

ANNEX 1

ESRP MATRIX OF OBJECTIVES AND MEASURES

Objective / Measure	Description / Commentary	Institutions	Time Frame	Budget / source(s)
LABOUR MARKET AND EMPLOYMENT				
3.1.1. Improvement of Economic Development and Job Creation				
3.1.1.1. Objective: Improvement of the business environment				
a/ Further improvement and strengthening of the one-stop-shop system for issuing permits, approvals and licenses, necessary for starting up and conducting business	In recent years the Government has established a wide e-government system, which provides a series of advanced e-services to the local business community. Submitting and paying of taxes via internet, other e-services as licenses, approvals, permits, e-public procurements, e-forms for statistical and other enterprise data, e-cadastre, etc. There are two main governmental e-portals which provide overview of the entire e-services available to the SMEs (the portal of the MISA and the portal of the GRM, which provides information for the e-government policy). The system exists, however there are areas where it has to be broaden or strengthen, such as civil engineering permits and licenses and other, conducting of the system that will enable safe exchange of e-documents between relevant public institutions in accordance with their competences, and with the purpose of electronic issue of business licenses, approvals and permits all on one place. An Internet database shall be developed, where one can search and discover what kind of licenses, permits and approvals are needed for starting up business, as well as enable downloading and submitting the necessary forms, etc.	Cabinet of the VPGRM in charge of Economic Affairs; Government of RM, ME, MF, AFIEPRM, Customs Office, other relevant ministries and state bodies	2020	3,000,000 € Support is planned/programmed within the framework of IPA II (Sector: Competitiveness and Innovation)
b/ Improvement of the electronic tools that simplify, accelerate and decrease procedure costs	This measure is complementary with the preceding one, and includes widening of the e-services for businesses, including the Electronic System for Documents Management, Information Centre for the Business (Centre for Information to the companies), Meta Database for all enterprises, "E-documents", "E-Invoices".	Cabinet of the VPGRM in charge of Economic Affairs; MISA, MJ, ME, MF, CRM, Customs Office	2017 / 2019	2,500,000 € Support is planned/programmed within the framework of IPA II (Sector: Competitiveness and Innovation)
3.1.1.2. Objective: Support and improvement of the competitiveness and entrepreneurship in the Sector of Small and Medium-size Enterprises (SME)				
a/ Preparation of the Strategy for Development of Small and Medium-size Enterprises with an Action Plan	It is planned for the Strategy and the Action Plan to be prepared with support of the ILO, in accordance with the Decent Work Programme	ME, ILO	2017	90,000 € Support provided by ILO

b/ Support in providing an improved and more effective regulatory and institutional framework for SME	It is planned to provide support for the analysis of the implementation of the existing regulations and its influence on the SMEs, as well as revision and improvement of the existing and development of the new regulation (laws and by-laws) related to the SMEs, which includes definitions for SME, costs, and benefits for conducting businesses etc. The activities shall be in compliance with the EU standards and practices and the Act of Small Enterprises, in order to create more efficient and effective regulations in the SME sector. This will contribute to the creation of more stable business environment for the SMEs and increased effect on the employment.	ME	2018	1,500,000 € Part of the necessary funds are planned to be provided through IPA II (Sector: Competitiveness and Innovation)
c/ Support and development of the entrepreneurship culture, start-up companies, support for growth	Initiating the programme and activities for promotion of start-up companies and support to early-growth companies. On the basis of Call for submitting project proposals, it is planned to establish network for support to the companies throughout the country for potential start-up companies and support of early-growth companies. It will provide general information, guidelines, training, and support in business planning and in access to capital, and the financial support will also be provided for stimulating start-up companies. A Programme for support of marginalized groups (women, youth, elderly, ethnic minorities) for potential and existing entrepreneurs is planned. System for direct financial support to the SMEs is planned to be established as well (in the amount of 1.5 million euro – in voucher schemes format or with direct co-financing), vouchers (co-financing) for use of certain consulting services, accounting services, product branding training, marketing, market research and similar)	ME, APERM, Centres for Regional Development, Chambers, Agencies for support of enterprises, local economic agencies, and other	2018	4,000,000 € Part of the funds (approx. 1.5M €) are allocated through IPA I – TAIB 2012 (grant scheme with grants for this area) The remaining funds are ensured from other donors such as USAID, GIZ and other
d/ Implementation of Programme for Export Support for SMEs	The programme includes a selection of 250 targeted SMEs with export potential (according to their experience, level of productivity, technological innovations, research and development activities, skill intensity, ICT capacities and other) and providing adequate support for these SMEs in regards to their “investment readiness”, including technical support for building capacities and financial assistance for issues related with export preparedness (standards, health and safety at work, branding, labeling, packaging, product testing, certification, signing of agreements, customs procedures, logistics, marketing, information and analysis and other) Support through the Swiss Import Promotion Programme (SIPPO)	Cabinet of the VPGRM in charge of Economic Affairs, AFIEPRM, ME, APERM, local and international SME consultants	2020	6,000,000 € Financial support for this measure/programme is planned to be provided through IPA II (Sector: Competitiveness and Innovation)
e/ Implementation of the project “International Experts for Local SMEs”	Through this initiative, it is planned to provide assistance and support to 300 SMEs, in the form of expertise from experienced experts from the most developed EU countries, in order to raise the competitiveness, to improve quality of the products and processes, to create new and keep existing jobs, as well as to increase the profit and income of the companies and their employees. Experts shall visit the companies and offer assistance/counseling for a specific problem. The local companies would also participate in the overall mission expenditures/costs (for ex. in providing accommodation, food, local transport, etc.) Thus far, for the realization of this Project the financial support was provided from the Budget of the Republic of Macedonia, and partly from foreign expert organizations and embassies in the country. Such SME support is planned to continue and the attempts are made for providing appropriate sources of finance.	General Secretariat of the GRM, Cabinet of VPGRM in charge of economic affairs	2020	1,000,000 € financial support for this type of activities can also be provided through IPA II (Sector: Competitiveness and Innovation)

f/ Financing and support for competitiveness and innovation of the SMEs and establishment of the National SMEs Credit Guarantee Scheme	<p>On the basis of the previous initiatives, establishing a fund of 30 million EUR - loan from the EBRD/commercial banks is proposed, in order to increase the competitiveness of the SMEs on international markets and to increase their investments in innovation. Allocation of 6 million EUR will be in form of an investment stimulation, as grants (4.5M EUR), as well as technical assistance (1.5M EUR). This measure will be focused on SMEs that do not fulfill banks conditions, as well as engaging banks of second order, i.e. those which have not been working until now with EBRD on similar schemes.</p> <p>It is proposed, as a complementary measure, to establish a Credit Guarantee Scheme/Facility for SME, with 4 million EUR of capitalization. Prior to this, a detail audit and feasibility study for identification of best international practices shall be done, a specialized financial institution will be engaged for managing the scheme and also for ensuring its financial sustainability. The measure involves overview of best international practices (such as guarantee levels, targeting, products, institutionalization etc.), feasibility study, capitalization of the guarantee scheme (4M EUR) and its operationalization, managed by a specialized financial institution, together with the network of commercial banks, in order to ensure the financial sustainability of the scheme.</p>	General Secretariat of the GRM, EBRD, European Investment Fund, European Investment Bank, MF, MBDP, ME, banks, SMEs	2020	6,000,000 € Financial support (6M€: 4.5M€ for grants and 1.5M€ for consulting services) for this programme is planned to be ensured through IPA II (Sector: Competitiveness and Innovation) The participation of EBRD in this programme with fund in the amount of 30M€, for providing loans, is also expected
3.1.1.3. Objective: More attractive environment for foreign investors for an increased level of Foreign Direct Investments (FDI)				
a/ Assessment of the obstacles for the FDI, identification and initiation of system reforms, through an effective public-private dialogue	<p>The measure foresees transition from the existing "ad-hoc" to a more strategic approach in decreasing the barriers for the FDI, through establishing close cooperation between the Government of RM with the Foreign Investors Council and the National Entrepreneurship and Competitiveness Council.</p> <p>It is planned for steps to be taken towards a strategic approach for removing obstacles for the FDI, through detailed analysis of the current obstacles for investments (work permits, construction permits, waste management permits, export permits, customs delays, legal system delays etc.) and determining the necessary reforms based on the best international practices, ensuring that this process is a subject of an effective public-private dialogue.</p>	Cabinet of the VPGRM in charge of Economic Affairs	2018	1,500,000 € planned budget – work will be done for the purpose of ensuring the necessary budget and financial support
b/ Improvement and strengthening of the relations between foreign direct investments and local/domestic companies	<p>It is planned to undertake activities for further stimulation and strengthening of the relations and partnerships between the foreign companies working in Macedonia (mainly in TIDZ), local SMEs and the financial institutions. Providing support in dissemination of information to the suppliers, capacity building and trainings, upgrading of the suppliers and improving technology, facilitating access to finance.</p> <p>In the last two years, this was being implemented as a pilot programme, with the support from the World Bank. The expert team of the WB submitted a final report of the implemented activities aimed to link the local companies as suppliers with the foreign investors in the country. In the forthcoming period, the activities shall be directed towards discussions for providing funds for the financing of the programme of a larger scale that would support in improving the links between the FDI/TIDZ and the local/domestic companies.</p>	Cabinet of the VPGRM in charge of Economic Affairs; MF, WB, AFIEPRM, Directorate for TIDZ, foreign investors, financial institutions	2020	5,000,000 € planned budget – work will be done for the purpose of ensuring the necessary budget and financial support

3.1.2. Improvement of the unemployment situation, especially with the most vulnerable categories (youth, long-term unemployed)					
3.1.2.1. Objective: Improvement of youth employment and promotion of more and better jobs for young people					
a/ Further strengthening of the coverage and participation of unemployed young people in design and implementation of services and active employment measures	<p>In the annual Operational Plans (ALMM), in all LM services and employment programmes, the intention will be to ensure rate of participation of young persons of at least a 30%.</p> <p>For 2016, around 13,900 young people were covered with the OP for active employment programmes and measures and labour market services (4,650 with ALMM and 9,250 with LM services). The number of young people included in the future OPs at annual level is expected to be around 15,000.</p> <p>All services and active employment programmes from the OP involving young persons are included here, and which are financed from different sources (including the State Budget, IPA, UNDP, ILO support and other sources).</p> <p>(Services for employment mediation, carrier counseling, orientation and motivation trainings, various programmes for trainings in general and specialized skills, in entrepreneurship and self-employment, trainings for demanded skills and occupations, internship programmes, subsidized employments etc.)</p>	ESARM, MLSP	2020	<p>the Budget¹ for these measures would be included within the total budget of the annual OPs for ALMM and LM services.</p> <p>Budget of the RM, IPA I, IPA II, UNDP, ILO, other donors and sources</p>	
b/ Strengthening of the Profiling system of young unemployed, when registering in the ESARM, with the purpose of assessment and identification of employment possibilities and intervention prioritization	<p>The Profiling system based on a "Control list of employment possibilities" was introduced in 2016.</p> <p>Within the framework of these activities, it is expected that <u>all</u> young persons registering for the first time in the Employment Service Agency, will be profiled at an early stage (early profiling), i.e. within the first 6 months of their unemployment.</p>	ESARM	2020	<p>The budget for these activities of the ESARM is shown below in the matrix, under the measures "Improving the quality of work and services of the public employment service".</p>	
c/ Development and implementation of a tailored package of services for young, by the ESARM	<p>For example, services for supporting individuals who have dropped out of school, "youth day" at the employment centres, youth employment/job fairs, youth info-clubs operating at university campuses, youth info-points at the popular music and/or sport events, access to the Program "Youth Start", developed mobile application linked to the ESA database providing insight into the current available jobs and internship possibilities etc.</p> <p>Among other activities is the "Youth Start Program" intended for young people who are entering the labour market for the first time that includes employment preparation trainings, subsidized training programs at the work post, internships. The program is intended to become a part of the portfolio of active LM programs available to young unemployed persons.</p>	ESARM	2020	<p>1,150,000 €</p> <p>(the projected budget is consistent with the NAP on Youth Employment 2020)</p> <p>Support is also planned through IPA II</p>	

¹ As an example, in the OP2016 the budget for measures and services for young persons as target group, amounts to 2.9M€. It is expected that the annual allocations will continue at least at the same level, i.e. approx. 12M€ for a 4-year period

