



Government of the Republic of North Macedonia
Ministry for Inter-Community Relations

STRATEGIC PLAN

for the period 2025 - 2027

August 2024
Skopje

The Strategic Plan of the Ministry for Inter-Community Relations for the period 2025-2027 represents a key strategic document that outlines the strategic priorities and goals of the Ministry, fully aligned with the strategic priorities and goals of the Government of the Republic of North Macedonia and the NPAA program. Through the Strategic Plan, our path is defined toward the full implementation of the Framework Agreement and further advancement and protection of the rights of community members.

The Strategic Plan is a document that identifies programs, projects, measures, and activities to be implemented. It is based on a prior analysis of the strategic areas in which the Ministry operates, with the aim of objectively assessing the conditions and key factors affecting the realization of our mission and vision. Through the implementation of programs, projects, measures, and activities, significant progress will be made toward the complete realization of the strategic priorities and goals of both the Government of the Republic of North Macedonia and the priorities and goals of the Ministry for Inter-Community Relations.

The implementation of the Strategic Plan for the period 2025-2027, with full and greater dedication from the employees, is expected to be fully realized. This will also ensure efforts to promote shared values such as equality, respect for diversity, and multicultural dialogue. The Ministry for Inter-Community Relations, in carrying out its program activities based on internal analysis, will be guided by its strengths and opportunities while avoiding identified threats and risks.

1. INTRODUCTION

1.1 About the Ministry

To implement the constitutional amendments of the Republic of North Macedonia, arising from the Ohrid Framework Agreement, a Department for the Implementation of the Framework Agreement was established within the General Secretariat. By a decision of the Government of the Republic of North Macedonia on April 5, 2004, this department was upgraded to a Sector for the Implementation of the Ohrid Framework Agreement. With amendments to the Law on the Government (“Official Gazette of the Republic of Macedonia No. 115/2007”), it was transformed into the Secretariat for the Implementation of the Framework Agreement.

On March 17, 2019, with a two-thirds majority, or 80 votes in favor, the Assembly adopted two laws transforming the Secretariat for the Implementation of the Ohrid Framework Agreement into the Ministry for Political System and Inter-Community Relations. Immediately following these legislative changes, the Assembly adopted amendments to the Law on the Government to align this law with the Law on the Organization and Work of State Administration Bodies (“Official Gazette of the Republic of Macedonia No. 58/2000, 44/2002, 82/2008, 167/2010, 51/2011, 96/2019, and 110/2019”).

According to the Law on Amending and Supplementing the Law on the Organization and Work of State Administration Bodies, Article 28 (“Official Gazette of the Republic of North Macedonia No. 121/2024”), the Ministry for Political System and Inter-Community Relations continues its work as the Ministry for Inter-Community Relations, with competencies defined by this law and the Law on the Integration of Administrative Officials Employed Through the K5 Program in the Ministry for Political System and Inter-Community Relations (“Official Gazette of the Republic of North Macedonia No. 302/2020”).

1.2.1 Analysis of the Ministry's Situation

Analysis of Strengths, Weaknesses, Opportunities, and Threats

In implementing its program activities, the Ministry for Inter-Community Relations, based on internal analysis, will be guided by its strengths and opportunities while avoiding identified threats and risks.

- **Strengths:** Lack of skilled staff in the Ministry, shortage of human resources in certain departments and sectors, insufficient training of employees for the full execution of tasks.
- **Weaknesses:** Lack of skilled staff in the Ministry, shortage of human resources in certain departments and sectors, insufficient training of employees for the full execution of tasks.
- **Opportunities:** Proper redistribution of employees to positions that match their skills and expertise, employee development through generic and specialized training programs.
- **Threats:** Loss of skilled staff to other institutions or retirement, delays in filling vacant positions in the Ministry.

Analysis of Political, Economic, Social, Technological, Legal, and Environmental Factors

The analysis of political, economic, social, technological, legal, and environmental factors was conducted to assess the impact of external factors on the Ministry's efforts to protect the rights of communities.

- **Political Factors:**
 - Strategic priorities and goals of the Government of the Republic of North Macedonia.
- **Economic Factors:**
 - Financial resources in the Budget of the Republic of North Macedonia.
 - Opportunities to secure funding from donors for project activities not covered by the Ministry's budget.
- **Social Factors:**
 - Influence of civil society organizations
 - Media reporting on the Ministry's activities
- **Technological Factors:**
 - Advances in technology and technological processes.
- **Legal Factors:**
 - Legal and sub-legal regulatory acts;

1.2.2 Analysis of Resources

- Financial Resources

The Ministry for Inter-Community Relations is funded through resources provided from the Budget of the Republic of North Macedonia - Budget Program 10, Division 04010.

- Human Resources

The total number of employees in the Ministry for Inter-Community Relations is 280, of which 182 are men and 98 are women. Detailed information about the Ministry's human resources can be seen in the table below.

Table 1

Tabular overview of active employees in the Ministry for Inter-Community Relations (MICR)

Position	High		Higher		Secondary		Primary		TOTAL		Total Active Employees in MICR
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Appointed	2	2	0	0	0	0	0	0	2	2	4
Managerial	18	11	0	0	0	0	0	0	18	11	29
Non-Managerial	31	21	0	0	12	3	0	0	43	24	67
Total	51	34	0	0	12	3	0	0	63	37	100

Table 2

Tabular overview of employees in the Ministry for Inter-Community Relations (MICR) undergoing the transfer process

Position	High		Higher		Secondary		Primary		TOTAL		Total Active Employees in MICR
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	
Appointed	0	0	0	0	0	0	0	0	0	0	0
Managerial	4	0	0	0	0	0	0	0	4	0	4
Non-Managerial	86	59	0	0	29	2	0	0	115	61	176
Total	90	59	0	0	29	2	0	0	119	61	180

2. MISSION

Creating policies for the seamless implementation of the Ohrid Framework Agreement, guaranteeing and protecting the rights of ethnic communities, improving interethnic relations, strengthening multicultural cohesion, and promoting multicultural values, as well as raising awareness of the importance and necessity of respecting the diversity of cultural expressions.

