



SME Strategy of the Republic of North Macedonia (2025-2030)
Action plan for the implementation of the SME Strategy for the period (2025-2027)

ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGY (2025-2027)				
PRIORITY AREA 1: Competitive National Entrepreneurial Ecosystem		CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic Area: Sustainable, innovative and competitive economy		
General objective: To create a resilient, innovative, and inclusive business environment (entrepreneurial ecosystem) that will support innovation development and competitiveness of the SMEs.		Effect indicator: Title of the indicator related to the general objective		
		Improving the ranking in the European Innovation Scoreboard		
		2023	2027	2030
		34	28	26
		Monitoring period:	Mid-term evaluation	Final Evaluation
		Inclusion of North Macedonia in the Global Competitiveness Ranking conducted by the International Institute for Management Development (IMD)		
		2023	2027	2030
		No data for MK	MK is included in the ranking of IMD	A shift of 3 positions by the year 2027.
		Monitoring period:	Mid-term evaluation	Final Evaluation
		Increased R&D expenditure in GDP by SMEs		
2022	2027	2030		
0.38 %	0.55 %	0.80%		
Monitoring period:	Mid-term evaluation	Final Evaluation		

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		<ul style="list-style-type: none">Increased share of SMEs in exports from 5% to 6% in 2030 compared to 2024 <table><tr><td>2024</td><td>2027</td><td>2030</td></tr><tr><td>5%</td><td>5.5%</td><td>6%</td></tr><tr><td>Monitoring period:</td><td>Mid-term evaluation</td><td>Final Evaluation</td></tr></table> <ul style="list-style-type: none">		2024	2027	2030	5%	5.5%	6%	Monitoring period:	Mid-term evaluation	Final Evaluation																								
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Specific objective 1: Improving the capacities of the national ecosystem to support SMEs by recognising their needs for growth and development in order to optimise support for SMEs (innovation infrastructure and transfer of technology and knowledge) Specific objective 2: Simplifying the legal and regulatory framework for SMEs and strengthening cooperation with state institutions (registration, taxes, obtaining licenses, etc.) Specific objective 3: Greater promotion of entrepreneurship, entrepreneurial learning, export activities, standardisation and good innovative practices, both at national and regional levels.		Outcome indicator: Name of the indicator related to the special purpose 1.1. Number of supported capital projects in scientific-research infrastructure <table><tr><td>2023</td><td>2027</td><td>2030</td></tr><tr><td>0</td><td>1</td><td>3</td></tr><tr><td>Monitoring period:</td><td>Mid-term evaluation</td><td>Final Evaluation</td></tr></table> 1.2. Number of supported SMEs and start-ups through different measures <table><tr><td>2024</td><td>2027</td><td>2030</td></tr><tr><td>0</td><td>800</td><td>1500</td></tr><tr><td>Monitoring period:</td><td>Mid-term evaluation</td><td>Final Evaluation</td></tr></table> 1.3. Number of supported business support institutions <table><tr><td>2024</td><td>2027</td><td>2030</td></tr><tr><td>20</td><td>60</td><td>120</td></tr><tr><td>Monitoring period:</td><td>Mid-term evaluation</td><td>Final Evaluation</td></tr></table> 2.1. SME Policy Index (according to OECD) – overall score in Dimension 3: Institutional and Regulatory Framework for SME Policy Making <table><tr><td>2024</td><td>2027</td><td>2030</td></tr><tr><td>4.0</td><td>4.3</td><td>4.5</td></tr></table>		2023	2027	2030	0	1	3	Monitoring period:	Mid-term evaluation	Final Evaluation	2024	2027	2030	0	800	1500	Monitoring period:	Mid-term evaluation	Final Evaluation	2024	2027	2030	20	60	120	Monitoring period:	Mid-term evaluation	Final Evaluation	2024	2027	2030	4.0	4.3	4.5
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			Monitoring period:		Mid-term evaluation	Final Evaluation	
			3.1. Number of trained employees in SMEs, employees in business support organisations and consultants to strengthen business competitiveness				
			2024		2027	2030	
			0		150	300	
			Monitoring period:		Mid-term evaluation	Final Evaluation	
			3.2. Growth in the number of newly established SMEs (2% growth rate per period)				
			2023		2027	2030	
			1290		1,556	1,867	
			Monitoring period:		Mid-term evaluation	Final Evaluation	
			3.3. Increased value added by SMEs in total value added				
			2021		2027	2030	
			65.7%		67.0%	68.3%	
			Monitoring period:		Mid-term evaluation	Final Evaluation	
			1.				
Measures	Activity	Leading institution Institutions involved	Start date (quarter)	Planned execution date (quarter)	Appraisal of funds required	Funding source	Output indicator (related to measure/activity)
1.1 Specific area of intervention: SME performance assessment							
1.1.1 Participation in leading international	1. SME Policy Index (Small Business Act Implementation Mechanism)	Leading institution - MoEL	2025	2026	0 MKD	EU, OERs, ETF, EBRD	RNM is part of the assessment and in each new report progresses compared to the

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benchmark assessment mechanisms							indicators from the previous year in all dimensions
	2. European Innovation Scoreboard	Leading institution- MoEL, Institutions involved - MoES and SSO	2025, 2026, 2027	2025, 2026, 2027	0 MKD	EU	North Macedonia is part of the assessment and demonstrates progress in each new report compared to the indicators from the previous year. In 2027, North Macedonia's position is three places higher than it was in 2024.
	3. GEM	Leading institutions - MoEL, INOVA, Institutions involved – Universities	2026	2026	MKD 3,000,000	State budget and other partners	RNM is part of the GEM assessment The 2027 results are over 5% better compared to the last ranking in 2018.
	4. Competitiveness Outlook for the Western Balkans and North Macedonia	Leading institution- MoEL, Institutions involved - General Secretariat	2026	2027	0 MKD	EU	North Macedonia is part of the assessment and demonstrates progress in each new report compared to the indicators from the previous year.
	5. Participation in the global ranking in terms of competitiveness	Leading institution - MoEL Institutions involved – INOVA	2026	2027	MKD 2,000,000	State budget and other partners	Once more, RNM is part of the assessment Analysis conducted

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1.1.2 Improving the process of collecting SME-specific information	1. Preparation of a gap analysis regarding the data currently collected by institutions and the data that should be additionally collected in the future, which will contribute to the development of more appropriate policies and alignment with Eurostat practices (with reference to the recommendations from the Small Business Act, e.g. data on SME owners to be disaggregated by gender and age). * Prior to this, in 2025, it is necessary to establish a working group responsible for defining the framework for data collection methods and the levels of information within each institution.	Leading institutions - MoEL, SSO, CR Institutions involved - other relevant institutions	2026	2027	MKD 1,200,000	State institutions and other partners	Analysis conducted Defining new indicators, Defined recommendations on how to collect them Creation of formal structure and procedures for coordination and collection of data required for policy making, monitoring, and evaluation (assessment)
	2. Amendment of laws and bylaws (in accordance with the recommendations for the introduction of new indicators) and definition of a formal structure that should be responsible for collecting and exchanging information	Leading institutions - SSO, CR Institutions involved - other relevant institutions	2026	2027	0 MKD	Activities within competent institutions	Adopted new laws and bylaws regulating which data should be collected by competent institutions Modification of the databases of competent institutions

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	3. Introduction of gender-disaggregated data in the SME register in CR	Leading institution - CR Institutions involved - MoEL and NBRM	2025	2025	0 MKD	No budget required	Amendment of the Law on the one-stop-shop system and introduction of the gender of the owner and manager of SMEs as a category at registration
	4. Preparation of annual SME Report	Leading institution – INOVA	2025, 2026, 2027	2025, 2026, 2027	MKD 360,000 (for 2025), MKD 500,000 (for 2026) MKD 500.000 (for 2027)	INOVA	A methodology for the collection and processing of primary and secondary data has been developed, along with capacity building of the staff at the INOVA for its implementation. Conducting a study of 200 SMEs (for 2026 and 2027) Annual reports on the state of SMEs are prepared in accordance with the developed methodology and the EU framework for SME policies
1.2 Specific area of intervention: SME Needs Assessment							
1.2.1 Implementation of specific training needs assessments for SMEs, including skills intelligence	1. Conducting an analysis to establish a skills intelligence system, including defining the requirements for its full functionality and piloting the system	Leading institutions - INOVA, ESA, Institutions involved - MoDT, MoEL, MES and chambers of commerce	2026	2027	MKD 3,000,000	State budget and other partners	Conducting an analysis with a defined methodology for data collection and processing, as well as capacity building of the relevant institutions responsible for implementing the programme. The research will cover a sample of 500 enterprises.