<p>d/ Upgrading and improving the existing models and databases and establishing a coordinated and comprehensive system for forecasting the demand for skills on the labour market</p>	<p>Measures for improvement of the system which will enable the acquiring of information, analyses and studies, necessary for the creation of policies on education and labour market, as well as for the appropriateness of the choices that young people make.</p> <p>A set of measures and activities which will ensure upgrade of the existing models and databases, at the MLSP for labour market forecasting, at the ESA for vacancies and skills need analysis, development of a Skills Observatory within the MES. This will enable regular gathering of information on the labour market, on the industrial branches, the occupations and skills that are most in demand in the LM, it will also enable preparation of reports on the prospective (“promising”) occupations, and it will also ensure regular dissemination of the acquired information among the final beneficiaries (young people and their families, educational institutions, institutions in the labour market and the general public).</p> <p>It is planned also to include the network of youth non-governmental organizations in the activities, which are intended to use the reports and information on the skills forecasting and on the demanded occupations. They should also make these data and information available to the young people (by preparing informational materials, organizing informative sessions, etc.) and to generally inform young people on the education choices, on the labour force demand and on the public services available to facilitate their transition to work and employment.</p>	<p>MLSP, MES, ESARM, youth NGOs</p>	<p>2020</p>	<p>2,500,000€</p> <p>Financial support is being provided through a loan from the World Bank, support by the ILO and also significant support is planned through IPA II</p>
<p>e/ Introduction of quality services within the education process for career guidance, that will be provided to students from all levels of the education system, mainly during the secondary and tertiary education as part of the curriculum</p>	<p>Activities for the introduction of quality services (classes/teaching) within the educational process for carrier guidance (that will be based on information and data obtained from the system/model for skills forecasting), including, also modules for employee rights. These types of classes will be provided for pupils and students of various levels of the educational system (at the end of the elementary education, during high school and graduate studies) as a part of the curriculum at the national level.</p> <p>In 2014, 50 general-education high schools offered elective/optional courses for carrier guidance (with approximately 4,000 pupils attending the classes), while, 36,000 pupils attending schools for secondary vocational education had access to the services offered by the Centres for carrier development. The carrier guidance classes in high schools are still offered on the project basis and are not integrated in the curriculum.</p>	<p>MES, MLSP, ESARM</p>	<p>2020</p>	<p>500,000€</p> <p>(Budget projection is in line with the NAP for Youth Employment)</p> <p>(for 2017 - support through IPA I - modernization of VET and AE systems - MES)</p>
<p>f/ Measures at local level for better informing young people of their working relations’ rights and obligations</p>	<p>With the support of the International Labour Organization and the use of the developed tools, such as “<i>rights@work for youth</i>”, a number of training programs for trainers are planned to be organized, as well as workshops, trainings, educational events, preparation of promotional materials for the strengthening the capacities of the Local economic and social councils (LESC), schools and non-governmental organizations, for issues related to the promotion of decent work and for raising awareness among young for the quality of employment.</p>	<p>LESCs, ESC, ILO</p>	<p>2017</p>	<p>36,000 €</p> <p>support provided by ILO</p>

3.1.2.2. Objective: Reducing unemployment among long-term unemployed and persons belonging to other vulnerable groups				
a/ Preparation and implementation of the annual Operational plans for labour market services and active employment programmes and measures, focusing on design of set of various services and measured tailored to the needs of the different specific vulnerable groups of unemployed persons	Based on the needs of the labour market, the experiences and results from the implementation of the ALMM and services, consultations with all relevant stakeholders, the annual Operational Plans for LM services and active employment programmes and measures will be prepared and implemented every year.	ESARM MLSP, social partners service providers, other relevant stakeholders	2020	approx. 50,000,000€ (for 2016, the budget for the OP is around 11.5M €) Sources: Budget of RM (MLSP, ESARM), IPA I and IPA II, donors and other)
b/ Development and implementation of employment incentive measures for the long-term unemployed persons, especially for those that have been unemployed for more than 2 years	Implementation of measures for long-term unemployed persons (measures for subsidized employment, training programs at the workplace, various types of trainings for acquiring general and specific skills and knowledge, motivation trainings, special activation services and mentor support for animation, motivation, promotion of employment possibilities, additional trainings for employment, self-employment, support in the period after employment etc.). <i>(Such measures will be part of the annual Operational plans)</i>	ESARM , MLSP, social partners, service providers, other relevant stakeholders;	2020	The budget for these measures would be included in the total budget of the Operational Plan
c/ Development and implementation of specific activation and employment support measures for the persons at social risk (social assistance beneficiaries, Roma, other), aimed at stimulating their active presence in the labour market, job seeking and employment	Measures that will stimulate employment and active presence in the LM, as well as active job search by persons that are in the state of social risk (poor people, social assistance beneficiaries, Roma etc.). The measures are also aimed to reducing the informal work among this category of persons. Creation of specific active measures for this target group, public works programs, measures for linking the financial social assistance with the employment subsidies, measures for strengthening the interinstitutional cooperation in providing support to these persons, engagement of trainers and mentors in the local communities who would motivate and regularly inform, mainly Roma people, on the possibilities and opportunities for employment or improvement of professional capacities etc. <i>(Such measures will be part of the annual Operational plans)</i>	ESARM , MLSP, SWCs, LSGU, social partners, service providers	2020	The budget for these measures would be included in the total budget of the Operational Plan
d/ Implementation of measures for employment support of persons with disabilities	Implementation of existing and design of new measures for the inclusion of persons with disabilities in the labour market, such as employment subsidies and other benefits for employment of persons belonging to this vulnerable group. For instance, the measure/program for self-employment of persons with disabilities is included here, that has been active since 2015 and is aimed at familiarizing these persons with entrepreneurship, at developing efficient cooperation between relevant institutions, organizations and associations working with PwDs and at motivating these persons through individual approach, to register their own businesses, after which business experts will provide support in the form of regular monitoring and counseling, in order to ensure better sustainability of the established businesses. <i>(Such measures will be part of the annual Operational plans)</i>	ESARM , MLSP, UNDP,	2020	The budget for these measures would be included in the total budget of the Operational Plan

e/ Regular and continuous monitoring and evaluation of the success of active employment measures and labour market services, setting targets and follow-up of their achievement	Implementation of measures that will further improve and strengthen the processes, the procedures and mechanisms for regular monitoring of the implementation and evaluation of the effectiveness of LM measures and services. The main objective is through this to contribute to improving the efficiency and effectiveness of the measures that are designed and implemented, to improve the use of available financial and other resources for this purpose, to improve targeting and coverage of beneficiaries, to provide the necessary information for the possible need to modify and improve the measures and programmes and so on. It is very important that in these activities of regular monitoring and evaluation of employment policies, in addition to the state institutions, the social partners to be actively involved as much as possible. That will contribute, to a great extent, to a more efficient and effective creation/design of new policies and measures in the labour market and modification of the existing ones (wherever necessary).	ESARM MLSP, social partners	2020	95,000 € support provided by the ILO (40K€) and IPA I (55K€), and these measures are planned to be further supported also through IPA II
3.1.3. Tackling informal employment				
3.1.3.1. Objective: Reducing the occurrence and existence of the informal employment in Macedonia				
a/ Strengthening the capacities and the effectiveness of inspection services in tackling undeclared work	Carrying out trainings for issues regarding various situations involving existence of undeclared work and informality in working relations, transfer and familiarization with the international experiences in this area, development and implementation of new methods and tools for addressing informal economy, measures for increasing the number, the frequency and the efficiency of the inspection supervisions conducted by the inspectors from the SLI in the areas/activities where there is an increased existence of unregistered employment, such as the construction sector, agriculture, tourism, small enterprises etc. The ILO participates in providing support in carrying out these activities and in addition to that, the support through IPA II is planned, as well.	MLSP, SLI, Inspection Council, ILO	2018 / 2020	1,000,000 € support from the ILO, and also support within IPA II is planned
b/ Strengthening the tripartite approach and cooperation in tackling informal employment and preparation of the tripartite National Strategy for formalization of the informal economy	The strategy is going to be prepared and harmonized through the process of tri-partite consultations and through the Economic and Social Council. Efforts will be put towards further strengthening of the mutual cooperation and joint development of tri-partite initiatives, programs and measures for formalization of informal economy, for improving the cooperation in this area within the Economic and Social Council and the established local economic and social councils, establishment and functioning of a special working group for addressing issues in this area within the ESC etc. The ILO will participate in providing support in implementation these activities.	MLSP, SLI, social partners, ILO	2017	90,000 € support provided by the ILO

c/ Implementation of a national campaign(s) and other promotional activities for informing and raising public awareness about the need and the benefits of formalization of the informal employment and the risks and harmful effects of the unregistered work, both for the employees, as well as for the economic and social situation in the country		MLSP, SLI, social partners, ILO	2018 / 2020	45,000 € support provided by the ILO, in addition, the measures are planned to be supported also by IPA II
d/ Design and Implementation of additional targeted measures for tackling informal employment and transition from informal to formal employment	development and implementation of specific measures, for ex. measures for registration and formalization of persons hired to care for children (nannies) and/or housekeepers and cleaners (introduction of a voucher system), this type and/or similar measures in the agriculture, tourism and hospitality sector, measures for stimulation of activation of social assistance beneficiaries and reducing informal work among them, measures for improving information and knowledge of students/youth on the negative effects of grey economy etc.	MLSP, SLI, other relevant institutions, social partners	2020	400,000 € (for 2017 - support through IPA I - alternative child care services) and it is also planned to support the implementation of these measures with IPA II
e/ Improvement and further strengthening of the electronic exchange of data and information among various competent institutions, comparison and cross check of data in the databases	Improving the mechanisms and processes related to data exchange among the ESARM, the Agencies for temporary employments and Agencies for employment mediation, MLSP, SLI, Social work centres, Public revenue office, Central register, PDIF and others.	MLSP, SLI, ESARM, PRO, SWCs, CRM, PDIFM, and other	2020	
3.1.4. Improving quality of work and services of the public employment service (PES)				
3.1.4.1. Objective: Further improvement of the ESARM capacities				
a/ Improvement of the physical capacities and work conditions in the Employment service agency	The office renovations/reconstructions have been started, and during this period 12 regional employment centres have been renovated/modernized (Kavadarci, Sveti Nikole, Delchevo, Kriva Palanka, Shtip, Radovish, Resen, Kochani, Negotino, Probishtip, Bitola, Vinica and Kratovo), with financial support provided through the IPA component 4. By 2020, it is planned all 30 regional employment centres to be renovated/refurbished, which will lead to a substantial upgrade and improve of the working conditions and the quality of services delivered to the unemployed persons and employers.	ESARM	2020	1,500,000 € ²

² For the realized reconstruction of 12 employment centers 1,025,000€ were used - support from the IPA, and for the reconstruction of the remaining 18 ECs additional 1.5M€ are planned to be allocated, which will be provided from the ESARM Budget or other source(s))

b/ Opening of new dispersed offices of the regional Employment centres	For the purpose of improving the access and facilitating the use of ESARM services, 26 dispersed offices of the Employment centres have been opened so far, which have usually one employee from the regional Employment centre and who provides clients with the necessary services, such as registering unemployed persons and their regular check-in, registration and deregistration from employment, employment mediation upon request from the unemployed persons or employers, employment preparation services for the unemployed persons, registration for participation in the active employment programs and measures, receiving applications for exercising the right to unemployment benefit etc. By 2020, it is planned for additional 14 new dispersed offices of the regional employment centres to be opened.	ESARM	2020	270,000 € ³ Budget of the ESARM
c/ Developing human resources in the public employment service, through increasing the number of employees and ensuring their continuous development	The great attention will continue to be paid in the future to the continuous development of human resources in the ESARM, the development and increase of their knowledge, skills and competencies for delivering high quality services to their clients. By 2020 it is planned to increase the number of employees (staff) in the public employment service by at least 10%, and each employee (excluding the auxiliary and technical staff) at least once a year, will take part in certain training program, workshop or seminar, which will be of significance for the improvement of the quality of services that they are providing.	ESARM	2020	The budget for salaries and for professional development of the staff is set out in the Budget of the ESARM, which upon proposal by the GRM is adopted by the Assembly of the RM
3.1.4.2. Objective: Further improvement of services and work of the ESARM with its clients (unemployed and employers)				
a/ Improving the profiling process, preparation and the quality of the individual employment plans, thus achieving an increase in the employment of the unemployed persons	Based on the performed profiling and categorizing of unemployed persons, for persons classified as directly employable or with moderate obstacles in finding employment, a counseling session will continue with developing of IEP in accordance with the existing practice in the employment centres, i.e. preparation of the IEP - version 1. In the cases when it is determined that the unemployed person is facing significant obstacles in finding employment, an individual employment strategy, i.e. IEP - version 2 will be prepared for that person. This reform measure of the ESARM in the process of profiling and preparing IEPs, started with its practical implementation in January 2016, and since then, we have noticed the need for its significant strengthening, among other, through additional training programs for the staff in the Employment centres and also, through significant increase in the number of unemployed persons that will be subjected to profiling. And this is something to which greater attention will be paid in the period to come. It is planned that by 2020, the Individual employment plans – Version 2 will be prepared for approximately 40,000 unemployed persons, and at least 60% of those persons are to be included in some of the ALMMs and services within the period of next 12 months.	ESARM	2020	approx. 220,000 € ⁴ Budget of the ESARM

