

**ACTION PLAN  
FOR IMPLEMENTING THE 2019-2023 STRATEGY ON WOMEN ENTREPRENEURSHIP  
DEVELOPMENT IN THE REPUBLIC OF MACEDONIA**

The Action Plan for implementing the 2019-2023 Strategy on Women Entrepreneurship in the Republic of Macedonia has been defined as per identified priorities and objectives, and also based on planned objectives and activities in the same area by the European Union (as per the document: *Strategic Engagement for Gender Equality 2016-2019*).

The implementation of identified midterm objectives of the 2019-2023 Strategy on Women Entrepreneurship Development in the Republic of Macedonia requires interrelation of objectives, activities, responsibilities and indicators, which comprises the content of the Action Plan.

**MEASURES, ACTIVITIES, BEARERS, KEY INSTITUTIONS, DEADLINES AND SUCCESS INDICATORS**

**STRATEGIC PRIORITY 1: CREATING ENABLING BUSINESS ENVIRONMENT (BUSINESS CLIMATE) FOR WOMEN ENTREPRENEURSHIP DEVELOPMENT**

***Measure 1. Coordination in the creation and implementation of WE development policies***

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
1.	Establish a Cross-Sector Working Group, by bringing together representatives of authorised institutions, enhanced with representatives from the civil society sector and coordinated by the Ministry of Economy; the latter shall work to monitor and make interventions in the creation of various government policies, so as to ensure harmonised approach in enhancing and strengthening the entrepreneurial activity of women.	<ul style="list-style-type: none"> <li>- Cross-Sector WG established</li> <li>- Cross-sectoral liaison of various institutions, organisations and nongovernmental sector established.</li> </ul>	January 2019	/	<ul style="list-style-type: none"> <li>-ME</li> <li>-MLSP</li> <li>-MF</li> <li>-MES</li> <li>-ITDF</li> <li>-APERM</li> <li>-CET</li> <li>-CRM</li> <li>-SSO</li> <li>-BBRD</li> <li>-ZELS</li> <li>-Chambers</li> <li>-Associations</li> </ul>

2.	Coordinate policies for enhancement and development of women entrepreneurship at national and local level, through continuous consultations and public dialogue with all stakeholders, as well as regular reporting on the implementation of the Strategy measures, conducted by the Cross-Sector Working Group.	- Number of meetings held (per annum) of the Cross-Sector WG, - Reports (two) drafted and publicly presented on the implementation of the Strategy's Action Plan.	Continuous	/	Cross-Sector WG
4.	Identify mechanisms for monitoring the implementation of the Strategy's measures and activities and introduce a reporting system.	- Mechanism in place for monitoring the implementation of the Strategy's measures and activities.	Jan-Mar 2019	/	Cross—Sector WG

**Measure 2. Analysing the legislation that has impact on the entrepreneurial activity of women**

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
1.	Develop analysis of legal norms that have impact on the entrepreneurial activity of women and identify administrative barriers they have been facing (workers' rights, ownership rights) and demand simplification of regulatory frame, by using the principle <i>Think Small First</i> , the EU recommendations and the examples of good practices.	- Analysis developed, with recommendations on specific affirmative measures that would encourage entrepreneurial activity of women.	May-Nov 2019	<u>Total:</u> 600.000  <u>Budget of RM</u> 300.000  <u>Donors/IPA</u> 300.000	ME
2.	Analyse the possibility of overcoming the problem of ensuring safeguards (mortgage) when obtaining a loan	- Analysis developed, with a proposed solution.	May-Nov 2019	<u>Total:</u> 300.000  <u>Budget of RM</u> 150.000  <u>Donors/IPA</u> 150.000	Cross-Sector WG

