

**STRATEGY**  
**for Sustainable Industrial Development of the Kyrgyz Republic**  
**2019-2023**

## **1. Introduction**

Industrial development is a priority area of socio-economic development of the country. This is backed up by a number of existing documents on development, including the National Development Strategy of the Kyrgyz Republic for 2018-2040, approved by the Decree of the President of the Kyrgyz Republic dated 31 October 2018 № 221, the Decree of the President of the Kyrgyz Republic "On declaring 2019 the Year of regional development and digitalization of the country" of 11 January 2019 № 1, the Concept of Regional Policy of the Kyrgyz Republic for the period 2018-2022, approved by the Government Decision of 31 March 2017 № 194, as well as the Programme of the Government of the Kyrgyz Republic "Unity. Trust. Creation.", approved by the Resolution of the Jogorku Kenesh of the Kyrgyz Republic on 20 April 2018 № 2377-VI.

The Strategy for Sustainable Industrial Development 2019-2023 (hereinafter referred to as the Strategy) was elaborated to develop industries and exports, as well as to increase the competitiveness of industrial products.

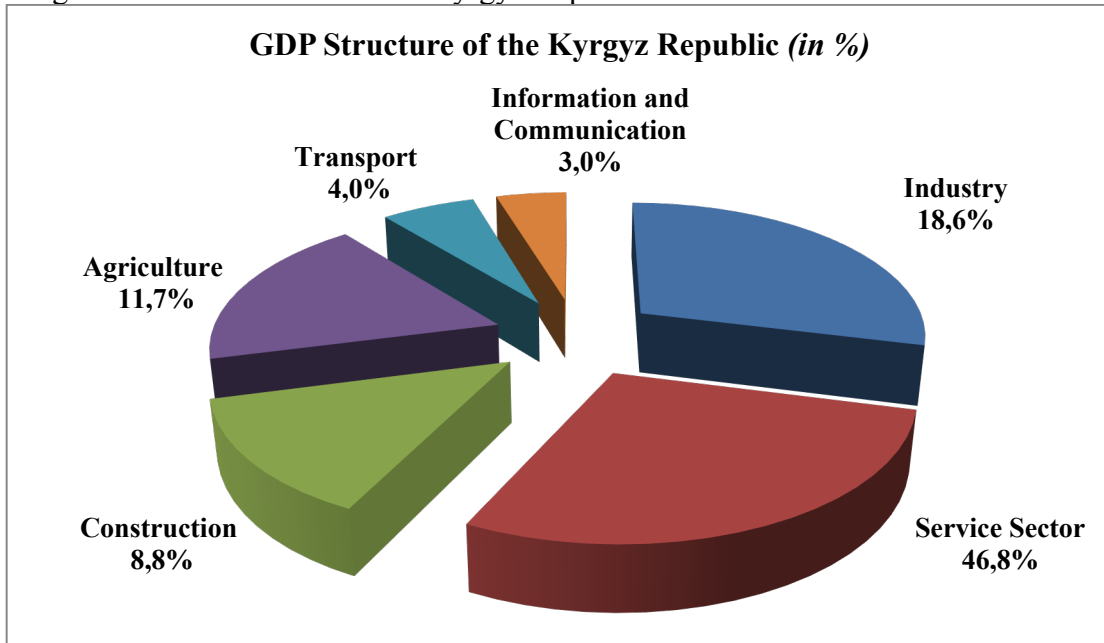
One of the most important sectors of the economy of the Kyrgyz Republic, which has a significant impact on economic growth, is industry, in particular the processing industry.

The main objectives of the Strategy are to improve the regulatory framework in the field of industrial policy and development, create infrastructure and conditions for attracting investment in the industrial sector, and to introduce industrial innovative technologies in industrial sectors.

## **2. Overall assessment of the current situation**

Currently, the industry of the Kyrgyz Republic is one of the main sectors of the economy, providing around 19.0% of gross domestic product (GDP) (figure 1), approximately 18.0% of tax revenues to the national budget and more than 80.0% of exports. In 2018, industrial output amounted to 250.6 billion Soms.

