



UNITED NATIONS  
NORTH MACEDONIA



# UNCT NORTH MACEDONIA UN-SWAP GENDER EQUALITY SCORECARD COMPREHENSIVE ASSESSMENT 2023

November 2023

*Final Report*

## LIST OF ACRONYMS

BOS	Business Operation Strategy
CCA	Common Country Assessment
CRPD	Convention on the Rights of Persons with Disabilities
CSOs	Civil Society Organizations
HOA	Heads of Agencies
GBV	Gender based violence
GEEW	Gender Equality and Empowerment of Women
GEM	Gender Equality Marker
GTG	Gender Theme Group
IAT	Inter-Agency Team
M&E	Monitoring and evaluation
OMT	Operations and Management Group
QCPR	Quadrennial Comprehensive Policy Review
RCO	Resident Coordinator's Office
SDG	Sustainable Development Goals
SWAP	System-wide action Plan
ToR	Terms of Reference
UNCG	United Nations Communication Group
UNCT	United Nations Country Team
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDG	United Nations Sustainable Development Group

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# 1. INTRODUCTION

UN Country Team (UNCT) in North Macedonia has conducted the first comprehensive UN System Wide Gender Equality Scorecard (UNCT-SWAP) Assessment during November 2023. This report presents the scorecard results and Gender Equality Action Plan for the improvement of the performance in regard to gender equality and empowerment of women (GEEW) in the following period.

## 1.1 Background

The Gender Scorecard was endorsed by the undg in 2008 in response to the UN Chief Executive Board for Coordination 2006 Policy on gender equality and the empowerment of women (CEB/2006/2),<sup>1</sup> with the intention to establish an accountability framework for assessing the effectiveness of gender mainstreaming by UNCTs. The 2016 Quadrennial Comprehensive Policy Review (QCPR) calls for the UN development system to expand and strengthen the use of the Gender Scorecard as a planning and reporting tool for assessing the effectiveness of gender mainstreaming in the context of the UNDAF (at that time, country level strategic cooperation framework). Building on this call, an updated version of the framework, the UNCT-SWAP Gender Equality Scorecard was launched in 2018. The updated version has aligned the Scorecard process and methodology with Agenda for Sustainable Development until 2030 and Sustainable Development Goals (SDGs). The 2019 United Nations Sustainable Development Group (UNSDG) United Nations Sustainable Development Cooperation Framework Guidance called for UN Entities to ‘put gender equality at the heart of programming, driving the active and meaningful participation of both women and men, and consistently empowering women and girls in line with the minimum requirements agreed upon by the UNSDG in the UNCT System-wide action Plan (SWAP) Gender Equality Scorecard (UNCT-SWAP)’ (para 20).

## 1.2 Purpose, objectives and approach

**Purpose.** This is the first SWAP Gender Equality Scorecard Assessment in North Macedonia. It provides opportunity for the UN in North Macedonia to assess the performance regarding GEEW, to identify achievements as well as aspects that require further attention in order to improve its commitment and contribution to the promotion of gender equality in North Macedonia.

**The objective** of the assessment is:

- To identify areas in which UNCT is on track or off track on the minimum UNCT- SWAP GE scorecard standards;
- To stimulate a constructive dialogue within the UNCT about the current status of support for gender equality and women’s empowerment and how it can be improved;
- To identify the technical assistance required for the achievement of the minimum standards;
- To share good practices in supporting national priorities to advance gender equality and women’s empowerment;
- To suggest an action plan on how to effectively support gender equality and women’s empowerment focusing on capacities for gender mainstreaming.

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<sup>1</sup> [https://www.un.org/womenwatch/ianwge/gm/UN\\_system\\_wide\\_P\\_S\\_CEB\\_Statement\\_2006.pdf](https://www.un.org/womenwatch/ianwge/gm/UN_system_wide_P_S_CEB_Statement_2006.pdf)

**The approach** is designed in line with the UNCT-SWAP principles in participatory manner. The assessment was implemented under responsibility of the established Inter-Agency Team (IAT) which consists of representatives of RCO and UN agencies in North Macedonia. Although the assessment was facilitated by the external consultant, **the process and the results are fully the ownership of the UNCT North Macedonia**, reflecting their achievements, priorities, commitments for advancing gender equality and perceived areas for further improvement.