³ The amount of the allocated financial means is an assessment taking into consideration that the budget of the ESARM provides funds to an average of 10,000 denars per month, to cover running costs for the functioning of one dispersed office. These offices are the most often located within the facilities of the local self-government units. The estimated amount for the 4-year period is approximately 16,800,000 denars (270,000 €)

b/ Strengthening the cooperation with the employers	Strengthening of links and cooperation with the employers is planned in this area, through appointing certain ESA employees within the regional ESA offices that will function as a contact persons for cooperation with the employers and who will have knowledge of the characteristics of the available labour force, in order to being able to timely meet (respond to the employer's requests. It is expected that such measures will contribute to increase the number of submitted employment mediation requests by the employers and majority of these to be successfully realized. The current situation is such that approx. 4,600 requests for mediation are received annually and 72% are successfully realized.	ESARM	2020	approx. 120,000 € ⁵ Budget of the ESARM
c/ Improvement of the cooperation between the Employment Centres and the Social Work Centres, especially in the field of activation of the beneficiaries of social assistance and other types of benefits, persons under the risk of social exclusion, such as Roma, persons with disabilities	Activities and measures for joint meetings, information and data exchange, strengthening and deepening mutual collaboration, joint work and involvement in design and implementation of specific activities, especially targeted to beneficiaries of certain financial benefits, socially at risk persons, persons not sufficiently active, for the purpose of their activation and inclusion in the labour market, motivation and other specific activities etc.	ESARM, SWCs, MLSP	2020	Budgetary funds from the ESARM, MLSP, SWCs, and such activities are also planned to be financially supported by IPA II, as well
3.1.5. Strengthening social dialogue in RM at tripartite and bipartite level, at national and local level, improvement of the collective bargaining				
3.1.5.1. Objective: Strengthening the capacities of social partners and social dialogue mechanisms				
a/ Implementing concrete measures for strengthening the capacities of the social partners, the trade unions and employers' organizations in particular	It is planned to organize and implement different types of trainings, support in the improvement of the existing ones and development of new services for the members of the organizations of workers and employers, further development and improvement of the functioning mechanisms, consultations, and advocacy of the member's interests, mechanisms and instruments for organization and attracting new membership etc. Support in the implementation of these activities shall be provided by ILO, but these activities are planned to be supported by IPA II, as well.	MLSP, social partners, ILO	2020	approx. 1,600,000 € (for 2017 – support, approx. 90,000 EUR, provided through IPA I, with participation of ILO – promoting social dialogue), it is also planned for these measures to be supported also through IPAll
b/ Improving the capacities of the employers' and employees' organizations for engaging in collective bargaining, improvement of the negotiation skills		Social partners, MLSP	2020	These activities are already supported through IPA I, and is expected to be supported under the IPA II, as well

⁴ The calculation is based on the fact that the costs for preparation of IEP are in the amount of 336 denars per IEP, provided from the budget of ESA

⁵ The calculation of the ESARM is that for the employment mediation (job placements) services, the costs covered by the Budget of the Agency are in the amount of 336 denars per realized mediation. An average is calculated of around 5,500 mediations annually

c/ Implementation of promotional activities for awareness raising among workers about the role, the necessity and the benefits from organizing within the trade unions		Social partners, MLSP International Labour Organization	2020	These activities are already supported through IPA I, and it is expected the same to be supported also under the IPA II
d/ Preparation of new tripartite National Decent Work Programme for the period following 2018	After the expiry date of the current Programme, within the framework of one process of intense cooperation and tripartite consultation between the Government, the social partners and the International Labour Organization, a new National Decent Work Programme shall be prepared. The programme will represent a mid-term document for the period from 2019 onwards, which will define the tripartite priorities and objectives that will be realized in the following period in relation to the further promotion of a decent and productive work respecting the principles of liberty, equality, security and human dignity, and which will contribute to improvement of rights at the work place, support the possibilities for decent employment, improvement of social protection and strengthening of the social dialogue in the country. The Programme also determines the guidelines for the work ad functioning of the International Labour Organization in the country, in accordance with the priorities and objectives agreed jointly with the Government and the social partners.	MLSP, Social partners, ILO	2018	The activities does not have significant budgetary implications
e/ Implementation of measures aimed at strengthening the tripartite Economic and social councils at national and local level and continuous strengthening of their consultative role in the process of creation policies relevant for the economic and social issues		Social partners MLSP, ILO	2020	The activities are currently supported through IPA I, and the support is also planned within IPA II
f/ Support and efficient functioning of the established mechanism for peaceful settlement of labour disputes	Organizing trainings for arbiters and mediators, process of licensing and keeping the register of licensed arbiters/mediators, established and fully functional system for handling/management of cases of peaceful labour disputes settlements, informative activities and activities for raising awareness about the benefits and advantages of peaceful/amicable labour disputes settlement etc.	MLSP, ILO	2020	for 2017 - support provided through IPA I, participation of ILO – promoting social dialogue

HUMAN CAPITAL AND SKILLS

3.2.1. Ensuring fully inclusive education and equal access to education for all

3.2.1.1. Objective: Reducing the drop-outs of pupils and the number of early school-leavers, by improving coverage, learning conditions, continuity and completion of the education

a/ Implementing measures for stimulating inclusion of children from marginalized groups, mainly within the primary and the secondary education	Establishment of the working groups with representatives from the relevant institutions, preparation/development of procedure(s) for identification of children excluded from the education system, preparation of adequate legislative acts regulating inclusion of children from the marginalized groups, developing of a system and mechanism for enrolling and/or returning to schools for children that are not in the education. Awarding scholarships to pupils from socially vulnerable families who have regular attendance in secondary schools, to single parent's children, children without parents and parental care etc.	MES	2020	approx. 640,000 € ⁶ (Budget of MES)
b/ Continuation in provision of free-of-charge text books to the primary and secondary school pupils	Activities will continue to provide free-of-charge textbooks (schoolbooks) for primary and secondary education, in order to ensure improvement and modernization of the quality of teaching in primary and secondary schools. Procurement of the textbooks, purchasing of copyrights, editing, approval, printing, distribution to schools. The textbooks from grade 1 to 3 are treated as working material (for single use) and are supplied in full circulation (according to number of pupils) every year. The same is with the textbooks from grade 4 to 6 based on Cambridge program. Other textbooks for the primary and secondary schools are continuously renewed (reprinted) every year, and the number (circulation) depends on the needs of the schools. From the school year 2017/18, it is planned to proceed with the introduction of teaching in line with the Cambridge education system within the secondary general education (1 st to 4 th yea), as well as for the pupils in the three-year vocational education. This will require considerable financial resources for full purchase of these textbooks.	MES	2020	approx 50,000,000 € ⁷ (planned budget of the MES)
c/ Providing free-of-charge accommodation in the dormitories for pupils coming from the cities where there are no secondary schools (gymnasiums and vocational schools)		MES	2020	approx. 13,000,000 € ⁸ (Budget of MSE, approximation for 4-year period)

⁶ At annual level a budget of approximately 160,000 € (9,900,000 MKD) is allocated for scholarships for pupils from socially disadvantaged families (7,920,000 MKD - 400 scholarships x 2,200 MKD) and for pupils – children without parents (1,980,000MKD - 80 scholarships x 2,750 MKD). Calculation for a 4-year period: 640K€)

⁷ The presented budget is in line with the Strategic Plan of the MES and it relates to the funds allocated (planned) for the period until 2020, for the implementation of the activities related to procurement, printing of textbooks for primary and secondary education

⁸ For this purpose, a budget of approximately 199,000,000 MKD (≈3.23M €) is being provided.

d/ Intensified monitoring and registration of the pupils which have not regularly attended classes in the school and undertaking timely appropriate (preventive) measures		MES	2020	without financial implications
e/ Intensified and improved work with the pupils' parents	Involving the parents in the organized pedagogical counseling together with their children/pupils, joint participation of the pupils and their parents in various school activities	MES	2020	without financial implications
f/ Improving the integration and interaction among students attending classes in different language	Design of mechanisms for financial support to schools – primary and secondary, where the classes are in one or more languages, with the purpose of implementing multi-ethnic integration activities, forms and mechanisms for signing partnerships between schools where the classes are being held in different languages, piloting of the mechanism's implementation	MES	2020	without financial implications
g/ Implementation of specific measures for stimulating and supporting education of Roma-pupils ⁹	Awarding scholarships, providing mentors and tutors for Roma pupils, measures for involvement of Roma children from the streets (street children) in the education system, etc.	MES MLSP, NGO, RICs,	2020	The budgetary implications are covered under the section on "Improving the social inclusion of Roma"
3.2.1.2. Objective: Improving the coverage and conditions for access to all levels of education for persons (children/pupils/students) with disability				
a/ Introduction of conditions for greater inclusion of children with special needs in the preschool education	Analysis and development of mechanism and procedure for making decisions for involvement/non-involvement of children with special needs in regular preschool education and procedures for its introduction, construction and architectural adaptations of buildings of the preschool institutions for inclusion of children with physical disabilities (at least 20 kindergartens will be selected for adaptation), hiring and formation/ completion of adequate expert teams (pedagogue, psychologist, defectologist, speech therapist, and social worker) in kindergartens, revision of the existing and developing new didactical materials for children with special educational needs, printing of materials and its delivery to the kindergartens. Implementation of campaigns for raising awareness of the employees in the preschool institutions, as well as for the parents, on the necessity for acceptance of children with special needs	MLSP, MES, local self-government	2018 / 2020	6,200,000 € (the budget is in accordance with the Draft-Education Strategy 2020) Budget of the MLSP, MES, local self-government (municipalities), financial assistance through IPA II

⁹ A broader and more detailed overview of the activities in this part, is provided within the planned policies and measures as presented under the section "Improving the social inclusion of Roma in the RM", i.e. within the part referring to the raising the level of education of Roma and their inclusion in all levels of education.

b/ Improving the participation of pupils with disabilities in the regular (mainstream) primary education	Implementation of a number of concrete measures and reforms which include analysis, preparation, adoption and setting up of national procedures and mechanisms for inclusion of children with disabilities in the primary education, development of specific instruments for monitoring the progress of pupils with special educational needs, setting up a system for identification of pupils with special educational needs, rulebook(by-law) for assessment of the needs and abilities of the pupils and other necessary secondary legislation. Establishment of regional bodies (8) for functional assessment of the needs and abilities of pupils, setting up a special teams for inclusion within the schools, organization of trainings for the teachers for early detection and work with pupils with special educational needs. Realization of architectural construction works (at least in 10 primary schools) for their full adaptation for inclusion of pupils with physical disabilities etc.	MES, MLSP, BDE, MH	2020	2,070,000 € (the budget is in accordance with the Draft-Education Strategy 2020) financial assistance through IPA II is planned in this field, as well
c/ Increasing the coverage and participation of pupils with disabilities in the secondary education	Implementation of analysis and full mapping of the secondary schools for determining the existing possibilities and/or needs for inclusion for students with physical disabilities, setting up a mechanism/procedure for making decisions for inclusion/non-inclusion of children with special needs in regular(mainstream) secondary schools (legislation). It is planned to implement measures for improvement of the physical accessibility for inclusion of pupils with physical disabilities through construction works on adaptation of (at least 5) secondary schools. Awarding scholarships to pupils with disabilities	MES, MLSP, BDE, municipalities, high schools	2020	1,115,000 € (1,035,000€ - budget in accordance with the Draft-Education Strategy + 80,000€ ¹⁰ budget for 4 years for scholarships for pupils with disabilities – MES Budget)
d/ Improving the accessibility in the tertiary education for students with disabilities	Determining the needs and realization of construction and architectural interventions for physical adaptation of the buildings of the public universities (faculties) for inclusion of students with physical disabilities. Analysis and preparation of legislation and documents for exemption of payment the enrollment university fee for these students	MES, universities	2020	500,000 € (the budget is in accordance with the Draft-Education Strategy 2020)
e/ Improvement of the possibilities and widening the scope of learning programmes for adults with disabilities	Analysis, development and certification of the teaching programmes (curricula) for AE for persons with disabilities (minimum 5 programmes), realization of certified trainings/courses for adult education with participation of at least 25 adults with disabilities	CAE, providers of informal education	2020	300,000 € (the budget is in accordance with the Draft-Education Strategy 2020)