**Measure 3. Creating a statistics for monitoring the entrepreneurial (business) activity of women**

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
1.	Produce overview of available and necessary statistical data as per gender criteria in the fields of education, science, ownership of enterprises/crafts, management structure, territorial representation, financial reports by business entities and comparison of data with EUROSTAT.	- Overview produced, with proposed recommendations for harmonisation with EUROSTAT.	March 2019	/	ME -SSO
2.	Develop methodology and introduce publicly available statistical database to monitor the entrepreneurial activity of women.	- Methodology developed on monitoring the economic activity of women, - Established and publicly available statistics on the economic activity of women.	2019	/	Cross-Sector WG -SSO -CRM
3.	Introduce gender criteria in the sources of information and official registers administered in various institutions, aiming at monitoring the economic activity of women (e.g. Registers on subsidies, grants and other forms of financial and non-financial support)	- Gender criteria introduced in all forms of information dissemination.	2019	/	Cross-Sector WG

**STRATEGIC PRIORITY 2: ENSURING SYSTEM SUPPORT FOR WOMEN ENTREPRENEURSHIP DEVELOPMENT**

**Measure 1. Improving the access to favourable forms of financing**

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
1.	Public awareness raising, especially of the financial institutions, regarding the necessity of improving the	- Increased financial support to women	Continuous	/	Cross-Sector WG

	cooperation with the business sector and hence, improving the access to favourable forms of financing the business ventures of women, by organising joint meetings with financial institutions' representatives and drawing conclusions for the achievement of these goals.	entrepreneurs by 30% through various forms of financial support to their projects, - Meetings organised with financial institutions.			- Banks - Associations - Chambers
2.	Introduce guarantee scheme for credit-line programmes.	- Adoption of a Law on Guarantee Fund,  - Guarantee Fund established.	2019  2021	/	MF -ME -MBPD
3.	Introduce incentive criteria in the evaluation of applications/projects submitted by women, which are subsidised by state institutions.	- Number of subsidised women entrepreneurs increased, - Number of innovation projects.	January 2019	/	-Cross-Sector WG - All institutions
4.	Initiate the development of business angels, as well as promote this form of financing the entrepreneurial ventures.	- Co-financed projects of BA networks, - Number of trainings, forums organised.	continuous	<u>Total:</u> 6.000.000  <u>Budget of RM</u> 1.500.000 <u>annually</u>	ME -Faculties -BA networks -Associations - Chambers
5.	Encourage and promote micro-credit programmes based on group guarantee model, especially for the business ventures in the rural areas of the country.	- Increased number of interested unemployed women, especially from rural areas, who use financial self-employment programmes.	continuous	/	BBRD -ZELS -Associations -Chambers
6.	Initiate introduction of programmes for promotion of new forms of financing business ventures (e.g. Crowd Funding, franchising, factoring, etc.).	- Number of forums, trainings held,  - Number of franchises owned by women.	2019-2023	/	-ME -ITDF -MBPD -APERM
7.	Ensure co-financing for women entrepreneurs to attend fairs in the country and abroad.	- Number of women entrepreneurs who	2019-2023	<u>Total:</u> 12.000.000	-ME -FIEPA

		attended fairs.		<i>Budget of RM</i> 3.000.000 <i>annually</i>	
8.	Encourage and provide support in applying for and using funds from EU and other programmes and financial instruments.	- Increased number of women beneficiaries of EU sources of support and financing, - Number and amount of approved/ funded projects.	continuous	<u>Total:</u> 10.000.000  <i>Budget of RM</i> 2.000.000 <i>annually</i>	-ME -ITDF -APERM

### **Measure 2. Transition from social assistance to self-employment**

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
1.	Ensure wide information dissemination on the Self-Employment Programme via all institutions supporting the entrepreneurship development.	- Reduced number of women beneficiaries of social assistance.	continuous	/	-MLSP -EARM
2.	Relate the use of training programmes with the business start-up programmes.	- Increased number of self-employed women.	continuous	/	-EARM/MLSP -APERM -ITDF