## 2. GENDER EQUALITY SCORECARD METHODOLOGY AND PROCESS

### 2.1 GE Scorecard methodology

The UNCT-SWAP Gender Equality Scorecard methodology is globally standardized. It measures gender equality across seven dimensions, defining in total 15 indicators (Figure 1).

Figure 1: UNCT-SWAP Scorecard



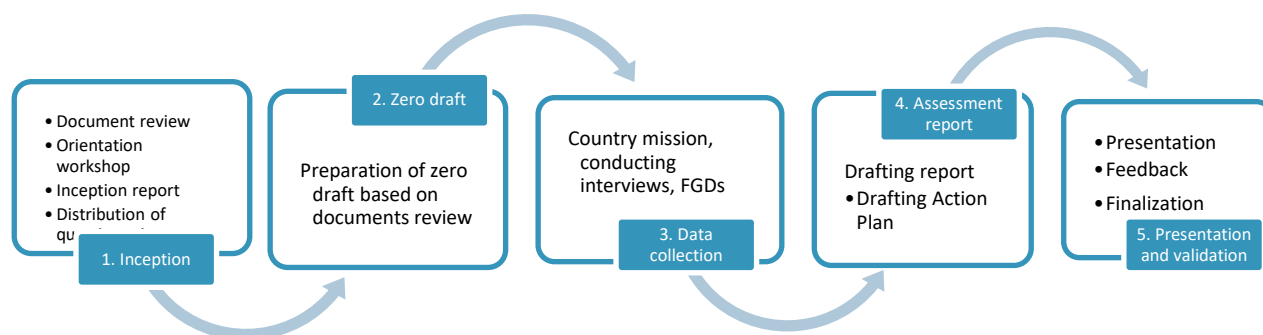
Source: UN Sustainable Development Group, UNCT-SWAP Gender Equality Scorecard, 2018 framework and technical guidance

Due to the diversity of indicators the Scorecard methodology includes diversity of sources and data collection methods. In the following section the assessment process is described.

## 2.2 GE Scorecard process

The Gender Equality Scorecard Assessment was conducted through 6 stages, as presented in the Figure 2.

**Figure 2: UNCT-SWAP Scorecard Assessment Process**



The **Inception phase** included **initial meetings** with UN Women representatives who took leading role in launching SWAP GE Scorecard Assessment, review of relevant documents, reports, administrative data (all reviewed documents are presented in the Annex 1). All relevant documents that provide evidence and support the scoring against SWAP criteria are listed under respective indicator and submitted with the report.

During this phase, the **orientation workshop** was held with Inter-Agency Team in online format (List of IAT members can be found in the Annex 2). During the workshop the SWAP purpose, methodology was proposed and key steps and responsibilities in the process were agreed. It was very important to achieve common understanding of the importance and complexity of the process as this was the first SWAP GE Scorecard assessment in the country. Having in mind very short time that remained for the implementation, it was very important to clearly define roles and responsibilities and agree on the timeline. One of the topics discussed was related to the Organizational Culture Survey. Since the UNCT North Macedonia has not conducted such survey previously, it was necessary to conduct it for the purpose of SWAP assessment as three indicators depend on the data from this survey. At the same time it was proposed by the consultant to conduct GEEW capacity and needs assessment together with Organizational Culture Survey, but after discussion, IAT decided not to expand the survey at this time as the time frame for SWAP was very narrow.

**Zero draft** was produced based on the desk review of previous reports and other relevant documents and data, as well as on the inputs from inception meetings. During this stage the sources of information were mapped in details and initial data collection instruments adjusted with identified

need for data in line with SWAP indicators and criteria. Information available from existing sources was processed and indicators scored where possible. Clearly that was only initial scoring and it was possible only against three indicators (1.1, 1.2 and 1.3) as all other indicators required information from multiple sources. Based on this insight, data collection instruments were developed.

