



Government of the Republic of North Macedonia



FINAL EVALUATION

North Macedonia - United Nations

Partnership for Sustainable Development

2016-2020

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ABBREVIATIONS

AF	Adaptation Fund
CCA	Climate Change Adaptation
CPAP	Country Programme Action Plan
CPD	Country Programme Document
DES	Directorate for Execution of Sanctions
DRR	Disaster risk reduction
DRRM	Disaster risk reduction and management
EBRD	European Bank for Reconstruction and Development
ECEC	Early childhood education and care
EmONC	Emergency Obstetric and Newborn Care
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
GBV	Gender-based violence
GCF	Green Climate Fund
GEF	Global Environment Facility
GRB	Gender Responsive Budgeting
HLPF	High-Level Political Forum
IAEA	International Atomic Energy Agency
ILO	International Labour Organization
IOM	International Organization for Migration
JSC	Joint Steering Committee
M&E	Monitoring and Evaluation
MAFWE	Ministry of Agriculture, Forestry and Water Economy
MES	Ministry of Education and Science
MFA	Ministry of Foreign Affairs
MICS	Multiple Indicator Cluster Survey
MICS	Middle-income
MISP	Minimum Initial Service Package
NATO	North Atlantic Treaty Organization
NCDs	Noncommunicable diseases
NGOs	Non-Governmental Organizations
NVR	National Voluntary Review
OECD DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
OGP	National Open Government Partnership
OHCHR	Office of the United Nations High Commissioner for Human Rights
PSD	Partnership for Sustainable Development
RCO	Resident Coordinator's Office
RRF	Results and Resources Framework
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SOPs	Standard Operational Procedures
SRH	Sexual and reproductive health
ToR	Terms of Reference

UN-SWAP	UN System-Wide Action Plan
UNCG	UN Communications Group
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDDR	UN Disarmament Demobilization and Reintegration
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNRC	UN Resident Coordinator
WHO	World Health Organizations

EXECUTIVE SUMMARY

This report presents the findings of an independent evaluation of the North Macedonia – United Nations Partnership for Sustainable Development (PSD) 2016-2020. The evaluation was conducted by a team of three independent consultants in the period September – November 2019 and focused on the activities, achievements and results of all resident and non-resident UN agencies operating in North Macedonia in the period covered by the PSD. Its purpose was, on the one hand, to gather key findings and lessons learned to inform the development of the next cooperation framework and, on the other hand, to support greater accountability of the UN system towards agreed national objectives and priorities. The evaluation methodology was based on mixed methods and involved the use of commonly applied evaluation tools such as documentary review, interviews, information triangulation, analysis and synthesis. A participatory approach was taken for the collection of data, formulation of recommendations and identification of lessons learned.

The following is a brief summary of the evaluation’s main findings along the four dimensions of relevance, effectiveness, efficiency and sustainability.

Programme Relevance

The UN programme in the current cycle has been well-aligned with Government priorities and national policies, with all PSD outcomes directly supporting the achievement of government objectives. A 2018 assessment of the alignment of the PSD with country priorities concluded that the PSD was fully aligned with the new national priorities and long-term development objectives. It also found that the PSD was also in line with and adequately supporting the country’s EU integration agenda and accession criteria. Further, UN agencies have supported the development of a large body of national policies, programmes and laws, which has ensured that UN activities have been largely integrated into the national policy framework. What adds to the relevance of UN interventions in the country is also the open and participatory process through which the PSD programme was designed and implemented, allowing a range of government and non-governmental stakeholders to be involved.

The PSD has been responsive to the country’s actual needs, particularly the most vulnerable and marginalized people. One key feature of the work of the UN system in the present programme cycle has been its significant focus on vulnerable and disadvantaged people – the disadvantaged and socio-economically deprived, children, youth, migrants, women, persons with disabilities, people at social risk or with health challenges, etc. Such focus has enabled the UNCT’s work to be largely compliant with the “*no one left behind*” principle espoused by the UN at the global level. Another important feature of the UN programme is the fact that it has responded not only to the needs of the stakeholders at the central level but has also delivered tangible contributions to the communities in the regions.

Another indication of the relevance of the work of the UN is the fact that national counterparts met for this evaluation valued the contributions of the UN system. This was evident both at the central level and in the regions. For all the challenges related to the PSD, overall beneficiaries showed satisfaction with the partnership and the results that have been achieved.

Programme Effectiveness

The PSD document is well written and provides a comprehensive view of the situation in the areas it covers. It lays out with clarity the country context, development needs and priorities and the UN's strategic approach to contributing to those needs and priorities.

However, the Results and Resource Framework (RRF) presents a number of challenges with the way it is formulated and has been used. While some of the RRF indicators and targets used are adequate – especially at the outcome level – a number of them are not SMART indicators (Specific, Measurable, Attributable, Realistic and Time-bound). Analyzing these indicators to assess the achievement of PSD objectives was challenging because their meaningfulness and utility is quite limited. Also, while some of the indicators are quite pertinent to the activities of the UN agencies, some are not directly related to the work of the UN and it is quite a stretch to link the effect of UN activities to changes in that indicator. Further, for a significant number of indicators there is no data reported. They have either no targets identified or baselines are missing as well. The disaggregation of data by gender and other dimensions is another weakness. Also, at 101, the total number of indicators used in the RRF is simply too large. The social inclusion outcome area alone has 31 indicators. These challenges are related to the fact that in most areas the country lacks an overall results framework of indicators and targets, as well as weak baselines across sectors. There is also no national SDG framework yet, which makes planning by the UN a challenge. Despite these challenges, The UN should seek to make the RRF in the upcoming programme framework more practical and user-friendly. The number of indicators should be reduced and the focus should be on those that are most meaningful and more directly related to the work of the UNCT. The UN should also ensure that the RRF framework is underpinned by fewer, but more meaningful indicators and targets. Also, care should be undertaken to have a results framework that is underpinned by a stronger logic of disaggregation – not only by gender, but also by other dimensions (given the significant focus of the programme on specific groups). Also, going forward, the UNCT has an opportunity to strengthen its work in support of data collection and analysis activities of partners at the national and sub-national levels.

The picture with regards to the achievement of the PSD objectives is mixed. First, as has already been mentioned, a large number of indicators (41) are inadequate because they are either not measured or not too meaningful. Of the remaining 60, 50 have either been achieved at the point in which data was collected or are on track to being achieved (certainly, there is an element of subjectivity in this prediction). Only the achievement of 10 targets seems to be unlikely.

In the area of **employment**, the UN has worked with the Ministry of Labor and Social Policy (MLSP), Employment Service Agency (ESA) and other partners to expand the opportunities of socially-excluded people for work and better incomes and to improve their access to quality services. Much of UN's support has focused on "active labor market measures" that promote self-employment and provide long-term unemployed persons and vulnerable groups with tools to start up their own businesses. The measures have included trainings in vocational skills and entrepreneurship, on-the-job trainings, internships, subsidized employment, business start-up grants, community services, employment services, information tools on obstacles that hinder the participation of disadvantaged groups in the labour market. Additional activities have focused on employment, providing a supportive work environment and wage policies, labour legislation and occupational health and safety, and increasing awareness about rights at work.

In the area of **governance**, the UN has supported the process of decentralization, the establishment and empowerment of Local Economic and Social Councils, inter-municipal cooperation, regional development and delivery of public services, and the meaningful participation of CSOs and citizens in policy-making, budget preparation and service delivery at the municipal level. An important feature of work in this area has been the promotion of innovations in the public sector, whether in support of capacities of the public officials or to improve the quality of public services (i.e. innovation for improved farming, design-thinking for improvement of the community works programme, etc.).

Social inclusion has been a large and intensive area of work for the UN in North Macedonia, bringing PSD activities largely in line with the UN's commitment of "leaving no one behind". Activities have focused on supporting the government's efforts to reform the system by making social protection services more targeted to the most vulnerable, in particular children and persons with disabilities. The focus of UN agencies has been to support the provision of essential services – health, education and social services.

In the area of **environmental protection**, the UN has supported the country to improve the management of protected areas, reduce pollution, manage the risk of floods in rivers and lakes, improve waste management, strengthen land consolidation and develop "climate-smart" agriculture, reduce carbon emissions and change public attitudes and behavior. The UN has also contributed in the area of disaster risk reduction (DRR), where it has supported national institutions to improve flood risk management, accelerating the shift from purely reactive responses to floods to integrated systems to manage hazards, vulnerabilities and exposure of communities and assets in order to prevent and mitigate losses and alleviate the impact of floods.

The UN has invested considerable resources and efforts in the promotion of **gender equality** across a range of areas. At the policy level, the UN has supported North Macedonia in the adoption of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention) and the establishment of key institutional structures. In the area of employment, UN activities have had a significant focus on increasing women's

participation in the labour market. In the area of social protection, the UN has invested significantly in strengthening the response of national institutions to the sexual and reproductive needs of the population, as well as prevention and treatment of sexual violence. In the area of environment, the gender perspective has been weaker and opportunities for better mainstreaming of the gender dimension are particularly significant in the area of disaster risk management, where women face greater risks and vulnerabilities.

Impact

Assessing the impact of UN activities in the period in question is difficult for three reasons. First, the areas covered by the UN programme are broad and encompass a variety of issues and sectors which need to be examined individually. Second, at this stage the PSD cycle is still ongoing, whereas solid results will take years to materialize and become sustainable. Third, a rigorous quantitative assessment of impact requires a large amount of data collected through dedicated surveys, an exercise which falls outside the scope of this evaluation.

However, a few general remarks can be made here based on the qualitative information collected through interviews with stakeholders, and especially beneficiaries. In certain areas, UN's footprint has been tangible and has contributed in concrete ways to results that have been noted throughout this report. This is the case, for example, with regards to the employment of vulnerable groups. Although there is no solid data to draw a generalized conclusion about this area at the national level, anecdotal evidence collected by UN agencies and the fieldwork conducted in the course of this evaluation shows that there have been visible achievements thanks to a range of active measures such as supports for personal and professional development, self-employment and employment, coaching and mentorship, support for independent living of persons with disabilities, assistance in daily life, education and health, etc. Similarly, the process of de-institutionalization is an area where there has been visible impact thanks to sustained engagement by multiple UN agencies since 2000. North Macedonia has now made significant progress in this process and the experience has been transformative for the lives of the people involved.

The decentralization process has been another area where the effects of UN interventions are visible. Interviews for this evaluation indicated that decision-making at the local level has improved, structures such as the Local Economic and Social Councils are playing an important role in the policy-making process, municipal services have improved to some extent in most domains (social, health, environmental and educational), Regional Development Centers have now the capabilities to play a greater role in planning, managing and implementing public services, etc. Positive effects of UN's work can also be noted in the areas of management of sexual and reproductive health, natural resource management (which includes land, agriculture, protected areas, river-basin management, etc.), disaster risk management and early childhood development, where the changes at the level of institutions, policies and people's life experiences appear to have been quite tangible. The evaluation team was able to get a clear sense of these benefits based on the perceptions of the beneficiaries interviewed at the local level for this evaluation.

It should be re-emphasized here that those that have benefited the most from the UN programme have been the neediest and most vulnerable groups in the society. The interventions in their support have been concentrated, multi-sectoral and sustained over time. Although inter-agency coordination could have been stronger even in this area, the work of the UN system in North Macedonia is a good example of how this kind of support should be approached and delivered. In other areas, where impact has been weaker and activities fragmented, UNCT should start considering options and measures for how to further integrate and deepen its interventions in a manner that multiplies efforts and produces synergies that go beyond the modest contributions of a single agency. This matter will be further discussed in the next chapter of this report.

Programme Efficiency

As far as operational efficiencies are concerned, the planning tools used by the agencies to plan activities jointly with their national counterparts seem to be adequate. However, the planning process could be further strengthened, given the large discrepancy between planned and actual expenditure, which for all the agencies reported in this report amounts to about 26% (see Table 9 in this report for more details).

With the approval of the PSD 2016-2020 and Government's formal endorsement of it, UN agencies (both resident and non-resident ones) adopted the "Delivering as One" approach, which mandates joint planning, reporting and implementation. Moreover, the approach foresaw applying a joint project implementation modality, wherever feasible, to promote efficiency and leverage their experience, expertise and resources. In the current PSD cycle, most inter-agency cooperation has taken place at the level of sharing of information and networks, knowledge and lessons learned, premises, etc. But there have also been some joint efforts at the implementation level. This has been particularly the case in the de-institutionalization process where many agencies have cooperated in a sustained fashion and for many years now to produce tangible results for people needing social protection. This is the area that has actually seen the only joint project by UN agencies in the current programme cycle. Besides the joint project in support of de-institutionalization, there have also been a number of joint activities (not projects in the sense of a single well-structured intervention) and cooperation in the conduct of research and the development of knowledge products. However, there is potential for greater efficiencies by further undertaking more joint activities (trainings, communications, advocacy, operations, etc.), and especially joint programmes. Achieving stronger cooperation is not an easy feat, given the way the UN system at the country level is structured and the lack of strong incentives for collaboration. Also, the agencies' use of different rules and procedures makes cooperation at the level of implementation quite challenging. However, it is possible for the UNCT and the government to introduce incentives for more joint activities by the agencies in partnership with their national counterparts. Various instruments exist out there which could be explored by the UNCT (i.e. government co-financing linked to joint programming criteria, establishment of a national SDG pooled fund for the financing of joint activities, etc.). UNRCO could also organize training for agency staff on joint programming and implementation, as well as team building, to make agency

staff to feel more comfortable with teamwork at the UN level. It would also be useful to share with agency staff good examples from other countries where inter-agency cooperation has been more intensive and has produced good results.

While individually the agencies have established very good relations and strong cooperation with their respective counterparts, the cooperation at the UNCT-Government level as a whole can be further improved. Given the lack of a strong SDG national framework and coordination mechanism, it has been difficult for the UN to engage the Government in a comprehensive process of coordination and consultation. The best avenue for such engagement remains the Joint Steering Committee and the results groups. While the Joint Steering Committee has generally met in a regular fashion, the results groups remain inadequately attended by government representatives and serve primarily as coordination structures for the agencies. Given that the political situation in the country has now stabilized, there is an opportunity to strengthen coordination at the UNCT level with the Government. Further, given the country's middle-income level status and the reduction of core resources allocated by the agencies' respective headquarters, it will become more and more essential for the agencies to build partnerships with government partners on the basis of cost-sharing.

Programme Sustainability

PSD's alignment with government policies and its responsiveness to the country's needs and priorities (both of which have been already discussed in previous sections) ensure a degree of sustainability because the impact achieved by the agencies will last beyond the interventions. Further, the work on the development of policy framework and establishment of data systems in many areas supports the foundations of good sectoral policy making, which is an essential requirement for sustainability. However, given the large focus of the UN's work on the development of the policy framework, the agencies should focus on linking policy making a lot more closely to the Government's public financial management (PFM) system and strengthen engagement with the Ministry of Finance. There is a need to design pilot initiatives more carefully to ensure that they become systemic, scaled up or replicated and that effects do not remain limited in scale and scope. The agencies should also establish an effective system for the tracking the performance of pilot initiatives over time – the lessons they generate during the piloting stage and the extent to which they get replicated and scaled up. In the area of information-sharing and awareness-raising, the activities of some agencies seem simplistic, focusing on carrying a certain message to an audience, without reflecting profoundly on behavior elements and strategizing about potential instruments that can be deployed to change behavior. Therefore, the agencies need to carefully take into account and understand behavioural change and social norms prevailing in their areas of work and in the specific community targeted by their interventions.

The evaluation has also provided an opportunity for drawing some important lessons from the experience of the UNCT with the current programme. The following are a couple of key lessons from the perspective of the evaluators.

Lesson 1: A key lesson that can be drawn from the experience of the UNCT in this programme cycle is that close cooperation between UN agencies emerges usually in those areas where there is a clear reform agenda, underpinned by a clearly identified problem and a strong commitment by the Government for change. So, in this case, areas such as de-institutionalization or employment of persons with disabilities were areas that have seen real commitment for change by the Government, which has created the space for different agencies to contribute on the basis of their expertise and experience. Where Government commitment is weaker, it seems that there are fewer incentives for the agencies to cooperate closely together. National ownership, therefore, seems to be an important factor that shapes the interaction of agencies at the country level.

Lesson 2: Another lesson is that the UN system can become rapidly relevant and provide a major contribution in an area where it has had minimal engagement before. In the case of North Macedonia, this was the case with the area of migration where the UNCT has provided significant contributions that are highly appreciated by all stakeholders. Migration is an exemplary area where the UN agencies have worked very well not only with their respective government counterparts but also with each other. The main point here is that where there is a clear need in an area where the UN does have the capacity and experience to support, it is possible for the agencies to get together, coordinate effectively and deliver in cooperation with each other.

Based on the analysis presented in this report, this evaluation report provides the following recommendations for the consideration of the PSD stakeholders.

Recommendation 1: Strengthening Inter-agency Cooperation

Despite the challenges of joint implementation due to the agencies' different corporate rules and procedures, there are many opportunities for closer cooperation that the UNCT should take advantage of. The following are some possible measures for the consideration of the agencies (as well as their counterparts, where relevant).

- **Result Groups** – The UNCT has significant opportunities for strengthening inter-agency cooperation mechanisms, especially the Results Groups, which are crucial not only for coordination among the agencies, but also for coordination with key government counterparts. The following are some potential measures that could be considered by the partners.
 - The frequency of result group meetings could be increased, which would make the information shared in them more timely and relevant. These meetings should also become more effectively institutionalized by strengthening the tracking of their decisions and the reporting of their results (including quality meeting minutes).
 - Agencies themselves should commit to better attendance of the results group meetings. This is not only part of the “Delivering as One” to which they have committed in principle, but also carries practical benefits for them. Agency management should institute incentives at the agency level for this to happen.

- UNCT should identify incentives that will make result group meetings more attractive to government counterpart – despite the opportunity cost that they entail for overworked government staff. This evaluation does not prescribe any specific measures for this – it will largely depend on the specifics of the context and the relationships with the government agencies. So, this is up to the UN agencies and their Government counterparts to determine.
 - Another suggestion for the consideration of the UNCT is to open the result group meetings to civil society organizations which play a crucial role in the respective areas. This will enrich the quality of the debate and also bring stronger coordination with this important part of the society.
- ***Joint Programming*** – In partnership with the Government, UNCT should identify and institutionalize incentives for the agencies to engage in joint programmes, taking into account the agencies’ respective mandates and rules and procedures. While it is up to the partners to decide what would work best in North Macedonia’s context, potential options that could be considered from the experience of other countries include government co-financing conditional on joint programming, establishment of SDG pooled funds for the financing of joint activities, etc.
- ***Gender*** – Given the cross-cutting and normative nature of gender mainstreaming, UNCT should cooperate more effectively around it, not only with regards to advocacy and awareness-raising, but also through the joint development of gender-sensitive programmes and legislation (i.e. gender-based violence), implementation of international commitments, activities targeted to the economic empowerment and political participation of women, position of women in the context of DRR, agricultural adaptation, and a range of other topics like these. The UNCT could adopt a joint *gender advocacy and communication strategy and work plan* adapted to North Macedonia’s context. The agencies should further strengthen joint external communications on gender to ensure consistent messages and information and promote gender equality in external communications.
- ***Cross-sectoral Analytical Products, Strategies and Assessments*** – UNCT should also strengthen cooperation around the production of analytical products. There is potential for undertaking more joint analytical exercises such as assessments and reviews. This is a prolific area of work for the agencies in which by working more closely together they could create significant synergies through their comparative advantages.
- ***Advocacy, Awareness-Raising and Communications with a Focus on Behavioural Change*** – Driven by the ultimate goal of behavioural change, the agencies should also find ways of cooperating more actively in the conduct of joint advocacy activities, especially around important issues such as gender equality, disability, prevention of gender violence, and so on.

To the extent possible, the agencies should explore ways of delivering to external audiences stronger one-voice messages on such key issues.

- ***Trainings*** – Another area that could benefit from stronger cooperation is the conduct of trainings. To achieve this, the agencies should seek to identify jointly training needs and design and deliver training programmes jointly. This will not be possible in every area, but for topics that involve the same training principles and approaches the agencies should identify opportunities to deliver joint training. Areas where this could be feasible are human rights-based approaches, results-based management, gender mainstreaming, etc. The UNRC office should play a more active role not only in coordinating, but also organizing some of these joint trainings for agency staff. UNRCO could also consider the organization of trainings on team building, working together, joint implementation, etc, aimed to make agency staff feel more comfortable with team work at the UN level. UNRCO could also share with agency staff good examples from other countries where inter-agency cooperation has been more intensive and has produced good results. Follow-up should be incorporated to see whether capacities have indeed been developed and any knowledge and skills gained applied in practice.
- ***Resource Mobilization and Partnerships*** – The agencies should also coordinate more closely fundraising activities and partnerships, including cost-sharing with government entities. They should avoid competition for donor funds, government cost-sharing or partnerships, by coordinating transparently their interactions with government partners and donors. In particular, the agencies should explore ways to approach Government cost-sharing in a more coordinated fashion. The UNRC Office should play a greater role in coordinating resource mobilization activities. In particular, a joint resource mobilization strategy at the level of UNCT is recommended by this evaluation.
- ***Other Cooperation Opportunities*** – UNCT should explore ways for further integrating activities under outcome areas one and three (employment and social inclusion). Both sets of activities have a primary focus on disadvantaged groups, so it is natural that employment and other social services could be delivered as a more integrated package of supports. This is particularly relevant at the local level, where a lot of these interventions have taken place. The process of de-institutionalization which is now being conceived in the context of a more integrated area-based development approach is a good example of how this integration could be achieved. This will ultimately require not only further integration of an individual agency's portfolios, but also stronger inter-agency collaboration where each agency brings its best to the table. Similar areas with significant potential for joint work are migration, process of decentralization, air pollution, migration, climate change, etc. They encompass a number of sectors and themes at the national and sub-national levels.

- ***Sustainable Development Goals*** – The UNCT should strengthen cooperation around the SDGs. Under the UNRCO’s coordination, the agencies should agree on a clearer division of labour in the area of support for the promotion and implementation of SDGs. Given their cross-sectoral nature, the UNCT should explore ways of turning the SDGs into a mechanism that facilitates closer cooperation among the agencies. For example, the UNCT should explore the feasibility of joint UN support to the Government for the establishment of a more adequate system of monitoring of SDGs progress (including the development of an SDG database). Another instrument that the UNCT could consider jointly is the organization of a MAPS (Mainstreaming, Acceleration and Policy Support) mission to identify key sectors for acceleration of SDG implementation. The UNCT should also jointly identify opportunities for joint advocacy and awareness-raising activities targeting the awareness of partners and citizens of the SDGs.
- ***EU Integration Process*** – The UNCT should explore opportunities for greater engagement with the EU at the level of the UN. One option that could be explored is a format of coordination and consultation with the EU at the UNCT level. But UNCT should also explore opportunities for closer cooperation with the EU in areas where both organizations have substantial engagement – i.e. decentralization, regional development, management of natural resources, climate change, agriculture adaptation and productivity, flood risk management, gender mainstreaming, etc. Another opportunity that the UNCT should explore is coordinated support at the UN-level for the Government’s efforts towards EU accession. This should also be complemented with support for the integration of the national SDG agenda with the EU accession priorities.

Recommendation 2: Data and Programme Design & Monitoring

A number of recommendations derived from this evaluation are related to the design of the upcoming UN programme framework and the monitoring of progress through the effective use of data and evidence.

- If there will be quick progress with the adoption of a national SDG framework, the UNCT should ground the upcoming programme results framework in the national SDG framework.
- To make the RRF more practical and user-friendly, in the upcoming framework the number of indicators should be reduced and the focus should be on those that are most meaningful and more directly related to the work of the UNCT. Also, care should be undertaken to have a results framework that is underpinned by a stronger logic of disaggregation – not only by gender, but also by other relevant demographics (given the significant focus of the programme of specific social groups).
- The new cooperation framework document will benefit from the articulation of a solid Theory of Change that connects the different pieces of work that the agencies carry out into a unified

and cohesive framework. A UN-level theory of change will enable the agencies to identify in clearer terms opportunities for collaboration, mechanisms of cooperation, and channels through which expected change will take place at the level of policies, institutions, communities and individuals.

- UNCT should also establish a more comprehensive monitoring system at the UN level, under the coordination of the UNRCO. The monitoring system should encompass not only results, but also performance indicators such as the ones discussed in this report. This should include monitoring mechanisms to track overall expenditure, progress with the piloting process over time, status of adoption and implementation of policy instruments, awareness-raising and information campaigns, etc. The agencies should cooperate by providing the necessary information to the UNRCO and assisting with the analysis.
- UNCT should also evaluate the results and impact of its work more frequently and in a more cohesive way – for example, through joint outcome evaluations focused on one sector or cross-agency programme or even evaluations like this one which encompass the totality of UN interventions.
- Going forward, UN activities should also strengthen its work in support of data collection, analysis and use by partners at the national and sub-national levels and fostering a culture of evidence use in policy-making. The UN should work with national partners to strengthen the demand for data and its use in strengthening accountability in the public sector. Such focus will not only ensure better targeting of interventions to the most vulnerable and better monitoring of the results of UN's work, but will also contribute to improving the country's situation on data availability and analysis.

Recommendation 3: Sustainability of UNCT Interventions

With regards to the sustainability of the results of the UN work, a number of recommendations are made in relation to the issues of implementation, piloting and behavior change emphasized in this report.

- UNCT should focus its support not only on the development of policies, strategies, draft laws, etc., but also on how to get these instruments implemented by the respective government entities. Starting from the programme design stage, the agencies should take a more systematic approach to policy-making, by providing support for the full spectrum, including implementation. UNCT should take a more comprehensive approach to supporting policy-making, which includes the development of specific action plans, identification of financing for all identified activities, linking of financing to the Government's public financial management (PFM) system, etc. Agencies need to focus further on linking policy making a lot more closely to the Government's public financial management (PFM) system. For this, the agencies should strengthen their capacity and engagement with the PFM process and the Ministry of Finance. The agencies should also strengthen the systems that track broader

results, rather than inputs/outputs and assess more rigorously the sustainability of achievements. Care should also be taken that the agencies support the implementation capabilities of the Government and do not act as substitutes to compensate for the Government's shortcomings in its implementation capabilities by becoming implementing agents of government bodies.

- UNCT should design pilot initiatives more carefully to ensure that they become systemic, scaled up or replicated and that effects do not remain limited in scale and scope. Crucial for the scaling up of piloted interventions is that their design include a clear plan for what is expected from the pilot initiative and how they are expected to be replicated. The agencies should also establish an effective system for the tracking the performance of pilot initiatives over time – the lessons they generate during the piloting stage and the extent to which they get replicated and scaled up. As part of the monitoring and evaluation system, the UNCT should track pilot initiatives over time and after a pilot's lifetime. The UN should also focus more on documenting results, lessons, experiences, and good practices so that they are shared more widely, replicated, and scaled up. The UNRC Office should coordinate more closely the approaches taken by the agencies on piloting. It could also play a more active role in the tracking of these pilot initiatives across agencies over time.
- UNCT should design information-sharing and awareness-raising activities by identifying in clear terms the types of behaviors that are targeted and the channels through which behavior changes are expected to occur. The agencies should also identify specific information that has the potential to shift behavior and the channel through which it will be transmitted to the targeted audience. It will be important to identify role models whose opinion matters to the audience and subsequently how the role model's opinion will be deployed to change behavior. It is also important to recognize that individuals operate in a social environment, and as such their behavior is significantly shaped by prevailing social norms. Therefore, the agencies should take social norms seriously into account and understand the social norms prevailing in their areas of work and in the specific community targeted by their interventions.

Recommendation 4: Sustainability of Financing

To respond adequately to the needs and priorities of the country, the UNCT should explore as a team more actively options for increasing its financial capacity through sustainable financing sources that are better suited to a MIC context. These sources include cost-sharing with the Government, financing from the private sector and partnerships with International Financing Institutions which have financing portfolios for North Macedonia. Further, in this financially constrained operational environment, it will be important for the agencies to avoid competition for funding by coordinating effectively their interactions with government partners and donors. To achieve all of this in a systematic fashion, this evaluation recommends the development of a UNCT Resource Mobilization Strategy, coordinated by the UNRC.

Recommendation 5: Strengthening UNCT's role in Coordination of Development Partners

UNCT should strengthen the support for government entities in improving their coordination capabilities. In their respective sectors, the agencies can play a greater role in this area. Without sidelining the government, the UNCT can also play a greater coordinating role in the thematic areas where the agencies have the greatest involvement. This is the case particularly at the sub-national level where the UN has a strong presence, history and relationships with government and non-governmental actors.

There are also opportunities for stronger coordination with the EU, which is North Macedonia's main development partner and drives the reform agenda in many areas. There is an opportunity for linking the EU accession agenda and the SDGs, which in itself will ensure greater alignment of the work of the UN system and the UN. But the two organizations could also work more closely together in areas where both have substantial engagement – i.e. decentralization, regional development, management of natural resources, climate change, agriculture adaptation and productivity, flood risk management, etc.

CHAPTER 1: EVALUATION PURPOSE AND METHODOLOGY

This chapter provides a brief overview of the evaluation’s objectives, scope, methodology, data collection and analysis process and preparation of this report. It also outlines major limitations that were encountered during the evaluation.

1.1. OBJECTIVE AND SCOPE

The United Nations Country Team (UNCT) for North Macedonia, in close partnership with the Government and other national counterparts, decided in 2019 to conduct an evaluation of the Partnership for Sustainable Development (PSD) 2016-2020, which is, as stated in the PSD, mandatory in the penultimate year of the programme cycle and should serve as a major input for the planning process of next programme cycle. In preparation for the new programme cycle (United Nations Sustainable Development Cooperation Framework for the period 2021-2025),¹ the UN System in North Macedonia has decided to assess the current programme in order to inform the PSD approach moving forward and ensure it is informed by the experience and lessons of the previous cycle.

The evaluation was conducted by a team of three independent consultants in the period September – November 2019. It was based on United Nations Evaluation Group (UNEG) norms and standards² and focused on the activities, achievements and results of all resident and non-resident UN agencies operating in North Macedonia in the period covered by the PSD.³ It examined progress during the 2016 – 2019 period. Its purpose was, on the one hand, to gather key findings and lessons learned to inform the development of the next cooperation framework and, on the other hand, to support greater accountability of the UN system towards agreed national objectives and priorities. Specific objectives of the evaluation were:

- Assess whether planned PSD results have been achieved, whether they have made a worthwhile and durable contribution to national development processes and delivered on the commitment to leave no one behind;
- Review PSD’s relevance, efficiency, effectiveness and sustainability;
- Assess whether PSD results built on the United Nations’ collective comparative advantage (rather than that of individual agencies) in a coherent manner;
- Examine how the five UN programming principles have been mainstreamed in the results-based management cycle (design, implementation and M&E) of PSD;

¹ According to internal guidance of the UN, the United Nations Development Assistance Framework (UNDAF) has been renamed as the United Nations Sustainable Development Cooperation Framework (“Cooperation Framework”) to more accurately reflect the contemporary relationship between governments and the UN development system in collaborating to achieve the SDGs.

² <http://www.unevaluation.org/document/detail/1211>

³ The evaluation of the cooperation framework (PSD) is mandatory in the penultimate year of the programme cycle and serves as input for the following cycle.

- Identify the factors that have affected the UNCT's contribution, answering the question of why the performance is as it is and explaining the enabling factors and bottlenecks;
- Provide actionable strategic recommendations for improving the UNCT's contribution to the national development priorities which can be considered for the next Cooperation Framework.

The evaluation's scope was global, covering all programme areas and activities carried out by resident and non-resident UN agencies under the PSD. It included all project and non-project activities and the results and contributions that they have led to. In the context of development effectiveness, the evaluation examined development outcomes, policy and strategy coherence, inter-agency and donor co-ordination, development effectiveness and organizational efficiency. The evaluation also assessed how the UN has coordinated itself under the PSD 2016-2020 including with regard to joint funding and resource mobilization. In addition, the PSD evaluation addressed how the UN sought to mainstream the five programming principles: Human Rights & Human Rights Based Approach, Gender, Environmental Sustainability, Result Based Management and Capacity Development. In particular, and as demanded in the evaluation's ToR, the evaluation focused on the interventions and results achieved in areas where UN agencies in the country have joined efforts to tackle specific issues:

- UN-wide actions that have addressed inclusion and fulfilment of the rights of women, men and children with disabilities, their achievements and shortcomings;
- UN interventions towards improvement of the national capacities for environmental protection, sustainable management of natural resources and climate change resilience in compliance with EU and international environmental standards;
- UN interventions towards achieving gender equality and girls' and women's empowerment, eliminating violence and gender-based discrimination against women and girls.

The evaluation was carried out jointly with the UNCT and the overall approach was participatory and orientated towards learning on how to jointly enhance development results at the national level. The evaluation is forward looking and therefore takes into consideration what is important for the future, including what relates to the Agenda 2030.

The main users of this evaluation will be partners within the Government and UNCT, including resident and non-resident UN entities and the Result Groups. Other users will be development partners, civil society organizations and other UN partners participating in UN programmes.

1.2. METHODOLOGY

The evaluation examined PSD outcomes for 2016-2020 and the resulting change on the basis of available information.⁴ Further, the evaluation examined the implementation of PSD strategy and actions in support of national efforts. More specifically, the evaluation focused on:

- Outcomes status: the extent to which the planned outcomes and the related outputs have been, are being achieved, and likely to be achieved by end of the programme cycle.
- Strategy: if and which programme processes, strategic partnerships and linkages proved critical in producing the intended outcomes;
- Factors that facilitate and/or hinder the progress in achieving the outcomes, both in terms of the external environment opportunities and risks, as well as internal, including: strengths and weaknesses in programme design, implementation and management, human resource skills, and resources; added value and comparative advantage of the UN in contributing to the outcomes, including a better understanding of similar work implemented by other partners and stakeholders and how UN adds its values.
- Strategic complementarities and programmatic coherence: assess to what extent the outcomes and interventions are inter-connected, as well as complementary to other work areas thus maximizing development results.
- Innovation: assess the extent to which the UN has applied innovation in its work related to the outcomes and substantiate this aspect with concrete examples/case studies.
- Lessons learnt and recommendations as a critical aspect of the evaluation that will be used to inform the strategy for the next programmatic cycle.

The evaluation has been conducted on the basis of Organization for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) criteria⁵ and definitions and has followed norms and standards established by the United Nations Evaluation Group on integrating human rights and gender equality. It has assessed the degree to which UN initiatives have supported or promoted gender equality, rights-based approaches, and human development. In particular, in line with the UN System-Wide Action Plan (UN-SWAP) on gender equality, data collection methods and process consider gender sensitivity. Stakeholder participation was ensured during the evaluation process.

The evaluation methodology was based on mixed methods and involved the use of commonly applied evaluation tools such as documentary review, interviews, information triangulation, analysis and synthesis. A participatory approach was taken for the collection of data, formulation of recommendations and identification of lessons learned.

⁴ Given that PSD outcomes are the result of the work of a number of agencies and set at a high level, attribution of change to the UNCT (in the sense of establishing a causal linkage between an intervention and an observed result) may be difficult. The evaluation will therefore consider UNCT's contribution to the change in outcomes.

⁵ Criteria for evaluating development assistance: relevance, effectiveness, efficiency, sustainability and impact of development efforts.

Evaluation activities were conducted by three evaluation consultants (one international and two national) and were organized according to the following stages: i) planning; ii) data collection; and, iii) data analysis and reporting. Figure 1 below shows the three stages and the main activities under each of them.

Figure 1: Evaluation Stages



Box I below further details the main activities that were undertaken by the evaluators under each stage.

Box 1: Evaluation Steps

<p>I. Planning</p> <ul style="list-style-type: none"> • Start-up teleconference and finalization of inception report • Collection and review of programme documents • Elaboration and submission of inception report <p>II. Data Collection</p> <ul style="list-style-type: none"> • Further collection of relevant programme documents • Mission preparation: agenda and logistics • Country Mission • Interviews with key stakeholders, Focus Groups with Beneficiaries, evaluators of agency programmes, etc. • Survey with UN Staff • Mission debriefings & Mission report summary <p>III. Data analysis and reporting</p> <ul style="list-style-type: none"> • In-depth analysis and interpretation of data collected • Identification of good practices and development of flagship for the joint intervention for the process of deinstitutionalization in Banja BANSKO STRUMICA under outcome 3 Social Inclusion • Follow-up interviews • Develop draft evaluation report • Circulate draft report with UNCT and other stakeholders • Integrate comments and submit final report • Agreement on the final report by UNCT

Evaluation Planning

The planning and preparation phases included the development of the Terms of Reference (ToR) (included in Annex I) by the UNCT and the design of the evaluation framework which was presented in an inception report developed by the evaluators. After reviewing the documents made available for this evaluation, the evaluators, in consultation with the UN Resident Coordinator (UNRC) and UNCT, identified key informant interviewees, stakeholders, Non-Governmental Organizations (NGOs) for focus group meetings, discussion, and interviews. The evaluators further developed for their own use interview and focus group guides for discussions with stakeholders (see Annex III for key questions driving the interview and focus group discussions and Annex V for list of stakeholders and beneficiaries).

Data Collection

The evaluation combined quantitative and qualitative analysis methods based on data and information from different sources including but not limited to the national statistical sources, UN programmatic data, reports, evaluations, policy documents of the government and stakeholder interviews (see the table below for a list of data sources). Further information was collected during the country mission (23-27 September 2019) and field visits (07-18 October 2019).⁶ Table 1 below shows the main sources of data used for this evaluation.

Table 1: Data Sources

Evaluation tools	Sources of information	
Documentation review (desk study)	General documentation	<ul style="list-style-type: none">• UNCT documents, PSD planning documents, progress reviews, annual reports and past evaluation reports (incl. those on projects and small-scale initiatives), survey results, strategy papers, national plans and policies and related programme documents. Where necessary, project documents were consulted.
	Programme/ project documentation	<ul style="list-style-type: none">• Agencies' Annual Work Plans and Reports• Agency Progress Reports and Evaluations• Reports produced by the agencies.
	Government documents/ papers	Including relevant policies, laws, strategies, operating procedures, etc.
	Third party reports	I.e. EU, World Bank, EBRD, independent local research institutions, etc.

⁶ The list of people to be interviewed for this evaluation can be found in Annex V of this report.

Evaluation tools	Sources of information	
Interviews/ focus groups with UN staff and stakeholders	These include:	<ul style="list-style-type: none"> • Interviews with agency staff. • Interviews with relevant stakeholders including government representatives, non-governmental organizations, academia, private sector representatives, donors, etc. • Focus groups with local-level representatives and beneficiaries. • Analyses of case studies and identification of good practices. • Development of flagship joint intervention for the process of deinstitutionalization in Banja BANSKO STRUMICA (outcome 3 Social inclusion).

The evaluators conducted semi-structured interviews with key stakeholders in Skopje, including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members, and implementing partners. The list of partners that were interviewed was developed in cooperation with the UNRCO and UN Monitoring and Evaluation Group (see Annex V). During the evaluation visits, evaluators used an evaluation matrix which is included in Annex VI of this report. Also, an online survey was used to elicit the opinions of UN staff (see Annex VII for the survey questionnaire). To develop a good understanding of activities outside of the capital city, the evaluation included visits to 7 out of 8 regions, where interviews and focus group discussions were conducted with partners and beneficiaries of projects implemented by the different agencies (see Annex II for list of stakeholders met at the local level). Given the shortened timeframe for this evaluation, the evaluators divided these visits amongst themselves. Semi-structured focus group discussions were conducted with stakeholders and beneficiaries in the regions.

The evaluation was carried out jointly with the UNCT and the overall approach was participatory and orientated towards learning on how to jointly enhance development results at the national level. At the same time, the selection of national stakeholders, beneficiaries and development partners was done independently to ensure greater access to and better understanding of the PSD results. Evidence and findings of the PSD evaluation were based on the views of all key stakeholders, including civil society organizations, women, youth (and where relevant private sector representatives), persons with disabilities, Roma and other vulnerable groups. Benefits gained by vulnerable population from PSD implementation and focus on regions lagging behind were given attention during evaluation. Where feasible, information on vulnerable groups was provided through interviews, focus group discussions or review of available documents.

Data collected from various sources and methods was triangulated to strengthen the validity of findings. Examples of secondary data that were reviewed are:

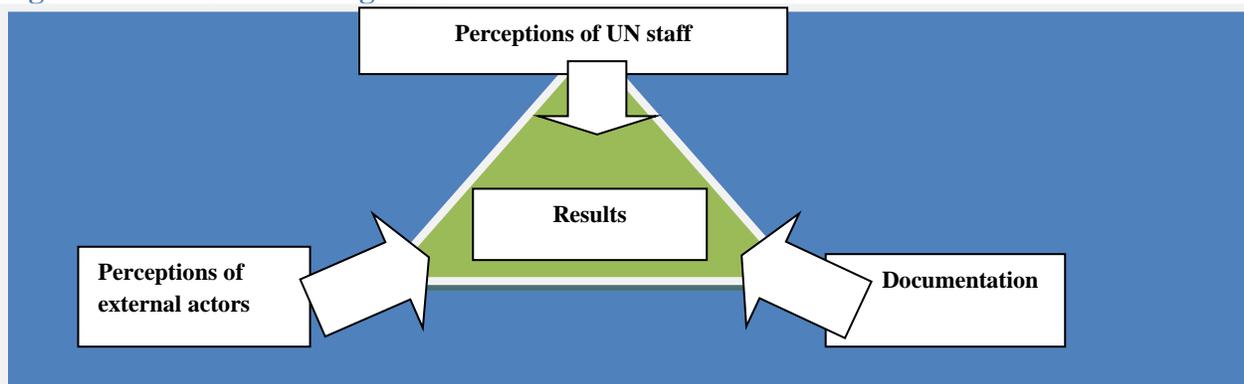
- Background documents on the national context, including national strategies and policies prepared by the government and documents prepared by international partners during the period under review;
- UNCT documents and agencies' programme and project documents, including preparatory phase documents, annual reports, etc.;
- Reviews of the agencies' programmes; and,
- Independent research reports and academic publications on various subjects.

The evaluation also utilized information that was generated by various evaluations and assessments that have been conducted thus far by the agencies. In particular, the evaluation incorporated the findings of the recent reviews or evaluations of UNICEF,⁷ UNDP,⁸ UNFPA,⁹ ILO¹⁰ and other agencies, as well as technical assessments and reports from the agencies, to ensure that the PSD evaluation takes a comprehensive account of the progress. The method that was used for the integration of agency programme evaluations/reviews into the PSD evaluation included an analysis of relevant documents and synthesis of high-level findings into the PSD evaluation document and the review of documentary evidence that was used for and produced by the evaluations/reviews.

Data Analysis

All findings are supported with evidence. Information obtained through the documentary review and interview process was triangulated against available documented sources, and then synthesized using analytical judgement. The method of triangulation is shown in Figure 2 below.

Figure 2: Method of Triangulation



The analysis phase involved a number of complementary components. First, the evaluation reviewed progress towards relevant outcomes and main outputs based on indicators included in the PSD. Second, the method of triangulation was used to verify the information gathered from

⁷ Strategic Reflection Process, UNICEF, 2018.

⁸ Independent Country Programme Evaluation, UNDP, 2019.

⁹ UNFPA Cluster Programme Evaluation of country programmes in Bosnia and Herzegovina, North Macedonia, Serbia and Kosovo (UNSCR 1244), UNFPA, 2019.

¹⁰ Final Review of the Decent Work Country Programme (DWCP) 2015-2018 FYR Macedonia.

the documentary review and the interviews. It involved developing a method for checking the reliability of findings through multiple data sources, bringing as much evidence as possible into play from different perspectives in the assessment of hypotheses and assumptions. In the assessment of the outcomes, results were attributed to the programme when feasible: when not feasible, contribution analysis was used.

The evaluation analysis was conducted on the basis of the criteria of relevance, effectiveness, efficiency, and sustainability outlined in the ToR and reproduced in the box below. Annex III shows a basic questionnaire that was used for the collection of information. This questionnaire was adjusted to the various stakeholders that were interviewed.

Box 2: Evaluation Criteria

The following criteria, drawn from the UNEG norms and standards and OECD DAC evaluation criteria, were used in the evaluation:

Relevance:

- To what extent was the PSD designed in line with the national priorities and needs?
- Has the PSD document been used by UN agencies and government institutions in planning their activities, setting goals, and in cooperation?
- Was the PSD results matrix sufficiently flexible and relevant to respond to new issues and their causes as well as challenges that arose during the PSD cycle?
- How/to what degree the PSD outcomes were used by UN agencies and government to fulfil human rights obligations of North Macedonia and attain SDGs?

Effectiveness:

- To what extent is the current PSD on track to achieve planned results?
- Which are the main factors that contributed positively or negatively to the progress towards the PSD outcomes and national development goals?
- To what extent and in what ways did UN support to promote national execution of human rights programmes and / or the use of national expertise and technologies, the realization of human rights and promoting gender equality?
- To what extent did PSD strengthen the capacities for data collection and analysis to ensure disaggregated data on the basis of sex, migration status, geographic location, and other grounds and did those people exposed to discrimination and disadvantage benefited from priority attention?
- Did the PSD effectively use the principles of environmental sustainability to strengthen its contribution to national development results?
- To what extent has the UN been able to form and maintain partnerships with other development actors including bilateral and multi-lateral organisations, civil society organisations and the private sector (where relevant) to leverage results?
- How were the five programming principles mainstreamed in the design, implementation and monitoring/evaluation of the PSD.

Efficiency:

- To what extent and in what way has the UN system mobilized and used its resources (human, technical and financial) and improve inter-agency synergies to achieve its planned results in the current PSD cycle?
- In what ways could transaction costs be reduced?
- To what extent and in what ways were the concepts of gender equality reflected in the PSD (in terms of specific goals, targets, disaggregated data and indicators etc.)?

Sustainability:

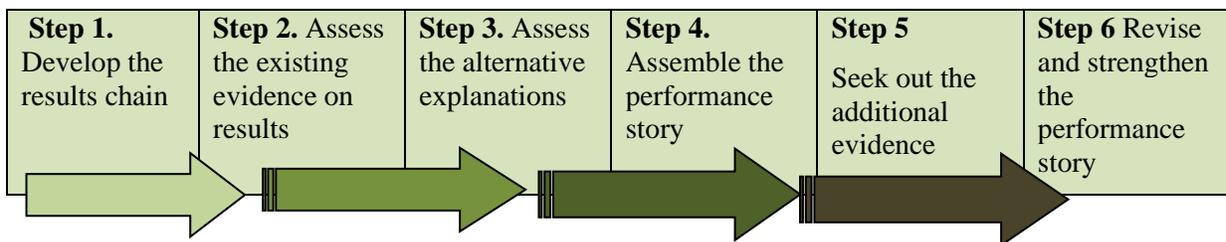
- What is the likelihood that benefits will continue at national and subnational level through adequate ownership, commitment, willingness displayed by the government?
- To what degree did the PSD contribute to establishing and enhancing the critical factors for progress towards national development goals?
- Have complementarities, collaboration and /or synergies fostered by PSD and development partners intervention contributed to greater sustainability of results?
- To what extent and in what way have national capacities been enhanced in government, civil society (and where relevant private sector)?

Impact:

While recognizing the complexity and difficulty to assess impact-level results and establish a causal linkage with the Partnership’s interventions, the evaluation provides an assessment of the overall Partnership stakeholder contributions to the more disadvantaged groups, individuals, households and communities, that could be credited to the Partnership implementation. In doing so, the evaluation attempted to determine what the most notable changes in the wellbeing of the citizens of the country were that could be linked to the implementation of the Partnership, identifying the significant changes that have occurred and providing an assessment of the UN contribution.

The figure below shows the steps that were taken for the analysis. The analysis covered aspects of PSD formulation, including the extent of stakeholder participation during the formulation process; replication approach; design for sustainability; linkages between the programme components; adequacy of management arrangements, etc. The evaluation’s ToR, where the scope and main steps of the evaluation process are laid out, are attached in Annex I of this report.

Figure 3: Steps in Analysis Process



1.3. LIMITATIONS

All possible efforts were made to minimize potential limitations that emerged in the evaluation process. The evaluation team was granted access to a large amount of information, organized properly by the UNCT staff. The following are some challenges that were encountered in the process which could be instructive to UNCT for future exercises of this nature.

- As will be discussed in more detail further in this report, some of the indicators in the PSD results framework are not clearly defined, hence it was difficult to interpret or link them directly to programme activities and achievement of programme outcomes. This, combined with the lack of data in certain areas, limited the analysis of the programme's results framework.
- Another limitation was the shortened timeframe for this evaluation. The timeframe provided for this exercise was not sufficient in the opinion of evaluators for an exercise of this magnitude. Time constraints affected the desired balance of focus between regional activities and programme areas. To mitigate the impact of this limitation, the consultants developed appropriate workplan and efficiently coordinated the remote work to bring this exercise to successful completion.

1.4. QUALITY ASSURANCE AND ETHICS

The quality of the evaluation was ensured through a rigorous and inclusive process. The steps that were undertaken to ensure the quality of evaluation include:

- The evaluation ToRs have been developed by the UNCT in a participatory fashion.
- The Inception Report was discussed and agreed with the UNCT.
- UN agencies, Results Groups and programme beneficiaries were key participants in the interviews conducted for this evaluation.
- Initial evaluation findings were presented to UNCT, M&E Group and Results Groups.
- Drafts of the report were reviewed by the UNCT, M&E Group and Results Groups members. A draft version of the report was submitted to, discussed and endorsed by the PSD UN/Government Joint Steering Committee in its meeting of 19 December 2019.

The evaluation has been conducted in accordance with the United Nations Evaluation Group Ethical Guidelines and Code of Conduct for Evaluations in the UN System. Commitments include:

- Independence and Impartiality. The consultants were independent from the UN. Interviews were conducted by the evaluators without the presence of UN staff. The final report makes clear that it is the view of the consultants, and not necessarily that of UN.

- Credibility and Accountability. The consultants aimed at using best review practices to the best of their abilities at all times and ensure that all deliverables were met in the timeframes specified.
- Rights to self-determination, fair representation, protection and redress. Data collection process ensured that all contributors and participants gave free, prior and informed consent. Contributors were given opportunities to refuse, grant or withdraw their consent.
- Avoidance of Harm. The consultants worked with UN staff to identify vulnerable groups prior to workshops, and to ensure that any participatory processes are responsive to their needs.
- Accuracy, completeness and reliability. During the data collection and analysis phases, consultants ensured that all evidence was tracked from its source to its use and interpretation.

STRUCTURE OF THE REPORT

The report's introductory section provides a description of the PSD and the country and operating context. The second chapter provides an overview of the evaluation objectives and methodology. The third chapter presents the main findings of the report and consists of two parts: the first part assesses key aspects of programme design and implementation in response to development challenges; and, the second part presents an assessment of UN's contributions to country results. The fourth chapter summarizes the main conclusions and identifies key "lessons learned" drawn from the experience of this project and the last (fifth) chapter provides a set of recommendations for the consideration of UNCT and government. Additional information supporting the arguments made throughout the document is provided in annexes attached to this report.

CHAPTER 2: SITUATION ANALYSIS¹¹

The implementation of the PSD has taken place against a rapidly changing political context in North Macedonia. Starting from 2014, the country experienced a prolonged political crisis, accompanied by regular and massive protests throughout 2015-16, which culminated with the change of government in May 2017. This political turbulence was further exacerbated by the migrant crisis and torrential rains and flash floods in 2016 which led to infrastructure damages in the areas of Skopska Crna Gora, Skopje ring-road, and Polog and 26 casualties. In 2018, the Government was able to resolve a long-running dispute with Greece over the country's name – the consensus new name was the Republic of North Macedonia. The resolution of the name issue was essential for consolidating the country's EU and the North Atlantic Treaty Organization (NATO) accession process and will enable it to become more deeply integrated with regional and global markets. Already the NATO accession process is progressing rapidly and is expected to be finalized at the beginning of 2020. In parallel, the country continues negotiations towards EU accession.

Weak and non-transparent institutions are a major challenge that hampers the delivery of effective and efficient public services. Institutional reforms have been guided by the quest for European Union membership and the terms of the Ohrid Framework Agreement. However, political influence, lack of performance management mechanisms, inadequate incentives in the public administration, etc., hold back the quality and transparency of public services. The 2015–2017 political crisis remains a stark reminder of the detrimental effects of political instability over prosperity and the need to ensure transparent and effective rule of law. The new government has started to address the lack of transparency by gradually restoring checks and balances, strengthening democracy and the rule of law. The decentralization process has devolved significant responsibilities to the country's 81 municipalities that require close coordination between national and local institutions and donor community and development organizations. Some steps have been taken to strengthen governance institutions to deliver public services. However, small and rural municipalities often lack the financial and human resources needed to fulfil the transferred competencies. Municipal revenues are often not enough to cover basic expenditures, and their ability to provide social assistance or invest in local development is limited.

According to the last population estimation (December 31, 2015), there are 2,071,278 inhabitants in the Republic of North Macedonia which represents 13,994 persons or 0.7% more in comparison with 2010 when the population amounted to 2,057,284 inhabitants. The percentage share of women and men in the total population is almost equal, 49.9% of the population are women and 50.1% are men. Regarding the age structure, the population is getting older, i.e. the percentage of the old population rises and so does its share in the total population. In the period from 2005 to 2015, the percentage of the younger population (0-14 years) in the total population decreased from 19.4% to 16.7% and the percentage of the old population (65 and above) increased from 11.1% to

¹¹ This section uses text and information from various documents related to UN activities covered by the evaluation.

13.0%. The country now exceeds the limit of 12% of old population and has entered the group of countries which are demographically characterized as countries with older populations.

Unemployment remains the main socio-economic challenge. Ensuring access to gainful employment for all citizens has proven to be rather difficult. Government's efforts to attract foreign investments and provision of direct funding in forms of subsidies, active labor market measures and other measures have led to a decrease of unemployment in the past five years. Still, at the end of 2018 unemployment was over 20%, a rate among the highest in Europe. Given the low female participation rates, women of working age are less likely to be in employment than men, especially in rural areas. The gender employment gap is double that in EU countries. More than 40% of young people under 29 are unemployed, compared to an average of 13.9% in OECD countries. Gender disparities in the labor market are only one characteristic of gender disadvantages. The employment gender gap—women's employment rate is 18 percentage points lower than men's for 15–64-year-olds—is driven by the gap in labor force participation, which was 26 percentage points lower for women in 2015. Women's labor participation rate, 51%, is also 14 percentage points lower than the EU average. The significant gender gap in labor market participation is at odds with women's representation in the working-age population and their educational attainment, especially among cohorts younger than 40, of whom 25 % of women and only 17 % of men have post-secondary education. A major labour market challenge is the rapid emigration both of young and highly educated young people, but also qualified experienced mid-level skills workforce. The phenomenon of brain drain is causing significant skills gaps. This is compounded by the weak technical competences of new cadres as a result of the overall poor quality of the education system. In the context of an ageing population and, subsequently, ageing labour force, the replacement of professionals is a concern. Private-sector employers are struggling to find staff with the skills they need, not only because of a lack of required skills, but also because of a high reservation wage. The need for a skilled and productive labour force highlights the need for high-quality education.

