, encouraging green innovations, intensifying cooperation with the diaspora and improving access of companies to development funding (loans from domestic and foreign sources, loans for green growth, venture capital, attracting capital from the diaspora, etc.), strengthening and expanding the existing innovation infrastructure, recognizing the specificity of the challenges and opportunities faced by women in the field of entrepreneurship.	<b>Ministry of Economy and Labor</b> Ministry of Finance Ministry of Education and Science Ministry of Social Policy, Demography and Youth Fund for Innovation and Technological Development Private sector (incl. Chambers of commerce) Universities Scientific institutes International development partners	2024	2028	Capital expenditures over 4.9% of GDP [2024: 4.6% of GDP; 2025: 4.8% of GDP; 2026: 5% of GDP; 2027: 5.2% of GDP and 2028: 5.2% of GDP].  Grants provided through FITD worth more than 0.1% of GDP  Foreign direct investments (over 3.7% of GDP), annually.  Private sector investments (over 29.3% of GDP (2024); over 28.8% of GDP (2025); over 28.8% of GDP (2026); over 28.5% of GDP (2027); over 29.2% of GDP (2028)	Budget  Private sector investments  EU Donations (EU pre-accession funds)	Real GDP growth over 4% per year  Utilization of production facilities (over 85%)
<b>STRATEGIC GOAL 1.2.: HIGHLY INTEGRATED ECONOMY IN INTERNATIONAL TRADE AND FINANCE</b>							

<p>1.2.1. Regulatory certainty that creates high competitive pressure in the domestic market</p>	<p>Improving key segments of the business climate, focusing on preventing corruption, the informal economy and unfair competition, fair regulation of businesses, a just tax system, well-structured policy for attracting foreign direct investments, addressing challenges that disproportionately affect women in business, as well as prejudices / stereotypes embedded in business regulation, etc.</p>	<p><b>Ministry of Finance / Ministry of Economy and Labor</b>  Ministry of Justice  Public Revenue Office  Commission for Protection of Competition  Securities and Exchange Commission  Agency for Electronic Communications  Chambers of Commerce  Legal system and all other regulatory bodies</p>	<p>2024</p>	<p>2028</p>	<p>/</p>	<p>Budget   IPA 2 and IPA 3 Funds (pre-accession assistance, Growth Plan for the Western Balkans)</p>	<p>Estimate of Regulatory Quality Indicator (World Bank) over 0.7 in 2028 (relevant range: -2.5; +2.5)   Reduction of the estimated volume of informal economy under 30% of GDP   Corruption Perceptions Index by the business sector and other good governance indicators</p>
<p>1.2.2. High inflow of foreign direct investments (FDI) in line with smart specialization and green transformation of the country</p>	<p>Structured policies for attracting FDIs aligned with the processes of smart specialization and green transformation, using a gender-responsive approach that recognizes potential gender disparities in the distribution of resources and opportunities.</p>	<p><b>Ministry of Economy and Labor/ Agency for Foreign Investments and Export Promotion</b>   Ministry of Finance  Directorate for Technological Industrial Development Zones  Ministry of Environment and Physical Planning  National Bank of the RNM</p>	<p>2024</p>	<p>2028</p>	<p>Support provided through TIDZ of at least 0.3% of GDP</p>	<p>Budget</p>	<p>Real GDP growth over 4% per year</p>

1.2.3. Domestic companies involved in regional and global value chains	Creating incentive policies and providing assistance to domestic companies that have the potential to collaborate with foreign companies in the industrial zones, based on subcontracting, joint organization of trainings with foreign companies, knowledge and skill enhancement for employees with foreign companies, facilitating the entry of domestic companies into TIDZ, guaranteeing that female employees have equal access to professional development opportunities, etc.	<b>Agency for Foreign Investments and Export Promotion / Ministry of Economy and Labor</b> Ministry of Finance Ministry of Digital Transformation Directorate for Technological Industrial Development Zones Development Bank Chambers of Commerce and business community	2024	2028	Grants through FITR worth more than 0.1% of GDP	Budget  Pre-accession funds (IPA 2 and IPA 3 Funds)  Grants  World Bank loans (in accordance with the "Partnership Framework 2024-2028")	Real GDP growth over 4% per year  Number of products exported to the EU (CN codes recording positive export values) over 3,500 (2028)  Index of export market penetration (over 4.3)  Logistics Performance Index (over 3.1)
1.2.4. Access to competitive and diversified financial services and capital	Reshaping and diversifying the financial system, greater share of loans to support green growth and digitization, increased utilization of European funds, developing various forms of venture capital, recognizing the specific financial needs and challenges faced by women in business, etc.	<b>Ministry of Finance</b> Ministry of Environment and Physical Planning Ministry of Digital Transformation Development Bank National Bank of the RNM Securities and Exchange Commission Financial institutions	2024	2028	Development Bank Programs  World Bank loan for private sector development and access to finance, USD 40 million; 2025-26 (in accordance with the "Partnership Framework 2024-2028")	Budget  Development Bank  World Bank	Loans of the financial system intended for non-financial entities over 55% of GDP
1.2.5. Export structure of the country with representation of goods with a high degree of finalization and knowledge-intensive services	Supporting domestic innovative companies for higher value added (through innovation policy measures), enabling domestic	<b>Ministry of Economy and Labor/ Agency for Foreign Investments and</b>	2024	2028	Grants through FITR worth more than 0.1% of GDP	Budget  Private sector investments	High-tech exports (percentage of total export of industrial

	companies to actively participate in the production of goods and services for foreign investors to support the ongoing process of improving the country's export structure, and better treatment of domestic ICT companies ensuring that women-led companies have equal opportunities to participate.	<b>Export Promotion</b> Ministry of Finance Ministry of Education and Science Development Bank Directorate for Technological Industrial Development Zones					products) - over 4.5%  Index of export market penetration (over 4.3)  Logistics Performance Index (over 3.1)
1.2.6. High level of formalization of the economy	Increasing the capacity and efficiency of the tax administration to detect informal businesses and reduce evasion, as one of the conditions for increasing the country's fiscal capacity without additional fiscal burdens, while recognizing and meeting the specific challenges women face in the process of formalizing their businesses.	<b>Ministry of Finance</b> Public Revenue Office Ministry of Economy and Labor State Market Inspectorate Ministry of Social Policy, Demography and Youth Chambers of Commerce NBRM	2024	2028	/	Budget  EU Donation (Growth Plan for the Western Balkans, 2024-2027)	Reducing informal economy under 25 % of GDP in 2028  Real GDP growth over 4.5% per year
<b>STRATEGIC GOAL 1.3.: LABOR FORCE MEETING CURRENT AND FUTURE LABOR MARKET NEEDS</b>							
1.3.1. Curricula with integrated subjects and content related to innovation and entrepreneurship	Enriching the curricula and content that teach entrepreneurship and innovation in primary, secondary and higher education and establishing entrepreneurial centers (accelerators, hubs, tech parks) at universities, where women have equal access to these resources and can	<b>Ministry of Education and Science</b> National Council for Higher Education and Scientific Research Agency for Quality in Higher Education	2024	2028	Within the framework of existing budget programs  Human Capital Development Loan Component (World Bank, in accordance with	Budget  World Bank loans  Business sector	Gross domestic expenditure of research and development, as a percentage of GDP (at least 0.5% of GDP)

	actively participate in the entrepreneurial ecosystem.	Bureau for Development of Education Vocational Education and Training Center Universities Scientific research centers Chambers of Commerce and business sector Municipalities			the "Partnership Framework 2024-2028"), USD 80 million)  Business sector investments		
1.3.2. Mandatory internships in secondary and higher education	Greater share and improved quality of practical teaching, involving the business sector in the development of curricula and considering their needs for certain type of vocation or trade, as well as providing incentives for companies that organize practical training and appropriate compensation for interns and guaranteeing a gender-responsive approach that addresses potential gender disparities in access to secondary education and quality practice. Improved quality of mandatory practical training at the faculties and financial incentives for the companies willing to employ good students.	<b>Ministry of Education and Science</b> National Council for Higher Education and Scientific Research Agency for Quality in Higher Education Universities Bureau for Development of Education Vocational Education and Training Center Chambers of Commerce/ business sector Municipalities	2024	2028	/	Budget  Business sector	Youth unemployment rate (15-29 years) under 30% in 2028
1.3.3. Career development for pupils and students	By providing career guidance and counselling services, provide support to young people to make choices that align with their	<b>Ministry of Education and Science</b> Universities	2024	2028	Total budgetary expenditures for education and science (over 4% of GDP) (in	/	Youth unemployment rate (15-29 years) under 30% in 2028



	interests and acquire skills and knowledge required on the labor market, which recognizes the specific needs and aspirations of boys and girls.	Bureau for Development of Education Vocational Education and Training Center Chambers of Commerce			accordance with the National Youth Strategy)		
1.3.4. Formal and informal education in line with technological and market trends	Analysis of the gap between labor force supply and demand on the labor market regarding knowledge, skills, job profiles, as well as aligning education and training programs with technological changes and trends, i.e. current and future changes and demands of the labor market ensuring that both men and women have equal opportunities to acquire the skills needed for technological development and meet the needs of the labor market, validation of non-formal and informal learning, quality assurance, post-secondary education and lifelong learning.	<b>Ministry of Education and Science</b> National Council for Higher Education and Scientific Research Agency for Quality in Higher Education Employment Service Agency Universities Bureau for Development of Education Vocational Education and Training Center Adult Education Center Chambers of Commerce	2024	2028	Existing budget programs  Human Capital Development Loan Component (World Bank, in accordance with the "Partnership Framework 2024-2028"), USD 80 million)	Budget  World Bank loans  EU Donation (IPA 2 and IPA 3 Funds)	Youth unemployment rate (15-29 years) under 30% in 2028  Unemployment rate under 10% of the workforce  Participation of informal employees in the total number of employed persons (SSO - LFS) under 8% (Economic Reform Program)
1.3.5. Established labor force mobility with a focus on attracting intellect ("brain gain")	Reversible mobility of young people and higher education personnel from abroad. Establishing cooperation with the scientific diaspora to secure support from expatriates for the country's economic development through their investments and connecting with companies and scientific research centers, ensuring	<b>Ministry of Education and Science</b> Ministry of Social Policy, Demography and Youth Ministry of Economy and Labor Immigration Agency	2024	2028	In accordance with the National Strategy for Demographic Development	/	Increasing the migration inflow of expatriates from abroad by 5% annually  Employment rate (15-64 years) over 53% in 2028