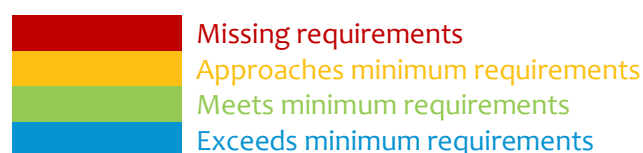
**Data collection** was organized during first half of November 2023 in several ways:

- through written questionnaires distributed to the UNCT working groups: RCO, GTG, OMT, M&E, Communication Group;
- through interviews with representatives of UNCT: Resident Coordinator, RCO representative, UN Women representatives, Communication group representative and OMT representative.
- Interview with government representative: Minister of Labor and Social Policy as one of the key government partners in the area of GEEW;
- Interviews and FGDs with CSOs partnering with UN in the projects dedicated to GEEW;
- Organizational Culture Survey with UN staff (organized online through platform ‘surveymonkey’).
- Review of data records, reports, announcements and web sources relevant for SWAP indicators.

Bearing in mind the narrow time frame for data collection mission, it was not possible to organize broad consultations internally (UN) and externally (governmental and non-governmental stakeholders). However, the data collection mission was organized very precisely and provided all necessary data for scoring against SWAP indicators. Due to the high commitment of the UN personnel who were engaged in provision of data, it was possible to obtain all necessary evidence for scoring performance. In total, the data collection mission involved 91 person, out of which 71 through survey and 19 through qualitative methods (interviews, FGDs, completion of tailor made questionnaires for working groups). Among participants, 71% were female.

**Assessment and reporting.** The assessment was conducted in line with the predefined methods and resulted in scoring the performance against 15 indicators. According to this methodology, the performance of UNCT in each dimension can be scored as one of the four categories: missing requirements, approaches minimum requirements, meets minimum requirements and exceeds minimum requirements. If UNCTs fail to achieve the criteria under ‘approaching minimum requirements’ the indicator is scored as ‘missing requirements’. An indicator may score as ‘missing requirements’ in some cases where achievements have been made to certain extent, but still falls short of the criteria set forth in ‘approaches minimum requirements’. For each score category criteria are defined, mostly as qualitative but also in some cases as quantitative thresholds. The presentation of scores in this report applies the ‘traffic light’ system as presented in the guidelines:

**Figure 3: UNCT-SWAP Scoring legend**



**Development of Action Plan.** Scoring and discussions during the country mission indicated directions for further improvement of capacities and work of UNCT in North Macedonia towards greater gender



equality. For all areas where UNCT has performed below the highest score ('exceeds minimum requirements') actions were proposed to achieve this highest score. The areas where UNCT did not meet minimum requirements were prioritized. The proposal of the Action plan was presented at the validation workshop and based on discussion and decisions of IAT was finalized.

**Validation workshop.** The validation workshop with IAT was held on 13<sup>th</sup> November. The SWAP GE Scorecard Assessment results were presented and discussed. The proposal of Action plan was also presented and discussed. The IAT members decided on final design of Action Plan.

### 3. ASSESSMENT FINDINGS

The assessment revealed that performance of UNCT in North Macedonia measured by the SWAP GE Scorecard criteria meets or exceeds minimum requirement in 11 out of 15 indicators (73.3%). However, there are areas which require significant improvement.