Another challenge the country faces is social exclusion and the protection of vulnerable citizens. Economic growth has yet to translate into improved well-being for all income groups. Women, persons with disabilities and minorities (such as the Roma) are economically marginalized or socially excluded. The coverage of the poor and vulnerable population by the main social assistance programs has been shrinking since 2010, which results in the further exclusion of these vulnerable groups over time. The Ministry of Labor and Social Policy started in 2018 a major reform of the social protection system through capacity building for social service providers and licensing of professionals and their professional development.¹² Key priorities in the area of social protection are the reform of the financial assistance system through better targeting, more efficient administration and connection with other systems, primarily with the employment system, as well

¹² The reform comprises three laws: new Law on Social Protection, amendments to the Law on Child Protection and a new Law on Social Welfare of the Elderly. Major elements of the reform were (i) consolidation and adequacy of cash benefits, (ii) linkages with the labour market and (iii) improvement of the social support services. The capacity development and the licensing, while important, are not the core of the reform.

as increasing the quality of social services and creating conditions to reduce the dependence on institutional care by developing alternative forms of protection. The focus of the reform is on promoting social inclusion through improved access to social benefits and strengthening of the overall social protection delivery system for improved services by existing social assistance recipients and vulnerable groups. In addition to the social protection reform, another area that has received increasing attention from the government is expanding access to and improving the quality of preschool services with focus early childhood education and care (ECEC) services, in particular for children from socially disadvantaged backgrounds (poor children, children with disabilities, and Roma children).

Despite strong legal protections, substantial gender inequalities in the country remain pronounced in all spheres of socio-economic and political life. Discriminatory customs, traditions and stereotypes significantly affect the status of women. While there are supportive legislative changes, widespread domestic violence and gender-based violence remain underreported, with almost half of the surveyed women experiencing at least one form of violence in their lifetime. The ratified Council of Europe's Convention on preventing and combating violence against women and domestic violence, known as the Istanbul Convention (2008), establishes the link between achieving gender equality and the eradication of violence against women. It recognizes the structural nature of violence against women reflected in historically and persistently unequal power relations between women and men. Early marriage remains a concern; the sex ratio at birth was 109 males per 100 female births in 2013 and 106 males per 100 female births in 2014, pointing to possible gender-biased sex selection. The integrated system of data collection on gender-based violence is underutilized. The recently established inter-sectorial body for human rights needs to be strengthened to monitor sexual and reproductive rights and gender-based violence. Low labor-force participation rates (69.2 percent for men against 43.8 percent for women) result from an unequal distribution of unpaid care work. Although achieving better education attainment than men, women earn on average 18-19 percent less than men while performing similar jobs. They are also underrepresented in leadership. Quotas have helped lift the share of women in the Parliament to 38 percent, and in local assemblies to 34 percent, but only six of 81 mayors and four of 21 ministers are women. Moreover, women politicians are often exposed to stereotypes and gender-based hate.

Public health expenditure amounts to 4.58% of GDP. Work on sexual and reproductive health is governed by the national strategy on sexual and reproductive health, 2010-2020, and the national strategy on safe motherhood, 2010-2015. The health information system needs improvement; currently it results in poor evidence-based planning and monitoring of financing and standards of care. The maternal mortality rate has decreased, from 11 per 1 00,000 live births in 1991 to 4 per 100,000 live births in 2012, and rose to 12,7 per 100,000 live births in 2014 [1], but reliability of data remains a concern. The infant mortality rate has increased, from 7.6 per 1,000 live births in 2010 to 10.2 in 2013 and reduced to 9.2 in 2017, with 59 per cent neonatal deaths. Accessibility and quality of emergency obstetrics and neonatal care is limited by a poor referral system and

insufficient capacity of health-care providers. Although antenatal care is free of charge, regulations are unclear; some women are charged for services.¹³ As per the status of the maternal and infant health, certain maternal socio-demographic characteristics have a significant influence on the infant mortality rates, including education, place of residence, age, ethnicity, and marital status. The most important factor is education; among those with low and high levels of education, the mortality rates were 16.4 and 5.9 per 1000 live newborns, respectively. Adolescent mothers (15-19 years) had infant mortality rates higher than those in the age group 20-29 years. Prematurity (78%) is the principal factor for perinatal mortality.

Since 2009, the country's growth averaged 2.1%, exceeding the regional average of 1.5%. Yet GDP per capita remains at only one-third of the average level of EU, with levels of 5,449 USD and 6,100 USD in 2017 and 2018 respectively.¹⁴ Between 2009 and 2015, poverty has been decreased from 35 to 23 % and the Gini Index has dropped from 42 to 36, partly as a result of faster income growth of those at the bottom of the income distribution.¹⁵ Despite the decline in poverty rates and improvements in living conditions of the less well-off, poverty and inequality are still high when compared with other countries in the region and most of the EU countries. According to official statistics, the latest reported at-risk-of-poverty rate is 22.2%.¹⁶

Another significant challenge for the country is the protection of the environment, sustainable management of natural resources and addressing the effects of climate change by building resilience. Short-term economic gains prevail over long-term environmental interests. Industry is resource-intensive; two-thirds of energy production relies on coal, and the country is lagging behind in achieving the ambitious targets for use of renewables and energy efficiency; air pollution have become a critical urban challenge, particularly during the winter period when the concentrations of harmful substances are several times above the maximum allowed one. According to the WHO, health consequences are counted in over 2,500 lost lives every year, and 3.2% from GDP unnecessary health costs due to air pollution. A new Climate Action Strategy and Law are under development. The country is rich in biodiversity but only 7.9% of its territory is designated as protected area. Major challenges remain in managing natural resources, and in maintaining and restoring ecosystem functions within and outside protected areas. The country is vulnerable to natural disasters, particularly floods. In the last several years, weather extremes that are exaggerated by climate change have caused more than 100,000 Euros damage of floods that affected almost all regions. Transformational change in managing flood risks is needed which requires a shift from purely reactive responses to floods to integrated systems to manage hazards, vulnerabilities and exposure of communities and assets thus preventing and/or mitigating losses of future floods. There are number of historic, industrial hotspots, such as "Ohis", and little is done to address the impact that these sites have on the environment and human health. Better

¹³ Statistical Yearbook, State Statistical Office.

¹⁴ IMF World Economic Outlook Database.

¹⁵ <https://knoema.com/atlas/North-Macedonia/GINI-index>

¹⁶ Survey on Income and Living Conditions, SILC 2017.

understanding of hazards such as wildfires, earthquakes, pollution, as well as preparedness and strengthened capacities for crisis management is needed. Environmental awareness remains limited and behavioral change is needed towards environment protection; the private sector and the wider public need to become more active to meet the challenges. The country is a signatory of number of Multilateral Environmental Agreements and has obligations to report the progress in achieving their goals.

CHAPTER 3: PROGRAMME OVERVIEW

This section provides a short description of UN activities under the Partnership for Sustainable Development (PSD) 2016-2020.¹⁷ Its objective is to highlight major activities, describe their purpose, and provide a description of key features of the programme, such as implementation timelines, budgets, sources of funding, organizational structure, etc. This overview places provides the context on which the report's successive analysis builds.

3.1. OVERVIEW OF ACTIVITIES

The PSD document, signed on 31 October 2016 and in its penultimate year of implementation, applies to the national level and guides the joint programme of the UN system in North Macedonia and the government. Developed through joint efforts, it encapsulates the strategic and legal framework for UN activities in the country. Stemming from an analysis of the local context, and taking into consideration the national priorities, it strives to align UN activities with the Sustainable Development Goals (SDGs), globally, with the EU accession, regionally, and with the National Sustainable Development Sectoral Strategies.

The PSD consists of the following five outcome areas, which represent the collective effort of the UN family for more and better jobs, more responsive governance, better lives for vulnerable people, gender equality and a cleaner, greener, more resilient environment.

- *Employment*
- *Good Governance*
- *Social Inclusion*
- *Environmental Sustainability*
- *Gender Equality*

Given the challenges faced during 2015 with the transit of hundreds of thousands of refugees and migrants, a sixth outcome was added:

- *Protection and aid for migrants*

For each priority area, an umbrella “outcome statement” has been formulated to express the vision that the UN family is pursuing through its combined efforts with national partners. Under each outcome area, the UNCT has identified a set of outputs, targets and indicators that represent the practical achievements that are aimed by the UN in the country. The outcome statements are shown in the box below, whereas the indicators and targets are presented in the results framework attached as Annex VIII of this report.

¹⁷ The PSD is the equivalent of the United Nations Development Assistance Framework. It was signed on 31 October 2016 by 18 UN agencies - FAO, IAEA, ILO, UNDP, OHCHR, UNECE, UNEP, UNESCO, UNFPA, UNHCR, UNICEF, UNIDO, UNODC, UN Women, WHO, UNCTAD, UNISDR, and IOM.

Box 3: PSD's Expected Results

The following are the five key results (outcomes) expected from the PSD.¹⁸

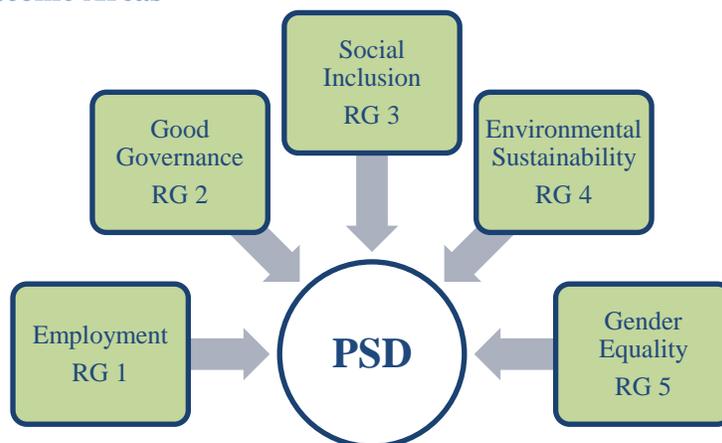
- **Outcome 1:** By 2020, more women and men are able to improve their livelihoods by securing decent and sustainable employment in an increasingly competitive and job-rich economy;
- **Outcome 2:** By 2020, national and local institutions are better able to design and deliver high-quality services for all users, in a transparent, cost-effective, non-discriminatory and gender-sensitive manner;
- **Outcome 3:** By 2020, more members of socially excluded and vulnerable groups are empowered to exercise their rights and enjoy a better quality of life and equitable access to basic services;
- **Outcome 4:** By 2020, individuals, the private sector and state institutions base their actions on the principles of sustainable development, and communities are more resilient to disasters and environmental risks; and
- **Outcome 5:** By 2020, state institutions are fully accountable to gender equality and anti-discrimination commitments, and more women and girls lead lives free from discrimination and violence.

The sixth outcome added after the challenge of refugees and migrants was:

- **Outcome 6:** Over the course of the program period, refugees and migrants receive protection and humanitarian aid, in full respect of their human rights; host communities receive adequate assistance to build the resilience they need to deliver public services; and by 2020 robust asylum and migration management systems are fully functional.

The figure below shows a simplified schematic representation of the five PSD outcomes, with simplified terms to label these areas.

Figure 4: PSD Outcome Areas



¹⁸ The formulation of the outcomes presented in the table is taken from the UNPSD document.

UNCT and the government have established joint working groups – called Result Groups – to attend to each outcome area. Results Groups were established as technical working groups with roles and responsibilities directly related to the achievement of specific outcomes through coordinated and collaborative planning, implementation, monitoring and evaluation. In line with the “*Delivering as One*”¹⁹ guidelines and terms of reference for the groups, each Results Group is led by a member of the UN Country Team and is responsible and accountable for leading joint approaches for results as well as monitoring and reporting within a harmonized and coordinated framework. The Results Groups develop joint work plans that indicate short-term outputs, budgetary requirements and the roles and responsibilities of UN and national partners. UNCT members leading results groups are accountable to the UNCT and Resident Coordinator for producing results jointly and also remain accountable to their respective agencies for their contribution to the work of the UN in the country.

3.2. KEY STAKEHOLDERS

The table below lists the UN agencies that have been part of the UNCT in the current PSD cycle. As can be seen from the table, a total of 18 UN agencies have had activities in the current programme cycle - eleven of them are resident in the country, whereas seven have operated from outside of the country. All the agencies are coordinated by the Resident Coordinator’s Office (RCO), a structure of the UNCT that has been delinked from the UNDP as of 1 January 2019.

Table 2: Resident and Non-resident UN Agencies

Resident Agencies ²⁰	Non-resident Agencies
1. International Labour Organization (ILO)	1. Food and Agriculture Organization of the United Nations (FAO)
2. International Organization for Migration (IOM)	2. United Nations Economic Commission for Europe (UNECE)
3. Office of the United Nations High Commissioner for Human Rights (OHCHR)	3. United Nations Educational, Scientific and Cultural Organization (UNESCO)
4. United Nations Children’s Fund (UNICEF)	4. United Nations Environment Programme (UNEP)
5. United Nations Development Programme (UNDP)	5. United Nations Industrial Development Organization (UNIDO)
6. United Nations Population Fund (UNFPA)	6. International Atomic Energy Agency (IAEA)
7. United Nations High Commissioner for Refugees (UNHCR)	

¹⁹ ‘Delivering as One’ enables UN agencies to engage in more strategic, integrated planning and to strengthen mutual accountability and shared delivery of results, including through joint programming. It also enables the UN team to work together under the umbrella of the “One Programme,” even where agencies remain governed by bilateral agreements with the Government.

²⁰ UNODC, FAO and UNEP are represented with local project staff.

8. United Nations Office on Drugs and Crime (UNODC) 9. United Nations Office for Project Services (UNOPS) ²¹ 10. United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) 11. World Health Organization (WHO)	7. UN Disarmament Demobilization and Reintegration (UNDDR)
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Resident agencies are typically the most active ones. They usually have not only the largest budgets, but also the greatest scope and depth of engagement in the country by virtue of their continued presence and interaction with partners. Therefore, the contributions of these agencies are central to this evaluation.

The box below provides a very brief overview of the main areas of work for the major agencies.

Box 4: Main areas of work for relevant UN agencies

- **UNICEF:** Focused holistically on the well-being of the child, from birth to age 18. Key topics have included health and nutrition, education, child protection and early childhood development, social protection, child rights monitoring, deinstitutionalization. Interventions are integrated across these topics, seeking optimal protection and development for children across their lifecycle.
- **UNDP:** Supported socially excluded people (Roma, young people, persons with disabilities and other vulnerable groups) to expand their opportunities by gaining working experience and improving their professional skills, while providing services to those most at risk. It has also supported integrated models of social protection and social inclusion and the delivery of public services at the local level. In the area of environmental protection, the focus has been on climate change, disaster risk management, flood risk management, integrated river basin management, demonstration of social and economic benefits from protecting natural resources, air pollution, etc. In the area of governance, it has supported municipalities to deal with decentralization and provide better services and has empowered Municipal Councils to become more effective and autonomous.
- **UNFPA:** Main areas of work have been - (a) access to affordable, high-quality integrated sexual and reproductive health services that meet human rights standards; (b) strengthened accountability, to eliminate all forms of discrimination; and (c) empowerment of marginalized groups, with a focus on the beneficiaries of social transfers, Roma and rural women, adolescents and youth, particularly girls, and key populations at risk of HIV infection. Key topics covered by the programme include sexual and reproductive health services, including family planning, population and development issues, gender-based violence, deinstitutionalization.
- **WHO:** Supported the national health system with technical advice and expertise. This included guidance, building local relationships to implement technical cooperation, developing standards and agreements, and ensuring that public health measures are coordinated and in place during crises.

²¹ UNOPS established an office in North Macedonia in 2018. While the representative for Macedonia is based in Belgrade, the local Head of Office participates in the UNCT meetings as of 2019.

- **IOM:** Main areas of activities include provision of protection assistance to vulnerable categories of migrants, institutional capacities in the area of combating of trafficking in human beings and smuggling, identification of victims of trafficking in human beings, support in the provision of direct assistance to the victims of trafficking in human beings, socio-economic empowerment of vulnerable categories, etc.
- **FAO:** Main areas of work have included rural development, agricultural competitiveness, food safety and quality, land tenure governance, sustainable management of natural resources, including forestry and fisheries, climate change mitigation and adaptation, biosecurity and animal health and value chain development.
- **ILO:** Main areas of work have included employment policy design and M&E, youth employment policy and measures, SME policy development, formalization of informal economy, amicable settlement of labour disputes and social dialogue.
- **OHCHR:** Serving as a Human Rights Advisor to the RC, it has provided support for human rights promotion, advocacy and capacity building to all stakeholders; support to fulfilling international human rights commitments; human rights mainstreaming across all programmatic areas of work of the UN system.
- **UNHCR:** With a focus on refugees, asylum-seeker, stateless people, support has been provided through critical emergency assistance in the form of clean water, sanitation and healthcare, as well as shelter, blankets, household goods and sometimes food. UNHCR also arrange transport and assistance packages for people who return home, and income-generating projects for those who resettle.
- **UN Women:** Supported central and local governments in promoting gender responsive policies and budgets; enhancing the capacities of public administration and elected officials on gender responsive policy making and budgeting; supported initiatives for empowering women in security sector reform; strengthening the capacities of civil society and gender advocates to monitor public spending and demand accountability to gender equality; reducing intersectional discrimination and violence against women and girls; empowering women and girls (including those from disadvantaged groups) who have experienced discrimination or violence to claim their rights; improving of the quality and availability of services in response to VAW; worked with prominent men to tackle VAW; advancement of rights of people and children with disabilities to receive health and social protection, for social inclusion, inequality and non-discrimination.
- **UNOPS:** Main areas of works have included improved access to employment, enhanced social inclusion, living conditions and local infrastructure, support for the government reform agenda in the accession process and effectively communicating the benefits of a managed EU accession change process to the general public.
- **UNEP:** Main areas of work are biodiversity and land degradation.

From the government side, a range of ministries and agencies have been closely involved in the PSD process, closely cooperating with the UN system. The Ministry of Foreign Affairs (MFA) is the national coordination and decision-making authority working through the PSD with all the UN

agencies in the country. It is responsible for coordinating Government activities and ensuring that Government commitments related to the PSD are fulfilled. MFA focuses on the strategic level and oversees the contribution that line ministries are making to the overall achievement of the five PSD outcomes. At the highest level, the interaction of government entities with UN agencies is primarily coordinated through the Joint Steering Committee (JSC) and the five Result Groups (this will be discussed in more detail further in this report). The following table shows the main government bodies and UN agencies that are engaged in each of the five Result Groups (not just members, but overall stakeholders).

Table 3: Key Stakeholders by Result Group

Results Group	Chair	Relevant Government Agencies	Relevant UN Agencies
RG 1 Employment	ILO	<ul style="list-style-type: none"> • Ministry of Labor and Social Policy • Employment Service Agency • Ministry of Foreign Affairs 	<ul style="list-style-type: none"> • ILO • UNDP • UN Women • IOM • UNESCO • UNECE • UNIDO • UNCTAD • UNOPS • OHCHR/RC Office
RG 2 Good Governance	UNDP	<ul style="list-style-type: none"> • Ministry of Local Self-Government • Agency for Youth and Sports • Ministry of Foreign Affairs • Ministry of Finance • Ministry of Information Society and Administration • Secretariat for European Affairs 	<ul style="list-style-type: none"> • UNDP • UNFPA • UN Women • IOM • UNODC • UNECE • UNESCO • UNICEF • RCO/OHCHR
RG 3 Social Inclusion	UNICEF	<ul style="list-style-type: none"> • Ministry of Labour and Social Policy • Ministry of Health • Ministry of Education and Science • Ministry of Foreign Affairs 	<ul style="list-style-type: none"> • UNICEF • UNFPA • WHO • UNDP • UNHCR • IOM • UN Women • IAEA • UNODC

			<ul style="list-style-type: none"> • RCO/OHCHR
RG 4 Environmental Sustainability	UNDP	<ul style="list-style-type: none"> • Ministry of Environment and Spatial Planning • Ministry of Foreign Affairs • Ministry of Agriculture, Forestry and Water Economy 	<ul style="list-style-type: none"> • UNDP • WHO • IOM • UNFPA • UNESCO • UNISDR • UNECE • UNEP • UNIDO • FAO • UNICEF²² • UNOPS • OHCHR/RCO
RG 5 Gender Equality	UN Women	<ul style="list-style-type: none"> • Ministry of Labor and Social Policy • Ministry of Foreign Affairs 	<ul style="list-style-type: none"> • UN Women • UNFPA • UNDP • UNICEF • IOM • ILO • RCO/OHCHR • FAO

3.3. PSD COORDINATION MECHANISM

Coordination among UN agencies and national partners in the context of the PSD takes place through a number of mechanisms and structures that have been established and institutionalized to facilitate the implementation of the programme. Within the UN family, the RCO is the entity that coordinates the UNCT in the country and ensures that the work of the agencies supports national development priorities based on commitments made in the PSD. The government, on the other hand, has its own internal coordination mechanisms (which are not subject to this evaluation). As for the interaction between the UN agencies and national partners, the UNCT and the government have established a set of joint formal structures for guiding, coordinating and monitoring the implementation of joint activities under the PSD. The following are the key joint mechanisms. They are further illustrated in Figure 5 (next page).

Joint National/United Nations Steering Committee (JSC) – This is the overarching coordinating entity that provides oversight and guidance to ensure that the UN strategy is continuously aligned

²² As of 2019.

with national priorities, delivers results in line with the Sustainable Development Goals and fulfills the potential of the “*Delivering as One*” approach. JSC is composed of representatives of the Government and the United Nations and is co-chaired by the Minister of Foreign Affairs and the UN Resident Coordinator. Additional members of the JSC are two members of the Government at the level of ministers (Minister of Labor and Social Policy and the Minister of Environment and Physical Planning) and two members of the UN Country Team at the level of heads of agencies (UNICEF Representative and UNFPA Assistant Representative). Secretarial support to the JSC is provided by the Office of the UN Resident Coordinator and MFA’s Multilateral Affairs Directorate. The two offices are mandated to jointly prepare, organize and provide minutes of the meetings and follow up on decisions taken by the JSC. Box 5 below provides a brief description of the key responsibilities of the PSD JSC.

Box 5: Responsibilities of the Joint Steering Committee

The following are the major responsibilities of the JSC:

- Provides strategic guidance and oversight during implementation of the UN strategy;
- Ensures continuous alignment of the strategy with national priorities;
- Monitors the work of the five outcome results groups;
- Reviews and provides feedback on UN annual work plans and results reports;
- Addresses funding gaps and revises program priorities, where necessary;
- Proposes corrective measures where obstacles to progress emerge; and
- Reviews and endorses the final evaluation of the five-year UN strategy.

Result Groups – The results groups are technical working groups with roles and responsibilities directly related to the achievement of outcomes through collaborative planning, implementation, monitoring and evaluation. They are key for the coordination between the UN system and national counterparts. As can be seen from the Figure 5 below, they correspond to the five outcome areas identified in the PSD and bring together managers and technical staff from relevant UN agencies and government departments. The composition of each Result Group is shown in Table 3 (above). Result Groups develop Joint Work Plans where they identify deliverables, responsible parties as well as related costs and available resources. They also develop Monitoring and Evaluation Plans which outline monitoring events, surveys and evaluations to be conducted in the course of the programme cycle to monitor and evaluate the achievement of outcomes based on the results matrix attached to the PSD document. On the basis of their monitoring work, Result Groups prepare annual monitoring reports and conduct annual joint review meetings.

Besides the joint structures with the government, the UNCT has established additional inter-agency coordination mechanisms that facilitate cooperation across agencies. These include a *UN*

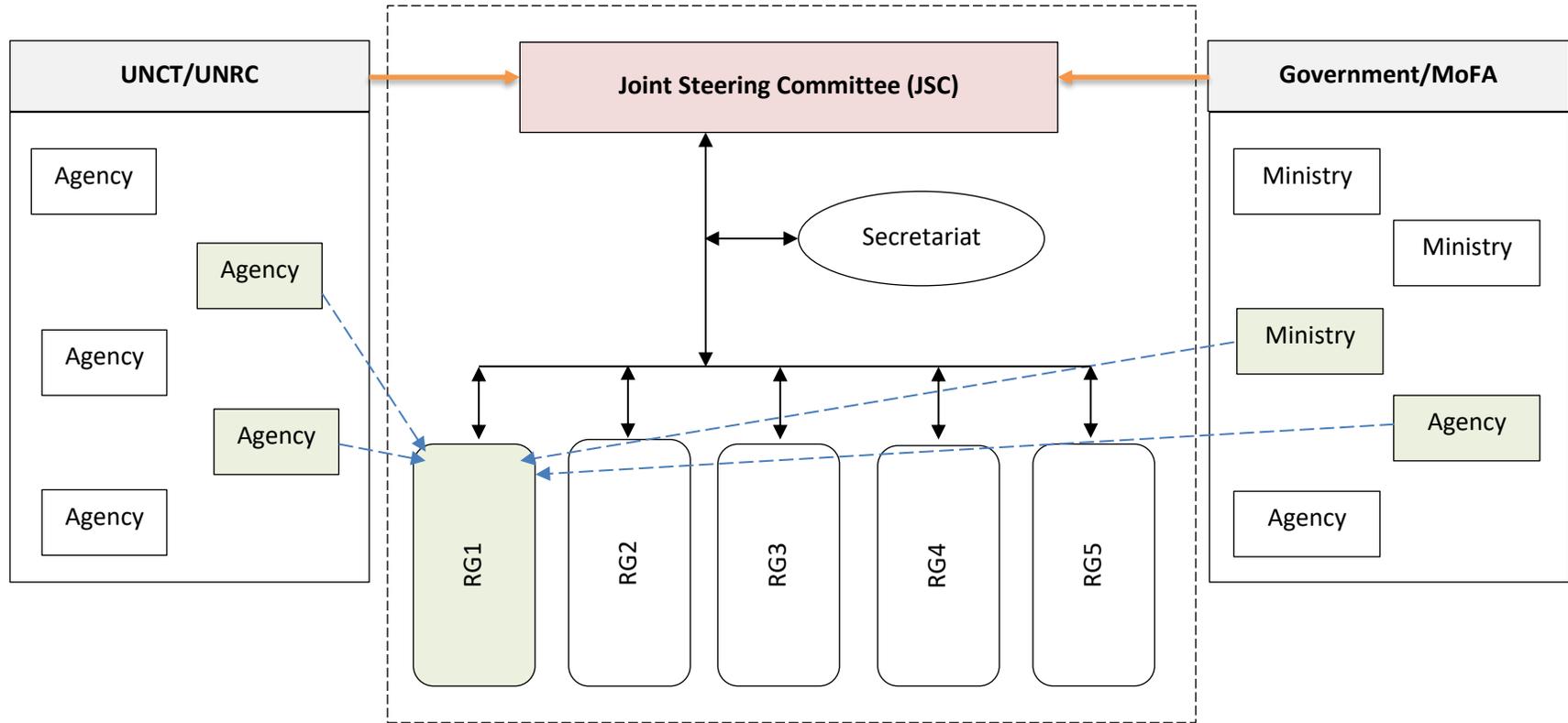
Communications Group (UNCG),²³ Operations Management Team,²⁴ and Gender and Human Rights Theme Group.²⁵ At the end of 2018, UNCT established two additional inter-agency groups – the *Monitoring and Evaluation Group* and the *Task Force on Air Pollution* (chaired by UNICEF and UNDP). Overall, these groups discuss programme and operational issues and make recommendations to the UNCT on implementation of programme-related initiatives, proposing ideas for new business practices, joint advocacy and communication activities.

²³ UNCG is an interagency team coordinating UN advocacy and communications, which has been functioning since 2006. UNCG operates based on a TOR developed in accordance with the Guide to Communicating as One. The TOR describes the UNCG structure, responsibilities and roles of UNCG members. It serves as a framework for efficient coordination, information exchange, planning and implementation of joint communications activities. UNCG follows the principles of “Communicating as One.” The objective of “Communicating as One” is to improve coordination of communication among United Nations agencies within the country context, in support of shared objectives, including as outlined in the One Programme. UNCT has also developed a Communications and Advocacy Strategy, which is implemented by the UNCG.

²⁴ OMT’s role is to identify measures that contribute to the harmonization of business procedures and strengthening of cooperation around common services.

²⁵ The role of this group is to promote the mainstreaming of gender equality and human rights in all PSD activities.

Figure 5: PSD Coordination Mechanism



3.4. FINANCIAL OVERVIEW

As shown in Table 4 below, the reported total expenditure for all the agencies shown in the table amounted to about US\$ 72 m for the period 2016-2018. This is a significant financial contribution to the country. As can be seen from the table, there is a lot of diversity in terms of the sizes of the agency budgets. The largest agency in financial terms is by far UNDP with more than US\$ 43 m of expenditure for the period in question, which constitutes 60% of total expenditure by all the agencies shown in the table. Other agencies with significant budgets are UNHCR and UNICEF, with expenditures of about US\$ 8 m each.

Table 4: Planned and Executed Expenditure by Agency (in USD)

Period	2016		2017-2018		2016-2018 Total	
Agency	Planned	Executed	Planned	Executed	Planned	Executed
FAO	511,000	288,108	2,115,000	1,528,188	2,626,000	1,816,296
IAEA	-	-	-	711,746	-	711,746
ILO	826,900	574,360	1,967,617	867,100	2,794,517	1,441,460
IOM	1,413,344	1,590,684	4,392,826	1,755,298	5,806,170	3,345,982
OHCHR	28,000	26,563	151,000	28,000	179,000	54,563
UN WOMEN	758,200	662,200	1,268,940	930,058	2,027,140	1,592,258
UNDP	15,711,197	11,420,446	39,361,040	32,143,378	55,072,237	43,563,824
UNECE	87,000	10,000	100,000	86,000	187,000	96,000
UNEP	452,412	318,915	1,410,912	1,357,704	1,411,364	1676619
UNESCO	395,000	32,000	370,000	-	765,000	32,000
UNFPA	1,249,000	428,100	566,000	764,200	1,815,000	1,192,300
UNHCR	-	6,281,670	6,156,200	2,034,409	6,156,200	8,316,079
UNICEF	7,990,000	2,912,540	3,588,940	4,881,035	11,578,940	7,793,575
UNIDO	958,800	98,841	1,038,800	-	1,997,600	98,841
UNODC	45,000	80,000	160,000	26,500	205,000	106,500
WHO	60,000	225,000	265,000	185,000	325,000	410,000
Joint Programme	-	-	1,500,000	-	1,500,000	-
Total	30,485,441	24,949,427	64,412,275	47,298,616	94,897,716	72,248,043

An important feature of the PSD that should be noted here has been financing provided by the government of North Macedonia for the implementation of joint activities. The table below shows the amount of financing contributed by various government agencies for joint PSD activities (these contributions are referred to as “cost-sharing” in this report). Government financing has been provided for the employment and governance portfolios, where government cost-sharing represents a significant portion. There are also examples of allocation of funds from the local governments for projects that are considered priorities by the citizens.

As can be seen from the table below, the Ministry of Labour and Social Policy is a major provider of financing, with about USD 25 m for the period 2016-2019, which represents about 90% of total financing provided by the government. Two other major contributing partners are the Ministry of Local Self-Government and Local Self-Government Units. From the UN agencies, UNDP is a major recipient of government co-financing, especially in the area of employment.

Table 5: Government Cost-sharing for 2016-2019 (in USD)

Government Institution	Total	Percent
Ministry of Labour and Social Policy	25,490,594	90.8%
Ministry of Environment	227,411	0.8%
Ministry of Local Self Government	762,705	2.7%
Local Self Government Units	1,554,186	5.5%
Ministry of Health	53,671	0.2%
Total	28,088,568	100%

The small but important contribution by the Ministry of Health, has introduced a financing scheme under which 100% of government (Ministry of Health) funds are matched by the UNFPA. In this case it was the Ministry itself which decided that maternal and newborn health was a priority and started negotiations with UNFPA. In May 2018, the negotiations resulted in the signing of an Agreement for Small Contributions between the two parties, which can be increased up to USD 100,000 from each matching party depending on the outcome of this partnership. Discussions are currently ongoing for a new round of co-financing.

In addition to cost-sharing by the government, UN agencies have also mobilized financial contributions from development partners. Consolidated data on the amount of financing provided by each donor was not available at the level of UNCT. The table below shows the main development partners of some of the resident agencies. EU is a major development partner of the UN system, which is not surprising given the country's EU accession commitment. As can be seen from the table, Switzerland and Norway are other major funders of UN agencies. UNDP has had the largest number of partners, when it comes to donor funding.

Table 6: Contributing Development Partners

N o.	ILO	UNDP	IOM	UN Women	UNICEF	UNEP	FAO	UNOPS	UNFPA
1	EU	EU	European Commission	Government of Switzerland	EU	ADA	EU	Gov. of Norway	Gov. of Norway
2	Gov. of Austria	Government of Switzerland	Council of Europe Bank	ADA	UK	GEF	GCF		
3		Government of Japan	US	Gov. of Sweden	ADA	NORAD			

N o.	ILO	UNDP	IOM	UN Women	UNICEF	UNEP	FAO	UNOPS	UNFPA
4		Government of Norway	UK AID - DFID	EU		Gov. of Italy			
5		Global Environment Fund	JAICA						
6		Government of Turkey							
		Gov. of Sweden							

CHAPTER 4: MAIN FINDINGS

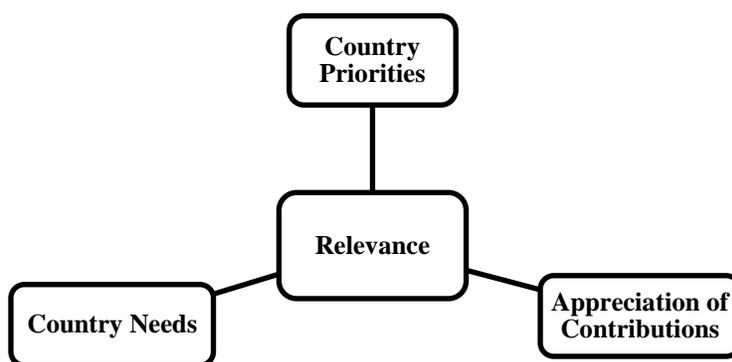
This evaluation's findings are organized in the following four sections: i) relevance (the extent to which the programme has been relevant to the country's priorities and needs); ii) effectiveness (whether the programme has been effective in achieving planned outcomes, which also includes a brief discussion of the impact of interventions); iii) efficiency (whether the delivery of results has been efficient); and, iv) sustainability (the extent to which programme benefits are likely to be sustained).

4.1. RELEVANCE

The relevance of the work of the UN system in the country is assessed according to the following three criteria (also shown in Figure 6 below):

- Alignment with country priorities defined in national strategies, policies and programmes.
- Responsiveness to country needs, especially those of the neediest and most disadvantaged.
- Extent to which UN contributions are valued by partners and beneficiaries.

Figure 6: Assessment of Relevance



4.1.1. Alignment with Government Priorities

North Macedonia does not have a long-term overarching national development plan which lays out a vision and set of priorities for the country's development path. Instead, that vision is set out in a number of sectoral strategies and action plans, which are usually developed to be in line with relevant EU policies, given the country's commitment to EU accession, and the approximation of national legislation with EU requirements that this process entails. Governments, however, have usually had programmes in which they have identified key priorities and actions. So, at the time of the development of the PSD, close alignment was achieved with the then Government's five priorities stated in the 2014-2018 programme: i) *Increased economic growth and employment, as a precondition for improved standards of living and quality of life for citizens*; ii) *Integration into the EU and NATO*; iii) *An uncompromising fight against corruption and crime and efficient law enforcement through deep reforms in the judiciary and public administration*; iv) *Maintenance of*

good inter-ethnic relations based on the principles of mutual tolerance and respect and implementation of the Ohrid Framework Agreement; and, v) Investment in education, science and information technology as elements of a knowledge-based society. Also, key sectoral strategies were used as sources to prioritize planned UN agency activities, which ensured considerable continuity, since UN agencies had been involved in drafting or revising many of them.

The current Government that came to power in 2017 put forward a programme for the period 2017-2020, which specifies six development goals and 20 priorities, as the backbone for its policies and activities. These main priorities include: (1) Economic growth, increased employment, higher living standards; (2) North Macedonia – Member of NATO and EU; (3) One society for all; (4) Responsible government and oversight over government; (5) Institutions in service to citizens; and, (6) Sustainable growth investments. These priorities are quite similar to those of the previous Government, which was in power when the PSD was developed. Consequently, PSD priorities, actions and targets remain aligned with current government programme and priorities. For the most part, they respond directly to these priorities and contribute to addressing the country’s most acute development challenges.

Table 6 below shows linkages between PSD outcomes and the six key objectives of the Government programme. As can be seen from the table, all PSD outcomes directly support the achievement of government objectives.

Table 7: Government Programme Objectives and PSD Outcomes

Key Objectives of the Government Programme	PSD Outcomes
Economic growth, increased employment, higher living standards;	Outcomes 1, 2, 3
North Macedonia – Member of NATO and EU;	Outcomes 1, 2, 3, 4, 5
One society for all;	Outcomes 2, 3
Responsible government and oversight over government;	Outcome 2
Institutions in service to citizens;	Outcomes 2, 3
Sustainable growth investments.	Outcomes 1, 2, 4
Outcome 5 contributes to all objectives of the Government programme.	

Further, UNCT conducted in 2018 an assessment of the alignment of the PSD with country priorities, including an analysis of the outcome indicators, as well as the alignment of the PSD with the 2030 agenda.²⁶ The assessment concluded that the PSD was fully aligned with the new national priorities and long-term development objectives. It also found that the PSD was in line with and adequately supporting the country’s EU integration agenda and accession criteria.

Moreover, UN agencies have supported the development of a large body of national policies, programmes and laws, which has ensured that UN activities have been largely integrated into the national policy framework. Annex IX of this report shows the impressive list of national programmes, policies and laws – a total of 122 – that have been developed during the present PSD cycle with the support of UN agencies. The list is impressive not only due to the large number of policy and legal instruments that have been created, but also because of the large range of issues and areas that have been covered. Another factor of relevance for the UN’s work in North Macedonia is the fact that it has supported the achievement of key commitments and obligations

²⁶ Analysis of the alignment of the “Partnership for Sustainable Development: United Nations Strategy 2016-2020” with the SDGs, January 2018.

under international and regional agreements. Further, it has assisted the government with the preparation of national reports to international bodies, such as the human rights or climate change mechanism (this will be reviewed in more detail further in the report).

What adds to the relevance of UN interventions in the country is also the open and participatory process through which the PSD programme was designed, allowing a range of government and non-governmental stakeholders to be involved (as will be shown in detail throughout this report). The UN has sought to maintain this openness in the implementation stage through the involvement of various stakeholders, as will be shown in this report, although, as will be further argued, there is potential for stronger engagement with the private sector.

The country has not established a fully developed national SDG framework yet, which would have enabled the UNCT to link its goals to North Macedonia's SDG commitments. However, this is work in progress and hopefully the new development framework will be grounded in national SDGs, which in turn is expected to be harmonized with the EU accession criteria. Given the national strategic framework that is in place currently, it can be concluded that UN programme in this cycle has been well-aligned with national priorities. This opinion was also largely shared by stakeholders interviewed for this evaluation and agency staff who responded to the online survey.

4.1.2. Responsiveness to Country Needs

It should also be noted that the PSD has been responsive to the country's actual needs, particularly the most vulnerable and marginalized people. As will be seen throughout this report, one key feature of the work of the UN system in the present programme cycle has been its significant focus on vulnerable and disadvantaged people – the disadvantaged and socio-economically deprived, children, youth, migrants, women, persons with disabilities, people at social risk or with health challenges, etc. Such focus has enabled the UNCT's work to be largely compliant with the “*no one left behind*” principle espoused by the UN at the global level.

Gender equality, human rights, and social and labour market inclusion of disadvantaged groups have been present in all programme areas, with many activities promoting the human rights and empowerment of women, minorities and the poorest and most vulnerable communities. In the area of ***employment and livelihoods***, the UN has assisted those most in need and their families to improve their capabilities and access to labour markets and (i.e. through access to vocational education, educational programmes, etc.), making them more competitive in the labour market. Socially excluded women and men have gained improved ***access to services*** (educational, social and health).²⁷ The focus has been on ‘basic services’ such as early childhood development centers,

²⁷ While access to services has improved, it is less certain what the quality of these services has been because of the lack of data. Anecdotal evidence and interviewee perceptions show that there is still a lot that need to be done to improve the quality of services in areas such as health and education. In the upcoming programme, it will be important for the agencies to better track the quality of services in this area and incorporate quality indicators in the assessment of their activities.

preschools, general education institutions, which deliver minimum supports for the neediest to improve their skills, access to employment and participation in community life.

The *Self-employment Programme* has been an essential part of the country's employment strategy and the national active labor market measures which have been designed to promote smart, sustainable and socially inclusive growth. Support has focused on developing measures to promote self-employment, providing tools for long-term unemployed persons and other vulnerable groups – such as people with disabilities, young people, members of the Roma community and women living in rural areas – to start up their own sustainable businesses. The *Community Works Programme* has addressed social exclusion on two fronts simultaneously - offering unemployed people a chance to gain valuable working experience and improve their professional skills, while providing services for those who are most at risk of social exclusion. Activities have targeted pre-school children, elderly people, people and children with disabilities as well as citizens of rural areas who are entitled to receive health and/or educational services. The *Youth Guarantee Programme* has supported the employment of young people who are not in education through employment and training to gain valuable work experience or qualification and re-qualification (i.e. internship placements, employment in the private sector, etc.).

UN agencies have provided significant support to the reform of the education system to make it more inclusive towards *children and young people with educational difficulties and disabilities*. The UN has supported the introduction of educational assistance as service for children with disabilities and its inclusion in the new law on primary and secondary education. In parallel to support for the reforms in the education system, UN agencies supported specific parts of the reform of the social protection system primarily focused on the establishment of a more holistic approach of inclusion of persons with disabilities within the society and the labour market. The de-institutionalization of children and persons with disabilities is an area where North Macedonia has made significant progress thanks to support from the UN agencies. In addition, the UN has worked on improving acceptance and inclusion of persons with disabilities in their local community by addressing stigma and harmful social norms and promote attitude changes, including at the family level. A significant emphasis has been placed on the promotion of the *rights of most vulnerable children* – children victims of violence, children with disabilities, children with educational difficulties, children from minorities – groups often left behind by economic growth. With the onset of the migrant crisis, this vulnerability focus was expanded to include refugee and migrant children. Also, *gender equality* has been one of the guiding principles for many activities. Institutions at both the central and local level have begun to mainstream gender into policies and decision making, with visible progress already achieved in institutionalizing gender-based budgeting. However, this work requires more sustained efforts in view of the need for more systematic and sustainable gender mainstreaming in public financial management.²⁸ In addition, capacities of civil society have been strengthened to oversee public spending with a gender lens and demand accountability on gender equality commitments. Significant work has taken place in

²⁸ This work is guided by the Nation Action Plan for Gender Equality 2018-2020.

the area of gender-based violence (i.e. development of Standard Operational Procedures for dealing with unaccompanied minors, victims of gender-based violence, victims of human trafficking, migrants, etc.) by providing access to social protection, health and care services in shelters and sexual assault centers. An achievement in the area of gender equality has been the ratification of the Convention on preventing and combating violence against women and domestic violence in December 2017.

Also, in the area of *health* the PSD has been responsive to the needs of the most vulnerable layers of the society. UN activities have had a particular focus on maternal and infant health, as well as noncommunicable diseases (NCDs) (reflecting changes in the population's age structure and lifestyles). With UN support, the country adopted in 2016 the National Health Strategy (2020), which constitutes the fundamental health policy document and is informed by WHO's European Policy Framework for Health and Wellbeing (2020). The National Sexual and Reproductive Health Strategy 2010-2020, later accompanied by the Action Plan 2018-2020, were among the first policy documents aligned with the National Health Strategy 2020, SDGs and WHO Euro SRH Action Plan. The Action Plan has two key features: leave no one behind and universal health coverage. From this point of view, the UN health sector related activities have been fully aligned with the national health sector strategic framework.

In the area of *governance*, support has been provided to local government structures (municipal administrations and councils) towards decentralization, improving their ability to develop programmes and action plans for social and labor market integration of different vulnerable groups, improving municipal capacities in designing and providing services for the needs of specific groups, particularly women, minorities and persons with disabilities. UN agencies have also promoted the engagement of citizens and CSOs in the decision-making process of local government institutions. The UN has supported Gender Responsive Budgeting (GRB) and has promoted gender-responsive fiscal policies and action plans, thus enabling earmarked budgetary allocations for gender equality and women's empowerment. UN agencies have also promoted tripartite social dialogue at national and local levels, as well as bipartite social dialogue at enterprise levels. Further, with UN support, the government has made progress in integrating equity and rights-based approaches into national policies and programmes, thus promoting the rights of vulnerable people. Some activities have had an impact not only at the community level, but also on the way the government bodies perceive policy-making from a rights-based perspective. For example, as will be seen further in this report, thanks to UN interventions in the area of employment, social inclusion, flood protection, climate change, etc., the government has undertaken policy measures that promote the rights of vulnerable groups.

Another important feature of the UN programme is the fact that it has responded not only to the needs of the stakeholders at the central level, but has also delivered tangible contributions to the communities throughout the country. At this level too, the focus of interventions has been on the needy and vulnerable – Roma people, children, women, youth, migrants and persons with disabilities. This was confirmed during this evaluation's field visits in the regions.

Also, a guiding principle of UN programming has been sustainable development. As will be highlighted in the following sections, many activities have been underpinned by the principles of environmental sustainability. Stakeholders interviewed for this evaluation indicated that the UN has been instrumental in supporting the government to address key environmental issues. An example of this is air pollution, which has emerged as a very serious environmental and health threat in the country (with three cities – Skopje, Bitola and Tetovo – ranked as among the top ten most-polluted in Europe in 2017 and 2018).

It should also be noted that the UN Country Team (UNCT) has benefited from an OHCHR-deployed national human rights adviser who has assisted with the incorporation of human rights into UN programming. The adviser has supported the capacities of the UNCT and national actors to implement human rights norms and principles, align national human rights institutions with international standards and engage with UN human rights mechanisms. The adviser's engagement has helped the government to improve reporting and coordination of the implementation of recommendations. The government has strengthened the human rights national coordination body, whereas civil society is reported to have become better informed and consulted by state entities.

It should also be noted that the PSD was formulated in a way that has enabled the agencies to adapt their programmes flexibly to the country's rapidly evolving context and shifts in the needs of vulnerable groups. For example, work on floods recovery and support to the migrants' crisis were not included in the initial version of the PSD. However, in the course of the implementation of the PSD the country faced the migrant crisis and torrential rains and flash floods which damaged the infrastructure and caused casualties. At the request of the government, UN agencies responded to the challenges and have positioned themselves as the go-to development partners for support on migration and flood risk management.

Overall, the meetings conducted in the framework of this evaluation in all the regions revealed a clear perception among stakeholders of the PSD's focus on the disadvantaged. Further, all UN staff who responded to the online survey indicated that the PSD had adequately reflected North Macedonia's national priorities. A majority of respondents agreed that the PSD had adequately addressed the needs of women (95%), children (95%) and the most vulnerable groups (90%) and had adequately incorporated human rights, including gender equality, and rights of children, PwDs and other vulnerable people, as a cross-cutting principle (85%). Further, a majority of UN staff who responded to the survey thought that the PSD had adequately incorporated environmental sustainability as a cross-cutting principle (about 75%).

For all the strengths of relevance listed above, there is also room for improvement in the upcoming programme cycle. One area that could benefit from greater attention by the UNCT is stronger engagement with the private sector. This opinion was expressed not only by partners who were interviewed for this evaluation, but also by many staff members of UN agencies.

4.1.3. Perceptions of the Value of UN Contributions

Another indication of the relevance of the work of the UN is the fact that national counterparts met for this evaluation valued the contributions of the UN system. This was evident in the perceptions of government and civil society stakeholders met at the central and local levels during interviews for this evaluation. Furthermore, for all the challenges related to the PSD, overall beneficiaries showed satisfaction with the partnership and the results that have been achieved.

Another indication of the value that partners place on UN interventions is the sense of ownership of key components of the UN programme by national counterparts. This was noted in particular in the Ministry of Labor and Social Policy, Ministry of Health, Ministry of Environment and Spatial Planning, Ministry of Agriculture, Forestry and Water Economy, State Statistical Office and Employment Service Agency. Also, the fact that the government has provided a significant amount of co-financing – especially in the areas of employment, health and environment – is a clear indication of the value that it places in the joint activities with the UN. Civil society members (including representatives of NGOs and academic institutions) thought that the UN activities has created space for their interaction with policy making, policy implementation and policy evaluation. As will be seen further in this report, civil society has played a major role in the delivery of activities of the UN team in the country. Likewise, a number of donors met for the evaluation noted that the UN agencies had enabled them to deliver their technical assistance for the country in a well-structured way grounded in a stable institutional infrastructure and good engagement of government and non-government partners.

The same level of appreciation was generally observed at the local level. Here too, there have been examples of allocation of funds from the local governments for projects which they consider as priority. Interviews at the local level revealed that overall, there is satisfaction by municipal councils with the UN interventions, especially those facilitating the decentralization process and the capacities of local governments. Also, beneficiaries were largely aware of the long-term involvement of UN agencies with their communities and appreciative of the assistance they had received.

One area that will require greater attention in the upcoming programme is the involvement of the private sector. Although private firms are more motivated by the profit aspect of activities, there are ways in which their contributions can be channeled more effectively towards development objectives. Harnessing the private sector to contribute to the development process does not preclude them from pursuing profits, but it makes their contributions more aligned with the country's key priorities and creates public-private synergies that have the potential of being beneficial for all.

4.2. EFFECTIVENESS

This section provides an assessment of achievements of the UNCT under the PSD. The first part examines how those achievements were planned in the PSD document and its Results and Resources Framework (RRF). The second part compares UNCT's commitments at the beginning of the programme with what it has actually achieved. The third part provides a broad overview of UN's major contributions in each of the five outcome areas.

4.2.1. Programme Design

The PSD document is well written and provides a comprehensive view of the situation in the areas it covers. It lays out with clarity the country context, development needs and priorities and the UN's strategic approach to contributing to those needs and priorities. Interventions under each outcome area are described in clear terms and linked to the broader context. The outputs are well formulated, broad in scope and reflective of UN agencies work contributing towards joint results. The document also provides a good overview of the process through which the PSD was formulated. Furthermore, institutional arrangements for the implementation, monitoring and evaluation of the PSD are described with clarity and for the most part have turned out to be as were designed in the document – including key structures such as the JSC, Result Groups, etc. One major exception is a mid-term review of the joint programme that was envisaged in the PSD, but which did not take place.

With regards to the Results and Resources Framework (RRF), there are some challenges with the way it is formulated and has been used. Admittedly, developing a joint RRF for the whole UNCT is no easy deed because the nature of activities that it covers is quite broad and diverse. However, the current RRF presents a number of major shortcomings that limit its usefulness and value (Annex VIII presents an analysis of the RRF). This report is not the right place for a detailed discussion of the quality of the RRF, as it would take too much space and would divert the focus of the document,²⁹ so the following will be a short discussion of the major challenges identified in the RRF.

- While some of the RRF indicators and targets used are adequate – especially at the outcome level – a number of them are not SMART (Specific, Measurable, Attributable, Realistic and Time-bound). Analyzing these indicators to assess the achievement of PSD objectives was challenging because their meaningfulness and utility is quite limited. The main challenges with such indicators can be seen in Annex VIII of this report which presents a quick analysis of the RRF indicators. For example, indicator 1.4.3. (*Increased membership of the social partners*) does not specify which partners and what kind of membership are implied.³⁰ It also does not specify what an increase means in unambiguous terms (is there a threshold for the increase to

²⁹ An assessment of the current RRF could be conducted by the UNCT in the process of developing the new cooperation framework.

³⁰ Certainly, some of this can be guessed, but a good framework leaves no room for interpretation.

be considered successful?). Also, indicator 2.3.1 (*Progress in fighting corruption as assessed in EU monitoring criteria*) is not a useful one because it involves subjectivity in the assessment process (what does fighting corruption mean in measurable terms?). The challenge with the results framework is not entirely under the control of the UN because in most areas the country lacks an overall results framework of indicators and targets, as well as weak baselines across sectors, on which the UN could build on for its framework.

- Also, while some of the indicators are quite pertinent to the activities of the UN agencies, some are not directly related to the work of the UN and it is quite a stretch to link the effect of UN activities to changes in that indicator. For example, the indicator for outcome 2 (*Share of young people under 29 who see their future outside the country, disaggregated by sex*) could be influenced by a variety of factors outside of the control of the UNCT, so it is hard to see how it could measure the performance of the UN. Another example of such an indicator is the outcome 2 indicator related to the governance effectiveness index (World Bank) which measures achievements in six different areas of governance that are way beyond the control of the UNCT.
- Further, for a significant number of indicators there is no data reported. They have either no targets identified or baselines are missing as well. The disaggregation of data by gender and other dimensions is another weakness. Although an effort has been made to report in a gender disaggregated fashion, many indicators lack disaggregation. All these indicators are highlighted in the RRF table in Annex VIII. As can be seen from Table 7 below, 41 RRF indicators cannot be measured because either data is missing or they lack clarity. As noted above, this is a consequence of the general lack of data in the country which represents a challenge for the work of the agencies in their planning, design and evaluation activities.
- Also, at 101, the total number of indicators used in the RRF is simply too large. The social inclusion outcome area alone has 31 indicators. To make the RRF more practical and user-friendly, in the upcoming framework the number of indicators should be reduced and the focus should be on those that are most meaningful and more directly related to the work of the UNCT.