### **Measure 3. Transition from self-employment to employer**

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
1.	Ensure wider information dissemination on programmes for financial support to women entrepreneurship through the institutions supporting entrepreneurship development.	- Increased number of applications, - Number of entrepreneurs with enhanced growth of business activities.	continuous	/	-ME -MLSP -CVPGRM -ITDF -APERM
2.	Seminars on enhancing financial literacy of women	- High number of	2020-2023	<u>Total:</u>	-ME

	entrepreneurs.	seminars/trainings held, number of participants.		800.000 <i>Budget of RM 200.000 annually</i>	-MF -APPRM -ITDF
3.	Develop specialised training qualification programmes for management of fast-growing business ventures.	- Increased number of entrepreneurs with growth in their business activities,  - High number of seminars/trainings held, number of participants.	2020-2023	<u>Total:</u> 800.000  <i>Budget of RM</i> (2020) - 100.000 (2021) - 200.000 (2022) - 200.000 (2023) - 300.000	-ME -APERM -ITDF -EARM
4.	Develop specialised training programmes for franchise operation.	- Increased number of franchises owned by women,  - Number of women who became franchise providers through their business ventures.	2019	<u>Total:</u> 200.000  <i>Budget of RM</i> 200.000	ME
5.	Develop voucher system for usage of various services.	- Number of vouchers released.	2020-2023	<u>Total:</u> 4.000.000  <i>Budget of RM</i> 1.000.000 annually	-ME -APERM

#### **Measure 4. Acquiring necessary knowledge and skills**

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
1.	Develop web seminars and web advisory services by creating an online platform.	- Online platform created for web seminars and web advisory services.	2019	<u>Total:</u> 1.500.000  <i>Donors</i> 1.500.000	- Associations - Chambers
2.	Ensure mentorship provided by experienced business	- Increased number of	2019-2023	<u>Total:</u>	-APERM

	women for women beginners and women entrepreneurs who would like to grow, as well as for women entrepreneurs in the technological intensive business ventures and the export-oriented women entrepreneurs.	female mentors, - Increased number of women users of mentoring services		1.200.000 <u>Donors</u> 1.200.000	- Associations - Chambers
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**Measure 5. Enhanced presence of women in policymaking related to entrepreneurship development**

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
1.	Enhance the participation of women in drafting policies that have impact on the inclusion of women in the entrepreneurial activity and their active participation in the public-private dialogue.	- Higher representation of women in drafting policies in the public-private dialogue and in the public consultation procedures in adoption of regulations.	continuous	/	Cross-Sector WG
2.	Encourage the inclusion of women in networks and support the initiatives for development of regional and local network enterprises, liaise with existing institutions, which, under mandate, assume a network (chamber system, associations of employers, cooperatives).	- Increased number of women who joined networks, chambers, associations...)	continuous	/	Associations, Chambers

**STRATEGIC PRIORITY 3: CREATION OF INFRASTRUCTURE FOR SUPPORT AND DEVELOPMENT OF WOMEN ENTREPRENEURSHIP**

**Measure 1. Development of new/contemporary education and training programmes on entrepreneurship, with special focus on women entrepreneurs**

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
1.	Develop education programmes particularly for women beginners, by means of identified learning results and defining criteria on evaluating achieved results.	- Education programmes developed for beginner women entrepreneurs.	2019-2023	<u>Total:</u> 3.000.000	-ME -EARM -APERM

				<i>Budget of RM</i> 600.000 annually	
2.	Develop education programmes especially for women entrepreneurs, designed for growth, export and technologically intensive business ventures, and by means of identified learning outputs.	- Education programmes for growth-oriented women entrepreneurs.	2019-2023	<u>Total:</u> 1.500.000  <i>Budget of RM</i> 300.000 annually	-ME -ITDF -APERM
3.	Promote and ensure education and advisory programme for women entrepreneurs who would like to use franchise as a business model, either as recipients, or providers.	- Education and advisory programme developed for use of programme on how to utilise the franchise as a business model.	2019-2023	<u>Total:</u> 1.500.000  <i>Budget of RM</i> 300.000 annually	-ME -ITDF -MBDP
4.	Develop education programmes on managing family enterprises, with special accent on the problem of generation-to-generation transfer of management and ownership.	- Education programme developed on managing family enterprises.	2020-2023	<u>Total:</u> 1.000.000  <i>Budget of RM</i> 250.000 annually	-ME -ITDF -APERM
5.	Develop voucher system for cooperation with experts on transfer of knowledge, research and development of entrepreneurial ventures of women.	- Number of vouchers released.	2020-2023	<u>Total:</u> 12.000.000  <i>Budget of RM</i> 3.000.000 annually	-ITDF -APERM -ME
6.	Develop a programme for inclusion of women in social entrepreneurship, as innovative model of solving present social and environment challenges and reinforcement of the inclusive growth.	- Number of social enterprises established, owned and managed by women.	2019-2023	/	-MLSP -EARM -Associations -Chambers