In the following table the scores are presented along dimensions and against indicators. Results show uneven performance across different areas:

- **The best performance due to the exceeding minimum requirements** in relation to 6 indicators was identified in the areas of gender sensitive Common Country Analysis, communication and advocacy, partnerships with governmental stakeholders and civil society organizations, organizational culture and gender parity.
- The UNCT **has met minimum requirements** in 5 areas: gender mainstreaming in the UNSDCF monitoring framework, measuring the progress of the UNSDCF planned results, UNCT leadership and commitment to GEEW, and achievement of UNSDCF results related to GEEW.
- The UNCT **approaches minimum requirements** in the areas of gender mainstreaming of strategic framework at the level of outcomes (not all outcomes are currently gender responsive), joint programming (which needs introduction of the system for gender mainstreaming in joint programmes and/or specific joint programme on GEEW), resource allocation and tracking (which needs clearly defined target for allocations to GEEW and UNCT level system able to trace the achievement of the target).
- The area that requires critical improvements as UNCT **has been missing minimum requirements**, are investments in capacities for gender equality among UNCT staff.

**Table 1: UNCT-SWAP assessment results against indicators**

Dimension	Indicator	Missing minimum requirements	Approaches minimum requirements	Meets minimum requirements	Exceeds minimum requirements
Planning	1.1 CCA				✓
	1.2 Strategic Framework Outcomes		✓		
	1.3 UNSDCF measures changes on gender equality			✓	
Programming	2.1 Joint Programmes		✓		
	2.2 Communication and Advocacy				✓
	2.3 UNSDCF M&E measures progress against GE results			✓	
Partnerships	3.1 UNCT collaborates and engages with government on GEWE				✓

	3.2 UNCT collaborates and engages with women's/GE CSOs				✓
Leadership and Organizational Culture	4.1 UNCT leadership is committed to championing GE			✓	
	4.2 Organizational culture fully supports promotion of GEEW				✓
	4.3 Gender parity in staffing achieved				✓
Gender architecture and capacities	5.1 Gender coordination mechanism is empowered to influence the UNCT for GEWE			✓	
	5.2 UNCT has adequate capacities developed for gender mainstreaming	✓			
Resources	6.1 Adequate resources for GM are allocated and tracked		✓		
Results	7.1 UN programmes make a significant contribution to gender equality in the country			✓	

### 3.1 Planning

Indicators	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
1.1: CCA integrates gender analysis	a) Gender analysis across <u>majority</u> of sectors including <u>underlying causes</u> of gender inequality and discrimination <b>AND</b> b) Some sex-disaggregated data	a) Gender analysis across <u>all</u> of sectors including <u>underlying causes</u> of gender inequality and discrimination <b>AND</b> b) Consistent sex-disaggregated data	a) + b) + c) Targeted gender analysis of those further behind

Indicator: 1.1 CCA integrates gender analysis

Score: Exceeds Minimum Requirements

#### Findings and Explanation

*The UNCT exceeds minimum requirements as CCA reports pay attention to the position of women and LGBTQI+ population. In the CCA Report 2020 which served as basis for strategic planning of UNSDCF 2021-2025 gender analysis is present in all sectors and specific chapter is dedicated to the position of vulnerable women and girls. The report also analyses gender norms and structural inequalities as root causes of gender inequalities. The updated CCA 2021 is also gender mainstreamed, though to somewhat lesser extent than initial CCA 2020.*

**Criterion a: Gender analysis is evidenced across all sectors including underlying causes of gender inequality and discrimination in line with SDG priorities, including SDG 5. Met.** In the CCA Report 2020 which served as basis for new UNSDCF 2021-2025, gender specific insights and gender gaps are present across the sectors and thematic areas, although with uneven importance. Sectors such as Economic development and Climate change and environment are less gender mainstreamed than social sectors. Gender aspects in key sectors are analyzed within the chapter 3 'Leave No One Behind', where the analysis included following sectors: Economic structure and performance, Governance institutions, Social infrastructure, Climate change, environmental perception and natural resource management, Social norms, values and behavior. Gender specific insights are also present in the contextual chapter but not in all sectors. However, this was compensated for with the sectoral analysis in already described chapter 3. The updated CCA 2021 place specific focus on the impact of COVID-19. Sectoral analysis is less gender mainstreamed than CCA 2020, but there is section on specific impact of COVID-19 on women within the chapter 2.5.