Admittedly, developing a solid RRF at the level of the PSD is not an easy task when there is limited availability of data in the country. North Macedonia has not had a census since 2002 and the main source of information for vital statistics, and in particular vulnerable sections of the population, has been the Multiple Indicator Cluster Survey (MICS) survey which has been supported by the UN.³¹ It should also be noted that because the Government has not adopted an official SDG framework yet, it has not been possible to link or assess the degree of alignment of the PSD's RRF with the country's SDGs. If there is quick progress with the adoption of a national SDG framework,

³¹ The latest round of the Multiple Indicator Cluster Survey (MICS) in North Macedonia was conducted in 2011 as part of the fourth global round of MICS surveys (MICS4) while the next one was ongoing during the preparation of this evaluation report and data will be available in 2020.

it will be possible for the UNCT to ground the new results framework in a cohesive national SDG framework.³² Yet, independently of the SDG process, the UNCT should ensure that the new RRF framework is underpinned by fewer, but more meaningful indicators and targets. Also, care should be undertaken to have a results framework that is underpinned by a stronger logic of disaggregation – not only by gender, but also by other dimensions (given the significant focus of the programme on specific groups).

The upcoming development framework will further benefit from the articulation of a solid theory of change that connects the different pieces of work that the agencies carry out into a unified and cohesive framework. A UN-level theory of change will enable the agencies to identify in clearer terms opportunities for collaboration, mechanisms of cooperation, and channels through which expected change will take place at the level of policies, institutions, communities and individuals. The excerpt in Box 6 below shows the guidance that is provided in the UN guidelines for the formulation of the theory of change during the development of the cooperation framework.

Box 6: Guidance on the Theory of Change in UN Cooperation Framework Document³³

The theory of change should be based on the needs of the country (demand) and examined through the lens of the Cooperation Framework Guiding Principles, rather than just the immediately available capacities and resources available (supply) of the UN development system and other partners. The theory of change shows where and how development actors need to come together to contribute to the desired change, providing the basis for wider, higher quality and transformational partnerships. Based on a shared understanding of opportunities, risks and bottlenecks, and the inequalities that persist, the UN development system agrees on results that it can contribute to through the UNCT's own resources and through leveraging those of other stakeholders. It also identifies areas of comparative advantage for the UN development system to make its best collective contribution. To leave no one behind, the theory of change must address structural barriers to equality, resources and opportunities, and any discriminatory laws, social norms and stereotypes that perpetuate inequalities and disparities.

Also, going forward, the UNCT has an opportunity to strengthen its work in support of data collection and analysis activities of partners at the national and sub-national levels. Such data can be used not only to ensure better targeting of interventions to the most vulnerable and monitor the results of UN's work, but will also contribute to improving the country's situation on data availability and analysis.³⁴ Given North Macedonia's gaps in data availability, UN support for the

³² UN guidance on the preparation of the cooperation framework states that SDG targets and indicators become the default monitoring framework, informed by country-defined and disaggregated baselines.

³³ From Internal Guidance, United Nations Sustainable Development Cooperation Framework, 3 June 2019.

³⁴ Good examples from UNDP - the project on improving municipal governance is preparing quality of life reports for all municipalities in the country. Due to lack of micro-level data on air quality and understanding of the households heating patterns as underlying cause of the air pollution, the office conducted a comprehensive field research at highly representative sample (5044) in the Skopje Valley (with around 163000 households), and used innovative and low-cost mobile technologies and analytics tools to analyze and present the data in visually appealing ways (www.skopjesezagreva.mk). The employment programme results are captured in a state of art database that contains

generation of statistics will have a strong positive effect on the policy making process. It will also be beneficial for the agencies to evaluate the results and impact of their work more frequently and in a more cohesive way – for example, through joint outcome evaluations focused on one sector or even evaluations like this one which encompass the totality of UN interventions.

4.2.2. Achievement of Objectives

The inadequate nature of some of the indicators and the lack of data for some of the targets (as discussed in the previous section) made the assessment of the achievement of PSD objectives to some extent inconclusive. However, for all the weaknesses of the RRF, based on information collected by the UNRC office, the evaluation team conducted an analysis of the achievement of PSD objectives which is shown in Annex VIII of this report.³⁵ It should be emphasized that this information is provided by the UNRC Office based on information collected from various external sources (i.e. national institutions, WB, IMF, etc.).³⁶ The table below presents a tally of the achievement of targets based on information available at the point of the evaluation. Most of the end-line information presented in Annex VIII and used for the analysis is related to 2018; although for certain indicators the data available was for 2017. Also, the assessment of whether a target is on track to being met (marked in the table as “*Could be Achieved*”) by the end of 2020 is based on extrapolation of progress made in the 2016-2018 period.

Table 8: Achievement of PSD Targets

PSD Outcomes	Already Achieved	Could be Achieved	Unlikely to be Achieved	Not Measurable	Total
Employment	5	2	0	6	13
Good Governance	5	5	3	3	16
Social Inclusion	3	8	3	17	31
Environmental Sustainability	7	2	4	7	20
Gender Equality	11	6	0	4	21
Total	31	23	10	37	101

As can be seen from the table, the picture regarding the achieved of PSD objectives is mixed. First, as has already been mentioned, a large number of indicators (37) are inadequate because they are either not measured or not too meaningful. Of the remaining, 54 have either been achieved at the point in which data was collected or are on track to being achieved (certainly, there is an element of subjectivity in this prediction). Only the achievement of 10 targets seems to be unlikely.

data about the programme beneficiaries since its start back in 2007 enabling complex analysis per different variables of the jobs and business created with the programme.

³⁵ The UNCT tracks RRF indicators through a spreadsheet which it updates annually.

³⁶ An independent verification of detailed quantitative information did not fall under the scope of this evaluation.

The table in Annex VIII also lists major challenges with indicators in each outcome area, some of which were described in the previous section. As has already been mentioned, a detailed analysis of these challenges could be the subject of a separate assessment that could be undertaken by the UNCT. Also, for the upcoming programme there is a need for a more adequate RRF and a more comprehensive results monitoring system at the UNCT level. So, the following section will focus on the major contributions that the UN has provided to the country.

4.2.3. Main Contributions

Given the large swathe of areas and issues that the operations of UN agencies have covered during the programme cycle, it is impossible to provide an exhaustive description of activities by individual agencies in the space of this report. Such description is provided in the UNCT reports.³⁷ The focus of this section will be on describing in broad brushes the main contributions of UN agencies in each outcome area.

1) Employment

UN agencies have worked with the Ministry of Labor and Social Policy (MLSP), Employment Service Agency (ESA) and other partners to expand the opportunities of socially-excluded people for work and better incomes and to improve their access to quality services. Much of UN's support has focused on "active labor market measures" that promote self-employment and provide long-term unemployed persons and vulnerable groups³⁸ with tools to start up their own businesses. The measures have included trainings in vocational skills and entrepreneurship, on-the-job trainings,³⁹ internships, subsidized employment, business start-up grants, community services, employment services, information tools on obstacles that hinder the participation of disadvantaged groups in the labour market. Additional activities have focused on employment, providing a supportive work environment and wage policies, labour legislation and occupational health and safety, and increasing awareness about rights at work.

At the policy level, the UN has supported the development of a five-year strategy and three-year action plan in support of small and medium-sized enterprises and a five-year strategy for formalizing the informal economy. The UN has also assisted the Government in the development of the National Employment Strategy (2015-2020), Strategy for Formalization of Informal Economy 2018-2022, Strategy for Support of SMEs 2018-2023, Action Plan on Youth Employment (2020), annual Operational Plans for Active Labour Market Measures, National Strategy on Cooperation with the Diaspora and a National Action Plan, etc. Support has been provided to the Adult Education Center to support the education of adults by developing the

³⁷ The UNCT has produced two annual reports in the period in question – one for the fiscal year 2016 and a second one for the fiscal year 2017.

³⁸ Such as people with disabilities, members of the Roma community, youth not in employment, education or training (NEET) and women living in rural areas.

³⁹ VET and adult education for persons with disabilities and Roma people or completing primary and secondary education for prisons inmates.

Concept for the Primary Education of Adults based on eight competences,⁴⁰ as well as vocational secondary education for adults.⁴¹ In partnership with MLSP and ESA, the UN has developed an employment measure which enables people with disabilities to start their own business and incentivizes private companies to employ persons with disabilities. Support has also been provided for the establishment of a Center for Vocational Rehabilitation of People with Disabilities to improve their placement in the labour market. The UN has implemented inclusive participatory audits on capabilities and competence of the public employment service and promoted the inclusiveness approach of ESA. It has promoted the social dialogue by supporting the Economic and Social Council with the training of its standing committees' members and development of a tracking mechanism for its recommendations. It has also assisted the Government in the ratification of three important ILO conventions.⁴² It has also supported the organization of information campaigns on employment opportunities that have reached about 65,000 people. Support has also been provided to the design of the Occupational Outlook web platform (www.zanimanja.mk) to inform young people about occupations and sectors with good career prospects.

Two long-standing and flagship UN programmes in this area have been the *Self-employment Programme* and the *Community Works Programme*.

- The *Self-Employment Programme* has strengthened entrepreneurship skills among unemployed people willing to start their own businesses through training and equipment. This programme is an essential part of the country's employment strategy and active labor market measures designed to promote smart, sustainable and socially inclusive growth. Box 7 below presents some major achievements of the programme. It should also be noted that the self-employment for people with disabilities was initiated in 2015 under this programme, with the aim of stimulating creative and entrepreneurial skills among unemployed people with disabilities. Since then, a total of 323 candidates have applied for the measure. To date, 170 businesses have been registered, employing a total of 207 people with disability.

⁴⁰ Communicating in a mother tongue; communicating in a foreign language; mathematical, scientific and technological; digital competence; learning to learn; social and civic competences; sense of initiative and entrepreneurship and cultural awareness and expression

⁴¹ Although education-related activities fall under the purview of outcome 3, through these intervention UN agencies have supported socially excluded persons, such as prisons inmates and persons with disabilities, to gain competences and become more competitive in the labour market.

⁴² On Night Work, 1990 (No. 171), Labor Statistics, 1985 (No. 160) and Rural Workers' Organizations, 1975 (No. 141).

Box 7: Main Achievements of the Self-Employment Programme⁴³

In the period from 2016 to 2018, the self-employment measure attracted a total of 8,114 unemployed persons to apply for the business start-up scheme, from which 3,063 were women (37.75%) and 3,162 (39%) by young people under age 29.⁴⁴ Of these, 4,743 unemployed candidates underwent and successfully completed the training to strengthen their entrepreneurship and management skills (1,860 women or 39.22% and 1,900 or 40% youth). With UNDP support, 4,236 of the certificate holders prepared a business plan with the support of the Agency for Entrepreneurship Promotion (1,642 women or 38.76% and 1,702 or 40% youth) and 3,422 established their new small businesses (1,303 women or 38% and 1,368 or 40% youth). Special support consisting of coaching and mentoring services has been implemented in pilot municipalities to increase Roma participation in the Self-Employment Programme, with very encouraging results.

- The *Community Works Programme* has promoted the employment of vulnerable people (especially, unemployed women) for the provision of social services to vulnerable groups, predominantly elderly, preschool children and persons with disabilities. Between 2016 and 2018, the programme has been implemented in 56 municipalities, where 1,389 unemployed people have delivered services to 20,140 socially-excluded people.⁴⁵ It has also trained and employed over 474 personal and educational assistants, who have ensured that adults with disabilities are able to participate in their communities and children with disabilities have the support they need to attend mainstream schools. This programme has been included in the national employment strategy.

With regards to young people, the UN has supported the design of the *Youth Guarantee Scheme*, which provides following services: professional orientation and career counseling, motivational trainings, individual and group counseling, and job search training. Through these services young people receive a good offer of employment, continued education, apprenticeships or traineeships within four months of becoming unemployed or leaving formal education. Based on an EU model, the scheme was piloted in 2018 in Skopje, Gostivar and Strumica, and has engaged a total of 8,850 young persons (4,651 women, of whom 1,982 employed. The scheme's implementation continued in 2019, with particular emphasis on three regions - Northeast, Southwest and Polog, as the most vulnerable regions in terms of NEET (youth not in employment, education or training) coverage of 15-29 years. The planned capacity of participants in the scheme is around 9,500. UN interventions have also focused on measures for vocational training, reoriented towards skills needed by the private sector. Four Youth Clubs have been established to support young people in pursuing entrepreneurship and innovations.

⁴³ The results in the box are reported in UNDP's Independent Country Programme Evaluation of 2019.

⁴⁴ Since its start in 2007, this programme has enabled over 11,000 people to open their own businesses. About 35% of these businesses are run by women entrepreneurs and 30% by young people. A remarkable 70% of the companies created through the project are still active today. It is estimated that this programme has helped reduce the national unemployment rate by 3%.

⁴⁵ Based on information reported in UNDP's Independent Country Programme Evaluation, 2019.

Another category at the focus of the UN programme has been the Roma people. UN provided support for establishing coaching and mentoring services for Roma and other vulnerable groups which engaged 1,067 people, while 288 got involved in some of the employment measures. About 150 Roma people, 38% of whom women, have been employed, and an additional 38 have benefitted from the active labour market measures. More than 3,000 unemployed Roma people were informed about active labour market measures, and individual employment plans were prepared for about half of them.

Support has also been provided to inmates. In partnership with the Directorate for Execution of Sanctions (DES) and the Ministry of Education and Science (MES), the UN has supported the inclusion of vocational educational in penitentiary-correction facilities. This is expected to provide faster re-socialization of inmates and better inclusion in the labor market. About 35% of the trained inmates have been young people up to 29 years of age. About 50% of the inmates that completed the vocational training had only primary education, without any additional qualifications. Vocational training has been provided to about 170 inmates, 40 of whom women.

2) Good Governance

Another major area of UN activity during this cycle has been support for local governments in the process of decentralization, strengthening of municipal councils, establishment and empowerment of Local Economic and Social Councils at municipal level, inter-municipal cooperation, regional development and delivery of public services. At the policy level, the UN has supported 30 municipalities in developing Integrated and Inclusive Local Development Plans, as well as conducting research and analyses on topics such as municipal social service supports or municipal one-stop shops. Support has also been provided to the Municipality of Veles to pilot a situational and gap assessment of its integrity management system. Further, 21 municipalities have been supported to *engender* local participatory processes through continued mentoring support on gender mainstreaming and gender responsive budgeting.

The UN has contributed to the establishment and empowerment of Local Economic and Social Councils at municipal level and provided support to municipal councils in assuming a stronger role in local decision making and oversight by providing comprehensive training programme to build capacities in audit, budget management and community outreach. Support has also been provided to promote local development through inter-municipal cooperation, networks for inclusive development and business centers for support and advisory services to SMEs, and development of economic sectors with potential (such as tourism).

The UN has also supported the meaningful participation of CSOs and citizens in policy-making, budget preparation and service delivery at the municipal level. This work has included the development of a model of project-based funding for CSOs from local government budgets geared towards greater civic engagement in decision-making and delivery of services to child victims of violence and persons with disabilities. Eight municipalities and more than 120 CSOs have taken

part in capacity building activities. The UN has also supported municipalities in establishing Regional Development Centers and strengthen their capabilities to deliver basic public services, with a focus on vulnerable people. Citizen Satisfaction Surveys have been supported to measure the quality of municipal services and improve decision-making and planning. Furthermore, the UN has supported CSOs in strengthening their capacities to hold central and local governments accountable to their commitments related to gender equality and improve budget literacy and monitoring skills to advocate for policies and budgets that respond to gender specific needs of women and men, girls and boys.

The municipalities of Kumanovo and Gevgelija, heavily affected by the migrant crisis, have received support in the conduct of feasibility analyses and needs assessments on waste management and drinking water supply. Additionally, infrastructure projects were supported – for example, the construction of a landfill for solid waste in the municipality of Gevgelija, the renovation of the hospital in Gevgelija and an ambulance unit in Kumanovo hospital (including the provision of equipment and vehicles). As will be elaborated in the section on environmental activities, recovery activities have included the restoration of physical infrastructure in flood-affected areas. Also, centers for social work in Kumanovo and Gevgelija were provided with vehicles for transport of vulnerable migrants. Further, the UN strengthened the capacities of 791 border and migrations officials in humanitarian border management and 60 crisis management personnel in camp management - ensuring proper management of drinking water, wastewater, waste disposal in reception centers.

The UN has also supported the implementation of the Minimum Initial Service Package (MISP) for the reproductive health needs of migrants and refugees by using a Gender Sensitive Approach. In Kumanovo, support was provided to the Multi-Kulti Center for the development of an innovative platform for sustainable inter-ethnic dialogue and social cohesion. Support was also provided for the reformatting of all-day care centers for children with disabilities, helping them to prepare plans for transition into support centers to meet the needs of children with disabilities and their families.

At the level of the central government, the UN supported the conduct of a functional analysis of public sector institutions aimed at informing a systematic, structural and functional reform of the public administration, leading to more efficient, inclusive and accountable delivery of public services. The UN has also supported the Government's engagement with international human rights mechanisms and has advocated for the implementation of related recommendations. In partnership with CSOs and the Ministry of Information Society and Administration, the UN has supported the development of the National Open Government Partnership (OGP) Action Plan 2016-2018, which includes measures related to public services and climate change. The UN also substantively supported the organization of a regional OGP Forum, with assistance from UNDP's Istanbul Regional Hub.

An important feature of work in this area has been the promotion of innovations in the public sector, whether in support of capacities of the public officials or to improve the quality of public services (i.e. innovation for improved farming, design-thinking for improvement of the community works programme, etc.). In this work, there has been an overall effort to integrate innovative approaches in different portfolios. As an example, support has been provided to the City of Skopje for the establishment of an Innovation lab which helps the municipality to improve accountability and transparency in the delivery of its services.

3) Social Inclusion

Social inclusion has been a large and intensive area of work for the UN in North Macedonia, bringing PSD activities largely in line with the UN's commitment of "leaving no one behind". Activities have focused on supporting the government's efforts to reform the system by making social protection services more targeted to the most vulnerable, in particular women, children and persons with disabilities. The focus of UN agencies has been to support the provision of essential services – health, education and social services.

A crucial part of this work has been support for the *generation of data and statistics*, which help relevant institutions to understand the situation and people's needs, identify where interventions are needed and target policies for largest impact. Annex X of this report provides a comprehensive list of data-related initiatives supported by the UN in the current PSD cycle, which includes the social inclusion area. A key contribution in this area has been UN's support for the Multiple Indicators Cluster Survey (MICS) – a key source of data on health, nutrition, child and adult functioning, early child development and poverty, which also encompasses a range of indicators on socially excluded and vulnerable groups.⁴⁶ Another UN contribution on data generation is the ongoing support for the upcoming national census.⁴⁷ The UN has also supported the mapping of socio-economic and demographic disparities, vulnerabilities and exclusion at the local level from a gender perspective using a representative sample of 2,800 households and 5,000 individuals.⁴⁸ The mapping results provide decision-makers with a baseline for their response to risks and vulnerabilities facing citizens. To improve the targeting of disability policies, the UN has supported the generation of data related to the number and location of persons with disabilities and the prevalence of specific disabilities. Field surveys and focus groups have engaged persons with disabilities to catalogue the barriers they face and the services they feel they need most.⁴⁹ Through

⁴⁶ As the only source of data for many indicators on social exclusion and as the only source of data disaggregated by ethnicity and wealth quintiles, MICS is a key tool for monitoring the implementation of national strategies, such as the strategy for the Roma people and the strategy for equal rights of the disabled people.

⁴⁷ The Population and Housing Census is planned for 2020. Preparatory work entails support to the State Statistical Office to mobilize key stakeholders and public for support and participation in the census.

⁴⁸ The mapping identified vulnerability factors and the way in which vulnerabilities are both rooted in and perpetuate social exclusion.

⁴⁹ The collection of data on people with disabilities was organized in several modules and regions. Partnerships were also forged with associations of PwDs to undertake joint data collection and co-design appropriate services with PwDs and their families. About 590 families and 91 foster families completed the survey in 2016.

a "marathon," the UN has also mapped the physical barriers faced by persons with disabilities in the city of Negotino.⁵⁰ Other initiatives include the e-health initiative with the Ministry of Health on the development of indicators for healthcare practices and referral patterns and the development of a methodology for the collection of health expenditure data through the National Health Accounts, which is expected to be put in practice by the State Statistics Office next year.

The *health* sector has been another important area of work for the UN, with a large focus on maternal and newborn health. Activities in this area have been channeled through MoH's Safe Motherhood Committee, whose role is to increase access to quality maternal and neonatal care services, and strengthening perinatal care and safe motherhood, thus ensuring national ownership and sustainability. The UN has supported the assessment of all maternities for Emergency Obstetric and Newborn Care (EmONC) and the development of models and trainings for the introduction of an Obstetrics Surveillance and Response System. It has also supported the delivery of training of trainers and training of health professionals in two major maternities on effective perinatal care, based on WHO standards, formulation of protocols and algorithms in support of effective perinatal care, improvements in collection and analysis of perinatal statistics, etc. Further, information materials on safe motherhood have been prepared and distributed to health professionals and mothers. Further, information materials on safe motherhood have been prepared and distributed to health professionals and mothers. Priorities have also included primary health care reform, non-communicable diseases and risk factors, nutrition, supports for people living with HIV and hepatitis, etc. These priorities have been integrated in UN's support for the development of multi-sectoral action plans (health, nutrition, healthy aging, HIV/AIDS, non-communicable diseases). The UN has provided support for the development a "*primary health care reform plan*", a number of studies, such as that to assess the situation of ambulatory care, and strengthening of the capacities of the National Steering Committee on Clinical Guidelines. In the area of sexual and reproductive health (SRH), the UN supported the development of the National SRH Action Plan 2018-2020⁵¹ and a set of quality standards for sexual and reproductive health services. Also, a cost-benefit analysis on contraceptive use was supported to inform the introduction of contraception, particularly for vulnerable groups. In cooperation with NGOs, the UN has provided training for health professionals on human rights instruments related to gender-based violence and sexual and reproductive health and rights. The UN has also played a major role in promoting and coordinating actions on the prevention of non-communicable disease risk factors. Support was provided to the Ministry of Health in the development of approaches and strategies targeting people vulnerable to HIV and hepatitis. Through an ImPACT review mission, the UN supported the assessment of the capacities of national cancer control. Support has also been provided on drug prevention and treatment strategies in line with the international standards for the treatment of substance use disorders and drug use prevention.

⁵⁰ The marathon is an innovative mobile application that enables PwDs themselves to tag and describe the barriers they face.

⁵¹ The development of the action plan involved over 300 representatives of medical institutions, NGOs and academia.

In the area of *education*, the focus has been on improving the quality of service delivery, with a particular focus on the most vulnerable groups. The UN has worked towards increasing children's access to early childhood education, in line with the national commitment to increase early childhood education coverage to meet European standards by 2020.⁵² In addition to expanding access, the reforms also envisage improving quality. This has included the development of a set of competencies for ECE teachers nation-wide, with support resources to be rolled out in all pre-schools, and the development of a teacher mentoring programme to strengthen cognitive and non-cognitive learning in every pre-school. At the policy level, the UN has supported the development of two recently adopted laws - the Law on Primary Education and the Law on Teachers and School Support Staff.⁵³ An achievement that should be noted here is the introduction of educational assistants, providing services to children with disabilities involved in regular primary and secondary education. Another example is the rebuilding of a kindergarten in a Roma municipality⁵⁴ and expansion of its services to include nursery care for children between 9-24 months. Quality primary education has also been a cornerstone of UN programming. The UN has supported a significant reform of the education system, a comprehensive analysis of the education system performance in 2018. This base has led to a series of reforms and the development of a new Law on Primary Education in 2019.

In the area of *child protection*, significant progress has been made in the development of support services for families and children. The UN supported the establishment of the "positive parenting programme", which assists parents in raising their child develop into a happy, confident, well-rounded person.⁵⁵ As part of the adult primary education process, the UN has supported the verification of informally gained knowledge among juveniles serving prison and Roma. To provide faster re-socialization of inmates and faster participation in the labour market once they leave prison, vocational education and training has been institutionalized as part of educational activities in penitentiary facilities. Vocational training was provided to 159 prison inmates, 40 of them women. Support has also been provided for the provision of appropriate care services to allow children to thrive in a family setting. The UN has also supported efforts to protect children from abuse and neglect by developing a multi-agency platform for prevention and protection. In cooperation with the National Coordination Body for the Protection of Children from Abuse and

⁵² Currently, ECE coverage of children 3-6 in the country is 35%, which means that two thirds of children are missing out on the opportunity to develop.

⁵³ These laws provide the basis for a systematic approach in supporting and motivating teachers, with the introduction of a merit-based career advancement system. They also provide the basis for the inclusion of students with disabilities in the mainstream education system and bolster the use of evidence in the decision-making processes by introducing coherent national standards for students in primary school and setting up a new model for a national assessment that will provide essential information for system evaluation.

⁵⁴ As a result of the rebuilding, around 200 children enjoy a safer, warmer and disability-friendly environment which is less expensive to operate.

⁵⁵ The programme supported the development of easy to read and understand manuals for parents coming from disadvantaged communities, such as the Roma one.

Neglect, a set of indicators have been established to monitor the situation of violence against children.

Another area of significant UN contribution has been the reforming of the *social protection* system. The agencies have provided expertise in developing the new law on social protection. They have assisted the government to revamp the design and administration of cash benefits and social support and care services. The introduction of case management in Centers for Social Work (CSW) and other institutions is considered a major prerequisite for the success of the ongoing social protection and social welfare system reform. With UN support, the Government has introduced protocols and manuals for professional on case management and has adjusted the terms of reference for social workers in CSWs to better reflect the use of case management in practice. To reduce child poverty rates in the country, the UN worked with the government to improve the adequacy and coverage of child benefits resulting in a 20-fold increase of the number of children benefiting from child allowances (i.e. from around 3,500 children in 2018 to over 60,000 in 2019). In partnership with MLSP, the UN supported the establishment and enlargement of alternative foster care services for children without parents and parental care and children with disabilities and the development of standards and norms for family-based services (such as standards for foster care services). In partnership with MLSP and non-government organizations, the UN ensured the safe transition of children without parents and parental care from institutional care to community-based care, such as small group homes.

In support of *persons with disabilities*, the UN has provided multi-sectoral support to promote the inclusion of people with disabilities in social services and employment (the employment dimension was reviewed in the earlier sections of this report). It has supported the roll-out of WHO's "International Classification of Functioning" methodology, which transforms the way people with disabilities are assessed on the basis of their potential and ability. This has led to a faster pace of de-institutionalization of both people with disabilities and children, as well as the development of alternative services, educational and employment opportunities. Guidelines for the move from institutional care to community-based services were developed to support the reformation of the social welfare system, including the development of alternative forms of support for persons with disabilities. The UN provided expertise for the drafting of the Strategy for Deinstitutionalization and its Action Plan⁵⁶ and the preparation of the transformation plans for the closing of institutions and transfer of beneficiaries from institutional to non-institutional care.⁵⁷ With funding from the UNPRPD disability fund, a multi-agency intervention supported the actual transformation of the Banja BANSKO Institute through the process of de-institutionalization, which

⁵⁶ This support was provided as part of the EU technical assistance for de-institutionalization in social sector. The strategy and action plan can be found [here](#).

⁵⁷ UN engaged experts for preparing transformation plans for the following public institutions: Institution for babies and children without parents and parental care (0-3 years) "Majcin Dom Bitola"; Institution for children without parents and parental care (3-18years) "11ti Oktomvri"-Skopje, Public Institution for Children with Social Problems and Disrupted Behaviour '25 May; Rehabilitation Institution for Children and Youth Topaansko Pole, Public Institution for rehabilitation Banja BANSKO Strumica and Special Institute Demir Kapija.

included rehabilitation services for 23 people with disabilities.⁵⁸ Transformational plans were developed to facilitate the transition to independent living for persons with disability and children without parental at Banja BANSKO and Demir Kapija institutions. In addition, the UN ensured the provision of specialized professional support to 66 adults from Demir Kapija in their preparatory process for resettlement from institutional to community-based living with support and 7 adults from Banja BANSKO institution in their resettlement from institutional life to independent community-based living with support according their individual needs and capabilities. The UN for the first time has focused on sexual and reproductive health and needs and gender-based violence of persons with disabilities, addressing both “demand” and “supply” for these services. Efforts entailed revision of training curricula for in-service health professionals on family planning and health system prevention and response of gender-based violence, as well as training of health professionals surrounding Banja BANSKO, where the majority of PwDs were accommodated.

De-institutionalization has become a significant Government commitment, with plans to transform all the institutions in the country and providing institutionalized children and adults, including people with disability, with alternative services.⁵⁹ Work in this area has been driven by the goal of ending the placement of children under three in large scale institutions in the country, which has been largely achieved. De-institutionalized children are now either reunited with their families with better support services, fostered, adopted or in small group homes that replicate family life, supported by community-based alternative care services. Transformation plans have been developed with the aim to repurpose the vacant premises of former institutions, further strengthening and capacity development of staff in the new settings, and development of programmes for work with children. The UN has trained over 480 personal and educational assistants to ensure that adults with disabilities are better able to participate in their communities and to enable the children with disabilities to have the support they need to attend mainstream schools. Further, the UN has supported the development of the Integrated Case Management methodology and provided related training for over 500 CSW and ESA professionals throughout the country. In addition to this, it has delivered training to social service providers involved with institutional care and Person-Centered Plans for independent living in the community, on topics such as working in the community, team work, understanding decision making for people who lack capacity and associated topics. In addition to this, the UN has supported the establishment of the Centre for Vocational Rehabilitation of persons with disabilities, whose purpose is to facilitate their employment. Staff from the center provide persons with disabilities with an integrated set of services aimed at improving their soft and hard skills and giving them work-related experience.

With the support of the Swiss Agency for Development and Cooperation (SDC), the UN has supported the transfer of the successful *Spanish ACCEDER* model that aims at labour market integration for ***Roma people*** and other groups facing similar risks of social exclusion. Support has

⁵⁸ These services included a capacity assessment and provision of tailored psycho-social and training support to improve skills and promote labour market inclusion.

⁵⁹ There is a Government commitment to have all children under 3 out of institutions by 2020.

been provided for establishment of a Roma Integration Center through which provide labour market integration services. Also, a lot of awareness raising and educational work has taken place with the Roma people to enable them to access available cash benefits more effectively.

In cooperation with the authorities, the UN has provided considerable support to *migrants and refugees*.⁶⁰ At the policy level, the UN has supported the drafting of the Law on International and Temporary Protection and Strategy for Integration of Refugees and Foreigners (2018-2028)⁶¹ and the country component of the Regional Refugee and Migration Response Plan. The UN has also supported the authorities with a legal analysis of the legislation in relation to reduction and prevention of statelessness and the drafting of Standard Operating Procedures for dealing with unaccompanied minors and foreign children. At the practical level, the UN has maintained a presence along the border line with Greece and Serbia to track the movement of unregistered refugees and migrants and support with identification and referral of vulnerable individuals, as well as the establishment of a systematic identification system. The UN has monitored the reception facilities for asylum seekers and supported development of reception standards to adequately address the asylum seekers' specific needs. In partnership with the Government and civil society organizations, the UN has supported the provision of basic medical and social assistance to refugees and migrants.⁶² More than 1,380 vulnerable individuals, including unaccompanied children and children at risk, single women and women headed households, elderly, persons with disabilities SGBV survivors, victims of trafficking have been assisted. Sexual and reproductive health services for women, girls and boys were among the first offered at the transit centers. Services were tailored to the needs of the affected population and the context of the crisis, thus were offered through mobile gynecological services at the transit sites, while key lifesaving equipment and medications were provided to maternities along the refugee route. Supports have also included legal aid⁶³ and occupational and income generation activities. More than 8,200 refugees and migrants have been provided with legal advice and assistance about the possibility of applying for asylum in the country. Legal aid has also been provided to stateless people. The UN has also supported the development of Standard Operational Procedures (SOPs) for the prevention of Gender-Based Violence in crises situations, SOPs for dealing with vulnerable categories of migrants, registration, screening and interviewing techniques, as well as SOPs for treating victims of human trafficking. Additionally, the agencies have supported twelve communities affected by the migration with small infrastructure projects agreed with the local population.⁶⁴ The UN has also supported the Centre for Human Rights and Conflict Prevention in

⁶⁰ Some 32,549 arrivals were documented in 2018.

⁶¹ The strategy is still pending adoption.

⁶² This includes a variety of health, psychological and social protection services. For example, the UN supported the establishment of child-friendly corners, ECD centers and mobile medical teams. It provided education support for a total of 283 children at the Gevgelija Transit Reception Center, 159 of whom attended pre-school education (0 to 5 years old) and 124 primary education (6 to 14 years old).

⁶³ Free legal aid for refugees and migrants has been provided through Open Gate-La Strada and Macedonian Young Lawyers Association.

⁶⁴ Some 181,658 citizens benefited from the local community projects implemented in twelve locations affected by migration movement.

raising the population's awareness about the plight and the cause of the refugees and migrants. In addition, the UN has provided training for 791 border and migrations officials in humanitarian border management and 60 crisis management personnel in camp management - ensuring proper management of drinking water, waste disposal in reception centers, etc. A variety of other trainings have been organized in this area focusing on strengthening the capacities of professionals dealing with trafficking with human beings, smuggling of migrants, humanitarian border management, gender mainstreaming in the border management, etc.

4) Environmental Sustainability

The UN has supported the country to improve the management of protected areas, reduce pollution, manage the risk of floods, improve waste management, strengthen land consolidation and develop "climate-smart" agriculture, reduce carbon emissions and change public attitudes and behavior. The environmental context and the efforts made by the country in the environmental sector are captured in the four editions of the UN's flagship report for North Macedonia "*Environmental Performance Review*".⁶⁵ The UN has supported the country to access *environmental and climate finance*, in particular the Green Climate Fund (GCF), the Global Environment Facility (GEF) and the Adaptation Fund (AF).

The UN has improved nature protection and promoted *sustainable use of natural resources*. This has been achieved by increasing the capacity of relevant management authorities, local self-governments and NGOs and by demonstrating the social and economic benefits of sustainable natural resource management. The demonstration took place in 25 protected areas, increasing the area of existing protected areas under improved management to about 190,000 ha. The UN has also supported the development of a Green Cadaster of the City of Skopje for better management with the public green spaces.

In cooperation with the EU, the UN has supported *land consolidation* efforts to overcome the fragmentation of agriculture land, increase farm sizes and establish the necessary agricultural infrastructure, leading to an increase of competitiveness and improvement of living conditions in rural areas. The UN has assisted the Ministry of Agriculture, Forestry and Water Economy (MAFWE) with the assessment of the relevant national legislation, development of recommendations for land consolidation measures and the preparation of the necessary legal amendments.⁶⁶ Two pilots were conducted to facilitate knowledge and skill transfer, along with capacity building of the ministry's staff on establishing an operational land consolidation programme.

⁶⁵ The review covers issues of specific importance to the country related to legal and policy frameworks, greening the economy, air protection, water and waste management, biodiversity and protected areas.

⁶⁶ The government was supported to analyze the law on land consolidation against FAO's Voluntary Guidelines on the Responsible Governance of Tenure of Land.

In the area of *agriculture*, the UN has also contributed to strengthening MAFWE's institutional capacity and administrative structures and helped the institution adopt Climate Smart Agriculture measures, including mainstreaming climate change adaptation into sectorial planning. National agricultural education and research institutions have been supported to conduct research and agricultural assessments. MAFWE's departments and extension workers have been trained on climate risk analysis and climate-change adaptation. As a result, government institutional capacity and awareness on assessing climate-change impacts and identifying adaptation options has significantly increased. Further, the agricultural extension services of the National Extension Agency have been strengthened, by developing national modules of climate change and agrometeorology, disseminated through the Rural Development Network NGO. In addition, a set of curriculum modules on climate change and agrometeorology for agricultural secondary schools have been developed and included in the formal educational system, with the necessary training for teachers provided. The UN has worked to reduce the vulnerability of agriculture to climate change, particularly of smallholders and family farms. A plan was developed for aligning agricultural policies with climate change, and informed decision-making for improving infrastructure and on-farm investments. Assistance has been provided to the Hydrometeorological Service on weather forecasting through the installation of hydro-met equipment and training for its staff. This has improved farmers' decision-making and ensuring greater resilience of farms to natural hazards.

The UN has also promoted an *integrated river-basin management* approach and provided support for the implementation of the EU Water Framework Directive. Through such support, the Watershed Management Plan for the Prespa Lake was introduced – the first one in the country.⁶⁷ It is reported that thanks to these interventions over 80% of local farmers have adopted agro-ecological practices, the use of water for irrigation has fallen by nearly 60%, and the use of pesticides is down by 30 %. Water quality has improved and indigenous fish species have recovered. In addition, the local economy has benefited from a healthier ecosystem, with higher farming yields, better-quality crop and lower costs. All environmental protection and integrated watershed management functions have been successfully transferred to the Municipality of Resen. This approach has been replicated in the Strumica River Basin where the UN supported the improved operation of the existing dams/reservoirs for better flood control through sophisticated reservoir optimization models and training for the operators of the Turija and Vodoca dams. Rationalized water consumption coupled with the introduction of sustainable practices to reduce use of pesticides and fertilizers and the application of integrated pest control among fruit and vegetable farmers has resulted in the increase of land under improved agro-ecological farming practices from almost zero to 360,000 ha. In cooperation with the Global Water Partnership, key national institutions, local governments and CSOs, the UN has further supported the transboundary cooperation and integrated water resources management in the extended Drin River Basin. Key

⁶⁷ The plan has promoted sustainable agricultural techniques, built sewage collection and treatment facilities, introduced new solid waste management systems, protected at-risk habitats and restored ecologically important sites, and reduced erosion.

assessments and studies have been completed and serve as the basis for the development of the Strategic Action Programme for the Drini River Basin.

The UN has also assisted in the *sustainable management of forest resources*. Support is being provided to authorities for the establishment of a National Forest Inventory,⁶⁸ which will provide reliable information on forest resources for national planning and decision-making and help with the fulfillment of commitments under the Paris Climate Agreement and Agenda 2030. The UN has also provided support with the strengthening of capacity of staff in forest administration on wood energy issues, to overcome existing data and information gaps on wood biomass and wood fuel consumption.

In the area of *waste management*, four wastewater treatment facilities⁶⁹ have been supported, demonstrating the environmental and economic benefits of community-based wastewater treatment technologies. The UN has also been supporting the construction of the first EU-standard landfill in Gevgelija, which is intended to prevent the long-standing practice of dumping waste into the Suva River and demonstrate to other municipalities and regions that landfills need not be garbage dumps.

Air pollution has emerged as a serious environmental health threat in three cities – Skopje, Bitola and Tetovo – which in 2017 and 2018 were ranked among the top ten most-polluted in Europe. In this context, the UN has supported research of heating practices and air pollution which confirmed that inefficient household heating is contributing to the emission of harmful particles.⁷⁰ The study was used as an advocacy tool for mobilizing stakeholders to find solutions. These efforts have led to the development of a US\$ 2 m programme funded by the Government of Sweden for building a multi-stakeholder platform in resolving the air pollution problem and demonstrating of holistic area-based approach to reducing air polluting emissions from households in one neighborhood of Skopje.

In the area of *climate change mitigation*, the UN has provided support in the context of the Paris Agreement by strengthening the capacities of national institutions to prepare the National Communications/Biennial Update Reports on climate change. Support has been provided for the conceptualization of the framework for the monitoring, reporting and verification of GHG emissions, tracking of climate finance flows received and the impact of mitigation actions. With UN support, the country has developed its first gender/climate action plan that outlines concrete steps and responsibilities related to integrating gender considerations into subsequent reporting to the UNFCCC.

⁶⁸ A preliminary Land Cover Assessment on the land use situation in the country's forestry sector has been conducted.

⁶⁹ In Vevcani, Trnovo, Magarevo, Edrenikovo and Novo Konjarevo.

⁷⁰ The study confirmed that 45% of families in the capital contribute to the emission of harmful particles by burning wood or waste materials. Another study focused on the transport sector in Skopje as a source of air pollution and the identification of measures for reducing emissions.

The UN has also advocated for the management of *environmental risk factors* and their consequences, creating policies, improving the legislation and applying global experiences and standards. It has supported the country's preparedness and response to emergencies, including environmental health emergencies in the context of the International Health Regulations. Capacity building activities for strengthening of the inter-sectoral cooperation in the area of health and environment. With UN support, the country has taken steps to ratify the Protocol on Water and Health – a major pan-European policy instrument on water, sanitation and health, which envisages the establishment of a comprehensive surveillance and early-warning system for water-related disease, contingency plans and response capacities.

The UN made significant contributions in the area of *disaster risk reduction* (DRR). It has supported national institutions to improve flood risk management, accelerating the shift from purely reactive responses to floods to integrated systems to manage hazards, vulnerabilities and exposure of communities and assets in order to prevent and mitigate losses and alleviate the impact of floods. Flood risk governance has been strengthened in the Polog and Strumica regions, investing in flood risk reduction through the development of Flood Risk Management Plans and implementation of structural and non-structural measures, and enhancing disaster preparedness for effective response. The floods early warning system in Strumica Basin that was established with UN support, combines meteorological forecasts with real-time monitoring data on water levels in rivers and reservoirs, and sophisticated flood simulation and reservoir optimization models. The purpose of the system is to provide simulation of flood wave propagation in order to take timely management response and reduce flood risk. Similar early warning system has also been established in the Polog region/Upper Vardar Basin. Because of the cleaning of the priority canal network and targeted repairs of damaged embankments in the Strumica River Basin, the discharge capacity of rehabilitated canals has been increased by almost 50%, securing prevention of average annual economic loss of 50,000-100,000 USD, from future flood events with high probability of occurrence. In Pelagonija region over 230,000 people living in the six municipalities of the region have benefited from the prevention of average annual damage of over 2,000,000 USD from flood events. These benefits are the result of the protection of approximately 5,500 hectares of agricultural land, 35 hectares of urbanized area and industrial zone, and 10 hectares of transport infrastructure. The UN has also supported national capacities in formulating and implementing disaster risk reduction and management (DRRM) measures in the agriculture sector, by increasing the understanding of the DRRM approach and practices of the Post-Disaster Needs Assessment. A comprehensive analysis of the existing DRRM system in the country has been supported, which identified strengths, gaps and capacity needs for integrating DRR interventions into policy and legislation, enhancing the institutional set-up and mainstreaming Climate Change Adaptation (CCA) practices to build resilience and reduce vulnerability of farming communities to natural hazards, including droughts and floods. UN's advocacy for integrated river-basin-based flood risk management has resulted in improved public awareness and mobilization of large-scale funding. Mayors in the Polog region have established an inter-municipal collaboration for reducing flood risk and allocated funding in their respective municipal budgets. Donor organizations have

provided additional funding for the implementation of priority measures and actions for improved flood risk management in the Polog region. The UN has supported the establishment of an Urban Resilience Building Action Network in the south-east region as a network of DRR practitioners, local governments NGOs and academia. In the health sector, it has also supported capacity building activities for the implementation of the National Health Crisis Preparedness Plan, which included sexual and reproductive health in emergencies and supported the government in the organization of a full-scale simulation exercise.

5) Gender Equality

The UN has invested considerable resources and efforts in the promotion of gender equality. Annex XIII of this report provides an impressive list of gender-related initiatives undertaken by the UN agencies in the current programme cycle.

At the policy level, the UN has supported North Macedonia in the adoption of the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (Istanbul Convention), which was ratified in 2017 and entered into force in 2018. Furthermore, support was provided to the Government on drafting the ratification law and developing the Action Plan for the Implementation of the Convention (2018 – 2023).⁷¹ In line with the convention's standards and provisions, three Sexual Assault Referral Centers were established in hospitals in Tetovo, Skopje and Kumanovo.⁷²

Further, the UN has supported the establishment of the National Coordination Body on non-discrimination and the drafting of the Law on Prevention and Protection against Discrimination, which is aligned with international human rights standards. The UN has also supported the development of the National Action Plan on Gender Equality (2018-2020) and the National Strategy and Action Plan on combatting trafficking in human beings and illegal migration (2017-2020). Extensive advocacy has been deployed for the harmonization of the national legislation with the Istanbul Convention, which has involved CSOs. A gap analysis was conducted to assess the alignment of the Criminal Code with standards set in the Istanbul Convention. Cooperation agreements were signed with the Club of Women Members of Parliament and Parliamentary Commission on equal opportunities to intensify advocacy and advance the process of legislative revisions.

With UN support, progress was achieved towards the institutionalization of training on gender equality. In 2018, the Ministry of Information Society and Administration introduced two-mandatory e-courses on gender equality as part of its Learning Management System and by 2019 over 5,000 civil servants had completed the course. In addition, an online course on gender

⁷¹ The action plan envisages the harmonization of the legal framework, including amendment of the Criminal Code, in order to ensure that all forms of violence against women are criminalized and the definition of rape and other sexual crimes are in line with the standards in the Istanbul Convention.

⁷² Their services have been designed through a multi-sectorial approach, involving professionals from health, social, justice and police sectors, as well as NGO service providers.

mainstreaming and GRB was developed for local authorities in SEE, which is also available to local self-governments.⁷³ For the first time, the Government Strategic Planning Methodology has included gender-specific provisions and guidelines. The General Secretariat of the Government adopted a gender-sensitive Strategic Planning instrument, which is linked to the preparation of the strategic plans and the triennial budgets of the line ministries. Capacities of about 200 civil servants from 16-line ministries and 43 state institutions have been strengthened on gender mainstreaming in the strategic planning. Over 60 public administration representatives from line ministries/state institutions have been equipped with necessary skills and knowledge to apply GRB as a tool for policy and programme formulation and to develop gender budget statements for sectoral programmes.⁷⁴ At the local level, out of 21 municipalities that have been implementing GRB initiatives, 15 have allocated municipal budgets for direct implementation of programme activities that directly contribute to gender equality and empowerment of women.

As outlined previously in this section, UN activities in the area of employment have had a significant focus on increasing women's participation in the labour market. The Self-Employment Programme has been strong on gender mainstreaming, with a number of measures in support of increased employment opportunities for women. Further, as noted in the evaluation of UNDP's programme,⁷⁵ over 80% of those targeted by the Community Works Programme have been women, who have received training, on-the-job learning and work experience, enhancing their skills, increasing their self-confidence and improving their employability.

In the area of environment, the gender perspective has been weaker. There are exceptions, such as the work on protected areas where gender was mainstreamed in management plans or the work on the building of resilience to floods which included a gender-sensitive vulnerability assessment of people living in risk areas. It is also noteworthy that the UN has supported the Government in developing a gender-sensitive climate action plan, which identifies opportunities for integrating gender considerations into climate action and UNFCCC reporting. However, there is limited gender perspective on the rest of the activities in this area. Opportunities for better mainstreaming of the gender dimension are particularly significant in the area of disaster risk management, where women face greater risks and vulnerabilities. Relevant agencies would benefit from greater cooperation with some of the gender-equality platforms promoted by organizations such as UN Women.⁷⁶

⁷³ With UN support, the network of associations of local authorities in SEE- NALAS, as part its E-Learning Academy, launched an online course on gender mainstreaming and GRB.

⁷⁴ In 2018, all 14 line-ministries and three state institutions prepared and submitted to the Ministry of finance standardized gender budget statements.

⁷⁵ Independent Country Programme Evaluation for UNDP in North Macedonia, UNDP, 2019.

⁷⁶ For example, UN Women, in partnership with the United Nations International Strategy for Disaster Reduction (UNISDR) and the International Federation of Red Cross (IFRC), has developed a flagship programme "Gender Inequality of Risk" to reduce loss of lives and livelihoods and enhance communities' resilience to natural hazards in the context of climate change.

In the area of social protection, the UN has invested significantly in strengthening the response of national institutions to the sexual and reproductive needs of the population, as well as prevention and treatment of sexual violence. Service providers were supported to design and provide rights-based, gender-sensitive and non-discriminatory services for sexual and reproductive health, as well as a multi-sectoral response to violence and abuse to persons with disabilities in Strumica. Support was also provided for the development of minimum preparedness, such as specialized tools for gender-based violence during emergencies, a communication plan and the first ever simulation exercise that included sexual and reproductive health. General and specialist service providers were supported to implement the standards of the Istanbul Convention as well as the Global Guideline Essential Services Package for Women and Girls Subject to Violence. In addition, the UN has supported the development of data recording system intended for specialist service providers and cost assessment methods for provision of specialized services.

The UN has also supported the accreditation of training for medical service providers working on prevention and response to gender-based violence (GBV). UN agencies partnered to support the establishment of model sexual assault centers, with clearly defined protocols, aimed at supporting survivors of gender-based violence in line with the Istanbul Convention. Multi-sectoral and medical guidelines were developed and adopted. Training on multisectoral response to GBV and Clinical Management of Rape was organized for medical service providers, police officers, social workers, forensic medicine, justice sector as well as NGOs. The Ministry of Interior was supported to introduce a training module for gender sensitive provision of services to survivors of domestic violence as part of the regular curricula of the Police Training Center. In cooperation with OSCE, training on “*gender-based violence sensitive police procedures*” was provided to 150 police officers from 5 local departments of the Ministry of Interior and 791 border police officers and officials. Expertise has been provided for development of the first manual on harassment at work place, tackling also the sexual harassment that women face in the military domain. ToT training sessions on gender mainstreaming have been designed and delivered to the gender focal points of the Ministry of Defense and Army. An information campaign was organized to raise the awareness of vulnerable populations on the dangers associated with trafficking of human beings, with a particular focus on sexual and labour exploitation and child marriages. The UN joint campaign on violence against women “16 days of activism against gender-based violence” included a number of CSO-led activities and social media campaigns.

Capacities of CSOs have been strengthened to advocate in areas such as ending violence against women, provision of gender responsive services to survivors of gender-based violence, prevention of early marriages, use of human rights complaint mechanisms, trafficking in human beings with particular focus on THB for sexual and for labour exploitation and child marriages. As a result of extensive capacity building support, CSOs have demonstrated increased engagement with the UN Committee overseeing the implementation of the CEDAW, with over 30 organizations and networks providing contributions for the 2018 report. In addition, the first Communication to the CEDAW Committee in Geneva was submitted by a CSO. The national gender machinery was

supported to prepare jointly with the CSOs and other relevant institutions the national peer review report on Beijing plus 25, and to host the sub-regional consultations for Western Balkans and Turkey.

The UN has supported the Government in improving the land tenure related governance framework, including reducing existing gender inequalities in access to ownership and control over land. This includes support in undertaking reforms in the legal framework to promote women's equal rights to economic resources, ownership and control over land, with a focus on the adoption of legal reforms to promote women's rights to land as a crucial resource for poverty reduction, food security and rural development.

What has been the impact of all this work? Talking about impact is difficult for three reasons. First, the areas covered by the UN programme are broad and encompass a variety of issues and sectors which need to be examined individually. Second, at this stage the PSD cycle is still ongoing, whereas solid results will take years to materialize and become sustainable. Third, a rigorous quantitative assessment of impact requires a large amount of data collected through dedicated surveys, an exercise which falls outside the scope of this evaluation.

However, a few general remarks can be made here based on the qualitative information collected through interviews with stakeholders, and especially beneficiaries.⁷⁷ In certain areas, UN's footprint has been tangible and has contributed in concrete ways to results that have been noted throughout this report. This is the case, for example, in the area of employment and job creation, especially for vulnerable groups. Although there is no solid data to draw a generalized conclusion about this area at the national level, anecdotal evidence collected by UN agencies and the fieldwork conducted in the course of this evaluation shows that there have been visible achievements thanks to a range of active measures such as supports for personal and professional development, self-employment and employment, coaching and mentorship, support for independent living of persons with disabilities, assistance in daily life, education and health, etc. As has been already noted, about 4,800 jobs have been created as a result of these interventions, which for a small country such as North Macedonia is a considerable number. Contributions have been provided by improving a range of institutional structures (such as resource centers, ECD centers, renovation of kindergartens and clubs, etc.) where equal-access and free-of-charge services are provided for Roma children, persons with disabilities, youth at social risk, etc. This is an area that has benefited from a long-standing and well-rounded partnership of a number of UN agencies with MLSP and the Employment Agency at the national level and a range of partners at the sub-national level. Given North Macedonia's positive results on the employment of persons with disabilities, its experience is now being replicated in other countries such as Azerbaijan.

⁷⁷ I.e. self-employed and employed Roma people, persons with disabilities, former inmates, professionals working in the transit centers, professionals involved in Local Economic and Social Councils, local government units, etc.

Similarly, the process of de-institutionalization is an area where there has been visible impact thanks to sustained engagement by multiple UN agencies since 2000. North Macedonia has now made significant progress in this process and the experience has been transformative for the lives of the people involved. The UN has promoted the right to independent living for all people living in institutions by providing a model that includes a safe and well-planned resettlement, preparation and training of beneficiaries and staff, support with personal assistants (where needed), assistive devices for easy movement in the new environment, etc.

As outlined in the previous sections of this report, serious efforts have been made to improve the living conditions of Roma people through a range of measures focused particularly on children – i.e. establishment of early childhood development centers, improving access to quality pre-school education, etc. However, the impact in this area has been limited, given the large difference in enrollment rates in pre-school education between Roma and non-Roma children.⁷⁸

The decentralization process has been another area where the effects of UN interventions are visible. Interviews for this evaluation indicated that decision-making at the local level has improved, structures such as the Local Economic and Social Councils are playing an important role in the policy-making process, municipal services have improved to some extent in most domains (social, health, environmental and educational), Regional Development Centers have now the capabilities to play a greater role in planning, managing and implementing public services, etc.

Positive effects of UN's work can also be noted in the areas of management of sexual and reproductive health, natural resource management (which includes land, agriculture, protected areas, river-basin management, etc.), disaster risk management and early childhood development, where the changes at the level of institutions, policies and people's life experiences appear to have been quite tangible. The evaluation team was able to get a clear sense of these benefits based on the perceptions of the beneficiaries interviewed at the local level for this evaluation.

It should be re-emphasized here that those that have benefited the most from the UN programme have been the neediest and most vulnerable groups in the society. The interventions in their support have been concentrated, multi-sectoral and sustained over time. Although inter-agency coordination could have been stronger even in this area, the work of the UN system in North Macedonia is a good example of how this kind of support should be approached and delivered. In other areas, where impact has been weaker and activities fragmented, UNCT should start considering options and measures for how to further integrate and deepen its interventions in a manner that multiplies efforts and produces synergies that go beyond the modest contributions of a single agency. This matter will be further discussed in the next chapter of this report.

⁷⁸ The enrolment rate for Roma children in preschool education is less than 4% whether the enrolment rate to the overall population is 24%.

4.3. EFFICIENCY

This section provides an assessment of the efficiency of the PSD by focusing on key parameters closely associated with efficient management. The following are the main dimensions that will be examined:

- Operational efficiencies such as budget execution rates and timeliness of activities;
- Strength of cooperation within the UNCT which enables agencies to deepen interventions through pooled efforts and synergies;
- Quality of UNCT’s collaboration with the Government and Development Partners.