Figure 1: GDP Structure of the Kyrgyz Republic

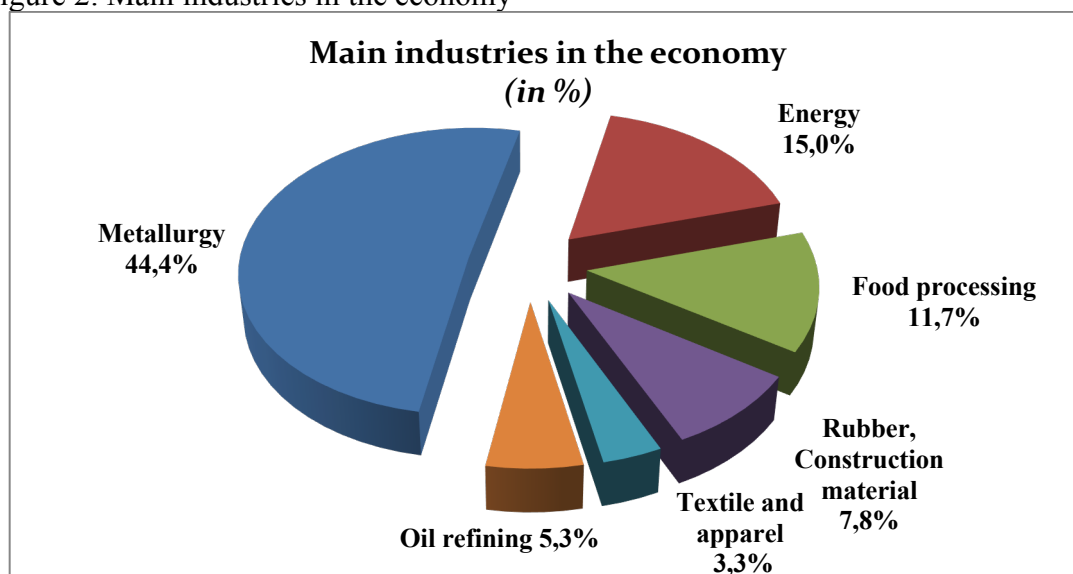


Source: National Statistical Committee of the Kyrgyz Republic

The bulk of industrial production (up to 90%) is produced by six main economic sectors, five of which are manufacturing industries (figure 2). In 2018, the share of these six industries was as follows:

- Production of basic metals and finished metal products, except machinery and equipment, with a share of 44.4%;
- Production of food (including beverages) and tobacco products - 11.7%;
- Production of coke and refined petroleum products - 5.3%;
- Production of rubber and plastic products, other non-metallic mineral products (construction materials) - 7.8%;
- Textile, apparel, footwear and leather production - 3.3%;
- Provision (supply) of electricity, gas, steam and air conditioning - 15.3%.

Figure 2: Main industries in the economy



Source: National Statistical Committee of the Kyrgyz Republic

The volume of industrial products produced by small- and medium-sized enterprises (SMEs) in 2017 was 50.6 billion Soms or 21.4% of the total volume of industrial output. The share of SMEs in total industrial production varies significantly across the country. In the Naryn, Osh, Talas oblasts and in the city of Osh SMEs provided more than half of the total industrial production in the region.

Only 6% of industrial enterprises are introducing and applying innovative production methods in their work.

Despite the fact that in the early 2000s, the Kyrgyz Republic managed to maintain a steady export growth since 2008, exports from Kyrgyzstan have been generally declining (Table 1). In 2018, total exports from Kyrgyzstan amounted to 1.76 billion US dollars, representing a decrease of more than 100 million dollars compared to 10 years ago by.

Table 1. Export

Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Export (billion USD)	1.67	1.76	2.24	1.93	2.0	1.88	1.48	1.57	1.76	1.76
Exports without gold (billion USD)	1.14	1.09	1.24	1.37	1.27	1.17	0.82	0.87	1.06	1.1

The main share of export deliveries of the Kyrgyz Republic is represented by manufactured goods, accounting for 74.9% in 2018. The largest share of exported manufacturing goods in 2018 was accounted for by the production of basic metals and finished metal products (53.7%), production of clothing (11.1%), food products (6.8%), coke and refined petroleum products (6.5%).