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The MES allocates annual budget of approximately 20,000€ (1,237,000 MKD – 50 scholarships x 2,750 MKD) for scholarships for pupils with disabilities

3.2.1.3. Objective: Improving the learning conditions, schools capacities, content and quality in education and strengthening the capacities of the human resources (teaching staff)					
<p>a/ Measures for improving the learning environment, content, learning methods and techniques and the possibilities for paying greater attention to each pupil/student</p>	<p>Preparation of National Standard for primary education, in accordance with the learning needs and development priorities, revision of teaching plans (curricula) in the primary education in accordance with the prepared National Standard, analysis and revision of the textbooks (schoolbooks) for improving their quality and promoting gender equality, multiculturalism, respect of differences and democratic values. Preparation of the National Standard for secondary (gymnasium) education and appropriate revision of the teaching plans and programmes (curricula), revising the textbooks and preparation of additional teaching aids, digital content, in accordance with the revised teaching programmes. Analysis of the situation, preparation and adoption of the necessary legislative amendments on the maximum number of pupils per class in the primary and secondary schools, analysis and preparation of a proposed-mechanism for increased participation of high-school pupils and the functioning of the pupils' bodies in the schools, piloting of the developed mechanisms (at least, in 5 selected secondary schools). Analysis, development of methodology and preparation of system of qualifications standards based on the learning outcomes in the university education, strengthening the networking of domestic and foreign (European) universities or in the Programme Erasmus+ and realization of students' exchange programmes, activities for optimizing the study programmes for the tertiary education, that would correspond to the needs of the labour market</p>	<p>MES, BDE, NAEPM, municipalities, schools, universities</p>	<p>2018 / 2020</p>	<p>2,580,000 € (the budget is in accordance with the Draft-Education Strategy 2020)</p>	
<p>b/ Improvement of work/learning conditions in the education</p>	<p>Analysis and mapping of the needs and continuation of the activities for schools reconstruction with the purpose to improve and modernize the facilities for learning, auxiliary buildings (kitchens), gyms (sport halls) and sport fields (sports playgrounds), renewal of sports equipment, equipping schools with the necessary technologies, devices, teaching aids etc.</p>	<p>MES</p>	<p>2020</p>	<p>3,025,000 € (the budget is in line with the Draft-Education Strategy 2020) Part of the funds will be provided through a loan from the CoE Development Bank</p>	
<p>c/ Strengthening the human resources capacities in education</p>	<p>In the following period, implementing numerous activities is planned, that will contribute to improving quality, competences, knowledge and skills of the teachers/professors, monitoring the quality of their work, etc. It is planned to revise the criteria for enrollment of students at the pedagogical faculties for future teachers, provision of scholarships for studying at the pedagogical faculties for students with excellent GPA, to introduce an improved and revised mechanism for support, monitoring and mentoring the novice-teachers, developing of studying modules for training of teachers in accordance with professional standards. Organization of trainings, additional relevant professional trainings for teachers, as well as for the management (principals) of the schools. Measures for intensifying the use and application of the ICT in the education, organizing Internet trainings/courses and</p>	<p>MES, BDE, SEC, Faculty of pedagogy, schools, universities, faculties</p>		<p>2,740,000 € (the budget is in line with the Draft-Education Strategy 2020)</p>	

	distance learning for teachers, teacher trainings for use of new technologies and ICT tools in education. Introduction of a system for professional development and career advancement for the teachers, implementation of measures for improving the mechanism for accreditation of universities and the system for external evaluation, establishing centres for quality control and improvement of the systems for internal quality control in the tertiary education, in accordance with the standards and guidelines of the European Association for Quality Assurance in Higher Education (ENQA), activities for organizing and implementing a system for professional development of the teaching staff at the universities.			
3.2.2. Implementation of the National Qualification Framework for lifelong learning – basis for insuring quality in the system of education and training				
3.2.2.1. Objective: Establishing a sustainable NQF system and strengthening human resources for its implementation				
a/ Strengthening the role of the National Board of the Macedonian Qualification Framework	Preparation of by-laws for regulating the work of the Board, implementation for trainings for strengthening the capacities, provision of financial means for its functioning.	MES	2020	approx. 6,000 €¹¹ (for 4-yr.period - MES Budget)
b/ Establishing Sectoral Committees for Qualifications	It is planned to establishing at least 8 Sectoral Committees for qualifications, with the task and responsibilities to promote and develop the sector and to participate in identifying of and counseling (advising) on the demand of new and revision of the existing qualifications. Developing rules and guidelines for functioning of the committees, organization of trainings for the members of these committees and operationalization of their work.	MES, ME, MLSP, social partners	2020	5,000,000 € (the budget is in accordance with the Draft-Education Strategy 2020)
c/ Introducing a NQF information management system	Development of the software application, integrated Register and sub-registers for qualifications, procurement of the necessary equipment, preparation of rules and regulations for its functioning, putting it into use, trainings for the human resources for work with the system.	MES, ME, MLSP, social partners	2018	200,000 € (the budget is in line with the Draft-Education Strategy 2020) Support provided by IPA I
d/ Development of qualification standards based on learning outcomes, according to NQF	Development of qualification standards, training of minimum 50 experts for development of qualification standards, selection of the qualifications for which the standards will be developed, establishment of the working groups composed of trained experts and employer's representatives, preparation and approval of at least 70 qualifications standards based on learning outcomes according to the NQF, preparation of the rules and procedures for development of qualification standards and their inclusion in the NQF	MES, BDE, VETC, other relevant institutions	2018	support for these activities provided within the World Bank project and from IPA I

¹¹ An annual budget of approximately 100,000 MKD (≈1,600€) is allocated for the support of functioning of the Board.

e/ Raising awareness of the stakeholders and users on the role and the significance of the NQF, through public events and campaigns	Organization of meetings with specific various target groups, public debates, printing and distribution of publications etc.	MES	2018	approx. 10,000 € (planned budget to be provided through Erasmus+ programme)
f/ Improvement of the system for confirmation of possession of competencies by issuing a diploma supplement to all VET graduates, in accordance with the NQF	Development and official approval of regulation and template/form for preparation and issuing of Diploma supplement to the VET graduates	MES, BDE, VETC	2018	50,000 € (budget in line with the Draft-Education Strategy 2020)
3.2.3. Strengthening the employability of the work force and building learning pathways in the context of lifelong learning				
3.2.3.1. Objective: Development, modernization and increasing attractiveness of VET				
a/ Ensuring greater harmonization of the VET with the needs of the labour market	Preparation and approval of the procedures for developing the occupation standards with participation and consultation of all major stakeholders – among them, the business community and the social partners. Implementation of training for the experts for the process of development of occupational standards, development and adoption/validation of standards for (at least 100) occupations, civilities for development of modular curriculum in accordance with the new standards, that would lead to the more flexible and effective way of organizing learning/teaching within the VET system, development, official approval and introduction of (at least 70) modular curricula, together with the necessary materials for teaching, learning and grading, organization of teacher's trainings for realization of the modular curricula. Development and official approval of the Concept of Social Partnership in VET, together with the mechanism for its practical implementation, for the purpose of establishing a functional and efficient social partnership at central and institutional level, establishment of a single tri-partite consultative body (National Council) for VET and adult education, based on the principles of social partnership. Establishment of the <u>Skills Observatory</u> ¹² and providing adequate staff and its functionality, preparation and introduction of a tracing mechanism for VET graduates.	MES, BDE, VETC, MLSP, other relevant institutions, social partners	2018 / 2020	1,570,000 € (the budget is in line with the Draft-Education Strategy 2020) Support is also provided through WB and IPA I projects

¹² The activity is closely linked, also with the part of the activities planned within the section 3.1.2.1. relating to the improvement of youth employment, specifically the measures for "Upgrading and improving the existing models and databases and establishing a coordinated and comprehensive system for forecasting the demand for skills on the labour market"

b/ Establishing modern and effective system for post-secondary education	A number of activities are planned to be implemented, including analysis of the situation and challenges in the post-secondary education, supported with the review of the best European practices compatible with the local context, revision of the Concept for post-secondary education in accordance with the European standards, revision of the legislative framework for the post-secondary education, development of procedures for harmonization of the post-secondary education with the NQF, development of curricula (at least 12) for post-secondary ed., including all necessary teaching, learning and assessment materials, organizing various activities for promotion and raising awareness about the post-secondary education	MES	2017 / 2020	4,000,000 € (budget in line with the Draft-Education Strategy 2020) Financial support provided through IPA I , and the support within IPA II is also planned for these measures
c/ Measure for improving the attractiveness, learning conditions and quality of VET	Analysis and mapping of the situation in VET schools, accompanied with the identification of the main characteristics of the local and regional labour markets and relevance analysis. Development of an Action Plan for optimization of the network of VET schools, implementation of activities for optimization as defined in the AP, developing new norms for the educational facilities and the equipment for VET institutions, procurement of the needed equipment for (at least 20) VET schools in accordance with the revised norms and standards. Development of methodology, standards and guidelines for quality assurance in VET, preparation and adoption of Concept of enrollment in secondary vocational education and the necessary legislative amendments for improving the enrollment system and the number of pupils in VET. Introduction of new mechanism for practical training, concept on work-based learning, inclusion of VET students in work-based learning in corresponding organizations, companies, enterprise, etc. Introduction of the career guidance services in VET, development and approval of the Concept on <u>VET Centres of Excellence</u> , selection of institutions that will be officially recognized as VET Centres of Excellence, renovation/refurbishment (construction works), procurement of equipment and modern didactic resources for (at least 5) selected VET institutions, staff trainings for the staff and piloting of the VET centres of excellence.	MES, BDE, VETC, municipalities, VET schools	2017 / 2018 / 2020	1,435,000 € (budget in line with the Draft-Education Strategy 2020) Financial support is also planned to be provided through IPA II
3.2.3.2. Objective: Development and Improvement of informal education and adult education				
a/ Raising awareness about the significance, opportunities and participation in the informal education (IE) and adult education (AE) and increase knowledge, skills and competencies of adults	Activities for establishing a system for validation of competencies acquired through non-formal and informal learning, establishing a Steering Committee for VNFIL which will be linked to the NQF Board, development of rules and procedures for the VNFIL, the necessary legislative amendments, by-laws for ensuring legal and financial basis for implementation of the VNFIL, developing methodological documents and tools for implementing VNFIL, piloting the VNFIL procedures for certain occupations/qualifications (in at least 3 sectors and with participation of minimum 30 candidates). Organization of trainings and strengthening the capacities of the	MES, CAE, MLSP, training providers	2018 / 2019 / 2020	2,045,000 € (budget in line with the Draft-Education Strategy 2020) Financial support in implementation of measures is planned through IPA II, and by UNDP, ETF

	<p>institutions for VNFIL implementation, implementation of campaigns/raising awareness events on the opportunities and benefits of VNFIL.</p> <p>Revision of the mechanism for primary education of adults, development and piloting of study programmes/curriculum (for at least 8 key competences) within the primary education for adults. Providing support for completing secondary education for adults (participation of 10 municipalities and coverage of approx. 1,000 individuals).</p> <p>Measures for expanding the network of institutions for NFE and AE at regional and local level, development of tools and analysis for identifying the regional and local needs for NFE & AE. Development of models/concepts for establishment and financing, training of staff in the public adult education, organization of campaigns for public awareness raising about the significance and opportunities of NFE & AE at all levels</p>			
<p>b/ Improving the efficiency, content and quality of the non-formal education and adult education and increase of the number of IE & AE providers</p>	<p>Preparation of the methodology for identifying the needs of adult education and development of adequate study programmes (curricula) in accordance with the labour market needs. Revision of the procedures for verification of the programmes and providers of non-formal and adult education, revision of the system of quality monitoring in NFE&AE and establishment of the clearly defined procedures and tools, in consultation and with participation of all relevant stakeholders.</p> <p>Realizations of trainings for the State Educational Inspectorate on provision of monitoring, developing Professional standards and Job profiles of adult educators and development of training programmes for adult educators/teachers.</p> <p>Implementing an analysis for identifying the possibilities and introduction of mechanisms for motivating employers to invest in adult education and training</p>	<p>CAE, MES, MLSP, providers of non-formal education</p>	<p>2018 / 2020</p>	<p>110,000 € (the budget is in line with the Draft-Education Strategy 2020)</p> <p>There is an ongoing financial support through IPA I, and the same is also planned within the IPA II</p>