4.3.1. Operational Efficiencies

One aspect of efficiency is the adequacy of planning. Adequate planning is an essential prerequisite for efficient implementation because it allows organizations to sequence measures accordingly and allocate funding appropriately. One indicator of the quality of planning is the rate at which the budget is executed. The execution rate indicates the amount of money that was spent compared to what was planned initially. When expenditure deviates substantially from the plan, the implication is that planning has not been not adequate.

Table 9 below shows planned and executed expenditure by agency.⁷⁹ As can be seen from the table, for the 2016-2018 period, the total amount of money spent by all agencies shown in the table amounted to about 74% of what they had planned. The difference between planned and actual expenditure is particularly high in the 2017-2018 period. The table also shows that there is a lot of variety among agencies in terms of execution rates. These differences between planned and actual expenditure show that the agencies need to strengthen their financial planning process.

Table 9: Planned and Executed Expenditure by Agency (in USD)

Period	2016		2017-2018		2016-2018 Total	
	Planned	Executed	Planned	Executed	Planned	Executed
FAO	511,000	288,108	2,115,000	1,528,188	2,626,000	1,816,296
IAEA	-	-	-	711,746	-	711,746
ILO	826,900	574,360	1,967,617	867,100	2,794,517	1,441,460
IOM	1,413,344	1,590,684	4,392,826	1,755,298	5,806,170	3,345,982
OHCHR	28,000	26,563	151,000	28,000	179,000	54,563
UN WOMEN	758,200	662,200	1,268,940	930,058	2,027,140	1,592,258
UNDP	15,711,197	11,420,446	39,361,040	32,143,378	55,072,237	43,563,824
UNECE	87,000	10,000	100,000	86,000	187,000	96,000
UNEP	452,412	318,915	1,410,912	1,357,704	1,411,364	1676619
UNESCO	395,000	32,000	370,000	-	765,000	32,000

⁷⁹ The information presented in the table was provided by the agencies and compiled by the UNRCO.

Period	2016		2017-2018		2016-2018 Total	
Agency	Planned	Executed	Planned	Executed	Planned	Executed
UNFPA	1,249,000	428,100	566,000	764,200	1,815,000	1,192,300
UNHCR	-	6,281,670	6,156,200	2,034,409	6,156,200	8,316,079
UNICEF	7,990,000	2,912,540	3,588,940	4,881,035	11,578,940	7,793,575
UNIDO	958,800	98,841	1,038,800	-	1,997,600	98,841
UNODC	45,000	80,000	160,000	26,500	205,000	106,500
WHO	60,000	225,000	265,000	185,000	325,000	410,000
Joint Programme	-	-	1,500,000	-	1,500,000	-
Total	30,485,441	24,949,427	64,412,275	47,298,616	94,897,716	72,248,043

Going forward, it will be useful for the UNRCO to track expenditure at the level of the UNCT on a regular basis. For this it should establish the right monitoring mechanisms to be able to track overall expenditure across agencies. The agencies should cooperate by providing the information to the UNRCO on a regular basis and assisting with the analysis. The recently introduced corporate UN INFO tool⁸⁰ will hopefully enable the UNCT to track more accurately programme expenditures at the outcome level, but still this will require the establishment of an effective process around data collection and reporting. Efforts for better tracking of financial information should be combined with work on improving systems for evidence-based programming and implementation which will be discussed further in this report.

Another noteworthy dimension of efficiency is the quality of activity planning. In the framework of the PSD, the UNCT has agreed to use for each outcome area joint work plans, grounded in the PSD RRF. These joint work plans were initially developed on an annual basis (for 2016) and subsequently on a bi-annual basis (2017/18 and 2019/20). They specify short-term outputs, indicators, targets and performance benchmarks, roles and responsibilities, as well as the budget. The joint work plans are a reflection of the agencies' own plans of the countries, developed on the basis of bilateral negotiations and agreements with government and development partners. For the most part they are aligned with the PSD and the country priorities, as discussed in the relevance section of this report. However, when it comes to driving the real work of the UN on the ground, they are partially useful as collaboration is not the main driving factor in the planning of the programme for the agencies. This will be discussed in more detail in the following section of this report.

From the perspective of national partners, it seems that the planning tools that UN agencies use bilaterally with them are generally adequate. UNDP uses project documents through which it plans in specific terms activities, budgets, roles and responsibilities. Agencies like UNICEF, WHO and

⁸⁰ UN INFO is a planning, monitoring and reporting system that tracks the UN system's contributions at the country level. It is currently available to UN personnel only, but a public version of the system is expected to be available soon. (description from the UN Info website).

UNFPA use bi-annual or annual work plans which they sign on a regular basis with their government partners. Both models work well from the perspective of government counterparts, but one remark was that the longer the planning horizon, the better the preparation for the delivery process.

4.3.2. Cooperation within UNCT

With the approval of the PSD 2016-2020 and Government's formal endorsement of it, UN agencies (both resident and non-resident ones) adopted the "Delivering as One" approach, which mandates joint planning, reporting and implementation. Moreover, the approach foresaw applying a joint project implementation modality, wherever feasible, to promote efficiency and leverage their experience, expertise and resources. This approach is an important factor of efficiency because it allows for complementarities, synergies, savings, reduced transaction costs for the counterparts, and a range of other benefits. This was actually one of the main motivations behind the recent restructuring of the institution of the UN Resident Coordinator. Given the importance of inter-agency cooperation, how has collaboration within the UN family unfolded in the context of North Macedonia? This question will be the main focus of this section of the report.

The following is a quick examination of the main instruments that have facilitated inter-agency cooperation.

- ***Role of the PSD as a planning tool*** – While the agencies have their own planning tools agreed with their government counterparts, the PSD has served as an overarching framework that encompasses the work of all the agencies. The document is formulated in a broad fashion; rightly so because the way the system is set up does not allow the larger UN cooperation framework to fully drive the planning activities of the agencies. But the process is neither exclusively bottom-up, nor top down. A good degree of communication and discussion takes place in the UNCT with regards to planning, which always informs agency representatives of the big picture and how they fit in it. So, as an example, given the current PSD, UNDP chose to develop its Country Programme Document (CPD) and operationalize it through the Joint PSD outcome workplans, thus abandoning its Country Programme Action Plan (CPAP). It has also derived all its CPD outcomes from the PSD, with four outcomes copied from the PSD while the one on gender mainstreaming integrated across all four outcomes. Furthermore, it also included in its CPD a large part of the output indicators contained in the PSD RRF. This sort of alignment that has generally taken place in the context of the PSD is a good result, as far as planning is concerned, and has certainly facilitated the sharing of information and coordination. The question of collaboration through joint implementation and activities on the ground is a different matter that is discussed in the following paragraphs. From the perspective of UN staff, about 80% of the respondents of the online survey answered that the PSD has created complementarities among UN agencies. However, only 50% thought that the PSD has created a clearer division of labor among agencies. Further, less than 50% thought that the PSD has created a UN system that is more effective than the work of individual agencies. Also, less

than 50% thought that the PSD has contributed to better synergies among programmes of the agencies and only 25% agreed that the PSD has contributed to a reduction of transaction costs in their agency.

- ***Inter-agency coordination mechanisms*** – The joint coordination mechanisms between the UNCT and the Government such as the JSC and the Result Groups were described previously in this report. In addition to them the UNCT has established other internal coordination structures that facilitate cooperation across agencies. These include a *UN Communications Group* (UNCG),⁸¹ *Operations Management Team*,⁸² and *Gender and Human Rights Theme Group*. At the end of 2018, UNCT established two additional inter-agency groups – the *Monitoring and Evaluation Group* and the *Task Force on Air Pollution* (chaired by UNICEF and UNDP respectively). These groups are designed to serve as forums for the agencies to discuss programme and operational issues and make recommendations to the UNCT on matters of coordination, discuss ideas for new business practices, joint implementation, advocacy and communication activities, and so on. These groups have generally been useful, which was confirmed by participants during interviews for this evaluation. For example, some UN staff have found the UNCG to have been quite effective, given the number of successful events and campaigns its members have organized jointly. However, these common structures need to be further strengthened – especially the Results Groups which play a crucial role for coordination not only among the agencies, but also with government counterparts. First, the frequency of their meetings should be increased. It was not possible to obtain in the course of this evaluation a list of all JSC and result group meetings that had taken place in the current PSD cycle. However, many interviewees indicated that the results groups need to meet more often. Second, these meetings should be better attended by the agencies themselves. Some of the agencies do not attend these meetings regularly, thus their operations remain to some extent unknown to the other agencies. By not attending these meetings, they are also missing out on useful information shared in the meetings and opportunities for joint activities. There is also diversity in how these groups perform. For example, the social inclusion group seems to be meeting more regularly and be better attended than the environment group, where certain key agencies are not participating effectively. Third, attendance by government counterparts is not strong. There is an opportunity here for better engagement with government representatives, but for this to happen the results groups have to be made interesting enough for them to present

⁸¹ UNCG is an interagency team coordinating UN advocacy and communications, which has been functioning since 2006. The UNCG operates based on a TOR developed in accordance with the Guide to Communicating as One. The TOR describes the UNCG structure, responsibilities and roles of UNCG members. It serves as a framework for efficient coordination, information exchange, planning and implementation of joint communications activities. UNCG follows the principles of “Communicating as One.” The objective of “Communicating as One” is to improve coordination of communication among United Nations agencies within the country context, in support of the shared objectives outlined in the PSD document. UNCT has also developed a Communications and Advocacy Strategy, which is implemented by the UNCG.

⁸² OMT’s role is to identify measures that contribute to the harmonization of business procedures and strengthening of cooperation around common services.

an incentive to government officials to attend. The need for better functioning of the results groups was also reflected in the UN staff who responded to the online survey organized for this evaluation. More than 40% of them did not think that the PSD result groups has convened regularly and had been an important instrument of coordination.

- ***Role of the Resident Coordinator*** – The office of the Resident Coordinator is another important mechanism of UN coordination at the country level, especially in light of the recent restructuring of roles and responsibilities within the UNCT. Given the enhanced coordination mandate of the UNRC institution, the UNRCO has now an opportunity to strengthen all the coordination mechanisms, including the key ones highlighted throughout this report. About 50% of UN staff who responded to the online survey indicated that the RC Office has played a crucial role in coordinating agencies. About 85% thought that the recent restructuring of the RCO function is a positive development that will strengthen UN coordination and effectiveness.
- ***Joint Instruments*** - The UNCT has also developed some joint instruments. For example, a Communications Strategy outlines joint communication and advocacy activities. Another useful joint instrument that could be developed at the level of UNCT is a joint Resource Mobilization Strategy, serving as a guiding tool for the agencies' resource mobilization efforts.
- ***Joint infrastructure*** – Another no less important factor that has facilitated cooperation among some of the agencies is the premises they have shared – UNRC, UNDP, UNFPA, OHCHR and UNODC. Such close physical proximity enables daily contacts that contribute to increased trust and partnerships.

The inter-agency coordination mechanisms outlined above relate to planning. When it comes to implementation on the ground, one key question that comes up is how these arrangements have helped UN agencies to cooperate and to what extent they have engaged in joint work. This is particularly pertinent to the UN system in North Macedonia where agencies have rather stretched mandates (as described in the previous sections),⁸³ but quite small budgets. Given the trade-off between depth and breadth that individual agencies face, it seems that one of the best ways to resolve the dilemma and create the more depth (and impact) is through synergetic efforts with sister agencies, with each agency deploying their comparative advantage.

First, it should be noted that there are different types of cooperation that the agencies could forge. At the lowest level, they could exchange of information and knowledge. At a higher level, they could share contacts or give other agencies access to their networks. But they could further share inputs – staff, equipment, premises, etc. At the highest level, agencies could implement jointly towards shared objectives. These levels of cooperation are summarized in Box 8 below.

⁸³ Largest agencies in the country such as UNDP, UNICEF, FAO, etc., cover rather large areas.

Box 8: Levels of Cooperation

The following is a brief description of the levels of cooperation, listed in the order of increasing intensity.

- Cooperation takes place through the sharing of information (lessons learned and knowledge).
- Cooperation could take place by sharing not only knowledge and lessons, but also contacts and networks. For example, one agency that is already established in an area provides another agency with access to government partners, NGOs, academia, international expert networks, etc.
- Cooperation takes the form of shared inputs, which may be staff, equipment, project premises, etc. For example, an agency may use another's infrastructure (such as offices and vehicles) in a particular location where it has no presence.
- Agencies contribute to shared objectives and strategies which makes their activities fully cohesive and synergetic. They work closely together to avoid overlaps and specialize in different activities that are fully synergetic. Efficiency gains, in this case, are the highest as agencies reinforce each other's work.

In the current PSD cycle, most inter-agency cooperation has taken place at the first three levels – agencies have shared information and networks, knowledge and lessons learned, premises, etc. But there have also been some joint efforts at the implementation level. This has been particularly the case in the de-institutionalization process where many agencies have cooperated in a sustained fashion and for many years now to produce tangible results for people needing social protection. This is the area that has actually seen the only joint project by UN agencies in the current programme cycle. UNDP, UNFPA, UNICEF and UN Women have implemented a joint project on deinstitutionalization focused on the Banja BANSKO institution.⁸⁴ Through this initiative, the agencies have demonstrated through area-based pilot activities that community services for PwDs are more effective and less expensive than services provided by residential institutions. Box 9 below provides a more detailed summary of how the various agencies have contributed to the de-institutionalization process in a coordinated fashion.

Box 9: Agency Cooperation in the De-institutionalization Process

In 2017, the Government of North Macedonia, with support from national and international partners, committed to complete the ongoing de-institutionalization process, whose focus is on the transition of institutional care to community-based care and support adjusted to the specific needs of the person. The main goal of this process has been to provide conditions for equal access to quality social, education, health and employment services for persons with disabilities. In this complex process, the focus has been on changing service delivery approaches, mindsets and behaviors of professionals working in the institutions, persons with disabilities, their families, friends, local communities and the wider population. The concept that has been promoted is that each and every single individual gets to live independently and needs to be

⁸⁴ The joint initiative was funded by the UN Partnership to promote the Rights of Persons with Disabilities Multi-Donor Trust Fund (UNPRPD MDTF).

included in the community. From the very beginning of the de-institutionalization process, especially during second phase of deinstitutionalization, the UN agencies have been the main counterparts of the Government.

- ***Developing polices, laws, strategies related to the deinstitutionalization and reforming the social protection system***

UNICEF has provided expertise in developing the new law for social protection. It has assisted government to revamp the design and administration of cash benefits and social support and care services. To help reduce staggering child poverty rates in the country (about 30% in 2017), UNICEF has supported the government to improve the adequacy and coverage of child benefits resulting in a 20-fold increase of the number of children benefiting from child allowances, i.e. from around 3,500 children in 2018 to over 60,000 in 2019. UNICEF has also supported development of standards and norms for family-based services: such standards for foster care services.

- ***Changes in the institution (building the vision, creating the atmosphere, democratization, making a transformation plan)***

UNICEF and UNDP were involved in building a new vision, strategies and plans for transforming the social protection system and the development of a comprehensive plan for the establishment of new community-based services for persons with disabilities. For instance, both agencies have provided support for the drafting the new Strategy for De-institutionalization and its Action Plan (as part of the EU technical assistance support for the deinstitutionalization process in social sector) and the preparation of transformation plans for the closure of institutions and transfer from institutional to non-institutional care.

UNICEF has supported the preparation of transformation plans for following institutions:

- Institution for babies and children without parents and parental care (0-3 years) “Majcin Dom Bitola”
- Institution for children without parents and parental care (3-18 years) “11ti Oktomvri”-Skopje
- Public Institution for Children with Social Problems and Disrupted Behaviour 25th May
- Rehabilitation Institution for Children and Youth Topaansko Pole.

UNDP has supported the preparation of transformation plans for:

- Public Institution for Rehabilitation Banja BANSKO Strumica
- Special Institute Demir Kapija

- ***Preparation of the beneficiaries for transition from institutional to community-based care***

UNICEF has supported MLSP to complete the safe transition of babies, children without parents and parental care, children at social risk from institutional to community-based care such as small group homes. It has actively involved the beneficiaries in process of identifying a new place for living. MLSP in collaboration with UN agencies has conducted comprehensive planning for the transition of adults with disabilities from Demir Kapija and Banja BANSKO

Strumica. In this context, UNDP has supported 66 adults from Demir Kapija in their preparatory process for resettlement from institutional to community-based living with support. UNDP, UN Women and UNFPA have supported the transition of 7 persons with disabilities from the Banja BANSKO-Strumica institution to community-based services: by providing financial support and assistance in finding apartments, equipping-furnishing the apartments, professionals-personal assistants engagement, preparation of persons with disabilities, strengthening the capacities of the service providers and raising the awareness of the wider local community. In parallel to this, UNDP in has provided financial and technical support to NGO Izbor Strumica to develop a Vocational Rehabilitation Centre for the provision of integrated services, such as health, social, education and employment services.

- ***Development of community provision - assessing needs, establishing new services, networking, local action groups, micro projects, and finally of consolidation of the new network.***

UNDP supported the development and implementation of the Community Works Programme (CWP). Through this programme, UNDP has promoted the establishment of local partnerships for the provision of social services by vulnerable groups in providing care services to vulnerable end-beneficiaries, predominantly elderly, preschool children and persons with disabilities. Under CWP, caregivers were engaged on a part-time basis to provide services to adults with disabilities so that they are able to better participate in their communities. So far, around 80 assistants have been trained and provided unified services at local level. Within this programme, UNDP has introduced a new profile for support of children with disability enrolled in mainstream schools. So far, 474 assistants have been trained and engaged on a part-time basis as personal and educational assistants to enable children with disabilities to have the supports they need to attend mainstream schools. UNICEF has provided financial support for the translation and roll-out of the International Classification of Functioning methodology, a key step in the transformation of the way in which people with disability are perceived in their communities, allowing an openness to opportunities with the removal of barriers that hinder their capacity to participate in community, employment and education. UNICEF has supported MLSP on the promotion, establishment and enlargement of alternative child care service-foster care services for children without parents and parental care and children with disabilities.

- ***Establishment and strengthening of community and family-based services.***

UNDP has taken an active role in the provision of community-based services for persons with disabilities. In 2017, UNDP started the process of development of community-based rehabilitation services, with 24 persons with disabilities in Banja BANSKO Strumica. In addition, UNDP and UNICEF have developed the methodology for integrated case management under the Centre for Social Work and Employment Centers at the national level. UNDP and UNICEF have also provided training for professionals from CSW and ESA on how to develop an integrated, custom-tailored model for offering social services to all individuals in need. Further, UNDP, UNICEF, UN Women and UNFPA have supported the multi-sectoral transformation in Strumica region in 2018. The agencies have supported the transformation of the Banja BANSKO Institute in support the de-institutionalization process and wider community and educational support for children and families of children, as well as girls and women with disability in the region. UNFPA has supported the provision of rights-based, gender-sensitive and non-

discriminatory services for sexual and reproductive health and a multi-sectoral response to violence and abuse to persons with disabilities in Strumica (developed training materials - modules and delivered trainings of health professionals on the health sector response to violence and abuse, including their gender-based aspects, including sexual violence for people with disabilities and as well training for family planning). In addition to this, UNFPA together with the NGO HERA, worked on raising awareness about sexual and reproductive rights and SRH services for persons with disabilities. Also, UN Women, worked on enabling service providers (social workers, police officers, public prosecutors, NGOs) to design and provide a non-discriminatory, gender-sensitive multi-sectoral response to intimate partner violence or abuse experienced by persons with disabilities.

- *Preparation, guidance, mentorship support of professionals working in the institutions for providing new types of person-centered community-based services.*

UNDP has assisted with training for social service providers which deliver institutional care and to those living independently in the community on various topics such as developing individual plans, working in the community, team work, understanding decision making for people who lack capacity and associated themes. UNICEF has supported with training for teachers, school administrators and state education inspectors in Strumica for implementing and monitoring inclusive education.⁸⁵ Moreover, UNICEF developed informational materials for families of children with disabilities on how to respond to the needs of children with disabilities while ensuring focus on social inclusion. It also provided training to potential foster families and their preparation to foster children, including families ready to foster children with disabilities.

Besides the joint project in support of de-institutionalization, there have also been a number of joint activities (not projects in the sense of a single well-structured intervention). The following are some key examples:

- UNDP and UNFPA have jointly supported the establishment of Sexual Assault Referral Centers. UNDP supported the refurbishment of the facilities and provision of furniture and equipment, whereas UNFPA supported the development of guidelines for multi-sectoral response to GBV.
- WHO and UNFPA supported the review of the National Preparedness and Response Plan during Emergencies in the health sector (which for the first time included preparedness for and response to sexual and reproductive health and gender-based violence during emergencies), with input from other UN agencies such as UNHCR, UNDP, UN Women, and the Human Rights Advisor.
- UNDP and UNICEF have collaborated on introducing case management techniques and promoting cooperation through the integrated case management system for social services and employment services.

⁸⁵ 26 State Education Inspectors were trained in the following modules: Concept of disability, Concept of Accessibility, Inclusive educational team, Assistive technology, Individual educational plan and formative grading.

- UNDP and UNICEF have collaborated on introducing personal and educational assistance services.
- UNDP and UNICEF have also collaborated in the development of transformation plans for social protection institutions.
- UNDP, UN Women and UNFPA have collaborated on the gender equality agenda, which has been particularly relevant in advocacy efforts leading up to the ratification of the Istanbul Convention and the organization of the annual “*16 days of activism against gender-based violence*” campaigns.
- UNDP and IOM worked jointly on the construction of the solid waste landfill in Gevgelija.
- WHO, UNFPA and UNICEF have jointly assisted the Government in assessing the causes of infant mortality and designing a joint action plan to reverse neonatal mortality trends, while improving pregnancy outcomes and child health.
- UNICEF and UNFPA have jointly supported the State Statistical Office in the implementation of the Multiple Indicators Cluster Survey (MICS).
- IAEA and WHO have conducted the first ImPACT review mission which assessed the national cancer capacities and needs.
- UNFPA has provided training on perinatal care for the staff of two maternity hospitals, using WHO standards and materials with a view to create reliable research system in response to the underreported/misreported but still preventable maternal deaths and related deaths of newborns.

The agencies have also cooperated in the conduct of research and the development of knowledge products. The following are some key examples of such cooperation:

- Multi-sectoral SOP for GBV in emergencies, developed through a collaboration of WHO, UN Women and UNFPA and used as reference material for existing Guidelines and Protocols of the Inter-Agency Working Group for SRH in Crisis.
- Concept for Integrated Case Management for persons at risk of social exclusion - UNDP, UNICEF
- National HIV/AIDS Strategy with Action Plan (2018 – 2022) - WHO, UNFPA
- National Health Crisis Preparedness Plan (2016) - WHO, UNFPA
- Assessment report on reversing neonatal mortality trends and improving pregnancy outcome and child health - WHO, UNICEF, UNFPA
- National Master Plan for Perinatal Care (2019) - WHO, UNICEF, UNFPA
- First national report on perinatal mortality audit (2019) - WHO, UNICEF, UNFPA.

For all these good examples of effective cooperation, there is potential for greater efficiencies by further undertaking more joint activities (trainings, communications, advocacy, operations, etc.),

and especially joint programmes.⁸⁶ The following are some areas where, based on research and interviews for this evaluation, there are opportunities for stronger cooperation.

- **Gender** – Given the cross-cutting and normative nature of gender mainstreaming, UNCT could cooperate more effectively around it, not only with regards to advocacy and awareness-raising, but also in the joint development of gender-sensitive legislation (i.e. gender-based violence), implementation of international commitments, activities targeted to the economic empowerment and political participation of women, position of women in the context of DRR, agricultural adaptation, and a range of other topics like these. The UNCT could adopt a joint *gender advocacy and communication strategy* and *work plan* adapted to North Macedonia’s context. The agencies could also strengthen joint external communications on gender to ensure consistent messages and information and promote gender equality in external communications.
- **Cross-sectoral Analytical Products, Strategies and Assessments** – Cooperation could be further strengthened also by producing more analytical products jointly and by undertaking more analytical exercises such as assessments and reviews. This is a prolific area of work for the agencies in which they could create significant synergies by working more closely together.
- **Advocacy, Awareness Raising and Communications** – There is also potential for synergies in the conduct of joint advocacy activities, especially around important issues such as gender equality, disability, prevention of gender violence, and so on. The agencies are already doing some of this (i.e. the “16 Days of Activism” campaign, mentioned above) and the development of a joint Communications Strategy is a good start. But given the significant scope of these activities, which can be seen in Annex XII showing all awareness raising campaigns and activities conducted in the course of the PSD, there is potential for closer cooperation. Ultimately, the objective should be for the agencies to deliver to external audiences stronger one-voice messages on key issues.
- **Trainings** – Another area that could benefit from stronger cooperation is the conduct of trainings. To achieve this, the agencies could do more to assess training needs and design and deliver training programmes jointly. This will obviously not be possible in every area, but there are topics that could involve the same training principles, approaches and for which the content could be delivered jointly. These are areas like human rights-based approaches, results-based management, gender mainstreaming, etc. The UNRC office

⁸⁶ A missed opportunity, for example, was pointed out in UNDP’s Independent Country Programme Evaluation (2019), which noted that the reconstruction of the kindergarten in the municipality of Shuto-Orizari would have benefited from consultation between UNDP and UNICEF.

could play a more active role in this process by promoting and organizing joint training programmes and capacity development events.

- ***Resource Mobilization and Partnerships*** – The agencies could also coordinate more closely fundraising activities and partnerships, including cost-sharing with government entities. It is important to avoid competition for donor funds, government cost-sharing or partnerships. Some competitive pressures were noted during this evaluation with regards to vertical funds in the environmental sector (such as GCF, GEF, etc.). Better coordination of resource mobilization efforts at the UNCT level will help ease such competitive pressures among UN agencies. Given the country’s middle-income status, joint government cost-sharing could provide incentives for joint programming among the agencies. So, it will be beneficial for the agencies to approach this matter in a more coordinated fashion. The UNRC Office could play a major role in coordinating resource mobilization.
- ***Other Cooperation Opportunities*** – There are other cooperation opportunities of a more substantive nature which seem to remain untapped. For example, there seems to be scope for further integrating activities under outcome areas one and three (employment and social inclusion). Both sets of activities have a primary focus on disadvantaged groups, so it is natural that employment and other social services could be delivered as a more integrated package of supports. This is particularly relevant at the local level, where a lot of these interventions have taken place. The process of de-institutionalization which is now being conceived in the context of a more integrated area-based development approach is a good example of how this integration could be achieved. This will ultimately require not only further integration of an individual agency’s portfolios, but also stronger inter-agency collaboration where each agency brings its best to the table. Similar areas with significant potential for joint work are migration, process of decentralization, air pollution, climate change, etc. They encompass a number of sectors and themes at the national and sub-national levels.
- ***Sustainable Development Goals*** – Another area with significant potential for inter-agency action is the promotion and achievement of SDGs. Given their cross-sectoral nature, the SDGs could be a strong mechanism for facilitating closer cooperation among the UN agencies. Further, the mainstreaming of SDGs into national planning and budgeting processes requires stronger coordination among all agencies. However, although most agencies have had certain activities directly related to the SDGs, the process at the national level has not gained adequate momentum. Coordination on the SDGs at the level of national institutions is insufficient. The country does not have a sufficiently well-defined SDG framework. It also lacks a sound platform for tracking SDG-related activities and the achievement of national goals. For all these reasons, UNCT coordination around the SDGs

has been limited. This opinion is also shared by many UN staff who responded to the online survey. About 55 of survey respondents thought that the mainstreaming of SDGs into the national policy, planning and budgeting process is not done sufficiently well. Further, more than 40% thought that work around the SDGs was not coordinated sufficiently among UN agencies. Despite the challenges, the SDG agenda seems to be gaining more interest from the Government,⁸⁷ creating opportunities for the UNCT to identify integrated solutions focused on priority problems. There are many opportunities for cooperation here. For example, they could jointly support the establishment of a strong system for monitoring progress on SDGs (including the development of an SDG database). It would also be useful for the UNCT to organize a MAPS (Mainstreaming, Acceleration and Policy Support) mission to identify key sectors for acceleration of SDG implementation and demonstrate UNCT contributions to the 2030 Agenda and set up a longer-term horizon for the agencies' joint efforts towards achievement of the SDGs. There are also any opportunities for joint advocacy and awareness-raising activities targeting the awareness of partners and citizens of the SDGs. The UNRC is already planning support to the government in the preparation of the Voluntary National Review (VNR) for submission to the 2020 High-Level Political Forum (HLPF) on sustainable development. This is another area where cooperation among all agencies will provide a good example and significant value-added.

- ***EU Integration Process*** – With the latest changes in the political realm, the EU integration process is another area that presents UNCT with many opportunities for cooperation and joint activities. These opportunities are not only financial in nature – given the significant funding that will be available to the country in the accession process – but also around more integrated interventions driven by the EU agenda. There is also an opportunity here for the agencies to jointly support the Government in integrating the EU accession priorities with its upcoming SDG agenda.

To recap this discussion, achieving stronger cooperation is not an easy feat, given the way the UN system at the country level is structured and the lack of strong incentives for collaboration. Also, the agencies' use of different rules and procedures makes cooperation at the level of implementation quite challenging. However, it is possible for the UNCT and the government to introduce incentives for more joint activities by the agencies in partnership with their national counterparts. The identification of specific measures falls outside the scope of this report, but various instruments exist out there which could be explored by the UNCT (i.e. government co-financing linked to joint programming criteria, establishment of a national SDG pooled fund for the financing of joint activities, etc.). UNRCO could also organize training for agency staff on joint programming and implementation, as well as team building, to make agency staff to feel more comfortable with team work at the UN level. It would also be useful to share with agency staff

⁸⁷ This was confirmed in a number of interviews with government officials in the course of this evaluation.

good examples from other countries where inter-agency cooperation has been more intensive and has produced good results.

4.3.3. UNCT's Collaboration with the Government and Development Partners

Another indicator of efficiencies is the quality of UNCT's collaboration with the Government and development partners. Stronger collaboration means more synergetic interventions and fewer duplications and overlaps.

1) Coordination with the Government

The UN is a well-established and long-standing partner of many government and non-government actors in the country. The agencies have provided important contributions to their counterparts in a variety of areas. Agency representatives are involved in key policy processes, which has led to the establishment of strong bilateral partnerships. This was confirmed by interviews for this evaluation in which most government representatives stated that the partnership with the UN had allowed them to achieve things they would have not been able to achieve on their own. Overall, the UN has certainly a good reputation and high visibility among government officials both at the national and sub-national level. The value of these partnerships is also demonstrated by the amount of money (cost-sharing) that government entities have allocated for projects with UN agencies.

While individually the agencies have established good relations and strong cooperation with their respective counterparts, the cooperation at the UNCT-Government level as a whole can be further improved. A number of interviewees brought up the need for stronger coordination between the Government and the UN system. There are a number of challenges that constrain this coordination. First, the political instability that has prevailed for the first half of the PSD cycle has created many changes within government structures, making it difficult for the agencies to engage efficiently. Further, inter-governmental coordination remains weak, both horizontally and vertically. This is particularly the case with organizations that are led by different political parties.

Given the lack of a strong SDG national framework and coordination mechanism, it has been difficult for the UN to engage the Government in a comprehensive process of coordination and consultation. The best avenue for such engagement remains the PSD JSC and the results groups. But as has already been noted, these structures remain inadequately attended by government representatives and serve primarily as coordination structures for the agencies.

Given that the political situation in the country has now stabilized, there is an opportunity to strengthen coordination at the UNCT level with the Government. Further, given the country's middle-income level status and the reduction of core resources allocated by the agencies' respective headquarters, it will become more and more essential for the agencies to build partnerships with government partners on the basis of cost-sharing.⁸⁸ This is difficult – and not

⁸⁸ Most UN staff responding to the survey listed limited funding as the greatest challenge for their organization.

surprisingly 60% of UN staff who responded to the survey thought that the prospects of the government providing cost-sharing are unlikely. However, it is possible and actually is the only sustainable path forward for the UN in the country. But for it to happen, agencies have to stay extremely relevant and competitive and have to offer services for which government partners are willing to pay from their budgets.

2) Coordination with Development Partners

The same argument about the importance of inter-agency cooperation can be extended to UNCT's partnerships with development partners engaged in supporting the country's development process. Such partnerships gain further prominence in light of the agencies limited core funds, which makes it important for them to build partnerships with development partners.

The country has an established donor coordination system,⁸⁹ overseen by the Secretariat for European Affairs (SEP).⁹⁰ It consists of a High-level Donor Coordination Forum and Donor Coordination Working Groups, both of which involve government entities, UN agencies and development partners. There are other additional donor coordination structures led by the government. For example, the Ministry of Environment and Physical Planning is the GEF Focal Point (Global Environmental facility), and the Deputy Prime Minister in charge of Economic Affairs is the National designated Authority (NDA) for coordination and endorsement of the projects for the Green Climate Fund (GCF).

The prevailing view among relevant stakeholders is that coordination between government and development partners is generally weak. The working groups do not meet regularly and coordination functions only at the level of information sharing. Development partners have stepped up in some areas to improve coordination. For example, the Delegation of the European Union has established a donor coordination working group on regional development and municipal governance. UN agencies too have tried to complement the role of the Government by holding coordinating events in the areas where they have the greatest involvement. Also, the UNRC has provided contributions in certain areas. For example, regular donor coordination meetings on gender have been organized over the past few years, co-hosted by RC and UN Women and attended by donor agencies, embassies and development partners.

Despite the limitations with the existing donor coordination mechanisms led by the government, the UNCT has opportunities for a much bigger role in this area. First, the UN system can further support the government in improving its coordination capabilities. In their respective sectors, the agencies can play a major role on the coordination of development assistance. Without sidelining the government, the UNCT can also play a greater coordinating role in the thematic areas where the agencies have the greatest involvement. This is the case particularly at the sub-national level where the UN has a strong presence, history and relationships with government and non-

⁸⁹ It should be noted that this mechanism was established with the UN's help in 2009.

⁹⁰ SEP is responsible for the alignment and coordination of development aid with the national agenda and priorities.

governmental actors. There are also opportunities for stronger coordination with the EU, which is North Macedonia's main development partner and drives the reform agenda in many areas. As noted already, there is an opportunity for linking the EU accession agenda and the SDGs, which in itself will ensure greater alignment of the work of the UN system and the UN. But the two organizations could also work more closely together in areas where both have substantial engagement – i.e. decentralization, regional development, management of natural resources, climate change, agriculture adaptation and productivity, flood risk management, etc.

4.4. SUSTAINABILITY

Sustainability is a broad concept that can be assessed in different ways. In this section the focus will be on those elements that appear to be most crucial for the sustainability of UNCT interventions in the context of North Macedonia. At the most basic level, it should be noted that the PSD's alignment with government policies and its responsiveness to the country's needs and priorities (both of which have been already discussed in previous sections) ensure a degree of sustainability because the impact achieved by the agencies will last beyond the interventions. Further, the work on the development of policy framework and establishment of data systems in many areas supports the foundations of good sectoral policy making, which is an essential requirement for sustainability.

However, there are other aspects of sustainability that are less straightforward, but equally important. The ones that are more relevant to the PSD in North Macedonia and which will be reviewed below are: i) policy implementation; ii) pilots, replication, and institutionalization; iii) sustainability of programme funding; and, iv) behavioral change.

4.4.1. Policy Implementation

UN's work in this cycle has had a significant focus on the development of policies across a range of sectors and areas. This was highlighted in the previous section's overview of the main contributions of UN agencies in the current cycle – especially in the areas of employment, disaster risk management, climate change, protected area management, social inclusion, local governance, health, decentralization, gender equality, etc. But this major focus on policy development can also be seen more explicitly in Annex IX of this report which provides the full list of policies, programmes and laws that have been developed with the support of UN agencies. As can be seen from Annex IX, in the current PSD cycle the UN system has supported the development of 122 policy instruments (strategies, plans, draft laws, etc.). This number is simply enormous and represents an incredible amount of energy, effort and resources expended in support of North Macedonia's policy framework. The contributions are immense in each outcome area and are provided by all agencies. Furthermore, some contributions in this area are the result of joint cooperation among agencies (as highlighted in the previous section on efficiencies).

The significant size of this work has important implications for the sustainability of UN interventions. Getting changes embedded at the level of formal policies or laws is a crucial requirement for sustainability, because it creates obligations for public institutions and actors to act on the prescriptions of those laws and policies. However, it is not enough - what matters ultimately is to get those laws and policies implemented in an effective fashion. The implementation of the existing legal and policy framework is a serious challenge that North Macedonia, as well as many countries in the region, face. While many laws and policies are already in place – and some of them of a very high quality, resembling European legislation and policy and formulated with the support of some of the best international experts – only a section of them

gets fully implemented. Weak implementation was brought up as a challenge for government and non-government partners many times during interviews for this evaluation. Weak implementation has an impact on the sustainability of UN’s support for policy reforms because in such situations these reforms are unable to convert outputs (such as policies, strategies, plans, etc.) into ultimate outcomes (practical results for the common citizen). As can be seen in the figure below, the analysis, formulation and monitoring and evaluation of policy is not enough – it is crucial that policies get implemented. Effective implementation requires that the respective organizations, be they governmental or non-governmental, possess the capabilities (financial, human, administrative, political, etc.) that are required to implement.

Figure 7: Policy Cycle



A number of elements are required to be in place to support implementation. First, it is necessary to have actions plans which spell out specific measures and activities that will be undertaken to ensure the implementation of a policy. In many cases, this implies practical action plans. Although not all strategies and programmes supported by the UN have specific action plans, the agencies have recognized this problem and have supported the development of a number of action plans across sectors. Box 8 below provides a list of key actions plans developed with the support of UN agencies in the current PSD cycle.

Box 10: Action Plans Development with the Support of UN Agencies

- The following are some of the key actions plans developed with the support of UN agencies in the current PSD cycle:
- National Action Plan on Gender Equality
 - Action Plan for implementation of the Istanbul Convention
 - Second Biennial Update Report on Climate Change
 - Gender and Climate Change Action Plan
 - Floods Risk Study and Action Plan for Skopje
 - Flood Risk Management Plan for Strumica River Basin
 - Flood Risk Management Plan for Polog Region
 - National Public Health Action Plan
 - National Action Plan for prevention and control of NCDs
 - National HIV/AIDS Strategy with Action Plan
 - National Nutrition Action Plan
 - National Healthy Ageing Action Plan
 - National Antimicrobial Resistance Action Plan
 - National Action Plan on alcohol control
 - National Action Plan on Health and Environment
 - National Action Plan to Optimize Hepatitis surveillance, estimations, and national programme development and monitoring of Hepatitis

- National Strategy and Action Plan for Primary Health Care
- Action Plan for Small and Medium-sized Enterprises
- Action Plan on Youth Employment
- National Action Plan on Employment
- National SRH Action Plan
- National Action Plan for De-institutionalization

Action plans too are necessary, but not sufficient instruments for the implementation of policy. Implementation also requires that the respective organizations have full availability of funds to carry out the required activities. Thus, for action plans to be fully implementable and results sustainable, it is necessary for activities to be linked to specific budget allocations from the Government budget. Even in this regard, the UN agencies have made certain important contributions. For example, UN Women has promoted extensively gender-responsive budgeting at the municipal level to ensure that gender-related commitments get the required financing from municipal budgets. UNICEF has increased its focus on public finance management and budget allocations for children in key social sectors. In the area of municipal financial management, UNDP has promoted innovative approaches such as partnerships with the private sector, introduction of municipal bonds for capital investments, and the establishment of new municipal revenue instruments.

However, grounding some of the programmes into a sustainable financing model is often a challenge. For example, UNDP’s Independent Country Programme Evaluation (2019) noted that “the sustainability of UNDP interventions in the area of local governance remains a major concern. The sustainability of the newly created services remains uncertain, as municipalities are often unable to shoulder the costs themselves once the support ends, particularly in the context of the high level of debt that municipalities have accumulated over the years.” Another example is from the Strumica River Basin Restoration work after the floods. The same evaluation report noted that “*despite impressive short-term results, sustainability was weaker as no financing mechanism at central level is in place to ensure the regular maintenance of the basin is carried out.*”

So, the major point here is that all agencies need to focus further on linking policy making a lot more closely to the Government’s public financial management (PFM) system. For this, the agencies should strengthen their capacity and engagement with the PFM process and the Ministry of Finance.⁹¹ Starting from the programme design stage, the agencies should take a more systematic approach to policy-making, by providing support for the full spectrum, including implementation. Policy and strategy should be consistently linked to the budget. The agencies should also strengthen the systems that track broader results, rather than inputs/outputs and assess more rigorously the sustainability of achievements. Care should also be taken that the agencies support the implementation capabilities of the Government and do not act as substitutes to

⁹¹ The Ministry of Finance was not met for this evaluation, so this point has not been validated from the perspective of the Ministry of Finance.

compensate for the Government's shortcomings in its implementation capabilities by becoming implementing agents of government bodies.

4.4.2. Pilots, Replication and Institutionalization

The activities of the agencies in the current programme cycle have had a significant focus on innovations and piloting. The basic assumption behind these activities is that successful initiatives will be replicated, scaled up and institutionalized. The idea is that UN agencies are not in the business of themselves solving North Macedonia's problems, but helping local partners find effective solutions to those problems. Annex XI of this report shows an impressive list of pilot initiatives that have been pursued in the context of the PSD. Besides promoting innovative pilots through its activities, the UN has also supported the City of Skopje to establish an Innovation Lab.⁹²

There have been a number of examples, where piloted schemes have become institutionalized as part of formal government structures funded through the state budget, thus ensuring their sustainability in the long-run. For example, as a result of UN's long-standing engagement with MLSP and the Employment Agency, the flagship programmes "Self-employment Programme" and "Community Works Programme" have been integrated in the national employment strategy and the Employment Operational Plan. The City of Skopje Innovation Lab is fully funded by the City's budget for all years after its establishment in 2016 with donor funding. Another example of good piloting and replication approach is the experience with the Integrated and Inclusive Development Plans, which were first tested in ten municipalities with EU funding before being expanded to 30 additional municipalities with SIDA funding.

Besides such positive examples, there are also initiatives for which it is not always obvious how they will be replicated and scaled up. Some pilots do not get fully integrated into national structures, which can then take them forward sustainably, but remain operated by the UN (granted, not all pilots are expected to be successful and hence replicated). Overall, there is a need to design pilot initiatives more carefully to ensure that they become systemic, scaled up or replicated and that effects do not remain limited in scale and scope. Crucial for the scaling up of piloted interventions is that their design include a clear plan for what is expected from the pilot initiative and how they are expected to be replicated.⁹³

The agencies should also establish an effective system for tracking the performance of pilot initiatives over time – the lessons they generate during the piloting stage and the extent to which

⁹² The Skopje Lab is the first (local) government innovation lab in the country. It aims to foster user-driven innovations in the public sector based on systemic approach in sustainable organizational setting. It is located inside the City of Skopje's premises and is a platform that brings the city administration together with citizens, private sector and civil society to generate testable solutions to development challenges and design and test local policies.

⁹³ The plan should answer key questions such as: Under what timeframes? What resources will be required for the replication and scaling up? There is also a need for longer term planning and scenario building exercises that may not necessarily cover the period of one programme cycle.

they get replicated and scaled up. Information about pilots and replication was not easily available or sufficient in the reporting documents reviewed for this evaluation. More statistics on this will be useful not only for the UN, but also for partners and donors. As part of the monitoring and evaluation system, the UNCT should track pilot initiatives over time and after a pilot’s lifetime. The UN should also focus more on documenting results, lessons, experiences, and good practices so that they are shared more widely, replicated, and scaled up. The UNRC Office should coordinate more closely the approaches taken by the agencies on piloting. It could also play a more active role in the tracking of these pilot initiatives across agencies over time.

4.4.3. Sustainability of Programme Funding

The availability and sustainability of funding for the UN programme in the country emerged as one of the main challenges in the survey and discussions with UN staff. This challenge is related to the fact that, due to its upper-middle income status, North Macedonia does not attract much donor interest, while core funding from the respective agencies remain quite limited. Some agencies operate entirely on donor-based funding for the programming in North Macedonia. Another challenge is the weakness of the private sector, which remains unable to contribute to social or environmental causes, and thus does not represent significant potential as a source of funding for the UN programme.

This precarious financing situation has major implications for the sustainability of UN’s work in the country. In these conditions, government cost-sharing seems to be the most sustainable funding option for many of the UN agencies going forward. As shown in the table below, a number of agencies have already received cost-sharing from the government in key area of government interest such as employment, health, environment, etc. Since the beginning of the PSD cycle, the amount of government financing (cost-sharing) has totaled to about USD 28 m. The table below shows that the majority of co-financing has been provided by the Ministry of Labour and Social Policy for social inclusion and inclusive employment activities. Other contributors have been the Ministry of Environment, Ministry of Local Self Government, Local Self Government Units and Ministry of Health. It should be noted here that co-financing from the City of Skopje in this period has been approximately US\$ 1.5 m – a considerable amount relative to its budget.

Table 10: Government Cost-sharing for 2016-2019 (in USD)

Government Institution	Total	Percent
Ministry of Labour and Social Policy	25,490,594	90.8%
Ministry of Environment	227,411	0.8%
Ministry of Local Self Government	762,705	2.7%
Local Self Government Units	1,554,186	5.5%
Ministry of Health	53,671	0.2%
Total	28,088,568	100%

Going forward, the UNCT needs to expand its financial capacity to respond to the demands of national partners for support and expertise. Measures towards this should be spelled out in a cohesive Joint Resource Mobilization Strategy at the level of the UNCT. Government co-financing should be an integral part of this strategy, followed by partnerships with IFIs and the private sector. In this area, the UNRC Office could play a bigger role in coordinating the agencies.

4.4.4. Behaviour Change

Another major area of work for UN agencies during the PSD period has been support for the organization of a range of information-sharing and awareness-raising activities. Annex XII of this report provides a list of more than 70 such activities organized by the agencies. These are typical advocacy and information-sharing activities usually undertaken by UN agencies in many countries. Their main purpose is to change the behaviour of targeted agents, be they in the government, in a community or the society at large. Some of the initiatives reviewed for this evaluation have had an impact on behaviour, which seems to have been measured and reported by the respective agency. For example, UNICEF's nationwide campaign "Every Child Needs a Family", designed to mobilize new foster families and support community-based alternatives to institutional care, resulted in a 33% increase in the number of foster families. However, while many of these activities have played a major role in informing target audiences and raising their awareness on specific issues, certain initiatives are not driven by a clear strategic approach that is centered on changing a particular behavior. The observation that these types of interventions lack a clear focus on behaviour emerged in some of the interviews and questionnaires with the agencies in the course of this evaluation.

This is a large area that falls outside the scope of this evaluation, but the main point here the agencies should be more cognizant of the fact that information-sharing and awareness-raising are not done for the sake of sharing information only, but for the purpose of ultimately changing people's behaviors and communities' social norms. So, when designing such initiatives, it is important to identify in clear terms the types of behaviors that are targeted and the channels through which behavior changes are expected to occur. This requires more thinking about the type of desired behavior and the identification of well-defined audiences whose behavior will be targeted. The agencies should also identify specific information that has the potential to shift behavior and the channel through which it will be transmitted to the targeted audience. The packaging of information is important, but channel of transmission matters equally.

Therefore, it is important to identify role models whose opinion matters to the audience and subsequently how the role model's opinion will be deployed to change behavior. It is also important to recognize that individuals operate in a social environment, and as such their behavior is significantly shaped by prevailing social norms. Therefore, the agencies need to carefully take into account and understand the social norms prevailing in their areas of work and in the specific community targeted by their interventions.

Some of the agencies have already taken steps in recognizing the importance of behaviour change at the level of individual and communities. UNICEF, for example, has promoted the use of behavior insights in some areas of its work such as education and social welfare. It has also supported the establishment in the Ministry of Education an analytical unit focused on behavioural insights. Box 11 below further illustrates the use of an effective approach by UNICEF for shaping awareness and behavior at the local level on child abuse and neglect.

Box 11: UNICEF’s Campaign against Child Abuse and Neglect

UNICEF has sought to re-universalize human rights for children in the perception of the public, by reaching out to traditional religious leaders to garner support for our campaigns and the reforms, and by reaching out and listening to communities away from the capital.

The first example of this is the #ParentingIsAlsoLearned campaign which sought to break the taboo and open up a public discussion on violence against children, including neglect and sexual abuse – topics that had never been publicly discussed before. UNICEF briefed key stakeholders on plans before hand and presented evidence from the global and national research on Adverse Childhood Experiences to make them aware of the costs to society of violence against children. Upon field testing with diverse review groups, digital materials were launched. The language was changed from the preachy “ENDviolence” or “Stop hitting children” to a narrative of “Parenting is Also Learned” – which recognizes that parenting is difficult and challenging, that there is good evidence of which approaches are better for our children and that if we apply them our children will do better.

The most innovative approach, however, was the public town hall meetings in five locations which were very well attended (several hundred people at each) and represented the first time that people had ever participated in a public discussion on parenting, violence, abuse and neglect. The events were designed as an engaging combination of entertaining facilitation, emotionally compelling—yet positive—children’s performance, followed by Ted Talk style presentations by the UNICEF Representative and two or three national experts on parenting, attachment and social and emotional development of children, and finally, a panel, comprising all speakers, fielding questions from the audience. This proved to be an essential ingredient contributing to the success of the events, as it demonstrated willingness to be in communities far from the capital and engage with people who very rarely feel like they are listened. Indeed, the honest conversation seemed to win popular support for what could have been a controversial campaign in which conservative or populist forces could have argued that the sovereignty of the family is intruded. Another lesson learned here is that when attachment, adversity and violence are discussed in a non-threatening way, people really identify with it and recognize it in themselves, their family and their community. This may be the way to gain momentum and advance #ENDviolence.

Overall, the main point here is that the area of information-sharing and awareness-raising is complex and requires careful thinking and strategizing. Recent research on social psychology provides interesting insights about this area of work which various development organizations

have started to apply in their activities. The approach noted during this evaluation in the activities of some agencies seemed more simplistic, focusing on carrying a certain message to an audience, without reflecting profoundly on behavior elements and strategizing about potential instruments that can be deployed to change behavior. Therefore, the UNCT could consider not only strengthening cooperation in the organization of joint events, but also jointly approaching this area more strategically in the new cooperation framework.

CONCLUSIONS

The discussion presented in this report leads us to the following conclusions about the major strengths and advantages of the PSD in the cycle in question:

- Overall, the Partnership for Sustainable Development has been quite relevant – aligned with Government priorities and responsive to the country’s most pressing needs. One very essential feature of the programme has been its focus on vulnerable and marginalized groups. This is one of the most targeted UN programmes when it comes to disadvantaged sections of the society – and it fully meets UN’s “no one left behind” requirement. The upcoming programme should maintain the present focus on vulnerable groups.
- The PSD has also been responsive to the changing context and the situation in the country. The political changes of 2017 have created new opportunities for the UN which the agencies have exploited quite effectively. Further, the migration crisis posed a significant challenge to national institutions and the UN agencies were able to step up to this challenge and provide significant support to the Government, migrants themselves and the communities affected by the crisis. This can be considered a major area of success for the UN in the country.
- Another important feature of the work of the UN in the country is the fact that it has had a significant footprint not only at the national level – working closely with the central government – but also at the local level, working with local authorities and communities across the country on a range of issues. As interviews for this evaluation revealed, the work of the UN is greatly appreciated at the local level and in certain areas it has been transformative.
- In certain areas, the footprint of the UN has been significant and has contributed in a tangible way to results that have been noted throughout this report. This is particularly obvious in the area of employment for vulnerable groups where the engagement of the UN has been ongoing since 2007. This area that has benefited from a sustained and well-rounded partnership of a number of UN agencies with MLSP and the Employment Agency at the national level and a range of partners at the sub-national level. Given North Macedonia’s positive results on the employment of persons with disabilities, its experience is now being replicated in other countries such as Azerbaijan.
- Also, the process of de-institutionalization is an area where there has been impact thanks to sustained engagement by multiple UN agencies since 2000. North Macedonia has now made significant progress in this process and the experience has been transformative for the lives of the people involved.
- Positive effects of UN’s work can also be noted in the areas of management of sexual and reproductive health, climate change, disaster risk management, natural resource management (which includes land, agriculture, protected areas, river-basin management, etc.), disaster risk management and early childhood development, where the changes at the level of institutions, policies and people’s life experiences appear to have been quite tangible. The evaluation team was able to get a clear sense of these benefits based on the perceptions of the beneficiaries interviewed at the local level for this evaluation. In these areas the agencies have created

significant depth and have built strong partnerships with the relevant authorities, which allows them to further contribute in these areas by building on existing foundations.

- It should also be noted that the list of policies and programmes that have been developed by national institutions with the support of UN agencies is very impressive. The list is a testament to the huge amount of effort and resources that have gone into the development of these instruments.

For all the strengths listed above, the work of the UN has also encountered challenges. This is normal in a development context where the purpose of the presence of the agencies in the country is to help resolve convoluted development problems. The following are key areas in which the agencies could focus their attention in the coming programme cycle with the aim of identifying measures for improvement.

- While individually the agencies have established good relations and strong cooperation with their respective counterparts, the cooperation at the UNCT-Government level as a whole can be further improved. For the UNCT to resemble more to a single body, further cooperation is needed at all levels of programme design and implementation. At a basic level, the results groups could play a more active role through better attendance by all agencies and by attractive more active participation of government representatives. At a higher level, there are opportunities for more joint programming among the agencies. Although a number of joint activities have taken place in the course of this programme cycle – as documented in this report – joint implementation remains limited. This report has outlined some opportunities that appear to be feasible for joint implementation based on evidence recovered through this evaluation.
- A major area of work that will benefit from greater attention from the UNCT as a whole – rather than individual and fragmented activities – is support to the Government on the adaptation and pursuit of SDGs. This is an area in which North Macedonia appears to lag behind most countries in the region. This situation presents many opportunities for engagement for the UN as a whole. Given the country's state of progress, there is an opportunity to learn from the mistakes and successes of other countries and applying those lessons to chart a path that will lead to rapid progress in this area. The best path forward with the SDGs will be to have an inter-agency approach coordinated by the UNRC.
- Also, there are opportunities for closer cooperation with the EU at the level of UNCT. Stronger coordination at the level of the UN presents advantages not only for the agencies, but also for the EU which faces higher transition costs when dealing with each agency separately. While bilateral interactions will remain in place nevertheless, it will be useful to explore a format of coordination and consultation with the EU at the UNCT level.
- With regards to planning, the upcoming UN cooperation framework presents an opportunity for a more adequate framing of the indicators and targets to be pursued by the UNCT in the country. Care should be taken to select meaningful indicators that reflect the important work that is taking place on the ground and show in unambiguous terms the results that are being achieved. Where needed, the UN should support the government produce the data and statistics

that are necessary to measure progress. Policy making – whether by the Government directly or with UN’s support – should be driven by clear evidence grounded in rigorous information.