3. VISION

An effectively and fully implemented Ohrid Framework Agreement as a foundation for ensuring the stability of the state, where peaceful and harmonious societal development is promoted, with respect for the ethnic identity and interests of all its citizens, committed to building and strengthening multicultural cohesion and promoting multicultural values.

4. PRINCIPLES AND VALUES

- Rule of law;
- Legality;
- Adequate and equitable representation;
- Gender equality;
- Respect for human rights and freedoms;
- Professionalism, efficiency, and ethics;
- Transparency and accountability;
- Inclusiveness, openness to the needs and expectations of the target group/citizens;
- Initiative, openness to change, and managing change;
- Economical use of available resources and respect for employees;
- Orientation towards problem-solving and achieving results;
- Teamwork, coordination, flexibility, and adaptability to new circumstances

5. TASKS AND OBLIGATIONS

- Providing and coordinating support for the Government in implementing the strategic priority related to obligations arising from the Framework Agreement,
 - Securing and managing financial resources needed for the successful implementation of the obligations arising from the Framework Agreement, within the Budget of the Republic of North Macedonia and from donors ,
 - Ensuring coordination and alignment of the work of state administration bodies in the implementation of the Framework Agreement,
 - Promoting and protecting the rights of community members as a group of citizens of the Republic of North Macedonia who have traditionally lived in the country, possessing distinct ethnic, linguistic, cultural, religious, or other characteristics, driven by the desire to preserve and nurture these attributes,
 - Monitoring the implementation of the right to use the languages and scripts of the communities,
 - Guaranteeing the protection of the ethnic, cultural, and linguistic identity of the communities,
 - Engaging in international cooperation on issues related to inter-community relations,
 - Addressing other issues pertaining to inter-community relations,
- Monitoring the state of Inter-Community Relations at the national level, by regions, and within local self-government units, and preparing reports and recommendations for the Government of the Republic of North Macedonia and the Committee for Inter-Community Relations,
- Promoting and taking measures to enhance the use of the language spoken by at least 20% of the citizens of the Republic of North Macedonia,
 - Providing expert opinions on materials related to the implementation and promotion of the use of the language spoken by at least 20% of the citizens of the Republic of North Macedonia,
 - Supporting the Government in ensuring fair and adequate representation of citizens belonging to all communities in the state administration bodies,
 - Assisting in the preparation of methodologies for drafting Government action plans in the area of equitable representation in employment
 - Performing other duties as prescribed by law.

6. STRUCTURE

The Ministry for Inter-Community Relations is led by a minister who holds the rights and responsibilities of a state official, managing a state administration body. The Ministry also has a deputy minister and a state secretary

The Ministry for Inter-Community Relations includes:

- The Administration for Development and Promotion of Education in the Languages of Community Members

- Administration for Affirmation and Promotion of the Culture of Community Members in the Republic of Macedonia Directors appointed by the Government of the Republic of North Macedonia manage the Administrations..

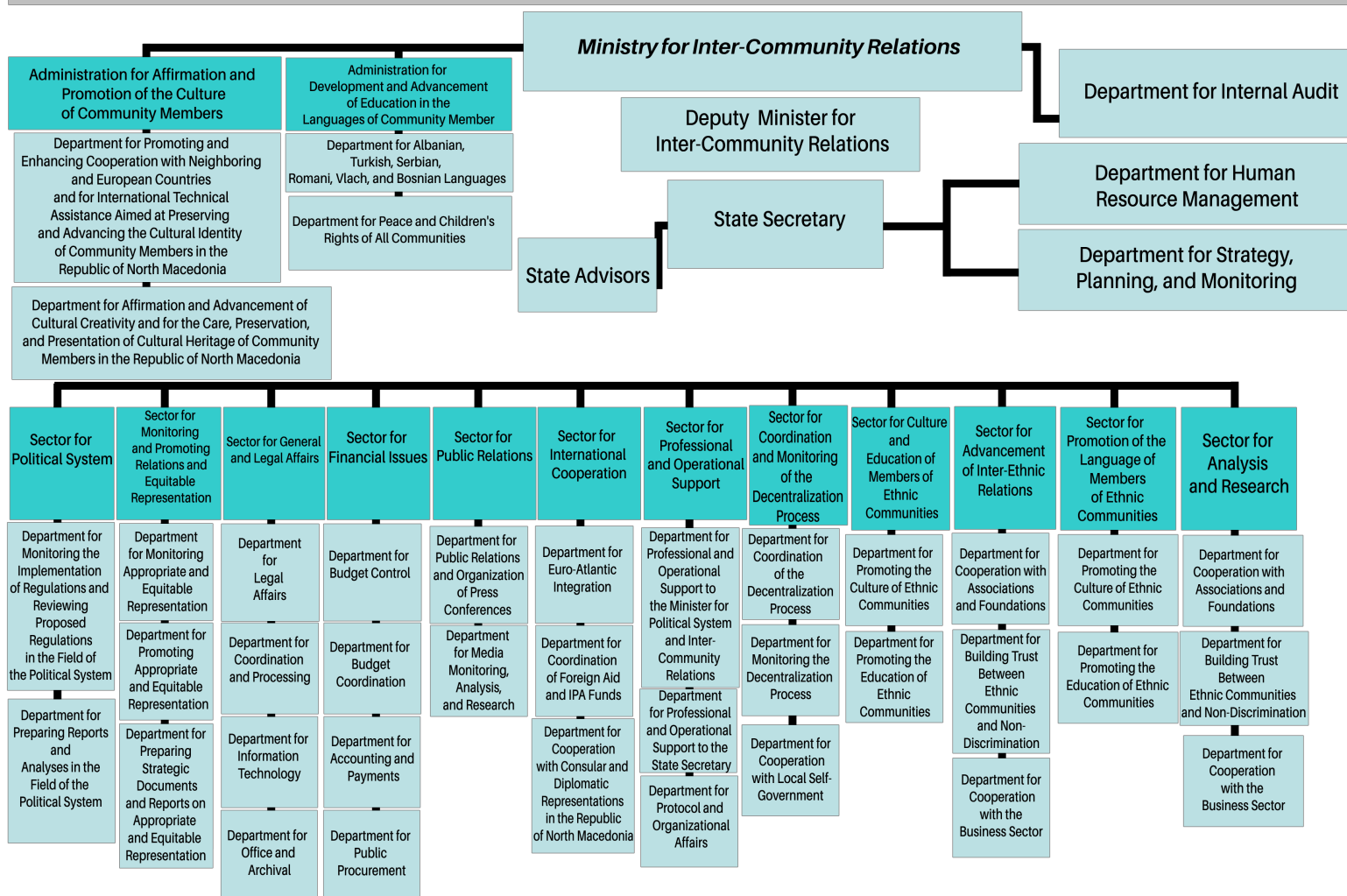
ORGANOGRAM¹

¹With the adoption of the Law on the Organization and Work of State Administration Bodies (“Official Gazette of the Republic of Macedonia No. 121/24”), the Ministry for Political System and Inter-Community Relations continues to operate as the Ministry for Inter-Community Relations.