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	2. Conducting a general study for the needs of SMEs	Leading institution - INOVA Institutions involved - MoDT, MoEL, MoES and chambers of commerce	2026	2027	MKD 1,000,000	State budget and other partners	Preparation of research methodology Preparation of an analysis according to the research (with recommendations)
	3. Conducting in-depth sectoral research on training needs among SMEs (4 sectoral studies in line with the priorities of the Smart Specialisation Strategy).	Leading institutions - INOVA, MoDT Institutions involved - SSO and chambers of commerce	2026, 2027	2026, 2027	MKD 2,000,000 (MKD 500.000 after analysis)	State budget and other partners	Preparation of methodology and implementation of 4 studies Preparation of an analysis according to the research (with recommendations)
1.3 Specific area of intervention: Efficient and effective support to SMEs and improvement of innovation infrastructure							
1.3.1 Enhancing existing national and regional infrastructure and services to support and develop innovation for SMEs	1. Raising the capacities of employees to network and involve institutions/organisations in projects and activities funded by EU funds	Leading institution – INOVA and ZELS Institutions involved ODP, ZLS, and Chambers of Commerce	2025, 2026, 2027	2025, 2026, 2027	MKD 6,000,000 (MKD 2,000,000 per year)	State budget and other partners	Completed 6 trainings 10 New partnerships concluded 20 applications ready
	2. Implementation of the advisory services voucher system and its update according to the needs of SMEs	Leading institution - INOVA	2025, 2026, 2027	2025, 2026, 2027	2025 (MKD 1,500,000) 2026-2027 - 6,000,000 (MKD	State budget	Analysis to revise voucher issuance conditions/criteria Update of voucher system software 300 vouchers issued 250 companies supported

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					3,000,000 per year)		Annual Support Impact Reports produced
	3. Providing mentoring sessions for existing and start-up companies	Leading institution - INOVA	2025, 2026, 2027	2025, 2026, 2027	2025 (MKD 3,200,000) 2026-2027 MKD 12,000,000 (MKD 6,000,000 per year)	State budget	300 SMEs mentored 10 new mentors trained Mentored Companies Success Rate Report
	4. Provision of mentoring sessions for start-up companies (as part of the ESA self-employment program and INOVA programs)	Leading institutions - INOVA, ESA, Institutions involved – ODP	2025, 2026, 2027	2025, 2026 and 2027	2025 (MKD 4,000,000) 2026-2027 - 20,000,000 (MKD 10,000,000 per year)	State budget	Number of mentored start-up companies (100 in 2025 and 250 in 2026 and 2027) Mentored Start-Ups Success Rate Report (Compared to Non-Mentored Start-Ups)
	5. Support for the implementation of projects for the promotion of entrepreneurship (implemented through ODP, NGOs, foundations, associations, etc.)	Leading institutions - MoEL and INOVA, Institutions involved - NGOs and Universities	2025, 2026, 2027	2025, 2026, 2027	30,000,000 (MKD 10,000,000 per year)	State budget and other partners	50 different projects implemented Analysis of the effects of project implementation (in 2026 and 2027 for previous years (only for state institutions)
	6. Implementation and revision of the Infopult project for informing and advising SMEs	Leading institution - INOVA	2025, 2026, 2027	2025, 2026, 2027	MKD 1,350,000 (MKD 450,000 per year)	State budget	Number of 2,000 advised/informed companies
	7. Establishment of an M&E system to measure the impact on SME performance	Leading institution - INOVA	2025	2027	MKD 2,000,000	World Bank (EuroCOMP Lab project)	Defined an interdepartmental structure for M&E Developed tools for M&E of INOVA activities

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	of business support services used by SMEs						
	8. Strengthening cooperation between the private sector and academia through the implementation of joint projects	Leading institution - INOVA Institutions involved - chambers of commerce, EDIH universities	2026	2027	MKD 60,000,000 (30,000,000 per year)	State budget and other partners	8 projects implemented 60 SMEs supported
	9. Training for business support organisations to implement CEFTA rules in line with good EU practices	Leading institution - MFA Institutions involved – INOVA, chambers of commerce	2025, 2026, 2027	2025, 2026 and 2027	2,100,000 (700,000 per year)	EU, WB6 CIF, RESPA	Completed 6 trainings
	10. Procurement of laboratories and their accreditation for SMEs from manufacturing industry	Leading institutions - MoEL, INOVA Institutions involved the MoES	2025, 2026, 2027	2025, 2026, 2027	MKD 12,000,000 (4,000,000 per year)	State budget and other partners	6 laboratories procured 6 laboratories accredited
1.3.2 Support in establishing new infrastructure to support SMEs	1. Implemented preparatory activities for the opening of a technology park (such as preparation of a business plan and strategy, preparation of a feasibility	Leading institutions, MoDT and MoES, Institutions involved -	2026	2027	MKD 9,000,000	State budget and other partners	Updated version of the feasibility study for the science and technology park Preparation of new studies on the opening/formation of accelerators, hubs, innovation zones, etc.

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	study, and extraction of building permits)	MoEL, INOVA and Universities					
	2. Opening of accelerators/incubators/centres of excellence * Adaptation of old state-owned facilities to be put into operation when creating new infrastructure to support SMEs	Leading institutions MES and INOVA Institutions involved - MoEL, MoDT and Universities	2026	2027	MKD 30,000,000	State budget and other partners	Three accelerators/incubators/centres of excellence opened. (Some of these centres are also expected to be opened within the Regional Vocational Education and Training Centres)
1.3.3 Promoting new models for business clusters	1. Cluster activity mapping	Leading institution - INOVA Institutions involved – MET, chambers of commerce	2026	2026	MKD 800,000	State budget and other partners	Preparation for analysis/report on the situation with clusters in RNM
	2. Establishment of a new industrial (virtual) cluster for companies from the same industry (in high-tech industries/sectors)	Leading institutions – MET and ASIPI Institutions involved – chambers of commerce	2026	2027	MKD 2,000,000	State budget and other partners	1 new virtual cluster formed
	3. Support for existing and establishment of a new association/cluster according to the interests of companies for better promotion of their	Leading institution - ASIPI Institutions involved –	2026	2027	MKD 6,000,000	State budget and other partners	A new association/cluster has been established.