- Going forward, it will be important for the agencies to identify sustainable sources of funding – in particular, cost-sharing from the government and resources from the private sector. The resource mobilization process could benefit from stronger coordination among agencies, facilitated by the UNRC Office. Further, partnerships with the private sector could be explored more systematically. The private sector can be harnessed as an agent of change, especially in the areas of employment social protection.
- While the support that the agencies have provided on the development of policies and programmes is impressive, in the upcoming cooperation framework the UN should pay greater attention to the challenge of implementation. Furthermore, the scaling up of pilot initiatives should be tracked more adequately to ensure that lessons learned can be used elsewhere.

This evaluation also provides an opportunity for drawing some important lessons from the experience of the UNCT with the current programme. The following are a couple of key lessons from the perspective of the evaluators.

Lesson 1: A key lesson that can be drawn from the experience of the UNCT in this programme cycle is that close cooperation between UN agencies emerges usually in those areas where there is a clear reform agenda, underpinned by a clearly identified problem and a strong commitment by the Government for change. So, in this case, areas such as de-institutionalization or employment of persons with disabilities were areas that have seen real commitment for change by the Government, which has created the space for different agencies to contribute on the basis of their expertise and experience. Where Government commitment is weaker, it seems that there are fewer incentives for the agencies to cooperate closely together. National ownership, therefore, seems to be an important factor that shapes the interaction of agencies at the country level.

Lesson 2: Another lesson is that the UN system can become rapidly relevant and provide a major contribution in an area where it has had minimal engagement before. In the case of North Macedonia, this was the case with the area of migration where the UNCT has provided significant contributions that are highly appreciated by all stakeholders. Migration is an exemplary area where the Un agencies have worked very well not only with their respective government counterparts but also with each other. The main point here is that where there is a clear need in an area where the UN does have the capacity and experience to support, it is possible for the agencies to get together, coordinate effectively and deliver in cooperation with each other.

RECOMMENDATIONS

Based on the evidence and analysis presented throughout this report, this evaluation provides the following recommendations for the consideration of the UN agencies and their counterparts (governmental and non-governmental).

Recommendation 1: Strengthening Inter-agency Cooperation

Despite the challenges of joint implementation due to the agencies' different corporate rules and procedures, there are many opportunities for closer cooperation that the UNCT should take advantage of. The following are some possible measures for the consideration of the agencies (as well as their counterparts, where relevant).

- ***Result Groups*** – The UNCT has significant opportunities for strengthening inter-agency cooperation mechanisms, especially the Results Groups, which are crucial not only for coordination among the agencies, but also for coordination with key government counterparts. The following are some potential measures that could be considered by the partners.
 - The frequency of result group meetings could be increased, which would make the information shared in them more timely and relevant. These meetings should also become more effectively institutionalized by strengthening the tracking of their decisions and the reporting of their results (including quality meeting minutes).
 - Agencies themselves should commit to better attendance of the results group meetings. This is not only part of the “Delivering as One” to which they have committed in principle, but also carries practical benefits for them. Agency management should institute incentives at the agency level for this to happen.
 - UNCT should identify incentives that will make result group meetings more attractive to government counterpart – despite the opportunity cost that they entail for overworked government staff. This evaluation does not prescribe any specific measures for this – it will largely depend on the specifics of the context and the relationships with the government agencies. So, this is up to the UN agencies and their Government counterparts to determine.
 - Another suggestion for the consideration of the UNCT is to open the result group meetings to civil society organizations which play a crucial role in the respective areas. This will enrich the quality of the debate and also bring stronger coordination with this important part of the society.

- ***Joint Programming*** – In partnership with the Government, UNCT should identify and institutionalize incentives for the agencies to engage in joint programmes, taking into account the agencies' respective mandates and rules and procedures. While it is up to the partners to decide what would work best in North Macedonia's context, potential options that could be considered from the experience of other countries include government co-financing

conditional on joint programming, establishment of SDG pooled funds for the financing of joint activities, etc.

- **Gender** – Given the cross-cutting and normative nature of gender mainstreaming, UNCT should cooperate more effectively around it, not only with regards advocacy and awareness-raising, but also through the joint development of gender-sensitive programmes and legislation (i.e. gender-based violence), implementation of international commitments, activities targeted to the economic empowerment and political participation of women, position of women in the context of DRR, agricultural adaptation, and a range of other topics like these. The UNCT could adopt a joint *gender advocacy and communication strategy and work plan* to adapted to North Macedonia's context. The agencies should further strengthen joint external communications on gender to ensure consistent messages and information and promote gender equality in external communications.
- **Cross-sectoral Analytical Products, Strategies and Assessments** – UNCT should also strengthen cooperation around the production of analytical products. There is potential for undertaking more joint analytical exercises such as assessments and reviews. This is a prolific area of work for the agencies in which by working more closely together they could create significant synergies through their comparative advantages.
- **Advocacy, Awareness-Raising and Communications with a Focus on Behavioural Change** – Driven by the ultimate goal of behavioural change, the agencies should also find ways of cooperating more actively in the conduct of joint advocacy activities, especially around important issues such as gender equality, disability, prevention of gender violence, and so on. To the extent possible, the agencies should explore ways of delivering to external audiences stronger one-voice messages on such key issues.
- **Trainings** – Another area that could benefit from stronger cooperation is the conduct of trainings. To achieve this, the agencies should seek to identify jointly training needs and design and deliver training programmes jointly. This will not be possible in every area, but for topics that involve the same training principles and approaches the agencies should identify opportunities to deliver joint training. Areas where this could be feasible are human rights-based approaches, results-based management, gender mainstreaming, etc. The UNRC office should play a more active role not only in coordinating, but also organizing some of these joint trainings for agency staff. UNRCO could also consider the organization of trainings on team building, working together, joint implementation, etc, aimed to make agency staff feel more comfortable with team work at the UN level. UNRCO could also share with agency staff good examples from other countries where inter-agency cooperation has been more intensive and has produced good results. Follow-up should be incorporated to see whether capacities have indeed been developed and any knowledge and skills gained applied in practice.

- ***Resource Mobilization and Partnerships*** – The agencies should also coordinate more closely fundraising activities and partnerships, including cost-sharing with government entities. They should avoid competition for donor funds, government cost-sharing or partnerships, by coordinating transparently their interactions with government partners and donors. In particular, the agencies should explore ways to approach Government cost-sharing in a more coordinated fashion. The UNRC Office should play a greater role in coordinating resource mobilization activities. In particular, a joint resource mobilization strategy at the level of UNCT is recommended by this evaluation.
- ***Other Cooperation Opportunities*** – UNCT should explore ways for further integrating activities under outcome areas one and three (employment and social inclusion). Both sets of activities have a primary focus on disadvantaged groups, so it is natural that employment and other social services could be delivered as a more integrated package of supports. This is particularly relevant at the local level, where a lot of these interventions have taken place. The process of de-institutionalization which is now being conceived in the context of a more integrated area-based development approach is a good example of how this integration could be achieved. This will ultimately require not only further integration of an individual agency’s portfolios, but also stronger inter-agency collaboration where each agency brings its best to the table. Similar areas with significant potential for joint work are migration, process of decentralization, air pollution, migration, climate change, etc. They encompass a number of sectors and themes at the national and sub-national levels.
- ***Sustainable Development Goals*** – The UNCT should strengthen cooperation around the SDGs. Under the UNRCO’s coordination, the agencies should agree on a clearer division of labour in the area of support for the promotion and implementation of SDGs. Given their cross-sectoral nature, the UNCT should explore ways of turning the SDGs into a mechanism that facilitates closer cooperation among the agencies. For example, the UNCT should explore the feasibility of joint UN support to the Government for the establishment of a more adequate system of monitoring of SDGs progress (including the development of an SDG database). Another instrument that the UNCT could consider jointly is the organization of a MAPS (Mainstreaming, Acceleration and Policy Support) mission to identify key sectors for acceleration of SDG implementation. The UNCT should also jointly identify opportunities for joint advocacy and awareness-raising activities targeting the awareness of partners and citizens of the SDGs.
- ***EU Integration Process*** – The UNCT should explore opportunities for greater engagement with the EU at the level of the UN. One option that could be explored is a format of coordination and consultation with the EU at the UNCT level. But UNCT should also explore opportunities for closer cooperation with the EU in areas where both organizations have

substantial engagement – i.e. decentralization, regional development, management of natural resources, climate change, agriculture adaptation and productivity, flood risk management, gender mainstreaming, etc. Another opportunity that the UNCT should explore is coordinated support at the UN-level for the Government’s efforts towards EU accession. This should also be complemented with support for the integration of the national SDG agenda with the EU accession priorities.

Recommendation 2: Data and Programme Design & Monitoring

A number of recommendations derived from this evaluation are related to the design of the upcoming UN programme framework and the monitoring of progress through the effective use of data and evidence.

- If there will be quick progress with the adoption of a national SDG framework, the UNCT should ground the upcoming programme results framework in the national SDG framework.
- To make the RRF more practical and user-friendly, in the upcoming framework the number of indicators should be reduced and the focus should be on those that are most meaningful and more directly related to the work of the UNCT. Also, care should be undertaken to have a results framework that is underpinned by a stronger logic of disaggregation – not only by gender, but also by other relevant demographics (given the significant focus of the programme of specific social groups).
- The new cooperation framework document will benefit from the articulation of a solid Theory of Change that connects the different pieces of work that the agencies carry out into a unified and cohesive framework. A UN-level theory of change will enable the agencies to identify in clearer terms opportunities for collaboration, mechanisms of cooperation, and channels through which expected change will take place at the level of policies, institutions, communities and individuals.
- UNCT should also establish a more comprehensive monitoring system at the UN level, under the coordination of the UNRCO. The monitoring system should encompass not only results, but also performance indicators such as the ones discussed in this report. This should include monitoring mechanisms to track overall expenditure, progress with the piloting process over time, status of adoption and implementation of policy instruments, awareness-raising and information campaigns, etc. The agencies should cooperate by providing the necessary information to the UNRCO and assisting with the analysis.
- UNCT should also evaluate the results and impact of its work more frequently and in a more cohesive way – for example, through joint outcome evaluations focused on one sector or cross-agency programme or even evaluations like this one which encompass the totality of UN interventions.
- Going forward, UN activities should also strengthen its work in support of data collection, analysis and use by partners at the national and sub-national levels and fostering a culture of

evidence use in policy-making. The UN should work with national partners to strengthen the demand for data and its use in strengthening accountability in the public sector. Such focus will not only ensure better targeting of interventions to the most vulnerable and better monitoring of the results of UN's work, but will also contribute to improving the country's situation on data availability and analysis.

Recommendation 3: Sustainability of UNCT Interventions

With regards to the sustainability of the results of the UN work, a number of recommendations are made in relation to the issues of implementation, piloting and behavior change emphasized in this report.

- UNCT should focus its support not only on the development of policies, strategies, draft laws, etc., but also on how to get these instruments implemented by the respective government entities. Starting from the programme design stage, the agencies should take a more systematic approach to policy-making, by providing support for the full spectrum, including implementation. UNCT should take a more comprehensive approach to supporting policy-making, which includes the development of specific action plans, identification of financing for all identified activities, linking of financing to the Government's public financial management (PFM) system, etc. Agencies need to focus further on linking policy making a lot more closely to the Government's public financial management (PFM) system. For this, the agencies should strengthen their capacity and engagement with the PFM process and the Ministry of Finance. The agencies should also strengthen the systems that track broader results, rather than inputs/outputs and assess more rigorously the sustainability of achievements. Care should also be taken that the agencies support the implementation capabilities of the Government and do not act as substitutes to compensate for the Government's shortcomings in its implementation capabilities by becoming implementing agents of government bodies.
- UNCT should design pilot initiatives more carefully to ensure that they become systemic, scaled up or replicated and that effects do not remain limited in scale and scope. Crucial for the scaling up of piloted interventions is that their design include a clear plan for what is expected from the pilot initiative and how they are expected to be replicated. The agencies should also establish an effective system for the tracking the performance of pilot initiatives over time – the lessons they generate during the piloting stage and the extent to which they get replicated and scaled up. As part of the monitoring and evaluation system, the UNCT should track pilot initiatives over time and after a pilot's lifetime. The UN should also focus more on documenting results, lessons, experiences, and good practices so that they are shared more widely, replicated, and scaled up. The UNRC Office should coordinate more closely the approaches taken by the agencies on piloting. It could also play a more active role in the tracking of these pilot initiatives across agencies over time.

- UNCT should design information-sharing and awareness-raising activities by identifying in clear terms the types of behaviors that are targeted and the channels through which behavior changes are expected to occur. The agencies should also identify specific information that has the potential to shift behavior and the channel through which it will be transmitted to the targeted audience. It will be important to identify role models whose opinion matters to the audience and subsequently how the role model's opinion will be deployed to change behavior. It is also important to recognize that individuals operate in a social environment, and as such their behavior is significantly shaped by prevailing social norms. Therefore, the agencies should take social norms seriously into account and understand the social norms prevailing in their areas of work and in the specific community targeted by their interventions.

Recommendation 4: Sustainability of Financing

To respond adequately to the needs and priorities of the country, the UNCT should explore as a team more actively options for increasing its financial capacity through sustainable financing sources that are better suited to a MIC context. These sources include cost-sharing with the Government, financing from the private sector and partnerships with International Financing Institutions which have financing portfolios for North Macedonia. Further, in this financially constrained operational environment, it will be important for the agencies to avoid competition for funding by coordinating effectively their interactions with government partners and donors. To achieve all of this in a systematic fashion, this evaluation recommends the development of a UNCT Resource Mobilization Strategy, coordinated by the UNRC.

Recommendation 5: Strengthening UNCT's role in Coordination of Development Partners

UNCT should strengthen the support for government entities in improving their coordination capabilities. In their respective sectors, the agencies can play a greater role in this area. Without sidelining the government, the UNCT can also play a greater coordinating role in the thematic areas where the agencies have the greatest involvement. This is the case particularly at the sub-national level where the UN has a strong presence, history and relationships with government and non-governmental actors.

There are also opportunities for stronger coordination with the EU, which is North Macedonia's main development partner and drives the reform agenda in many areas. There is an opportunity for linking the EU accession agenda and the SDGs, which in itself will ensure greater alignment of the work of the UN system and the UN. But the two organizations could also work more closely together in areas where both have substantial engagement – i.e. decentralization, regional development, management of natural resources, climate change, agriculture adaptation and productivity, flood risk management, etc.

ANNEX I: TERMS OF REFERENCE OF THE ASSIGNMENT

Background

Developed through joint efforts, the **Partnership for Sustainable Development (the Partnership) 2016-2020 encapsulates the strategic and legal framework for UN activities in the country for the 2016-2020 period.** Stemming from an analysis of the local context, and taking into consideration the national priorities, the Partnership strives to align UN activities with the Sustainable Development Goals (SDGs), globally, with the EU accession, regionally, and with the National Sustainable Development Sectoral Strategies.

The evaluation of the Partnership represents an external, independent exercise with an overarching goal to generate an independent and comprehensive assessment of the achievements, challenges and lessons learned to both inform relevant stakeholders of the Partnership and serve as input in the preparation of the next programming cycle, more specifically the United Nations Sustainable Development Cooperation Framework for the period of 2021-2025.

It is expected that the evaluation of this strategic document will primarily generate information to the Government of the Republic of North Macedonia, the United Nations Country Team and the entirety of the United Nations Development System in the country. However, beyond that, the evaluation will serve to inform the civil society, international institutions, donor organizations and the wider public in the country about the key accomplishments of the Partnership for Sustainable Development between the United Nations Country Team and the Government of the Republic of North Macedonia for the period 2016-2020.

As stated in the Partnership for Sustainable Developments 2016-2020, “A **final evaluation** will be carried out to assess overall achievements. This will take place in the fourth year of the cycle, so the results can be reflected in the new program.”⁹⁴

Evaluation context

North Macedonia is a land-locked middle-income country with **small and open economy** with a solid track record of macroeconomic stability, which the country has been able to preserve even during adverse external shocks, such as the 2008 international financial crisis, the 2012 crisis of the euro, as well as its internal political turmoil in the more recent years. Its growth rates, however, have not been able to accelerate convergence to the European Union (EU) standards. Since 2009, the country’s growth averaged 2.1 percent, exceeding the regional average of 1.5 percent, yet its GDP per capita remains at only one-third of the average level of EU-28 (World Bank, Policy Notes 2017).

⁹⁴Partnership for Sustainable Development 2016-2020 and the new programme the UN SD Cooperation Framework 2021-2024

Despite a **limited decline in poverty rates during the last ten years** and improvements in living conditions of the less well-off, **poverty and inequality are still high when compared with other countries in the region and most of the EU countries**. According to official statistics, the latest reported at-risk-of-poverty rate is 22.2 percent (Survey on Income and Living Conditions, SILC 2017). The State Statistical Office (SSO) reports a Gini coefficient of 32.5⁹⁵, implying high inequality in wealth distribution.

Jobs, the main route to prosperity for most of the population, are scarce: only 50 percent⁹⁶ of working-age Macedonians are employed. Youth unemployment is a serious constraint to growth with over half of the population aged 15 to 24 jobless. In addition, there is a strong disconnect between the skills developed by the education system and the private sector needs, and companies constantly complain about the quality and availability of skills despite high unemployment. There is gender imbalance in the labour market: In 2017 the employment rate was 39.2 percent for women and 60.8 percent for men. This mirrors overall persisting gender inequalities in the wider society. Moreover, low birth rates and emigration are shrinking the workforce.

While social exclusion can be measured across different dimensions, reports often cite that too many **women and girls, persons with disabilities and minorities (such as the Roma population) in the country are still economically marginalized or socially excluded**. The coverage of the poor and vulnerable population by the main social assistance programs has been shrinking since 2010, which results in the further exclusion of these vulnerable groups over time.

The 2015–2017 political crisis remains a stark reminder of the detrimental effects of political instability over prosperity and the need to ensure transparent and effective rule of law. Since the second half of 2017, the new reform-oriented government has taken steps to address state capture by gradually restoring checks and balances, strengthening democracy and the rule of law. Throughout 2018, the Parliament continued to function with opposition parties chairing key committees. While the inter-ethnic situation was fragile, the situation remained calm overall. The government has shown commitment to increase trust among communities.

In early 2019, the country also took decisive steps to resolve a long-standing dispute with Greece about its official name, when the two countries finally reached an agreement. Resolution of the name issue—which has been inflicting political and economic damage since 1991—is essential to consolidate the country’s European Union (EU) and NATO accession process and enable it to become more deeply integrated with regional and global markets.

Partnership for Sustainable Development 2016-2020 - background and main characteristics

⁹⁵ <http://www.stat.gov.mk/Publikacii/2.4.18.13.pdf>

⁹⁶ <http://www.stat.gov.mk/Publikacii/2.4.18.03.pdf>

Drawing on the UN's comparative advantage, as well as the challenges and opportunities identified by national partners, the UN Partnership for Sustainable Development has been focusing on five priority areas of cooperation: **employment, good governance, social inclusion, environmental sustainability** and **gender equality**. Working with Government and other partners, under the Partnership, the UN agencies agreed to pursue five outcomes:

- By 2020, more women and men are able to improve their livelihoods by securing decent and sustainable employment in an increasingly competitive and job-rich economy;
- By 2020, national and local institutions are better able to design and deliver high-quality services for all users, in a transparent, cost-effective, non-discriminatory and gender-sensitive manner;
- By 2020, more members of socially excluded and vulnerable groups are empowered to exercise their rights and enjoy a better quality of life and equitable access to basic services;
- By 2020, individuals, the private sector and state institutions base their actions on the principles of sustainable development, and communities are more resilient to disasters and environmental risks; and
- By 2020, state institutions are fully accountable to gender equality and anti-discrimination commitments, and more women and girls lead lives free from discrimination and violence.

Given the challenges faced during 2015 with the transit of hundreds of thousands of **refugees and migrants**, a sixth priority area was added:

- Over the course of the program period, refugees and migrants receive protection and humanitarian aid, in full respect of their human rights; host communities receive adequate assistance to build the resilience they need to deliver public services; and by 2020 robust asylum and migration management systems are fully functional.

At the time of defining the strategy, close alignment with national goals was a priority. Here, preparatory work sought to align the strategy with national, regional and global goals. Accordingly, the planning process considered the five priorities stated in the Government program for 2014-2018:

1. Increased economic growth and employment, as a precondition for improved standards of living and quality of life for citizens;
2. Integration into the EU and the North Atlantic Treaty Organization (NATO);
3. An uncompromising fight against corruption and crime and efficient law enforcement through deep reforms in the judiciary and public administration;
4. Maintenance of good inter-ethnic relations based on the principles of mutual tolerance and respect and implementation of the Ohrid Framework Agreement; and
5. Investment in education, science and information technology as elements of a knowledge-based society.

With the start of the programme cycle in 2016, the UN agencies in the country embraced the “Delivering as One” approach, with the vision to facilitate greater coherence and reduced transaction costs in planning, project implementation, results reporting and monitoring and evaluation. Moreover, the approach foresaw applying a joint project implementation modality, wherever feasible, to promote efficiency and leverage their experience, expertise and resources.

Results Groups were established as technical working groups with roles and responsibilities directly related to the achievement of specific outcomes through coordinated and collaborative planning, implementation, monitoring and evaluation. In line with the Delivering as One guidelines, each Results Group is led by a member of the UN Country Team and is responsible and accountable for leading joint approaches for results as well as monitoring and reporting within a harmonized and coordinated framework. The Results Groups develop work plans that indicate short-term outputs, budgetary requirements and the roles and responsibilities of UN and national partners. UNCT members leading results groups are accountable to the UNCT and Resident Coordinator for producing results jointly and they also remain accountable to their respective agencies for their contribution to the work of the UN at the country level. All results groups are guided by common terms of reference.

A **Results Framework** was prepared to define the outcomes of the Partnership, with the decision that the UNCT would agree on a joint work plan for each outcome, initially on an annual basis (for 2016) and subsequently on a bi-annual basis (2017/18 and 2019/20). The joint work plans specify short-term outputs, indicators, targets and performance benchmarks, roles and responsibilities, and budget.

Evaluation purpose, objectives and scope

Purpose

The final evaluation of the Partnership for Sustainable Development is an external, independent, stand-alone exercise, whose broad purpose is to support greater learning about what works, what doesn't and why in the context of the Partnership for Sustainable Development 2016-2020. The evaluation will produce an independent assessment of the achievements, the challenges and the lessons learned of the implementation of the Partnership, in order to inform the key stakeholders and to provide purposeful input into the next programming cycle.

- (i) As any other evaluation, it is expected that it assesses the relevance of the Partnership outcomes, the effectiveness and efficiency of implementation by partners, and their sustainability and contribution to country priorities. The evaluation will also gauge the performance of the Results Groups and their accomplishments under each of the five outcomes.
- (ii) By capturing what has worked, what has not and why, it is expected that the findings of the evaluation will serve the purpose of improved accountability, as well as learning

- by providing essential information for strengthening programming and results at the country level.
- (iii) Lastly, as the new Common Country Assessment (CCA) is planned to be completed by October 2019 and the preparation of the new United Nations Sustainable Development Cooperation Framework is planned to begin in September 2019, the evaluation report will be a vital document to inform and guide both the CCA and the new cycle of the UN Programme.

Objectives

The evaluation will answer to the following key results-oriented questions:

1. What difference did the Partnership intervention make in North Macedonia's development?
2. How did it make this difference, and what other factors and partners were relevant?

To provide these answers, the objective of the final evaluation of the Partnership will be to assess the contribution made by the UNCT in the framework of the Partnership to national development results using evaluation criteria based on available evidence (accountability). This implies:

- Providing information on the overall relevance, effectiveness, efficiency, sustainability and impact of the programming and results of the current Partnership 2016-2020, across its five outcomes;
- Identifying the factors and partners that have affected the UNCT's implementation and contribution, assessing the performance and explaining the enabling factors and bottlenecks;
- Assessing the extent to which the Partnership for Sustainable Development and coordination mechanisms have contributed to advance and streamline Results-based Management, Gender Equality and Human Rights Based Approach in UN agencies' programming;
- Advise on the suitability of indicators and other verification tools used to measure progress towards outcomes and outputs;
- Reach conclusions concerning the UN's contribution across the Results Framework of the Partnership for Sustainable Development. To the extent possible also provide conclusions which results could be attributable to the UN interventions in cooperation with the national counterparts;
- Providing actionable recommendations for improving the UNCT's contribution, especially for incorporation into the new UN Sustainable Development Cooperation Framework.

Scope

The scope covered by the evaluation will include the overall results framework of the Partnership for Sustainable Development 2016-2020 and its implementation instruments, specifically the Joint Work Plans and reports of the PSD Results Groups. The evaluation will pay special attention to the mainstreaming and application of the programming principles in the Partnership design and implementation: human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development. The Partnership will be evaluated against its contribution to the national development results defined in the results framework.

Evaluation questions and methodology

These Terms of Reference recognize that attribution of development change to the UNCT—as in causal linkage between the development interventions and observed results—is extremely complex, difficult and in many cases unfeasible, since the outcomes are, by definition, the work of a number of partners and are set at a very high level. Hence, the evaluation will consider contribution of the UNCT to the change in the stated outcomes, with the expectation that the evaluator explains how the UNCT contributed to the observed results. Making this assessment will require of the evaluator to:

- a) examine the stated outcome;
- b) identify the change over the period being evaluated on the basis of available baseline information; and
- c) observe the national strategy/strategies and actions in support of that change.

Evaluation Questions

The evaluation of the Partnership for Sustainable Development, including the main evaluation criteria and questions, must comply with the United Nations Evaluation Group “Norms and Standards for Evaluation”⁹⁷. The standard set of criteria will guide the assessment of the contribution of the UNCT to the development outcomes:

Relevance

- What is the extent to which the objectives of the Partnership are consistent with the interests and needs of the Macedonian people, the country’s set priorities, as well as its international and regional commitments, including on human rights and the recommendations of Human Rights mechanisms?

⁹⁷ <http://www.unevaluation.org/document/detail/1914>

- Are the main development challenges, with their respective causes, clearly identified in the PSD?
- Does the PSD address key development issues, their underlying causes and challenges identified by the stakeholders?
- What has been the relevance of the PSD in contributing to the national development priorities (e.g., EU Accession strategies)?

Effectiveness

- What is the extent to which the UNCT contributed to, or is likely to contribute to, the outcomes defined in the Partnership, including the extent to which the Partnership has contributed to strengthening the national capacities and the progress achieved in the planned areas of agreed interventions?

Efficiency

- What is the extent to which the Partnership had established and implemented clear procedures to ensure achievement of the defined outcomes with the adequate amount of resources (funds, expertise, time, administrative costs, etc.)? The evaluation will assess the relationship of the inputs, both financial and human resources, to the achieved results.

Sustainability

- What is the extent to which the results and the benefits achieved from the implemented development interventions have continued, or are likely to continue, upon their completion?

The evaluation will explore whether the implemented activities and the achieved results have developed, or strengthened, mechanisms that promote scaling up and replication of the achievements.

- What are the main development changes achieved by PSD that are likely to last?
- Which outcomes can be permanently sustained without further interventions?
- What capacities did the beneficiaries gain that enable them to pursue the national development objectives?
- What are the key risks to the sustainability of the PSD initiatives and does it include strategies to ensure sustainability?

Impact

While recognizing the complexity and difficulty to assess impact-level results and establish a causal linkage with the Partnership’s interventions, the evaluation will provide an assessment of the overall Partnership stakeholder contributions to the more disadvantaged groups, individuals, households and communities, that could be credited to the Partnership implementation. In doing so, the evaluation will attempt to determine what the most notable changes in the wellbeing of the citizens of the country were that could be linked to the implementation of the Partnership, identifying the significant changes that have occurred and providing an assessment of the UN contribution. The evaluation should also identify any unintended results—be it positive or negative—that have been a result of the implementation of the interventions and actions defined in the Partnership.

In addition, the evaluation will focus on the interventions and results achieved in areas where UN agencies in the country have joined efforts to tackle specific issues:

- (a) UN-wide actions that have addressed inclusion and fulfilment of the rights of women, men and children with disabilities, their achievements and shortcomings;
- (b) UN interventions towards improvement of the national capacities for environmental protection, sustainable management of natural resources and climate change resilience in compliance with EU and international environmental standards;
- (c) UN interventions towards achieving gender equality and girls’ and women’s empowerment, eliminating violence and gender-based discrimination against women and girls.

The evaluation team shall elaborate on and translate these questions into methodological sub-questions in the inception report.

Evaluation methodology

Overall, the TOR foresees some degree of flexibility in the design and implementation of the evaluation approach, ensuring stakeholder participation and ownership, and facilitating learning and feedback. The evaluation of the Partnership for Sustainable Development will use methodologies and techniques as determined by the specific needs for information, the questions put forth in the TOR, the availability of resources and the priorities of stakeholders.

During the inception phase, the evaluation team will propose a detailed methodology designed to provide evidence around the result areas of the UNPSD 2016-2020.

The evaluation is expected to use mixed-method analysis, employing the most appropriate qualitative and quantitative approaches, data types and methods of data analysis. To ensure maximum validity, reliability of data (quality) and promote use, the evaluation team will ensure triangulation of the various data sources.

The evaluation methodology should take into consideration using country programme evaluations of agencies that have recently completed them, or are about to complete them, as this represents an opportunity to avoid duplication of efforts and reduce costs. In addition, other comprehensive evaluations, either thematic or of larger programmes, and/or assessments, undertaken by other UN agencies, should be used in the evaluation of the Partnership. By and large, the evaluator is expected to use all available information sources that will provide evidence on which to base evaluation conclusions and recommendations. Some of the anticipated approaches to be used for data collection and analysis include—but are not limited to—desk review, interviews with key stakeholders and field visits.

Data collection methods must be linked to the evaluation criteria and evaluation questions listed above. The precise data collection methods should be identified following the gap analysis of existing evaluative evidence and administrative data and presented in the inception report. Structured, semi-structured and unstructured interviews and consultations should be considered for collection of additional data. In some cases, focus group discussions may be held to capture the dynamic of information sharing and debate, and to enrich the findings. The consultations will involve a range of development stakeholders (including government officials, UNCT members, the RCO, donors, civil society organizations, etc.) required to answer the evaluation questions.

The methodology of the final evaluation of the Partnership must meet the gender-related UNEG Norms and Standards to demonstrate integration of human rights and gender equality during all phases of the evaluation.

Validation

The Partnership evaluation will use a variety of validation methods to ensure that the data and information used, and conclusions made carry the necessary depth. Triangulation of information sources and findings improved validity, quality and use of evaluation.

Key Evaluation outputs:

An Inception Report (between 10 and 15 pages, excluding annexes), which would—at minimum—clearly outline the purpose and scope of the evaluation, the main issues to be examined, the evaluation criteria and the questions used to assess performance, and evaluation methodology, including sources, tools and methods for data collection.

An evaluation report (draft and final version) (between 35 and 40 pages excluding the Executive Summary and Annexes), covering the issues outlined in the terms of reference and inception report including evaluation findings and conclusions, lessons and recommendations. The structure of the final evaluation report will be defined and agreed with the evaluator, but it will include, at minimum, the following components:

- Executive summary
- Introduction
- Description of the evaluation methodology
- Analysis of the situation with regard to outcome, outputs, resources, partnerships, management and working methods and/or implementation strategy
- Key findings
- Conclusions and practical, actionable recommendations
- Annexes including:
 - Evaluation TOR
 - The evaluation matrix
 - Inception report (including gap and stakeholder analysis)
 - List of persons interviewed
 - Summary of field interviews
 - List of documents reviewed
 - Online survey and/or questionnaire (if any) used and summary of results
 - Any other relevant material that supports evaluation findings and recommendations

A Power Point presentation of key findings, lessons and recommendations for the government counterparts and other stakeholders.

Evaluation Process and Indicative timeframe

The process of evaluating the Partnership for Sustainable Development should include the following:

- Preparatory phase – including a review of the TOR, preliminary desk review of existing relevant documents (including, but not limited to, recent country programme evaluations, thematic evaluations and assessments, etc.) meetings with the UNCT and a gap analysis, meetings with evaluators of recent UN agencies’ evaluations; the phase should conclude in the production of an Inception Report.
- Implementation phase – conducting the evaluation, which would include meetings with relevant stakeholders.
- Follow-up phase – development of the final evaluation report and coordination with the UNCT for its finalization.

The final plan for conducting the evaluation will be outlined in the inception report, but it is expected that the final Evaluation Report should be delivered by end of October 2019 and the findings and recommendations presented to the key counterparts by mid-November 2019.

Tentative Evaluation schedule

Deliverables	Timeframe	Place	Responsible Party
Initial Desk review	August 2019	Home-based	Evaluation team Leader
Initial meeting and discussions with UNCT	End-August - First week of September 2019	Skype	Evaluation team members, with UNCT support
Full desk review including Country Programmes Evaluation results and gap analysis	September 2019	Home-based	Evaluation team leader
Drafting/ finalizing Inception Report, outlining evaluation design, initial synthesis and detailed additional data collection plan	September 2019	Home-based	Evaluation team leader and members
Final Inception Report	By end-September 2019	Skopje or Skype	Evaluation team leader
In-country field mission for interviews with stakeholders and additional data collection	Early October 2019	Skopje	Evaluation team members with Evaluation management group support
Finalization of First draft of full evaluation report (35-40 pages excluding the Executive summary and annexes)	By first week of November 2019	Home-based	Evaluation team leader
Finalization of second draft, following feedback from UNCT	By November 20, 2019	Home-based	Evaluation team Leader
In-country field mission for Presentation of the Final Evaluation findings and recommendations	By end-November 2019	Skopje	Evaluation team members

Evaluation limitations and challenges

The suggested use of the individual agencies' Country Programme Evaluations (CPEs) inevitably implies that their quality and timely delivery would affect the overall success of the Partnership evaluation, as they represent critical inputs. Furthermore, while the methodology envisions incorporating CPE findings to the best possible extent, it is expected that the Partnership evaluation would face the challenge of overcoming the individual agency perspectives and extracting a broader view necessary for this assessment. In that respect the evaluation team may face obstacles in distinguishing the data relevant for the overall Partnership assessment from the individual CPE datasets focusing on agency results and supplementing them with the additional relevant sources of information.

As stated earlier, additional challenges will mostly be reflected in providing an overall assessment of UNCT's contribution versus the attribution of development results, especially in terms of Partnership's sustainability and impact assessment. These issues may be partially overcome by a careful analysis of the UNCT Joint Work Plan achievements (containing detailed output results directly linked to the UN and partner interventions) in comparison to the overall structure of the Partnership's outcome results.

Management and conduct of the evaluation

Per UNEG norms and standards, conducting the final evaluation of the Partnership for Sustainable Development should involve all key stakeholders since its onset, to fortify both the ownership and, consequently, the use of the evaluation findings and recommendations.

The Evaluation of the Partnership for Sustainable Development (2016-2020) will be commissioned and overseen by the UNCT. Day-to-day evaluation management will be ensured through the UN Coordination Office and bodies established upon agreement between the UN agencies and the relevant counterparts.

The **Evaluation Steering Committee** will provide oversight of the evaluation process, exercising quality assurance and approve the final deliverables of the assignment.

The **Evaluation Management Group** will provide direct supervision and function as the guardian of the independence of the evaluation. The EMG will review the key outputs including the main report. Meetings of the EMG will be specified in the evaluation work plan.

Composition of the Evaluation Team

The evaluation team will consist of one international expert (to serve also as team leader) and one or two team member(s) (national experts), which would be agreed later.

The evaluation team leader will lead the entire evaluation process, working closely with UNCT. He/she will conduct the evaluation process in a timely manner and communicate with the EMG on a regular basis and highlight progress made/challenges encountered. The team leader will be responsible for producing high quality inception report and the draft and final evaluation reports in standard English (both the Evaluation Brief and Executive Summary of the Evaluation Report will need to be translated in Macedonian at the cost of UNCT). The national consultant will contribute to the evaluation process substantively through data collection and analysis. Team members will share responsibilities for conducting the initial desk review and the field phases of the evaluation.

The local expert or experts will be engaged as soon as the selection of the international expert is concluded. The profiles of the local experts will be agreed upon with the international expert.

ANNEX II: SITES VISITED FOR THE EVALUATION

Field Visits					
Proposing agency	Outcome	City to visit	Beneficiaries/NGO/institution to meet	Name(s) of people to meet	Evaluator in charge for this activity
Eastern region					
UN Women	Outcome 5 and Outcome 2	Kocani	Municipality of Kochani	Ljubinka Ajtovska	Rajna Cemerska
UNDP	Outcome 1 and Outcome 3	Kocani	Focus group with candidates for opening business	focus group	Rajna Cemerska
UNFPA, UNICEF, UNDP	Outcome 1 and Outcome 3	Kocani	Mobile Teams Center (Ministry of Health and Ministry of Labor)	Meeting interview	Rajna Cemerska
UNDP	Outcome 1	Kocani	Beneficiary	Visit and interview	Rajna Cemerska
UNDP	Outcome 1	Kocani	Beneficiary - person with disability	visit at work place and interview	Rajna Cemerska
FAO	Outcome 4	Chechinovo-Obleshevo Municipality	Municipality of Cheshinovo-Obleshevo (four villages of the municipality- Sokolarci, Spancevo, Cheshinovo and Chiflik are part of the land consolidation project)	Mayor of the Municipality, Mr. Goranco Krstev 078272371.	Rajna Cemerska
South-East region					
UNDP	Outcome 1 and Outcome 3	Strumica	Grant Recipient of the Self-employment measure	Tome Stoilkov-self-employed young person	Aleksandra Georgievska
UNDP	Outcome 1 and Outcome 3	Strumica	Izbor, Social enterprise (meeting interview)	Sokrat Mancev	Aleksandra Georgievska
UNDP, UNFPA,	Outcome 3	Strumica	Focus group meeting with beneficiaries	Group interview with final beneficiaries	Aleksandra Georgievska

Field Visits					
Proposing agency	Outcome	City to visit	Beneficiaries/NGO/institution to meet	Name(s) of people to meet	Evaluator in charge for this activity
UNICEF, UN Women				Roze Mojsovska Mitra Tuseva Dobrinka Risteska	
UNDP	Outcome 3	Strumica	Banja Bansko, Institution for rehabilitation	Stojanka Izova Director	Aleksandra Georgievska
Polog region					
UNDP	Outcome 4	Tetovo	Participating municipalities from Polog region	Meeting interview with stakeholders (6 municipalities)	Rajna Cemerska
UNDP	Outcome 4	Skopje	Point pro consultancy company (working long years on modeling of policies and actions for DRR prevention)	Danco Uzunov,	Rajna Cemerska
Pelagonija region					
UNICEF	outcome 3	Bitola	Majcin Dom Bitola small group homes	Director Elena Nikolovska	Aleksandra Georgievska
ILO	outcome 1, 2,3, 5	Bitola	Local Government Unit	Violeta Talevska	Aleksandra Georgievska
ILO	outcome 1 and 2	Bitola	Social and Economic Council	Natasa M.Smijanovska	Aleksandra Georgievska
UNDP	Outcome 4	Bitola	National park Pelister, Ezerani	Pece Cvetanovski	Aleksandra Georgievska
Vardar Region					
UNDP	Outcome 2 Governance – Outcome 4- Environment- Outcome 1- Employment-	Chaska, Veles	Centre for Development of Vardar Region	Goran Stojanovski Mayor Municipality of Cashaka	Aleksandra Georgievska

Field Visits					
Proposing agency	Outcome	City to visit	Beneficiaries/NGO/institution to meet	Name(s) of people to meet	Evaluator in charge for this activity
UNDP	Outcome 2 Governance – Outcome 4- Environment-	Veles	Centre for Development of Vardar Region	Marko Kolev-coordinator of the Centre for development of Vardar Region	Aleksandra Georgievska
UNDP	Outcome 2 Governance – Outcome 4- Environment-	Kavadarci	Centre for Development of Vardar Region	Risto Zahariev- President of Municipality Council of Kavadarci	
IOM	Outcome 3	Gevgelija	Transit Centre Vinojug	Slobodan Mitrovik Vladimir Petrov Jovan Uzunov Focus Group with Red Cross mobile team	Aleksandra Georgievska
IOM	Outcome 3	Gevgelija	ECD centre within the Transit Centre	Observation of ECD centre	Aleksandra Georgievska
UNDP and IOM	Outcome 3, 4 and 2	Gevgelija	Municipality of Gevgelija	Saso Pockov Mayor of Gevgelija	Aleksandra Georgievska
North-East Region					
UNDP	Outcome 1 and outcome 3	Kumanovo	Municipality of Kumanovo	Group interview with coordinators of CWP Miroslava Ilievska- CSW Tanja Stefanovska- Coordinator CWP, Municipality of Kumanovo Ivana Kostovska- Coordinator CWP, Municipality of Kumanovo	Aleksandra Georgievska

Field Visits					
Proposing agency	Outcome	City to visit	Beneficiaries/NGO/institution to meet	Name(s) of people to meet	Evaluator in charge for this activity
UNDP	Outcome 1 and Outcome 3	Kumanovo	Municipality of Kumanovo	Blagica Jovanovik-ESA Ahmet Jasharovski- Roma Mentor within Self-Employment and Employment Programme, Roma Community Centre “Drom”	Aleksandra Georgievska
UNICEF UNDP	Outcome 3	Kumanovo	Day Care Centre for persons with disabilities	Group interview Ivica Blagojevik- coordinator of DC Sandra Krstevska Savevska Suzana Petkovska-mother engaged as assistant in Kiril Packovski Marijan Petrovski-sport teacher	Aleksandra Georgievska
UNICEF UNDP	Outcome 3	Kumanovo	Day Care centre	observation	Aleksandra Georgievska
UNDP	Outcome 3-Adult Education with prisons inmates	Kumanovo	Municipality of Kumanovo	Group interview with teachers: 1. Vesna Trajkovska- Secondary School “Kiro Burnaz” 2Lidija Mihajkovska- Secondary School Nace Bugjon”	Aleksandra Georgievska

Field Visits					
Proposing agency	Outcome	City to visit	Beneficiaries/NGO/institution to meet	Name(s) of people to meet	Evaluator in charge for this activity
UNDP AND IOM	Outcome 1 and 3	Kumanovo	FLOWER SHOP	interview with Ahmed self-employed Roma Person	Aleksandra Georgievska
UNDP AND ILO	Outcome 1 and 3	Kumanovo	Wood-furniture industry	interview with person with Zika Novkovik person with disabilities -self employed	Aleksandra Georgievska
UNDP	Outcome 1 and 3	Kumanovo	Restaurant where the ex-prisoner is working	Zoran- Interview with person who was involved in the VET training, got certificate and employment	Aleksandra Georgievska
Skopje Region					
IOM	Outcome 3, 5		CSO Macedonian Young Lawyers Association	Zoran Drangovski	Rajna Cemerska
IOM	Outcome 3, 5		Centre for social work Skopje	Natasa Stanojevic and Sonja Arsovska	rajna Cemerska
IOM	Outcome 5		CSO Open Gate La Strada	Maja Varoslija	Rajna Cemerska
UNDP	Outcome 4		UNDP	Aneta Kodzoman	Aleksandra Georgievska and Rajna Cemerska
UNICEF UNDP	Outcome 3	Skopje	British Embassy Skopje	Irena Stevcevska Liljana Ristovska	Aleksandra Georgievska
UN agencies	Outcome 1,2, 3, 4,5	Skopje	World Bank	Bojana Naceva, Marina Petrovic,Silvia Bojan Shimobov Cveta Peruseska	Aleksandra Georgievska and Rajna Cemerska

Field Visits					
Proposing agency	Outcome	City to visit	Beneficiaries/NGO/institution to meet	Name(s) of people to meet	Evaluator in charge for this activity
UNICEF, UNDP; UNWomen, IOM, UNFPA	Outcome 1, Outcome 3 and Outcome 5	Skopje	MLSP	Dusan Tomsic Sanela Shkrljaj	Aleksandra Georgievska
IOM	Outcome 3	SKOPJE	MOI	Svetlana Vladovic	Aleksandra Georgievska and Rajna Cemerska
UN agencies	Outcome 1, 2,3 4, 5	Skopje	EU DELEGATION	Nafi Saracini, Nicola Bertollini	Aleksandra Georgievska and Rajna Cemerska
UN agencies	Outcome 1, 2,3 4, 5	Skopje	Swiss Development Agency	Kristina Kolozova Stansilava Dodeva Aneta Andovska	Rajna Cemerska
FAO	Outcome 4	Skopje	Phone interview	Radmila Slavkova	Rajna Cemerska

ANNEX III: KEY QUESTIONS GUIDING THE CONVERSATION

The following is the questions guide for the conduct of semi-structured focus group discussions with stakeholders and beneficiaries in the regions.

- Please describe your partnership with the United Nations in North Macedonia?
- What are the common key priorities, objectives and activities do you have with the United Nations in North Macedonia?
- What are the main achievements of the partnership?
- What UN agencies and programs do you closely engage with?
- How the current activities are informed by the previous program cycle?
- What was the process of working together like? What approaches and methods have you used to achieve your results?
- What were unexpected outcomes and impact of your partnership?
- What are the lessons learned and ideas emerging in the current cycle?
- What issues and challenges have you experienced in your work within the partnership framework? How have they been addressed? How they can be addressed in the next program cycle?
- Which pilot activities can be scaled up? Which new pilot ideas emerged from the study tours and knowledge/experience exchange with other projects, regions in the country and international partners?
- How do you document and measure your achievements?
- How can your results be sustained by the local community, local government and/or national state efforts, private sector and/or other stakeholders?
- How activities have been funded so far within partnership? What is a cost-share whether financial or in-kind have been contributed by the community members, private sector and/or government, or other donors/stakeholders?
- What alternative and/or new funding and cost-sharing opportunities can be explored in future?
- In case of training and/or services, how are beneficiaries identified? Who covers the costs of training/expertise? Who decides for training/expert content and selection of trainers/experts? How training/service outcomes are measured? Does training of trainers take place? What is the multiplication of the training/services provided? How this can be strengthened, improved and/or advanced at a new level or with other innovative ideas/technologies?
- What are the takeaways and/or new ideas of the study tours and experience/knowledge exchanges?
- How they can be introduced and/or facilities within the partnership with the United Nations in North Macedonia?
- How have been the life/state of your community/sector affected by the project results?
- What are the priorities, recommendations, ideas and wishes do you set/envision for your community/sector and country as the whole in the next program cycle?

ANNEX IV: KEY QUESTIONS DRIVING THE ANALYSIS OF DATA

The following questions were based on the evaluation criteria outlined in the evaluation's Terms of Reference with some small modifications to allow for better focus and clarity of analysis.