According to Article 6 of the Law on the Integration of Administrative Officials Employed Through the K-5 Program in the Ministry for Political System and Inter-Community Relations, the Ministry will amend its act on job systematization following the integration of employees to align with the Ministry's needs. In the near future, a functional analysis will be conducted within the Ministry, resulting in changes to the organizational structure in accordance with the Ministry's legal competencies.

At first glance, it is evident that in the future, there will be no need for the existence of the Sector for Political System and the Sector for Coordination and Monitoring of the Decentralization Process. Following the functional analysis, the exact number of sectors will be determined in accordance with the Ministry's legal competencies.

Organogram of the Ministry for Inter-Community Relations



7. PRIORITIES AND GOALS

7.1. Strategic Priorities

In line with the strategic priorities and goals of the Government of the Republic of North Macedonia for 2024–2028, specifically Paragraph 8 – full implementation of the Ohrid Framework Agreement, strengthening multicultural cohesion, and promoting multicultural values – the Ministry for Inter-Community Relations has identified the following strategic priority areas for the period 2025–2027:

- Advancement and protection of the rights of community members;
- Guaranteeing the cultural, ethnic, and linguistic identity of communities;
- Improvement of education in the languages of community members;
- Full implementation of the principle of adequate and equitable representation;
- Cooperation with the civil sector.

7.2. Strategic Goals

In accordance with the above-mentioned strategic goals, the Ministry for Inter-Community Relations has set the following priorities for each program area:

- Improving, achieving, and advancing the rights of community members;
- Providing protective mechanisms for cultural, ethnic, and linguistic identity;
- Enhancing and monitoring the state of education in the languages of communities;
- Monitoring and improving adequate and equitable representation of ethnic communities in the public sector;
- Full utilization of official languages of community members at the central and local levels;
- Strengthening capacities and providing financial support to the civil sector.

8.OVERVIEW OF ACHIEVED RESULTS FROM JANUARY 2022 TO AUGUST 2024

- Allocation of administrative officials from the Ministry for Political System and Inter-Community Relations employed through the K-5 program to public sector institutions;
- Development and implementation of a Program for Funding the Programmatic Activities of Associations and Foundations for 2023 a;
- Preparation of a Report on the Implementation of the Program for Funding the Programmatic Activities of Associations and Foundations for 2022;
- Adoption of the Employment Plan for the Ministry for Political System and Inter-Community Relations
- Organization of a celebration marking the anniversary of the signing of the Ohrid Framework Agreement;
- Organization of an event commemorating the Day of the Albanian Alphabet;
- Activities carried out to mark the Day of Ethnic Communities;
- Organization of a school for young leaders – Peace Forum Dialogue;
- Contribution to the preparation of the European Commission's Annual Report in the section on fundamental rights – implementation of the Framework Agreement;

- Monitoring and coordination of integrated education from the perspective of implementing the Framework Agreement;
- Participation in the Committee within the framework of the Association and Stabilization Agreement;
- Participation in the Council for Cooperation Between the Government and Civil Society;
- Participation in the Council for Public Administration Reform;
- Contribution to the chapter "Functioning of Democratic Institutions";
- Contribution to the chapter "Judiciary and Fundamental Rights".

9. PROGRAMS:

Within the framework of the Strategic Plan of the Ministry for Inter-Community Relations for 2025–2027, the following programs are established:

1. Adequate and equitable representation;
2. Use of the official languages of ethnic communities in the Republic of North Macedonia;
3. Education and culture of ethnic communities;
4. Improvement of interethnic relations;
5. International cooperation.

9.1 PLANS FOR IMPLEMENTATION OF THE PROGRAMS

IMPLEMENTATION PLAN FOR THE PROGRAM

“Adequate and Equitable Representation”

A: Justification and Design of the Program

The program derives from:
The strategic priority of the Government of the Republic of North Macedonia, as outlined in the Decision on Strategic Priorities for 2024–2028, focusing on the full implementation of the Ohrid Framework Agreement, strengthening multicultural cohesion, and promoting multicultural values. This includes guaranteeing the ethnic, cultural, and linguistic identity of communities in the Republic of North Macedonia, as well as advancing, protecting, and promoting the rights of all ethnic communities
2.NPAA -The Ministry has obligations stemming from the National Program for the Adoption of the Acquis of the European Union. Chapter 2 – Rule of Law and Fundamental Rights Chapter 23 – Judiciary and Fundamental Rights Area 2.1.3 – Minorities
3.Strategic priorities and goals of the state administration body: Full implementation of the Ohrid Framework Agreement, improving, achieving, and advancing the rights of community members; monitoring and improving the adequate and equitable representation of ethnic communities in the public sector.