	that the benefits of these opportunities are equally accessible to both women and men.	Macedonian Academy of Sciences and Arts Universities Chambers of Commerce					
1.3.6. Regulated legal immigration to address labor market shortages	Effective management and harnessing of the potential of external migration and ensuring regulated integration on the labor market, recognizing potential differences in how immigration policies may affect men and women	<b>Ministry of Foreign Affairs and Foreign Trade</b> Ministry of Interior Chambers of Commerce Ministry of Economy and Labor State Statistical Office	2024	2028	In accordance with the National Strategy for Demographic Development	/	Employment rate (15-64 years) over 53% in 2028
1.3.7. Increased participation of women and vulnerable groups in the country's economic processes	Creating conditions and incentive measures to boost the labor force participation rate, with a particular focus on activating women and vulnerable groups.	<b>Ministry of Social Policy, Demography and Youth</b> Ministry of Economy and Labor Chambers of Commerce Employment Service Agency Civil Society Organizations	2024	2028	Grants for women's entrepreneurship  Grants for self-employment	Budget  LSGU budgets  EU pre-accession funds (EU Donations)	Female labor force participation rate (15-64) over 58% in 2028
1.3.8. Investments in talented pupils and students	Adopting scholarship programs to support talented pupils and students from various fields in line with national priorities. Grants for research and innovation to encourage students to participate in	<b>Ministry of Education and Science</b> Ministry of Social Policy, Demography and Youth	2024	2028	Budgetary expenditures for education and science (over 4% of GDP)  Business sector support	Budget  LSGU budgets  Business sector	Unemployment rate under 10% of the workforce

	research and development projects.	Bureau for Development of Education Chambers of Commerce Macedonian Academy of Sciences and Arts					
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## STRATEGIC AREA 2: SUSTAINABLE LOCAL AND REGIONAL DEVELOPMENT THAT ENSURES COHESION

### Mission

All people, regardless of their place of residence, have equal access to opportunities for a high quality of life. Partnership and cooperation with local communities result in strengthened infrastructure and services that foster economic growth, social progress *and address potential gender disparities*.

### Strategic goals

- Reduced Disparities within and among Planning Regions
- People Benefit from Resilient Capital Infrastructure
- Functional and Fiscally Sustainable Municipalities

Relevant EU negotiation chapters	Relevant Sustainable Development Goals
Cluster 5: Resources, agriculture and cohesion Chapter 22: Regional policy and coordination of structural instruments Cluster 4: Green agenda and sustainable connectivity Chapter 14: Transport policy Chapter 21: Trans-European networks Cluster 2: Internal market Chapter 2: Freedom of movement for workers Cluster 1: Fundamentals Chapter 18: Statistics	Goal 11: Sustainable Cities and Communities Goal 10: Reduced Inequalities Goal 8: Decent Work and Economic Growth Goal 5: Gender Equality Goal 9: Industry, Innovation and Infrastructure Goal 16: Peace, Justice and Strong Institutions Goal 1: No Poverty Goal 2: Zero Hunger Goal 6: Clean Water and Sanitation Goal 12: Responsible Consumption and Production Goal 15: Life On Land

Strategic priority	Brief description of the priority	Leading authority Other authorities	Start date	Planned completion date	Estimated required funds (annual average, 2024-2028)	Funding source	Output indicator (priority-related)
<b>STRATEGIC GOAL 2.1.: REDUCED DISPARITIES WITHIN AND AMONG PLANNING REGIONS</b>							
2.1.1. Polycentric spatial development and a high degree of internal and external territorial cohesion	Encouraging balanced and sustainable development throughout the entire territory by reducing disparities between and among planning regions and harmonizing policies with the principles of territorial cohesion, with a gender-inclusive perspective in line with the approach of the European Union.	<b>Ministry of Local Self-Government</b> Ministry of Finance Ministry of Environment and Physical Planning Ministry of Transport Bureau for Regional Development Agency for Physical Planning Ministry of Inter-Community Relations Planning regions Local self-government units	2024	2028	Total municipal revenues of all LSGUs over 5% of GDP  Balanced regional development funds (at least 1% of GDP)	Own revenues of LSGUs Split taxes Transfers from the central budget IPA 2 and IPA 3 Funds (pre-accession assistance)	Degree of fiscal decentralization over 5% of GDP
2.1.2. Populated places with developed infrastructure and dynamic socio-economic and cultural life	Fostering modern and well-connected cities and rural areas with developed and resilient infrastructure, addressing the specific needs and roles of men and women in rural areas, including transportation and utilities. Rural areas will be empowered through targeted initiatives and investments, and food security, environmental sustainability and economic prosperity in rural areas will be improved by strategically aligning development efforts	<b>Ministry of Local Self-Government/ Ministry of Transport</b>  Ministry of Environment and Physical Planning Ministry of Social Policy, Demography and Youth Agency for Physical Planning Bureau for Regional Development	2024	2028	Total municipal revenues of all LSGUs over 5% of GDP  Balanced regional development funds (at least 1% of GDP)	Own revenues of LSGUs Split taxes Transfers from the central budget Business sector investments	Degree of fiscal decentralization over 5% of GDP

	with local resources and opportunities.	Planning regions Local self-government units Business sector					
2.1.3. Quality and inclusive public services	Quality provision of services in the healthcare, education, social welfare, infrastructure sector, while ensuring adequate conditions for marginalized and vulnerable communities. Integrating digital solutions bridging geographic gaps and ensuring that hard-to-reach communities benefit from quality healthcare, social welfare and child protection services.	<b>Government of the RNM</b> Ministry of Finance Ministry of Local Self-Government Ministry of Public Administration Ministry of Digital Transformation Ministry of Social Policy, Demography and Youth Ministry of Health Ministry of Culture and Tourism Ministry of Education and Science Ministry of Social Policy, Demography and Youth Ministry of Inter-Community Relations Planning regions Local self-government units	2024	2028	Total municipal revenues of all LSGUs over 5% of GDP  Balanced regional development funds (at least 1% of GDP)  Local Roads Connectivity Loan, USD 25 million (World Bank, in accordance with the "Partnership Framework 2024-2028")	Own revenues of LSGUs  Split taxes  Transfers from the central budget  World Bank loan  IPA 2 and IPA 3 Funds (pre-accession assistance)	Degree of fiscal decentralization over 5% of GDP
<b>STRATEGIC GOAL 2.2.: CAPITAL INFRASTRUCTURE IN FUNCTION OF A BETTER LIFE</b>							
2.2.1. Built and maintained European infrastructure corridors and safe and modern road and rail network	Active participation in the expansion and modernization of key transport corridors.	<b>Government of the RNM</b>  Ministry of Transport  Ministry of Finance	2024	2028	Capital expenditures over 4.5% of GDP [2024: 4.6% of GDP; 2025: 4.5% of GDP; 2026: 4.9% of GDP; 2027: 5% of GDP	Budget  EU pre-accession funds  World Bank loans	Increase in the Regional Development Index by 10 percentage points

		<p>Ministry of Local Self-Government</p> <p>Agency for Physical Planning</p> <p>Planning regions</p> <p>Local self-government units</p>			<p>and 2028: 5.2% of GDP].</p> <p>DA Program Investments in Railway Infrastructure (&gt; MKD 1.9 billion)</p> <p>World Bank loans (in accordance with the "Partnership Framework 2024-2028") [1] road modernization and construction, USD 30 million (2024)</p> <p>Regional Trade and Transport Loan 2 (USD 30 million, World Bank)</p>		
2.2.2. Digitized and functional spatial and urban planning	Aligning the institutional and communal infrastructure with European standards, efficient management of urban and spatial development, ensuring that projects are designed inclusively with a focus on sustainability and environmental considerations and in accordance with the specific needs and roles of men and women in urban and spatial planning.	<p><b>Government of the RNM</b></p> <p>Local Self-Government Units</p> <p>Ministry of Environment and Physical Planning</p> <p>Agency for Physical Planning</p> <p>Ministry of Digital Transformation</p> <p>Ministry of Transport</p> <p>Ministry of Local Self-Government</p> <p>Local Self-Government Units</p>	2024	2028	<p>Capital expenditures over 4.5% of GDP</p> <p>2024: 4.6% of GDP; 2025: 4.5% of GDP; 2026: 4.9% of GDP; 2027: 5% of GDP and 2028: 5.2% of GDP.</p> <p>World Bank loan (Digital Development Agenda, USD 50 million – 2025)</p>	<p>Budget</p> <p>LSGU budgets</p> <p>EU pre-accession funds</p>	Increase in the Regional Development Index by 10 percentage points

<p>2.2.3. Sustainable system of long-term financing and building a resilient capital infrastructure</p>	<p>Long-term prioritization and planning of the necessary finances for key capital projects and maximizing the effectiveness of budget allocations (value for money), channeling resources into projects of paramount importance for sustainable development, taking into account the different impacts they have on women and men</p>	<p><b>Government of the RNM/</b> Ministry of Finance Ministry of Transport Ministry of Environment and Physical Planning Local self-government units</p>	<p>2024</p>	<p>2028</p>	<p>Capital expenditures over 4.5% of GDP</p> <p>2024: 4.6% of GDP; 2025: 4.5% of GDP; 2026: 4.9% of GDP; 2027: 5% of GDP and 2028: 5.2% of GDP.</p> <p>World Bank loan (in accordance with the "Partnership Framework 2024-2028") for: [1] Sustainable municipal development, USD 50 million; 2025-26 [2] Agriculture, USD 50 million, 2027-2028</p>	<p>Budget</p> <p>LSGU budgets</p> <p>EU pre-accession funds</p> <p>World Bank loans</p>	<p>Increase in the Regional Development Index by 10 percentage points until 2028</p> <p>Increase in the Rural Development Index by 10 percentage points until 2028</p> <p>Percentage (%) of population covered by the wastewater management system (over 32% in 2028)</p>
<p><b>STRATEGIC GOAL 2.3.: FUNCTIONAL AND FISCALLY SUSTAINABLE MUNICIPALITIES</b></p>							
<p>2.3.1. Local self-government units effectively exercise their competencies</p>	<p>Encouraging decentralized governance, improving the delivery of local public services that address gender-specific challenges, and promoting community development</p>	<p><b>Local self-government units/ Ministry of Local Self-Government Government of the RNM</b> Ministry of Finance Ministry of Digital Transformation Other ministries related to the responsibilities of the LSGU</p>	<p>2024</p>	<p>2028</p>	<p>Total budgetary expenditures of LSGUs of at least 5% of GDP</p> <p>Budget program for decentralization (&gt; MKD 30 billion per year)</p>	<p>Own revenues of LSGUs</p> <p>Split taxes</p> <p>Transfers from the central budget</p>	<p>Combined indicator (AROPE), people at risk of poverty and social exclusion (under 40%)</p>