Dimension	Key Questions
Relevance	<p>Were programme activities relevant to national priorities and development needs? Were programme activities relevant to main beneficiaries? Has the programme tackled key challenges and problems? How was the PSD document used by UN agencies and Government institutions in planning their activities, setting goals, and in forging cooperation?</p> <p>Was the PSD results matrix sufficiently flexible and relevant to respond to new issues and their causes as well as challenges that arose during the PSD cycle? To what extent was the programme relevant to the strategic considerations of the government institutions involved? To what extent was the programme implementation strategy appropriate to achieve the objectives?</p> <p>Has PSD been relevant in terms of internationally agreed goals and commitments, norms and standards guiding the work of UN system and the Government? How/to what degree the PSD outcomes were used by UN agencies and Government to fulfil human rights obligations of North Macedonia and attain SDGs? Were cross-cutting issues, such as gender equality, principles and quality criteria duly considered/mainstreamed in the programme implementation and how well is this reflected in the programme reports? How could they have been better integrated? How did the programme link and contribute to the Sustainable Development Goals?</p>
Effectiveness	<p>To what level has the UN system reached the purpose and the expected results as stated in the PSD, including those on gender equality? To what extent is the PSD on track to achieve planned results (including intended and unintended)?</p> <p>Which are the main factors that have contributed positively or negatively to the progress towards the PSD outcomes and national development goals?</p>

	<p>What challenges have been faced? What has been done to address the potential challenges/problems? What has been done to mitigate risks?</p> <p>How did the UN promote national execution of human rights programmes and / or the use of national expertise and technologies, the realization of human rights and promoting gender equality? Did the PSD effectively use the principles of environmental sustainability to strengthen its contribution to national development results? To what extent did PSD strengthen national capacities for data collection and analysis to ensure disaggregated data on the basis of sex, migration status, geographic location, and other grounds and did those people exposed to discrimination and disadvantage benefited from priority attention?</p> <p>How has the UN been able to form and maintain partnerships with other development actors including bilateral and multi-lateral organizations, civil society organisations and the private sector to leverage results? How have the programming principles been mainstreamed in the design, implementation and monitoring/evaluation of the PSD 2016-2020.</p>
Efficiency	<p>How has the UN system mobilized and used its resources (human, technical and financial) and improve inter-agency synergies to achieve its planned results in the current PSD cycle?</p> <p>Have the resources been used efficiently? In what ways could transaction costs be reduced? How well have the various activities, including those aimed at improving gender equality, transformed the available resources into the intended results in terms of quantity, quality and timeliness? (in comparison to the plan)</p> <p>Were the management and administrative arrangements sufficient to ensure efficient implementation of the programme?</p>
Sustainability	<p>What is the likelihood that the benefits that resulted from the previous UNDAF and current PSD will continue at national and subnational level through adequate ownership, commitment, willingness displayed by the government? How will the PSD ensure sustainability of its results and impacts (i.e. strengthened capacities, continuity of use of knowledge, improved practices, etc.), including those aimed at improving gender equality? Has the PSD had a concrete and realistic exit strategy to ensure sustainability?</p> <p>How has the PSD contributed to establishing and enhancing the critical factors for progress towards national development goals? Have complementarities, collaboration and /or synergies fostered by PSD and</p>

	<p>development partners intervention contributed to greater sustainability of results in the country? To what extent and in what way have national capacities been enhanced in government, civil society (and where relevant private sector)? Were there any jeopardizing aspects that have not been considered or abated by the programme activities? In case of sustainability risks, were sufficient mitigation measures proposed? Has ownership of the actions and impact been transferred to the corresponding stakeholders? Do the stakeholders / beneficiaries have the capacity to take over the ownership of the actions and results of the project and maintain and further develop the results?</p>
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ANNEX V: LIST OF STAKEHOLDERS MET FOR THE EVALUATION

Agencies working with the partner	Entity	To meet
	UNRC	Rossana Dudziak
	UNCT	All heads of agencies
All – protocolary meeting	MFA	Refet Hajdari
UNDP	PM/DPM Angjusev’s cabinet	Olimpija Hristova Zaevska, Advisor Ana Jovanovska, Advisor
OHCHR	MFA⁹⁸ NMRF⁹⁹	Mr. Igor Dukoski, Head, MFA Human Rights Unit, NMRF Secretariat Ms. Elena Zdravkovska, MFA, HR Unit, NMRF Secretariat
UNDP, UNFPA, UNICEF, OHCHR, UN Women	PM Cabinet/ General Secretariat - National Mechanism for coordination of the implementation of the UN Convention on the Rights of Persons with disabilities (NKT CRPD)	Mr. Spase Dodevski, Special Advisor to the PM on disability, Chair of the NKT CRPD
UNDP, UNICEF, ILO, UNFPA, IOM, UNHCR	Ministry of Labor and Social Policy	<ol style="list-style-type: none"> 1. Sanela Skrijelj 2. Mirjanka Aleksevaska – Head of Labour Department 3. Dejan Ivkovski, Head of Sector for Asylum, Migration and Humanitarian Assistance 4. Gjulten Mustafova, Head of Equal Opportunity Department 5. Svetlana Cvetkovska 6. Dejan Ivkovski, Head of Sector for Asylum, Migration and Humanitarian Assistance 7. Vladimir Bislimovski 8. Angel Stamenkovski, Project Administrator 9. Mabera Kamberi, Head of Department MLSP (Civil registration and Focal point for Roma inclusion) 10. Dusan Tomsic, Advisor
UNDP, ILO	Employment Service Agency	Director Biljana Jovanovska Biljana Zivkovska, Head of Unit for international cooperation
ILO	Trade Union	SSM and KSS

⁹⁸ Directorate for multilateral Affairs, Human Rights Unit and Secretariat of the NMRF

⁹⁹ National Mechanism for Reporting and Follow Up to the Human Rights Mechanisms (the Inter-sectoral Body on Human Rights)

ILO	Employers organization	ORM and BCM
FAO	Ministry of Agriculture, Forestry and Water Economy	Lidija Cadikovska, Head of Sector for International Cooperation / National FAO Correspondent Aleksandar Musalevski, Head of Unit for EU Accession Perica Ivanoski, State Counselor for Policy Analysis Kiril Georgievski, Head of Sector for Consolidation of Agricultural Land Kiril Ristoski, Advisor, Department for IPARD Igor Agovski, Department for Agriculture
UNFPA	Y-Peer network	Mr. Kristijan Angeleski, YPEER (youth associations' network)
WHO, UNICEF, UNFPA, UNDP, IAEA	Ministry of Health	Ms.Nermina Fakovic, SGBV focal point Dr Bojan Boskovski, WHO National counterpart assigned by the Ministry of Health Bojana Atanasova Vladimir Mikic Igor Spiroski Katarina Stavric Ana Daneva Biljana Celevska Sanja Sazdovska Gordana Majnova, State Advisor Suzana Maneva
UNFPA	Professional Medical Associations	Dr. Gligor Tofoski, President of Association of Gynecologists & National SRH Coordinator Dr. Goran Dimitrov, President of the Macedonian Medical Association (umbrella association of all medical professional associations) Dr. Florin Besimi, Director of Hospital in Tetovo Dr. Ana Daneva, President of the Safe Motherhood Committee
UNICEF, UNDP	Ministry of Education	Biljana Trajkovska, State Advisor
UNFPA, UNICEF	State Statistical Office	Jasmina Gjorgieva, PR & Director's Advisor Marina Miovska, Advisor Ajrija Causovska
UNHCR	Ombudsman	Vjollca Rushaj, State Councilor Irina Aceska, National Prevention Mechanism Aleksandar Trenkoski, National Prevention Mechanism Vaska Bajramovska-Mustafa
UNHCR, IOM	Ministry of Interior	Bratka Dejanoska Milcevska, Head of Sector for Asylum, Svetlana Vlahovic Dimanovska Head of Section for negotiation

		Sector for European Union
UNFPA, RCO/OHCHR/U NHCR	Civil Society	Ms. Vesna Matovska, NGO HERA (UNFPA implementing partner, disabilities, SRHR) Ms. Biljana Dukovska, Executive Director Macedonian Anti-Poverty Platform Zoran Drangovski, President of Macedonian Young Lawyers Association Maja Varoslija, Open- Gate, La Strada Suzana Tuneva- Paunovska, City Red Cross
UNDP, UNEP	Ministry of Environment and Physical Planning	Jani Makraduli and team of State Advisors and Heads of relevant units
WHO	Ministry of Health	Dr Bojan Boskovski, WHO National Counterpart, MoH Prof Dr Dragan Gjorgjev Dr Vladimir Mikic Prof Dr Mihail Kochubovski
FAO	Civil Society	Stevan Orozovic, President, National Federation of Farmers Blazhe Josifovski, President, CSO Ajde Makedonija Vesela Lambevaska, Vice President, RURALNET
FAO	Ministry of Agriculture, Forestry and Water Economy	Sonjica Gjorgjievaska, Head of Unit for Least Favored Areas, Rural Development Department Kiril Ristoski, Advisor, Department for IPARD Nazif Sefer, Advisor for forests protection, Forestry Department Nadica Dzerkovska, Head of the Department for Plant Health and Phytosanitary Directorate Violeta Mihajlovska, Fisheries Department
	National Hydrometeorological service	Ivica Todorovski, Director of Hydrometeorological service Silvana Stevkova, Head of sector, Hydrometeorological service
	Food and Veterinary Agency	Svetlana Tomeska Mickova, Head of EU and International Cooperation Department, Food and Veterinary Agency Biljana Strojmanovska, Acting Head of Unit for Emergency Measures, Food and Veterinary Agency
	Academia (Faculty for agricultural sciences and food, Faculty of Forestry)	Prof. Dr Dusko Mukaetov Prof Dr Sonja Srbinska Prof Dr Ivan Mincev
UN Women, UNHCR	Ministry of Labor and Social Policy	Jovana Trenceska, State Secretary Elena Grozdanova Gjulten Mustafova
UN Women	Ministry of Information Society and Administration	Aleksandra Gichevska, Head of Unit for policy design,

		preparing training programs, support to databases of questions, register of mentors
	Faculty of Agriculture, Sciences and Food	Marina Nacka
	Network of Associations of Local Authorities of South East Europe (NALAS) Association of Local Self Government Units (ZELS)	Boran Ivanovski, Programme Officer Irena Nikolov, Project Coordinator
	Civil Society	Kristina Hadji Vasileva-Strategic Development consultanting (SDC); Irena Pockova (Women Civic Initiative Sveti Nikole); Djane Kreshova, Women`s Forum Tetovo, info@forumi.org.mk; Uranija Pirovska (Helsinki Committee for Human Rights of the Republic of Macedonia); Bojan Jovanovski (HERA – Health Education and Research Association); Irena Cvetkovikj (Coalition ‘Sexual and Health Rights of Marginalized Communities’); Neda Maleska, GRB expert
	Delegation of the European Union	Nicola Bertolini
	Swiss Cooperation Development	Kristina Kolozova
	SIDA	Biljana Dzartova

ANNEX VI: EVALUATION MATRIX

Evaluation Questions (EQ)	Indicators/Descriptors	Data Collection Methods	Sources of information	
RELEVANCE: alignment of PSD interventions with the country's national priorities and international commitments				
EQ1	<p>Were programme activities relevant to national priorities and development needs? Were programme activities relevant to main beneficiaries? Has the programme tackled key challenges and problems?</p> <p>How was the PSD document used by UN agencies and Government institutions in planning their activities, setting goals, and in forging cooperation?</p>	<p>Evidence of consistency between the outcomes and specific interventions of PSD and the national priorities and targets identified in the country policy papers and strategies.</p> <p>Common understanding amongst stakeholders about the expected and actual links between PSD results and selected national priorities</p> <p>Stakeholders can identify actual or potential areas of divergence between the national strategies and PSD results and strategies</p>	<p>Mapping of situation and contextual analyses Documentary review focused on links between key national strategies and results matrix; minutes/reports of strategic planning consultation events</p> <p>Questionnaire Interviews</p> <p>Focus groups Round tables</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p> <p>Results Groups</p> <p>CSO and private sector representatives</p> <p>Donors/International development partners representatives</p>
EQ2	<p>Was the PSD results matrix sufficiently flexible and relevant to respond to new issues and their causes as well as challenges that arose during the PSD cycle? To what extent was the programme relevant to the strategic considerations of the government institutions involved? To what extent was the programme implementation strategy appropriate to achieve the objectives?</p>	<p>Evidence that outcome coordinators, in liaison with UN agencies, could adapt results and strategies to new situation and had flexibility to reallocate resources as required to achieve the desired outcomes</p> <p>Evidence that the UNCT was open and responsive to the need/requests to adapt the PSD design</p>	<p>Documentary review focused on the annual reviews and progress reports</p> <p>Interviews with key informants</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p> <p>Results Groups</p>
EQ3	<p>Has PSD been relevant in terms of internationally agreed goals and commitments, norms and standards guiding the work</p>	<p>Stakeholders confirm that PSD was used by UN agencies and Government in planning their</p>	<p>Documentary review and structured desk analysis focused on relevant treaty</p>	<p>Reference materials for evaluation</p>

	<p>of UN system and the Government? How/to what degree the PSD outcomes were used by UN agencies and Government to fulfil human rights obligations of North Macedonia and attain SDGs? Were cross-cutting issues, such as gender equality, principles and quality criteria duly considered/mainstreamed in the programme implementation and how well is this reflected in the programme reports? How could they have been better integrated? How did the programme link and contribute to the Sustainable Development Goals?</p>	<p>activities, setting goals and in cooperation</p> <p>Clear identification of specific issues and recommendations from treaty body reports, SDG reports and other reports in PSD results matrix and programme strategies</p>	<p>body reports, concluding observations and recommendations, SDG reports and other reports and linkages with PSD results matrix</p> <p>One-pager</p> <p>Questionnaire Interviews</p> <p>Focus groups Round tables</p>	<p>UNCT</p> <p>Government officials</p> <p>Results Groups</p> <p>CSO and private sector representatives</p> <p>Donors/International development partners representatives</p>
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EFFECTIVENESS: contribution of UNCT to the achievement of the PSD planned outcomes

EQ4	<p>To what level has the UN system reached the purpose and the expected results as stated in the PSD, including those on gender equality? To what extent is the PSD on track to achieve planned results (including intended and unintended)?</p>	<p>Objective comparison of actual outputs achieved against the set targets, including consideration of annual adjustments</p> <p>The actual outputs are likely to make a significant contribution towards the expected outcomes</p> <p>There are positive trends in the outcome indicators</p> <p>Plausible evidence that UN-supported results under the PSD have made a contribution to national priorities and change</p> <p>Stakeholders at both the strategic and programmatic levels can offer examples of for how institutional and/or behavioural changes resulting from PSD have influenced concrete changes in national development situation and indicators</p>	<p>Documentary review focused on annual reviews and progress reports; contribution of PSD results and strategies to national development priorities and indicators</p> <p>One-pager Questionnaire Interviews</p> <p>Focus groups Round tables</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p> <p>Results Groups</p> <p>CSO and private sector representatives</p> <p>Donors/International development partners representatives</p>
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EQ5	<p>Which are the main factors that have contributed positively or negatively to the progress towards the PSD outcomes and national development goals? What challenges have been faced? What has been done to address the potential challenges/problems? What has been done to mitigate risks?</p>	<p>Factors (including challenges) identified and rated as promoting or diminishing the effectiveness of the PSD</p> <p>Evidence of UN agencies of making good use of facilitating factors and country context (operating space) to achieve outputs and contribute to the attainment of planned outcomes</p> <p>Assessment of assumptions and risks in the overall PSD and results chain</p> <p>Evidence that assumptions and risks were considered during programme reviews and for progress reporting</p>	<p>Mapping of factors which promoted or impeded the progress against intended results for contribution analysis</p> <p>Documentary review focused on annual reviews and progress reports, risks and assumptions, risks analyses, evaluation reports</p> <p>Questionnaire</p> <p>Interviews</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Results Groups</p> <p>UN Outcome coordinators</p> <p>UN Communications Team</p> <p>CSO and private sector representatives</p> <p>International development partners representatives</p>
EQ6	<p>How did the UN promote national execution of human rights programmes and / or the use of national expertise and technologies, the realization of human rights and promoting gender equality? Did the PSD effectively use the principles of environmental sustainability to strengthen its contribution to national development results? To what extent did PSD strengthen national capacities for data collection and analysis to ensure disaggregated data on the basis of sex, migration status, geographic location, and other grounds and did those people exposed to discrimination and</p>	<p>Stakeholders at both the strategic and programmatic levels are able to provide examples of how HRBA, was applied during the programming process</p> <p>PSD strategies, results and indicators address the standards of ratified human rights treaties by the country and major recommendations of treaty body reports</p> <p>PSD strategies, results and indicators are informed by key human rights principles of non-discrimination and equality, participation and inclusion.</p> <p>PSD strategies, results and indicators have been informed by gender analysis</p> <p>Evidence that the PSD was informed by an understanding of the linkages between environment</p>	<p>Documentary review focused on the overall PSD design and on the target groups identified in PSD, annual work plans, programme reviews and progress reports</p> <p>Questionnaire</p> <p>Interviews with key informants</p> <p>Focus groups</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Results Groups</p> <p>CSO and private sector representatives</p> <p>International development partners representatives</p>

	<p>disadvantage benefited from priority attention?</p> <p>Have UN-wide actions addressed inclusion and fulfilment of the rights of women, men and children with disabilities, their achievements and shortcomings?</p> <p>Have UN interventions contributed towards improvement of the national capacities for environmental protection, sustainable management of natural resources and climate change resilience in compliance with EU and international environmental standards?</p> <p>Have UN interventions contributed towards achieving gender equality and girls' and women's empowerment, eliminating violence and gender-based discrimination against women and girls?</p>	<p>and development, including screening for environmental issues and review of draft PSD results</p> <p>Stakeholders are able to provide examples about how PSD strategy and delivery was informed and adapted to address environmental sustainability concerns</p> <p>Where relevant, PSD indicators are disaggregated by gender, age, income levels and geographic location</p> <p>Stakeholder perceptions about the availability of disaggregated data from PSD implementation and influence on national statistical systems</p> <p>Evidence that PSD efforts were successfully targeted to vulnerable groups (women, persons with disabilities, Roma, etc.), including change in disaggregated indicators</p> <p>Stakeholders at both strategic and programmatic levels are able to provide examples about how programme strategy and delivery was adapted to reach vulnerable groups</p>		
EQ7	<p>How was the UN able to form and maintain partnerships with other development actors including bilateral and multi-lateral organizations, civil society organisations and the private sector to leverage results? How have the programming principles been mainstreamed in the design, implementation and monitoring/evaluation of the PSD 2016-2020.</p>	<p>Evidence that PSD promoted effective partnerships and strategic alliances around its main outcome areas and national development goals (e.g. within the government, national partners, donors and other international development partners)</p> <p>Stakeholders consider partnerships established for the implementation of the PSD to be both an essential prerequisite and modality of achieving successful results</p>	<p>Documentary review focused on the PSD and preparatory documents and reports on UNCT comparative advantages; MTR</p> <p>Questionnaire</p> <p>Interviews</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p> <p>Results Groups</p>

		<p>Stakeholders are able to provide examples of successful results obtained through partnerships</p> <p>Evidence that programmatic work under each outcome was informed by an understanding of the major capacity assets and constraints of implementing partners</p> <p>Stakeholder perceptions about the level of engagement and success in national capacity development under the PSD</p>		
<p><i>EFFICIENCY: extent to which outcomes have been achieved at reasonably low cost and maintenance of minimum transaction costs</i></p>				
EQ8	<p>How has the UN system mobilized and used its resources (human, technical and financial) and improve inter-agency synergies to achieve its planned results in the current PSD cycle?</p>	<p>Triangulation of perceptions about the benefits of the PSD and a ‘one programme’ approach for greater coherence and collaboration by UN agencies and Government partners</p> <p>Efficiency gains achieved through synergy (concerted efforts to optimise results and avoid duplication)</p> <p>Examples of cross-practice collaboration and cross-agency harmonization and programme and policy coherence</p> <p>Programme management arrangements (outcome and results groups) produced:</p> <p>a. Efficient joint programming processes by UN agencies and implementing partners</p> <p>b. A regular, user-friendly stream of information and data about progress against the plan</p> <p>c. Actionable lessons and good practices for consideration by the UNCT and the government</p>	<p>Document review and system analysis focused on the PSD management, monitoring and quality assurance arrangements and responsibilities, TORs and actual performance for progress monitoring, learning and reporting</p> <p>Questionnaire</p> <p>Interviews</p> <p>Focus groups</p> <p>Round tables</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p> <p>UN Chairs of Results Groups</p> <p>UN outcome coordinators</p> <p>Operations Management Team</p> <p>Communications Team</p> <p>CSO and private sector representatives</p> <p>International development partners representatives</p>

EQ9	<p>Have the resources been used efficiently? In what ways could transaction costs be reduced? How well have the various activities, including those aimed at improving gender equality, transformed the available resources into the intended results in terms of quantity, quality and timeliness? (in comparison to the plan)</p>	<p>Evidence of efficient management and benefits of Deliver as One approach</p> <p>Outcome budgets are broadly in line with scale and scope of expected results</p> <p>UN annual work planning process is aligned with the national budget process to generate greater coherence in programme design and delivery</p> <p>Perceptions about costs vs. benefits of PSD results and the efficiency of implementation modalities used (avoiding waste and duplication)</p> <p>Perceptions about the financial costs of UN programmatic assistance vs those of other international partners</p> <p>Timeliness and quality of outputs and use of resources</p>	<p>Document review focused on the UNCT budget, annual changes through work plans, financial analysis and delivery rates for the outcomes from programme reviews and progress reports</p> <p>Interviews</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>UN Chairs of Results Groups</p> <p>UN Outcome Coordinators</p>
EQ10	<p>Were the management and administrative arrangements sufficient to ensure efficient implementation of the programme?</p>	<p>Stakeholder perceptions about the efficiency of the overall management arrangements for PSD progress monitoring, learning and reporting, including the roles of the UNCT and the government</p> <p>Stakeholder perceptions about the likeliness that actual outputs could have been or not delivered more efficiently by other partners or with the use of other partnership approaches</p> <p>Examples of management intervention for overcoming barriers and constraints in PSD implementation</p>	<p>Document review focused on the UNCT budget, annual changes through work plans, financial analysis and delivery rates for the outcomes from programme reviews and progress reports</p> <p>Interviews</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p> <p>Results Groups</p> <p>Operations Management Team</p>

SUSTAINABILITY: extent to which the obtained benefits (results) have continued, or are likely to continue, after the PSD-related intervention has been completed				
EQ11	<p>What is the likelihood that the benefits that resulted from the previous UNDAF and current PSD will continue at national and subnational level through adequate ownership, commitment, willingness displayed by the government? How will the PSD ensure sustainability of its results and impacts (i.e. strengthened capacities, continuity of use of knowledge, improved practices, etc.), including those aimed at improving gender equality? Has the PSD had a concrete and realistic exit strategy to ensure sustainability?</p>	<p>Triangulation of perceptions about the sustainability of PSD results/benefits</p> <p>Evidence of exit strategies and measures undertaken by UNCT to ensure sustainability of results (legal/policy, financial and institutional)</p>	<p>Document review focused on institutional measures in place or expected that will help to sustain PSD results/benefits</p> <p>Questionnaire</p> <p>Interviews</p> <p>Focus groups</p> <p>Roundtables</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p> <p>Results Groups</p> <p>CSO and private sector representatives</p> <p>Donors/International development partners representatives</p>
EQ12	<p>How has the PSD contributed to establishing and enhancing the critical factors for progress towards national development goals? Have complementarities, collaboration and /or synergies fostered by PSD and development partners intervention contributed to greater sustainability of results in the country? To what extent and in what way have national capacities been enhanced in government, civil society (and where relevant private sector)? Were there any jeopardizing aspects that have not been considered or abated by the programme activities? In case of sustainability risks, were sufficient mitigation</p>	<p>Ensuring sustainability is a subject matter regularly discussed by the UNCT and the government</p> <p>Stakeholders at both strategic and programmatic levels offer examples of ways national institutions are sustaining programmatic results</p> <p>Complementarities and collaboration fostered by the PSD between UN agencies and their implementing partners contribute to, or are expected to contribute to, the sustainability of results</p> <p>Examples of beneficiaries taking over the ownership of the actions and results of the project and maintain and further develop the results</p>	<p>Documentary review focused on exit strategies, minutes of meetings between UNCT and the government, assessment of systemic barriers to sustainability</p> <p>Questionnaire</p> <p>Interviews</p> <p>Focus groups</p> <p>Round tables</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p> <p>Results Groups</p> <p>CSO and private sector representatives</p> <p>Donors/International development partners representatives</p>

	measures proposed? Has ownership of the actions and impact been transferred to the corresponding stakeholders? Do the stakeholders / beneficiaries have the capacity to take over the ownership of the actions and results of the project and maintain and further develop the results?			
IMPACT: extent to which the obtained benefits (results) have continued, or are likely to continue, after the PSD-related intervention has been completed				
EQ13	<p>Is there evidence of long-lasting desired changes in the outcome areas identified in the PSD? In which aspects?</p> <p>Has the PSD appropriately reached its target groups and contributed to empowerment of disadvantaged ones and women?</p> <p>Has the PSD contributed to (more) sustainable institutions?</p> <p>Is there evidence that institutional systems/mechanisms are in place which:</p> <p>1) Support further capacity development at the national and local level; and</p> <p>2) Promote sustainable and inclusive development.</p>	<p>Evidence of:</p> <p>a. Lasting changes in national laws, policies, regulations, and plans that can sustain PSD results and strategies</p> <p>b. Scaling-up of pilot initiatives</p> <p>c. Adoption of major lessons and good practices that led to changes in the strategic and organisational direction of the Government</p> <p>d. Additional allocations of national budget and/or other donor resources</p> <p>e. Institutional capacity in place to sustain levels of achievement or a strategy/plan exists to indicate how it will be developed and funded</p>	<p>Document review focused on institutional measures in place or expected that will help to sustain PSD results/benefits</p> <p>Questionnaire</p> <p>Interviews</p> <p>Focus groups</p> <p>Roundtables</p>	<p>Reference materials for evaluation</p> <p>UNCT</p> <p>Government officials</p> <p>Results Groups</p> <p>CSO and private sector representatives</p> <p>Donors/International development partners representatives</p>

ANNEX VII: ONLINE SURVEY FOR UN STAFF

The following is the text of the survey, as it appears online. The survey should be seen as complementary to the questionnaire used for interviews (although both are harmonized), so they should not be compared for compatibility.

Overall Instructions

The UNCT North Macedonia, in close partnership with the Government and other national counterparts, has decided to conduct an evaluation of the Partnership Framework for Development (PSD) 2016-2020, which is mandatory in the penultimate year of the programme cycle and should serve as a major input for the planning process of next programme cycle.

The purpose of the PSD evaluation is, on the one hand, to gather key findings and lessons learned to inform the next Partnership for Development Framework planning cycle and to improve UN coordination in North Macedonia and, on the other hand to support greater accountability of the UN system towards agreed national objectives and priorities in the country.

The PSD evaluation scope will be global, in the sense that it will cover all strategic areas of the PSD. The PSD evaluation will examine progress for the 2016 – 2019 period. As such it will be a country-level evaluation carried out jointly with the UNCT and the overall approach is participatory and orientated towards learning on how to jointly enhance development results at the national level.

To facilitate the data collection process, the evaluators have designed this survey which is intended to gather the views and perceptions of UN staff on the overall relevance, efficiency and effectiveness of the PSD. Your participation in this evaluation through the completion of this survey will be greatly appreciated.

The survey should take **20 minutes** to complete. Wherever there is an opportunity for a write-in response, you are encouraged to make reference to a specific activity or project. If for any reason you cannot respond to a question, please select “Don’t know”. We kindly request that you complete this survey by 26 of September 2019. The information you provide will be kept strictly confidential. Responses will be combined through our analysis and reporting so that individual responses are not identifiable to any individual. Thank you!

1. Background Information

1.1 Which UN Agency do you work for?

UNRC

FAO

IOM

OHCHR

RCO

UN Women

UNCTAD

UNDP

UNECE

UNFPA

UNHCR

UNICEF

UNODC

WB

WHO

... additional choices...

1.2 What is your association with the PSD process?

Formulation

Implementation

M&E

Resource mobilization

Partnership

Coordination

Other, please specify _____

1.3 In what capacity do you work for the UN?

Programme

Finance

Administration (including HR)

Communications

M&E

Other, please specify _____

1.4 How long have you been working with the UN in North Macedonia?

Less than 1 year

Between 1-2 years

More than 2 years but less than 5 years

More than 5 years

1.5 What is your gender?

Male

Female

Prefer not to say

2. Questions on PSD Relevance

Please select the answer that best reflects your perception of the following statements:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
2.1 The PSD adequately reflected North Macedonia national priorities at the time of its formulation	<input type="radio"/>				
2.2 The PSD addresses the needs of women, children and the most vulnerable groups in North Macedonia	<input type="radio"/>				
2.3 The PSD is flexible enough to respond to the changing context in North Macedonia	<input type="radio"/>				
2.4 The PSD is relevant to the work of my agency	<input type="radio"/>				
2.5 The PSD has created a clearer division of labor among UN agencies in North Macedonia	<input type="radio"/>				
2.6 The PSD has created complementarities among UN agencies in North Macedonia	<input type="radio"/>				

2.7 Are there any priority areas that should be added to the next PSD?

Please provide 1-2 areas if applicable.

Area 1: _____

Area 2: _____

2.8 Are there any priority areas that should NOT be included in the next PSD?

Please provide 1-2 areas if applicable.

Area 1: _____

Area 2: _____

3. Questions on PSD Effectiveness

Please select the answer that best reflects your perception of the following statements:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
3.1 The targets for the PSD outputs my agency is involved in are realistic	<input type="radio"/>				
3.2 The targets for the PSD outputs my agency is responsible for are on track to be achieved by the end of the current cycle	<input type="radio"/>				
3.3 The PSD has contributed to increased collaboration between UN agencies	<input type="radio"/>				
3.4 The PSD has created a UN system that is more effective than the work of individual agencies	<input type="radio"/>				
3.5 The PSD has adequately incorporated human rights as a cross-cutting principle	<input type="radio"/>				
3.6 The PSD has adequately incorporated gender equality and right of	<input type="radio"/>				

children and PwDs as a cross-cutting principle					
3.7 The PSD has adequately incorporated environmental sustainability as a cross-cutting principle	<input type="radio"/>				
3.8 The PSD implementation has adequately incorporated capacity building as a cross-cutting principle	<input type="radio"/>				
3.9 The PSD implementation has adequately incorporated results-based management (RBM) principles	<input type="radio"/>				

Please rate the following statements from your agency's perspective:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
3.10 The RCO has played a crucial role in coordinating agencies	<input type="radio"/>				
3.11 The recent restructuring of the RCO function is a positive development that will strengthen UN coordination and effectiveness	<input type="radio"/>				

3.12 What are the main sources of funding for your activities in the current PSD cycle?

Core (own funding)

Donor funding

Other, please specify _____

3.13 How does your funding situation compare to the last CPD cycle?

Better

Worse

3.14 What are the main challenges related to funding for your agency?

Answer _____

3.15 What would be the factors that have positively affected the achievement of PSD results?

Please provide 1-2 areas if applicable.

Area 1: _____

Area 2: _____

3.16 What would be the factors that have negatively affected the achievement of PSD results?

Please provide 1-2 areas if applicable.

Area 1: _____

Area 2: _____

4. Questions on PSD Efficiency

Please select the answer that best reflects your perception of the following statements:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
4.1 The PSD oversight mechanisms have worked adequately (i.e., UNCT, OMT, and other governance bodies)	<input type="radio"/>				
4.2 The PSD has contributed to achieving better synergies among the programmes of the UN agencies	<input type="radio"/>				
4.3 The PSD has contributed to a reduction of transaction costs in my agency	<input type="radio"/>				
4.4 My agency has mobilized enough resources	<input type="radio"/>				

to achieve the PSD outcome/output targets we support					
4.5 The value of the PSD process outweighs the efforts required to administer it	<input type="radio"/>				
4.6 Pertinent information on the PSD is readily available	<input type="radio"/>				
4.7 Information sharing on the PSD is transparent	<input type="radio"/>				
4.8 The PSD has increased the capacity of UN agencies to engage the government on critical UN matters	<input type="radio"/>				

Please rate the following statements from your agency's perspective:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON'T KNOW
4.9 The agency I work for frequently uses the PSD document to plan its activities	<input type="radio"/>				
4.10 The agency I work for uses the PSD document to plan Joint-Programmes	<input type="radio"/>				
4.11 The agency I work for actively communicates with other UN agencies on work related to PSD	<input type="radio"/>				
4.12 The PSD result groups have convened regularly and have been an important instrument of inter-agency cooperation	<input type="radio"/>				
4.13 Work around the Sustainable Development Goals is well coordinated among UN agencies	<input type="radio"/>				

4.14 In how many Joint Programmes has your agency been involved in the current PSD cycle?

- One
- Two
- Three
- Four
- Five
- More than five

4.15 Following up on the previous question, in which areas have you been involved in joint programming with other UN agencies?

Please provide 1-5 areas if applicable.

Area 1: _____

Area 2: _____

Area 3: _____

Area 4: _____

Area 5: _____

4.16 Following up on the previous question, in which areas there is potential for more joint programming with other UN agencies?

Please provide 1-5 areas if applicable.

Area 1: _____

Area 2: _____

Area 3: _____

Area 4: _____

Area 5: _____

4.17 Can you provide any specific examples of inter-agency coordination or cooperation that reduced duplication, generated economies of scale or resulted in development synergies and effective delivery of the PSD?

4.18 What your agency’s activities and contributions in the area of SDGs? Have you cooperated with other agencies in this area?

4.19 From the perspective of your agency, how would you rate the partnerships with the following stakeholders throughout the PSD implementation:

	NON-EXISTENT	WEAK	STRONG	VERY STRONG
Other UN agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Central government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local governments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Civil Society Organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Private sector	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bilateral donors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Multilateral Development Banks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4.20 What are the main challenges related to coordination among UN agencies?

Please provide 1-4 areas if applicable.

Area 1: _____

Area 2: _____

Area 3: _____

Area 4: _____

5. Questions on PSD Sustainability

Please rate the following statements from your agency’s perspective:

	STRONGLY DISAGREE	DISAGREE	AGREE	STRONGLY AGREE	DON’T KNOW
5.1 The PSD promotes ownership of UN	<input type="radio"/>				

programmes by the government					
5.2 The PSD results are sustainable given the financial resources mobilized so far	<input type="radio"/>				
5.3 My agency develops exit strategies to ensure results are sustained over time	<input type="radio"/>				
5.4 Building capacities of government institutions will lead to sustainable results	<input type="radio"/>				

6. Conclusion and Recommendations

6.1 What changes or recommendations should be made to the current PSD programming and management to support the realization of the PSD outcomes for the next cycle?

6.2 What changes should be made to support the integration of the Sustainable Development Goals for the next cycle?

6.3 Are there any additional comments you wish to make for consideration by the evaluation team?

(up to 200 words)

Thank you for your kind participation!

ANNEX VIII: ANALYSIS OF PSD RESULTS FRAMEWORK

This table shows an analysis of the PSD results based on the PSD Results Framework. The status of the achievement of targets is colour-coded on the basis of the legend shown below. All the data shown in the table below have been provided by the UNRC and are not verified by the evaluators.

Legend

	Already Achieved
	Could be Achieved
	Unlikely to be Achieved
	Not Measurable

Outcome/Output	Indicator	Baseline (2014)	Target (2020)	End-line data 2018	Notes
OUTCOME 1					
<i>Outcome 1: By 2020, more women and men are able to improve their livelihoods by securing decent and sustainable employment in an increasingly competitive and job-rich economy</i>	Unemployment rates for women and men	<i>Baseline (average 2015): overall 26.1%; women 25.1%; men 26.7%</i>	<i>Target (2020): overall 22.9%; women 23.1%; men 22.6%</i>	Q3 2018: 20.8% overall 20.5% women 21% men	Already achieved.
	Unemployment rates for young women and men (15-24)	<i>Baseline (Q3 2014) overall: 52%; women: 49.3%; men: 53.6%</i>	<i>Target (2020): overall 47%; women 44.3%; men 48.6%</i>	Q3 2018: overall: 45.8%; women: 46.2 %; men: 45.5 %	Already achieved for all and men. Seems to be on track for women.
	Share of women and men employed in the informal sector	<i>Baseline (2013): overall 22.5%; women 21.7%; men 23.1%</i>	<i>Target: (2020): overall 19.5%; women 18.7%; men 20.1%</i>	2017: overall 18.1 %; women 15.7 %; men 19.7%	Already achieved.
	Labor force participation rates for women and men	<i>Baseline (2012): overall 55%; women 43%; men 67%</i>	<i>Target: TBD w/MLSP</i>	Q3 2018: overall 57 %; women 44.3 %; men 69.6 %	Target not determined yet.

Output 1.1: National institutions have improved capacities to develop, implement and monitor policies and measures that help to generate more sustainable jobs	Indicator 1.1.1: Share of new private-sector jobs attributable to active labor market measures	Baseline (2014): 12.5%	Target (2020): 14%	(2017): 12.3%	Indicator has not been measured since 2017. It could be achieved, although there has been regression from the baseline.
Output 1.2: Groups with low labor-force participation and employment rates gain the skills and access they need to secure more decent jobs in the formal labor market	Indicator 1.2.1: Success rates for Roma women and men in active labor market measures	Baseline (2014): overall 47%; women 41%; men 50%	Target: TBD with MLSP	(2018): Overall 39.8%	Target not determined yet.
	Indicator 1.2.2: Number of companies that employ adults with disabilities	Baseline (2014): overall 1,578; public sector 153; private companies 1,159; protected associations 266	Target: TBD with MLSP	(2018): 2,585 - public sector 282; - private companies 1,663; - protected associations 640	Target not determined yet. However, there seems to be considerable progress in this area.
Output 1.3: The education and training system is strengthened to provide people who lack them with the credentials and skills they need to meet labor market demands	Indicator 1.3.1: Share of working-age women and men who find employment within 12 months of receiving skills/vocational training as part of active labor market measures	Baseline: TBD with MLSP	Target: TBD with MLSP	(2018): 45%	Baseline and target not determined. The reported result seems quite substantial. UN agencies made significant contributions in improving the education system, especially VET for prison inmates and persons with disabilities.
	Indicator 1.3.2: Equivalency and continuing education system created for adults who did not finish school	Baseline (2015): No system exists	Target (2020): Equivalency diploma and continuing education system created and in use	(2018): Equivalency diploma and continuing education system created	Already achieved.

Output 1.4. Tripartite social dialogue institutions and processes are enhanced as a means to promote decent work and sustainable growth	Indicator 1.4.1: Number of draft regulations screened by tripartite Economic and Social Councils	Baseline (2015): 8	Target (2017): All draft regulations in the area of employment, labor relations, pension and disability insurance and occupational health and safety	(2018): 60% of all regulations in economic and social sphere	Target could possibly be achieved, given progress until 2018.
	Indicator 1.4.2: Communication and collaboration platform for the LESC created	Baseline (2015): No platform existed	Target (2017): fully operational platform	(2018): Web platform created	Already achieved.
	Indicator 1.4.3 Increased membership of the social partners	Baseline: to be established	Target (2018) 1.5 p.p	(2018): 12% growth in membership of Employers' associations	This indicator lacks clarity.
Output 1.5: National policies foster entrepreneurship, a positive business environment, sustainable private-sector growth and the productive use and lower-cost transfer of remittances	Indicator 1.5.1: Country score in World Economic Forum competitiveness index	Baseline (2014): 4.3	Target (2020): TBD	(2016-2017): 4.23	Target not defined.
OUTCOME 2					

Outcome 2: By 2020, national and local institutions are better able to design and deliver high-quality services for all users, in a transparent, cost-effective, non-discriminatory and gender-sensitive manner	Citizen satisfaction with the quality of municipal services	<i>Baseline</i> (2014): 3.34 on a scale of 1-5	<i>Target</i> : (2017): 3.45; (2018): 3.5; (2020): 3.6	(2018): 3.12	This indicator has shown regress.
	Country score in World Bank global governance effectiveness index	<i>Baseline</i> (2014): -0.07 on a scale from -2.5 (weak) to 2.5 (strong)	<i>Target</i> (2020): 0.10	(2017): -0.05	Could be achieved, given that the reported score is for 2017 (before the elections).
	Share of municipalities using gender-responsive budgeting tools in participatory processes	<i>Baseline</i> (2014): 4/81	<i>Target</i> (2020): 30/81	(2018): 21 municipalities are implementing gender responsive budgeting initiatives in local planning and budgetary decision-making	Likely to be achieved.
	Share of young people (under 29) who see their future outside the country, disaggregated by sex	<i>Baseline</i> (2016): 61.5%, disaggregated by sex	<i>Target</i> (2020): 50%	There are no targets set for 2018	Target not defined.
Output 2.1: Local governance institutions strengthened to deliver services efficiently and equitably	Indicator 2.1.1: User satisfaction with municipal social protection services	<i>Baseline</i> (2014): 2.99	<i>Target</i> (2020): 3.30	(2018): 2.32	This indicator has shown regress.
	Indicator 2.1.2 Number of municipal councils implementing participatory budget planning	<i>Baseline</i> (2014): 52	<i>Target</i> (2016): 55 <i>Target</i> (2017): 58 <i>Target</i> (2018): 61 <i>Target</i> (2019): 64 <i>Target</i> (2020): 70	(2018): 59	Could still be achieved.
	Indicator 2.1.3 Number of municipalities that show progress in providing equal access to public facilities and services	<i>Baseline</i> (2016): 0	<i>Target</i> (2020): 30	(2018): 6	Given progress reported till 2018, this target is quite unlikely to be achieved.

	for people with disabilities				
	Indicator 2.1.4 Number of hospitals in municipalities affected by the migration crisis renovated and supplied with needed equipment and vehicles	Baseline (2016): 0	Target (2020): 2	(2018): 2	Already achieved.
	Indicator 2.1.5. Number of centers for social services provided with vehicle(s) for transport of vulnerable migrants	Baseline (2016): 0	Target (2020): 2	(2018): 2	Already achieved.
Output 2.2. Civil society groups, individuals and young people participate directly in decision-making processes and more actively monitor national and local institutions	Indicator 2.2.1: Share of citizens satisfied with the degree of public participation in their municipality	Baseline (2014): 25%	Target (2020): 40%	(2018): 18.3%	Could still be achieved.
	Indicator 2.2.2: Comprehensive national gender-aware youth strategy developed and implemented in a participatory fashion	Baseline (2014): Youth strategy expired without full implementation	Target (2020): Comprehensive gender-aware youth strategy adopted and implemented in partic. fashion	(2018): Youth strategy adopted	Adoption achieved, but not clear how implementation will proceed.
	Indicator 2.2.3: Number of municipalities having a youth strategy	Baseline (2015): 11	Target 2016: 20 Target 2017: 30 Target 2018: 40 Target 2019: 50 Target 2020: 60	N/A	Result not reported.
	Indicator 2.2.4: Number of CSO	Baseline 2014: 12	Target 2020: 20	(2018): 27	Already achieved.

	reports assessing local performance in gender-responsive budgeting				
Output 2.3. National and local institutions have improved capacities to apply the principles of rule of law, accountability and transparency in the delivery of public services	Indicator 2.3.1: Progress in fighting corruption as assessed in EU monitoring criteria	Baseline (2014): Little progress as regards capacity-building and raising citizens' awareness on anti-corruption (EC progress report 2014)	Target (2020): Tangible improvements in the capacities of the State Anti-Corruption Commission and improved outreach to and involvement of citizens	(2018): Some level of progress has been achieved in fight against corruption, but it remains a serious problem	Not a good indicator because it cannot be measured rigorously (quite subjective in nature).
	Indicator 2.3.2: Number of municipalities using fully-fledged integrity systems	Baseline (2014): 10	Target (2020): 20	(2018): 12	Could still be achieved.
	Indicator 2.3.3: Additional border and migration officials trained in humanitarian border management	Baseline (2014): 100	Target (2020): at least 300	(2018): 791	Already achieved.
OUTCOME 3					
Outcome 3: By 2020, more members of socially excluded and vulnerable groups are empowered to exercise their rights and enjoy a better quality of life and equitable access to basic services	Share of population at risk of poverty or social exclusion (EU AROPE combined indicator)	<i>Baseline</i> (2013): overall: 48.1%; men: 48.4%; women: 47.8%;	<i>Target</i> (2020): TBD	(2016) Overall: 41.1% Men: 41.2% Women: 41.0%	Target not defined.
	Number of children with disabilities attending regular schools	<i>Baseline</i> : no data, baseline TBD;	<i>Target</i> (2020): 50% increase from the baseline	(2018) Primary education – (school year 2017/2018) Total number 827 children	Baseline not defined.

				Secondary Education (2018/19) – total number of children 307.	
	Number of Roma adults employed in formal economy	<i>Baseline</i> (2014): overall 4209, men 2889, women 1320	<i>Target</i> (2020): TBD	(2018) Data not available	Target not defined. Data not available.
	Rights-based asylum and migration systems function in line with international commitments	<i>Baseline</i> : (2015): Partially in line	<i>Target</i> (2020): Fully in line	(2018) Partially in line	Not a good indicator because it cannot be measured rigorously (quite subjective in nature).
	Mortality attributable to non-communicable diseases	<i>Baseline</i> (2012): a) Cardiovascular diseases: 578.6 per 100,000; b) Malignant neoplasms: 179 per 100,000; Endocrine diseases: 4.4 per 100,000; Respiratory diseases: 38.6 per 100,000	<i>Target</i> (2020): a) 526.9 per 100,000; b) No increase.	(2018) a) Cardiovascular 538.5 per 100,000; b) Malignant neoplasms: 179.1 per 100,000; Endocrine diseases: 47.2 per 100,000; Respiratory diseases: 41.1 per 100,000	This indicator is too complex to be used in a meaningful way (too many components).
Output 3.1: Statistical data generated to support evidence-based policies and programs aimed at vulnerable and socially excluded groups	Indicator 3.1.1: Number of new data tools or systems developed to address statistical gaps on persons with disabilities and other vulnerable groups	Baseline (2015): 0	Target (2020): 5	(2018): 1	Unlikely to be achieved.
	Indicator 3.1.2: Creation of user-friendly web-based database on population trends that enables mapping socio-economic and demographic disparities	Baseline (2015): Fragmentary data only, not available online	Target (2020): One web-based database created	(2018): On-going	Could be achieved, but indicator lacks clarity.

Output 3.2: More socially excluded and vulnerable people participate directly in the design and delivery of social services	Indicator 3.2.1: Number of social services involving user participation in design and delivery	Baseline (2016): 0	Target (2020): 3	(2017): 3	Already achieved based on UN reporting, but indicator is quite subjective.
Output 3.3. More children realize their rights and enjoy better living standards and opportunities in line with the UN Convention on the Rights of the Child	Indicator 3.3.1: Share of primary caregivers of Roma girls and boys 0-3, with knowledge of on positive parenting practices	Baseline (2016): 0	Target (2020): TBD	In process	Target not defined. UNICEF is implementing since 2017 the programme for positive parenting but progress can not be assessed in this case because no target has been adopted.
	Indicator 3.3.2: Share of children 3-5 years attending preschool	Baseline: (2015): 28.5%;	Target (2020): overall: 45%; boys: 50%; girls: 50%	(2017) 34.7% of children attend preschool education	Could be achieved.
	Indicator 3.3.3: Share of total number of cases per year of children victims managed by multi-agency teams	Baseline (2015): 0%	Target (2020): 50% Boys 50% girls 50%	(2018): The number of cases per year of children victims managed by multi-agency teams is 8. Number of child victims from the same report registered by the Public Prosecutors Office is 411 . Therefore, in terms of the indicator, the percentage would be: 1.95 % .	Large discrepancy between target and reality, which signifies an unrealistic target.
Output 3.4: More persons with disabilities are able to realize their rights and enjoy better living standards in line with the UN Convention on the Rights of Persons with Disabilities	Indicator 3.4.1: % of boys and girls identified as having a disability using ICF-CY	Baseline (2014): 0%	Target (2020): 90% with equal gender and ethnic distribution	(2018)	Could be achieved. ICF centers have been established and tools and methodologies are in place.

	Indicator 3.4.2: Share of home visiting nurses trained in early detection/early intervention in cases of children with disabilities)	Baseline (2015): 20%	Target (2020): 100%	(2018): 100% trained in early detection, 30% on early intervention + positive parenting and recognition of mothers at risk of child abandonment, neglect or violence	Already achieved.
	Indicator 3.4.3. Share of Centres for Social Work that implement the social model for disability assessment.	Baseline (2015): 0/30	Target (2020): 30/30	(2018)	Could be achieved. ICF centers have been established and tools and methodologies are in place.
	Indicator 3.4.4: Number of adults with disabilities employed	Baseline (2014): overall 4,425 (disaggregated by type of employment in: a) protected associations 2,719; b) public sector 271; c) private sector 1,435	Target (2020): TBD	(2018): 4,727 a) 2,312 protected associations; b) 388 public sector; c) 2,020 private sector	Target not defined.
Output 3.5: More members of the Roma community are able to realize their rights, enjoy improved living standards and opportunities, and overcome social exclusion	Indicator 3.5.1: Infant mortality rate for Roma. Target (2020):	Baseline (2013): 17.4 per 1,000 live births; (2014): 14.2	TBD with Health Ministry; reduce by 30%	No data available	No data available.
	Indicator 3.5.2: Number of Roma girls and boys age 0-3 from the 7 municipalities with highest density of Roma accessing health services referred by Roma health mediators	Baseline (2015): TBD: boys and girls.	Target (2020): TBD	No data available	No data available.

	Indicator 3.5.3: Primary school completion rates for Roma children	Baseline (2011): Overall: 67%	Target (2020): 80%	Roma students enrolled in 9 th grade primary school 2016/17 = 766 Roma students who completed 9 th grade primary school in 2016/17 = 759	Reported data not corresponding to the way the indicator is formulated.
	Indicator 3.5.4: Number of Roma benefiting from improved provision of social services	Baseline (2015): 986;	Target (2016): 1,000 Target (2020): 5,400	(2018): 1,357	This target seems unlikely to be achieved. Also, it seems outside of UN's control.
Output 3.6: Institutions have improved capacities to develop and implement inclusive, evidence-based social policies and services that reduce inequality and social exclusion	Indicator 3.6.1: Integrated case management system for vulnerable people developed	Baseline (2015): integrated case management not applied	Target (2020): case management system designed and implemented	In progress	Likely to be achieved.
	Indicator 3.6.2: Integrated case management system piloted in at least one location	Baseline (2015): case management system not in use	Target (2020): case management piloted in at least one location	In progress	Likely to be achieved.
	Indicator 3.6.3: Number of new national or municipal development plans that incorporate demographic dynamics drafted.	Baseline (2015): 1.	Target (2020): 4	In process	Likely to be achieved.
	Indicator 3.6.4: Share of border and police officials and social workers trained in protection-sensitive migration management systems	Baseline (2014): TBD;	Target (2020): At least half of all officials	No data currently available	No data available.
	Indicator 3.6.5 Strengthen the national capacity to	Baseline (2018): 46 elementary schools	Target (2020): expansion in at least ten more	In initial phase.	In initial phase.

	implement the evidence-based prevention intervention (social emotional learning programme) with adolescents in schools population		elementary schools		
Output 3.7 Healthcare policies increasingly address the needs of vulnerable and socially excluded groups and healthcare services respond better to these needs	Indicator 3.7.1: Number of evidence-based healthcare policies that are reoriented to reduce inequities in access to services and outcomes in line with international standards	Baseline (2015): 1	Target (2016): 1 policy-strategic document; 2 policy documents (maternal health guidelines)	(2018): 2 (WHO) 19 (UNFPA)	Seems to be achieved, based on reporting from the UN.
	Indicator 3.7.2: Common data framework established to monitor non-communicable diseases and risk factors across different population and social groups	Baseline (2015): No common data framework	Target (2020): Common data framework established	In progress	Could be achieved.
	Indicator 3.7.3: Share of health service delivery points that have seven life-saving maternal/reproductive health medicines from the WHO priority list	Baseline (2015): 0%	Target (2016): 0% (these activities will be implemented in 2017)	Ongoing	Not a clear indicator/target.

	Indicator 3.7.4: Number of persons with substance use disorders provided with evidence based drug dependence treatment in line with the international standards	Baseline (2015):1857	Target (2020): 30% increase on baseline	No data currently available	No data available.
Output 3.8: Stigmatization and discrimination against socially excluded and vulnerable people reduced through persuasive advocacy and adherence to human rights standards	Indicator 3.8.1: Share of population experiencing discrimination	Baseline (2013): 22% personally; 31% as a witness	Target (2020): 15% personally; 24% as a witness	n/a	Data not available. A major problem with this indicator is that it is not well-defined.
	Indicator 3.8.2: Anti-discrimination complaints registered/resolved by relevant institutions	Baseline (2014): Registered: TBD, Resolved: TBD	Target (2020): Registered: TBD, Resolved: TBD	TBD	Target not determined. As noted above, the way it is framed this indicator lacks clarity.
Output 3.9: Refugees in need of international protection are given access to the asylum system in the country, treated in accordance to the international protection regime, and the needs of the most vulnerable are met	Indicator 3.9.1. Number of persons in need international protection given access to territory and assisted	Baseline: > 95% (2015)	Target: 100%	Some 32,549 arrivals were documented in 2018. Of those 299 applied for asylum in 2018. 5 persons were denied access to asylum procedure. 2017: 12 persons were denied access to asylum procedure	This is not a good indicator. No correspondence between the way the indicator is framed and the way the baseline and target are measured.
OUTCOME 4					

Outcome 4: By 2020, individuals, the private sector and state institutions base their actions on the principles of sustainable development, and communities are more resilient to disasters and environmental risks	Greenhouse gas (GHG) emissions (CO ₂ -eq kT)	<i>Baseline</i> (2012): 15,308 ¹⁰⁰	<i>Target</i> (2020): 11,309.89	Achieved: 9,023 (2014)	Already achieved.
	Economic loss from disasters as a share of GDP	<i>Baseline</i> (2015): 0.68%	<i>Target</i> (2020): 0.20%	(2017/2018): To be measured at the end of the cycle	Data not available.
	Hectares of land that are managed sustainably as protected areas under a conservation, sustainable use or access- and benefits-sharing regime	<i>Baseline</i> (2014): 79,433 hectares	<i>Target</i> (2020): 120,000 hectares	(2017/2018): 165.137 ha under some degree of improved management	Already achieved.
	Number of deaths due to disasters per 100,000 people, (disaggregated by sex and location)	<i>Baseline</i> (2015): 7, 4 males and 3 females; 6 in Sipkovica/Tetovo, 1 in Kumanovo	<i>Target</i> (2020): 0 male and 0 female, countrywide	(2017/2018): 0 male and 0 female, countrywide	Likely to be achieved.
	Degree of integrated water resources management implementation	<i>Baseline</i> (2015): 2, on a scale of 1-5	<i>Target</i> (2020): 4, on a scale of 1-5	(2017/2018): 3, with significant progress in Strumica River Basin, Prespa Lake Watershed and Upper Vardar basin	Likely to be achieved.
Output 4.1. Individuals, businesses and institutions have increased awareness and understanding about their ecological footprint and possible actions to reduce it	Indicator 4.1.1: Share of people aware of their ecological footprint and ways to reduce it	Baseline (2016): 3 on scale of 1-5	Target (2020): 4 on scale of 1-5	4 on a scale of 1-5, per the latest 2019 climate change perception survey	Already achieved.
Output 4.2. Industries have adopted environmentally friendly standards and technologies	Indicator 4.2.1: Percentage of industrial facilities that have adopted and comply with environmentally	Baseline (2014): 70% of all facilities have A or B environmental permits	Target (2020): 90% of all facilities have A or B environmental permits		Data not available.

¹⁰⁰ With the latest inventory that is currently being finalized, GHG emissions for 2012 are now revised at 15,308.

	friendly standards and norms				
	Indicator 4.2.2: Number of industrial facilities and other organizations that have implemented and complied with ISO 50001- Energy management system standard	Baseline (2014): 0	Target (2020): 30		Data not available.
Output 4.3 Public and private actors have improved capacities to implement, monitor and evaluate policies related to environment, climate change and nature protection	Indicator 4.3.1: Number of protected area management plans implemented by local governments and/or CSOs	Baseline (2014): 11	Target (2020): 22	(2017/2018): 25	Already achieved.
	Indicator 4.3.2: Volume of public and private investment mobilized and leveraged for low-carbon development	Baseline (2016): 275,304,070 EUR	Target (2020): 344,139,087 EUR	(2017/2018): No info	Data not available.
	Indicator 4.3.3: Number of environment and climate change policies incorporating an analysis of the implications for health	Baseline (2015): 0	Target (2020): 1	(2017/2018): 0	No progress marked.
	Indicator 4.3.4: Volume of HCH contaminated waste and soil remediated to meet the requirements of the	Baseline (2014): 0	Target (2019): 6,000 cubic meters (10,700 tons)	(2017/2018): 0	No progress marked.

	Stockholm Convention				
Output 4.4 Communities, supported by a strong framework of national policies and infrastructure, are better prepared to prevent and respond to disasters, including the human displacement they can cause	Indicator 4.4.1: Number of municipalities with a local development plan that integrates a hazard and risk assessment	Baseline (2015): 0	Target (2018): 8	(2017/2018): 11	Already achieved.
	Indicator 4.4.2: Number of civil servants trained to prevent and respond to human displacement caused by disasters	Baseline (2015): 0	Target (2020): at least 40	60 civil servants of CMC trained in camp management/ human displacement caused by disasters	Already achieved.
	Indicator 4.4.3: Number of national policies that address the reproductive health needs of women, adolescents and youth in disasters and crisis situations drafted	Baseline (2015): 1	Target (2020): 5		Data not available.
	Indicator 4.4.4: Crisis management strategies drafted that incorporate IOM guidelines	Baseline: IOM guidelines not incorporated	Target: IOM guidelines of the Migration Crisis Operational Framework are incorporated in the national strategies on	No guidelines incorporate IOM guidelines yet, however there is increased awareness of the Migration Crisis Operational Framework and Standards.	No progress marked.

			crisis management		
	Indicator 4.4.5: Number of cities joining the “Making Cities Resilient” campaign	Baseline: 1 (Strumica)	Target: 3	(2017/2018): 1	No progress marked.
	Indicator 4.4.6: Number of municipalities improving their flood-prevention policies and infrastructure in line with “build back better” principles	Baseline: 0	Target: 25	(2017/2018): 25	Already achieved.
Output 4.5: National capacity to manage lakes and river basins is improved to deliver better water quality and more balanced use of natural resources by different stakeholders	Indicator 4.5.1: Reduction in phosphorus loads in Prespa Lake Watershed	Baseline (2014): 16 tons per year	Target (2018): 24 tons per year		Data not available.
	Indicator 4.5.2: Average annual damage caused by floods in the Strumica River Basin	Baseline (2015): 552,000 EUR	Target (2020) 110,400 EUR		Data not available.
OUTCOME 5					
Outcome 5: By 2020, state institutions are fully accountable to gender equality commitments, and women and girls are more empowered to make choices and lead lives free from discrimination and violence	Council of Europe’s Istanbul Convention ratified	<i>Baseline</i> (2011): Convention signed in 2011	<i>Target</i> (2020): Convention ratified by Parliament	(2018): The Council of Europe Convention for Preventing and Combating Violence against Women and Domestic Violence ratified	Already achieved.
	For cases of a) domestic violence and b) other forms of	<i>Baseline</i> 2015 (TBD)	<i>Target</i> (2020): TBD	The challenge of collecting the data is persisting.	Target not defined.

	gender-based violence, the number of persons (disaggregated by gender) b) reported to police; c) indicted; and di) convicted (including nature/length of sanction)			a) 2017 MoI: 903 victims of domestic violence (756 female, 217 male) ¹⁰¹ 2017 MLSP: 1081 victims of domestic violence (80% female, 20% male) ¹⁰²	
	Share of gender-based discrimination complaints resolved by responsible institutions	<i>Baseline (2014):</i> 1/14 (7%), reports issued March/April	<i>Target (2020):</i> TBD	Anti-Discrimination Commission: 2017: Out of the total number of complaints (12), the commission determined discrimination based on sex and gender in 25% of the cases. 2018: Out of the total number of complaints (11 based on sex and 4 based on gender), the commission determined discrimination based on sex and gender in 72% and 50% respectively.	Target not defined.
	Number of new civic or institutional initiatives inspired by women and girls that are translated into	<i>Baseline (2015):</i> a) local: 5 municipal council decisions that reflect women's needs; b) national: 4 policies and 2	<i>Target (2020):</i> a) local: 10 new policies/decisions b) national: 5 new policies/decisions	(2018): a) local level: 24 local policies/programmes engendered b) National level: 4 new laws/polices/bylaws ¹⁰³	Already achieved.

¹⁰¹ MOI annual reports: https://mvr.gov.mk/Upload/Editor_Upload/semajno%20nasilstvo.pdf

¹⁰² Institute for social affairs report: <http://zsd.gov.mk/семејното-насилство-во-македонија-во-20/>

¹⁰³ SOPs for SACs

	national and local policies or decisions	parliamentary decisions that reflect women's needs			
Output 5.1. Legislation on gender-based violence and anti - discrimination is aligned with international standards	Indicator 5.1.1. Number of initiatives for alignment of the legislation a) submitted and b) adopted	Baseline (2015): Existence of analysis on alignment of national legislation with the Istanbul Convention	Target (2020): Submission of initiatives for revision of Criminal Code and adoption of new comprehensive law of ERAW	(2018): a) 3 initiatives for legislative revisions submitted b) 2 initiatives adopted	Target does not correspond with indicator.
	Indicator 5.1.2. Number of annual reports required under the GE Law and CEDAW reports published on the internet	Baseline (2015): 2 CEDAW report available/ published	Target (2020): 5 reports available (report on GE implementation and 6 th CEDAW periodic report)	(2018): 2 Progress reports on the implementation of the NSGE 1 CEDAW report (6 th periodic report) 17 submissions for CEDAW from CSOs ¹⁰⁴	Could be achieved.
Output 5.2: Public institutions and CSOs have enhanced capacities for prevention of discrimination and gender-based violence and protection of survivors	Indicator 5.2.1. Number of professionals from public institutions and CSOs that have enhanced their capacities towards gender equality and non-discrimination as a result of learning initiatives and trainings	Baseline (2015): 80 professionals at central and local level	Target (2020): at least 300 professionals have enhanced capacities	(2018): Central level: 140 public officials and CSOs Local level: 1.194 local administration, councilors, service providers	Already achieved.
	Indicator 5.2.2. Number of survivors	Baseline (2014): 72 survivors received	Target (2020): at least 200	2018: 260 survivors of domestic violence	Already achieved.