SOCIAL INCLUSION AND SOCIAL PROTECTION

3.3.1. Improving decentralization of social protection services and tackling poverty and social exclusion at local level

3.3.1.1. Objective: Promoting design and implementation of measures for reducing poverty and social exclusion at local level

<p>a/ Measures for improvements in the type and adequacy of the financial social protection benefits, provided for addressing poverty and as an assistance and support to the most vulnerable categories of the population</p>	<p>In accordance with the budgetary possibilities and analyses, we will continue with a steady increase of different types of cash benefits, improvements of their adequacy, improving the existing and introducing new benefits, programmes, projects and other forms of support and benefits/subsidies targeted to the most vulnerable categories of citizens – certain social benefits, conditional cash transfers, assistance for reducing energy poverty, additional financial allowances and benefits for people with certain types of disabilities, other types of additional benefits for the members of the socially endangered households, free-of-charge vacation and recreation for children, provision of free-of-charge trainings for computer skills and foreign languages and similar measures</p>	<p>MLSP, SWCs, LSGU</p>	<p>2020</p>	<p>17,600,000 €¹³</p> <p>financial means will be allocated from the Budget of the RM (MLSP) Some of the measures will also be financed by the LSGUs and other sources</p>
<p>b/ Development of specific forms/mechanisms and stimulating participation and cooperation at local level in addressing social risks of the vulnerable categories</p>	<p>In order to improve the delivery of social services to the citizens in the local community, it is planned to establish Social Services Centres (SSC) and Local Social Protection Councils (LSPC) which will provide increased activity, participation, cooperation and communication among institutions, NGOs, humanitarian organizations, religious institutions, private sector in the municipalities etc. in exercising social activities in the local community, in obtaining more realistic consideration and identification of the citizens' needs, design, adoption and implementation of local programmes in the field of social protection, ensuring better information of the citizens about their social protection rights and their exercise, development of knowledge and skills of certain groups of populations for dealing with specific social risks etc.</p> <p>Such SSC and Local social protection councils are already established in three pilot municipalities – Debar, Kochani and Probishtip and positive results from their functioning have been noted. It is also planned to implement measures/projects for strengthening the inter-municipal cooperation in provision of social services, by establishing joint inter-municipal institutions and services, i.e. establishing services that would be financed by more (partner) neighboring local self-governments for providing services to the citizens of those municipalities, through joining financial funds and resources and providing longer-term sustainability of the services.</p>	<p>LSGU, in cooperation with all relevant stakeholders in the community (health institutions, primary schools, SWCs, Employment Centres, police stations, NGOs etc.)</p>	<p>2020</p>	<p>The measures are planned to be financially supported by the budgets of the Local Self-Government Units, as well as through IPA II</p>

¹³ The planned amount of the necessary funding is calculated as an estimation based on funds that are being provided from the Budget of the MLSP for financing various relevant benefits, such as the conditional cash transfers (72M MKD), subsidies for energy poverty (70.7M MKD), funds to support NGOs, the Red Cross, disability organizations for implementation of various social services (67M MKD), assistance to children without parents regularly attending school/studies (47M MKD), placement of children without parents in boarding schools/dormitories (1.6M MKD), financing free-of-charge holiday for children from socially vulnerable families (13M MKD). The amount of these benefits on an annual basis is about 271 million MKD (≈4.4M €)

<p>c/ Improving the cooperation between institutions responsible for implementation of labour market activation measures and social protection institutions</p>	<p>Trainings for the staff for creation and implementation of measures adjusted to the needs of end users, training for recognizing the capacities of the people with functional disability, strengthened and regular exchange of information between the Social Work Centres and the Employment Centres, active involvement of the non-governmental sector and other experts (external associates) in implementation of activities for recognizing the capacities of the persons at risk from social exclusion, involvement of the business community in implementing the activation measures for vulnerable groups and in overcoming discriminatory practices related to their inclusion into the labour market etc.</p>	<p>MLSP, ESARM, SWC, LSGU, NGO</p>	<p>2020</p>	<p>These measures will be implemented as part of other planned programs and measures in other areas.</p> <p>For this type of activities it is also planned to be provided support through IPA II</p>
<p>d/ Increasing employability and activation of vulnerable categories at local level</p>	<p>Implementation of measures and projects at local level aimed at increasing the employability and the social inclusion of people from different vulnerable groups. Among other things, it is planned to expand in other (new) municipalities the programme of socially-beneficial work (the program for providing community-based social services) which provides work engagement of citizens from vulnerable categories (for ex. long-term unemployed), and at the same time the new innovative social services are being provided within the local communities, where the benefit is again to the citizens belonging to the vulnerable categories as end users of these services (such as the elderly, PwDs, pre-school aged children and their parents). These types of activities are so far supported in 42 municipalities. Unemployed individuals engaged to provide services to elderly persons under this programme have the opportunity to get a certified three-month training for providing home-based services (60 persons in 2015), and with this the engaged persons, besides the valuable work experience, also learn specific skills which will increase their working abilities and employability. In order to ensure greater sustainability of the developed services, it is planned to provide an additional support through grants for starting one's own business which would continue with providing certain service(s) to vulnerable categories.</p> <p>There are also planned activities to support integration of the migrants-repatriates (migrant-returnees) in their local communities, activities for stimulating the use of remittances from abroad received by our citizens (in many cases even the social assistance beneficiaries) through various forms, such as active employment measures, motivation to use these funds for starting own businesses, support in establishing family businesses and similar, which would activate the citizens and would gain them financial independence. Such activities would be implemented in cooperation and with support of the local community.</p>	<p>ESARM, MLSP, SWC, LSGU, UNDP, institutions at local level</p>	<p>2020</p>	<p>4,670,000 €</p> <p>(for 2017 - support through IPA I, grant schemes for social inclusion and employment - 3,170,000€)</p> <p>Support is planned also through the IPA II, LSGUs, other sources, and some of the measures in this area will also be financed through the annual ALMM operational plans</p>

e/ Strengthening the capacities of the representatives of different stakeholders at local level for development, creation, implementation of social protection services	The organization and implementation of various trainings, seminars, workshops for the representatives of the local self-government, institutions at local level, non-governmental organizations, social partners etc. will continue in the forthcoming period. With the purpose of improving their capacities for active participation in the development and implementation of policies, projects, measures, services which would be adjusted and adjusted to the needs of the citizens belonging to the vulnerable categories at local level. For improvement of the situation and capacities in this area, activities are planned for analysis and improvement of the data and information availability and the data bases for specific groups at risk, in order to gradually fill-in the gaps of chronic lack of relevant quality and reliable data for specific vulnerable and socially endangered categories of citizens. Improvements in this area are necessary, through linking the already existing data and also through field check-ups, for identification of those that have not yet entered into the social and health care protection systems, have not been registered into the employment agency databases etc.	MLSP, ISA, LSGUs, ESARM, SWCs, NGOs	2020	440,000 € (for 2017 - support through IPA I projects, including the activities for reconstruction/modernization and enhance work condition in the SWCs) These activities are planned to be financially supported by the RM Budget, local self-government, IPA II and other sources
f/ Defining and generating proxy-indicators and data that will enable better insight into the numbers and percentages of persons with specific disability in the local communities (municipalities)	The activities will be implemented in close cooperation with the associations working with people with disabilities and their existing databases will be used. In addition to this, the work will also be done in the direction of detection of obstacles that the PwDs are facing, prioritization of their needs, as well as the opportunities and possibilities for overcoming those obstacles, including here also the obstacles for their inclusion into the labour market, and this would be afterwards used as the ground for creating relevant policies and measures for these target groups. Support for these activities shall be provided by the UNDP.	MLSP, LSGUs, associations of people with disabilities - NGOs, UNDP, SWCs	2017	Activities will be supported by UNDP, through a project with a total budget of 110,000€ (below within this table)
3.3.2. Support and improvement of deinstitutionalization, focusing on persons with disabilities				
3.3.2.1. Objective: Strengthening the process of deinstitutionalization and improving the non-institutional forms of protection for persons with disabilities				
a/ Continuation of the process of deinstitutionalization of persons with mental disabilities from the PI Special Institute "Demir Kapija"	It is planned to implement the analysis of the current situation in the Institute in order to obtain detailed information on the beneficiaries' conditions and types of diagnosis, development of individual plans for psycho-social preparation, determining the current price of cost for the care for one beneficiary, determining the costs and the dynamics of the continuation with the process for gradual deinstitutionalization of beneficiaries accommodated in the Special Institute. The process of opening new services (housing units) for organized independent living with support for people with mental disabilities, in order to increase the capacities and the number of people accommodated in these non-institutional forms. These forms of protection will have a significant role also in providing support for prevention from institutionalization of people with disabilities.	MLSP, SWCs, ISA, LSGUs, NGOs	2020	3,500,000 € (part of the finances–1.5M€ ¹⁴ are planned within the Budget of the RM (MLSP), and the part is a planned support through IPA II - approx. 2M€ (also for the activities related to the further transformation of the SI "Demir Kapija", works, procurements, TA)

¹⁴ The calculation includes the annual budget to support the deinstitutionalized persons (300€ per month per user). For the currents 76 users, the annual budget is around 275,000€. Estimation for the 4-year period is 1.5M €

<p>b/ Commencement and gradual realization of the process of deinstitutionalization of the institution for accommodating children and youths with physical disabilities PI Institute for rehabilitation "Banja BANSKO" - Strumica</p>	<p>Currently the institution accommodates 62 beneficiaries (children and youths) of which the highest number - around 80% are above 26 years of age. It is planned to commence with the realization of activities for assessment of capabilities and the remaining functionality of persons with physical disabilities, an adequate individualized programme will be prepared for their rehabilitation and occupational qualification, support will be provided and inclusion in the professional rehabilitation and (self)employment programmes for PwDs. Training for experts for work oriented rehabilitation is also planned, that will be further piloted in the institution covering at least 20 people with physical disabilities with remaining functionality in order to be included in the labour market, and with that, to be able to gradually leave the institution and continue with self-reliant living. It is planned to open new housing units for independent and organized living with support for these persons, in order to provide adequate housing with support, in individual housing buildings until the moment when they would be able to continue to live on their own. Furthermore, the activation measures will have to be implemented for persons with disabilities on the labour market and measures for acceptance of the disabled people by the employers in the private sector. This measure is planned to be a pilot measure with the persons from the Institute "Banja BANSKO" who would successfully enter the labour market through some of the active employment measures.</p>	<p>MLSP, SWCs, ISA, UNDP, LSGUs, ESARM</p>	<p>2020</p>	<p>110,000 € (support by the UNDP) In addition, it is planned these activities to be financially supported through IPA II</p>
<p>c/ Establishing a Centre for rehabilitation and work qualification and service for organized living with support, within the Institute of rehabilitation of children and youth - Skopje</p>	<p>The Institute for rehabilitation which is visited by children and youths with moderate and severe mental disturbance in their intellectual development (over 100 beneficiaries) it is planned to implement activities for adapting the workshops for their use within the Institute and procurement of necessary adequate equipment for work and work-oriented rehabilitation, adjusted to the abilities of the beneficiaries and opening of a work centre within the institute. Introduction of vocational education tailored to the beneficiaries' abilities, providing service for supported living for the beneficiaries and providing adequate trainings for the employees in the institution who will work on the programmes for rehabilitation and work-oriented qualification of the persons with mental disabilities.</p>	<p>MLSP, SWCs, ISA, other relevant institutions/organizations</p>	<p>2020</p>	<p>50,000 € Financial support for implementation of these measures is provided through IPA I (Project for promoting social inclusion services), and the support is also planned within IPA II</p>
<p>d/ Development of social services in the local community for persons with disturbed mental health</p>	<p>There are a number of beneficiaries in the psychiatric hospital - Skopje and the mental hospital - Demir Hisar who are residing in these institutions for a longer period of time, among other reasons, also due to the lack of adequate programmes for their rehabilitation and centres in the local communities that will be able to provide support in their everyday activities. At present, on the territory of the Republic of Macedonia, there are seven Centres for mental health (three in Skopje, and in Tetovo, Strumica, Gevgelija and Prilep). It is planned to start the activities for assessment of their programmes, capacities, and the possibilities for providing support service to people with disturbed mental health, within the communities where they live, on the basis of which an adequate support programmes would be developed, using the European</p>	<p>MLSP, MH, SWCs, LSGUs, NGO</p>	<p>2020</p>	<p>Implementation of these activities is also expected to be supported by IPA, as well as other sources of financial support</p>