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	products/services in foreign markets	chambers of commerce					
1.4 Specific area of intervention: Better information dissemination towards SMEs							
1.4.1 Development of One-Stop-Shop business information platform that will publish information for SMEs from multiple areas (information portal)	1. Development/upgrade, and maintenance of an information platform to inform SMEs, providing content and information related to national legislation, access to finance, grant opportunities and project participation, certification requirements, business support organisations, starting a business, and more	Leading institution - INOVA, Institutions involved - MoEL, MoDT, chambers of commerce and other associations	2026	2027	2025 (MKD 1,500,000) 2026-2027 – MKD 1,600,000 (MKD 800,000 per year)	State budget	Completed analysis of the platform's functionalities and user interface Developed an IT solution (platform)
1.5 Specific area of intervention: Simplification of the legal and regulatory environment and adoption of a new definition of SMEs							
1.5.1 Increasing the use of Regulatory Impact Assessment (RIA) through an improved legal framework for RIA and piloting the “SME Test”	1. Development of a new methodology for the SME Regulatory Impact Assessment (RIA) (including adaptation of the SME test questions and their integration into the economic impact section of the RIA report), alongside provision of technical	Leading institution - MPA Institutions involved - MoEL	2025	2026	MKD 0	Budget is not needed	Adoption of a new Regulatory Impact Assessment (RIA) methodology Organisation of 5 training sessions for the application of the new methodology 50 employees from relevant institutions were trained

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	assistance and training to strengthen internal capacities of institutions.						
	2. Preparation of an analysis of best practices in implementing the SME test within the EU	Leading institution - MoEL Institutions involved - MPA	2026	2026	MKD 2,000,000	State budget and partners	Analysis conducted
1.5.2 Simplification of administrative procedures for SMEs	1. Establishment of a digital registry to publish information on mandatory fees for public services related to the business sector.	Leading institution MoDT Institutions involved – MF and MoEL	2025	2027	MKD 0	Budget is not needed	A digital registry for mandatory fees related to public services in the business sector has been established.
	2. Definition of methodology for all new non-tax and parafiscal fees	Leading institution - MF	2025	2026	MKD 0	Budget is not needed	Adoption of a methodology for the introduction of new non-tax and parafiscal fees
	3. Mapping of 100 administrative procedures related to SMEs, with the goal of reducing by half the number of steps, the duration, and the required documentation for 50% of those procedures	Leading institution - MoEL	2025	2026	MKD 0	Budget is not needed	Reduction by 50% of the steps, duration, and required documentation for 50 of the mapped administrative procedures related to SMEs
1.5.3 Simplification of the procedure for	1. Amendment of the legal and sublegal framework to simplify the procedure and	Leading institution - CR	2026	2027	MKD 0	Budget is not needed	Adoption of a new legal and sublegal framework

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removing companies from the Central Registry	reduce the time required for deregistration of companies from the Central Register that have been inactive for more than three years.						Shortened procedure for deletion of companies from the Central Register
1.5.4 Alignment of the regulation regarding the definition of SMEs in accordance with the EU definition	1. Amendment of the regulation and adoption of a new definition of SMEs to be used at the national level in all legal acts	Leading institution - MoEL	2026	2026	MKD 0	Budget is not needed	A new regulation was adopted, incorporating a new definition of SMEs
1.6 Specific area of intervention: Promotion and support of entrepreneurship							
1.6.1 Awareness-raising activities to promote entrepreneurship and successful entrepreneurs	1. Training for unemployed individuals – entrepreneurial skills within the Self-Employment project	Leading institution - INOVA	2025, 2026, 2027	2025, 2026, 2027	MKD 15.600.000 (5.200.000 per year)	State budget	6,000 unemployed individuals trained
	2. Organising promotional events and conferences to support entrepreneurship and successful entrepreneurs	Leading institution - INOVA, Institutions involved - MoEL, chambers of commerce, NGOs, universities and business associations	2026, 2027	2026, 2027	MKD 6,000,000 (3,000,000 per year)	State budget and other partners	Organised 6 promotional events per year (of which 3 at the local level) Attendance of 500 participants

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1.6.2 Early Warning	1. Defining a methodology and establishing an early warning system for recognising possible difficulties in the operation of enterprises, taking measures, implementing a procedure to overcome future insolvency of SME debtors, and timely informing creditors	Leading institution – MF and PRO Institutions involved - MoEL	2025	2027	MKD 0	Budget is not needed	Early warning system established
1.6.3 Promoting Second Chance	1. Creating a database of entrepreneurs who failed in their first attempt to become successful entrepreneurs	Leading institution - CR	2026	2026	MKD 0		Created a database of entrepreneurs who failed on their first attempt
	2. Creating a brochure to promote a second chance	Leading institution – INOVA	2026	2026	MKD 1,500,000	State budget and other partners	Developed a brochure to promote the concept of a second chance
	3. Conducting training and advisory lectures on running a business for entrepreneurs who failed in their first attempt and who want to open their own business again	Leading institution - INOVA	2026	2027	MKD 1,000,000	State budget and other partners	Organised 2 training sessions Participation of 40 attendees interested in starting a business again
	4. Providing business mentoring support for entrepreneurs who are reopening their businesses	Leading institution - INOVA	2026, 2027	2026, 2027	MKD 1,000,000 (500,000 per year)	State budget and other partners	30 individuals received mentoring

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	5. Support in organising presentations that share examples and practices that contributed to a failed business	Leading institution - INOVA Institutions involved - MF and MoEL	2026, 2027	2026, 2027	MKD 1,200,000 (600.000 per year)	State budget and other partners	Organised 2 events Attendance of 50 participants
1.7 Specific area of intervention: Interaction with the Government							
1.7.1 Enhancement of SME participation in the public procurement procedures public procurement procedures	1. Introduction of criteria emphasising the importance of environmental protection in public procurement contracts.	Leading institutions - MF, PPB Institutions involved – MoEPP, MoEL	2026	2027	MKD 0		Defined and adopted criteria for the selection of bidders related to environmental protection.
1.7.2 Further expansion of the national services portal offer	1. Preparation of an analysis on the digital service needs of SMEs.	Leading institution – MoDT	2025	2026	MKD 0		Analysis prepared on the e-service needs of SMEs
	2. Expanding the e-services portal with additional services for SMEs	Leading institution - MoDT	2025, 2027	2026, 2025, 2026, 2027	MKD 0		Introduction of 30 new services on the e-Services portal
	3. Increased use of e-signature at the national level and recognition at the regional level	Leading institution - MoDT	2025	2027	MKD 0		Increased use of e-signature by 30%
	4. Reduction of costs for SMEs related to the issuance of e-signature certificates	Leading institution - MoDT	2027	2027	MKD 0		Reduction of costs by 20%

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	5. Campaign to raise awareness about the benefits of using e-invoices	Leading institution MF and PRO	2026, 2027	2026, 2027	MKD 2,000,000 (1,000,000 per year)	State budget	3 campaigns organised
1.7.3 Upgrading e-Services for Licenses and Permits	1. Mapping of institutions that issue licenses/permits	Leading institution – MoEL and MoDT, Institutions involved – CR	2025, 2026, 2027	2025, 2026, 2027	MKD 0		Analysis prepared on the type and institution issuing the permit/license
	2. Development of e-services for licenses/permits	Leading institution - MoDT, Institutions involved - CR, MoEL and MF	2026	2027	MKD 6,000,000	State budget and other partners	Introduction of 30 e-services for permits/licenses
1.8 Specific area of intervention: Improve the Business Development Services (BDS) for SMEs							
1.8.1 Enhance the system of recognition of certified consultants	1. Establishment of a national-level consultant accreditation system	Leading institution - INOVA and Institutions involved - Institute of Accreditation	2026	2027	MKD 3,000,000	State budget and other partners	Established a consultant accreditation system in accordance with international best practices
	2. Membership in the European Foundation for Quality Management (EFQM)	Leading institution - INOVA	2026	2027	6. 3,000,000	State budget and other partners	The Republic of North Macedonia (RNM) is a member of EFQM.