The number of people employed in industry in 2017 amounted to 137,629, or 5.8% of the working-age population.

The industrial potential of Kyrgyzstan is linked to its natural resource base and proximity to large and growing markets, as well as processes of regional integration, primarily within the framework of the Eurasian Economic Union (EAEU). International transport

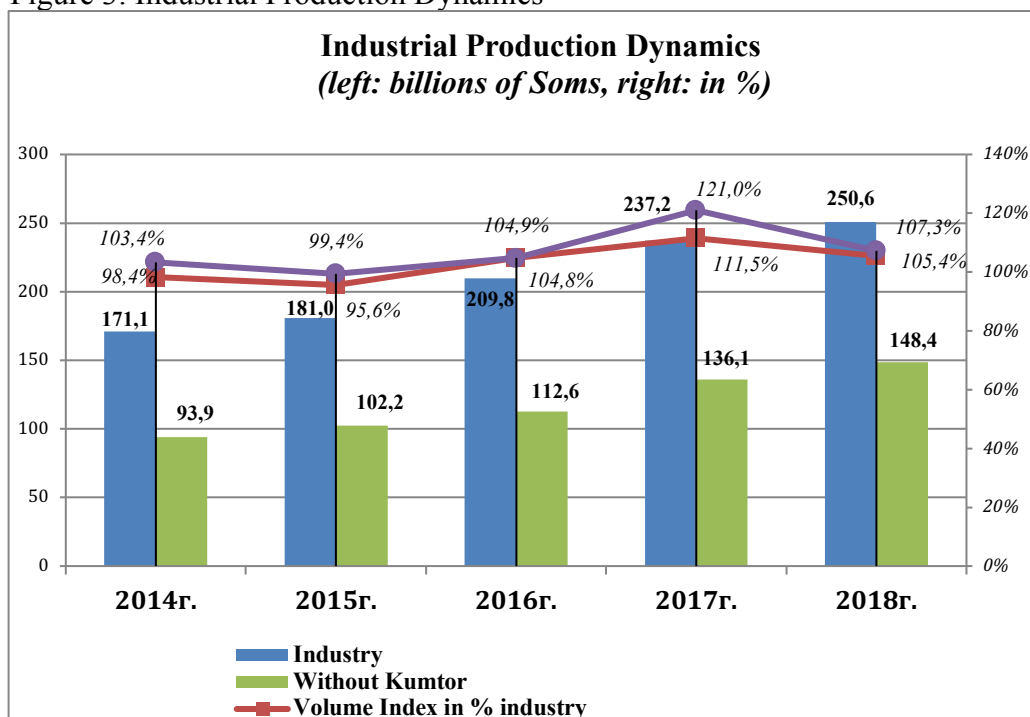
corridors, new technologies that allow for the exchange of knowledge and information, foreign investment and many other factors contribute to greater interdependence of countries in the global market. The geographical position of Kyrgyzstan between China, Russia and Europe holds great potential for trade. Proximity to countries with rapidly growing populations and needs, such as India and Pakistan, offers new export opportunities.

Competitive advantages for the development of industry in Kyrgyzstan include such factors as the existing education base, the relatively low cost of production factors, and a moderate inflation rate. Due to the low-income level of the population, Kyrgyzstan has comparative advantages for the development of labor-intensive industries.

Reserves of natural resources of the country, in particular gold, create conditions for the development of the mining industry and also put the economy in a vulnerable position due to the fluctuations in world prices for commodities.

Economic reforms introduced by the Kyrgyz Government, such as the optimization of the tax administration and the adoption of fiscal stimulus measures, the provision of state support to exporters, the creation of quality infrastructure for industrial production, the reduction of barriers to trade, including Kyrgyzstan's accession to the EAEU, improved industrial development indicators. Over the past 3 years, the growth of industrial production ranged from 4.9% to 21% per year, and from 4.8% to 11.5% per year excluding the industrial production at Kumtor (figure 3).