**Measure 2. Strengthening the capacities for provision of training and advisory services to women**

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
1.	Build a capacity for provision of training and advisory	Institutional and Partner-	2020-2023	<u>Total:</u> 800.000	-ME -Associations



	services to women, from beginners to developed business, in terms of growing business ventures.	Oriented Infrastructure developed, ready to provide education and training services on women entrepreneurship.		<i>Budget of RM</i> 200.000 annually	-Chambers -EARM -APERM
2.	Organise seminars and initiate and support projects for identification and enhancement of experienced women entrepreneurs, who are willing to deliver mentorship.	- Number of seminars organised, - Number of mentors trained.	2020-2022	<u>Total:</u> 3.000.000  <u>Donor</u> 3.000.000	ME
3.	Establishment of a Help Desk Centre, with advisory function, for the necessary activities, legislation, documentation, subsidies and other forms of support, which are related to business management.	- Help Desk Centre established, - Number of registered users of the services of the Help Desk Centre.	2020-2023	<u>Total:</u> 4.000.000  <u>Budget/RM</u> 1.000.000 annually	-ME - Associations -Cross-Sector WG

**Measure 3. Ensuring the capacity for usage of incubators, accelerators and technology parks by women entrepreneurs**

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
1.	Promote incubators, accelerators and technology parks in education and secondary school programmes, to familiarise potential women entrepreneurs with the possibilities those offer when running own businesses.	- Higher participation of women entrepreneurs in the utilisation of the capacities of the incubators/accelerators and technology parks.	continuous	/	-MES -ITDF -ME -Associations -Chambers

**Measure 4. Cooperation with the local government in integrating the women entrepreneurship development in the local/regional development programmes**

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
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1.	Improve the cooperation with the local self-government units and agencies, so that women entrepreneurship is integrated in their development strategies.	- Women entrepreneurship integrated in the development strategies of the municipalities.	Continuous	/	-ZELS -MLSG
2.	Organised action of the national and local governments by establishing Commissions for Equal Opportunities within the municipalities, which shall continuously monitor the activities performed by the municipalities, related to women entrepreneurship development and support.	- Commissions for Equal Opportunities established, which shall monitor the work and the genuine mainstreaming of WE in the work of the municipalities.	March 2019	/	-MLSP? -MLSG -Cross-Sector WG

#### **Measure 5. Cooperation with education institutions**

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
1.	Establish continuous cooperation of women's associations with education institutions and training providers, with accent on gender equality development, especially of gender equality in choosing vocational education, guidelines and career.	-Number of meetings held, -Number of joint projects, -Balance achieved in the educational programmes and gender equality trainings.	Continuous	/	-MES, -BE -Associations, -Chambers

#### **Measure 6. Developing databases/Register of Women Entrepreneurs**

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
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1.	Develop good quality and updated databases (Register) on women entrepreneurs, with detailed information on businesses – liabilities, current assets, possibility for growth, liaison, export, and alike.	Database/Register developed on women entrepreneurs, containing necessary information on their mutual liaison, growth and development.	2020	/	CRM
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#### STRATEGIC PRIORITY 4: PROMOTION, NETWORKING AND ADVOCACY

##### Measure 1. *Communication activities and promotion of women entrepreneurship*

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
1.	Draft a plan for communication and promotion of WE and the Strategy and results from its implementation, by organising conferences, gatherings and other forms of promoting the Strategy at all levels.	- Communication and Promotion Plan drafted.	February 2019	/	Cross-Sector WG
2.	Implement activities from the Plan for Communication and Promotion of Business Initiatives of Women – especially in activities that are not typical for women (at national and local level).	- Campaign conducted on promotion of women entrepreneurship.	2019-2023	<u>Total:</u> 1.500.000  <u>Budget of RM</u> 300.000 <i>annually</i>	-ME -Cross-Sector WG -Associations
3.	Introduce annual awards for women	- Annual award promoted and introduced.	2019-2023	<u>Total:</u> 2.000.000  <u>Budget of RM</u> 400.000 <i>annually</i>	-ME -Cross-Sector WG