**Criterion b: Consistent sex-disaggregated and gender sensitive data. Met.** Sex disaggregated and gender sensitive data are used wherever available. The CCA also emphasizes the lack of consistent gender disaggregated data and the need to improve availability of gender sensitive data in general, and particularly in regard to the COVID-19 impact assessment (CCA 2020, p. 18).

**Criterion c: Targeted gender analysis of those furthest behind. Met.** The CCA contains analysis of women and girls in vulnerable populations, such as women from ethnic communities, Roma women, women and girls living in poverty, women and girls with disabilities, older women, etc.

**Recommendations:**

- Support national statistics in improvement of gender sensitive statistics, which will lead to improved gender sensitive evidence for UNCT planning and programming as well, particularly in regard to the production of CCA, monitoring UNSDCF results, but also planning various gender mainstreamed or GEEW focused programs and projects.
- Bring more gender mainstreaming in analysis of sectors such as economic development and climate change.

**Evidence or Means of Verification**

- UN North Macedonia (2020) [North Macedonia Common Country Analysis for the 2021-2025 United Nations Sustainable Development Cooperation Framework](#).
- UN North Macedonia (2021) [Common Country Analysis Update 2021](#)

Indicators	Approaches Requirements	Minimum	Meets Requirements	Minimum	Exceeds Minimum Requirements
<b>I.2: GE mainstreamed in UNSCDF outcomes</b>	a) GEEW mainstreamed in <b>some</b> outcome areas in line with SDG priorities, including SDG 5		a) GEEW mainstreamed in <b>all</b> outcome areas ... <b>OR</b> b) One UNSCDF outcome specifically dedicated to GEEW		a) <b>AND</b> b)

**Indicator: 1.2 Gender equality mainstreamed in UNSDCF Outcomes****Score:** Approaches minimum requirements**Findings and Explanation**

UNCT approaches minimum requirements as UNSDCF 2021-2025 explicitly states gender equality in one of the four outcomes (outcome 4). Two more outcomes (1 and 2) implicitly refer to gender equality as they state goals emphasizing equal and universal access to all people and they explicitly refer to gender equality and empowerment of women in the segments of the theory of change that underpins these outcomes. Outcome 3, dedicated to climate action, natural resources and disaster risk management has no reference to GEEW.

**a) GEEW is visibly mainstreamed across some outcome areas in line with SDG priorities, including SDG 5. Met.**

**GEEW is visibly mainstreamed across all outcome areas in line with SDG priorities, including SDG 5. Not met.**

Gender equality and empowerment of women is visibly mainstreamed in one out of four outcomes (outcome 4), implicitly stated and underpinned by the theory of change in two more outcomes (1 and 2) while not stated in one outcome (outcome 3) of the UNSDCF 2021-2025.

**Outcome 1:** The Living standard of all people in North Macedonia is improved through equal access to decent work and productive employment generated by an inclusive and innovative business ecosystem.

- Theory of change underpinning the outcome: If there is an enabling business environment, stronger backward linkages of domestic industry with FDI-led firms, availability of market-driven skills, investment in green and circular economy, suitable conditions for labour force participation by women and vulnerable groups, improved competitiveness and productivity of domestic industry, and creation of green and decent jobs => then the living standard in North Macedonia will improve and income inequality will decrease.

**Outcome 2:** People in North Macedonia have universal access to rights-based quality social services – healthcare, education, and necessary social and child protection – rooted in systems resilient to emergencies.

- Theory of change underpinning the outcome: If the health system is strengthened to provide accessible and affordable and quality health services, if it is resilient enough in response to epidemics/pandemics and other emergencies, if non-communicable diseases (NCDs) and risk factors are controlled, there is improved and equitable access to quality education with long-term learning outcomes, skills education is geared towards market needs, social protection is improved in coverage, efficiency and targeting and is fiscally sustainable, if population dynamics (migration, birth rates and ageing) are well-managed, and if these results are gender responsive and inclusive of the vulnerable groups leaving no one behind => then the outcome will be achieved.