Figure 3: Industrial Production Dynamics



Source: National Statistical Committee of the Kyrgyz Republic

However, for sustained economic growth and poverty reduction, the industrial sector of the Kyrgyz Republic needs to be further strengthened.

The main challenges for industrial development are the limited size of the domestic market, which prevents industries from taking full advantage of positive effects of the large scale of production, high dependence on Kumtor, the share of which in total industrial production accounts for 20%, lack of qualified labor force required for the introduction and development of modern industries, complex tax administration procedures, especially in the area of value-added tax reimbursement, lack of infrastructure for certification of industrial

products, and high transportation costs for the exports of raw materials and goods to foreign markets. The high share of the informal economy which, according to the National Statistical Committee, is 23.6%, is also a negative factor for the development of industry, which creates unequal conditions for the competition among bona fide investors. According to the surveys among entrepreneurs, the high level of corruption, lack of property rights protection, lack of access to electricity and other utilities, and problems with the local population are other important factors.

The focus of the proposed Strategy is on innovation. The transition to an innovative path of development and the formation of progressive structural changes require the adoption of measures now. However, they cannot be solved in a short time and will remain a priority in the short, medium and long term.

The priority areas will be as follows:

- Improving the regulatory framework of industry;
- Creating a competitive environment, and equal and predictable conditions for economic activity in industry and specific markets;
- Conducting organizational restructuring of companies which produce industrial products in order to improve management efficiency, broadly diversifying the production, globalizing operations, developing mutually beneficial relationships with customers, co-operating with enterprises at the national and international levels to address emerging complex scientific-technical and production problems quicker and at lower costs;
- Ensuring profitable production and a stable financial position of industrial enterprises, covering at their own expense current and one-time costs that will arise during industrial development;
- Further improving the market mechanisms and institutions, optimizing the structure of the public sector with an increase in the efficiency of managing state property.

Industry in Kyrgyzstan should become the basis of the country's socio-economic development, a source of improving the living standards of the population by minimizing the negative impact on the environment.

### **3. Objective of the Strategy**

The main objective of the Strategy is to achieve sustainable growth rates of industrial production based on a consistent transition to an innovative industrial development path, increasing production efficiency and product competitiveness.

To achieve the main objective, it is necessary to solve the following tasks:

- Advance industrial development taking into account the specialization of the regions of the Kyrgyz Republic and the processes of regional integration with other countries;
- Expand the high-tech, competitive export industry, which will ensure the transition of the economy from the export of raw materials to the industrial and innovative type of development;
- Create an effective management system in industry and conditions to attract investment.

## **4. Priority industries**

### **Priority 1: Development of the mining and metallurgical industries**

The purposeful study and use of mineral resources ensures the development and functioning of the country's mining complex, which is one of the priority sectors of the economy.

The main contribution to the total mining output is made by the gold mining industry and construction industry enterprises. The oil and gas industry and the coal industry play a subordinate role in the total mining output despite the fact that they are strategic sectors in terms of ensuring the country's energy security.

Therefore, for the development of the mining complex, it is necessary to pay special attention to these sectors of the extractive industry, which in the future should ensure the maximum supply of the country's energy needs.

In the extractive industry, it is necessary to continue the production at existing fields while monitoring the environmental sustainability. In the future, the expansion of activities for the exploration of new deposits and the reserves update in previously explored deposits is required. The increasing role of local governments in licensing extractive industries has a great importance as well. In the future, it will be necessary to diversify new fields, new types of non-metallic materials and rare earth metals, in compliance with the interests of the state, the community and subsoil users, based on national and international practices.

In order to develop the industry it is necessary to solve the following issues:

- Create conditions for the development of the mining industry within the country;
- Improve the sustainability of the mining and processing industries' development.

Indicators:

- Reducing exports of precious metal ores and concentrates;
- Increasing the role of the subsoil use in the development of regions.

### **Priority 2: Energy**

The development of industry in Kyrgyzstan should be based on the advance creation of the necessary infrastructure, primarily in the field of energy. Currently, the lack of infrastructure is one of the main constraints for the development of industry, which creates additional costs for industrial enterprises, reducing their competitiveness in domestic and foreign markets.