Program Name: “Adequate and Equitable Representation”	Program Goals: - Improving and advancing adequate and equitable representation in public sector institutions.
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Program Success Indicators: - Preparation of a one-year employment plan; - Number of administrative officials allocated through the K-5 program;

1.2.Implementation of the plan for allocating employees under the K-5 program	CCYCP3 OY4P Sector for Monitoring and Promoting Adequate and Fair Representation Operator for Human Resources Development	MJ MFA MJA Ministry of Public Administration (MPA) MΦ Ministry of Finance (MF) ИJC Public Sector IJU Institutions	01/2025	06/2025	8	0
1.3. Preparation of a Report on Adequate and Equitable Representation of Community Members	CCYCP3 OY4P Sector for Monitoring and Promoting Adequate and Fair Representation Operator for Human Resources Development	ИJC Public Sector IJU Institutions	01/2025 01/2026 01/2027	06/2025 06/2026 06/2027	5 5 5	0

1.4 Analysis of the implementation of the principle of equitable representation at all levels of state bodies and public institutions	Sector for Monitoring and Promoting Adequate and Fair Representation	Public Sector IJU Institutions	01/2025 01/2026 01/2027	12/2025 12/2026 12/2027	5 5 5	
1.5 Analysis and opinion on annual employment plans submitted by state administration bodies	Sector for Monitoring and Promoting Adequate and Fair Representation	ОДУ Bodies of the State Administration	01/2025 01/2026 01/2027	12/2025 12/2026 12/2027	5 5 5	0
1.6 Introduction of a web-based protocol (API) for retrieving information from the Public Sector Employee Registry for all institutions covered by the Registry	Ministry for Inter-Community Relations	Government of the Republic of North Macedonia	01/2025 01/2026 01/2027	12/2025 12/2026 12/2027	5 5 5	1.000.000
1.7 Functional web-based software for visualizing information from the Public Sector Employee Registry obtained via API	Ministry for Inter-Community Relations	GRNM	01/2025 01/2026 01/2027	12/2025 12/2026 12/2027	5 5 5	2.000.000
Total activities in the current year: 2025 – 7						
Total activities in the following year: 2026 – 6						
Total activities in year two 2: 2027 – 6						

Grand Total	19		01/2025	12/2027		3.000.000
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IMPLEMENTATION PLAN FOR THE PROGRAM “Use of the Official Languages of Ethnic Communities in the Republic of North Macedonia”

A: Justification and Design of the Program

The program derives from:
1.The strategic priority of the Government of the Republic of North Macedonia, as outlined in the Decision on Strategic Priorities for 2024, focusing on the full implementation of the Ohrid Framework Agreement, strengthening multicultural cohesion, and promoting multicultural values. This includes guaranteeing the ethnic, cultural, and linguistic identity of communities in the Republic of North Macedonia, as well as advancing, protecting, and promoting the rights of all ethnic communities.
2.NPAA -The Ministry has obligations stemming from the National Program for the Adoption of the Acquis of the European Union Chapter 2 – Rule of Law and Fundamental Rights Chapter 23 – Judiciary and Fundamental Rights Area 2.1.3 – Minorities
3.Strategic priorities and goals of the state administration body: Full implementation of the Ohrid Framework Agreement, strengthening multicultural cohesion, and promoting multicultural values. Improving, achieving, and advancing the rights of community members, providing protective mechanisms for cultural, ethnic, and linguistic identity, and enhancing and monitoring the state of education in the languages of communities.

Program Name: Use of the Official Languages of Ethnic Communities in the Republic of North Macedonia	Program Goals: Implementation of constitutional and legal provisions in the field of the use of official languages in the Republic of North Macedonia.
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<p>Program Success Indicators:</p> <ul style="list-style-type: none"> - Analysis prepared on the implementation of the Law on the Use of Languages; - Timely preparation of an action plan for implementing the Law on the Use of Languages; - Greater realization of citizens' rights; - Research with recommendations completed; - Implementation of planned training sessions.
<p>The program is) <input checked="" type="checkbox"/> Horizontal <input type="checkbox"/> Vertical</p>

B: Implementation Plan for the Program "Use of the Official Languages of Ethnic Communities in the Republic of North Macedonia"

Activity	Responsible	Consulted	Timeline		Required Resources	
			Start (MM/YY YY)	End (MM/YYYY)	Human	Financial (MKD)
2.1. Research and analysis on the implementation of the Law on the Use of Languages	СУЈПЕЗ Sector for the Promotion of the Language of Ethnic Communities	АПЈ Language Implementation Agency ИУЈ Inspectorate for the Use of Languages	01/2025	06/2025	5	

<p>2.2.Action plan for the implementation of the Law on the Use of Languages.</p>	<p>СУПЕЗ Sector for the Promotion of the Language of Ethnic Communities MRG</p>	<p>GRNM Government of the Republic of North Macedonia</p>	<p>06/2025</p>	<p>12/2025</p>	<p>5</p>	<p>0</p>
<p>2.3.Raising citizen awareness about the right to use official languages</p>	<p>ОУЧР Department for Human Resources Development</p>	<p>Government of the Republic of North Macedonia МП Ministry of Justice МПСОМЗ Ministry of Political System and Inter-Community Relations МИОА Ministry of Information Society and Administration</p>	<p>01/2025 01/2026</p>	<p>12/2025 12/2026</p>	<p>6 6</p>	<p>0</p>

2.4 Research on training needs for improving professional capacities for translators, editors, and interpreters in local self-government units	SCMD APJ	МЛС Ministry of Local Self-Government ПФ ЗГФ Associations of Citizens and Foundations	01/2025	12/2025	5	
2.5 Conducting training to improve the professional capacities of translators, editors, and interpreters at the local level	SMCD, APJ	МЛС Ministry of Local Self-Government ПФ ЗГФ Associations of Citizens and Foundations	01/2026 01/2027	12/2026 12/2027	5 5	0
Total activities in the current year: 2025 –3						0
Total activities in the following year: 2026 – 2						0
Total activities in the next year: 2027–1						0
Grand Total	6		01/2025	12/2027		0

**IMPLEMENTATION PLAN FOR THE PROGRAM
“Education and Culture of Ethnic Communities”**

A. Justification and Design of the Program

The program derives from:	
1 - The strategic priority of the Government of the Republic of North Macedonia, as outlined in the Decision on Strategic Priorities for 2024, focusing on the full implementation of the Ohrid Framework Agreement, strengthening multicultural cohesion, and promoting multicultural values. This includes guaranteeing the ethnic, cultural, and linguistic identity of communities in the Republic of North Macedonia. Efficient management of preparation, planning, monitoring of implementation, and reporting on reforms related to accession negotiations, with a focus on the Rule of Law Roadmap, the Public Administration Reform Roadmap, and the Functioning of Democratic Institutions Roadmap.	
2 - NPAA – The Ministry has obligations arising from the National Program for the Adoption of the Acquis of the European Union Chapter 2 – Rule of Law and Fundamental Rights Chapter 23 – Judiciary and Fundamental Rights Area 2.1.3 – Minorities	
3 - Strategic priorities and goals of the state administration body: Full implementation of the Ohrid Framework Agreement, strengthening multicultural cohesion, and promoting multicultural values. Improving, achieving, and advancing the rights of community members, providing protective mechanisms for cultural, ethnic, and linguistic identity, full utilization of the official languages of community members at the central and local levels, strengthening capacities, and providing financial support to the civil sector.	