	<p>experiences. Training programmes for strengthening the capacities of the non-medical staff in these centres (social workers, psychologists) would also be organized, for providing psychological counseling services, support in conducting everyday activities, support in strengthening the capacities for easier access to the labour market etc. It is also planned to commence with development of programmes for work-oriented rehabilitation of people that have stayed in these institutions for a longer period of time.</p>			
<p>e/ Analysis and improvement of the existing minimum standards for providing services for community-based supported living</p>	<p>For providing unified and improved quality of services and equal treatment throughout the territory of the country, it is planned to implement activities for analysis and eventual improvement of the minimum standards for providing community-based services for supported living, as a support and promotion/improvement of the deinstitutionalization process, as well as prevention from institutionalization of PwDs</p>	<p>MLSP, ISA</p>	<p>2020</p>	<p>No budget implications</p>
<p>3.3.3. Further development of social services and pluralization</p>				
<p>3.3.3.1. Objective: Development and improvement of the social services and the opportunities for inclusion of various stakeholders in the high-quality and efficient provision of community-based social services</p>				
<p>a/ Implementing measures for improving the conditions for delivery of social services by other providers</p>	<p>Due to the lack of clearly established standards for social services, and according to that also the cost price, it is planned to undertake activities for development of standards for delivery of social services and its proper legal regulation. This would stimulate the private initiative and the civil sector for active involvement in the provision and delivery of social services. Although, in the Law on Social Protection, there are possibilities for signings agreements for providing social services by other providers, still, the activities have to be taken in order to define a more comprehensive model of social agreements which would cover a wider spectrum of social services, thus enabling and stimulating greater pluralization in this field and opening the possibilities to delegate social services to external providers (non-governmental organizations, private companies, individuals etc.)</p>	<p>MLSP, ISA, NGO, private companies, natural persons/individuals</p>	<p>2020</p>	
<p>b/ Promotion and development of social entrepreneurship</p>	<p>In Macedonia, the concept of social entrepreneurship is still not appropriately legally regulated, although the significance of the concept and its benefits are known and recognized. For this purpose, the intensive work on drafting the Law on Social Entrepreneurship is well underway and the implementation of activities for raising awareness and adequate regulation (completing of the legal framework) of social entrepreneurship will be carried-out, which would facilitate employment of individuals with limited employability in the open market. It is planned to develop a set of measures for promoting and supporting social businesses that will be linked with the existing financial instruments – micro credits for self-employment, possibilities for support through the ALMM, facilitated access to public procurements of small scope, measures for improving access to information, trainings and expert counseling for</p>	<p>MLSP, ME, ESARM, NGO, business sector</p>	<p>2020</p>	<p>2,500,000 € (for 2017 - support through IPA I, approx. 500,000€), and further support to implementation of these measures (social entrepreneurship) is expected through IPA II (planned 2M€)</p>

	starting and conducting social businesses, training for experts in the relevant institutions (MLSP, ME, ESARM and others) in implementing social entrepreneurship policy, taking into consideration the EU and regional experience in this field. Measures for direct support to the social enterprises, are also planned to be implemented, in order to provide adequate expertise and analysis of their work, starting of business, developing business strategy etc.			
c/ Development of the service for providing personal assistance for people with disabilities	The service for personal assistance for people with disabilities is still not available and sufficiently and adequately developed. Because of this, in the following period, activities for development of a sustainable model of the personal assistance service shall be undertaken, the necessary amendments to the Law on Social Protection shall be made, providing conditions for adequate funding of this service and ensuring expected service quality. In the beginning, the personal assistance service shall be piloted in 10 municipalities in the country, covering around 70 beneficiaries, who will be provided with assistance and support in performing everyday living and work activities.	MLSP, SWC, ESARM, NGO	2020	300,000 € (for 2017 - support through IPA I, approx. 300,000€ - Project for promoting social inclusion services), and further support to implementation of these measures is also expected through IPA II
d/ Development of the professional rehabilitation services	At present, the professional rehabilitation service for persons with disabilities is still not developed in Macedonia. It is planned to implement number of measures and activities to design professional rehabilitation standards, to develop programmes for professional and work-related rehabilitation of PwDs that will be, at the beginning, tested in 10 selected day-care centres or organizations that will be interested to provide/deliver this service. Legislative amendments will also be prepared to enable financing and sustainability of the service, in order to stimulate the private initiatives and the civil sector in provision/delivery of this type of services. It is also planned to develop programmes for trainings and for certification/licensing for the professionals that will be involved in providing these services.	MLSP, SWCs, ESARM, Day-care centres for PwDs, NGO, PI Institute for rehabilitation of children and youth	2020	2,700,000 € (for 2017 - support through IPA I, approx. 400,000€ - Project for promoting social inclusion services), and further support to implementation of these measures is also expected through IPA II (planned 2.3M€)
e/ Further development and expanding the network of services and alternative forms of care and protection of specific vulnerable categories of citizens	Although in continuity the work is being done on developing various non-institutional forms of protection of vulnerable groups of citizens (elderly, children/persons with disabilities, children without parents and parental care, street children, children at risk, homeless persons, victims of violence etc.), the work shall continue in this direction. In the forthcoming period the activities are planned to continue in further promoting placement in foster families, opening of more new day-care centres, small group homes, shelters (shelter centres) and similar alternative forms of providing care in many municipalities in Republic of Macedonia. It is planned to open new day-care centres (DC) for children with disabilities, DCs for children with autism, DCs for children with Down syndrome, DCs for children with	MLSP, SWCs, LSGUs, ESARM, NGO	2020	approx. 11,000,000 € (approx. 10M€ ¹⁵ are funds provided from the State Budget (MLSP), and for the implementation of these activities financial support is planned to be provided through IPA II (approx. 1M€) and also from other

¹⁵ The calculation includes the annual budget of the MLSP allocated for supporting the operation of the day-care centers and shelters - about 100M MKD, persons placed in foster families – 42M MKD (total of approx. 2.3M € annually). Estimation for a 4-year period: 10 Mill. €

	<p>visual problems, day-care centres for early interventions (age between 0-3), establishing forms of service for support to children and young people at risk with asocial manifestation and facilitating their social integration, DCs for adults with severe and the most severe physical disability, DCs for elderly, DCs for homeless people, intervention centres for homeless people in several municipalities, shelter centres for victims of domestic violence etc.</p>			sources/donors	
f/ Development of services for home-based assistance and support for elderly	<p>In the following period it is planned to pay attention to the development of the assistance and support services for old people at home, particularly at local level, by engaging the non-governmental sector and private providers in giving such services to elderly, by previously fulfilling certain conditions. Support in the development of these services is expected to be provided through the IPA instrument and part of the necessary funds to be covered by the national and/or local government, with the certain financial participation of the service users themselves. There is a possibility for training and work engagement of the social assistance beneficiaries and other non (or hardly) employable categories of citizens, in order to introduce and develop more forms of protection and services for elderly in accordance with their needs, such as home-care, home adaptation and/or maintenance, setting up alarm systems 24/7, temporary replacement for family care etc.</p>	<p>MLSP, SWCs, ESARM, LSGUs, NGO</p>	2020	Support to the implementation of the planned activities is expected to be provided through IPA II	
g/ Measures for increasing the capacities of the institutions for social protection of elderly, especially through stimulating the private initiative	<p>Taking into consideration that Republic of Macedonia has a significantly lower percentage of accommodation capacity for elderly persons in comparison with the EU member-states, there were a number of stimulating measures (package) implemented in the past for further development in this field, particularly in respect to the stimulation of the private initiative (sale of the state-owned building land with a starting price of 1 euro per m², reduced communal construction taxes of 95%, offer of free locations and building by the LSGUs for building homes for elderly, linkage with the benefits offered through the ESARM when employing unemployed individuals in these facilities etc.). As a result of these measures, by the end of 2015, 17 private institutions for old people have been opened and the implementation of these measures and their broadening shall continue in the following period, as well. As a result, it is expected additional number of new homes for elderly persons to be opened throughout the country, leading to the significant increase in the accommodation capacities for these individuals.</p>	<p>MLSP, ESARM, LSGUs, business sector</p>	2020		

3.3.4. Improving social inclusion of Roma					
3.3.4.1. Objective: Further improvement of the living conditions and the quality of life, access to services and social inclusion of Roma in the Republic of Macedonia					
a/ Implementation of measures for improving the employment opportunities and reducing unemployment within the Roma community and increasing participation of Roma in different active employment programmes and measures	<p>Measures for increased participation of Roma in various employment programmes, measures and services implemented through the ESARM, financed through the Budget of the RM, European funds (IPA), support from other international institutions and donors etc.</p> <p>Providing free-of-charge information for the members of Roma community on the available employment services, measures and opportunities, developing professional counseling programmes and mentorship programmes for Roma, implementation of programmes for professional training of Roma for qualifications and occupations demanded on the labour market, other types of trainings, internship programmes for Roma, participation of Roma in self-employment programmes, measures for supporting employment of Roma in the central and local public administration. Measures are planned for organization of informative meetings at local level with the unemployed Roma, information sharing on the social networks and web-portals for promoting employment opportunities, organization of information meetings with potential employers for their stimulation in employing Roma by using subsidized employment and other available measures. Implementation of public awareness campaigns, information meetings, exchange of information and similar activities, for overcoming the challenges, stereotypes and the existing discrimination that the Roma are facing in access to the labour market etc.</p>	<p>MLSP, MES, ESARM, SWCs, Local self-government, RICs, NGO, CPD, international organizations</p>	2020	1,670,000 €	<p>the funds are mainly part of the OP budgets of the annual OP for employment - Budget of RM, (MLSP, ESARM), funds from the local self-government, EU Funds (IPA I and IPA II), other donor funds (UNDP, OSCE, IOM etc.)</p> <p>Part of the funds for this purpose are already presented within some of the other activities in thr ESRP, such as in the section on "Increasing employability and activation of vulnerable categories at local level"</p>
b/ Implementing measures for raising the education level of Roma population and their participation/inclusion at all levels of education	<p>Implementation of a number of measures to enable better access, participation and successful completion of studies at all level of education – preschool, primary, secondary, tertiary education, as well as adult education for Roma, especially Roma girls and Roma women. Further implementation of the successful programmes for free-of-charge participation of Roma children, aged 3 to 5, in the preschool education, increasing the capacities for Roma-children enrollment in the pre-school education/kindergarten in Shuto Orizari (municipality with prevalent Roma population), activities for trainings and strengthening capacities of the staff in the kindergartens to implement the programmes for intercultural learning and raising awareness among the Roma-parents about the importance of preschool and other levels of educations for their children, through organizing meetings with parents and their involvement in the managing bodies of the kindergartens/schools.</p> <p>It is planned to introduce educational mediators in the schools (primary and secondary) for Roma pupils and organization of tutorial classes for Roma pupils that have lower grades in certain school subjects. Other measures (legislative and other programmes) for inclusion of Roma-children on the streets (street children) in the educational system, implementation of programmes for conditional cash transfers, as an incentives for regular school attendance of the Roma-pupils in the primary and</p>	<p>MES, MLSP, BDE, CAE, VETC, DDPELMC, local self-government, RIC, NGO, CPD, REF, international organizations</p>	2020	9,900,000 €	<p>(the budget is in accordance with the NAP for education of Roma)</p> <p>Budget of RM (MES, MLSP), funds of the local self-government, EU Funds (IPA I, IPA II), other donors' funds/assistance (REF, WB, OSCE and other)</p>