To ensure energy security and sufficient supply of energy for industrial development and the export of industrial goods, the following tasks need to be addressed:

- Improving the efficiency of the energy sector through optimal pricing and management of the energy sector;
- Increasing the electricity production based on the optimization of energy balance and the commissioning of new energy capacities.

Indicators:

- Volume of electricity generation;
- Improving the position of the Kyrgyz Republic in the "Getting Electricity" indicator of the "Doing Business" index.

Individual energy sources.

*The coal industry.*

A further prospect for the development of the coal industry is associated with a significant increase in the share of open-pit mining (including in the Kavak basin) as the most productive and cheapest way of coal mining.

However, underground mining remains important, given the necessity to supply high-quality coal to the population and for household purposes.

The growth potentials of Kyrgyz coal production are closely linked to the growth of domestic consumption, i.e., with import substitution. This process requires investment in the reconstruction of boiler plants running on fuel oil, natural gas and electricity at the current demand of state companies in the amount of 260,000 tons per year.

However, this requires renovation and reconstruction of production and technical equipment, financial recovery of coal companies through attracting investors to invest funds in boiler facilities of state-funded organizations, as well as the state support of the development of mining regions through the creation of new industries, producing coal-based alternative fuels.

Therefore, the development of the coal industry gains significant importance in the energy security of the country.

Addressing the problems of the coal industry includes the following measures:

- Development of coal production at existing deposits through technological modernization and improvement of the management structure, while observing environmental standards;
- Study of the possibility of introducing new technologies to reduce the environmental impact of coal use.

*Oil and gas and oil refining industries.*

In recent years, there has been an increase in oil production and a gradual decrease in the volume of natural gas production in the country. Natural gas consumption has been increasing due to the gasification of settlements in the country. The primary task is to maintain the existing scope of oil and gas production, as well as to provide the necessary volume of import of natural gas, oil and oil products, and in the future - to ensure the growth of oil and gas production and explore prospective oil and gas fields.

Also in the future, it is planned to increase the oil refining and production capacity, as well as to develop the oil, gas and oil refining sectors of the country by attracting potential investors.

*Renewable energy sources.*

The state policy in the field of renewable energy sources (RES) is based on the principles of strengthening energy security through increasing the share of renewable energy, developing competitive energy systems and ensuring environmental protection, involving the population in the use and production of renewable energy equipment.

To promote the use of renewable energy sources, potential opportunities for their implementation are being studied, including localization for the various types of renewable energy sources. The main objective is to conduct organizational, research, design, expertise, engineering, construction and regulatory activities aimed at increasing the use of renewable energy, especially small hydropower plants (HPP) for increasing the share of renewable energy in total energy consumption in the country.

### *Hydropower*

The Kyrgyz Republic has great potential for the development of hydropower, which is the main source for the development of energy capacities and an increase in the generation of electricity.

Hydropower will enable the solution of a number of important problems for society and the state since it is an infrastructure for the activity and development of a number of the most important sectors of the economy and the country as a whole.

Each commissioned hydroelectric power station becomes a regional centre of economic growth in terms of its geographical location, fostering production, job creation and development of the industry.

In this regard, the development of hydropower and the construction of new hydro generating capacities based on large hydropower plants is a priority in the energy sector.

### **Priority 3: Food industry development**

In the manufacturing sector of Kyrgyzstan, the food industry plays a key role in production, employment and export. Within the scope of industrial production, the share of food and production industry was 12.6% in 2017 and 11.7% in 2018, i.e., there has been a decline in production.

The industry is expected to develop by means of cooperation and clustering, as well as through the support of regional specialization in the production of local products. This should be done considering the necessity of economic efficiency. It is necessary to increase the export potential of products and improve product quality through the modernization of existing enterprises. One of the important factors is the implementation of international food safety quality standards throughout the entire value chain.

For the development of the industry it is necessary to fulfil the following tasks:

- Improve the quality and safety of domestic food products;
- Increase the production and export of food products.

Indicators:

- The number of food industry enterprises that received international quality certificates;
- The share of the processing and food industries in exports.