		Association of the Units of the Local Self-Government (ZELS)					
2.3.2. Fiscally autonomous units of local self-government with strong own sources of revenue	Ensuring a higher degree of fiscal autonomy (legal and functional) in order to strengthen the fiscal capacities of the municipalities, in parallel with strengthening their management capacities, ensuring that budget decisions take into account gender-sensitive needs and promote women's participation in local governance	<b>Local self-government units</b> Ministry of Finance Ministry of Local Self-Government Other ministries related to the competences of LSGUs ZELS	2024	2028	Total budgetary expenditures of LSGUs of at least 5% of GDP	Own revenues of LSGUs Split taxes Transfers from the central budget	Increase in the Regional Development Index by 10 percentage points until 2028  Increase in the Rural Development Index by 10 percentage points until 2028
2.3.3. Fiscal transfers based on the performance and needs of local self-governments	System of fiscal transfers, especially capital transfers that will take into account the specifics/differences and needs of the local self-governments, while ensuring an increase in their performance. Investing in critical areas such as infrastructure, utilities, education and healthcare.	<b>Ministry of Finance</b> Local self-government units Ministry of Local Self-Government Ministry of Education and Science Ministry of Health Ministry of Defense Ministry of Culture and Tourism Ministry of Social Policy, Demography and Youth Ministry of Transport	2024	2028	Total budgetary expenditures of LSGUs of at least 5% of GDP	Own revenues of LSGUs Split taxes Transfers from the central budget	Increase in the Regional Development Index by 10 percentage points until 2028  Increase in the Rural Development Index by 10 percentage points until 2028
2.3.4. Gender-responsive approach to management and budgeting in local self-governments	Implementing gender-responsive practices and gender budgeting to advance social equality and encourage a more inclusive and	<b>Local self-government units</b> Ministry of Finance Ministry of Local Self-Government	2024	2028	/	Own revenues of LSGUs Split taxes	Percentage of LSGUs applying a gender-responsive approach (over 30%) by 2028

	representative system of local governance	Ministry of Education and Science Ministry of Health Ministry of Defense Ministry of Culture and Tourism Ministry of Social Policy, Demography and Youth				Transfers from the central budget	
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## STRATEGIC AREA 3: DEMOGRAPHIC REVITALIZATION AND SOCIAL AND CULTURAL DEVELOPMENT

### Mission

Our mission is to foster demographic revitalization and social development in North Macedonia, creating a sustainable environment where all individuals and communities can thrive. To achieve this goal, the implementation of an approach that promotes coordinated governance, proactive planning and innovative strategies to address demographic changes and social challenges is necessary. Our primary focus is on enhancing social development and demographic stability through cooperation with all relevant sectors essential for the well-being of our society **by identifying the specific needs and challenges faced by women and men.** Central to our mission are effective information sharing and cross-sectoral cooperation, thus ensuring that our policies on empowerment and inclusion of all

individuals, promotion of cultural identity, and building social resilience are prioritized. The main idea is to create a society that is demographically balanced, economically prosperous and socially cohesive, ensuring the security and stability of our nation for generations to come.

### Strategic goals

- Balanced and Sustainable Demographic Movements
- Healthy and Happy People
- Inclusive and Efficient Social Protection and Social Security System
- Society Based on Knowledge, Critical Thinking and Values
- Recognizable Cultural Identity and Value

Relevant EU negotiation chapters	Relevant Sustainable Development Goals
Cluster 3: Competitiveness and inclusive growth Chapter 19: Social policy and employment Cluster 2: Internal market Chapter 2: Freedom of movement for workers	Goal 8: Decent Work and Economic Growth Goal 3: Good Health and Well-Being Goal 1: No Poverty Goal 11: Sustainable Cities and Communities Goal 10: Reduced Inequalities Goal 4: Quality Education Goal 9: Industry, Innovation and Infrastructure Goal 2: Zero Hunger Goal 12: Sustainable Consumption and Production Goal 7: Affordable and Clean Energy

Strategic priority	Brief description of the priority	Leading authority Other authorities	Start date	Planned completion date	Estimated required funds (annual average, 2024-2028)	Funding source	Output indicator (priority-related)
<b>STRATEGIC GOAL 3.1.: BALANCED AND SUSTAINABLE DEMOGRAPHIC MOVEMENTS</b>							
3.1.1. Balance between family and professional responsibilities	By providing mechanisms to support families and parents, promote population growth, alleviate financial burdens associated with child rearing, and enable individuals to balance their professional and family lives, improving accessibility and housing conditions. Support of the demographic revitalization and birth rate, but also activation of women in the labor market and enabling conditions for career development.	<b>Government of the RNM</b> Ministry of Social Policy, Demography and Youth Ministry of Economy and Labor Ministry of Health Ministry of Education and Science	2024	2028	Budget program 7104 Families and children – at least MKD 111.5 billion (2024)  Remaining budget support for projects with direct and indirect impact	Budget  EU pre-accession funds	Weekly working hours (under 40)
3.1.2. Established institutional cooperation, coordination and promotion of diaspora reintegration	Connecting with the diaspora to leverage their knowledge, expertise and resources in order to enhance the country's presence in global markets and facilitate knowledge transfer, investments and cultural exchange that is inclusive and responsive to gender-specific needs and opportunities for contributions. Promoting returnee reintegration.	<b>Government of the RNM</b> Immigration Agency Ministry of Foreign Affairs and Foreign Trade Ministry of Economy and Labor Ministry of Local Self-Government Ministry of Social Policy,	2024	2028	/	/	Demographic Pressure Index (0; 100%) – under 55% (Peace Fund)  Positive net migration inflow

		Demography and Youth Chambers of Commerce					
3.1.3. Demographically revitalized rural environments	Application of a multi-layered approach, starting with development of rural infrastructure, and then strengthening services, promoting agribusiness development and diversifying the rural economy by supporting small and medium-sized enterprises. Promoting sustainable agriculture and ecological practices that recognize and address the specific challenges and opportunities that young women and girls face with emphasis on cultural traditions and heritage.	<b>Government of the RNM</b> Ministry of Local Self-Government Ministry of Social Policy, Demography and Youth Ministry of Transport Ministry of Health Ministry of Finance Bureau for Regional Development Ministry of Economy and Labor Ministry of Education and Science State Statistical Office Planning regions Local self-government units	2024	2028	Capital expenditures over 4.5% of GDP [2024: 4.6% of GDP; 2025: 4.5% of GDP; 2026: 4.9% of GDP; 2027: 5% of GDP and 2028: 5.2% of GDP].  Total budgetary expenditures of LSGUs of at least 5% of GDP.  World Bank loan for: [1] Sustainable municipal development, USD 50 million; 2025-26 [2] Agriculture, USD 50 million, 2027-2028	Budget  LSGU budgets  EU pre-accession funds  World Bank loans  Business sector	Net migration inflow in at least 10 rural municipalities  Demographic Pressure Index (0; 100%) – under 55% (Peace Fund)  Positive net migration inflow
3.1.4. Accessible and quality housing	Implementing policies and incentives that encourage the construction of affordable housing, including subsidies, tax incentives and streamlined regulations to reduce the financial burden on potential homeowners, taking into account the different challenges and opportunities that men and women face. Developing	<b>Government of the RNM</b> <b>Ministry of Social Policy,</b> <b>Demography and Youth</b> Ministry of Transport Ministry of Finance Ministry of Energy, Mining and Mineral Resources,	2024	2028	Capital expenditures over 4.5% of GDP  2024: 4.6% of GDP; 2025: 4.5% of GDP; 2026: 4.9% of GDP; 2027: 5% of GDP and 2028: 5.2% of GDP.	Budget  LSGU budgets  EU pre-accession funds	Affordable housing regulation adopted  Number of beneficiaries who have provided affordable housing

	social housing programs for individuals and families with low income. Addressing issues related to energy efficiency and sustainability in housing can reduce long-term housing costs and contribute to the improvement of living conditions.	Ministry of Local Self-Government Local Self-Government Units ZELS			Total budgetary expenditures of LSGUs of at least 5% of GDP		
3.1.5. Systemic management of internal and external migration flows	Systematic data collection and analysis, comprehensive analysis of migration trends, identifying key drivers, proactively responding to internal and external migration challenges as well as managing challenges related to migrant children, as well as forced and mixed migration movements.	<b>Government of the RNM</b> Ministry of Interior Macedonian Academy of Sciences and Arts Ministry of Local Self-Government Immigration Agency Ministry of Foreign Affairs and Foreign Trade Ministry of Education and Science Ministry of Social Policy, Demography and Youth Bureau for Regional Development LSGUs/ ZELS	2024	2028	Total budgetary expenditures of the central budget over 35% of GDP  Total budgetary expenditures of LSGUs of at least 5% of GDP	Budget  LSGU budgets  EU pre-accession funds	Demographic Pressure Index (0; 100%) – under 55% (Peace Fund)  Positive net migration inflow
<b>STRATEGIC GOAL 3 .2. : HEALTHY AND HAPPY PEOPLE</b>							
3.2.1. Citizens practicing a healthy lifestyle	Focusing on preventive measures, such as education on nutrition and the importance of an active lifestyle.	<b>Ministry of Health</b> Ministry of Education and Science Ministry of Social Policy,	2024	2028	/	Budget	Healthy life expectancy at 60 years (over 15)

