



NATIONAL DEVELOPMENT STRATEGY #NDS

SUPPORTING THE DEVELOPMENT OF THE #NDS 2021-2041

The Government of North Macedonia started the preparations for the development of the 2021-2041 National Development Strategy in early 2021, supported by a project implemented by the UNDP in coordination with RCO North Macedonia. UK GGF funding was secured to prepare a methodology for the process, all the background baselines and assessment of strategic documents, proposals for the institutional structure to manage and implement the project, the communications and engagement strategy and various other preparatory documents that could serve as input to the process. All these products and processes comprise the first phase of the NDS development process. The second phase of the process will see the actual formulation of the strategy, following the steps, tools and mechanisms envisioned in the methodological outline.

The central idea behind the #NDS development process is to pursue a national consensus on the country's long-term development priorities and produce an apolitical, inclusively developed, long-term NDS that outlines identified priorities.

When designing the methodology for the NDS we wanted to:



Learn from the best comparative practices in the region for creating national development strategies and embedding them into the development of the #NDS.



Learn from the development trajectories of countries that have pioneered green development and digitalization and built those lessons into the methodological approach of our strategy.



Enhance the way we design, implement, and monitor national strategic processes by making the process more open, transparent, inclusive, participatory, and cross-sectoral.



Enhance the alignment and accelerated achievement of key national strategic priorities.

The key processes that have been supported thus far [in the first phase] for the development of the strategy include:



Screening of stakeholder's expectations

This screening combined two processes, a quantitative research consisting of a national survey that included the representative sample for North Macedonia, and a qualitative research that gave us insight on the perceptions key groups (women, youth, marginalized groups) have about the development of this strategy, what it should focus on, and how it should include people's feedback.

The results from these processes showed us that:

80%

Majority of citizens find the process of creating a national development strategy to be (very/extremely) important

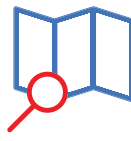
89%

Large number of the respondents believe that this strategy will improve their quality of life, if adopted.

83%

High majority of the respondents [83%] expect that this strategy will contribute to the alignment of the state priorities.

Citizens want to participate directly in the process of developing the strategy.



Mapping of key strategic national strategies

To determine the existing strategic goals and activities outlined in our public policy documents we did a mapping exercise, where we **mapped and analysed 70 strategic planning documents**.

These documents were categorized in five thematic areas:



Economic and Public Finance



Environment and Energy



Social Policy



Good Governance



Rule of Law and Justice

This activity also helped us identify the gaps that exist in our system when it comes to strategic goals and activities, noting that a significant number of our strategies conclude in 2020.



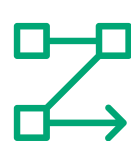
Mapping of key stakeholders

To determine the stakeholders that need to be involved in the process of developing the strategy, we mapped the key stakeholders in our society, and outlined ideas on how to engage them in the process.



Comparative Study

In order to facilitate learnings from other countries and their processes for developing national strategies, we conducted a comparative study focusing on regional examples from which we can learn about the formulation of our strategy, as well as other case studies that can give us a roadmap for policy making in thematic areas relevant for us.

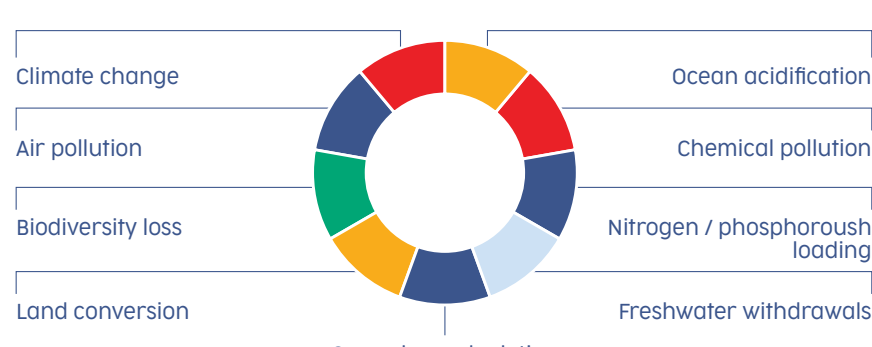


Methodological approach

The proposed methodology for the development of the #NDS is built using the latest tools, processes, and theories in the development field. We have outlined the key principles, processes and steps that the institutions and other stakeholders need to take in order to successfully implement this process, as well provided for options for the operational structure that would participate in the formulation and implementation of the strategy.

The methodology that we are proposing is using the **Doughnut Model** as the building block of our approach.

The Doughnut model is a visual 'safe and just space' framework developed by Kate Raworth. The core of the theory and model is that there are 9 planetary boundaries that we can't go beyond if we want to keep the planet in a benevolent state for us to thrive in:



Deep Growth

Growth that is sustainable to the ecological human and machine systems to which it contributes. Growth that is the result of a regenerative economy, that maintains the natural ecosystem in which society is embedded and helps it thrive.

The key aspects of our methodological approach are:



Long termism

The NDS will need to be as effective in 20 years. Failure to do so is why many strategies quickly become outdated or fail to be properly implemented.



Systems approach

The challenges are too complex and interconnected, and actions taken in one area will impact others.



Embed adaptability

It is impossible to accurately predict the required policy responses to all future challenges. Flexibility needs to be at the heart of NDS.



Complementary studies

Three other studies have been completed to provide a better understanding of what the #NDS process would mean for our country and the current strategic processes in the discourse. These studies include:

- Study of the complementarity of the #NDS process with local development plans and strategies.
- Study of the complementarity of the #NDS process with the EU accession process.
- Study assessing the capabilities of the proposed institutions that need to formulate, implement and monitor the #NDS process.



Communication tools for supporting the strategy

To better communicate the process of formulation of the strategy, as well as better engage with stakeholders we developed a range of communication tools including:



Communication and Engagement Strategy



Communication products for introducing the #NDS to the public



Design of a digital platform that would facilitate the interaction between citizens and institutions in the process of developing and implementing the strategy.