### **Priority 4: Construction sector**

The construction materials industry contributes 7.0% to industrial production in Kyrgyzstan and is a complex industry that includes such independent sub-sectors as cement, sheet glass, asbestos cement (slate), and concrete production, as well as the production of solution, lime, prefabricated and reinforced concrete facilities and products, wall materials (bricks), natural stone products (facing slabs, etc.).

The development of the production of construction materials directly depends on the state of the construction complex, the activities of which can be stimulated through the construction of social housing and the implementation of large-scale infrastructure projects.

In order to increase the volume of domestic production of building materials through attracting investment to commission new capacities, it is planned to expand the production of building materials from domestic raw materials.

Indicator:

- The volume of production of domestic building materials.



### **Priority 5: Light industry**

Light industry in Kyrgyzstan consists of three main branches: textiles, apparel, leather and fur, which together accounted for about 3.3% of the total volume of industrial production in 2018.

Light industry has a high export potential and important social significance for the country, providing great employment for the population.

Further development of the industry is envisaged by increasing the export potential through cooperation and clustering on a regional level and introduction of technology parks, including market diversification and improved supply logistics.

It is necessary to carry out this work to lift the industry to a new level of production development, which would be focused on the production of branded apparel (for chain shops).

The key requirement for products is to improve the quality of goods and promote the compliance with international standards through the modernization and implementation of the requirements of e-commerce. In the long-term, the industry has to be developed comprehensively through the creation of a production chain from the production of raw materials, textile production to finished garment products.

For the development of the industry it is necessary to solve the following problems:

- Reduce the dependence on imports of raw materials and material resources;
- Create conditions for the development of industry with the introduction of cluster management principles, deploy the production forces in industrial zones of cities, with the ability to carry out large orders;
- Make changes to the curricula of educational institutions that meet modern requirements;
- Create conditions for attracting investments, introduce modern management systems and new technologies.

Indicators:

- Increase production and export of light industry products, create jobs.

### **Priority 6: Tourism**

The tourism sector is one of the priority sectors of the Kyrgyz economy.

To develop the industry sector that is directly related to the development of tourism in the Kyrgyz Republic, it is planned to create and develop industrial enterprises in order to provide tourism infrastructure, as well as facilitate the production of jewelry and national products oriented to tourists.

To develop industry in tourism, it is planned to expand the assortment and increase the production of jewelry and national products.

Indicators:

- The volume of production of jewelry and national products;
- Construction of tourism infrastructure.

### **Priority 7: Development of infrastructure necessary for industrial development**

*Transport and utility infrastructure.*

A significant obstacle to the development of industry is the lack of developed transport and communal infrastructure systems. Issues that need to be addressed include the rehabilitation of transport routes, reduction of transportation costs through strengthening of the railway infrastructure, improvement of transport routes for industrial development in the

regions, facilitation of access to water supply and the sewerage system, electrification and gasification of industrial facilities.

Indicator:

- Freight turnover in all types of transport;
- Industrial enterprises connected to utility networks

#### *Information and telecommunication infrastructure*

Industrial development requires to study advanced technologies and practices for the introduction of digital technologies in industry. The main tasks are:

- The development of information and telecommunication infrastructure necessary for industrial development;
- Introduction of new technologies in industries.

Indicators:

- Number of enterprises and organizations using information and communication technologies;
- Increase in the share of industrial enterprises engaged in the development and implementation of innovations.

### **Priority 8. Regional Industrial Development**

Industry should become one of the foundations of the socio-economic development of the regions. In order to increase the competitiveness of the regional economy, it is necessary to design an effective model of the regional economy, which would allow to utilize the existing potential to the maximum. One of the most common mechanisms for implementing state and regional economic policies is cluster policy.

Its main goal is the diversification of industry in the regions, including innovative industries, such as electronics, engineering, assembly facilities and components for them, pharmaceuticals, the chemical industry and other areas based on the efficient use of internal and external resources.

For the development of regions it is necessary to address the following tasks:

- Promote industrial development in the regions, taking into account international practices;
- Introduce the mechanisms which would stimulate the development of regions through their specialization;
- Form industrial clusters;
- Ensure regional specialization based on comparative advantages of each region;
- Construct and launch new industrial plants in the regions.