Program Name: “Education and Culture of Ethnic Communities”	Program Goal: Ensuring the rights of all ethnic communities within an integrative educational system and affirming and promoting the cultural values of all communities living in the Republic of North Macedonia.
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Program Success Indicators: -Updated registry -Affirmation of the cultural identity of communities

- Increased enrollment of children, with a special focus on smaller ethnic communities accommodated in kindergartens
- Enhanced communication among students from different ethnic communities in the Republic of North Macedonia
- Increased number of schools with ethnically integrated students

The program is: (Note the type of the program:) Horizontal Vertical

B: Implementation Plan for the Program “Education and Culture of Ethnic Communities”

Activity	Responsible	Consulted	Timeline		Required Resources	
			Start (MM/YYYY)	End (MM/YYYY)	Human	Financial (MKD)
3.1 Maintaining a registry of non-governmental organizations working in the field of culture of ethnic communities	MO3	GO	01/2025	12/2025	7	0
	Ministry for Inter-Community Relations		01/2026	12/2026	7	
	УАУКПЗ Directorate for the Promotion and Advancement of the Culture of Community		01/2027	12/2027	7	

	Members					
3.2 Commemoration of the days of communities living in the Republic of North Macedonia	Ministry for Inter-Community Relations UAUKPZ Directorate for the Promotion and Advancement of the Culture of Community Members.	GO	01/2025	12/2025	7	12.000.000
			01/2026	12/2026	7	12.000.000
			01/2027	12/2027	7	12.000.000
3.3 Monitoring the state of preschool education and increasing the number of kindergartens (especially in rural areas), and including minority groups in preschool education	MOZ Ministry for Inter-Community Relations SSOUZPPZ Sector for Monitoring the Realization, Improvement, Protection, and Promotion of the Rights of	MF	01/2025	12/2025	7	0
		Ministry of Finance	01/2026	12/2026	7	
		MPSOMZ Ministry of Political System and Inter-Community reations	01/2027	12/2027	7	

	Community Members						
3.4 Developed cooperation with higher education institutions and students from different universities in the country and abroad	MOZ		01/2025	12/2025	7		0
	Ministry for Inter-Community Relations	MON Ministry of Education and Science	01/2026	12/2026	7		
	УРОЈПЗ Directorate for the Advancement and Development of Education for Community Members	BRO Bureau for Education Development AOPPZ Agency for the Realization of the Rights of Communities ЕЛС, Unit for Local Self-Government. NGO	01/2027	12/2027	7		
3.5 Designing and implementing multi-year programs to increase the number of schools with ethnically integrated students and appropriate measures to overcome barriers to integration	MOZ		01/2025	12/2025	7		0
	Ministry for Inter-Community Relations	MON Ministry of Education and Science	01/2026	12/2026	7		
	УРОЈПЗ Directorate for the Advancement and Development of Education for Community Members	BRO Bureau for Education Development AOPPZ Agency for the Realization of the Rights of Communities ЕЛС Unit for Local Self-Government. NGO	01/2027	12/2027	7		
Total activities in the current year: 2025 – 5 (0 MKD)							0
Total activities in the following year: 2026 – 5 (0 MKD)							0

Total activities in year two: 2027 – 5 (0 MKD)					0
Grand Total	15		01/2025	12/2027	36.000.000

IMPLEMENTATION PLAN FOR THE PROGRAM “Improvement of Interethnic Relations”

A. Justification and Design of the Program

The program derives from:
<p>1 - The strategic priority of the Government of the Republic of North Macedonia, as outlined in the Decision on Strategic Priorities for 2024, focusing on the full implementation of the Ohrid Framework Agreement, strengthening multicultural cohesion, and promoting multicultural values. This includes guaranteeing the ethnic, cultural, and linguistic identity of communities in the Republic of North Macedonia, advancing, protecting, and promoting the rights of all ethnic communities, raising awareness of the importance and need to respect the diversity of cultural expressions at the local and national levels, and enhancing the presence, affirmation, and recognition of the culture of the Republic of North Macedonia in the region, Europe, and the world. Efficient management of preparation, planning, monitoring, and reporting on reforms related to accession negotiations, with a focus on the Rule of Law Roadmap, the Public Administration Reform Roadmap, and the Functioning of Democratic Institutions Roadmap.</p>
<p>2 - NPAA The Ministry has obligations arising from the National Program for the Adoption of the Acquis of the European Union Chapter 2 – Rule of Law and Fundamental Rights Chapter 23 – Judiciary and Fundamental Rights Area 2.1.3 – Minorities</p>
<p>3 - Strategic priorities and goals of the state administration body: Full implementation of the Ohrid Framework Agreement, strengthening multicultural cohesion, and promoting multicultural values. Improving, achieving, and advancing the rights of community members, providing protective mechanisms for cultural, ethnic, and linguistic identity, enhancing and monitoring the state of education in the languages of communities, monitoring and ensuring the full utilization of the official languages of community members at the central and local levels, strengthening capacities, and providing financial support to the civil sector.</p>

Program Name: Improvement of Interethnic Relations	Program Goal: Improved and advanced interethnic relations.
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Program Success Indicators:	
<ul style="list-style-type: none"> - Prepared analysis of the state of interethnic relations - Publication of the analysis on the state of interethnic relations - Conducted consultative meetings with the civil sector - Implemented program for financial support of project activities by associations and foundations related to improving interethnic relations - Prepared final report on the implementation of the program - Conducted research with recommendations for strengthening the position of the Commissions for Inter-Community Relations (COMZ) - Number of trained members of COMZ - Creation of a web application with data on COMZ 	
The program is: (Note the type of the program.)	<input checked="" type="checkbox"/> Horizontal <input type="checkbox"/> Vertical