	<p>secondary education.</p> <p>It is planned also to continue with awarding scholarships to Roma pupils and other forms of additional support through mentorship and tutorship, expanding the existing enrollment quotes for the Roma in the state universities, providing scholarships and other forms of academic and additional support to Roma students. Activities for protection against segregation and discrimination of Roma pupils/students in education. It is also planned to implement activities for improving the quality of data and information about Roma adults that have not completed primary and/or secondary education and development of an adequate programmes for completion of the primary education etc.</p>			
<p>c/ Implementation of measures for improving the quality of housing of the Roma community and improving of the infrastructure in communities with prevalent Roma population</p>	<p>It is planned to continue with the implementation of measures for providing improved living conditions of Roma families, through investing in public utility infrastructure projects in municipalities and settlements with prevalent Roma population – construction of sewage, construction and reconstruction of streets/sections of streets in several municipalities (Bitola, Veles, Vinica, Delchevo, Kochani, Prilep, Shtip, Skopje). Activities for strengthening capacities of the representatives of the local self government units of the relevant/concerned municipalities on housing and urban development issues and preparation of project and technical documentation in the area of public utility infrastructure.</p> <p>Provision of the social housing for Roma families from the socially vulnerable categories, by building apartment buildings and housing units where Roma families will be accommodated (until 2015, 14 apartment buildings in many cities throughout the country were constructed, with a total of 678 housing units, of which 102 (15%) are allocated to Roma, and by 2020 it is planned to build additional 19 apartment buildings with 1,063 apartments). Activities for renovation and reconstruction of homes in which Roma live (in cooperation with Habitat Macedonia and Horizons), activities for organized and systematic registration in the Cadastre of the properties owned by Roma, legalization of illegally built objects/buildings and providing property lists (deeds) etc.)</p>	<p>MTC, MLSP, SWCs, local self-government, RIC, NGO</p>	<p>2020</p>	<p>8,000,000 €</p> <p>(Budget of the RM (MTC), funds of the local self-governments, EU funds, loan from the Council of Europe Development Bank</p> <p>(the budget is in line with the NAP for housing of Roma)</p>
<p>d/ Implementation of measures for continuous improvement of the health status and access to health care for Roma</p>	<p>In the following period it is planned to implement various programmes and measures for ensuring improved access of the Roma population to integrated and high-quality health services and for increasing the type and scope of health services in the Roma communities. Activities for improving the information and awareness of Roma population on exercising the right to health insurance and health protection, measures for bringing closer the primary health care protection to the Roma population.</p> <p>Awarding financial incentives to medical doctors in gynecology and obstetrics for performing primary health care protection in the Roma communities and particularly, in the municipality of Shuto Orizari, implementation of field activities for preventive medical check-ups in the Roma settlements, developing measures for improving the</p>	<p>MH, HIFM, Health centres, Institute of public health of RM, MLSP, SWCs, Local self-government, RICs, NGO</p>	<p>2020</p>	<p>750,000 €</p> <p>(the budget is in accordance with the NAP for health of Roma)</p> <p>Budget of the RM (MH), EU funds (IPA I, IPA II), other donor funds</p>

	<p>access to health care for the Roma persons with unregulated status and without personal identification documents. The implementation of the project for "Roma health-care mediators" will continue with further widening of the network of Roma health care mediators, as well further strengthening of their capacities.</p> <p>As a result of the identified weaknesses, measures shall be taken to further improve the system for collection of relevant statistical data and information based on the work and functioning of the Roma health care mediators. It is also planned to implement activities related to raising awareness of the necessity for immunization of the Roma children, implementing educational workshops for Roma parents about vaccination, transmitted and non-transmitted diseases with children, implementing field activities for the identification of non-regularly vaccinated and non-vaccinated Roma-children and their vaccination. Implementing measures for ensuring better access to information for Roma men and women on improving the sexual and reproductive health, informative and educational activities on family planning within the Roma communities etc. Informational and other types of activities for reducing the existence of discrimination in relation to the use of and access to health care services for Roma etc.</p>			
3.3.5. Tackling the key challenges in the area of the pension system sustainability				
3.3.5.1. Objective: Strengthening the financial sustainability of the pension system and improving the efficiency in exercising the pension and disability insurance rights				
a/ Conducting an analysis of the current financed pension and disability insurance (pay-as-you-go) and the fully funded pension insurance and the detailed analysis of the structure of the members in the fully funded pension insurance	The implementation of the fully funded pension insurance started since 1 st of January 2006, and one part of the contribution for pension and disability insurance started to go into private pension funds, and the mandatory members in the second pension pillar were the insurers employed for the first time after 1 st of January 2003. Ten years since the beginning of the implementation of the fully funded pension insurance, there is a necessity to conduct and to prepare more detailed analyses of the current functioning of the pension system and the justification of the membership into the second pillar for older members (insurers). This would provide an insight into the situation and adequate draft-proposals for the possible improving and upgrading the system, for further amendments to the existing legislative framework and a just (fair) distribution of members (pension insurers)	MLSP, MF, MAPAS, PDIFM	2018	no financial implications
b/ Further improvement of the efficiency of the Pension and Disability Insurance Fund of Macedonia	By upgrading the electronic services since 2015, the Pension and Disability Insurance Fund of Macedonia began implementing the function of electronic access in the evidence of qualifying years for insurance and salaries for each insurance member, with previously received code and password for access to the system. For the purpose of further upgrading of the access and services, a possibility for electronic application for exercising the pension and disability insurance rights will be provided, by using digital certificate. In addition to that, there will be continuation of the activities for raising public awareness on the pension and disability insurance system, with	PDIFM, MLSP, MAPAS	2017	no financial implications

	special focus on the private pension savings schemes, through more general public education on the rights deriving from the pension and disability insurance, at the level of specific target groups and including all stakeholders - institutions, trade unions, employers and non-governmental sector.			
3.3.5.2. Objective: Introducing new possibilities of investment of the funds from the second and the third pension pillar, in accordance with the capital market and the age structure of the members				
a/ Conducting an Analysis of the existing system of investing assets from the second and the third pension pillars and Analysis of the existing Law on payment of pensions and pension benefits from the fully funded pension insurance	It is expected that the analyses will provide information on the possible introduction of new possibilities for investing the second and third pillar's assets, together with providing draft-proposals for setting up investment portfolios compliant with the investment risk, as well as to provide an overview of the existing system of payment of pensions and pension benefits from the fully funded pension insurance, with proposed actions for possible amendment to the existing legislation and operationalization of the quote (listing) and annuity as type of payment	MLSP, MAPAS	2018	no financial implications
3.3.5.3. Objective: Maintaining the adequacy of the pension and protection of the standard of pension beneficiaries				
a/ Analysis of the existing system of the right to the minimal pension and implementation of measures for ensuring social security to pensioners through alternative measures of protection and improvement of the social standard of this category of citizens	The planned analysis will be prepared by the MLSP with an expert assistance. In addition, it is planned to continue with implementation of the already established, but also on finding new alternative measures and projects for improving the social standard, the quality of living and improved social inclusion of pension beneficiaries (e.g. projects for free-of-charge bus and train transportation, free spa recreation, free tourist weekend etc.)	MLSP	2018 / 2020	approx.. 3,000,000 € ¹⁶
b/ Analysis of the existing system for calculating the amount of the pension	Two factors define the amount of the pension, i.e. the completion of the qualifying years of insurance and acquired (received) salaries, where the salaries of the previous years are valorized with coefficients, according to the salary growth in the year prior to obtaining the right to pension. The period of qualifying years of insurance is expressed in percentage which corresponds to the contribution rate of the pension and disability insurance. These parameters should be a subject of an analysis for the determining an adequate pension amount/level, and it is planned to be done by the MLSP during 2018, with the assistance of the additional expertise	MLSP	2018	no financial implications

¹⁶ The calculations includes the annual budget for projects free-of-charge spa recreation (38,000,000 MKD) and free tourist weekend (9,000,000 MKD), in the total annual amount of about 760,000 €

3.3.6. Tackling the key challenges in the area of health system and health protection of the population					
3.3.6.1. Objective: Improving access to health protection for all citizens, conditions in the health system and the quality of the health care services					
a/ Continuation with the measures for construction, upgrading and reconstruction of the public health facilities	<p>The projects will continue for construction and reconstruction of the public health care institutions, in order to improve the conditions within the health care system and to provide the population with a better and higher quality health care protection. Within the framework of these activities, it is planned to build a new clinic block in the "Mother Tereza" Clinic Centre in Skopje, as well as new Clinic Hospital in Shtip which will offer modern and high-quality health care services to approximately 200,000 citizens from the Eastern and Southeastern region of the country.</p> <p>It is also planned to undertake activities for reconstruction of the Special Hospital for Orthopedics and Traumatology "Sv. Erzamo" in Ohrid, the City General Hospital "8th of September" in Skopje, the General Hospital - Strumica, University Hospital for Surgical Illnesses "St. Naum Ohridski" in Skopje. All of this will contribute to the substantial improvements in the coverage and further advancement of the conditions for providing health care protection in these health institutions.</p>	MH	2020	176,000,000 €	(97M€ are provided through a loan from the Council of Europe Development Bank - CEB)
b/ Opening and developing Centres for treatment of specific illnesses or conditions	<p>This measure is complementary with the preceding one and it is in line with the efforts to improve the health care protection of patients with specific illnesses or conditions and the people with special needs. It is planned for a Regional Nephrology Centres to be opened in order to provide better accessibility of these services, early detection of the illness, to improve health and eliminate the need for patients to travel to Skopje. Opening of Regional Stroke Centers in the clinics in Bitola, Tetovo and Shtip to ensure greater accessibility of this kind of services for the population; opening of a Wound Care Center in the Gerontological Institute "13 Noemvri" in order to decrease the burden to the surgical and internist department and to improve the treatment of these patients; development of a transplantation centre, transplantation laboratory, activities for creation of network of donor coordinators, education of the personnel, creating of electronic waiting lists for transplantation and an electronic system for organ allocation, conducting a campaign for organ donation.</p> <p>It is also planned to open the Centre for Autism that will provide the patients from this vulnerable category with the early diagnostics and treatment by specially trained psychologists and social workers, and the persons with autism will also be provided with a treatment through multidisciplinary approach, with previous adequate training of the multidisciplinary teams.</p>	MH	2020	3,000,000 €	

c/ Implementation of measures to improve accessibility to the health care protection for specific vulnerable groups – pregnant women and infants, elderly over 62 years of age, Roma ¹⁷ and other	For the purpose of reduction of the perinatal and infant mortality, the implementation of the Action Plan for strengthening neonatal services will continue, by organizing these services as a regional model with at least three level of care, activities to improve the health of pregnant women will continue by providing free-of-charge check-ups and delivery of all pregnant women, regardless of their health insurance status, there will be continuous work on the introduction of methods for early diagnostics of certain congenital anomalies. In order to improve the accessibility of the health services to people over 62/64 years of age, it is planned to open Centre for persons with Alzheimer in Shtip, where the patients shall be given medical care and rehabilitation support. It is also planned for the new regional centres for palliative care to be developed and opened etc. The activities will also continue for improving the health and access to health care protection for the Roma people, as specific vulnerable population category.	MH	2020	1,600,000 €
d/ Improving and upgrading the established integrated health care information system “My term”	Measures for further improvement, optimization and upgrading with introducing new modules and functionalities are planned, such as module for cervical cancer screening as an extension of the successfully implemented module for screening of breast cancer, module for managing the electronic health care chart and electronic maternity card, module for electronic individual registrations in the health care system and development of registers in electronic form, managing an electronic immunization card, system for monitoring and managing the emergency care (ambulance) vehicles, system for material and financial affairs, system for working time registration in the public health care institutions and other.	MH	2020	1,500,000 €
e/ Improving the system for prevention and control of infectious diseases	Improving the system for prevention and control of infectious diseases will ensure improved capacities of the health care facilities to implement measures and activities for prevention and control of infectious diseases, through improving the system of registration, data collection and data analysis, improving the biosafety in the public health microbiology laboratories and improving the national reference system of microbiological laboratories, maintaining high-level coverage of population with compulsory vaccination, improving the knowledge and skills of employees in public health institutions for intra-hospital infections and antimicrobial resistance (AMR)	MH	2020	2,500,000 €

¹⁷ More detailed information on the planned policies and measures that will contribute to increased access to health care protection and improved health status of the Roma community, are presented above in this table, within the section “Improving social inclusion of Roma”

3.3.6.2. Objective: Improving the expertise and competence of the health-care workers				
a/ Implementation of various forms of education to the health care workers from Macedonia in distinguished/renowned health institutions abroad and introduction of new methods/interventions	Through the programme for education of health workers, funds will be allocated for education and professional trainings for health care specialists employed in public health institutions of secondary and tertiary level, for application of new diagnostic methods and treatment of illnesses, for acquiring the most recent knowledge and expert education and professional training in implementation of more complex interventions in the area of cardio surgery, thoracic surgery, digestive surgery, vascular surgery, neurosurgery, anesthesiology, gynecology, gastroenterohepatology, ophthalmology, otorhinolaryngology, orthopedics, traumatology, neurology, radiology, urology, pediatrics, neonatology. The trainings of the medical staff will enable introduction of new medical diagnostic and therapeutic methods and interventions which have not been available in the public health institutions. This will widen the scope and the availability of health care services, their improvement, as well as complete and efficient use of the procured equipment and providing additional and higher-quality services.	MH	2020	1,300,000 €