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	3. Updated database of consultants with revised criteria according to international best practices	Leading institution - INOVA	2026	2027	MKD 0		Revised database of consultants
1.8.2 Strengthening the capacities of trainers/consultants delivering capacity-building programs for SMEs	1. Organising training sessions for consultants based on the requirements and needs analysis of SMEs	Leading institution - INOVA	2026, 2027	2026, 2027	MKD 2,000,000 (1,000,000 per year)	State budget and other partners	Organisation of 6 training sessions Attendance of 60 consultants
	2. Organising training sessions for consultants on preparing applications for EU and other international organisation projects, which are suitable for SMEs to apply for.	Leading institution - INOVA	2026, 2027	2027	MKD 1,400,000 (700,000 per year)	State budget and other partners	Organised 3 training sessions for consultants Attendance of 30 consultants
	3. Creation of an Export Club consisting of experts from various industries who will guide enterprises wishing to engage in regional and EU supply chains.	Leading institution – INOVA	2026	2026	MKD 0	WB6 CIF	Creation of an Export Club
1.8.2 Internationalisation of SMEs	1. Conducting a mapping of companies to identify their export potential	Leading institution – ASIPI, INOVA Institutions involved - Chambers of commerce	2026	2026	MKD 1,800,000	ASIPI	Visited 100 companies Mapped 30 companies with export potential

ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGY (2025-2027)							
PRIORITY AREA 1: Competitive National Entrepreneurial Ecosystem			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic Area: Sustainable, innovative and competitive economy				
	2. Organising training sessions on identifying new markets and clients	Leading institutions – ASIPI, INOVA Institutions involved – Chambers of commerce	2026, 2027	2026, 2027	1,400,000 (700,000 per year)	ASIPI, INOVA	Organised 4 training sessions on internationalisation Attendance of 70 companies
	3. Technical support for preparing companies to enter new markets	Leading institution – INOVA	2026, 2027	2026, 2027	MKD 1,600,000 (800,000 per year)	INOVA	20 SMEs supported in entering international markets
	4. Participation in international fairs	Leading institution - ASIPI, Institutions involved – MoEL, Chambers of commerce	2025, 2026, 2027	2025, 2026, 2027	MKD 3,000,000 (1,000,000 per year)	State budget and other partners	Participation of 100 SMEs in international trade fairs.
	5. Support for the development of promotional and marketing activities.	Leading institutions - ASIPI and INOVA	2026, 2027	2026, 2027	MKD 3,000,000 (1,500,000 per year)	State budget and other partners	Three different promotional and marketing designs were developed for domestic companies. Printing and procurement of materials for 1,000 sets.
	6. Implementation of standards, certifications, and other documentation required for the internationalisation of enterprises from the processing industry and other priority sectors defined	Leading institutions - ASIPI and INOVA Institutions involved the MoEL and ASIPI	2025, 2026, 2027	2025, 2026, 2027	MKD 3,000,000 (1,000,000 per year)	State budget and other partners	Supported 20 SMEs from the processing industry and other priority sectors defined in the Smart Specialisation Strategy in the implementation of standards and certifications required for entering international markets.

ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGY (2025-2027)							
PRIORITY AREA 1: Competitive National Entrepreneurial Ecosystem			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic Area: Sustainable, innovative and competitive economy				
	in the Smart Specialisation Strategy.						
	7. Conducting a market access study for specific foreign markets.	Leading institution - ASIPI and MFAFT	2026, 2027	2026, 2027	MKD 2,000,000 (1,000,000 per year)	Remaining partners	10 to 15 research studies were conducted on access to specific foreign markets
1.8.4 Enhance SMEs' participation in the key International Value Chains	1. Defining supply development programs (supply chain development programs).	Leading institution - MFAFT, Institutions involved - MoEL, DTIDZ, INOVA and universities	2025	2027	MKD 0	Remaining partners	At least three development programs for SME supply chains have been defined.
	2. Implementation of pilot programs for supply development. * Development and implementation of support programs for companies to integrate into global value chains within the priority areas of S3	Leading institutions - MFAFT, DTIDZ, Institutions involved - INOVA, ASIPI, MoES and universities	2026, 2027	2026, 2027	MKD 4,000,000 (2,000,000 per year)	State budget and other partners	At least 2 pilot programs have been implemented to integrate SMEs into global S3-related supply chains, with 20 SMEs participating in these chains.
	3. Promotion of business opportunities arising from the Common Regional Market	Leading institution - MFAFT Institutions involved – INOVA and MoEL	2026, 2027	3. 2026 and 2027	MKD 4,000,000 (MKD 2,000,000)	WB6 CIF, EC, EASME	At least 3 promotional activities related to the Common Regional Market have been carried out.

ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGY (2025-2027)							
PRIORITY AREA 1: Competitive National Entrepreneurial Ecosystem			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic Area: Sustainable, innovative and competitive economy				
	4. Support for the development of export strategies or foreign market research studies for SMEs in the manufacturing industry	Leading institutions - MoEL, ASIPI Institutions involved – INOVA and MFAFT	2026, 2027	2026 and 2027	MKD 4,000,000 (2,000,000 per year)	MoEL, INOVA and ASIPI	20 export strategies or foreign market research studies have been developed for SMEs in the manufacturing industry.
1.8.5 Provision of training to SMEs and potential entrepreneurs	1. Organising training sessions to promote franchising as an option for starting or expanding business activities	Leading institution – INOVA	2025	2027	MKD 800,000 (400,000 per year)	State budget and other partners	Four training sessions were conducted. Attendance: 40 SMEs
	2. Organising training sessions on artificial intelligence (AI) for SMEs in the sectors of finance, retail, manufacturing, transport, education, agriculture, energy, and entertainment.	Leading institutions - INOVA and MoDT	2025, 2026 and 2027	2025, 2026 and 2027	MKD 3,600,000 (1,200,000 per year)	State budget and other partners	Conducted 6 training sessions Attended by 100 SMEs
	3. Strengthening the capacities of SMEs to implement EU and CEFTA rules and practices.	Leading institution – MFAFT Institutions involved – INOVA	2025, 2026, 2027	2025, 2026, 2027	MKD 3,000,000 (1,000,000 per year)	EC, WB6 CIF, RCC	Organising 6 training sessions Participation of 50 SMEs in trainings related to the application of EU and CEFTA rules and practices
1.8.6. Support for SMEs in Implementing International Quality Systems and Standards	1. Partial reimbursement of costs for SMEs for certification of quality management systems according to ISO standards * 40% of the verified costs for SMEs, but not exceeding MKD 150,000 per individual applicant	Leading institution - MoEL	2025	2025	1,500,000	State budget	Supported 10 SMEs

ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGY (2025-2027)							
PRIORITY AREA 1: Competitive National Entrepreneurial Ecosystem			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic Area: Sustainable, innovative and competitive economy				
	2. Partial reimbursement of costs for SMEs for HALAL certification *40% of the verified costs for SMEs, but not exceeding MKD 150,000 per individual applicant	Leading institution - MoEL	2025	2025	1,500,000	State budget	Supported 10 SMEs
	3. Support for registering Intellectual Property Rights/patents for companies in the manufacturing industry at national and international levels	Leading institutions – Institute for Protection of Industrial Property Institutions involved - MoEL and INOVA	2025, 2026, 2027	2025, 2026, 2027	MKD 6,000,000 (2,000,000 per year)	State budget	Supported 10 SMEs
1.9 Specific area of intervention: Expand Entrepreneurship in Education and Training							
1.9.1 Expand entrepreneurship education programmes and training	1. Establishment of a coordinating body composed of members from state institutions and organisations to promote and coordinate activities related to formal and informal entrepreneurial education	Leading institution - MoES Institutions involved - MoEL, BDE, CVET, INOVA, Universities, chambers of commerce, associations	2025	2025	MKD 0	Budget is not needed.	Established a coordinating body/working group Developed rules of procedure
	2. Organising regular meetings of the coordinating body for entrepreneurial education.	Leading institution – MoES	2026, 2027	2026, 2027	MKD 200,000 (100,000 per year)	State budget	Organising 8 meetings of the coordinating body Defined policy recommendations for future actions

ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGY (2025-2027)							
PRIORITY AREA 1: Competitive National Entrepreneurial Ecosystem			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic Area: Sustainable, innovative and competitive economy				
	3. Organising workshops in secondary schools and universities to raise youth awareness about entrepreneurship and the preparation of business plans	Leading institutions - MoES, BDE, Institutions involved – INOVA, CVET, universities, Chambers of commerce	2025, 2026, 2027	2025, 2026, 2027	MKD 600,000 (for 2025), 2.MKD 600,000 (1,300,000 for 2026 and 2027, respectively)	State budget and other partners	Attendance of 700 participants Organisation of 30 workshops
	4. Training for teachers on entrepreneurship, digital skills, and green skills	Leading institution, MoES and BDE Institutions involved - INOVA, MoDT, CVET and universities	2025, 2026, 2027	2025, 2026, 2027	MKD 1,500,000 (500,000 per year)	State budget and other partners	1,500 teachers trained
1.9.2 Further development of the programs at the Centre for Adult Education	1. Training of adults according to a verified adult education program (aimed at retraining and upskilling adults) in accredited institutions and organisations	Leading institution CAE Institutions involved – INOVA and ESA	2026, 2027	2026, 2027	MKD 6,000,000 (3,000,000 per year)	State budget and other partners	Training sessions were conducted for 500 unemployed individuals
1.9.3 Support Non-Governmental Organisations (NGOs) and training providers involved in entrepreneurship education	1. Organising training sessions and promotional events related to entrepreneurial education	Leading institutions - INOVA and MoEL	2025, 2026, 2027	2025, 2026, 2027	MKD 1,800,000 (600,000 per year)	State budget and other partners	Organised 10 training sessions with vulnerable participant groups Organised 5 promotional events

ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGY (2025-2027)							
PRIORITY AREA 1: Competitive National Entrepreneurial Ecosystem			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic Area: Sustainable, innovative and competitive economy				
1.9.4 Promotion and Utilisation of Technology Transfer Opportunities	1. Organising a campaign to raise awareness about the benefits of intellectual property rights	Leading institutions - INOVA and the Institute for the Protection of Intellectual Property Rights	2026, 2027	2026, 2027	2.MKD 600,000 (1,300,000 per year)	State budget and other partners	Organised 2 campaigns each, resulting in increased awareness of the benefits of the IPR.
	2. Strengthening cooperation between universities, secondary vocational schools from the processing industry and SMEs from the processing and other priority sectors defined in the Smart Specialisation Strategy for the use of laboratories, R&D activities, improvement of technological processes, expert analysis, green transformation and development of new products	Leading institution – MoES Institutions involved MoEL, INOVA, CVET, Universities	2025, 2026, 2027	2025, 2026, 2027	1. MKD 2,000,000 (4,000.000 per year)	State budget and other partners	15 projects implemented 5 new products or services jointly developed
	3. Transfer of technology and knowledge from international companies to local SMEs	Leading institution – TIDZ Institutions involved – INOVA	2025, 2026, 2027	2025, 2026, 2027	MKD 9,000,000 (3,000,000 per year)	WB6 CIF	15 projects implemented with international companies
1.10 Specific area of intervention: Support to women's entrepreneurship							

ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGY (2025-2027)							
PRIORITY AREA 1: Competitive National Entrepreneurial Ecosystem			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic Area: Sustainable, innovative and competitive economy				
1.10.1 Promotion and Enhancement of Women's Entrepreneurship	1. Organising coordination meetings of the National Platform for Women's Entrepreneurship	Leading institution - INOVA, municipalities and businesswomen's associations	2026,2027	2026, 2027	MKD 600,000 (300,000 per year)	State budget	Organisation of 4 meetings per year
	2. Development of regional hubs to support women's entrepreneurship (in the 8 planning regions)	Leading institution - INOVA, Planning regions and businesswomen's associations	2026	2027	MKD 3,000,000 (1,500,000 per year)	INOVA and other partners, Planning regions	Developed 8 hubs within the planning regions to support women entrepreneurship and strengthen the capacities of existing employees
	3. Increasing transparency of information on access to financing for women-led SMEs.	Leading institution – NBRM	2025	2026	MKD 6,000,000	EBRD	Creation of a data panel on women-owned SMEs based on the credit register of the National Bank of the Republic of North Macedonia (NBRM). Alignment of reporting to the credit register with the minimum and additional reporting criteria according to the Women Entrepreneurs Finance Initiative Code.
1.10.2 Development of a roadmap for women's entrepreneurship	1. Roadmap for the Development of Women's Entrepreneurship	Leading institution – MoEL Institutions involved - INOVA, chambers of commerce,	2026	2027	MKD 6,000,000	Remaining partners	Developed Roadmap for the Development of Women's Entrepreneurship

ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGY (2025-2027)							
PRIORITY AREA 1: Competitive National Entrepreneurial Ecosystem			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic Area: Sustainable, innovative and competitive economy				
		associations and NPWE					
	2. Strengthening Regional Connectivity (Western Balkans) of Women in Business	Leading institution - INOVA Institutions involved - NPWE and BSO	2025, 2026, 2027	2025, 2026, 2027	MKD 6,000,000 (2,000,000 per year)	EC, WB6 CIF, UN organisations, GIZ	Participation of women-led SMEs in regional business networks 20 collaborations established between women entrepreneurs from RSM and other Western Balkan countries
1.11 Specific area of intervention: Support to social entrepreneurship and family business succession (second generation of owners)							
1.11.1 Support to social entrepreneurship	1. Raising awareness about the importance of social entrepreneurship	Leading institution – MoSPDY Institutions involved – INOVA	2025, 2026, 2027	2025, 2026, 2027	MKD 3,000,000 (1,000,000 per year)	State budget and other partners	Organised 3 awareness campaigns Organised 6 public presentations/performances
1.11.2 Support to the second (next) generation of family business owners	1. Support for SMEs (with a focus on family businesses) in training for further qualification of representatives of the second (next) generation of family business owners	Leading institution – INOVA	2026, 2027	2026, 2027	MKD 1,400,000 (700,000 per year)	State budget	Minimum 4 trainings implemented 40 SMEs present
1.12 Specific area of intervention: Support for the implementation of AI (artificial intelligence) in the operations of SMEs							

ACTION PLAN FOR THE IMPLEMENTATION OF THE STRATEGY (2025-2027)							
PRIORITY AREA 1: Competitive National Entrepreneurial Ecosystem			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic Area: Sustainable, innovative and competitive economy				
1.12.1 Support for the introduction of AI in SMEs	1. Support for SMEs in introducing AI to become reference examples	Leading institution – INOVA Institutions involved – MoDT, chambers of commerce	2026, 2027	2026, 2027	MKD 8,000,000 (4,000,000 per year)	State budget and other partners	20 projects supported