¹⁰⁴ https://tbinternet.ohchr.org/_layouts/treatybodyexternal/TBSearch.aspx?Lang=En&CountryID=173

	of domestic violence assisted according to standards and based on enhanced capacities	assistance by CSOs based on the standards adopted	survivors receive assistance based on standards		
	Indicator 5.2.3. Evidence on follow up on implementation of recommendations on sexual reproductive health and rights	Baseline (2015): no system	Target (2020): system available	Ongoing	Could be achieved.
	Indicator 5.2.4. Existence of database of children victims of violence (domestic, peer-to-peer...) by sex, residence, disability and ethnicity	Baseline (2015): No data base available with multiple variables measuring	Target (2020): data base available and fully functional	2018: Set of specific indicators are available. Based on the data collected, a report for 2017 is also available.	Could be achieved.
	Indicator 5.2.5. Existence of model sexual assault centers, with defined protocols	Baseline (2015): No sexual assault centers in the country	Target (2020): 3 sexual assault centers opened, with adopted protocols and fully functional	(2018): 3 sexual assault centres opened.	Already achieved.
Output 5.3: Relevant line ministries/public institutions and the Ombudsperson have increased capacities to address multiple discrimination of most marginalized groups of women and respond to their needs	Indicator 5.3.1. Change in capacities of public officials to recognize and address multiple discrimination	Baseline (2015): no data available	Target (2020): 50 mid-level management public officials enhanced their capacities on assessing multiple discrimination. National Ombudsperson annual report addresses the issue of gender	n/a	Data not available.

			based multiple discrimination		
	Indicator 5.3.2. Policies and measures in place to address discriminatory and harmful practices	Baseline (2015): National law and protocol preventing addressing early marriages	Target (2020): National Protocol enhanced and enacted	At the beginning	Could be achieved.
Output 5.4: Civil society organizations more effectively advocate and represent women and girls in addressing gender inequalities in the public and private sphere	Indicator 5.4.1. Number of informal CSO networking initiatives working to give a greater voice to women and girls	Baseline (2015): 4	Target (2020): at least 9	(2018): 9 CSO initiatives	Already achieved.
	Indicator 5.4.2. Number of CSOs initiatives to raise awareness on a) early marriage and b) men, boys advocating for gender equality	Baseline (2015): 0	Target (2020): 3	(2018): a) 4 initiatives on early marriage b) 1 initiative on men, boys advocating for gender equality	Already achieved.
	Indicator 5.4.3. Number of CSOs initiatives to raise awareness and advocacy on gender norms/stereotypes and gender-based violence in public spaces	Baseline (2015): 2 advocacy campaigns/initiatives per year	Target (2020): 4 initiatives per year	(2018): 4 initiatives	Already achieved.
Output 5.5: Public officials have improved capacity to analyze gender disaggregated data and incorporate gender considerations in formulating and	Indicator 5.5.1 Share of ministries that incorporate gender into policy making and budgeting	Baseline (2015): 5/15	Target (2020): 10/15	(2018): 14 line ministries and 3 state institutions	Based on UN reporting, this could be considered achieved. The question is how meaningful the gender budgeting is.
	Indicator 5.5.2. Share of municipalities that	Baseline (2015): 4/81	Target (2020): 15/81	(2018): 15/81	Already achieved.

implementing policies and budgets at central and local level	incorporate gender into policy making and budgeting				
	Indicator 5.5.3. Existence of platforms for knowledge sharing and best practices on gender responsive budgeting	Baseline (2015): No platform available	Target (2020): One platform for knowledge sharing on GRB established and functional	(2018): Two online GRB platforms at central and local level are in place	Already achieved.
	Indicator 5.5.4. Development of tracking and reporting system to monitor implementation of country obligations and recommendations on reproductive rights	Baseline (2015): System in place	Target (2020): Quality data are available and reporting is regular	Ongoing	Could be achieved.
	Indicator 5.5.5. National database containing number of children enrolled in preschool education by sex, disability, residence and ethnicity	Baseline (2015): Latest survey conducted in 2006	Target (2020): Data available and updated at regular intervals	Ongoing;	Could be achieved.

ANNEX IX: PROGRAMMES, POLICIES AND LAWS SUPPORTED BY THE UN

The following is a list of national programmes, policies and laws that were supported by UN agencies during the current PSD Cycle.

No.	Name	Current Status (Draft or Adopted)	Agencies that provided support
1	Strategy for introducing Gender Responsive Budgeting in the Republic of Macedonia (2012-2017)	Adopted	UN Women
2	National equality and non-discrimination strategy (2016-2020)	Adopted	UNCT
3	National Action Plan on GE (2018-2020)	Adopted	UN Women
4	Action Plan for implementation of the Istanbul Convention (2018 – 2023)	Adopted	UN Women
5	Law on preventing and combatting violence against women and domestic violence	Draft	UN Women
6	Programme for sustainable local development and decentralization (PSLDD)	Adopted	UNDP
7	PSLDD Action plan 2016-2020	Adopted	UNDP
8	Reports on implementation of the AP of the PSLDD for 2017, 2018 and 2019	Adopted	UNDP
9	Functional analysis and mapping of public sector institutions	Adopted	UNDP
10	Policy paper on decentralization	Draft	UNDP
11	Policy paper on EU integration	Draft	UNDP
12	Multi-sectoral SOP for victims of sexual violence	Adopted	UNDP, UN Women, UNFPA
13	Annual assessments of the fiscal decentralization 2016, 2017, 2018 and 2019	Adopted	UNDP
14	Flood Risk Management Plan for the Upper Vardar River Basin	Draft	UNDP
15	Methodology for municipal flood management plans	Ongoing	UNDP
16	Sediment management approaches from DRR perspective (methodology)	Ongoing	UNDP
17	Outline of a national strategy for flood risk mitigation	Ongoing	UNDP
18	Valorization studies for the protected areas: "Vodno", "Matka", "Tikvesh", Bislimska Klisura" that will serve for adoption of laws for re-proclamation of these protected areas	Ongoing	UNDP
19	Studies for ecosystem services for protected areas - National Park "Pelister" and "Belcisko blato"	Completed	UNDP
20	Resilient Skopje - Climate Change Strategy	Completed	UNDP
21	Household Heating Study for the City of Skopje	Completed	UNDP
22	Transport Study for the City of Skopje	Completed	UNDP
23	Gender and Climate Change Action Plan	Completed	UNDP
24	Floods Risk Study and Action Plan for Skopje agglomeration	Completed	UNDP

No.	Name	Current Status (Draft or Adopted)	Agencies that provided support
25	Biennial Update Report on Climate Change	Completed	UNDP
26	Strumica River Basin Management Plan	Completed	UNDP
27	Strumica Flood Risk Management Plan	Completed	UNDP
28	Build back better manual for engineers and decision-makers (targeting flood-damaged transport and water infrastructure)	Completed	UNDP
29	Erosion Study for the City of Skopje	Completed	UNDP
30	National Operational Plan for Active Employment Programmes and Measures, and Labour Market Services 2016, 2017, 2018 and 2019	Adopted	UNDP
31	Employment measure - Training for professional qualifications according to employers' needs, under the National Operational Plan for ALMMs 2018, 2019	Adopted	UNDP
32	Operational guidelines for Self-employment programme, OPE 2016, 2017, 2018, 2019	Adopted	UNDP
33	Self-employment programme for persons with disabilities (inclusive entrepreneurship), OPE 2016, 2017, 2018, 2019	Adopted	UNDP
34	Model of social community-based services provided by municipalities in partnership with CSW, ESA (regional centers) and local NGOs - Community Works Programme	Adopted	UNDP
35	Programme for financial and advisory support for the growth of micro, small and medium enterprises and social enterprises, OPE 2017	Adopted	UNDP
36	Programme for support the non-governmental organisations (NGOs) to create new jobs, OPE 2017	Adopted	UNDP
37	Impact Evaluation of Active Labour Market Measures implemented in North Macedonia 2010-2016	Adopted	UNDP
38	Model of Roma Inclusion in the labour market	n/a	UNDP
39	Concept paper - Employment models for the informal waste collectors	n/a	UNDP
40	Territorial Employment Pacts for Municipality of Gostivar	n/a	UNDP
41	Territorial Employment Pacts for Municipality of Shuto Orizari	n/a	UNDP
42	Blueprint of the model for Vocational Professional Rehabilitation of persons with disabilities; Initiation of the professional rehabilitation service in the country	n/a	UNDP
43	Concept for Integrated Case Management for persons at risk of social exclusion	n/a	UNDP, UNICEF
44	Initiation of the service Personal and Educational Assistance for adults and children with disabilities, provided at home and in primary and secondary education	n/a	UNDP
45	Functional Assessment of the Employment Service Agency of North Macedonia, 2019	Adopted	UNDP
46	Transformational Plan for Public Institution for protection and rehabilitation of persons with disabilities, Banja BANSKO, Strumica, 2018	Adopted	UNDP
47	Transformational Plan for Public Special Institution for persons with disabilities, Demir Kapija, 2018	Adopted	UNDP

No.	Name	Current Status (Draft or Adopted)	Agencies that provided support
48	Model for training programme and improving professional competencies of the employees in the Social Welfare Centres, licensing and supervisory roles	Adopted	UNDP
49	Model of VET training in penitentiary correctional institution	n/a	UNDP
50	Concept for Primary Adult Education	Adopted	UNDP
51	17 Programmes (competencies) for Primary Adult Education	Adopted	UNDP
52	Policy paper for Regional VET Centers (Center of excellence)	Adopted	UNDP
53	Concept paper - Developing Functional Business & Youth Resource Centre for Polog Region	n/a	UNDP
54	An Evaluation Report on the Community Works Programme	n/a	UNDP
55	in the country-Care Economy Impact		
56	Assessment of the capacities of the business support organizations (BSO) to support employment of vulnerable groups	n/a	UNDP
57	Integrated case management (ICM) for employment and social welfare users: Local context for North Macedonia	n/a	UNDP
58	Policy paper with recommendations and guidance note for development of integrated system of support of prisoners	Ongoing	UNDP
59	Policy paper with recommendations for provision of support services of educational assistance for children with learning challenges in primary and secondary education	Ongoing	UNDP
60	Support to MON in piloting inclusion of children with disabilities in regular primary education, as per ICF	Ongoing	UNDP
61	Guide for Integrated Case Management	Adopted	UNDP
62	Training programme on transferring the Austrian experience on integration of persons with disabilities at the open labour market, through Wien Work, and BBRZ, 2017, 2018, 2019	Ongoing	UNDP
63	Training module and mentoring to managers and employees of Demir Kapija and Banja BANSKO on deinstitutionalization	n/a	UNDP
64	Training module on community-based services for NGOs and other social service providers on deinstitutionalization services	n/a	UNDP
65	Development and delivery of training in Lean Manufacturing, 2018	n/a	UNDP
66	National Health 2020 Strategy	Adopted	WHO
67	National Public Health Action Plan until 2020	Adopted	WHO
68	National Action Plan for prevention and control of NCDs until 2025	Adopted	WHO
69	National HIV/AIDS Strategy with Action Plan, 2018 - 2022	Adopted	WHO, UNFPA
70	National Immunisation Guideline, 2016	Adopted	WHO
71	Childhood Obesity Surveillance Initiative (COSI) assessment for 2016 and 2018	Adopted	WHO

No.	Name	Current Status (Draft or Adopted)	Agencies that provided support
72	National nutrition action plan until 2025	Draft	WHO
73	National Healthy Ageing Action Plan until 2020	Draft	WHO
74	National Antimicrobial Resistance Action Plan 2018 - 2022	Adopted	WHO
75	National Action Plan on alcohol control 2019 - 2029	Draft	WHO
76	National Social Determinants of Health Report, 2017	Only report not submitted for adoption	WHO
77	National Action Plan on Health and Environment 2017 - 2030	Draft	WHO
78	National Human Resource for Health Profile, 2017	Only report not submitted for adoption	WHO
79	National Health Crisis Preparedness Plan, 2016	Adopted	WHO, UNFPA
80	Assessment report - joint MOH/WHO/ UNICEF /UNFPA assessment mission on reversing neonatal mortality trends and improving pregnancy outcome and child health, March 2018	Adopted by the National Committee for Safety Motherhood	WHO, UNICEF, UNFPA
81	Assessment of the pharmaceuticals system in North Macedonia, 2018	Only report not submitted for adoption	WHO
82	A national action plan to optimize Hepatitis surveillance, estimations, and national programme development and monitoring of Hepatitis	Draft	WHO
83	National Master Plan for Perinatal Care, 2019	Draft	WHO, UNICEF, UNFPA
84	Assessment, analysis and white paper for the national health care transformation, 2018 - 2019	Adopted	WHO
85	National Strategy and Action Plan for Primary Health Care, 2019	Draft	WHO
86	Assessment report - Primary health care organization, performance and quality in North Macedonia (2019)	Only report not submitted for adoption	WHO
87	Report from the health financial study to assess new approaches to measuring the social and economic impact of health systems (health investment study)	Draft	WHO
88	First national report on perinatal mortality audit, 2019	Draft	WHO, UNICEF, UNFPA

No.	Name	Current Status (Draft or Adopted)	Agencies that provided support
89	Report from the national International Health Regulations (IHR) joint evaluation external process, 2019	Adopted	WHO
90	Law on Labour Relations	Draft	ILO
91	Law on Minimum wage	Adopted	ILO
92	Strategy for formalization of informal economy	Adopted	ILO
93	Strategy and Action Plan for Small and Medium-sized Enterprises	Adopted	ILO
94	Action Plan on Youth Employment 2020	Adopted	ILO
95	Youth Guarantee Implementation Plan 2018-2019	Adopted	ILO
96	Youth Guarantee Implementation Plan 2020-2022	Draft	ILO
97	National Action Plan on Employment 2018-2020	Adopted	ILO
98	Comparative analysis of Convention No. 187 on the Promotional	Adopted	ILO
99	Framework for Occupational Safety and Health against the legislative		
100	OSH framework of the Former Yugoslav Republic of Macedonia		
101	Mid-term review of the National SRH Strategy 2010-2020	Completed (it served as the basis for the development of the National SRH AP 2018-2020)	UNFPA
102	National SRH Action Plan (2018-2020)	Adopted	UNFPA
103	Guideline for Management of Victims of Sexual Violence	Adopted	UNFPA
104	National Preparedness and Response Plan of the Health Sector during Emergencies (including series of annexes related to SRH)	Adopted	UNFPA, WHO
105	Clinical Guideline for Management of Post-partum hemorrhage (major cause of maternal deaths)	Adopted	UNFPA
106	SOP for multisectoral response to GBV during emergencies (part of document no.4)	adopted	UNFPA, UNHCR
107	Clinical Guideline on Detection of Risky Conditions during Pregnancy	Adopted	UNFPA
108	Clinical Guideline on Cervical Cancer Prevention	Draft	UNFPA

No.	Name	Current Status (Draft or Adopted)	Agencies that provided support
109	Training Program for Family Planning, including a module for PwDs (accredited and included in curricula for continuous medical education)	Adopted	UNFPA
110	Training Program for Prevention and Management of gender-based violence (the module for PwDs is in final stages)	adopted	UNFPA
111	National Strategy for Agriculture and Rural Development 2014-2020	Adopted	FAO
112	Review of the current regulatory framework related to consolidation of agricultural land	Implemented	FAO
113	Amendments to the Law on Consolidation of Agricultural Land (2018-2019)	Adopted	FAO
114	Secondary legislation with regard to Consolidation of Agricultural Land (2018-2019)	Adopted	FAO
115	Review of the current regulatory framework related to management and privatization of state-owned agricultural land	Ongoing	FAO
116	Provision of policy recommendations for improvement of the management and privatization of state-owned agricultural land	Ongoing	FAO
117	Policy advice for inclusion of climate change mitigation and adaptation measures into the national programmes for support of agriculture and rural development	Delivered to the Ministry of Agriculture, Forestry and Water Economy	FAO
118	A unified public and private sector strategy for development of a competitive, green and smallholder inclusive broiler sub-sector (2020-2025)	Under development	FAO
119	Assessment of the methodology for implementation of a National Forest Inventory (including Preliminary Land Cover Assessment of the land use situation and a proposal for a national Forest Monitoring System)	Delivered to the Ministry of Agriculture, Forestry and Water Economy	FAO

No.	Name	Current Status (Draft or Adopted)	Agencies that provided support
120	National Coordination and Prioritization Mechanism and "No-objection "Procedure for the Green Climate Fund (GCF) (developed within the first GCF Readiness and Preparatory Support Programme project "Support for the management of an effective national coordinative mechanism regarding the Green Climate Fund" being implemented by FAO under guidance and leadership of the Cabinet of the Deputy President of the Government of North Macedonia in charge of Economic Affairs, as National Designated Authority (NDA) to the GCF)	Under finalization - to be validated by the National Council for Sustainable Development end of October 2019	FAO
121	Analytical field assessment of food loss and waste (FLW) in selected fruit and vegetable value chains of high-value perishable crops with a high incidence of losses and waste (apples, plums, peaches, tomatoes, cabbages, peppers) - which will directly support the formulation and implementation of a national FLW reduction strategy	Ongoing	FAO
122	National Strategy for Food Loss and Water Reduction (in the context of national food systems and climate change)	Ongoing	FAO
123	National Biodiversity Strategy and Action Plan (2018-2023)	adopted	UNEP
124	National Action Plan to Combat Desertification	draft	UNEP
125	Shar Mountain Valorization Study	draft	UNEP
126	Shar Mountain Management Plan	activities about to start	UNEP
127	Ohrid Lake Valorization Study	activities about to start	UNEP
128	Ohrid Lake Management Plan	activities about to start	UNEP
129	Red Lists of reptiles and amphibians as per the Law on Nature Protection	draft	UNEP
130	Update of the national soil erosion map, soil sealing rate database and forest vegetation maps for three pilot sites to support the update of the National Spatial Plan	ongoing/draft	UNEP
131	Identification of quotas for non-timber forest products for one species on the entire territory of the country and another species for one pilot site in the eastern part of the country, to support the update of the National Spatial Plan and in accordance with the Law on Nature Protection	ongoing/draft	UNEP

ANNEX X: DATA-RELATED INITIATIVES

List of statistical/data generating initiatives that were supported in the course of the current PSD Cycle (i.e. surveys, baselines, data management systems, census, etc.).

No.	Name of Initiative	Brief Description	Current Status (Planned, Ongoing or Implemented)	Agencies that provided support
1	Baseline and end-line survey on gender stereotypes and public perceptions of gender roles and attitudes towards violence against women before and after the implementation of awareness raising campaign to challenge gender harmful stereotypes that lead to violence against women.	Within the regional programme "Implementing norms, changing minds" innovative approaches to address harmful gender stereotypes is being conducted. Namely, before implementation of the awareness raising campaign to challenge gender harmful stereotypes that lead to violence against women, a Baseline survey on knowledge, perceptions and attitudes towards gender equality and violence against women was conducted. Here are some results of the questions answered within the survey: (1) A good woman obeys her husband even if she disagrees/ Strongly agree or agree - Male: 40.0%/ Female: 29.0%; (2) It is important for a man to show his wife/partner who is the boss/ Strongly agree or agree – Male 30.0%; Female: 23.1%; (3) Girls must be taught to be good wives and care for domestic work; education, career, business and leadership are for boys/ Strongly agree or agree - Male: 31.4%; Female: 16.6%. These results show that patriarchal attitudes about the role of women in the family and society prevail in the country. At the moment, awareness raising campaign to challenge gender harmful stereotypes that lead to violence against women is being conducted and after the campaign finishes the End line survey will be conducted in order to measure whether and what effects the awareness campaign caused on attitudes towards gender equality and violence against women. All activities will be finished at the end of 2019.	Ongoing	UN Women
2	Citizens' satisfaction survey 2016, 2017, 2018 and 2019	Annual survey on citizens' satisfaction with delivery of services at a local level	Implemented	UNDP
	Household heating survey in Skopje Region	<p>There is a lack of data on the different types of home heating systems in Skopje. This hinders the development of policies and measures that could reduce pollution and protect public health.</p> <p>This is the first ever comprehensive field survey on heating practices conducted on such high sample that has been carried out in Skopje. It covers 5,044 households in all 17 urban and rural municipalities in Skopje Valley. The sample allows for analysis at level of municipality or even settlement.</p>	Implemented	UNDP

No.	Name of Initiative	Brief Description	Current Status (Planned, Ongoing or Implemented)	Agencies that provided support
		It has been carried out in January 2017, by professional researchers using a mobile app called "Placeformer". This innovative tool enables the gathering of geotagged and visually appealing information which can be easily used for designing policies and measures at local and micro level, starting from the smallest of neighborhoods and regional and national levels.		
3	Municipal finance dashboard	Online tool for visualising main indicators of municipal financial management	Implemented	UNDP
4	Quality of live reports	Web-based platform developed to measure, monitor, compare and report on the quality of life in the municipalities in the country	Ongoing	UNDP
5	Municipal development index	Composite indicator (75 individual indicators) developed to measure and monitor the development at the local level on all 10 municipal areas of competence	Ongoing	UNDP
6	Analysis of municipal financial management	Annual analysis on all relevant indicators of municipal financial management	Implemented	UNDP
7	Sociological survey for flood risk mitigation	To improve understanding of social groups and specific vulnerabilities related to floods	Implemented	UNDP
8	Sociological survey for adopting alternative heating options for households (energy efficiency)	Survey to study to supplement data on firewood consumption; willingness-to-accept/willingness-to-pay for alternative heating options	Implemented	UNDP
9	National flood risk mitigation strategy	Country-wide flood risk mapping initiative (based on analysis of existing data, generation of new data and modeling)	Ongoing	UNDP
10	Study for Gender mainstreaming management in protected areas	Gender and biodiversity/protected areas data	Implemented	UNDP
11	Geo-morphological inventories of the protected areas "Duvalo", Municipality	Geo-diversity of 3 protected areas in the country	Implemented	UNDP

No.	Name of Initiative	Brief Description	Current Status (Planned, Ongoing or Implemented)	Agencies that provided support
	of Debarca, "Kuklica", Kratovo and "Markovi Kuli", Prilep			
12	Monitoring programmes for a number of protected areas (National Parks "Pelister" and "Galicica", Lake Ohrid, Lake Prespa, etc.)	Updated data on flora and fauna in a number of very important protected areas in the country	Implemented	UNDP
13	Mapping the bio-potential of commercial wild flora species and non-timber products within a number of protected areas	Most accurate data of the bio-potential of wild flora species and non-timber products which will serve as a basis for determination of quotas in the national Park "Pelister", Mountain "Belasica"	Implemented	UNDP
14	Web GIS application for conservation and promotion of Ezerani Nature park and Prespa Lake monument of Nature	GIS database on biodiversity, natural and cultural heritage of the both protected areas	Implemented	UNDP
15	Development of Prespa Lake eutrophication modeling and evaluation of management scenarios	GIS database on nature, climate, land and soil use data	Implemented	UNDP
16	National GHG Inventory 1990 - 2016	Inventory of Greenhouse gases as per the methodology prescribed by the United Nations Framework Convention on Climate Change. Data is a basis for planning of mitigation policies and actions in the country	Implemented	UNDP

No.	Name of Initiative	Brief Description	Current Status (Planned, Ongoing or Implemented)	Agencies that provided support
17	GHG inventory for the City of Skopje Skopje 2008-2015	Data on GHG emissions on the territory of the City of Skopje as a basis for planning of mitigation policies and actions in the capital of the country	Implemented	UNDP
18	Open climate change relevant data	Climate change datasets on a national and local level and catalogues as per the National Open Data requirements.	Implemented	UNDP
19	Climate Change Perception and Awareness Survey	Online survey on public opinion in regards to climate change	Implemented	UNDP
20	Lake Prespa Monitoring Programme	Basin-scale (lake and tributaries) monitoring programme helped detect changes in ecological status parameters in main water bodies	Completed	UNDP
21	Biotope Map for the Skopje Region	Biotope mapping is an important tool for urban planning and management and of importance for the protection of biotopes for future generations.	Planned	UNDP
22		The Biotope Map will provide data on biotope sites within Skopje Agglomeration.		
23	Inventory of Riparian Habitats (water habitats)	The Inventory of riparian habitats will provide data that will serve as an input for development of detailed urban plans.	Planned	UNDP
24	Groundwater Study of the Skopje agglomeration	Groundwater extraction is generally unregulated and therefore its impact on the ground- and other related resources is unknown. The real potentials and limitations of the resource cannot be estimated because of the lack of reliable monitoring data. The Study will 'quantify' and inventorize the underground waters in Skopje agglomeration.	Planned	UNDP
25	Register of Underground Wells	The Register covers underground wells used for commercial purposes on the territory of the City of Skopje, providing valuable information for better understanding of the water balance in the Skopje Water Management Area. It is the solid basis for improving water management as part of the urban resilience.	implemented	UNDP
26	Survey report from research among persons with disabilities in three regions in North Macedonia	The survey analyzed the quality of life and protections services provided through the social protection, education and health system. The survey was conducted in 2017 in 3 regions in the country and has covered 600 respondents, collecting data on people with disabilities by the type and prevalence of their disability.	Implemented	UNDP

No.	Name of Initiative	Brief Description	Current Status (Planned, Ongoing or Implemented)	Agencies that provided support
27	Survey report from Reaserch among children/persons with disabilities under foster care in North Macedonia	The survey analyzed the quality of life and protections services provided through the social protection, education and health system for children and PWD who leave under foster care. The survey involved all 82 families that provide foster care to 113 children and persons with disabilities.	Implemented	UNDP
28	Survey on Roots and Manifestations on the Specific Attitudes of men towards Paid and Non - paid Social Care Services	The survey involved families with disabilities in which care services are provided by close family members. The research examined, what type of services are delivered and needed, how much time do they spend on delivering those services, and what would be the cost of the services they provide themselves. The survey also addressed gender issues, examining men's attitude towards the question: whether the man or the woman in the family should provide these services.	Implemented	UNDP
29	Impact Evaluation of Active Labour Market Measures implemented in North Macedonia 2010-2016	Assessment of the relevance of the ALMMs to the country priorities and needs, deriving facts and figures about the financial, economic and social effects of the ALMMs based on Cost & Benefit Analysis. The evaluation provided recommendations for improved effectiveness and impact of the Self-employment measure with focus on Roma and PwD.	Implemented	UNDP
30	Regional Roma survey: Collection of micro-narratives about Roma returnees	The survey was conducted in winter 2016/17 on behalf of the regional UNDP project "Sustainable Development Pathways in Europe and the CIS". In total 100 micro-narratives has been collected in North Macedonia and integrated in the regional study covering Western Balkans.	Implemented	UNDP
31	Regional Roma survey: Collection of micro-narratives about employment and experiences with discrimination related to employment	The survey was conducted in autumn 2017 on behalf of the regional UNDP project "Sustainable Development Pathways in Europe and the CIS". In total 320 micro-narratives has been collected in North Macedonia and integrated in the regional study covering Western Balkans.	Implemented	UNDP
32	Regional Roma survey: Collection of micro-narratives about exposure to environmental risks	The survey was conducted in autumn 2017 on behalf of the regional UNDP project "Sustainable Development Pathways in Europe and the CIS". In total 290 micro-narratives has been collected in North Macedonia and integrated in the regional study covering Western balkans.	Implemented	UNDP

No.	Name of Initiative	Brief Description	Current Status (Planned, Ongoing or Implemented)	Agencies that provided support
33	Regional survey on the status of Roma in the Western Balkans 2017	The Regional survey on socio-economic position of marginalized Roma in Western Balkans was implemented in 2017 with support from the European Commission Directorate General for Neighborhood and Enlargement Negotiations (DG NEAR), and implemented by the United Nations Development Programme (UNDP) and the World Bank. The sample size for each country/territory included around 750 Roma and 350 non-Roma households.	Implemented	UNDP, World Bank
34	Enterprise survey	analysis of survey conducted as a part of the technical assistance that the ILO provided to the Ministry of Economy of the Republic of Macedonia in the formulation of the SME Strategy for the country accompanied with the Action Plan. The purpose of the survey was to understand the needs, opportunities and constraints facing the SME sector in the Republic of Macedonia in order to guide the formulation of the national SME Strategy and Action Plan. Assistance that the ILO provided to the Ministry of Economy of the Republic of Macedonia in the formulation of the SME Strategy for the country accompanied with the Action Plan. The purpose of the survey was to understand the needs, opportunities and constraints facing the SME sector in the Republic of Macedonia in order to guide the formulation of the national SME Strategy and Action Plan.	Implemented	ILO
35	Assessment of the economic impacts of the 2017 increase in the minimum wage in North Macedonia	Study on assessing the impacts of minimum wage increase in 2017 with a particular focus on wage growth, wage distribution, and reduction of wage inequality in employment. The study is based on several components: (1) analysis of the available statistical data; (2) desk analysis of legislation and collective bargaining, (3) interviews with the key stakeholders confirming the applications of legislation and collective bargaining as well as data validity and (4) econometric analysis on the effects of the minimum wage. The findings of the study show positive short-run effects of increase in the minimum wage, particularly for low-paid workers and finds favorable effects on wage distribution and inequality.	Implemented	ILO
36	Profile of young people in NEET	Based on the microdata of the 2016 Labor Force Survey (LFS), profile presents an analysis of the diverse subgroups that constitute the NEET population in Macedonia and examines the likelihood of being a young NEET based on a few personal and geographical characteristics. Thematic review of the labour market in the	Implemented	ILO
37	Employment Diagnostics	Macedonia is part of the work that supports the ILO's member States in collecting information on and analyzing the effectiveness of country policies. More specifically, it is part of one of the areas of collaboration between the ILO and the government of FYR of Macedonia that revolves around the provision of technical support to addressing employment challenges.	Implemented	ILO

No.	Name of Initiative	Brief Description	Current Status (Planned, Ongoing or Implemented)	Agencies that provided support
		The review was conducted by the International Labour Office during the period April-July 2018 with the purpose of serving as an assessment of the current situation and supporting the development of an Employment Strategy.		
38	Database on SP, CA and strikes	The software has been developed and installed on the servers of the MLSP. The MLSP has requested from the social partners to submit official data on the membership, collective agreements and strikes, to be entered into the database.	Implemented	ILO
39	Case management system for cases of amicable settlement of labour disputes	The software has been developed and installed on the servers of the MLSP. It's used for management of cases of amicable settlement of labour disputes.	Implemented	ILO
40	Introduction of the Obstetrics Surveillance and Response System (OSRS), which primarily aims at collecting data for maternal mortality and morbidity	UNFPA utilized cluster approach regarding introduction of the Obstetrics Surveillance and Response System (OSRS), which is based on the WHO BTN methodology, but has different approached to the review process of maternal mortalities and morbidities and its impact on clinical governance. This effort was supported by both EECARO and COs of the Balkan cluster. Following the numerous activities implemented by the Easetrn European Institute for Reproductive Health with cluster relevance, a cluster workshop with key relevant national partners was held in late November 2018 to explore ways of introduction of this concept at country levels. National efforts to follow.	Ongoing	UNFPA
	Analysis of perinatal data	Lack of clarity, accuracy and interlinkages with regards to perinatal statistics, UNFPA initiated support for analysis of sources, ways, definitions, institutions, quality, frequency of perinatal data collection and analysis of these data. This activity was under the joint project of UNFPA and the Government and resulted in an analysis - report with recommendation that needs to be further implemented.	Ongoing	UNFPA
41	Emergency Obstetrics and Neonatal Care Needs Assessment	Maternal and newborn health has been one of the national priorities and UNFPA also mirrored this priority into its support. Although the EmONC does not fully meet the International standards, significant investment has been made by UNFPA in assessing the capacities of maternities for EmONC, but also in partnership with the government in strengthening capacities of selected maternities for effective perinatal care.	Completed in 2018	UNFPA

No.	Name of Initiative	Brief Description	Current Status (Planned, Ongoing or Implemented)	Agencies that provided support
42	Assessment of Sexual and Reproductive Health and Gender-Based Violence among People with Disability in Strumica Region	UNFPA as part of the Joint Project, funded by UNPRPD, supported an analysis of the local social and health care system – mapping of mainstream health services & community-based services for persons with disabilities in the region; such mapping has to be accompanied by an assessment of quality, accessibility and other relevant service features. analysis of the local network of DPO's , NGO's and other relevant stakeholders in community. analysis of the barriers in mainstream community health services & sexual and reproductive health services for every type of disabilities, especially for those types of disabilities of the adults with disabilities who will be deinstitutionalized from Banja BANSKO - accessibility issues (physical, informational and communicational); lack of knowledge of the professionals about how to deal with persons with different types of disabilities; discrimination, prejudices and stereotypes etc.	Completed in 2018	UNFPA
43	Improved data methodology for inland fisheries data collection system in North Macedonia	<p>There are threats to freshwater biodiversity and inland fisheries for various reasons, including lack of scientific information, inadequate data collection methodology and thus freshwater management plans that undervalue or ignore the contribution of inland fisheries. As a result, other uses of inland waters are often perceived to be of higher importance than fisheries in national development programmes.</p> <p>Upon request from the Government of North Macedonia, Albania and Montenegro, FAO provides technical assistance under a regional project on “Improved data methodology for sustainable management of inland fisheries resources in the West Balkans”. The project addresses concerns and issues through assessment of current practices in the three countries, as well as development of good practice guidelines to help policymakers and stakeholders such as angler associations and fishing communities to facilitate sustainable management of freshwater fisheries. The project will provide guidelines to the Ministry of Agriculture, Forestry and Water Economy (MAFWE) and relevant stakeholders on how to set up a reliable and efficient data collection system for inland fisheries and what methodologies should be used to have comparable results.</p>	Ongoing	FAO
44	Digital soil mapping and development of the Macedonian Soil Information System (MASIS)	<p>Soil information is vital for sound decision-making in the areas of land use planning, food security and nutrition, climate change adaptation and mitigation, and overall sustainable development. Before 2015, there was lack of up-to-date, quantitative national soil information in North Macedonia. Soil data had been generated for various projects without the common aim of producing a national soil map or soil information system. Soil data were scattered in hard copy, using different units and formats.</p> <p>FAO was requested by the Ministry of Agriculture, Forestry and Water Economy (MAFWE) to develop national capacity to use state of the art technology to recover soil legacy data, digitize and harmonize them and establish a Macedonian Soil Information System (MASIS) in which national soil class maps and digital soil maps of soil properties were available as primary</p>	Implemented	FAO

No.	Name of Initiative	Brief Description	Current Status (Planned, Ongoing or Implemented)	Agencies that provided support
		<p>data/information. The project demonstrated important applications of the primary data, allowing users and decision-makers to see the utility of soil erosion assessment and the role of soils in different land uses. Link to MASIS: http://www.maksoil.ukim.mk/masis/ MASIS will support the implementation of various activities and policies in the agricultural and forestry sectors. The system will be complementary with existing systems in MAFWE, e.g. the farm accountancy data network and the land parcel identification system. MAFWE facilitated the provision of all necessary auxiliary data sets from other governmental organizations, such as topographical data from the Real Estate Agency, meteorological data from the state hydro-meteorological authority and geological maps from the Ministry of Economy.</p>		
45	<p>Enhancing, monitoring and analysing national agricultural production systems through development of National Agro-Ecological Zoning (NAEZ) and Land Resources Information Management System (LRIMS)</p>	<p>In the scope of the project large sets of agro-climatic data, and land cover data are developed as part of a larger land resource management database for the Ministry of Agriculture Forestry and Water Economy. Whereby new data sets are developed and existing ones are digitized into spatial formats, and incorporated into one inter-operable agro-ecological spatial database.</p>	Ongoing	FAO
46	<p>Assessment of the methodology for implementation of a National Forest Inventory in North Macedonia</p>	<p>Sustainable management of forest land and tree resources requires adequate and quality information about the current status of and changes in forest ecosystems. Despite detailed and well-established forest management planning on stand level, there is no up-to-date information available on the state and trends of the forest and tree resources at national level. The last country-wide forest inventory in North Macedonia was conducted in 1980. Monitoring of forests requires collection of data (field data and optionally remote sensing data) based on which estimates of a predefined set of parameters (attributes) describing the condition of forests can be estimated. For statistical and organizational reasons, the data collection has to follow certain spatial and temporal patterns. Due to the limited institutional capacities in the country, the Government of North Macedonia requested technical assistance from FAO for carrying out an Assessment of the Methodology for Implementation of a National Forest Inventory.</p> <p>The project was successfully concluded in March 2019, resulting with two main outputs: Output 1: Preliminary Land Cover Assessment of land-use situation (land-use classes and their changes) in North Macedonia (according to FAO FRA classification). This included: revision of available</p>	The Proposal for a National Forest Monitoring System for the	FAO

No.	Name of Initiative	Brief Description	Current Status (Planned, Ongoing or Implemented)	Agencies that provided support
		data and information on forest resources on country level; setting up a sampling design and working procedures for Collect Earth survey. The assessment included estimation of land categories by geographical regions (planning regions) and by altitudes has been made as well as the categorization of the forest by type and canopy cover. Besides other national uses, the results will serve as an input for the design of a National Forest (and landscape) Monitoring System in North Macedonia. Output 2: Developed Methodology for implementation of a National Forest Inventory (NFI) in North Macedonia. This document presents a proposal for a National Forest Monitoring System (NFMS) for the Republic of North Macedonia, the purpose of which is to provide up-to-date and reliable information on status and change of North Macedonian forests for evidence based decision-making and viable policy formulation.		
47	National Red Lists of reptiles and amphibians	RL assessments according to IUCN international criteria for reptiles and amphibians (RLs to be finalized by end of 2019) + RL assessments for sub-group of vascular plant species	ongoing	UNEP
48	High Nature Value (HNV) forests identification	Development of criteria for identification of HNVEs in the country Selection of two pilot sites for detailed research and development of guidelines for their management	ongoing	UNEP
49	Quotas for Non timber forest products (NTFPs)	Identification and piloting of quotas for NTFPs for one species on the entire territory of the country and another species in the eastern part of NM	ongoing	UNEP
50	National erosion map	Update/development of national soil erosion map, identification of high-risk zones and their impact on biodiversity	ongoing	UNEP
51	Soil sealing rate database for three pilot sites	Development of database for soil sealing rate and loss of soil organic matter on 3 pilot sites in NM and analysis of their impact on biodiversity	ongoing	UNEP
52	Forest vegetation maps for three pilot sites	Development of forest vegetation maps for three pilot sites	ongoing	UNEP

ANNEX XI: PILOT INITIATIVES

List of pilots (initiatives that were designed and implemented as pilots - with the intention of being replicated further).

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
1	Integrated and inclusive development plans (IIDP)	Development of 30 IIDP for more coherent focus on vulnerable groups, economic and social inclusion, and delivery of social services	Outcome	Implemented	A step closer to inclusive communities that proactively participate in the preparation and implementation of integrated local development programmes and secure an improved access to community-based social services for the vulnerable segments of the population	UNDP
2	Integrated regional management of stray dogs	Development of a study and piloting of a comprehensive answer to the stray dog problem in the country	Outcome 2	Ongoing	/	UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
3	Innovative financing of SDGs	Feasibility study on municipal bonds	Outcome 2	Ongoing	It's ongoing but the idea is to use municipal bonds as a new instrument for financing of development projects (in 5 pilot municipalities) as a support to efforts of localising and financing SDGs	UNDP
4	Sexual assault centres	Three sexual assault centres were opened in hospitals on three locations in the country	Outcome 2	Implemented	Three sexual assault centers were established in Kumanovo, Skopje and Tetovo (supported with a multi-sectoral SOP) that provided victims of sexual violence with a one-stop location where they can receive medical care and advice, and have the opportunity to assist the police investigation, including undergoing a forensic examination	UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
5	Introduction of a LOD methodology	Scaling-up a successful model of transparent and project-based funding of civil society organizations from local government budgets towards greater civic engagement in decision-making and improvement of local service delivery (piloted in 5 municipalities)	Outcome 2	Ongoing	/	UNDP
6	SkopjeLab	Skopje Lab was established as an innovative platform to engage citizens, CSOs and academia in the reformulation of public policies and practices by the City of Skopje administration	Outcome 4	Ongoing		UNDP
7	Small-scale wastewater treatment facilities	Construction of two small-scale wastewater treatment facilities(WWTF) in the vicinity of the protected areas, one near the National Park "Pelister" and the other near the protected area "Vevcani Springs", Monument of Nature should serve a model which can be replicated in other protected areas countrywide.	Outcome 4	Ongoing		UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
8	Floods early warning and public alert system	To improve preparedness of at-risk communities by introducing (flash) floods early warning and public alert system	Outcome 4	Ongoing		UNDP
9	Improving energy efficiency to reduce pressure to forest cover (Disaster Risk Reduction initiative)	To reduce flood and other related risks by reducing pressures to forest cover from firewood heated houses and buildings	Outcome 4	Ongoing		UNDP
10	Optimization of dam operation for improved flood risk management	Improving the management regime of existing dams in the Strumica River Basin to enhance flood mitigation function	Outcome 4	Implemented	Modification of operating regime of two dams/reservoirs to enhance flood risk mitigation potential (actual effects to be witnessed during future flood events)	UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
11	Green Roof	The project will pilot construction of a green roof in the central part of the city which is identified as a heat island, “Gradski Trgovski Centar” (GTC). It will be partially or completely covered with vegetation and a growing medium, planted over a waterproofing membrane. Moreover, additional locations will be identified for development of green roofs, possibly in areas identified as urban heat islands within the Resilient Skopje Strategy.	Outcome 4	Ongoing		UNDP
12	Skopje Green Cadastre	The first ever Green Cadaster for the City of Skopje was established for better management of the public greenery. The Cadaster contains information/data on all trees and shrubs, including their number, type and status, under the responsibility of the Public Enterprise “Parks and Greenery”, Skopje. A few municipalities already expressed interest to replicate the green cadaster on their respective territories.	Outcome 4	III phase under implementation		UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
13	Measuring the Immeasurable – A Public Space Profile of Skopje	Innovative approach to assess current practices in public space development and management in Skopje was applied to establish develop a a Public Space Profile of Skopje. The pioneering Public Space Profile features a wide range of previously unmeasured parameters, including quantitative and qualitative profiling of the institutional, technical and human dimensions of public spaces in Skopje, using publicly available data, cadaster data, innovative GIS-tools and field research. The Profile research and report were developed according to a methodology developed by UN Habitat for measuring progress in achieving the UN’s SDG 11.7.1.	Outcome 4	implemented	Analysis of the results and findings of this research has established a sound basis for a number of key recommendations to improve urban planning and inform policy-making on public space development and management.	UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
14	Urban Heat Island Mapping	New trilateral partnership has been established among the City of Skopje, UNDP and the Faculty of Computer Science and Engineering, backed up by Skopje Aero Club. The Aero Club made more than 20,000 regular and thermal images of the urban parts of Skopje, and the team from the Anadolu University compiled these images in a geo-located thermal map, a geo-located RGB map of Skopje and the first 3D model of Skopje.	Outcome 4 - By 2020, individuals, the private sector and state institutions base their actions on the principles of sustainable development, and communities are more resilient to disasters and environmental risks	implemented	The six-step innovation testing and experimenting journey resulted in Skopje' Urban Heat Islands (UHI) Analysis and Action Plan, pinpointing the warmest hotspots in the city, and proposing more than 70 measures to tackle the problem. The City of Skopje is fully committed in their implementation. Based on this research the first Green Roof in Skopje is under development.	UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
15	Development of the Resilient Skopje Progress Report using innovative tools	<p>Implementation of the innovative Microsoft Power BI platform as tracking tool for the level of implementation of the Resilient Skopje Action plan</p> <p>More precisely, this tool was used to:</p> <ol style="list-style-type: none"> 1. Assess the general progress of the implementation of the Strategy, per sectors covered in the Action Plan; 2. Determine what actions and measures have been implemented 3. Determine funds allocated vs actual spending's 4. Determine the contribution towards the achievement of certain SDGs, integration into EU process and compliance with other national and international commitments. 	Outcome 4 - By 2020, individuals, the private sector and state institutions base their actions on the principles of sustainable development, and communities are more resilient to disasters and environmental risks	implemented	The results have been analyzed and summarized in a brief progress report, clearly showing where is Skopje today on the pathway to climate resilience, and what needs to be done (corrective actions) that can increase the pace of the implementation of the Resilient Skopje Action Plan, especially in sectors that show low or no progress. This tool shall be regularly used by the City of Skopje to assess progress of implementation of Climate Resilience Actions	UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
16	Development of a methodology for Integrating the SDGs in the Evaluation of a City Climate Change Strategy	<p>A methodology for integration of the SDGs in the evaluation process was developed. For each sector, the following two parameters are taken into account: the estimated progress assessment and the identified impact (relevance) for the achievement of a specific SDG. The contribution to achievement of each SDG is calculated as a sum of the products of these two parameters over the all sectors. Applying this method, it was assessed that the Strategy makes satisfactory contribution to sustainable development in the country, affecting half of the SDGs (8 out of 17) and the highest contribution is to the achievement of SDG 13 - Climate Action, followed by 35% lower contribution to SDG 11 - Sustainable Cities and Communities.</p>	Outcome 4 - By 2020, individuals, the private sector and state institutions base their actions on the principles of sustainable development, and communities are more resilient to disasters and environmental risks	implemented	The recommendations and lessons learned shall be applied in future progress evaluations of city climate change strategies and plans, as well as for further integration of SDGs in these strategies and plans.	

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
17	Installation of solar-powered irrigation at Dalvina Winery, Strumica River Basin	A partnership with private sector for implementation of good agricultural partnership was established with an aim to serve as a demonstration site and model to be followed by other farmers and agricultural companies in Strumica River Watershed	Outcome 4 - By 2020, individuals, the private sector and state institutions base their actions on the principles of sustainable development, and communities are more resilient to disasters and environmental risks	implemented		UNDP
18	Establishment of inter-municipal cooperation for disaster risk reduction on local level	Two forms of inter-municipal cooperation were piloted, one in the south-east region and one in the Polog region	Outcome 4 - By 2020, individuals, the private sector and state institutions base their actions on the principles of sustainable development, and communities are more resilient to disasters and environmental risks	implemented	Urban Resilience Building Action Network in the south-east region as a non-formalized network of DRR practitioners, local governments NGOs and academia, and Inter-municipal collaboration for reducing flood risk “Network for Resilient and Protected Polog” were established. The Polog network in active and is expected to be formalized	UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
					as part of the municipal administration.	
19	Employment measure - Training for professional qualifications according to employers' needs, under the National Operational Plan for ALMMs	In 2017, a new approach in provision of VET trainings was piloted to enable active participation of employers (private companies) in defining the training programme as per their needs and requirements. The pilot measure focused in strengthening the collaboration between employers, training providers and the Employment Service Agency to increase professional qualifications and overall employability of the unemployed and create long-term jobs.	Outcome 1. Employment; Outcome 3. Social inclusion	Implemented	Actions foreseen in the Comprehensive strategy on education 2018-2025 are of vital importance for the country in terms of inclusion of vulnerable groups in the education processes and stronger participation of the private sector in development of the educational programmes.	UNDP
20	Self-employment programme for persons with disabilities (inclusive entrepreneurship)	In 2016, new model of Self-employment programme for persons with disabilities was piloted to respond to the needs of the persons with disabilities who have entrepreneurial spirit and will to establish their own start-up.	Outcome 1. Employment	Implemented	Since 2017, the new model of Self-employment programme has become part of the regular ALMMs implemented under the National Operational Plan for employment.	UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
			Outcome 3. Social inclusion		Even though people with disability face multiple barriers in their everyday life, over 180 unemployed persons with disabilities managed to successfully complete the programme and establish their own start-ups through the self-employment measure, demonstrating the same passion, independence and self-direction, proving that individuals with disabilities can successfully start and maintain their own businesses and enjoy the benefits of self-employment.	

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
21	Programme for financial and advisory support for the growth of micro, small and medium enterprises and social enterprises 2017	The pilot measure implemented in 2017 enabled provision of combined support, advisory service by business experts coupled with small capital investment up to 10,000 EUR conditional with minimum of 40% co-financing. The measure was successfully piloted by one Social Enterprise which cofinanced the provision of equipment and created long term employments for 3 hard to employ persons.	Outcome 1. Employment and Outcome 3 social inclusion	Implemented	As a result, Social Enterprises and NGOs who have viable business plan for their economic activities become eligible legal entities for access to benefits of the employment programmes and measures of the National Operational Plan implemented by the Employment Service Agency.	UNDP
22	Programme for support the non-governmental organisations (NGOs) to create new jobs 2017	In 2017, for the first time NGOs got involved in the implementation of a pilot measure in the role of employer, enabling them to utilize the benefits offered through the active measures of the National Operational Plan.	Outcome 1. Employment and Outcome 3 social inclusion	Implemented	The pilot measure showed that NGOs can play complementary role in cooperating with the government to provide social services to vulnerable groups of people, through which the NGOs are able to create long-term jobs for unemployed people same as the private sector. As a result, since 2018, NGOs have become eligible employers for participation in all active labour market programmes and measures	UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
					of the National Operational Plan for employment.	
23	Personal and Educational Assistance for children in primary and secondary education	Model envisaged presence of highly professional staff in the classrooms, assisting all categories of children with low educational attainment.	Outcome 3. Social inclusion	Implemented	Institutionalization of assistants' role in the New Law on Primary Education	UNDP
24	Programmes for Primary Adult Education piloted	The new approach for adult education has been adopted to tackle the problem of low levels of education among the overall population. This approach enables flexibility in verification of the previously gained knowledge through non-formal and informal learning, but also acquiring needed knowledge, skills and competences for completion of the primary education.	Outcome 3. Social inclusion	Implemented	As a result, activities related to compulsory education in penitentiary-correctional institutions are envisaged in the Comprehensive strategy on education 2018-2025.	UNDP
25	Model of Roma Inclusion in the labour market - ACCEDER	The project will pilot new approaches and model that should provide the Government with solid structure and recommendations for policy change that would work towards enabling better environment for inclusion of Roma in the open labour market.	Outcome 1. Employment;	Ongoing		UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
25	Model for establishing a Centre for vocational and professional rehabilitation of persons with disabilities	The project has produced an Analysis report on all critical factors affecting the establishment and operations of a Centre for vocational and professional rehabilitation of persons with disabilities. The Recommendations paper provides clear guidance on the organisational, operational, financial and other aspects related to the Centre establishment and functioning, and it is accompanied by an Action Plan for the first three-year period.	Outcome 1. Employment;	Ongoing		UNDP
26	Youth Resource Centre Gostivar	A Model of the Youth Resource Centre has been elaborated and has suggested portfolio of services and organizational setup of the Centre as a hub for fostering youth employment in Polog region. Building on this basis, the Project intends to conduct a design thinking workshop to gather up-to-date inputs from the key stakeholders on the most needed support and the effective ways in delivering this support. The inputs will be incorporated in a revised model of Centre to guide its establishment and functioning.	Outcome 1. Employment	Ongoing		UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
27	Local model to support deinstitutionalization of the residents of Banja BANSKO Institution in Strumica region	The UN joint project titled “Working bottom up – building a local model for deinstitutionalization” applies two-pronged approach, to prove that persons with disabilities (PwDs) can realize their right to live independently and be included in the community. The project intervention is focused on one of the four institutions for persons with disabilities in North Macedonia - “Banja BANSKO” and the surrounding Strumica region to demonstrate that community-based options are a feasible and affordable way to facilitate independent living.	Outcome 3. Social inclusion	Ongoing		UNDP, UNFPA, UNICEF, UNWOMEN
28	Mapping of infrastructural barriers for persons with disabilities	Local mapatons in 4 municipalities on geotagging infrastructural barriers to public institutions for persons with disabilities	Outcome 3. Social inclusion	Implemented	Application presenting physical barriers for accessibility of public institutions	UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
29	Inregrated social and health services provided on a local level	UNDP together with Ministry of Health and Ministry of Labour and Social Policy for the first-time have successfully provided integrated community-based services, combining health and social aspects. Services have been delivered in two pilot municipalities, primarily to the most vulnerable persons in rural areas who face high social and health risks.	Outcome 3. Social inclusion	Ongoing		UNDP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
30	Youth Guarantee	<p>The Youth Guarantee (YG) was meant to provide young people (15-29) neither in employment nor in education and training (NEET) with an offer of employment, continued education and training, or a traineeship within four months of becoming unemployed or leaving school.</p> <p>Macedonia was the first country in the Western Balkans to introduce youth guarantee, piloting it as a measure in three municipalities in 2018, based on the youth guarantee implementation plan 2018-2019</p>	Outcome 1. Employment	Implemented and now ready to roll out nation wide	<p>Phase One (2018-2019) was considered instrumental to: (i) introduce the policy reforms required to enable the roll-out of the Youth Guarantee nationwide; (ii) map out disengaged young people and their needs; (iii) establish partnerships to reach-out to disengaged young people; (iv) expand the range of available services and programmes; and (v) pilot in selected locations the implementation of targeted labour market integration pathways.</p> <p>In the first phase, the Youth Guarantee service delivery system was made available only to young people who registered in the pilot local employment centres of the Employment Service Agency (ESA) and to disengaged young people referred to it through the outreach</p>	ILO supported design and monitoring

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
					<p>activities implemented by the Agency for Youth and Sport and the National Youth Council (NYC). By the end 2018, approximately 5,265 young people (15-29) had registered in the Youth Guarantee and 41.9 per cent received an offer of employment, training or traineeship within four months. More than 2,100 young people were contacted through outreach activities and 27.6 per cent registered in the Youth Guarantee. In the period January-May 2019, approximately 8,850 young people registered in the Youth Guarantee throughout the country, but less than one third of them received an offer within four months (29.1 per cent).</p>	

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
31	Occupational Outlook Platform	Occupational Outlook is a web platform (www.zanimanja.mk) designed to inform young people about the occupations and sectors that offer sound career prospects in the medium term. The site is product of an ILO project to bring more young people into productive and good quality jobs. By 2021, the tripartite working group producing the information for the website plans to increase the number of available occupations to 72. For each profession, the Outlook provides a job description, conditions of work (pay, work schedule, work environment, work hazards); education, training and work experience requirements, and job prospects.	Outcome 1. Employment	Ongoing	Profile for 27 occupation currently available	ILO

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
32	Assessment of Maternities and Training of multi-sectorial teams on Perinatal Care	<p>The key success of UNFPA in 2018, in the country and broader was building national expertise on effective perinatal care and strengthening capacities of two large maternities on this topic. The request for support in effective perinatal care was made to UNFPA by the Minister of Health early in the year, when the numbers of maternal and newborn mortalities continued to grow. By the end of Q1, UNFPA managed to successfully organize a ToT for eight multidisciplinary teams of ob/gyn, neonatologists and midwives, with international experts and WHO training resources. UNFPA's credibility, reputation and persistence were the key reasons for the Government to enter into a co-financing agreement with UNFPA, and build on the "investment" made by UNFPA to start rolling-out the training in two large maternities. This is the first ever arrangement of this kind done between the Government and UNFPA, furthermore in addition to the Ministry of Health, the Agency for Quality and Accreditation of Health Institutions the government responsible entity for standards and quality of care was part of it. Although administrative</p>	Social Inclusion	<p>Completed in the two maternities, but due to extremely positive results the Government wants to be rolled out nationally, to other maternities</p>	<p>Reduction of infant mortality; improved quality of care; improved skills of staff (gynecologists, neonatologists, midwives); client satisfaction</p>	UNFPA (Using WHO materials)

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		<p>and financial commitments were completed in late Q3, thanks to UNFPA's timely planning, all planned activities were completed on time. This included: assessment on effective perinatal care of 2 maternities, training of 8 multidisciplinary teams in each maternity with additional participants from two other maternities; development of over 15 protocols for perinatal care; carrying out an analysis of perinatal statistics in the country (who, what, when, how, why, to whom) with recommendations for improvement; development and piloting of Ob/Gyn standards. In the implementation of these activities, over 60 national experts in various fields were engaged and a number of reputable international experts. Activities were designed and implemented in partnership with the MoH, Agency for Quality and Accreditation of Health Institutions, National Committee on Safe Motherhood, Professional Associations, management of Hospitals included in the project, etc. Diverse communication activities followed implementation of activities, such as</p>				

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
		photo cards of participants in the training, interviews in printed and electronic media, leaflets on safe motherhood for women and health professionals, infographics on safe motherhood, etc.				