B: Implementation Plan for the Program "Improvement of Interethnic Relations"

Activity	Responsible	Consulted	Timeline		Required Resources	
			Start (MM/YYYY)	End (MM/YYYY)	Human	Financial (MKD)
1.1 Preparing analysis of the state of interethnic relations	SUMO	AOPZ Agency for the Realization of the Rights of Communities	01/2025	12/2025	5	0
			01/2026	12/2026	5	
			01/2027	12/2027	5	
		GO URUJPZ				

		<p>Directorate for the Advancement and Development of Education for Community Members</p> <p>UAUKPZ Directorate for the Promotion and Advancement of the Culture of Community Members.</p>				
1.2 Printing and promoting the analysis of the state of interethnic relations	<p>Ministry for Inter-Community Relations</p> <p>UAUKPZ Directorate for the Promotion and Advancement of the Culture of Community Members.</p>	<p>ELS</p> <p>Unit of Local Self-Government</p> <p>GO</p>	<p>01/2025</p> <p>01/2026</p> <p>01/2027</p>	<p>12/2025</p> <p>12/2026</p> <p>12/2027</p>	<p>5</p> <p>5</p> <p>5</p>	0
1.3 Organizing consultative meetings with the civil sector	<p>MOZ</p> <p>CCOY3</p> <p>ПППЗ Sector for Monitoring the Realization, Advancement,</p>	GO	<p>01/2025</p> <p>01/2026</p> <p>01/2027</p>	<p>12/2025</p> <p>12/2026</p> <p>12/2027</p>	<p>5</p> <p>5</p> <p>5</p>	0

	Protection, and Promotion of the Rights of Community Members.					
1.4 Preparing and implementing a program for financial support of project activities by associations and foundations related to improving interethnic relations	MOZ		01/2025	12/2025	5	20.000.000
		MON Ministry of Education and Science	01/2026	12/2026	5	20.000.000
	UROJPPZ	BRO Bureau for Education Development Directorate for the Advancement and Development of Education for the Community Members	01/2027	12/2027	5	20.000.000
1.5 Preparing a final report on program implementation	MOZ		01/2025	12/2025	5	0
		MON Ministry of Education and Science	01/2026	12/2026	5	
	UROJPPZ	BRO Bureau for Education Development AOPPZ Agency for the Realization of the Rights of Communities EJC, Unit for Local Self-Government.	01/2027	12/2027	5	
1.6 Research on the functionality of	SMCD	MLS Ministry of Local	01/2025	12/2025	4	0

the Commissions for Inter-Community Relations		Self-Government ZELS Association of Units of Local Self-Government of the Republic of North Macedonia , AOPZ Agency for the Realization of the Rights of Communities NGO				
1.7 Promoting the work of the Commissions for Inter-Community Relations	SMCD	ZELS Association of Units of Local Self-Government of the Republic of North Macedonia MLS Ministry of Local Self-Government	01/2026 01/2027	12/2026 12/2027		
1.8 Building the capacities of COMZ members through training	SMCD	ZELS Association of Units of Local Self-Government of the Republic of North Macedonia MLS Ministry of Local Self-Government	01/2026 01/2027	12/2026 12/2027		
Total activities in the current year: 2025 – 5						0
Total activities in the following year: 2026– 7						0
Total activities in year two:2: 2027– 7						0

Grand Total	19		01/2025	12/2027		60.000.000
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IMPLEMENTATION PLAN FOR THE PROGRAM

“International Cooperation”

A. Justification and Design of the Program

The program derives from:
<p>1 - The strategic priority of the Government of the Republic of North Macedonia, as outlined in the Decision on Strategic Priorities for 2024, focusing on the full implementation of the Ohrid Framework Agreement, strengthening multicultural cohesion, and promoting multicultural values. This includes guaranteeing the ethnic, cultural, and linguistic identity of communities in the Republic of North Macedonia, advancing, protecting, and promoting the rights of all ethnic communities, strengthening the capacities of associations and foundations, funding program activities, and involving them in decision-making processes. It also emphasizes implementing cultural policies based on key values, creative freedom, equality, and universal well-being, raising awareness of the importance of respecting the diversity of cultural expressions at local and national levels, and enhancing the presence, affirmation, and recognition of the culture of the Republic of North Macedonia in the region, Europe, and the world. Efficient management of preparation, planning, monitoring, and reporting on reforms related to accession negotiations, with a focus on the Rule of Law Roadmap, Public Administration Reform Roadmap, and the Functioning of Democratic Institutions Roadmap.</p>
<p>2 - NPAA – The Ministry has obligations arising from the National Program for the Adoption of the Acquis of the European Union</p> <ul style="list-style-type: none"> • Chapter 2 – Rule of Law and Fundamental Rights • Chapter 23 – Judiciary and Fundamental Rights • Area 2.1.3 – Minorities
<p>3 - Strategic priorities and goals of the state administration body:</p> <ul style="list-style-type: none"> • Full implementation of the Ohrid Framework Agreement, strengthening multicultural cohesion, and promoting multicultural values. • Improving, achieving, and advancing the rights of community members, providing protective mechanisms for cultural, ethnic, and linguistic

identity.

- Enhancing and monitoring the state of education in the languages of communities.
- Monitoring and improving the adequate and equitable representation of ethnic communities in the public sector.
- Ensuring full utilization of the official languages of community members at central and local levels.
- Strengthening capacities and providing financial support to the civil sector.