		Demography and Youth Ministry of Sports					Healthy life expectancy at birth (over 67 years)
3.2.3. Citizens focused on preventive healthcare for all risk factors	Addressing gender-responsive risk factors through public health initiatives.	<b>Ministry of Health</b> <b>Public Health Center</b> <b>Public Health Centers</b> Ministry of Education and Science Ministry of Social Policy, Demography and Youth Ministry of Economy and Labor  LSGUs	2024	2028	Total budgetary expenditures for health (over 5.5% of GDP)	/	
3.2.3. Citizens living with a mental well-being	Focusing on the emotional and mental health of all categories of citizens	<b>Ministry of Health</b> Ministry of Social Policy, Demography and Youth Ministry of Education and Science LSGUs	2024	2028	/	/	
3.2.4. Public healthcare system that anticipates and addresses current and future health, demographic and financial challenges	Providing adequate funding to ensure that healthcare institutions are well-equipped and well-managed, medical personnel are well-compensated and basic services are easily accessible. Public health care with advanced technologies and	<b>Ministry of Health</b> <b>Ministry of Finance</b>	2024	2028	Total budgetary expenditures for health (over 5.5% of GDP)		Total budgetary expenditures for health (over 5.5% of GDP)

	functional information systems.						
<b>STRATEGIC GOAL 3.3.: INCLUSIVE AND EFFICIENT SOCIAL PROTECTION AND SOCIAL SECURITY SYSTEM</b>							
3.3.1. Proactive prevention of social risks	Gender-responsive policies and initiatives addressing issues such as poverty, unemployment and health disparities. Focusing on early prevention and intervention.	<b>Ministry of Social Policy, Demography and Youth</b>  Ministry of Finance Ministry of Economy and Labor Ministry of Health / Public Health Center Ministry of Education and Science Ministry of Health Institute for Public Health Public Health Centers LSGUs	2024	2028	Budgetary expenditures for social protection (over 12% of GDP)  World Bank loan (Social Services Improvement 2, USD 30 million)	Budget  LGU budgets  World Bank loans  EU pre-accession funds	Poverty rate (under 20%)  Proportion of the population living below the international poverty line by sex, age, employment status and geographic location (urban/rural) presented by category  Under 21.8% (total) Under 21.9% (women) Under 30.3% (children) Under 45.1% (unemployed persons)
3.3.2. Fair social protection system with appropriate targeting of vulnerable categories of citizens	Structured approach to identifying and assisting vulnerable groups in the population to enable them realize their full potential, ensuring the allocation of support where it is most needed, considering the diverse situations individuals face.	<b>Ministry of Social Policy, Demography and Youth (Social Welfare Centers and other social infrastructure)</b>  Ministry of Finance Ministry of Economy and Labor LSGUs-ZELS	2024	2028	Budgetary expenditures for social protection (over 12% of GDP)  World Bank loan (Social Services Improvement 2, USD 30 million)	Budget  LGSU budgets  World Bank loans	Poverty rate (under 20%)
3.3.3. Well-developed public social services accessible to all	Investments in healthcare, education, social protection and other essential services, with an	<b>Ministry of Social Policy, Demography and Youth</b>	2024 and on		Budgetary expenditures for social protection (over 12% of GDP)	Budget  LGSU budgets	Poverty rate (under 20%)



	emphasis on infrastructure expansion, quality improvement and reduction of disparities. Development of palliative care programs with a gender-inclusive approach that recognizes the diverse needs of male and female patients. Raising public awareness and training of healthcare professionals.	Ministry of Finance Ministry of Health Ministry of Education and Science Ministry of Digital Transformation Ministry of Culture and Tourism Ministry of Public Administration Ministry of Local Self-Government		2028	Budgetary expenditures for other public social services	IPA 2 and IPA 3 Funds (EU pre-accession funds)	
3.3.4. Social transfers aligned with the standard of living	Financial aid and benefits proportionate to the economic reality of citizens through adjustments and improvements in social protection programs.	<b>Ministry of Social Policy, Demography and Youth</b> Ministry of Finance	2024	2028	Budgetary expenditures for social protection (over 12% of GDP)	Budget LSGU budgets	Poverty rate (under 20%)
3.3.5. Integrated and activated vulnerable categories in society according to individual capabilities	By implementing policies that promote the inclusion and active participation of these groups, the country can harness the potential of its entire population, overcoming gender barriers that hinder the active participation of women and men.	<b>Ministry of Social Policy, Demography and Youth</b> Ministry of Finance Chambers of Commerce Ministry of Local Self-Government LSGUs Civil Society Organizations	2024	2028	Budgetary expenditures for social protection (over 12% of GDP)	Budget LSGU budgets	Poverty rate (under 20%)
3.3.6. Financially stable and sustainable pillars of pension insurance	Ensuring the long-term financial security of the population with the right to a pension by ensuring the financial sustainability of pension insurance.	<b>Ministry of Social Policy, Demography and Youth</b> Ministry of Finance Agency for Supervision of Fully Funded Pension Insurance (MAPAS)	2024	2028	Total expenditures of the PDIF (over MKD 101 billion in 2024; over MKD 106 billion in 2025; over MKD 111 billion in 2026; over MKD 116 billion in 2027;	Budget PDIF	

		Pension and Disability Insurance Fund (PDIF) Pension companies			over MKD 121 billion in 2028.)		
3.3.7. Preservation of the purchasing power of pension income	Ensuring that retired persons can maintain their standard of living and meet their financial needs by implementing policies and adjustments that keep pension benefits in line with the cost of living and inflation.	<b>Ministry of Social Policy, Demography and Youth</b> Ministry of Finance Agency for Supervision of Fully Funded Pension Insurance PDIF	2024	2028	Total expenditures of the PDIF (over MKD 101 billion in 2024; over MKD 106 billion in 2025; over MKD 111 billion in 2026; over MKD 116 billion in 2027; over MKD 121 billion in 2028.)	Budget  Private pension companies and pension funds	Poverty rate (under 20%)
3.3.8. Implemented active and healthy aging concept	Encouraging older citizens including women and men and enabling them to lead active and engaged lives, the country can leverage their extensive experience, wisdom and skills. Creating an enabling environment for increasing the resilience of the elderly. Population projections show that the participation of the elderly population will increase. In order to ensure the health and well-being of the elderly, it is essential to identify their needs related to active aging. This will enable strategic planning that encourages intergenerational support.	<b>Ministry of Social Policy, Demography and Youth</b>  <b>Ministry of Health</b> <b>Ministry of Sports</b> <b>LSGUs</b>	2024	2028	/	/	Healthy life expectancy at 60 years (over 15)
3.3.9. Functional system of prevention and protection from violence against women and gender-based violence	Strengthening systems for prevention and reporting of gender-based violence.	<b>Ministry of Interior</b> <b>Ministry of Social Policy,</b>	2024		/	Budget  LSGU budgets	

	Increasing trust in existing systems and services and strengthening institutional capacity to accurately assess the risk of violence and take appropriate measures to protect victims.	<b>Demography and Youth</b> Ministry of Justice Ministry of Education and Science  Ministry of Health		2028		EU pre-accession funds	Reduced number of registered cases of gender-based violence and violence against women (by at least 20%)
<b>STRATEGIC GOAL 3.4.: SOCIETY BASED ON KNOWLEDGE, CRITICAL THINKING AND VALUES</b>							
3.4.1. Mandatory preschool education	Providing access to early childhood education for all children aged three to five by adopting policies and regulations that require participation in preschool programs, taking into account gender-specific factors affecting equal opportunities and outcomes for boys and girls.	<b>Ministry of Education and Science</b> Ministry of Social Policy, Demography and Youth Bureau for Development of Education	2024	2028	Budgetary expenditures for education and science over 4% of GDP	Budget LSGU budgets EU pre-accession funds Grants from international organizations	Global Knowledge Index (over 52)
3.4.2. Learning outcomes in formal education aligned with international standards	Students who meet global knowledge and skill benchmarks. Fundamental reforms at all levels of the formal education system, promoting creativity, incorporating gender-sensitive factors to ensure equal access to quality education for girls and boys and to ensure that the learning environment supports their diverse needs and interests.	<b>Ministry of Education and Science</b> Bureau for Development of Education Vocational Education and Training Center State Examinations Center Educational institutions	2024	2028	Budgetary expenditures for education and science over 4% of GDP	Budget LSGU budgets EU pre-accession funds Grants from international organizations	Global Knowledge Index (over 52)