##### Measure 2. *Building the capacity of women's business associations*

Ord. No.	Activities	Implementation indicator	Timeframe	Financial implications (in MKD)	Responsible institutions
1.	Strengthen networking and cooperation among entrepreneurs, especially at local level; cooperation with other organisations (networking) and promote global trends.	- Projects supported for networking of women associations.	2020-2023	<u>Total:</u> 1.200.000  <u>Budget of RM:</u> 300.000 annually	ME
2.	Establish a platform of associations operating in the field of women entrepreneurship development, to connect and instigate exchange of information on the activities they undertake, and inclusion in joint projects.	- Platform of Women Entrepreneurship Associations established.	May 2019	<u>Total:</u> 500.000  <u>Donor</u> 500.000	-Associations -Chambers

#### BUDGET NEEDED FOR THE IMPLEMENTATION OF THE ACTION PLAN

Strategic Priorities	Measures	Total budget needed per measures (MKD)	Total budget (MKD)
<b>1. Creation of enabling business environment for women entrepreneurship development</b>	<i>Measure 1.</i> Coordination in the creation and implementation of policies on WE development	0	<b>900.000</b>
	<i>Measure 2.</i> Analysing the legislation that has impact on the entrepreneurial activity of women	900.000	
	<i>Measure 3.</i> Creation of statistics for monitoring the entrepreneurial (business) activity of women	0	
<b>2. Ensuring system support in the women entrepreneurship development</b>	<i>Measure 1.</i> Improving the access to more favourable forms of financing	328.000.000*	<b>336.500.000</b>
	<i>Measure 2.</i> Transition from social assistance to self-employment	0	
	<i>Measure 3.</i> Transition from employment to employer	5.800.000	
	<i>Measure 4.</i> Acquiring necessary knowledge and skills	2.700.000	
	<i>Measure 5.</i> Enhanced presence of women in policymaking related to entrepreneurship development	0	
<b>3. Creation of infrastructure for</b>	<i>Measure 1.</i> Development of new/contemporary education and training programmes on entrepreneurship, with special focus on women entrepreneurs	19.000.000	<b>26.800.000</b>

<b>support and development of WE</b>	<i>Measure 2. Strengthening the capacities on provision of training and advisory services to women</i>	7.800.000	
	<i>Measure 3. Ensuring the capacity for usage of incubators, accelerators and technology parks by women entrepreneurs</i>	0	
	<i>Measure 4. Cooperation with the local self-government on integrating the women entrepreneurship development in the local/regional development programmes</i>	0	
	<i>Measure 5. Cooperation with education institutions</i>	0	
	<i>Measure 6. Developing databases/register of women entrepreneurs</i>	0	
<b>4. Promotion, networking and advocacy</b>	<i>Measure 1. Communication activities and promotion of women entrepreneurship</i>	3.500.000	<b>5.200.000</b>
	<i>Measure 2. Building the capacity of women business associations</i>	1.700.000	
		<b>TOTAL</b>	<b>369.400.000</b>

*\*Greatest part of necessary funds is planned to collect from EU funds and donors*

**TOTAL NECESSARY FUNDS TO BE PROVIDED BY THE BUDGET OF RM  
AND BY EU FUNDS/DONORS (per years)**

<b>Year</b>	<b>Necessary funds from the Budget of RM (in MKD)</b>	<b>Funds to be provided from EU Funds/Donors (in MKD)</b>	<b>Total necessary funds (in MKD)</b>
<b>2019</b>	9.050.000	3.650.000	12.700.000
<b>2020</b>	13.450.000	4000.000	17.450.000
<b>2021</b>	13.550.000	301.000.000	314.550.000
<b>2022</b>	13.550.000	1.000.000	14.550.000
<b>2023</b>	9.150.000	1.000.000	10.150.000
<b>TOTAL</b>	<b>58.750.000</b>	<b>310.650.000</b>	<b>369.400.000</b>