Indicators:

- Volume of industrial production in each region;
- Number of clusters in each region;
- Number of new industrial plants in the regions.

### **Priority 9. Improving the country's export potential**

As international experience demonstrates, successful industrial development is based on a constantly expanding export sector. According to the classification of the World Economic Forum (WEF), Kyrgyzstan is currently competing in foreign markets mainly due to the use of unskilled labor and natural resources.

Over the past 10 years, exports from Kyrgyzstan have shown a stagnant trend in contrast to the positive export growth rates in other countries of the Commonwealth of Independent States (where export growth in real terms averaged 7% per year).

To increase the volume of exports of domestic industrial products, and to diversify exports and export markets, it is necessary to address the following tasks:

- Create the necessary infrastructure for exports;
- Provide preferential financing for export-oriented industrial enterprises;
- Develop new export markets for domestic industrial products.

Indicators:

- Increase of industrial exports;
- Amount of subsidized interest rates of commercial banks to support export-oriented enterprises;
- Number of enterprises that have implemented international quality standards.

## **5. Tools to foster the development of priority industries**

### **Industrial Sector Management**

In order to achieve the goals and objectives of the Strategy, it is necessary to significantly increase the state support of the industrial sector, primarily oriented towards exports, as well as to improve conditions for attracting investments in the industry.

Currently, the government regulation of the industrial sector is divided among various government institutions, including the State Committee on Industry, Energy and Subsoil Use of the Kyrgyz Republic, the Ministry of Agriculture, Land Reclamation and Food Security of the Kyrgyz Republic, the Ministry of Economy of the Kyrgyz Republic, the Investment Promotion and Protection Agency of the Kyrgyz Republic, and local authorities.

To accelerate industrial development, it is necessary to have an effective specialized state body that develops policies and implements support and control measures in this area.

To create the coordination mechanism among government bodies responsible for industrial development, as well as increase the responsibility and role of local authorities for the implementation of industrial development in the regions, the following tasks need to be addressed:

- Improve the regulatory framework in the field of industrial policy and industrial development;
- Strengthen the role of the government bodies responsible for industrial policy, including their institutional and human capacity.

It is expected that the use of the tool will increase the industrial production and the quality of industrial problem solution methods due to the implementation of a set of measures to enhance investment and innovation, to ensure accelerated growth in the sphere of small and medium-sized enterprises through the effective implementation of cluster initiatives at the regional level.

### **Social development**

The country's social development plays a key role in industrial development. To develop a high-tech and competitive industry in Kyrgyzstan, it is necessary to ensure the training of qualified personnel, as well as the conditions for their work in domestic industrial enterprises.

Taking into account modern industry requirements, it is necessary to improve the system of higher and secondary vocational education, create new jobs, especially for women,

young people and persons with disabilities in order to reduce internal and external migration of workers.

At the same time, the development of scientific and technical capacity is required and research activities in the field of industry, as well as promotion of innovative technologies in industry.

Social development will be ensured through access of employees of all industries to a social package, including participation in the system of compulsory social and pension insurance, providing opportunities for additional training and professional development.

Increase in personnel qualification, required for industrial development through the utilization of this tool, is aimed at achieving priorities of the Strategy and increasing the number of technical and engineering graduates, as well as improving the quality of education. This would raise the number of agreements on targeted and advanced training of current or future employees in educational institutions of the country, covering the costs of training at the expense of industrial enterprises.

At the same time, it is envisaged to increase the number of women, young people and persons with disabilities engaged in industrial production.

### **Attracting investment in industrial development**

Increased industrial production requires a significant rise increase of investments in the industrial sector, the provision of the access to finance for existing industrial enterprises, primarily focused on the export of their products.

In order to attract investment and financing in the industrial sector, the following tasks need to be addressed:

- Creation of infrastructure and conditions for attracting investment in the industrial sector;
- Reduction of procedural and administrative burdens on investors;
- Strengthening the protection of investor rights;
- Increasing domestic sources of funding;
- Attracting foreign investment in the banking sector to finance the industrial sector.