3.4.3. Internationally recognized and competitive higher education and scientific institutions	Streamlining the hypertrophied network of higher education institutions, introducing strict accreditation and reaccreditation criteria, evaluation and encouraging the interest of higher education and scientific institutions for external accreditation	<b>Ministry of Education and Science</b> Agency for Quality in Higher Education National Council for Higher Education and Scientific Research Universities Macedonian Academy of Sciences and Arts	2024	2028	Budgetary expenditures for education and science over 4% of GDP	Budget  EU pre-accession funds	At least one university in the top 2,000 universities on the Times Higher Education list or Shanghai Jiao Tong University
3.4.4. Recognition of informal education in the skills system	Valuing and recognizing knowledge and competencies acquired outside educational institutions through their recognition within the national skills framework.  System for validation of non-formal and informal learning.  Recognition of previously acquired knowledge.	<b>Ministry of Education and Science</b> Bureau for Development of Education, Vocational Education and Training Center, Adult Education Center, Ministry of Social Policy, Demography and Youth  Agency for Quality in Higher Education National Council for Higher Education and Scientific Research Chambers of Commerce	2024	2028	Budgetary expenditures for education and science over 4% of GDP	Budget  EU pre-accession funds	Global Knowledge Index (over 52)
3.4.5. Educational system fostering and developing democratic values in society	Establishing a strong foundation of values, equipping the youth with the skills and thinking necessary for personal	<b>Ministry of Education and Science</b>	2024		Budgetary expenditures for education and science over 4% of GDP	Budget LSGU budgets  EU pre-accession funds	

	growth, active participation in society and contribution to the overall progress of the population through an approach that addresses the diverse experiences and needs of girls and boys.	Bureau for Development of Education, Vocational Education and Training Center, Agency for Quality in Higher Education National Council for Higher Education and Scientific Research Educational institutions		2028		Private sector funds (private schools)	Global Knowledge Index (over 52)
<b>STRATEGIC GOAL 3.5.: RECOGNIZABLE CULTURAL IDENTITY AND VALUES</b>							
3.5.1. Well-developed cultural and creative industries and sports	Strengthening entrepreneurs, including female entrepreneurship, while showcasing cultural heritage to a global audience.	<b>Ministry of Culture and Tourism</b> Ministry of Economy and Labor Ministry of Education and Science Chambers of Commerce LSGU	2024	2028	Budgetary expenditures for supporting culture (over 1.5% of GDP)	Budget LSGU budgets EU pre-accession funds Private sector funds	Share of the cultural sector in total employment (over 0.5%)
3.5. 2. Culture, multiculturalism and cultural heritage in support of tourism	Culture and cultural heritage play a significant role in tourism, offering the Republic of North Macedonia the opportunity to showcase its rich history and traditions to the world, using an approach that recognizes the different talents and contributions of women and men to culture and tradition.	<b>Ministry of Culture and Tourism</b> Ministry of Economy and Labor Agency for Promotion and Support of Tourism Chambers of Commerce LSGU	2024	2028	Budgetary expenditures for supporting culture (over 1.5% of GDP)	Budget EU pre-accession funds Grants from other organizations Private sector funds	Share of the cultural sector in total employment (over 0.5%)
3.5.3. Risk-resilient cultural heritage	Implementation of strategies for protection of	<b>Government of the RNM</b>	2024		Budgetary expenditures for	Budget	Share of the cultural sector in total

	historical sites, artefacts and traditions, ensuring their resilience against challenges such as natural disasters, urbanization and cultural changes, taking into account the specific perspectives and responsibilities of men and women.	<b>Ministry of Culture and Tourism</b> Cultural Heritage Protection Office		2028	supporting culture (over 1.5% of GDP)	EU pre-accession funds  Grants from other organizations	employment (over 0.5%)
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## STRATEGIC AREA NO. 4: RULE OF LAW AND GOOD GOVERNANCE

### Mission

North Macedonia shall develop as a multicultural and gender-inclusive community based on the rule of law and good governance, serving as the strongest guarantee for respecting citizens' right to happiness and a better quality of life. By 2044, as a new EU member, the RNM shall enable the flow of all fundamental freedoms and rights for its citizens, as both citizens and EU nationals, within the single realm of freedom, security, and justice. All its branches of power – legislative, executive, and judicial—shall perform their functions in accordance with European values and standards, with a highly efficient, transparent, and fully digitized judiciary that continually demands accountability from those guilty of corruption and serious crimes. This shall be achieved alongside a strong, highly professional, efficient and depoliticized public administration, as well as citizens who, as holders of sovereignty according to their constitutional position, shall be genuine participants in the political decision-making process and the protection of vulnerable groups at all levels; with participation from the business community, civil society, and political

parties in shaping public policies through the ongoing enhancement of democratic relations and dialogue at all levels and with responsible public officials and public service providers. The country shall create an environment in which a sustainable market economy can thrive and conditions can be established for greater social justice and security for all citizens who will share in the benefits of economic growth and development, without feeling the need to emigrate to more economically developed countries with functional democracies.

### Strategic goals

- Rule of Law and Consistent Application of the Principle of Separation of Powers and Effective Parliamentary Oversight
- Transparent, Accountable, and Efficient Public Sector
- Independent and Free Media
- Zero Corruption, Legal Certainty, and Impartial Justice
- Effective Protection of Fundamental Human Freedoms and Rights, and Protection of Communities

Relevant EU negotiation chapters	Relevant Sustainable Development Goals
Cluster 1: Fundamentals Chapter 23: Judiciary and fundamental rights Chapter 24: Justice, freedom and security Chapter 5: Public procurement Chapter 32: Financial control Cluster 3: Competitiveness and inclusive growth Chapter 10: Information society and media	Goal 16: Peace, Justice and Strong Institutions Goal 10: Reduced Inequalities Goal 8: Decent Work and Economic Growth Goal 1: No Poverty Goal 5: Gender Equality Goal 3: Good Health and Well-being

Strategic priority	Brief description of the priority	Leading authority Other authorities	Start date	Planned completion date	Estimated required funds (annual average, 2024-2028)	Funding source	Output indicator (priority-related)
<b>STRATEGIC GOAL 4.1.: RULE OF LAW AND CONSISTENT APPLICATION OF THE PRINCIPLE OF SEPARATION OF POWERS AND EFFECTIVE PARLIAMENTARY OVERSIGHT</b>							
4.1.1. Acceleration of the EU integration process	Taking steps and making decisions to ensure the continuation of EU integration and fully-fledged membership in line with the established EU Negotiating Framework.	<b>Ministry of European Affairs Government of the RNM Assembly of the RNM Other line ministries Ministry of Finance Ministry of Foreign Affairs and Foreign Trade State Audit Office IPA Audit Authority</b>	2024	2028	Budget funds (MA Development program, Transition Assistance and Institution Building) – MKD 22,867,000  Within the IPARD Program 2021-2027: 97 million euros in IPA funds, national co-financing of 31 million euros.  859 million euros (European Commission Growth Plan, 2024-2027), of which two-thirds are loans and one-third investment grants.	Budget  LSGU budgets  EU pre-accession funds	Over 70% of negotiating chapters opened
4.1.2. Consistent application of the principle of the separation of powers and the establishment of efficient, non-partisan institutions	Re-establishing efficient non-partisan institutions that should lead the process of overcoming the crisis, unfreezing Euro-Atlantic integrations, and developing a	<b>Assembly of the RNM Government of the RNM  Ministry of Justice Other line ministries</b>	2024	2028	/	/	Government Effectiveness Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)  Voice and Accountability Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)



	society based on liberal principles of a democratic legal state in the long run.						Rule of Law Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)
4.1.3. Political parties as promoters of democratic processes and democratic dialogue	Political parties should be the main promoters of democratic aspirations. They should take into account the unique opportunity to move the country forward and fulfil the citizens' demand for the country to become a fully-fledged EU member.	<b>Assembly of the RNM</b> <b>Government of the RNM</b> Ministry of Inter-Community Relations Political parties	2024	2028	/	/	Voice and Accountability Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)  /
4.1.4. Independent courts, autonomous and effective prosecution offices, and other justice institutions	Adherence to and application of the law, including establishing effective oversight over the executive branch and the state administration in the realm of law enforcement and protection of human rights and freedoms.	<b>Ministry of Justice</b> <b>Assembly of the RNM</b> <b>Supervisory/Control Bodies – Judicial Council</b>	2024	2028	In line with the judicial budget		Rule of Law Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)
<b>STRATEGIC GOAL 4.2.: TRANSPARENT, ACCOUNTABLE, AND EFFICIENT PUBLIC SECTOR</b>							
4.2.1. Transparent and democratic decision-making process for legitimate laws and other decisions	Adopting laws through a transparent and democratic procedure regulated by the Rules of Procedure of the Assembly of the RNM. This procedure ensures the	<b>Government of the RNM</b> Assembly of the RNM State Commission for the Prevention of Corruption Courts Political parties Ministry of Digital Transformation	2024	2028	/	/	Rule of Law Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)

	legitimacy of laws and other decisions.	Ministry of Public Administration					
4.2.2. Consistent and continuous implementation of adopted laws and adherence to agreed obligations	Adoption and implementation of measures for overseeing the processes of law enforcement, establishing a mechanism and system for monitoring the consistent and continuous application of laws and adherence to obligations arising from international and national agreements.	<b>Assembly of the RNM</b> Government of the RNM State Commission for the Prevention of Corruption Ministry of Public Administration			/	/	Rule of Law Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)  Government Effectiveness Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)
4.2.3. Selection, appointment, employment and promotion in the public administration based on the merit system	Implementation of the principle of selection, appointment, employment, and promotion in public administration based on qualifications, knowledge, and merit.	<b>Government of the RNM</b> Assembly of the RNM Ministry of Justice State Commission for the Prevention of Corruption  Ministry of Public Administration	2024	2028	/	/	Government Effectiveness Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)  Rule of Law Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)
4.2.4. Enhanced transparency and accountability in the execution of public functions	Building public trust in the Government, ministries, and other state administration bodies and institutions of the executive branch, as well as creating an environment of	<b>Ministry of Public Administration</b> <b>Government of the RNM</b> Assembly of the RNM Ministry of Digital Transformation LSGU Civil society	2024	2028	/	/	Voice and Accountability Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)

	transparency and trust.						
4.2.5. Judicial oversight of the legality of acts of public administration	Strengthened judicial oversight of the constitutionality of laws and the legality of regulations issued by public authorities. Rationalization and optimization of the public sector and establishing a stable legal framework.	Administrative Court Constitutional Court Judicial bodies	2024	2028	/	Budget Judicial budget	Rule of Law Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)
4.2.6. Digitization of public services and free access to information for citizens about their work	Prioritizing digitalization for a high degree of modernization in the country through information technologies in both the private and public sectors, accessible and adapted to the specific capabilities and needs of men and women. They should also be adapted to vulnerable groups of citizens, equally accessible to all citizens everywhere, in rural and urban areas.	<b>Ministry of Public Administration/ Ministry of Digital Transformation Government of the RNM</b> Assembly of the RNM Other line ministries LSGU	2024	2028	Budgetary expenditures over 35% of GDP  World Bank loan (Digital Development Agenda, USD 50 million – 2025)	Budget LSGU budgets  EU pre-accession funds  Grants from other international organizations  World Bank loans	Over 36% of the population with basic digital skills (source: Eurostat)
4.2.7. Result-oriented public administration	Efficient, effective, high-quality, transparent, and accountable public administration offering citizens	<b>Ministry of Public Administration Government of the RNM</b> Assembly of the RNM	2024	2028	Budgetary expenditures over 35% of GDP	Budget  EU pre-accession funds  Grants from other	Government Effectiveness Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)