ACTION PLAN FOR THE IMPLEMENTATION OF SME Strategy 2025-2030 of the Republic of North Macedonia																										
PRIORITY AREA 2: Access to Finance	CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic area: Sustainable, innovative and competitive economy																									
General objective: To ensure SMEs have equitable and simplified access to diverse, sustainable, and innovative financing solutions, enabling them to invest in growth, innovation, and competitiveness while fostering resilience in dynamic markets	Effect Indicator: Title of the indicator related to the general objective <ul style="list-style-type: none"> Net value of foreign investments in million euros <table> <tr> <td>2023</td><td>2027</td><td>2030</td></tr> <tr> <td>616,7</td><td>800</td><td>1.000</td></tr> <tr> <td>Monitoring period:</td><td>Mid-term evaluation</td><td>Final Evaluation</td></tr> </table> Value of assets deployed through venture capital funds (in millions of euros) <table> <tr> <td>2024</td><td>2027</td><td>2030</td></tr> <tr> <td>27</td><td>35</td><td>50</td></tr> <tr> <td>Monitoring period:</td><td>Mid-term evaluation</td><td>Final Evaluation</td></tr> </table> 		2023	2027	2030	616,7	800	1.000	Monitoring period:	Mid-term evaluation	Final Evaluation	2024	2027	2030	27	35	50	Monitoring period:	Mid-term evaluation	Final Evaluation						
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Specific objective 1: Improving financial literacy among SMEs and young people Specific objective 2: Enabling greater access to sources of financing (both traditional and alternative) for SMEs (including access to regional and European funds) Specific objective 3: Increased digitisation of financial instruments and alignment with best practices and regulations of the European Union and other financial markets	Outcome Indicator: Title of the indicator related to the specific objective <ol style="list-style-type: none"> Improved financial literacy index for SME owners (OECD/EC model) <table> <tr> <td>2023</td><td>2027</td><td>2030</td></tr> <tr> <td>69/100</td><td>78/100</td><td>82/100</td></tr> <tr> <td>Monitoring period:</td><td>Mid-term evaluation</td><td>Final Evaluation</td></tr> </table> Total value of funds for SME financing from non-banking, private, EU funds or other sources (million euros) <table> <tr> <td>2024</td><td>2027</td><td>2030</td></tr> <tr> <td>There is no available data</td><td>20</td><td>40</td></tr> <tr> <td>Monitoring period:</td><td>Mid-term evaluation</td><td>Final Evaluation</td></tr> </table> Grant mechanisms developed for SMEs to boost competitiveness and support the green and digital transition, funded by EU instruments <table> <tr> <td>2024</td><td>2027</td><td>2030</td></tr> <tr> <td>0</td><td>5</td><td>12</td></tr> </table> 		2023	2027	2030	69/100	78/100	82/100	Monitoring period:	Mid-term evaluation	Final Evaluation	2024	2027	2030	There is no available data	20	40	Monitoring period:	Mid-term evaluation	Final Evaluation	2024	2027	2030	0	5	12
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ACTION PLAN FOR THE IMPLEMENTATION OF SME Strategy 2025-2030 of the Republic of North Macedonia							
PRIORITY AREA 2: Access to Finance			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic area: Sustainable, innovative and competitive economy				
			<div>Monitoring period: Mid-term evaluation Final Evaluation</div> <div>3.1. Increased number of signed grant and project agreements for SMEs supported through EU and other funding programmes</div> <div> <div>202420272030</div> <div>Data not available100210</div> <div>Monitoring period: Mid-term evaluation Final Evaluation</div> </div>				
Measures	Activity	Leading institution Institutions involved	Start date (quarter)	Planned execution date (quarter)	Appraisal of funds required	Funding source	Output indicator (related to measure/activity)
2.1 Specific area of intervention: Make SMEs more investment-ready							
2.1.1 Increased Utilisation of Alternative Financial Instruments	Analysis of the use of alternative financing methods among SMEs (including analysis of options for changing founding capital requirements during company registration, introduction of a new form of business entity – variable capital company, etc.)	Leading institution – MF and NBRM, Institutions involved – MBA	2026	2026	MKD 0		Analysis of good practices and recommendations to enhance the use of alternative financial instruments
	2. Two new alternative financing instruments for SMEs promoted	Leading institution - MF, Institutions involved -	2026	2027	300,000	State budget and partners	At least 2 promotional events for the new alternative financing mechanisms organised

ACTION PLAN FOR THE IMPLEMENTATION OF SME Strategy 2025-2030 of the Republic of North Macedonia							
PRIORITY AREA 2: Access to Finance			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic area: Sustainable, innovative and competitive economy				
		NBRM, MBA and Chambers of commerce					
2.1.2: Investment readiness programme for SMEs	1. Development of a campaign for investment readiness and raising awareness among SMEs	Leading institutions - MF, ASIPI, MDB, and chambers of commerce	2026	2027	1.MKD 200,000 (600,000 per year)	State budget	Implementation of a campaign on investment readiness for SMEs and organisation of 3 promotional events.
	2. Conducting training sessions for SMEs on investment readiness	Leading institution – MF and INOVA Institutions involved - MDB, universities and chambers of commerce	2026, 2027	2026, 2027	MKD 900,000 (450,000 per year)	State budget	Conducting 10 workshops with the participation of 100 SMEs.
	3. Organisation of B2B meetings between potential (international) investors and SMEs	Leading institution - ASIPI, Institutions involved – INOVA and chambers of commerce	2026, 2027	2026, 2027	MKD 1,400,000 (700,000 per year)	State budget	6 B2B meetings conducted Investments realised in 5 SMEs

**ACTION PLAN FOR THE IMPLEMENTATION OF
SME Strategy 2025-2030 of the Republic of North Macedonia**

PRIORITY AREA 2:			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY:				
Access to Finance			Strategic area: Sustainable, innovative and competitive economy				
	4. Participation in creating the Investment Readiness Roadmap for SMEs.	Leading institutions - MoEL, ASIPI	2026	2027	MKD 0	RCC	The Investment Readiness Roadmap for SMEs has been prepared and adopted.
2.1.3 Strengthening the financial literacy programmes	1. Analysis of the state of financial literacy in primary/secondary education	Leading institutions MF and MoES, Institutions involved - BDE, CVET and NBRM	2025	2026	MKD 1,000,000	State budget	An analysis on financial literacy covering 60 schools (40 primary and 20 secondary), including 200 teachers and 2,000 students, has been prepared.
	2. Analysis of the state of financial literacy among SMEs	Leading institution – MF and INOVA	2026	2026	1.MKD 200,000	State budget and other partners	A survey was conducted on a sample of 400 SMEs.
	3. Increasing accountability for inclusive finance.	Leading institution - NBRM	2026	2026	MKD 3,000,000	EBRD	Publication of the annual report on inclusive finance and submission of the data set to the OECD.
	4. Development and implementation of financial literacy programs for educational institutions and SMEs, with an additional focus on specialised training for women entrepreneurs.	Leading institution - NBRM, MF, MoES Institutions involved - INOVA	2026, 2027	2026, 2027	1.MKD 600,000 (800,000 per year)	State budget	Developed financial literacy programs for formal education Developed financial literacy programs for SMEs Participation of 1,000 students in financial literacy training Involvement of 200 companies in financial literacy training
2.2 Specific area of interventions: Promote (alternative) financial products and investment opportunities							

**ACTION PLAN FOR THE IMPLEMENTATION OF
SME Strategy 2025-2030 of the Republic of North Macedonia**

PRIORITY AREA 2:			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY:				
Access to Finance			Strategic area: Sustainable, innovative and competitive economy				
2.2.1 Adoption of additional legal framework for business angels and promotion of alternative financial instruments and mechanisms such as crowdfunding, business angel investments, venture capital, trade credit insurance, etc.	1. Analysis of the current state of crowdfunding and venture capital	Leading institution - Macedonian stock market	2026	2026	MKD 0	Budget is not needed	An analysis with recommendations for next steps has been prepared
	2. Adoption of a law and additional legal framework for business angels	Leading institution - MoEL	2025	2027	MKD 15,000,000	EY	Adopted law and additional (bylaw) framework.
	3. Promotion of alternative financing sources and venture capital	Leading institution MF Institutions involved - INOVA	2027	2027	MKD 1,000,000	State budget and other partners	Promotional campaign carried out. 6 promotional events organised with the participation of over 200 SMEs.
2.2.2 Analysis of specific financial instruments (e.g., factoring, leasing, forfaiting, etc.)	1. Analysis of SMEs' needs for specific financing instruments	Leading institution - MF, MBA Institutions involved – INOVA , financial associations	2026	2027	MKD 800,000	State budget and other partners	Analysis conducted among 300 SMEs. A report with recommendations on the use of specific financing mechanisms has been prepared.
2.2.3 Facilitating access to loans for SMEs through the use of intangible assets	1. Amendment of the legal framework and subordinate legislation to enable the use of intangible assets as collateral for SME lending	Leading institution - MF Institutions involved - NBRM	2026	2027	MKD 0		A new legal framework has been introduced to include intangible assets as collateral for SME lending