ANNEX 2

ESRP MATRIX OF INDICATORS AND TARGETS

Indicator	Baseline	Target (2020)	Source of verification
LABOUR MARKET AND EMPLOYMENT			
Improvement of economic development and job creation			
Number of active enterprises in the Republic of Macedonia	70,659 (2014)	80,000	CRM
Business Environment – Index and ranking of R.Macedonia (<i>World Economic Forum – “The Global Competitiveness Report”</i>)	3.9 # 35 ¹ (2015)	4.3 In the first 20	“The Global Competitiveness Report”, WEF
Productivity – Index and ranking of R. Macedonia; (<i>World Economic Forum – “The Global Competitiveness Report”</i>)	3.9 # 65 ² (2015)	4.2 # 50	“The Global Competitiveness Report”, WEF
Inflows of FDI (Foreign Direct Investments) in relation to the GDP	2.4% of GDP (2014)	4.5% of GDP	NBRM
Improvement of the unemployment situation, especially with the most vulnerable categories (youth, long-term unemployed)			
Employment Rate (15+)	42.1% (2015)	46.9%	SSO, LFS
Unemployment Rate (15+)	26.1% (2015)	21.5%	SSO, LFS
Youth Employment Rate (15-29)	28.3% (2015)	30.7%	SSO, LFS
Youth Unemployment Rate (15-29)	42.5% (2015)	< 41.0%	SSO, LFS
Long-term Unemployment Rate	21.3% (2015)	< 20%	SSO, LFS

¹ Source: World Economic Forum – “Global Competitiveness Report” – Pillar1: Institutions, Sector 1.09 “Burden on the government regulations” <https://www.weforum.org/reports/global-competitiveness-report-2015>

² Source: World Economic Forum – “Global Competitiveness Report” – Pillar 11: Business sophistication, Section 11.07 „Sophistication of the manufacture process” <https://www.weforum.org/reports/global-competitiveness-report-2015>

Total number of persons involved in various labour market services and active employment measures and programmes		37,500 (2016)	min. 40,000 annually	ESARM, MLSP
Coverage of young persons (15-29) with programmes, employment measures and services, within the annual Operational plans			at least 30%	ESARM, MLSP
All young persons registered for the first time in ESARM, are being early profiled, i.e. during the first 6 months of their unemployment period		/	/	ESARM
Percentage of registered employments of persons with disabilities in the open economy, as compared with the employments in the sheltered companies		60% (2015)	maintaining and/or improving the trend	ESARM
Tackling informal employment				
Participation/share of the informally employed in the total number of employed persons		19.9% (2015)	18.0%	SSO, LFS
Developed and adopted tripartite National Strategy for Formalization of the Informal Economy		/	2017	MLSP, Social partners
Improving quality of work and services of the public employment service (PES)				
Number of renovated/reconstructed regional employment centres with significantly improved work conditions		12 (2015)	30	ESARM
Opening of new dispersed offices of the regional employment services, ensuring easier access and use of the ESA services		26 (2015)	40	ESARM
Number of employees in the ESARM and number of staff included in the activities for strengthening their capacities (trainings, workshops, seminars, etc.)		502 employees (2015)	min. 550 employees each employee, at least once per year is included in a training/seminar etc.	ESARM
Number of unemployed individuals for whom Individual Employment Plan 2 (IEP 2) is made		/	40,000 individuals - IEP-2 at least 60% of these individuals to be included in some of the ALMM and services within the 12 months period	ESARM
Number of employment mediation requests to the ESARM by the employers		4,655 requests 3,348 (72%) positively resolved) (2015)	increase of 15% (6,000 annually) of the number of mediation requests (with the majority to be successfully realized)	ESARM

Strengthening social dialogue in RM at tripartite and bipartite level, at national and local level, improvement of collective bargaining				
Trade Union Density Rate		22% ³ (2015)	>26%	MLSP
Collective Bargaining Coverage Rate on branch, i.e. section level		32.48% ⁴ (2015)	36%	MLSP
Number of collective agreements at the level of employer		65 (2015)	80-85	MLSP
Prepared National Decent Work Programme, for the period following 2018		/	2018	MLSP
Rate of successfully resolved collective labour disputes through the mechanism for peaceful resolution of labour disputes		60% (2015)	maintaining a minimum rate of 70 - 75%	MLSP
Established and functional mechanism for monitoring the recommendations of ESC / regular monitoring of the number of opinions/recommendations submitted to the Government of RM		10 opinions/recommend. (2015)	/	MLSP, ESC
HUMAN CAPITAL AND SKILLS				
Rate of early school leavers ⁵		11.4% (2015)	< 11%	SSO, LFS
Share of persons at the age of 30-34 which have completed tertiary education ⁶		27.75% (2015)	30%	SSO, LFS
Participation of students in the secondary schools in the VET system		58.78% (2015)	> 60%	SSO

³ The current Trade union density rate is calculated on the basis of data from the decisions for representativeness of trade unions and data from SSO (LFS – data on employed according to the economic status, sectors and departments of business activity). Due to these reasons, this rate does not represent a fully representative data, i.e. it does not correspond with the real situation of trade union organization. **(Calculation:** data from the representativeness decisions with a total of 117,856 employed persons. Total no. of employed people 534,359 – SSO Statistical Report for the fourth quarter of 2015 - 2.1.16.04). **NOTE:** Starting from 2017, within the MLSP an electronic database on the membership of social partners shall become functional and it will allow to have more precise and accurate image of the situation in this area.

⁴ The current Collective bargaining coverage rate is calculated on the basis of data deriving from the decisions of representativeness of trade unions and employer's associations – signatories of the collective agreements at the branch level, combined with the data from the SSO (LFS – data on employed according to the economic status, sectors and departments of business activity). As such, this rate is not a fully representative data, i.e. it is possible that it is not precise and it deviates from the real/actual rate of coverage with collective agreements at branch/department level. **(Calculation:** data from the decisions on representativeness, covering a total of 77,826 employed persons, as compared with the total number of employed 239,605 in the specific sectors, i.e. departments for which the collective agreements were signed – SSO Statistical Report for the fourth quarter of 2015 - 2.1.16.04). **NOTE :** Starting from 2017, an electronic database on the membership of the social partners will become operational in the MLSP, which would give adequate and more precise data on these matters.

⁵ Participation of persons aged 18 to 24 that do not have any or have at least primary (lower secondary) education (and are not in further education or training), in relation to the total population of that age group. The selection of this indicator is in accordance with the indicator of the EU Strategy "Europe 2020" in the education sector (*rate of early school leaving*)

⁶ The selection of the indicator is in accordance with the indicator of the EU Strategy "Europe 2020" in the education sector (*share of 30-34 year-olds completing third level education*)

Participation in life-long learning ⁷		2.5% (2015)	> 5%	SSO, LFS
Rate of pupils with special needs included in the regular (mainstreamed) primary education ⁸		62% (2015)	70%	MES
Number of established Sectoral Commissions for Qualifications (for development and quality check of the qualifications in certain sectors)		/	8 Sectoral Commissions for Qualifications	MES
Established and functional Skills Observatory (for forecasting the skills needs at the labour market)		/	2020	MES
Functional Qualifications Register (for overview and transparency of the qualifications)		/	2020	MES
SOCIAL INCLUSION AND SOCIAL PROTECTION				
Poverty Rate ⁹		22.1% (2014)	< 20%	SSO (SILC)
Number of established Social services centres and Local social protection councils		3 (2015)	10 (established SSC and local SPC in 10 municipalities)	MLSP
Number of persons accommodated in the established services/housing units for independent living with support and small group homes, within the framework of the deinstitutionalization process.		93¹⁰ beneficiaries (2015)	around 150 accommodated beneficiaries ¹¹	MLSP
Development of the Social entrepreneurship: - Adopted Law on Social Entrepreneurship - Number of registered social enterprises - Number of people belonging to vulnerable categories employed in the social enterprises		/	- year 2017 - 20 (2020) - 100 (2020)	MLSP

⁷ Adults (between 25 and 64 years old) participating in learning (formal or non-formal), as a percentage of the total population at that age.

⁸ The percentage of students with special needs involved in mainstream primary education, in relation to the total number of registered students with special needs (for the year of 2015, of the total number of 1,138 registered students with disabilities, 707 (62%) were in regular (mainstream) education and 431 in special schools)

⁹ **Source:** State Statistical Office, SILC - Survey on Income and Living Conditions

¹⁰ This refers to the 76 beneficiaries accommodated in the existing 16 housing units for independent living with support and the 17 beneficiaries accommodated in the two existing small group homes (in Berovo and Kavadarci)

¹¹ This number refers to individuals deinstitutionalized from the SP institutions (SI "Demir Kapija", Institute for Rehabilitation "Banja BANSKO"), individuals accommodated in small group homes, as well as individuals accommodated in these alternative forms of supported living for the purpose of prevention of their institutionalization.

Increased coverage and access of beneficiaries from various vulnerable categories to non-institutional (alternative) forms and services of community care (day care centers, foster families, shelter centres, centers for providing services, intervention centers, etc.).	approximately 1,750 ¹² beneficiaries (2015)	around 2,270 beneficiaries/coverage (30% increase)	MLSP, ISA
Increased capacity in institutions for elderly people: - number of homes for elderly [public/private] - capacity [in public / private]	22 [5/17] 1,167 [624/543] (2015)	35 1,500 (30% increase)	MLSP
Improving the social inclusion of Roma in the Republic of Macedonia			
Participation of Roma in the labour market services and active employment programmes and measures	100 annually (2014)	min. 800 (at least 200 persons annually) of which 30% women and young	MLSP, ESARM
Participation of Roma in the total number of registered unemployed persons in the ESARM	5.5% ¹³ (2015)	4.5%	ESARM
Participation of Roma children (0-6) in the preschool education ¹⁴	840 ¹⁵ (2015)	1,000 – 1,200 in school year	SSO
Percentage of Roma pupils successfully completing primary education	75% (2014)	Increase of min. 10%	DDPELMC, MES
Number of enrolled Roma-students in tertiary education	188 ¹⁶ (2014)	Increase of min. 10%	SSO
Transition rate of Roma pupils from primary to secondary education	83% (2015)	90%	DDPELMC, MES
Transition rate of Roma-pupils from secondary to tertiary education	40% (2015)	45%	DDPELMC, MES
Number of Roma families with access to social housing	102 (15%) of 678 social apartments (2015)	increase of min. 10% of participation of Roma families (in 1,063 planned new social apartments)	MTC

¹² The coverage is determined on the basis of the average number of persons/beneficiaries belonging to different vulnerable categories, who are currently visiting and/or using the services in the existing alternative forms of providing care and social services, established throughout the territory of the Republic of Macedonia.

¹³ **Source:** ESARM – out of the total of 123,892 registered unemployed persons in RM actively searching employment 6,761 (5.46%) are Roma. (data from: May 2015)

¹⁴ Number of Roma children included in the preschool education institutions (kindergartens/Early Child Development Centres). **Source:** SSO

¹⁵ **Source:** SSO (*Statistical Review no.2.4.16.01/842*) – of the total number of children (age 0-6) in the kindergartens and Early Child Development Centres in 2015 (32,660), 840 were Roma-children (2.57%)

¹⁶ **Source:** SSO (*Statistical review no.2.4.15.18/832*) – total no. of Roma students (188) enrolled at state and private universities in the academic 2014/15 year

Number of realized public utility infrastructure projects in areas/settlements with prevalent Roma population	8¹⁷ (2013/14)	23¹⁸	MTC
Infant mortality rate within the Roma population (per 1,000 live births)	14.2 ‰ (2014)	< 10 ‰ (decrease of 30%)	MH
Increase of the vaccination coverage among Roma children	NA	95% vaccination coverage amongst Roma children	MH
Tackling the key challenges in the health care system and the health protection of the population			
Infant mortality rate in Republic of Macedonia ¹⁹	9.9 ‰ (2014)	6.9 – 7.0 ‰	SSO
Number of newly constructed and reconstructed public health care buildings		2 newly-constructed 4 reconstructed buildings	MH
Number of newly opened centres for treatment of specific diseases/conditions		18²⁰	MH
Number of health care workers in public health care institutions of secondary and tertiary level, who successfully completed training for application of new diagnostic methods and disease treatment		1,000 at annual level	MH
Completed upgrade with new modules of the integrated health care information system “My term”	19 modules (2015)	33 functional modules	MH

¹⁷ Realized 8 public utility infrastructure projects in 8 municipalities (Berovo, Bitola, Vinica, Gazi Baba, Kochani, Prilep, Probishtip, Shtip)

¹⁸ 23 new projects are either commenced or planned for realization in several municipalities: Bitola, Veles, Vinica, Delchevo, Gyorche Petrov, Kochani, Prilep, Shtip (2015/2016) and Berovo, Bitola, Veles, Kumanovo, Vinica, Gazi Baba, Delchevo, Gyorche Petrov, Kochani, Probishtip, Prilep, Chair, Shuto Orizari, Kichevo, Shtip (2017-2020)

¹⁹ per 1,000 live births

²⁰ Planned opening of 18 centres for treatment of specific diseases/conditions (5 nephrologic, 3 stroke centres, 1 wound treatment centre, 1 autism centre, 1 centre for people with Alzheimer, 7 palliative care centres)