	predictability and quality public services	Ministry of Digital Transformation Other line ministries LSGU Civil society				international organizations	
4.2.8. Policy-making with the participation of civil society organizations, citizens, and other stakeholders	Providing conditions for broader public awareness and consultation when making policies and decisions. Positive trends in strengthening coordination and networking of civil society for cooperation with the Government, especially in judicial sector reforms.	<b>Government of the RNM</b> Assembly of the RNM Ministry of Public Administration Local self-government units Other line ministries Civil society	2024	2028	Budgetary expenditures over 35% of GDP	Budget LSGU budgets EU pre-accession funds Grants from other international organizations	Government Effectiveness Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)
<b>STRATEGIC GOAL 4.3.: STRONG CIVIL SOCIETY AND FREE AND INDEPENDENT MEDIA</b>							
4.3.1. A strong civil sector as a foundation for an accountable, transparent, and democratic society	Continuous strengthening of the civil sector, which serves as the foundation and security for long-term development and policy-making in line with the needs of citizens. It is necessary to ensure continuous and sustainable financial and non-financial support for the civil sector and its formal and informal involvement in all	<b>Government of the RNM</b> <b>Assembly of the RNM</b> Other line ministries LSGU Civil society	2024	2028	Budgetary support for NGOs (through transparent and objective criteria)	Budget	Global Freedom Status (above 72 index points out of 100)

	reform processes at all levels						
4.3.2. Media freedom for objective reporting	The media enable continuous monitoring and evaluation of government actions and ensure that matters of interest to citizens and the voices of citizens become important and heard in the public sphere.	Agency for Audio and Audiovisual Media Services Ministry of Digital Transformation Civil society	2024	2028	Budgetary support for the media (through transparent and objective criteria)	Budget	Global Freedom Status (above 72 index points out of 100)  World Press Freedom Index (above 75 out of 100 points)
<b>STRATEGIC GOAL 4.4.: ZERO CORRUPTION, LEGAL CERTAINTY, AND IMPARTIAL JUSTICE</b>							
4.4.1. Implementation of universal good governance standards	The implementation of universal standards that are formulated in international conventions regarding the abuse of power, crime, and corruption or are explicitly prescribed as political criteria that every EU candidate country must meet.	<b>Government of the RNM</b> Assembly of the RNM State Commission for the Prevention of Corruption Judicial authorities	2024	2028	/	Budget  EU pre-accession funds  Grants from other international organizations	Government Effectiveness Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)  Rule of Law Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)  Voice and Accountability Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)
4.4.2. Effective fight against corruption, organized crime, and abuses of power at all levels	Review of established practices, identification of systemic problems, providing recommendations and findings to all relevant participants for their future activities, while addressing deficiencies in the	<b>Government of the RNM</b> Assembly of the RNM State Commission for the Prevention of Corruption Judicial authorities Chambers of Commerce Civil society	2024	2028	/	Budget  EU pre-accession funds  Grants from other international organizations	Corruption Perceptions Index (improvement by at least five positions in global rankings by 2028)

	enforcement of justice.						
4.4.3. Independent, functional, and well-coordinated state institutions	Carrying out the functions of state institutions through consistent adherence to the principles of legality, transparency, professionalism, accountability, and responsibility	<b>Government of the RNM</b> Assembly of the RNM State Commission for the Prevention of Corruption Judicial authorities	2024	2028	Budget Judicial budget	Budget EU pre-accession funds Grants from other international organizations	Government Effectiveness Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)
<b>STRATEGIC GOAL 4.5.: EFFECTIVE PROTECTION OF FUNDAMENTAL HUMAN FREEDOMS AND RIGHTS, AND PROTECTION OF COMMUNITIES</b>							
4.5.1. A state where equality, non-discrimination, and fairness prevail	Gender equality is established. Effective protection of the rights and freedoms of members of marginalized communities. Access to data for vulnerable groups and persons with disabilities is ensured.	Assembly of the RNM <b>Government of the RNM</b> Ministry of Social Policy, Demography and Youth State Commission for the Prevention of Corruption Commission for Prevention and Protection against Discrimination Judicial authorities	2024	2028	/	Budget EU pre-accession funds Grants from other international organizations	Government Effectiveness Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5) Rule of Law Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5) Voice and Accountability Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5) Corruption Perceptions Index (improvement by at least five positions in global rankings by 2028)
4.5.2. Multiculturalism, mutual respect for ethnic, religious, and other communities, and constitutional patriotism	The RNM cares for and promotes the collective rights of national, ethnic, religious, and other communities. Cultural policies must address the need to preserve the rich cultural heritage of the country, promote	Assembly of the RNM <b>Government of the RNM</b> Ministry of Inter-Community Relations Commission for Relations with Religious Communities	2024	2028	/	Budget EU pre-accession funds Grants from other international organizations	Government Effectiveness Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)

	heterogeneous, dynamic, social, and cultural identities within the state, while also fostering broader cultural development among citizens.						
4.5.3. Protection of minority communities, the impoverished and people who are part of the migration flows	Building a society with inclusive development is closely tied to respecting human rights in the broadest sense and protecting against any form of discrimination. Realization of rights in areas such as employment, education, culture, and other fields where the rights of community members are regulated by law.	<b>Ministry of Social Policy, Demography and Youth</b> Ministry of Inter-Community Relations Ministry of Interior Commission for Prevention and Protection against Discrimination	2024	2028	/	Budget EU pre-accession funds Grants from other international organizations	Government Effectiveness Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)  Indicators for measuring integration and inclusion
4.5.4. Humane prison system, resocialization, and reintegration of previously sentenced persons	Improving the position and rights of sentenced persons, including women, as well as improving conditions in the execution of sanctions, the treatment of sentenced persons, and the environments where they live and work. Achieving the goals of individual sanctions, which will contribute to	<b>Ministry of Justice</b> Ministry of Social Policy, Demography and Youth Directorate for the Execution of Sanctions	2024	2028	/	Budget EU pre-accession funds Grants from other international organizations	Government Effectiveness Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)

	successful resocialization and reintegration of these persons after they serve their sentences.						
4.5.6. Effective protection of the right to a healthy environment	Continuous respect, protection, and assurance of human rights are necessary to provide a safe, clean, healthy, and sustainable environment.	<b>Ministry of Environment and Physical Planning</b> Ministry of Justice	2024	2028	/	Budget EU pre-accession funds Grants from other international organizations	Government Effectiveness Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)
4.5.7. Access to justice	Legal protection (recognition of legal, business, and procedural capacity), strengthening legal awareness and information, free legal aid, fair judicial and administrative procedures, effective enforcement, and an increased role of the Assembly, the Ombudsman, and civil society.	<b>Ministry of Social Policy, Demography and Youth</b> Ministry of Justice Ombudsman Civil society	2024	2028	/	Budget EU pre-accession funds Grants from other international organizations	Government Effectiveness Indicator above 0.2 by 2028 (relevant range: -2.5; +2.5)



## STRATEGIC AREA NO. 5: SECURE, SAFE AND RESILIENT SOCIETY

### Mission

Our mission is to create a safe, secure and resilient environment that enables all individuals and businesses to thrive. We shall employ dynamic strategies that promote interlinked and coordinated governance for resilience, addressing risk and threats both domestically and internationally, both before, during, and after threats occur. Our primary focus is on enhancing resilience through the coordinated efforts of all relevant sectors crucial for national security and resilience building. Effective information sharing is of paramount importance, both within the national security framework and with key decision-makers. Our aim is to prioritize human security, bolster state and societal resilience, promote social development, safeguard

national and cultural identity, and reinforce security and stability for all at a local level, *with a particular emphasis on the specific challenges and vulnerabilities both women and men face*. To achieve these goals, we shall adopt an integrated state approach, incorporating international engagement as required, to effectively anticipate and address contemporary and emerging risks and threats.

### Strategic goals

- A Society that is Resistant to Crises and Disasters
- Climate-Resilient Communities
- Integral Security is the Key to Solutions to Security and Foreign Policy Challenges

Relevant EU negotiation chapters	Relevant Sustainable Development Goals
Cluster 6: External relations Chapter 30: External relations Chapter 31: Foreign, security and defense policy Cluster 1: Fundamentals Chapter 23: Judiciary and fundamental rights Chapter 24: Justice, freedom and security Cluster 3: Competitiveness and inclusive growth Chapter 10: Information society and media Cluster 4: Green agenda and sustainable connectivity Chapter 27: Environment	Goal 16: Peace, Justice and Strong Institutions Goal 11: Sustainable Cities and Communities Goal 13: Climate Action Goal 15: Life on Land Goal 6: Clean Water and Sanitation Goal 5: Gender Equality

Strategic priority	Brief description of the priority	Leading authority Other authorities	Start date	Planned completion date	Estimated required funds (annual average, 2024-2028)	Funding source	Output indicator (priority-related)
<b>STRATEGIC GOAL 5.1.: A SOCIETY THAT IS RESISTANT TO CRISES AND DISASTERS</b>							
5.1.1. Transformed disaster risk management system with a focus on prevention	Systematic and comprehensive assessment of risks and hazards, prevention and mitigation measures, preparedness, effective and efficient response and resilient recovery from disasters and crises, building a culture of resilience, responsibility review, necessary legislative and regulatory changes, and effective coordination with national, sub-regional and international partners, including a gender-sensitive approach in all phases, recognizing different gender vulnerabilities and potentials and promoting the active involvement of women and marginalized groups of citizens in prevention and response efforts	<b>Ministry of Defense</b> Ministry of Interior Crisis Management Center Protection and Rescue Directorate Ministry of Health Ministry of Finance Ministry of Agriculture, Forestry and Water Economy Ministry of Education and Science Ministry of Social Policy, Demography and Youth Ministry of Local Self-Government Local Self-Government Units	2024	2028	Within the budgets of the institutions	Budget LSGU budgets EU pre-accession funds Grants from other organizations	INFORM Risk Index (value below 2.5) Risk Inform Climate Change Livelihood Vulnerability Index (value below 2.1) Security threats index (10;0) - below 4.0