ACTION PLAN FOR THE IMPLEMENTATION OF SME Strategy 2025-2030 of the Republic of North Macedonia							
PRIORITY AREA 2: Access to Finance			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic area: Sustainable, innovative and competitive economy				
(intellectual property – patents, etc.) as collateral in SME lending	2. Raising awareness and presenting good practices on using intangible assets as collateral for SME lending	Leading institutions - MF and MBA	2026, 2027	2026, 2027	MKD 1,500,000 (750.000 per year)	State budget and other partners	Implementation of 2 awareness-raising campaigns on new financing methods. Participation of representatives from all banks in 4 presentations
2.3 Specific area of intervention: Mobilising EU, National, and Private Financing for SMEs							
2.3.1 Improve access to EU, regional and national SME funding programs	1. Preparation of an analysis of existing organisations/institutions providing access to financial instruments from the EU and other international organisations	Leading institution – INOVA Institutions involved - MoEL, MF, EEN, Chambers of Commerce	2026	2026	MKD 800,000	State budget and other partners	Preparation of a study identifying various financing instruments available to domestic SMEs
	2. Promotional activities to raise awareness about the use of financial sources/mechanisms from the EU and other international organisations	Leading institution – INOVA	2025, 2026, 2027	2025, 2026, 2027	MKD 2,400,000 (800,000 per year)	State budget, EUD and remaining partners	Organisation of 15 events/info sessions to promote financial sources/mechanisms from the EU and other international organisations. Participation of 450 SMEs in the info sessions.
2.4 Specific area of intervention: Increase SME IPO readiness (only pre-IPO)							

**ACTION PLAN FOR THE IMPLEMENTATION OF
SME Strategy 2025-2030 of the Republic of North Macedonia**

PRIORITY AREA 2:			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY:				
Access to Finance			Strategic area: Sustainable, innovative and competitive economy				
2.4.1 Building SME capacity for Initial Public Offering to finance development needs through the capital market	1. Implementation of training sessions to prepare SMEs for IPOs	Leading institutions – MF, Macedonian Stock market,	2026, 2027	2026, 2027	MKD 2,000,000 (1,000,000 per year)	State budget and other partners	Preparation of an analysis on the potential of SMEs for Initial Public Offering (IPO). Conducted training sessions for 20 SMEs with IPO potential to 'go public'.
2.5 Specific area of intervention: Creating a more conducive and inclusive environment for access to finance							
2.5.1 Create an Online Register of Movable Assets	1. Establishment of an online register for movable assets.	Leading institutions - MF, Institutions involved - CR	2027	2027	MKD 3,000,000	State budget and other partners	Regulatory amendments. Creation of an online register for movable assets.
2.5.2 Strengthening the existing and establishing a new credit guarantee scheme for start-up companies and other SMEs	1. Facilitating access to finance by utilising the existing guarantee scheme of the Macedonian Bank for Development Promotion (MBDP)	Leading institutions - MF and MDB	2025	2027	MKD 920,000,000	State budget and other partners	An increase of state support up to 40% and a 35% growth in the number of SMEs using this support (compared to December 2023).
	2. Development of a dedicated guarantee scheme for start-up companies and women entrepreneurs.	Leading institutions - MF and MDB	2026	2027	MKD 300,000,000	State budget and other partners	Established a new credit guarantee scheme for start-up companies and women-led businesses.
2.5.3. Procurement of Equipment for	Establishment of a support/financing mechanism for SMEs in	Leading institutions INOVA	2026	2027	60,000,000	State budget and other partners	A financial support instrument for SME equipment procurement has been established.

ACTION PLAN FOR THE IMPLEMENTATION OF SME Strategy 2025-2030 of the Republic of North Macedonia							
PRIORITY AREA 2: Access to Finance			CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic area: Sustainable, innovative and competitive economy				
SMEs in the Processing and Other Priority Sectors Defined in the Smart Specialisation Strategy	the manufacturing and other priority sectors defined in the Smart Specialisation Strategy for equipment procurement.	Institutions involved - MoEL, MF, MDB, MoES					20 SMEs have purchased equipment with the help of this instrument.
2.6 Specific area of intervention: Alignment of the Late Payment Directive with the latest EU regulation							
2.6.1 Support to introduce the late payment directive (up to 30 days' payment)	1. Analysis of the legal framework for late payments and preparation of a new regulatory framework for late payments harmonised with EU directives	Leading institution - MF	2026	2027	MKD 0		An analysis of the current situation has been conducted. A draft law on late payments has been prepared in accordance with EU regulations

ACTION PLAN FOR THE IMPLEMENTATION OF SME Strategy 2025-2030 of the Republic of North Macedonia				
PRIORITY AREA 3: Green and Digital Transition		CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic area: Green Transformation		
<u>General objective:</u> To support SMEs in adopting sustainable practices and integrating advanced digital technologies, enabling them to enhance competitiveness, reduce environmental impact, and align with global trends toward a greener and more innovative economy.		Effect Indicator: Title of the indicator related to the general objective		
		<ul style="list-style-type: none">Increase in the growth index of digital technology according to the Digital Economy and Society Index (DESI)		
		2023	2027	2030

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		4.0	5.3	6.7
		Monitoring period:	Mid-term evaluation	Final Evaluation
		<ul style="list-style-type: none"> Share of products and services from the ICT sector in GDP. 		
		2022	2027	2030
		3,5%	5%	6,7%
1.		Monitoring period:	Mid-term evaluation	Final Evaluation
Specific objective 1: Establishment of a regulatory framework that will enable greater use of digital tools in communication with the Government, thereby increasing efficiency in issuing documents and submitting requests to institutions.		Outcome Indicator: Title of the indicator related to the specific objective		
Specific objective 2: Raising awareness among entrepreneurs about the introduction of standards that will contribute to a cleaner environment and greater sustainability of their businesses through the application of the circular economy.		1.1. Adopted digital platform/solution aimed at increasing the efficiency of communication between entrepreneurs and the government		
		2024	2027	2030
		0	1	1 (updated version)
		Monitoring period:	Mid-term evaluation	Final Evaluation
		2.1. Number of national campaigns conducted on raising awareness among entrepreneurs about the digital and green transition		
Specific objective 3: Increased application of digital transformation in SMEs by providing institutional support and financial resources for the implementation of particular measures.		2024	2027	2030
		0	10	20
		Monitoring period:	Mid-term evaluation	Final Evaluation
		2.2. Number of companies trained in implementing environmental standards in their operations		
		2024	2027	2030
		0	200	450
		Monitoring period:	Mid-term evaluation	Final Evaluation

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PRIORITY AREA 3: Green and Digital Transition				CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic area: Green Transformation													
				3.1. Introduction of a grant scheme for the adoption of digital services and technologies by SMEs													
				<table><tr><td>2024</td><td>2027</td><td>2030</td></tr><tr><td>0</td><td>1</td><td>2</td></tr><tr><td>Monitoring period:</td><td>Mid-term evaluation</td><td>Final Evaluation</td></tr></table>			2024	2027	2030	0	1	2	Monitoring period:	Mid-term evaluation	Final Evaluation		
				2024	2027	2030											
				0	1	2											
				Monitoring period:	Mid-term evaluation	Final Evaluation											
				3.2 Number of companies using grants or vouchers for implementing environmental standards or energy efficiency.													
<table><tr><td>2024</td><td>2027</td><td>2030</td></tr><tr><td>20</td><td>50</td><td>100</td></tr><tr><td>Monitoring period:</td><td>Mid-term evaluation</td><td>Final Evaluation</td></tr></table>			2024	2027	2030	20	50	100	Monitoring period:	Mid-term evaluation	Final Evaluation						
2024	2027	2030															
20	50	100															
Monitoring period:	Mid-term evaluation	Final Evaluation															
1.																	
Measures	Activity	Leading institution Institutions involved	Start date (quarter)	Planned execution date (quarter)	Appraisal of funds required	Funding source	Output indicator (related to measure/activity)										
3.1 Specific area of intervention: Regulatory framework for digital transformation																	
3.1.1 To improve the regulatory framework that will support digital transformation	1. Adoption and implementation of a cybersecurity legislative framework fully aligned with EU policies and law	Leading institution - MDT	2025	2026	MKD 0	Budget is not needed	Amended/improved legislative solutions for cybersecurity										
	2. Adoption of a new law on electronic documents, electronic identification, and confidential services	Leading institution - MDT	2025	2025	MKD 0	Budget is not needed	Adopted a new legislative framework										