This tool, which would increase internal financing sources in the industrial sector by 4% and external sources of financing in the industrial sector by 10% annually aims at improving the position of Kyrgyzstan in the ranking of the "Global Competitiveness" and "Doing Business" indexes.

### **Environmental development**

Industrial development in the Kyrgyz Republic should be sustainable. In developing industrial policy measures, it is necessary to take into account negative impacts on the environment, including climate change, as well as to provide adaptation measures in case of such impacts.

The main objective should be to reduce the burden of industrial activities on the environment. This requires an increase in environmentally friendly investments, while developing a recycling system and comprehensive approach towards recycling to decrease the amount of industrial waste.

## **6. Expected results**

It is expected that after the successful realization of the Strategy, by 2023, the economy of Kyrgyzstan will be growing together with the liberalization of the economy and trade.

It is anticipated that industrial production will increase by a minimum 4.6% annually.

By improving the quality of goods and services produced in the country, domestic products become competitive on international markets.

Kyrgyzstan is successfully integrating into global supply chains due to the development of trade and transport infrastructure.

The tasks will be addressed through the organization of efficient transport and storage logistics, consisting of a number of key components:

- Effective land administration (warehouses, trade and logistics centers);
- Transport logistics (roads, railways, airways);
- The presence of transit and final warehouses, export insurance system.
- The main production is export-oriented, with multiplier effects ensuring the growth of other sectors of the economy and the welfare of the population, which positively affects the growth of domestic demand.

Targets to be achieved within the next 5 years:

- An increase of industrial exports by a minimum 4% per year;
- Clustering of production in industry, at least 3 industry clusters created;
- Establishment of technology parks and industrial areas - not less than 4;
- Not less than 25,000 new jobs created in 5 years.

When achieving the goals set in this Strategy, the country's industry will successfully overcome its dependence on external sources of financing and will become a country with a high level of income.

Thus, a complete implementation of this Strategy in 5 years will allow to increase the volume of foreign investment for the implementation of modern technologies in production, diversify the economy, reduce dependence on imports and increase industrial competitiveness.

## **7. Possible risks and threats**

The implementation of the Strategy involves real risks and threats that may hinder the achievement of planned results.

Such risks include financial, technological, social, export, natural climate, and environmental ones.

Financial risks are caused by the country's weak investment attractiveness due to the negative impact of socio-economic factors and the lack of effective mechanisms to stimulate industrial development, the low efficiency of financial and credit policies, as well as limited national and local budgets.

Technological risks are caused by a weak educational and research base for the introduction of innovative technologies and the development of potentially effective sectors of industry.

Social risks suggest a decrease in employment, an increase in internal and external migration of the population, and the mismatch between education and the needs of industrial development.

Export risks of industrial products are due to the active development of industrial production in the EAEU countries and other countries.

Natural and climatic risks for the development of the energy sector are caused by global climate change and lower water levels in rivers where electricity generation capacities are located.

Environmental risks for the development of the extractive industry are caused by the high level of the possible environmental impacts of the sector.

## **8. Financing**

Financing of the Strategy will be carried out within the framework of funds allocated from the state budget, as well as by attracting funds from donors and investors for the implementation of priority areas of industry. According to our calculations, the implementation of the measures proposed in this Strategy will require 373.5 billion Soms, 273.2 billion Soms of which would be contributed by the private sector and 100.3 billion Soms from the budget and international partners.

## **9. Monitoring and evaluation**

The monitoring of the Strategy and Action Plan implementation is based on the close cooperation among all participants in the process of industrial development, including the representatives of the public and private sectors.

Monitoring and implementation of the Action Plan will be realized by the designated state bodies dealing with industrial development through:

- Collecting information on the implementation of the Action Plan and preparing regular monitoring reports;
- Assessing the effectiveness and impact of the Action Plan;
- Making adjustments and changes to this Strategy and Action Plan, if necessary;
- Facilitating the mobilization of resources for the implementation of the Action Plan.

Monitoring and evaluation of the Strategy implementation will be carried out quarterly.