5.1.2. Functional multi-hazard early warning system	To transform the existing early warning system by increased risk understanding, better monitoring and forecasting, timely and accurate warning and alerting for the whole population and guidance to the public, emergency responders, and relevant stakeholders on behaviors and procedures to respond to various hazards. Addressing the specific vulnerabilities and needs of women and men in risk communication.	<b>Crisis Management Center</b> Ministry of Defense Ministry of Interior Protection and Rescue Directorate Ministry of Health Planning regions Local self-government units	2024	2028	Within the budgets of the institutions	Budget LSGU budgets EU pre-accession funds Grants from other organizations	INFORM Risk Index (value below 2.5)  Risk Inform Climate Change  Livelihood Vulnerability Index (value below 2.1)  Security threats index (10;0) - below 4.0
5.1.3. Prevention planning and risk reduction	Prioritize risk assessment and incorporate prevention planning and risk reduction into strategies, applying tools like climate-proofing and disaster-proofing of investments and infrastructure, services and all related frameworks to climate change and disasters.	<b>Protection and Rescue Directorate</b> <b>Crisis Management Center</b> Ministry of Defense Ministry of Interior Ministry of Health Ministry of Local Self-Government Planning regions Local self-government units Ministry of Finance	2024	2028	Within the budgets of the institutions	Budget LSGU budgets EU pre-accession funds Grants from other organizations	INFORM Risk Index (value below 2.5)  Risk Inform Climate Change  Livelihood Vulnerability Index (value below 2.1)  Security threats index (10;0) - below 4.0

5.1.4. Integrated and adequate funding for resilience	A comprehensive budget allocation for security and resilience-building that covers prevention and mitigation, building infrastructure resilience, disaster preparedness, response and recovery, healthcare, education, environmental protection, social safety nets, international collaboration, government capacity, and after-risk financing. This fosters inclusiveness and promoting active engagement of women and marginalized groups in resilience-building efforts.	<b>Ministry of Finance</b> Protection and Rescue Directorate Crisis Management Center Ministry of Defense Ministry of Interior Ministry of Health Planning regions Local self-government units Chambers of Commerce Civil society	2024	2028	Within the budgets of the institutions	Budget LSGU budgets EU pre-accession funds Grants from other organizations	INFORM Risk Index (value below 2.5)  Risk Inform Climate Change  Livelihood Vulnerability Index (value below 2.1)  Security threats index (10;0) - below 4.0
5.1.5. Scientific and technological innovation for disaster and climate resilience	Prioritize expansion and the importance of leveraging innovation to address complex and interconnected challenges by a multidisciplinary approach combining scientific advancements, technology deployment, and effective governance	<b>Ministry of Economy and Labor</b> Ministry of Transport and Communications Ministry of Education and Science Macedonian Academy of Sciences and Arts Universities	2024	2028	Within the budgets of the institutions	Budget LSGU budgets EU pre-accession funds Grants from other organizations	INFORM Risk Index (value below 2.5)  Risk Inform Climate Change  Livelihood Vulnerability Index (value below 2.1)

	to enhance resilience in the face of adversity.	Scientific research centers Planning regions Local self-government units					Security threats index (10;0) - below 4.0
5.1.6. Resilient infrastructure and services – national and regional level	Mainstreaming of resilience-building policies and practices for the critical infrastructure facilities, assets, services and resources. Design, preparation, building, reconstruction and operation of prevention infrastructure, as well as infrastructure and services needed for resilience.	Ministry of Transport and Communications Self-government Planning regions Local self-government units Ministry of Economy and Labor Ministry of Local Self-Government Universities Scientific research centers	2024	2028	Within the budgets of the institutions	Budget LSGU budgets EU pre-accession funds Grants from other organizations	INFORM Risk Index (value below 2.5)  Risk Inform Climate Change  Livelihood Vulnerability Index (value below 2.1)  Security threats index (10;0) – below 4.0.
<b>STRATEGIC GOAL 5.2.: CLIMATE-RESILIENT COMMUNITIES</b>							
5.2.1. Assessment, mapping and planning of climate adaptation	Identify and map the most vulnerable regions and prepare strategies for adaptation with stakeholder engagement	<b>Crisis Management Center Protection and Rescue Directorate</b> Universities Scientific research centers Ministry of Local Self-Government Ministry of Agriculture, Forestry and Water Economy Local self-government units Planning regions	2024	2028	Within the budgets of the institutions	Budget LSGU budgets EU pre-accession funds Grants from other organizations	INFORM Risk Index (value below 2.5)  Risk Inform Climate Change  Livelihood Vulnerability Index (value below 2.1)  Security threats index (10;0) - below 4.0

5.2.2. Preparedness and response to climate risks	Assess regional and local climate change adaptation measures that need prevention and response bodies' capacity development, develop training programs for officials, focusing on key skills and conduct regular capacity updates, informing and conducting exercises across all levels.	<b>Crisis Management Center Protection and Rescue Directorate</b> Ministry of Environment and Physical Planning Ministry of Transport and Communications Ministry of Finance Ministry of Agriculture, Forestry and Water Economy Universities Scientific research centers Planning regions Local self-government units	2024	2028	Within the budgets of the institutions	Budget LSGU budgets EU pre-accession funds Grants from other organizations	INFORM Risk Index (value below 2.5)  Risk Inform Climate Change  Livelihood Vulnerability Index (value below 2.1)  Security threats index (10;0) - below 4.0
5.2.3. Climate-resilient local and regional infrastructure and services	Assuring financial mechanisms that prioritize and design, prepare, as well as ensure climate-resilient infrastructure reconstruction and operation of climate-resilient infrastructure and services on regional and local levels, which are characterized by gender responsibility.	Local self-government units Planning regions Ministry of Local Self-Government Ministry of Environment and Physical Planning Ministry of Transport and Communications Universities Scientific research centers Crisis Management Center Protection and Rescue Directorate	2024	2028	Within the budgets of the institutions	Budget LSGU budgets EU pre-accession funds Grants from other organizations	INFORM Risk Index (value below 2.5)  Risk Inform Climate Change  Livelihood Vulnerability Index (value below 2.1)  Security threats index (10;0) - below 4.0

**STRATEGIC GOAL 5.3.: INTEGRAL SECURITY AS THE KEY TO ADDRESSING SECURITY AND FOREIGN POLICY CHALLENGES**

5.3.1. Modern concept for the creation of the security policy	Creating a model of an integrated security and defense system that recognizes and addresses gender-specific security needs and risks, with a single point for unifying national security policies. This central point will provide guidance for security structures, coordinate activities, and consolidate resources from all sectors.	Ministry of Interior Ministry of Defense Ministry of Foreign Affairs and Foreign Trade National Security Agency Intelligence Agency Universities Macedonian Academy of Sciences and Arts Civil society	2024	2028	Within the budgets of the institutions	Budget LSGU budgets EU pre-accession funds Grants from other organizations	INFORM Risk Index (value below 2.5)  Security threats index (10;0) - below 4.0
5.3.2. Control function of the Assembly over the creation and implementation of the security, defense and foreign policy	The Assembly, as the holder of legislative power, should apply its primary function in the areas of security and security policy more diligently.	<b>Assembly of the RNM</b> Ministry of Interior Ministry of Defense Ministry of Foreign Affairs and Foreign Trade National Security Agency Intelligence Agency	2024	2028	Within the budgets of the institutions	Budget EU pre-accession funds Grants from other organizations	INFORM Risk Index (value below 2.5)  Security threats index (10;0) - below 4.0
5.3.4. The General Staff of the Army, part of the Ministry of Defense	Integration of the General Staff of the Army into the defense system within the Ministry of Defense of the Republic of North Macedonia and the promotion of an inclusive environment that fosters gender equality within the army, retaining	<b>Ministry of Defense</b> President of the RNM Assembly of the RNM Government of the RNM	2024	2028	Within the budgets of the institutions	Budget	INFORM Risk Index (value below 2.5)  Security threats index (10;0) - below 4.0

	exclusively the competence for military matters of action in accordance with the legal regulations, the Constitution and the defined missions						
5.3.5. NATO's reliable and equal ally	The Republic of North Macedonia, through a comprehensive foreign policy, will continue to create and provide opportunities for timely adaptation to new circumstances and international positioning as a valuable, reliable and equal ally of NATO and a strong strategic alliance with the USA.	Ministry of Defense President of the RNM Assembly of the RNM Government of the RNM Ministry of Foreign Affairs and Foreign Trade Ministry of Finance	2024	2028	At least 2% of the annual GDP	Budget  Grants from international organizations	INFORM Risk Index (value below 2.5)  Security threats index (10;0) - below 4.0



## STRATEGIC AREA NO. 6: GREEN TRANSFORMATION

### Mission

The country shall position itself as a regional leader in sustainable development and care for the environment, while implementing the transition to a low-carbon economy and ensuring growth. The fundamental primary goal is to significantly reduce greenhouse gas emissions, enhance air quality and improve energy efficiency, thereby promoting a healthier living environment for citizens **while integrating the gender perspective into environmental policies and programs**. At the same time, we need to rebuild the waste management system by increasing

recycling rates and establishing standardized landfills, thereby reducing our environmental footprint. The protection of nature and biodiversity is essential for improving the environment.