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
33	Three pilot sites identified (in Gradsko, Kocani and Strumica), where three Automated Weather Stations (AWS) were installed, enabling the Hydro-meteorological Service to collect climate and agroclimatic data.	In a project aimed at reducing the vulnerability of Macedonian agriculture to climate change, implemented between 2016 and 2018, FAO supported the National Hydrometeorological Service in producing and disseminating climate data and agrometeorological information important for agricultural production. Three automated weather stations were installed in Gradsko, Kochani and Strumica – regions characterized by intensive production of grapes, rice and vegetables.	Outcome 4	Implemented	The new weather stations are helping the country gather important climate data from each region and produce updated agrometeorological information to inform the farming practices of local producers and help them minimize the impact of climate change.	FAO

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
34	Digitalization of weather data from the past 20 years to better analyze climatic trends	In addition to an increased network for data collection, the FAO TCP project "Reducing vulnerability of agriculture to climate change"(mentioned above) also supported the digitalization of weather data from the past 20 years to better analyze climatic trends. All data is available on the newly established agrometeo.mk website, hosted by the National Hydrometeorological Service. The site offers historic climate data, agro-meteorological alerts as well as phenological monitoring and forecasting to help farmers cope with major climate-induced pest diseases.	Outcome 4	Implemented	In the pilot regions, timely and accurate information is helping farmers implement adequate agrotechnical measures while preserving the environment.	FAO
35		The national Hydro-meteorological Service will is responsible for maintaining the system, including further updates of the agro-meteorological information tailored to the needs of end users and expanding its reach and accessibility to local farmers.				

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
36	Addressing the country's lack of climate change education	FAO partnered with civil society to address the country's lack of climate change education. A set of modules for secondary agricultural schools in North Macedonia related to climate change were developed, including one on climate change and the mainstreaming of climate change in modules on livestock, soils and agro-meteorology.	Outcome 4	Implemented	In agreement with the Ministry of Education and Science, starting with the 2018-19 school year, climate change has been officially introduced in the curricula of Macedonian agricultural secondary schools.	FAO
37	Land consolidation pilot projects in North Macedonia	<p>Excessive land fragmentation and small average farm size represent one of the structural problems impeding the development of the agricultural sector in North Macedonia. The high level of fragmentation of agricultural land has adverse effects on productivity, competitiveness and efficiency of farms and prevents further modernization and economies of scale.</p> <p>FAO Technical Cooperation Project 'Support to the formulation and implementation of national land consolidation programme' was implemented in the period 2015-2017.</p> <p>Two pilot areas – the villages of Konce and Egri – were selected for testing of the land consolidation legislation adopted prior to the project, one with a</p>	Outcome 4	Implemented	<p>Based on the piloting, a comprehensive set of legal and policy recommendations were provided to the Government, that are required to make the land consolidation instrument in the country operational.</p> <p>Finally, a project proposal for the operationalization of the Land Consolidation Programme was formulated to be funded through the European Union Instrument for Pre-accession (2014-2020).</p> <p>The new EU IPA funded project "Mainstreaming of</p>	FAO

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
		<p>fully voluntary approach and the other one with a comprehensive approach. The municipalities in question learned how to incorporate land consolidation projects within their development plans.</p>			<p>the National Land Consolidation Programme" is currently being implemented by FAO in cooperation with MAFWE with the aim of proper operational mainstreaming of the National Land Consolidation Programme and established capacity for sound and transparent implementation of land consolidation projects in North Macedonia.</p>	

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
38	Pilot demonstration sites on Climate-Smart Agriculture (CSA) innovative technologies and land management practices for farmers training	<p>This activity will be part of a new FAO project to start soon, entitled "Increased resilience of agriculture sector through promotion of climate smart agriculture practices", which is part of the current FAO programme in North Macedonia 2018-2020. It will involve establishment of field pilot demonstrations in two selected sites where the AWSs are already installed, by engaging local farmer organizations and producer groups. The pilot demonstrations will integrate CSA technologies, including in-situ water conservation and drip irrigation systems, selected erosion control measures and sustainable soil management for the priority crops.</p> <p>In addition, training materials and a series of on-site field trainings on application of CSA innovative technologies will be conducted / demonstrated in the pilot sites.</p>	Outcome 4	Planned		FAO
39	High Nature Value (HNV) forests identification	Selected two pilot sites (Bukovik and Belasica) for detailed research and development of guidelines for HNVFs management	Outcome 4, SDG 15	ongoing		UNEP

No.	Name of Pilot Initiative	Brief Description (what was piloted)	Outcome Area (PSD Outcome)	Current Status (Planned, Ongoing or Implemented)	If implementation completed, what progress has been achieved with piloting?	Piloting Agency (ies)
40	Quotas for Non timber forest products (NTFP)	Identification and piloting of quotas for one selected species (<i>Juniperus communis</i>) on the entire territory of the country and another species (<i>Arctostaphylos uva ursi</i>) in the eastern part of the country	Outcome 4, SDG 15	ongoing		UNEP
41	Forest vegetation maps	Selection of three pilot sites for development of forest vegetation maps	Outcome 4, SDG 15	ongoing		UNEP
42	Database for soil sealing rate and loss of soil organic matter	Development of database for soil sealing rate and loss of soil organic matter on 3 pilot sites and analysis of their impact to biodiversity	Outcome 4, SDG 15	ongoing		UNEP

ANNEX XII: PUBLIC INFORMATION/AWARENESS-RAISING CAMPAIGNS AND EVENTS

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
1	All year public events and campaigns to promote sustainable employments	<p>Creating jobs and overcoming social exclusion and inequality are high-priority goals for the country.</p> <p>UNDP works and advocates to improve the services available to vulnerable groups, eliminate barriers to the formal labor market and shorten the transition from school to work for young people, particularly young women.</p> <p>Since 2016, UNDP all-year campaign “Leave no One Behind” "Шанса за Сите" (implemented in partnership with the Government through a variety of mixed media tools and channels) focused on supporting the country’s commitment to reducing unemployment and helping to generating new jobs as an essential step in increasing social inclusion.</p>	Outcome 1	Implemented/ongoing	UNDP
2	Series of public events with the aim to support good governance and local development programme and project activities	<p>A series of public events (including high-level conferences, workshops and hackatons) have been organized over the past years to support UNDP's assistance to municipalities throughout the country to help them meet the challenges of decentralization, with a specific focus in areas such as inter-municipal cooperation and building local capacities for providing better, more transparent and more accessible services for citizens.</p>	Outcome 2	Implemented/ongoing	UNDP

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
3	All year public and events communicating the objectives, goals and results of UNDP Community Works' and other social inclusion programmes and projects	<p>Implemented by the Government and UNDP, the Community Works Programme offers opportunities for unemployed people to gain valuable skills while at the same time providing badly needed social services for the most socially excluded groups in society.</p> <p>Since 2016, over 600 people in 50 municipalities have participated in the Community Works Programme 75%, of which are women. All of them had previously been unemployed and, for many, the Programme provided their first work experience outside the home. The purpose of the campaign / events was to present the benefits and results achieved of this programme, particularly in areas such as care for the elderly, services for people with disabilities and early childhood development.</p>	Outcome 3	Implemented/ongoing	UNDP
4	All year public campaigns and events to support UNDP's environment and energy, disaster risk reduction and climate change programme and projects	<p>All year campaigns/events for promoting the importance of investing in disaster risk reduction through mixed media channels</p> <p>All year advocacy and public events for action to combat climate change and its impacts</p> <ul style="list-style-type: none"> •All year advocacy and public events for the improvement of the management of protected areas and better protection of the valuable biodiversity in the country. •Several events throughout the year to demonstrate the benefits of energy efficiency •Public and advocacy campaigns to raise awareness about the harmful effects of air pollution 	Outcome 4	Implemented/ongoing	UNDP

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
5	Advocating for women and girls to live free from discrimination and violence	In partnership with several UN agencies, UNDP has actively participated in the "16 Days of Activism against Women and Girls" campaign, which takes place every year from 25 November to 10 December by advocating for the ratification of the Istanbul Convention. Before and during the campaign, strong partnerships were formed with a variety of international and national counterparts to ensure coordination of all activities and wide dissemination of key messages – including the Office of the Prime Minister, Parliament, several ministries, the US Embassy, the EU, the OSCE, several embassies, civil society and the media. The 2018 campaign resulted in over 250 positive media reports calling for action, 25 public events, and over 2 million impressions on social media. The campaign called for the swift implementation of the Convention, but also for specific changes within institutions, promotion of gender equality, women empowerment and peer-to-peer nudging to help end violence against women.	Outcome 5	Implemented/ongoing	UNDP in partnership with UN agencies
6	Awareness raising of the climate change-induced livestock diseases and strengthening the capacity of the veterinary service for early detection and effective control and eradication of the diseases, including lumpy skin diseases (LSD) as	Among the direct climate impact induced diseases affecting livestock health are vector-borne animal diseases. FAO supported North Macedonia to better prepare against lumpy skin and bluetongue cattle diseases. This involved a two-level train-of-trainer/cascade training for official veterinarians from the Food and Veterinary Agency (FVA) plus all veterinarians in private veterinary practices contracted with the government across all seven regions of the country, which was supported and coordinated with assistance from RDN. The Bulgarian Food Safety Authority and the FVA were involved in the design of these two training modules, which included Module 1 where the core trainers were trained through a 2-day workshop held in Skopje on 13-14 September 2017 at FVA. Eleven official veterinarians from the different regions, plus additional	OUTCOME 4	Implemented	FAO

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	well as Bluetongue (BT) in North Macedonia	<p>participants from FVA's head office in Skopje were trained. While Module 2 trained the rest of veterinarians, plus several livestock advisors from the National Extension Agency and consisted of 1-day trainings of trainers conducted between 10 and 26 October 2017 in seven major cities (Gevgelija, Kratovo, Prilep, Kicevo, Sveti Nikole, Skopje and Tetovo). A total number of 281 participants were trained, which represents over 75% of the veterinarians (both official and private) that engage in conducting animal health public work. Each of the trained veterinarian received a copy of Lumpy Skin Disease field manual for veterinarians in Macedonian, which is also available in English, Russian, Albanian, Serbian and Turkish. In addition, a 60-second video was produced to increase public awareness on the early detection and notification of LSD and BT, and to improve on-farm biosecurity measures. The video is available in Macedonian and Albanian in FVA's website.</p> <p>FAO Technical cooperation project (TCP) "Reducing Vulnerability of Agriculture to Climate Change"</p> <p>http://www.fao.org/europe/events/detail-events/en/c/1095618/ http://fva.gov.mk/mk/video</p>			

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
7	Youth campaign on environment, climate change and DRR issues	<p>Two national scout events organized to increase knowledge on environment, climate change and disaster risk reduction issues; as well as training courses for selected scout leaders. Awareness raised on climate change through the dissemination of educational videos and messages, and the organization of small workshops in schools. A national competition for the most creative messages on climate change on the topic ‘What would you do to mitigate climate change in your country?’, which was launched through social media for young people between the age of 15 to 25 years. (FAO TCP Project "Reducing vulnerability of agriculture to climate change in North Macedonia")</p> <p>FAO TCP Project "Reducing Vulnerability of Agriculture to Climate Change"</p>	OUTCOME 4	Implemented	FAO
8	Awareness raising campaign on the benefits of land consolidation	<p>Fragmentation of both the ownership and use of agricultural land is one of the biggest challenges for the Country’s agricultural sector, having adverse effects on the productivity, competitiveness and efficiency of farms, and preventing further modernization and economies of scale. The EU funded “Mainstreaming of the National Land Consolidation Programme” (MAINLAND) Project is implemented by FAO to provide support to the Ministry of Agriculture, Forestry and Water Economy (MAFWE) in implementing the National Land Consolidation Strategy 2012-2020. The project’s duration is 3.5 years, starting from March 2017 until August 2020. The overall objective of the project is to mitigate the agricultural land fragmentation and increase farm sizes as to increase the competitiveness of the agricultural production, to improve the living conditions in rural areas and to provide sustainable use of natural resources.</p> <p>One of the major project goals and expected outputs is raised</p>	OUTCOME 4	implemented/ongoing	FAO

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
		<p>knowledge and awareness on land consolidation among farmers, major institutions including MAFWE, National Extension Agency, Agency for Real Estate Cadastre, local self-governments, research/ geodetic community (surveyors, land valuers, mapping professionals etc), national farmers's organizations, policy makers/ decision makers in government, academia, civil society, general public and the media.</p> <p>Each year, FAO in collaboration with MAFWE and main stakeholders organize public campaigns on land consolidation, to make local landowners and farmers, as well as important local stakeholders including local self-governments, village representatives, as well as representatives of local farmers' organizations, aware of the potential benefits of land consolidation and willing to actively participate in the process, which is a precondition for successful implementation of the land consolidation projects.</p> <p>Campaign reports available upon request.</p>			

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
9	World Food Day Event/Campaign	<p>World Food Day is celebrated each year on 16 October to promote worldwide awareness and action for those who suffer from hunger and for the need to ensure food security and nutritious diets for all. Events are organized in up to 150 countries across the world, making it one of the most celebrated days of the UN calendar.</p> <p>"School Garden for a #ZeroHunger Future - Together we can build the #ZeroHunger Generation!" was the name of the event hosted for children at a school in Skopje on 16 October 2018 in Skopje. A packed programme included a short lecture to children based on FAO's World Food Day 2018 activity book (translated into Macedonian language), a presentation of the video animation "Together we can get to #ZeroHunger" (translated into Macedonian language) a children's poster-drawing activity, and a visit to the school garden. Collaboration among the Ministry of Agriculture, Forestry and Water Economy; the Ministry of Education; the Municipality of Karpos, civil society; FAO and the UN RC contributed to the success of the event.</p> <p>Report: https://drive.google.com/file/d/1ohvmRP-pyfW9c2s19cJgkTIETyYIXUGg/view?usp=sharing</p>	<p>OUTCOME 4: By 2020, individuals, the private sector and state institutions base their actions on the principles of sustainable development, and communities are more resilient to disasters and environmental risks</p>	implemented/ongoing	FAO
10	Knowledge and information sharing on the country's strategic engagement with the Green Climate Fund	<p>The project "Support for the management of an effective national coordinative mechanism regarding the Green Climate Fund" is the first project of the Republic of North Macedonia under the Green Climate Fund (GCF) Readiness and Preparatory Support Programme. It is implemented by the Food and Agriculture Organization of the United Nations (FAO) under guidance and leadership of the Cabinet of the Deputy President of the Government of North Macedonia in charge of Economic Affairs, as National Designated Authority (NDA) to the GCF.</p>	OUTCOME 4	Implemented	FAO

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
		<p>The project is focused on strengthening the institutional capacities of the NDA to effectively fulfil its roles and responsibilities related to the GCF. The project will help to create needed national participatory and stakeholder engagement processes and to initiate the preparation of a GCF Country Work Programme, aligned with the national adaptation and mitigation priorities, the Sustainable Development Goals, and the GCF investment criteria.</p> <p>One of the key elements of the project is knowledge and information sharing on the GCF activities in North Macedonia. All identified stakeholders are regularly informed about the status of project activities in the monthly project newsletters distributed to more than 300 representatives from state and public institutions, local self-government, international development organizations, business, civil society organizations including those working in the field of gender, minorities and marginalized groups. An NDA webpage has been developed (www.greendevlopment.mk) as a key communication tool for knowledge and information sharing on the country's engagement with the Green Climate Fund, including an Online application form to be used by all national stakeholders for submitting project ideas with climate mitigation/adaption potential for Green Climate Fund financial support.</p>			

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11	Women 'Rights Nights 2016	<p>Women’s Rights Nights event is a cultural alternative that combines screening of documentaries, debates and exhibitions, to celebrate the International Women's Day, 8th March. It was initiated by UN Women office in 2010, in partnership with the Institute for Gender Studies, and the University for Audio-Visual Arts – EFTA. As of 2016, the event was under the patronage of the City of Skopje. All events on the occasion of IWD 2016 were organized under the frames of the global campaign: Planet 50-50 by 2030: Step It Up for Gender Equality. For more information of the event, please visit: https://www.womensrightsnights.net/program-2016.html</p>	Gender Equality, Outcome 5	Implemented	UN Women
12	Women 'Rights Nights 2017	<p>WRN 2017 was organized under the frames of the Global UN Women Campaign “Planet 50:50 by 2030 – Step It Up for Gender Equality”, with a thematic focus on Women in the Changing World of Work. For more information, please visit: https://www.womensrightsnights.net/program-2017.html</p> <p>On the occasion of 8th March, UN Women Office in North Macedonia supported the performance "The Invisible Women" by the feminist initiative "Fight Like a Woman" ("Бори се женски"). The goal of the performance was to trigger unpaid care work, gender pay gap and minimal wage. The activists/members of the feminist initiative "Fight Like a Woman" ("Бори се женски") addressed these issues by performing home chores and seamstresses labour in one of the busiest and oldest shopping molls in Skopje, the City Shopping Moll (GTC) and interacting with passers-by.</p> <p>Latest data on employment, gender pay gap, free-time use of women and men were presented on visuals during the performance. The big version of the well known 5MKD coin with</p>	Gender Equality, Outcome 5	Implemented	UN Women

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		the missing 18% (gender pay gap in the country) attracted great interest among the passengers.			
13	Women 'Rights Nights 2018	<p>On 7th March, UN Women Skopje office launched a social media campaign under the slogan "Give a card, not a carnation". The goal of the campaign was to raise awareness about the real values of the IWD and speak about pertaining gender inequalities, in line with this year's global theme "The time is now: rural and urban activists transforming women's lives".</p> <p>The social media campaign consisted of 11 electronic greeting cards and supported peer to peer nudging – from women to women, men to women and women to men – the cards were used to great and congratulate the IWD on Facebook and Instagram. Most popular Macedonian portals joined and supported the campaign by placing an electronic banner on their websites that led directly to the card published on UN Women Skopje Facebook page.</p> <p>In average, on Facebook, the cards reached over 600 likes, and over 40 shares; the most popular card reached 1.5 K likes and 258 shares (card: Let's teach our sons too, to do housework!).</p> <p>For the WRN 2018 programme, more information can be found here: https://www.womensrightsnights.net/08-march-2018.html</p>	Gender Equality, Outcome 5	Implemented	UN Women

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
14	Women' Rights Nights 2019	<p>WNR 2019 was under the global theme “Think equal, build smart, innovate for change!”, taking place on the 6,7,8 and 13 March 2019. The event brought together an exhibition from 11 Macedonian and international women artists, curated by Shkipe Mehmeti, art curator, a side-exhibition event from students from University for Audio-Visual Arts – EFTA and Institute for Gender Studies, “F8” (17 artworks), screenings of short documentaries from the series “Stories from Sweden” (Swedish Institute for Film), supported by the Embassy of Sweden in Skopje, and screening of three long-length documentaries revolving on the global topic and portraying women in new technologies, start-ups and innovation. A debate “Gender gaming for equal rights” took place after the screening of the documentary “Geek Girls” at the key event on March 8th.</p> <p>Additionally, the City of Skopje opened a call for best photo works on the IWD global theme for the high-school students, with small cash prizes. The best 3 photography works from the high-school students were presented and awarded, after the debate with Ana Jovkovska (moderator), Hajan Selmani (Haselt) and Monika Rizovska (Girls in Tech), on 13 March 2019. Women's Rights Nights 2019 brought together around 400 participants.</p>	Gender Equality, Outcome 5	Implemented	UN Women

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
15	Not Only March 8th 2017	<p>In 2017, for the purposes of strengthening outreach and advocacy, UN Women office in North Macedonia has started organizing a series of events covering different topics pertaining to gender equality. The initiative titled “Not Only March 8th” was born to make a point that those issues should not be in the limelight only twice a year (8th March, 16 Days of Activism).</p> <p>The idea of “Not only March 8th” is to organize one event/initiative every month until the end of the year.</p> <p>The events were of various nature, including film screenings followed by discussions, panel discussions and workshops.</p> <p>Topics covered revolved around: women in politics and policy-making; violence against women and gender-based violence; media stereotypes; the position of women in the labour market and women’s labour rights; motherhood, mental health and the stigma related to it; fatherhood and shared parenting obligations; sport and feminism etc.</p>	Gender Equality, Outcome 5	Implemented	UN Women
16	Not Only March 8th 2018	<p>Over 55 volunteers – students, recent graduates and gender experts – worked on narrowing the gender gap on Wikipedia in Macedonian language at the #WikiGap event, organised by the Swedish Embassy, UN Women office in North Macedonia and the local branch of Wikipedia – Shared Knowledge in Skopje. Their work resulted in developing 103 new articles on women and gender equality issues that made a significant mark in the country. The initiative was part of the Not Only March 8th for 2018.</p>	Gender Equality, Outcome 5	Implemented	UN Women
17	16 Days of Activism: ‘Orange the World: Raise Money to End Violence against	<p>The UN family and the EU Delegation have joined forces for 16 Days of Activism Against Gender-Based Violence. The campaign took place during the 16 days, between 25 November – International Day for Elimination of Violence against Women and 10 December – International Human Rights Day.</p>	Gender Equality, Outcome 5	Implemented	One UN

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
	Women and Girls' (2016)	The launch event in Skopje was held on Friday, 25 November 2016.			
18	16 Days of Activism: "Leave No One Behind: End Violence against Women and Girls" (2017)	All UN agencies in the country, the Government, EU and the OSCE mission to Skopje have joined forces for the campaign of the 16 Days of Activism Against Gender-based Violence in 2017. The goals of the 16 Days of Activism campaign for 2017 were: To advocate for the ratification of the Istanbul Convention (recognized worldwide as the best legal instrument for preventing gender-based violence); Peer-to-peer nudging: Encourage people to "If you see something, do something. Don't just stand by"; Put a spotlight on the implications and consequences of violence against women and girls within the most marginalized communities.	Gender Equality, Outcome 5	Implemented	One UN
19	16 Days of Activism: Orange the World: #HearMeToo (2018)	All UN agencies in the country, the Government, EU and the OSCE mission to Skopje have joined forces for the campaign of the 16 Days of Activism Against Gender-based Violence. The kick-off event was hosted in the government building and brought together high-level government representatives, members of the international community, NGOs representatives, experts and academia. The Prime Minister Zoran Zaev, the Minister of Labour and Social Policy, Mila Carovska, the Ambassador of the OSCE Mission to Skopje, Clemens Koja, and the UN RC a.d. Benjamin Perks addressed the audience. The event concluded by coloring the government building in orange. The social media campaign under the hashtag #СлушниЈа, #HearMeToo, had a great outreach (total reach – 1 136 454; total impressions – 1 597 911). The campaign included posts on facebook, instagram and twitter - FB cards with content related to raising awareness on EVAW, 4 videos featuring prominent Macedonian women artists and journalists reading a true story of a	Gender Equality, Outcome 5	Implemented	One UN

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
		<p>survivor and a call to action. Around 15 public figures and influencers joined the campaign, posting photos of themselves in orange in SM and using props of the campaign. Over 120 individuals, organisations, governmental and non-governmental institutions and international organisations, including one academic institution in the country joined the campaign using the social media package and key messages from the campaign. The campaign contributed to new Facebook page likes – 1810 and new Instagram profile followers – 385.</p> <p>16 fashion shops joined the campaign posting big orange boards with key message from the campaign in their shop windows (Macedonian brand Bella, like Liu Jo, Pinko, Penny Black and other belonging to the Magnetic group). Most of the shops were located in the busiest shopping malls in the capital city - Skopje. The Skopje City Public Bus company broadcasted key raising awareness campaign messages in 19 bus lines (including bus lines 2, 3, 4, 5, 15, 41, 52, 65 B) covering the entire territory of the City of Skopje. Additionally, coffee bars and city shopping malls joined the campaign and broadcasted key messages.</p> <p>The most popular national TV stations and radio allocated TV/radio time for interviews, guest speakers for the 16 Days of Activism campaign and reported on #СлушниЈа, #HearMeToo. (Media joining the campaign: TV Telma, TV Alfa, TV Alsat, TV 24, TV Sitel, Radio Kanal 77, newspapers Kapital and Vecer)</p> <p>Over 15 relevant web portals joined the campaign and used campaign banners: tocka, time, grid.mk, femina, Zenski magazin, e-magazin, denar, marketing 365, ekran, taratur, kafepauza, gol.mk, sportski.mk, supersport.</p>			

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
20	World Aids Day - Partnering campaign with IP	According to a recent @UNAIDS report, Eastern Europe & Central Asia has the fastest-growing #HIV epidemic in the world. Also, people living with HIV are coping not only with health issues but stigma and myths. The aim of the National campaign will be raising awareness about their rights and needs.	Social inclusion	Planned (01 - 07 December)	UNFPA/National/
21	17 days of activism - “Orange the World: Generation Equality Stands Against Rape!”	Governments still have a long way to go to transform their laws, policies and practices to prevent sexual violence, provide better access to justice for victims – including specialised services – and effectively punish sexual violence crimes. By putting our orange spotlight on this form of violence against women and girls, we aim to spark a global conversation on the need for inclusive, proactive and sustainable programmes, policies, and resources to prevent and end rape.	Employment, Good governance, Social inclusion, Environmental sustainability, Gender equality	Planned (25 November - 10 December)	UN Agencies/National and Global/
22	Nairobi Summit - the 25th anniversary of the International Conference on Population and Development (ICPD) in Cairo, where 179 governments adopted a landmark Programme of Action which set out to empower women and girls for their sake, and for the benefit of	The governments of Kenya and Denmark and UNFPA are co-convening the Nairobi Summit on ICPD25, a high-level conference to mobilize the political will and financial commitments we urgently need to finally and fully implement the ICPD Programme of Action. These commitments as well as the Global and National UNFPA campaign will be centred around achieving zero unmet need for family planning information and services, zero preventable maternal deaths, and zero sexual and gender-based violence and harmful practices against women and girls.	Good governance, Social inclusion, Gender equality	Planned (12-14 November) and Ongoing ICPD25 campaign (from the beginning of the 2019)	UNFPA/National and Global/

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
	their families, communities and nations.				
23	UN Day	UN Day has traditionally been marked throughout the world with meetings, discussions and exhibits about the achievements and goals of the organization. It is devoted to making known to people of the world the aims and achievements of the United Nations Organization	Employment, Good governance, Social inclusion, Environmental sustainability, Gender equality	Planned (24 October)	UN Agencies/National and Global/
24	Population Dynamics - Regional Conference in Sarajevo, Bosnia and Hercegovina	A shrinking and ageing labour force in South-East Europe, with its increased demands on health care and pension resources can put strains on economies, social systems, and infrastructure in sparsely populated area. The aim of the Regional and National campaign before, during and after the Conference (part of the event will be live streamed on TV Al Jazeera in Skopje, Sarajevo and Zagreb) is to raise the awareness of the human capital of a population - its education and health, productivity and innovative potential.	Good governance, Social inclusion, Gender equality	Planned (21-22 October)	UNFPA/National and Regional/
25	What has changed' conversation on ICPD@25, CSE and the future of young people - Tirana, Albania	In 2019, UNFPA redesigned its global innovation pipeline and opened a call for new solutions to ensure rights and choices, especially to end unmet need for family planning. Among 74 concepts that were submitted from CO's around the world, eight country office teams, among them CO North Macedonia Digital Storytellers team, were selected. The aim of the Regional and National campaign before, during and after the event in Tirana, will be presentation of the CO Innovative solution for sexuality education for PwD and how to replicate the project in the Region.	Social inclusion	Planned (16-18 October)	UNFPA/National and Regional/

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
26	CO Innovation Campaign - A Digital Storytelling Tool kit for Comprehensive Sex Ed for Youth with Autism Spectrum Disorder	In 2019, UNFPA redesigned its global innovation pipeline and opened a call for new solutions to ensure rights and choices, especially to end unmet need for family planning. Among 74 concepts that were submitted from CO's around the world, eight country office teams, among them CO North Macedonia Digital Storytellers team, were selected. The aim of the National campaign will be raising awareness for the Sex Ed for PwD Youth as well as other Adolescents and Youth on national level.	Social inclusion	Planned (October-November)	UNFPA/National/
27	Reporting about Census - Partnering campaign with IP	The Census is a statistical, not political operation - How to educate the journalists when reporting about the Census? The preparation campaign for the national 2020 Census	Good governance, Social inclusion	Planned (October)	UNFPA/National/
28	Youth Day - Launching UNFPA's new Global Strategy for Adolescents and Youth - My Body, My Life, My World!	The Strategy puts young people—their talents, hopes, perspectives and unique needs—at the very centre of sustainable development. In doing so, it backs achievement of the Sustainable Development Goals, and aligns with the new United Nations Strategy on Youth as well as the UNFPA Strategic Plan 2018-2021. It was launched with the soft Social Media Campaign.	Good governance, Social inclusion	Implemented (12 - 19 August)	UNFPA/National and Global/
29	Marking World Population Day with national 'What has changed' conversation on ICPD@25 campaign	Thought Leadership Conversations on ICPD with the government representatives, CSO's and other stakeholders about national commitments when it comes to progress on gender-based violence youth rights, SRHR and who is left behind and why.	Good governance, Social inclusion, Gender equality	Implemented (05-15 July)	UNFPA/National/

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
30	Marking International Family Day	The aim of this regional and national Social Media Campaign was to show how breaking traditional gender roles in the family leads to #StrongerFamilies and #MenEngage	Gender equality	Implemented (16-20 May)	UNFPA/National and Regional/
31	Launching UNFPA State of World Population Report - SWOP 2019	<p>National campaign was focused on SRHR and usage of contraception that could reduce the maternal deaths to 25 percent including high risk pregnancies and the number of abortions, and also the newborn deaths to 20 percent. In our country, the percentage of women who reported using contraception is only 13 percent.</p> <p>The role of contraception does not mean only controlling the number of pregnancies, but it has a huge impact on women's health, reducing the maternal and newborn mortality, reducing HIV and other STI, and it is in direct connection with women's rights and gender equality.</p>	Good governance, Social inclusion	Implemented (10-17 April)	UNFPA/National and Global/
32	#Real life super heroes Campaign on International Women's Day about a league of extraordinary women	<p>CO submission as one of the nine Women Heroes in the global UNFPA campaign; Women around the world are stepping up, defying the odds to secure the rights of their friends, sisters and countrywomen.</p> <p>They are real-life superheroes, and their efforts are a clarion call. Collectively, their stories offer evidence of what remains to be done, and of the feats that can be accomplished – when there is the will.</p>	Gender equality	Implemented (08 - 15 March)	UNFPA/National and Global/

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
33	Presenting Matching Fund results/cooperation between Government and UNFPA CO	A High-level event presenting the project results about SRHR and Maternal health with short campaign and key messages before, during and after the event. Within the project a total of 47 health professionals have been trained as multidisciplinary teams that can provide effective perinatal care for the mothers and babies before, during and after the delivery. The trainings were conducted in the frame of the project for reducing the death rate of mothers and newborns.	Social inclusion	Implemented (08 March)	UNFPA/National/
34	#IDONT to Child Marriage campaign on Valentines Day - What happens when you say #IDONT to child marriage	CO submission for the global UNFPA campaign about the profiles of women and girls who have been able to achieve great things because they avoided child marriage.	Social inclusion, Gender equality	Implemented (10 - 20 February)	UNFPA/National and Global/
35	World Aids Day - Partnering campaign with IP	According to a recent @UNAIDS report, Eastern Europe & Central Asia has the fastest-growing #HIV epidemic in the world. Also, people living with HIV are coping not only with health issues but stigma and myths. The aim of the National campaign will be raising awareness about their rights and needs.	Social inclusion	Implemented (01 - 05 December)	UNFPA/National/
36	Talking local about SDG's - What, When and Why? - Partnering campaign with IP	A series of workshops with the local campaign throughout the country aims to discuss sustainable development with the locals, the NGO sector and local self-government representatives	Good governance, Social inclusion, Gender equality	Implemented (November - December)	UNFPA/National/

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
37	#Safe Motherhood - Promoting Matching Fund project about Maternal health	Promoting partnership of the United Nations Population Fund (UNFPA), the Government and the Ministry of Health in the SRHR area on how to reduce maternal and infant mortality in the country	Social inclusion	Implemented (November - December)	UNFPA/National/
38	How to use international standards for conducting the population Census - Partnering campaign with SSO	Within the framework of the cooperation with the UNFPA for improving the population data the SSO organized the meetings with the media editors, CSO's and Think Tanks's. The international census expert was part of the national campaign on how to use international standards for conducting the population census	Good governance, Social inclusion	Implemented (10-17 November)	UNFPA/National/
39	Promoting MICS activities in cooperation with UNICEF and SSO	UNICEF lead campaign (Video promotion) with UNFPA financial contribution (logo usage during the campaign) about MICS activities	Social inclusion	Implemented (November)	UNICEF / UNFPA/National/
40	ICPD25 Regional Conference in Geneva	Organized by UNFPA and UNECE, the Conference was covered with strong traditional and social media campaign on the occasion of the 25th anniversary of ICPD on which the progress was assessed, and the shortcomings in the implementation of the ICPD Action Program in the UNECE region were identified.	Good governance, Social inclusion	Implemented (01-05 October)	UNFPA/National and Regional/

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
41	World Population Day Observance campaign - 2018 theme: Family as a Human right	Family planning is not only a matter of human rights; it is also central to women's empowerment, reducing poverty and achieving sustainable development. The aim of campaign was UNFPA support to family planning in developing countries by ensuring a reliable supply of a full range of modern contraceptives, strengthening national health systems, and promoting gender equality.	Social inclusion	Implemented (06-16 July)	UNFPA/National/
42	Achieving Health, Rights and Wellbeing for Young Key Populations in the Western Balkans	Discussions and exchanged experiences about SRHR - health, rights and wellbeing for young key population. The aim was to promote exchanged experiences and activities in terms of continuing the process following the examples we have in the region.	Social inclusion	Implemented (07-17 May)	UNFPA/National and Regional/
43	Healthy Ageing in the Local communities - Partnering campaign with IP	Promotion and discussions about how the Centers for Healthy Ageing as a local initiative can be implemented and established in the country.	Social inclusion	Implemented (May-June), September 2017	UNFPA/National/
44	World Aids Day - Partnering campaign with IP	UNFPA CO traditionally supported the Association of People Living with HIV "Stronger Together" in marking of the International AIDS Day. This year campaign put focus on the persisting stigma towards the community of people living with HIV.	Social inclusion	Implemented (December)	UNFPA/National/

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
45	16 Days of Activism	Joint UN campaign	Employment, Good governance, Social inclusion, Environmental sustainability, Gender equality	Implemented (25 November-10 December)	UN Agencies/National and Global/
46	Promotion of the population data and policies - Partnering campaign with IP	A series of promotional discussions/meetings/workshops on the issues on population data and policies focused on the population registry and its importance, the usage of the statistical data and how they are used for designing of social and economic policies, and campaigning the process of harmonization of the national statistical data with the European Standards	Good governance, Social inclusion	Implemented (November)	UNFPA/National/
47	UN Day	Joint UN campaign	Employment, Good governance, Social inclusion, Environmental sustainability, Gender equality	Implemented (October)	UN Agencies/National and Global/
48	#MenEngage campaign - Partnering campaign with IP	The aim of this regional and national campaign, that was implemented in several phases, was promoting gender equality, and the importance of involving men in sharing the household keeping and sharing the care for the family.	Social inclusion, Gender equality	Implemented (September-October)	UNFPA/National and Regional/
49	Launching UNFPA State of World Population Report -	This year's theme was "Worlds Apart - Reproductive Health and Rights in age of inequality"	Social inclusion	Implemented (October)	UNFPA/National/

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
	SWOP 2017 campaign				
50	Promotion of the clinical management of rape - Partnering campaign with IP	A series of discussions/workshop on clinical management of rape aimed to improve the coordination of all institutions that are involved in the care for the survivors	Social inclusion	Implemented (September)	UNFPA/National/
51	World Population Day Observance campaign - 2017	Marking World Population Day national campaign	Social inclusion	Implemented (July)	UNFPA/National/
52	World Aids Day - Partnering campaign with IP	UNFPA CO traditionally supported the Association of People Living with HIV “Stronger Together” in marking of the International AIDS Day. This year campaign put focus on the persisting stigma towards the community of people living with HIV.	Social inclusion	Implemented (December)	UNFPA/National/
53	“16 Days of Activism against Gender-Based Violence”	Joint UN campaign	Employment, Good governance, Social inclusion, Environmental sustainability, Gender equality	Implemented (25 November-10 December)	UN Agencies/National and Global/
54	Launching UNFPA State of World Population Report - SWOP 2016 campaign	Millions of lives transformed' - the theme was about transformative life of girls and women / The key message of the campaign: Now more than ever, we must ensure that the marginalized, the forgotten—the ones often left behind—can	Social inclusion	Implemented (October)	UNFPA/National and Regional/

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
		exercise their fundamental human right to decide, free of coercion, discrimination and violence, when or how often to have children.			
55	UN Day	Joint UN campaign	Employment, Good governance, Social inclusion, Environmental sustainability, Gender equality	Implemented (October)	UN Agencies/National and Global/
56	World Population Day Observance campaign - 2016	Marking World Population Day national campaign on this year's theme 'Investing in teenage girls'.	Social inclusion	Implemented (July 3 - 12)	UNFPA/National/
57	International Youth Day and International Humanitarian Day Observance Campaign	Youth and SRHR	Good governance, Social inclusion	Implemented (August)	UNFPA/National/
58	One Billion Rising Revolution to End Violence against Women	Support to the organization on local level harmonized with global launch	Social inclusion, Gender equality	Implemented (February)	UNFPA and UNDP/National/
59	Roll out of the mobile	UNFPA work in Humanitarian crises “On the move: A new mobile clinic reaches refugee women in the Balkans”.	Environmental sustainability	Implemented (January)	UNFPA /National/

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
	gynecological clinic campaign				
60	Now a Refugee - Always Human	This is a continuous awareness raising project implemented by UNHCR and its partner organization CHRCCR (in previous years also with the RED Center), including public installations, public events, trainings, lectures, creation and distribution of awareness raising materials. We first started it in 2016 and it is still ongoing for the fourth year in a row.	Social inclusion	Implemented in 2016, 2017, 2018 and ongoing in 2019	UNHCR
61	World Refugee Day	Annual marking of World Refugee Day - a global UN Day - on and around 20 June. Every year there is a multitude of events to mark the day, aiming to raise awareness about refugees on the national and the local level. Media are also involved in spreading the messages.	Social inclusion	Implemented in 2016, 2017, 2018 and 2019	UNHCR
62	IBelong	This is a campaign with a central annual event taking place in October since 2014 when the IBelong campaign to end statelessness in the world was launched. The campaign's goal is to eradicate statelessness in the world in 10 years, by 2024. Every year so far, UNHCR and our partner MYLA have marked the anniversary of the launch of the campaign with different advocacy and public events. Media are also involved in spreading the messages.	Social inclusion	Implemented in 2016, 2017, 2018 and to be implemented in October 2019	UNHCR
63	Run for Refugees	An awareness raising Run for Refugees event in the frames of the Skopje Marathon in May.	Social inclusion	Implemented in 2016, 2017, 2018 and 2019.	UNHCR
64	Journalist award for professional reporting about	An advocacy event for motivating professional and sensitive reporting about refugees and asylum seekers.	Social inclusion	Implemented in 2016, 2017, 2018 and 2019.	UNHCR

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
	refugees and asylum seekers				
65	It's a trap! Let's end human trafficking!	To raise the general public awareness about trafficking in human beings for sexual, labour exploitation and forced child marriages as risk of THB	Outcome 3. Social Inclusion	Implemented from Oct 18 - March 2019	IOM
66	National HIV/AIDS campaign 2016	Please see: http://www.euro.who.int/en/countries/the-former-yugoslav-republic-of-macedonia/news/news/2017/01/marketing-world-aids-day-in-the-former-yugoslav-republic-of-macedonia	3.7	Implemented	WHO
67	European Immunisation Awareness weeks	Public event to raise awareness about the importance of immunisation organised in the occasion of the European Immunisation Awareness weeks (April ++	3.7	Implemented	WHO
68	European Antibiotic Awareness Weeks	Public and technical events to raise the awareness about the anti - microbial resistance	3.7	Implemented for the past years and preparations are ongoing for the curent year	WHO
69	World No tobacco Days	Public events organised in colaboration with the National Public Health Institute in order to raise awareness about the negative impat of tobacco use	3.7	Implemented	WHO
70	Parenting is also learned	Integrated communication campaign	Social inclusion	Implemented	UNICEF
71		Campaign on raising awareness on cash transfer benefits for Roma children and families 2018	Social inclusion	Implemented	UNICEF

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
72	Every child needs a family	Integrated communication campaign	Social inclusion	Implemented	UNICEF
73	Be fair - for a childhood without barriers	Fully-integrated campaign to support inclusion of children with disabilities 2017 and 2018	Social inclusion	Implemented	UNICEF

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
74	Campaign to promote amicable settlement of labour disputes	<p>The campaign has been continuously active, initially through</p> <ul style="list-style-type: none"> · distribution of posters and leaflets to all the courts country-wide, to the ESC, and the social partners; · inserting leaflets in the daily newspapers and weekly magazines; · creation of an ILO ASLD channel for Macedonia; · creation of a Facebook page on ASLD; · distribution of informative leaflets during all events organized by the Project; · permanent web-banner posted on the websites of the project, NESC, LESC, social partners, worker's rights; · informative two-pager on the ASLD procedure developed, printed and distributed to ESC, SSM, KSS, ORM, UNASM and BCM; · motions for initiation of the different types of procedures developed, printed and distributed to ESC. <p>Additionally, two rounds of more intensive campaign have been implemented, by</p> <ul style="list-style-type: none"> · broadcasting video spots on the major national TV stations in prime time, · broadcasting the radio spot on the major radio stations in prime time, · placing the web-banner on the most visited portals, and · inserting the leaflets in the daily newspapers and a weekly magazine. 	Employment	Implemented	ILO
75	National Red List website	Development of national Red List website, to be further updated outside of the scope of the project (currently there are only data on reptiles and amphibians and a sub-set of vascular plant species)	Outcome 4, SDG 15	Ongoing	UNEP

No.	Name of Campaign/Event	Brief Description of the Purpose of the Campaign/Event	Outcome Area (PFD Outcome)	Current Status (Planned, Ongoing or Implemented)	Agency (ies)
76	Public campaign on the significance of proclamation of Shar Mountain as protected area			Planned	UNEP
77	Celebration of World Environment Day and International Biodiversity Day	Depending on the theme, the country has joined the celebration on the importance of taking actions for environmental protection Raising children awareness on proper separation of waste. Raising public awareness on importance of biodiversity and protection	Outcome 4	Implemented	UNEP

ANNEX XIII: GENDER-RELATED INITIATIVES

The following is a list of gender-related initiatives undertaken by the UN agencies in the current programme cycle.

No.	Name of Initiative	Brief Description	Agencies that provided support
1	Mapping of social vulnerabilities	Mapping of social vulnerabilities and exclusion at local level from a gender perspective conducted on a representative sample of 2,800 households and 5,000 individuals (women and men). The Mapping identifies the local-level trends which result in increased vulnerability, and the way in which these vulnerabilities are both rooted in and perpetuate social exclusion. The results captured through the Mapping's field survey provide Central and Local authorities with a nationally-representative Baseline, aiding decision-makers and government to more effectively and sustainably respond to the risks and vulnerabilities facing households, women and men.	UN Women
2	Investing in free universal childcare in the Republic of North Macedonia, Analysis of Costs, Short-Term Employment Effects and Fiscal Revenue	The study examines the case for investing in free universal childcare services in order to: i) reduce gender inequality in employment, labour market activity and earnings; ii) to promote higher human capital through greater enrolment of children in early childhood learning and development; and iii) to ensure equal access to all children in formal childcare as to foster the life chances and well-being of young children. The study estimates the employment-generating and fiscal effects of investing in universal childcare in the Republic of North Macedonia. It calculates the total annual costs of investing in childcare services that would increase the enrolment (coverage) rate of the children in formal childcare services to different target levels.	UN Women
3	Gender equality index for North Macedonia, Measuring GE in 2015	It is the first GE Index for North Macedonia. The Gender Equality Index is a unique measurement tool that synthesizes the complexity of the gender equality as a multidimensional concept. It is a tool that is easy to use and to interpret. This Index is created by combining the gender indicators, using a conceptual framework, into a single composite measurement. It consists of six essential domains (work, money, knowledge, time, power and health) and two satellite domains (intersecting inequalities and violence).	UN Women

No.	Name of Initiative	Brief Description	Agencies that provided support
4	(Research) Scoping study of gender-based violence against women and girls in the public space in the municipality of Tetovo.	The document contains conclusions and recommendations related to enhancing the legal framework, promotion of institutional protection as well as recommendations for promoting the local mechanisms for prevention and protection of gender-based violence in public space. The research methodology consisted of: 1) 200 surveys among randomly selected Albanian and Macedonian women; 2) 7 focus groups with young women and girls, economically challenged women, public transport drivers, women sex workers, women with disabilities, police officers, and Roma women; and 3) 12 interviews with local self-government officials, ombudsman, public prosecution office, social, justice, health, educational sectors and civil society sector; (3) two safety audit walks in Municipality of Tetovo; 4) observation of specific public spaces.	UN Women
5	Costing methodology of specialist service providers to estimate the costs of services provided to victims of violence	The costing methodology is the first document that estimates the costs for the establishment and operation of specialized services for women victims of violence and domestic violence: SOS helpline; crisis accommodation; shelter center; psychosocial counseling; free legal aid and rape crisis center for women victims of sexual violence. The document was developed through a consultative process involving women's CSO service providers and Ministry of Labor and Social Policy. This document serves the Ministry of Labour and Social Policy as a tool for financing of specialized services.	UN Women
6	Public policy document containing recommendations and medium-term projections for funding and increasing the availability and accessibility of services for survivors of VAW	The Public policy document contains recommendations and medium-term projections for funding and increasing the availability and accessibility of services for victims of VAW. It was prepared on the base of the Costing methodology of specialist service providers.	UN Women
7	(Manual) Standards and operational procedures for rape crisis service centers	This is the first document that contains standards and procedures for Rape Crisis Center for victims of sexual violence (minimum standards, principles of working, as well as specific standards).	UN Women

No.	Name of Initiative	Brief Description	Agencies that provided support
8	(Manual) Program for psycho-social counseling in a rape crisis center for victims of sexual violence	The program identifies steps in the process of psycho - social counseling of victims of sexual violence, areas, themes and techniques in the process of psycho-social counseling, as well as criteria for inclusion in the programme.	UN Women
9	(Research) Availability and accessibility to specialized services for Roma women and girls who survived violence against women, in Kicevo, Kumanovo, Veles, Shtip, Kocani and Prilep	This research study is the first document that provides an overview of the accesibility and availability of generall and specialized services for Roma women and girls and insights on specific needs for support and protection of Roma women and girls who have suffered violence.	UN Women
10	(Public policy document) Availability and accessibility to specialized services for Roma women and girls who survived violence against women, in Kicevo, Kumanovo, Veles, Shtip, Kocani and Prilep	The document contains conclusions and recommendations aiming at improving the access of Roma women and girls to general and specialized services.	UN Women
11	Analysis of the need for harmonization of the Criminal Code with the Istanbul Convention	The analysis provides recommendations regarding the harmonization of the Criminal Code in line with the Istanbul Convention. Namely, the Analysis provides an overview of which provisions of the Criminal Code and how they should be regulated in order to comply with the Istanbul Convention.	UN Women

No.	Name of Initiative	Brief Description	Agencies that provided support
12	<p>"Promoting Gender Equality and Women's Empowerment in the World of Work: Analysis of collective agreements, labour legislation and institutional framework for gender equality and non-discrimination in the Former Yugoslav Republic of Macedonia</p>	<p>" "The basic aim of the study is assessing the inclusion of the gender perspective and the non-discrimination concept in the social dialogue and collective bargaining. The aim was achieved through quality analysis of the contents of the legislative framework, strategic documents, programmes deriving from adopted laws, action plans and operational programmes that follow these policies, with a purpose of establishing whether they contained gender issues and to what extent. The subject of the analysis also included the applicable collective agreements, two general and four branch agreements. " ILO</p>	ILO
13	<p>Support women's equal rights to land ownership and control, through full implementation of the joint ownership principles for property acquired in marital union and cohabitation, in accordance with the Law on Property and other real rights. (including support to drafting and adoption of the legal provisions, ensuring joint registration of both spouses for the property acquired under the default marital regime in the process of land consolidation; recommendations provided for the equal access and joint spousal registration in the process of acquisition of state-owned agricultural land)</p>	<p>Despite full legal equality, women represent only 16 percent of property owners. real data show that properties are still overwhelmingly registered in the sole name of the husband, partner or brother (women represent only 16 percent of property owners) There is therefore a clear need to bridge the implementation gap between the law (de jure) and the practice (de facto), to strengthen the property rights of women and daughters. Considering international good practice in guaranteeing gender equality in land ownership, six proxies for analyses of the national legal frameworks against the possible restrictions to woman's access to ownership and control over land were developed with support of FAO. The six proxies cover: A. Joint registration, B. Spousal consent for the sale or transfer of property, C. Gender equality in inheritance, D. Budgetary commitments to support equal land rights for women, E. Protection of women's rights in customary land tenure systems, and F. Women's participation in land administration and management institutions.</p>	FAO

No.	Name of Initiative	Brief Description	Agencies that provided support
14	Support the development of country specific Guidelines regarding increasing women's land ownership, where mechanisms regulating partners' rights in cohabitation and spousal rights over property will include proposals for legislative changes, not only soft law instruments.	Through a joint action of FAO, as custodian agency of SDG indicator 5.a.2, and GIZ, an in-depth analysis of the gender/ownership - related legal framework was conducted in 2017, using the developed 'Legal Assessment Tool (LAT) for gender-equitable land tenure', which incorporates the six SDG proxies. Based on the results, the Country can comprehensively plan, prioritize and implement legal reforms necessary to achieve gender equality, both, in law and in practice, when it comes to ownership over real property. The LAT offers a list of 30 legal indicators, which measure the extent to which laws and policies on inheritance, nationality, property rights and access to justice are gender equitable and whether special measures aimed at achieving de facto equality have been brought into the legal and policy framework. For each indicator, a stage from 0-4 is allocated, depending on the extent to which it has been incorporated into the legal and policy framework.	FAO/GIZ joint intervention
15		As a continuation of the above activities in 2017 and 2018 and based on the LAT analyses, a soft law instrument was developed in a form of Guidelines for registration offices and notaries. The 'Guidelines on strengthening gender equality in notarial practices in South-East Europe' are adopted by the International Union of Latin Notaries and the National Chamber of Notaries in the Country and promote specific steps to be followed by the Notaries in the process of real property contractual transactions and probate proceedings in terms of protection of women and daughters in the process of acquisition of ownership over property. The Guidelines are obliging the Notaries and registration officers to ensure compliance with the positive laws guaranteeing the constitutionally granted women's right to ownership and protect women as joint owners over marital property and as heirs in inheritance proceedings. This is enabled through introduction of legal mechanisms, such as obligatory spousal consent, agreements for setting up specific marital regimes, separation of the spousal share in the probate proceedings etc. Link: http://www.fao.org/3/CA2953EN/ca2953en.pdf	

No.	Name of Initiative	Brief Description	Agencies that provided support
16	Enhancing women's access to ownership and control over land, through the ongoing projects – 'Mainstreaming of the National Land Consolidation Programme' and 'Support to Privatization of State-owned Land'	In 2018, in line with the process of enhancing women's access to ownership and control over land, FAO through the ongoing projects – 'Mainstreaming of the National Land Consolidation Programme' and 'Support to Privatization of State-owned Land' has supported legislative changes based on the results from the above LAT analyses and has promoted spousal consent for the property acquired during marital union in the process of land consolidation as a statutory requirement.	FAO
17	Support the Government and national institutions, under the Green Climate Fund (GCF) Readiness and Preparatory Support Projects to ensure equal participation of women in national consultations to be conducted during the projects' implementation, as well as to incorporate gender-sensitive approach for the design of strategic documents and procedures for the engagement with the Green Climate Fund in North Macedonia.	The project follows the guiding principles of the GCF concerning gender, minorities and vulnerable groups, ensuring that this perspective is a priority within the agenda of the project.	FAO

No.	Name of Initiative	Brief Description	Agencies that provided support
18	Gender-related aspects are being taken into consideration while developing the Shar Mountain Valorization Study.	A separate Socio-economic study for Shar Mountain is being developed to present, inter alia, the gender-related aspects. These findings will be presented as part of the main Shar Mountain Valorization Study.	UNEP