Program Name: International Cooperation	Program Goal: International cooperation on issues related to inter-community relations.
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<p>Program Success Indicators:</p> <ul style="list-style-type: none"> • Active participation in the NPAA program • Periodic reports prepared • Projects prepared and implemented
<p>The program is: (Note the type of the program.) <input checked="" type="checkbox"/> Horizontal <input type="checkbox"/> Vertical</p>

B: Implementation Plan for the Program "International Cooperation"

Activity	Responsible	Consulted	Timeline		Required Resources	
			Start (Month/Year)	End (Month/Year)	Human	Financial MKD
1.1 Monitoring the EU negotiation process and actively participating in the preparation of the NPAA Program. Program. во подготовката на	SMS	MEI, MNRNT	01/2025	12/2025	6	0
			01/2026	12/2026	6	
			01/2027	12/2027	6	

НПАА Програмата.						
1.2 Periodic reporting on reports and recommendations from international conventions of the UN and Council of Europe	SMS	MEI, MNRNT	01/2025 01/2026 01/2027	12/2025 12/2026 12/2027	6 6 6	0
1.3 Preparing and implementing projects for improving interethnic relations using funds from international institutions	SMS	MEI, MNRNT	01/2025 01/2026 01/2027	12/2025 12/2026 12/2027	6 6 6	0
Total activities in the current year: 2025 – 4						0
Total activities in the following year: 2026– 4						0
Total activities in year two2: 2027– 4						0
Grand Total	12		01/2025	12/2027		0

3. Impact on Human Resources

PROGRAM	Summary of Need for New Employment	Summary of Need for Redistribution of Employees	Summary of Training Needs
PROGRAM 1 <i>Adequate and Equitable Representation</i>	1. Advisor for monitoring adequate and equitable representation 2. Senior Associate for the promotion of adequate and equitable representation	Planned filling of positions through promotion and/or redistribution in 2025	
PROGRAM 2: <i>Use of Official Languages in the</i>	1. Head of Department for the Promotion of the Use of Languages	Planned filling of positions through promotion and/or	

<i>Republic of North Macedonia</i>	of Ethnic Communities 2. Advisor for the promotion of the use of languages of ethnic communities	redistribution in 2025	
PROGRAM 3: Education and Culture of Ethnic Communities	1. Head of Sector for Culture and Education of Ethnic Community Members 2. Head of Department for the Promotion of Culture of Ethnic Communities	Planned filling of positions through promotion and/or redistribution in 2025	
PROGRAM 4: <i>Improvement of Interethnic Relations</i>	1. Head of Department for Building Trust Between Ethnic Communities and Non-Discrimination 2. Advisor for cooperation with associations and foundations	Planned filling of positions through promotion and/or redistribution in 2025	
PROGRAM 5: <i>International Cooperation</i>	1. Head of Department for Euro-Atlantic Integration 2. Head of Department for Coordination of Foreign Aid and IPA Funds	Planned filling of positions through promotion and/or redistribution in 2025	

4.Principles of Fair Representation

2025 Expected Impact	2026 Expected Impact	2027 Expected Impact
The constitutional principle of adequate and equitable representation of community members is applied in employment.	The constitutional principle of adequate and equitable representation of community members is applied in employment.	The constitutional principle of adequate and equitable representation of community members is applied in employment.

Development of Joint Functions

2025 Expected Impact	2026 Expected Impact	2027 Expected Impact
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Developing policies

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Strategic Planning/Budget Preparation

<p>Within the Ministry, there is a dedicated organizational unit – the Strategic Planning Department. The preparation of the Strategic Plan for the 2025–2027 period is carried out through an interdepartmental working group.</p> <p>The preparation of the budget falls under the responsibility of the Financial Affairs Sector, which performs planning and ensures the purposeful use of the Ministry's funds.</p> <ul style="list-style-type: none"> • It prepares and submits the Ministry's proposed budget to the Ministry of Finance (MF). <p>Plans and monitors the implementation of the Ministry's budget on a monthly, quarterly, and annual basis.</p> <p>Monitors and ensures compliance with laws</p>	<p>Within the Ministry, there is a dedicated organizational unit – the Strategic Planning Department.</p> <p>The preparation of the budget is under the responsibility of the Financial Affairs Sector, which:</p> <ul style="list-style-type: none"> • Performs planning and ensures the purposeful use of the Ministry's funds. • Prepares and submits the Ministry's proposed budget to the Ministry of Finance (MF). • Plans and monitors the execution of the Ministry's budget on a monthly, quarterly, and annual basis. • Monitors and ensures the 	<p>Within the Ministry, there is a specialized organizational unit – the Strategic Planning Department.</p> <p>The responsibility for budget preparation lies with the Financial Affairs Sector, which:</p> <ul style="list-style-type: none"> • Plans and ensures the targeted utilization of the Ministry's funds. • Prepares and submits the Ministry's draft budget to the Ministry of Finance (MF). • Plans and monitors the implementation of the Ministry's budget on a monthly, quarterly, and annual basis. <p>- Ensures and monitors the application of laws and regulations in the field of budgetary and financial operations.</p>
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<p>and regulations in the area of budgetary and financial operations. Oversees and supervises the implementation of the payroll and contribution system for the Ministry's employees.</p>	<p>application of laws and other regulations in the field of budgetary and financial operations.</p> <ul style="list-style-type: none"> Oversees and supervises the implementation of the payroll and contribution system for the Ministry's employees. 	<p>- Supervises and oversees the implementation of the payroll and contribution system for the Ministry's employees.</p>
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Execution of the Budget and Financial Management

Implementation of Program Activities	Implementation of Program Activities	Implementation of Program Activities
<p>The approved funds for the Ministry for Inter-Community Relations from the Budget of the Republic of North Macedonia for 2025 will be utilized in accordance with the Law on Budgets, the Law on Budget Execution for the Specific Year, and the Law on Public Procurement. The funds will be used purposefully, rationally, economically, efficiently, and effectively.</p>	<p>The approved funds for the Ministry for Inter-Community Relations from the Budget of the Republic of North Macedonia for 2026 will be utilized in accordance with the Law on Budgets, the Law on Budget Execution for the Specific Year, and the Law on Public Procurement. The funds will be used purposefully, rationally, economically, efficiently, and effectively.</p>	<p>The approved funds for the Ministry for Inter-Community Relations from the Budget of the Republic of North Macedonia for 2027 will be utilized in accordance with the Law on Budgets, the Law on Budget Execution for the Specific Year, and the Law on Public Procurement. The funds will be used purposefully, rationally, economically, efficiently, and effectively.</p>

Human Resources Management

Within the Ministry, a Human Resources	Within the Ministry, a Human Resources	Within the Ministry, a Human Resources
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Management Department has been institutionalized. This department is responsible for managing the Ministry's personnel and staffing operations, registering and deregistering employees, updating employee data, organizing training sessions for employees, and other related tasks.	Management Department has been institutionalized. This department is tasked with managing the Ministry's staffing and personnel operations, registering and deregistering employees, updating employee records, organizing employee training, and other related responsibilities.	Management Department has been institutionalized. It is responsible for managing personnel and administrative operations, registering and deregistering employees, updating employee records, organizing employee training, and other related tasks.