### Strategic goals

- A Climate Neutral Society with a Low Percentage of Energy Poverty
- A Clean and Healthy Environment

Relevant EU negotiation chapters	Relevant Sustainable Development Goals
Cluster 4: Green agenda and sustainable connectivity Chapter 15: Energy Chapter 27: Environment Chapter 14: Transport policy Chapter 21: Trans-European networks Cluster 5: Resources, agriculture and cohesion Chapter 11: Agriculture and rural development Chapter 12: Food safety, veterinary and phytosanitary policy Chapter 13: Fisheries Cluster 3: Competitiveness and inclusive growth Chapter 20: Enterprise and industrial policy Cluster 2: Internal market Chapter 28: Consumer and health protection	Goal 3: Good Health and Well-Being Goal 7: Affordable and Clean Energy Goal 13: Climate Action Goal 12: Responsible Consumption and Production Goal 15: Life on Land Goal 8: Decent Work and Economic Growth Goal 6: Clean Water and Sanitation Goal 2: Zero Hunger Goal 9: Industry, Innovation and Infrastructure Goal 11: Sustainable Cities and Communities Goal 10: Reduced Inequalities

Strategic priority	Brief description of the priority	Leading authority Other authorities	Start date	Planned completion date	Estimated required funds (annual average, 2024-2028)	Funding source	Output indicator (priority-related)
<b>STRATEGIC GOAL 6.1.: A CLIMATE NEUTRAL SOCIETY WITH A LOW PERCENTAGE OF ENERGY POVERTY</b>							
6.1.1. Energy efficiency is the first choice of citizens and companies	Energy efficiency helps reduce energy consumption and costs. Additionally, energy efficiency contributes to mitigating climate change and involving women in the planning, and the implementation of energy efficiency measures can improve the effectiveness and inclusiveness of these initiatives, since women often play key roles in managing energy use, such as in cooking, heating, and household tasks.	<b>Ministry of Economy and Labor</b>  <b>Ministry of Environment and Physical Planning</b>  Ministry of Finance  Ministry of Energy, Mining and Mineral Resources  Ministry of Social Policy, Demography and Youth  Development Bank  Chambers of Commerce  Local Self-Government Units	2024	2028	Budgetary expenditures for environmental protection and advancement (above 0.5% of GDP)  World Bank loan (Developing a “greener” environment, USD 40 million, 2025-26)  Growth Plan 2024-2027 (Reform Agenda for the Western Balkans)	Budget  “Green” loans (products) from commercial banks and other financial institutions  Grants  World Bank loans  Business sector investments	Energy productivity (economic output per unit of energy use) – above €3,500/kgoe
6.1.2. Electrified and digitalized railways and a high percentage of clean energy vehicles	Modernized transport infrastructure through the electrification of railway networks and the use of environmentally	<b>Ministry of Transport</b>  <b>Ministry of Environment and Physical Planning</b>	2024	2028	Budgetary expenditures for environmental protection (above 0.5% of GDP)	Budget  LSGU budgets  EU pre-accession funds	Percentage of urban population exposed to concentrations of pollutants (SO <sub>2</sub> , PM <sub>10</sub> , NO <sub>2</sub> ) exceeding target values:

	friendly vehicles, especially those powered by electricity and hydrogen or other future clean fuels, which contribute to reduced carbon emissions and improved air quality, considering that electricity will be produced from renewable energy sources.	Ministry of Finance				Grants from other organizations	0% / 20% / 20%.
6.1.3. Highly developed clean technologies in the industry	The incorporation of cutting-edge technologies in industrial processes (Industry 4.0 and beyond) in order to improve efficiency, sustainability and innovation, as well as ensuring women have equal access to training, employment, and entrepreneurship opportunities in the transition to highly developed clean technologies.	<b>Ministry of Economy and Labor</b> Ministry of Finance Chambers of Commerce	2024	2028	Gross domestic expenditure on research and development as a percentage of GDP (at least 0.5% of GDP)	Budget LSGU budgets EU pre-accession funds Grants from other organizations Business sector investments	Share of renewable energy sources in final consumption (over 30% by 2028) Total installed capacity of renewable energy sources (over 1500 MW by 2028)
6.1.4. Just transition from coal-fired power plants	Successful completion of the transition process that includes the phased closure of coal-fired power plants, followed by the opening of new	<b>Ministry of Economy and Labor</b> Ministry of Energy, Mining and Mineral Resources	2024	2028	Budgetary expenditures for environmental protection (above 0.5% of GDP) World Bank loan (USD 40 million)	Budget LSGU budgets EU pre-accession funds	Share of renewable energy sources in final consumption (over 30% by 2028) Total installed capacity of renewable energy sources (over 1500 MW by 2028)

	renewable energy power plants, including hydrogen power plants.	Ministry of Finance			Growth Plan 2024-2027 (Reform Agenda for the Western Balkans)	World Bank loans Grants from other organizations	
6.1.5. Reducing energy poverty with targeted support	Implementation of support mechanisms in order to ensure clean and sustainable energy that is accessible to all, with a special emphasis on the economically disadvantaged	<b>Ministry of Social Policy, Demography and Youth</b>  Ministry of Economy and Labor	2024	2028		Budget LSGU budgets EU pre-accession funds Grants from other organizations	Energy poverty reduced by 10 percentage points
<b>STRATEGIC GOAL 6.2.: A CLEAN AND HEALTHY ENVIRONMENT</b>							
6.2.1. Fully implemented circular economy	Reduces over-extraction of resources by promoting recycling and reuse, thus minimizing habitat destruction and preserving natural ecosystems through inclusive practices in waste management, recycling, and resource conservation.	<b>Ministry of Economy and Labor</b>  Ministry of Environment and Physical Planning  Ministry of Energy, Mining and Mineral Resources  Chambers of Commerce	2024	2028	Budgetary expenditures for environmental protection (above 0.5% of GDP)	Budget LSGU budgets EU pre-accession funds Grants from other organizations Business sector investments	Percentage of recycled waste from municipal waste (above 28% by 2028)
6.2.2. Smart and sustainable settlements	Smart and sustainable settlements with a special focus on management of air quality, water resources, and waste. This includes digitization and	Ministry of Local Self-Government  Ministry of Environment and Physical Planning  Ministry of Transport	2024	2028		Budget LSGU budgets EU pre-accession funds Grants from other organizations	Percentage of urban population exposed to concentrations of pollutants (SO <sub>2</sub> , PM <sub>10</sub> , NO <sub>2</sub> ) exceeding target values (0% / 20% / 20%)

	implementation of cutting-edge innovative and clean technologies, as well as policies to improve air quality, ensuring that women are actively involved and benefit from innovative solutions for waste management, water conservation, and clean air management.	Ministry of Digital Transformation  Ministry of Finance Bureau for Regional Development Local Self-Government Units Planning regions					Percentage of recycled waste from municipal waste (above 28% by 2028)  Percentage of households covered by waste collection services (over 80% by 2028)
6.2.3. Conserved biodiversity and sustainably managed habitats	Implementing solutions, such as increasing protected areas, afforestation and sustainable land management alongside comprehensive efforts to protect and preserve the ecological integrity of aquatic ecosystems, minimizing human impact, and mitigating environmental damage. These measures preserve biodiversity and contribute to cleaner air and water.	<b>Ministry of Environment and Physical Planning</b>  Ministry of Energy, Mining and Mineral Resources  Ministry of Agriculture, Forestry and Water Economy  Agency for the Promotion of Agricultural Development Bureau for Regional Development LSGU	2024	2028	Gross domestic expenditure on research and development as a percentage of GDP (at least 0.5% of GDP)	Budget  LSGU budgets  EU pre-accession funds  Grants from other organizations	Ecological status of rivers and lakes (moderate or good)
6.2.4. Agriculture and food system with sustainable agricultural practices, efficient resource management and application of eco-friendly technologies	This multifaceted priority encompasses the adoption of environmentally	<b>Ministry of Agriculture, Forestry and Water Economy</b>	2024	2028	Budgetary expenditures for environmental	Budget  LSGU budgets	Percentage of agricultural products sold in line with quality standards* (over 75% by 2028)

	responsible methods of agriculture, reduced waste from resources and the integration of state-of-the-art technologies to improve agricultural productivity while minimizing the impact on the environment, actively engaging and highlighting the specific role of women farmers in resource utilization, implementing ecological technologies, and raising awareness of environmental protection in agricultural management.	Ministry of Environment and Physical Planning Ministry of Finance Agency for the Promotion of Agricultural Development Chambers of Commerce (agricultural sector) BRD and LSGU			protection (above 0.5% of GDP)	EU pre-accession funds Grants from other organizations	Post-harvest production losses (below 20% by 2028)
6.2.5. Rational use of natural resources and highly developed environmental awareness	The human factor is fundamental to the implementation of all previously mentioned priorities for living in a healthy, clean and climate-neutral environment.	<b>Government of the RNM</b> Ministry of Environment and Physical Planning Ministry of Agriculture, Forestry and Water Economy Ministry of Education and Science LSGUs	2024	2028	Budgetary expenditures for environmental protection (above 0.5% of GDP)	Budget LSGU budgets EU pre-accession funds Grants from other organizations	Ecological status of rivers and lakes (moderate or good)

6.2.6. Lake, river and forest systems without harmful anthropogenic influences	Comprehensive efforts to protect and preserve the ecological integrity of these vital ecosystems, minimizing human impact and mitigating ecological damage, while providing active participation of women in decision-making of sustainable resource management and environmental protection. Therefore, these natural systems are secured as habitats essential for biodiversity, considered to be both valuable resources and recreational opportunities.	<b>Ministry of Environment and Physical Planning</b>  Ministry of Agriculture, Forestry and Water Economy	2024	2028	Budgetary expenditures for environmental protection (above 0.5% of GDP)	Budget LSGU budgets EU pre-accession funds Grants from other organizations	Ecological status of rivers and lakes (moderate or good)  Energy Trilemma Index (ranking by country) - value below 50
6.2.7. A functional system for monitoring and managing climate change and the environment	Development of a digital infrastructure for collecting and processing gender-disaggregated data and making gender-responsive policies to effectively monitor and handle environmental changes, especially in response to climate challenges. A well-structured and efficient system will	<b>Ministry of Environment and Physical Planning/ Government of the RNM</b>  Ministry of Energy, Mining and Mineral Resources	2024	2028	Budgetary expenditures for environmental protection (above 0.5% of GDP)  Budgetary expenditures for pollution reduction (at least MKD 1.3 billion annually)	Budget LSGU budgets EU pre-accession funds Grants from other organizations	Ecological status of rivers and lakes (moderate or good)  Energy Trilemma Index (ranking by country) - value below 50

	protect natural resources and provide valuable insights for sustainable decision-making and policy development.						
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2. The funds for the implementation of this Program will be provided from the Budget of the Republic of North Macedonia, the budgets of the local self-government units and from donor funds.

3. This Program is published in the "Official Gazette of the Republic of North Macedonia".

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President of the Assembly of the  
Republic of North Macedonia,