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	3. Development of a Digital Wallet for digital identity	Leading institution - MDT	2025	2027	MKD 360,000,000	State budget and other partners	Introduced a digital wallet for digital identity
	4. Mutual recognition of e-signatures and eID among Western Balkan countries	MDT and MoI	2025	2026	MKD 0	Funds are not needed	Functional recognition of e-ID among Western Balkan countries
3.2 Specific area of intervention: Digitalisation of the banking sector							
3.2.1 Encouraging SMEs to Use Digital Tools in Their Operations, Especially in the Area of Payments	1. Creating a campaign to raise awareness among SMEs about the benefits of using digital banking	Leading institution – MF and MBA Institutions involved – NBRM and MoDT	2026	2027	MKD 900,000 (450,000 per year)	State budget and other partners	Conducted 6 promotional events (awareness-raising campaigns) in rural areas
3.3 Specific area of intervention: Creation of scale-up programmes to support SMEs' digitalisation							
3.3.1 Development of programmes and instruments to increase	1. Implementation, adaptation, and integration of digital solutions and technologies in SMEs.	Leading institution – EDIH Institutions involved - MoEL, INOVA and MoDT	2026	2027	MKD 6,000,000 (3,000,000 per year)	State budget and other partners	Number of new digital solutions implemented by 30 SMEs

**ACTION PLAN FOR THE IMPLEMENTATION OF
SME Strategy 2025-2030 of the Republic of North Macedonia**

PRIORITY AREA 3: Green and Digital Transition				CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic area: Green Transformation			
digitalisation of SMEs	2. Organising workshops in digital hubs on cybersecurity, where employees from the public sector, universities, and private sector organisations collaborate to share knowledge and exchange information.	Leading institution - MoDT Institutions involved - chambers of commerce, NGOs	2025	2027	MKD 3,690,000	State budget and other partners	More than 20 workshops, seminars, or meetings organised
	3. Vouchers for business consulting services for digital transition	Leading institution – INOVA	2026, 2027	2026, 2027	MKD 2,000,000 (1,000,000 per year)	State budget, donors	120 vouchers awarded.
	4. Advanced digital literacy courses	Leading institutions, EDIH and MoDT Institutions involved – INOVA	2026, 2027	2026, 2027	MKD 2,000,000 (1,000,000 per year)	State budget	Support provided for 200 SME employees to participate in advanced digital literacy training
	5. Promotional campaign on the benefits of e-commerce	Leading institutions – MoDT and MoEL, Institutions involved – INOVA, chambers of commerce	2026, 2027	2026, 2027	MKD 4,000,000 (2,000,000 per year)	State budget and other partners	Implementation of 2 media promotional campaigns

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		and universities					
	6. Strengthening public-private partnerships, cooperation with chambers of commerce, the public, civil and private sectors, the academic and research community, and knowledge sharing in cybersecurity.	Leading institution - MoDT Institutions involved - chambers of commerce, HBO	2027	2027	MKD 2,000,000	State budget and other partners	Established 3 new public-private partnerships
3.4 Specific area of intervention: SMEs Transition to a circular economy							
3.4.1 Development of specialised training programmes that support transition to a circular economy	1. Specialised training related to various aspects of the circular economy.	Leading institutions - MoEL and INOVA Institutions involved MoES, CAE, CVET, Universities	2025, 2026, 2027	2025, 2026, 2027	MKD 3,000,000 (1,000,000 per year)	State budget and other partners	Two trainings are developed per year
	2. Development of specialised laboratories for the circular economy to	Leading institutions - MoEL,	2026	2027	MKD 30,000,000	State budget	10 laboratories installed. 100 SMEs use services from the installed laboratories."

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	meet the needs of SMEs.	MoES, Universities					
3.4.2 Support to SMEs for the introduction of energy-efficient systems and equipment that utilise renewable energy sources	1. Subsidies for the installation of alternative energy sources for SMEs (photovoltaics, wind turbines, mini-hydropower plants, heat pumps, etc.).	Leading institution - MEPMM	2025	2027	2. MKD 6,000,000	State budget	Support provided to 30 SMEs for the installation of alternative energy systems
	2. Training on energy management in industry.	Leading institution - MEPMM, Institutions involved - Universities Chambers of commerce	2026,2027	2026,2027	MKD 1,000,000 (500,000 per year)	State budget and other partners	8 trainings conducted. Participation of 120 SMEs in the training.
3.4.3 Support for Companies in the Area of Employee Reskilling and Upskilling for the Needs of the Green Transition	1. Development of training programs for sustainable energy sources (e.g., installers and maintenance technicians of photovoltaic systems, electric vehicle battery handlers, etc.)	Leading institution VET, MEPMM Institutions involved MoES, MoEL, CVET.	2025,2026,2027	2025,2026,2027	1.MKD 200,000 (400,000 per year)	State budget and other partners	7 training programs developed. 200 individuals trained and employed
3.4.4 Support for the Banking Sector in Introducing	1. Training for bank employees on introducing products that support the	Leading institution MF, MBA and NBRM,	2026	2027	MKD 0	Own budget of the banks	Introduced 2 new financial products to support the circular economy and the digital and green transformation.

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Financial Products to Promote the Circular Economy and the Digital and Green Transition	circular economy and the digital and green transformation	Institutions involved - INOVA, Universities					Trained 50 bank employees who will provide the new service
3.5 Specific area of intervention: Support for the Development of Green Start-up and Spin-off Companies, and Green Innovative Solutions and Technologies within Existing SMEs							
3.5.1 Development of Green Start-up and Spin-off Companies and Support for SMEs in Green Technological Development	1. Co-financing grants and other technical support for green start-ups and spin-offs (including additional bonus/quota for women entrepreneurs).	Leading institution - INOVA, Institutions involved - MoES, MoEL, MoDT and universities	2026	2027	MKD 1,537,500,000	State budget and EY	Supported 50 start-ups and spin-off companies.
	2. Co-financing grants and other technical assistance for green technology development in SMEs	Leading institution INOVA Institutions involved - MoES, MoEL, MoDT and universities	2026	2027		State budget and EY	300 SMEs supported
3.6 Specific area of intervention: Support to companies to comply with environmental and other sustainability standards							

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PRIORITY AREA 3: Green and Digital Transition				CONNECTION WITH THE NATIONAL DEVELOPMENT STRATEGY: Strategic area: Green Transformation			
3.6.1 Measure: Support programmes for complying with green/digital international standards	1. Conducting training sessions for SMEs related to green international standards * Corporate Sustainability Reporting Directive (CSRD), - Carbon Border Adjustment Mechanism (CBAM), - ESG criteria, - Cradle to Cradle Certified, - (International Sustainability & Carbon Certification (ISCC), - ISO 14000, ISO 50000, etc.	Leading institution MoEL and MEPMM Institutions involved – INOVA	2026,2027	2026,2027	MKD 2,000,000 (1,000,000 per year)	Domestic budget	Participation of 60 SMEs in the training.

ACRONYMS:

Acronym	Full title
ASIPI	Agency for Foreign Investments
SSO	State Statistical Office
EEN	Enterprise European Network
ZELS	Association of Local Self-Government Units
INOVA	Agency for innovation, scientific and technological development and entrepreneurship
MDB	Macedonian Development Bank
MoDT	Ministry of Digital Transformation
MoEMMR	Ministry of Energy, Mining and Mineral Resources
MoEL	Ministry of Economy and Labour
MFAFT	Ministry of Foreign Affairs and Foreign Trade
MoEPP	Ministry of Environment and Physical Planning
MoES	Ministry of Education and Science
SMEs	Small and medium enterprises
MF	Ministry of Finance
NBRM	National Bank of the Republic of Macedonia

RIA	Regulatory Impact Assessment
S3	Smart Specialisation Strategy
TIDZ	Technological Industrial Development Zones
PRO	Public Revenue Office
CAE	Centre for Adult Education
CR	Central Register
CVET	Centre for Vocational Education and Training
WB6 CIF	Western Balkans 6 Chamber Investment Forum