Information Technology Management

Within the Ministry, an Information Technology Department has been institutionalized.	Within the Ministry, an Information Technology Department has been institutionalized.	Во рамките на Министерството институционализирано е Одделение за информатичка технологија
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Internal Audit

Within the Ministry, there is an Internal Audit Department responsible for coordinating and implementing internal audit policies.	Within the Ministry, there is an Internal Audit Department that oversees the coordination and implementation of internal audit policies.	Within the Ministry, there is an Internal Audit Department responsible for coordinating and implementing internal audit policies.
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5. Risk Assessment Template

Risks at the Strategic Plan Level

RISK	LIKELIHOOD	OF	RISK	IMPACT	OF	THE	RISK	ON	MEASURES TO ADDRESS THE
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	OCCURRENCE	ACHIEVING THE GOALS	RISK
During the phase of aligning and preparing the draft budget of the Republic of North Macedonia for the upcoming year, there is a possibility that not all calculations and requests from the planned budget of the Ministry may be accepted by the Ministry of Finance.	HIGH	HIGH	Securing additional funds for the implementation of planned activities through budget rebalancing or from foreign donors

Risks at the Program 1 Level - Adequate and Equitable Representation

RISK	LIKELIHOOD OF RISK OCCURRENCE	IMPACT OF THE RISK ON ACHIEVING THE GOALS	MEASURES TO ADDRESS THE RISK
Untimely and incomplete data from competent institutions required by the Ministry for preparing analyses on the state of community rights in the Republic of North Macedonia.	MEDIUM	MEDIUM	Regular communication with competent institutions and timely reporting to the Government of the Republic of North Macedonia on the progress and issues encountered in collecting the required data.
Untimely submission of annual employment plans by state administration bodies.	MEDIUM	MEDIUM	Regular communication with competent institutions

Risks at the Program 2 Level - Use of Official Languages of Ethnic Communities in the Republic of North Macedonia

RISK	LIKELIHOOD OF RISK OCCURRENCE	IMPACT OF THE RISK ON ACHIEVING THE GOALS	MEASURES TO ADDRESS THE RISK
Lack of financial resources in the Ministry's budget for organizing training to improve the professional capacities of translators, editors, and interpreters at the local level.	MEDIUM	MEDIUM	Securing additional financial resources in the Ministry's budget through support for project activities from donors.

Risks at the Program 3 Level - Education and Culture of Ethnic Communities

RISK	LIKELIHOOD OF RISK OCCURRENCE	IMPACT OF THE RISK ON ACHIEVING THE GOALS	MEASURES TO ADDRESS THE RISK
Lack of financial resources in the Ministry's budget for organizing Community Days.	LOW	LOW	Securing additional financial resources in the Ministry's budget

Risks at the Program 4 Level - Improvement of Interethnic Relations

RISK	LIKELIHOOD OF RISK OCCURRENCE	IMPACT OF THE RISK ON ACHIEVING THE GOALS	MEASURES TO ADDRESS THE RISK
Low interest from civil society organizations in consulting with the Ministry regarding activities outlined in the program.	LOW	MEDIUM	Timely informing of civil society organizations and organizing working meetings.

Risks at the Program 5 Level - International Cooperation

RISK	LIKELIHOOD OF RISK OCCURRENCE	IMPACT OF THE RISK ON ACHIEVING THE GOALS	MEASURES TO ADDRESS THE RISK
Lack of cooperation with international organizations and institutions	LOW	MEDIUM	Regular communication with international organizations and institutions

List of abbreviations:

CPCM – Assembly of the Republic of North Macedonia

BPCM – Government of the Republic of North Macedonia

ГСВРСМ – General Secretariat of the Government of the Republic of North Macedonia

ЕУ – European Union

СЕ – Council of Europe

ОБСЕ – Organization for Security and Co-operation in Europe

МОЗ – Ministry of Relations between Communities

МП – Ministry of Justice

МЛС – Ministry of Local Self-Government

МОН – Ministry of Education and Science

МКТ – Ministry of Culture and Tourism

МЕП – Ministry for European Affairs

МФ – Ministry of Finance

МЈА – Ministry of Public Administration

МДТ – Ministry of Digital Transformation

МСПДМ – Ministry of Social Policy, Demography, and Youth

АОПЗ – Agency for the Realization of the Rights of Communities

НП – Ombudsman

БРО – Bureau for Education Development

СЗ – Secretariat for Legislation

УУРОПЗ – Directorate for the Advancement and Development of Education for Community Members

УАУКПЗ – Directorate for the Promotion and Advancement of the Culture of Community Members

АААМУ – Agency for Audio and Audiovisual Media Services

ЗГФ – Associations of Citizens and Foundations

ЗУПЗ – Law for the Promotion of the Rights of Communities

ИЈС – Public Sector Institutions

ОДУ – Bodies of the State Administration

МРГ – Interministerial Working Group

ЕЛС – Unit of Local Self-Government

ССУСПЗ – Sector for Monitoring and Advancing Adequate and Fair Representation

СУЈПЕЗ – Sector for the Advancement of the Language of Ethnic Communities

ПФ – Participatory Forum

ССОУЗППЗ – Sector for Monitoring the Realization, Advancement, Protection, and Promotion of the Rights of Community Members

ОСОУЗППЗ – Department for Monitoring the Realization, Advancement, and Protection of the Rights of Community Members

ОУКРОДУППЗ – Department for Harmonization and Coordination of the Work of State Administration Bodies and Promotion of the Rights of Community Members

ОСАОР – Department for Expert-Administrative and General Affairs

ОФП – Department for Financial Affairs

ОУЧР – Department for Human Resource Management

МОФ – Youth Educational Forum