**Outcome 3:** People in North Macedonia benefit from ambitious climate action, sustainably managed natural resources and well-preserved biodiversity through good environmental governance and disaster resilient communities.

- Theory of change underpinning the outcome: If the country achieves EU-compliant greenhouse gas emissions reduction, implements climate-sensitive sector policies, creates public awareness about climate change and environmental issues, builds capacities for addressing multi-dimensional risks of climate change, epidemics and natural and man-made hazards, if communities are resilient to disasters through risk reduction, preparedness and response following a preventive approach, if the natural resources are managed in a sustainable manner, the biodiversity loss is reduced, if energy intensity is decreased energy efficiency is improved, and renewables are more utilized, if there is regional cooperation in terms of information sharing and collective action, and there is sustainable production and consumption behind => then the people in North Macedonia, particularly the vulnerable and excluded groups, will benefit from these actions and the outcome will be achieved.

**Outcome 4:** People in North Macedonia benefit from improved rule of law; evidence-based, anticipatory and gender responsive policies; greater social cohesion; and effective service delivery by transparent, accountable and responsive institutions.

- Theory of change underpinning the outcome: If the judicial system is reformed to make it more independent and accessible, public administration is more non-partisan and merit-based, decision-making is transparent, participatory and

evidence-based, accountability of governance institutions to people is strengthened at all levels, implementation mechanisms for human rights obligations improved, if women's rights are protected and promoted, local governments are empowered with capacity and resources, service delivery is people-centered, statistical systems are improved to generate, analyze and utilize disaggregated data, social cohesion and trust-building are strengthened, anti-corruption policies and measures are strictly implemented, if there is greater civic engagement and freedom for media and civil society and anticipatory governance capabilities are developed => then there will also be improvements in other outcomes and the vision of a prosperous, inclusive and resilient North Macedonia will be achieved.

**b) One UNSDCF outcome specifically targets gender equality in line with UNSDCF Theory of Change and SDG priorities including SDG 5. Not met.** None of the four outcomes specifically targets gender equality and empowerment of women.

**Recommendation:** To meet minimum requirements, the next UNSDCF or respective strategic cooperation framework should explicitly state GEEW objectives in the outcome statement and if the ambition is to exceed minimum requirements, it should have one outcome specifically dedicated to GEEW.

#### Evidence or Means of Verification

- UNSDCF North Macedonia 2021-2025

Indicators	Approaches Requirements	Minimum	Meets Requirements	Minimum	Exceeds Minimum Requirements
1.3: UNSDCF indicators measure changes on GE	Between 20% and 30% of outcome indicators are sensitive	and output gender	Between 33% and 50%		More than 50%

**Indicator: 1.3 UNSDCF indicators measure changes on gender equality** **Score: Meets minimum requirement**

#### Findings and Explanation

**Between one-third and one-half (33-50 percent) of UNSDCF outcome indicators are able to track gender progress and/or are gender segregated. Met.**

Out of 34 outcome indicators for monitoring the implementation of UNSDCF, **12 are gender sensitive**, which makes **35.3%** of total number of indicators as gender sensitive. Outcome 3 focused on climate action, natural resources and disaster risk management has no gender sensitive indicators.

Gender sensitive indicators per outcomes:

Outcome 1: 4 gender sensitive indicators out of 6 = 66.7%

Outcome 2: 4 gender sensitive indicator out of 10 = 40%

Outcome 3: 0 gender sensitive indicators out of 8 = 0%

Outcome 4: 4 gender sensitive indicators out of 10 = 40%

**Recommendation:** Gender sensitivity of UNSDCF monitoring framework and measuring impact on gender equality can be improved by developing gender sensitive indicators for measuring outputs within the current UNSDCF, particularly in regard to the Outcome 3, and/or by increasing number of gender sensitive indicators in the next cooperation strategy.

**Evidence or Means of Verification**

- UNSDCF North Macedonia 2021-2025



## 3.2 Programming and M&E

Indicators	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
2.1: JP contribute to reducing Gender Inequalities	a) GE visibly mainstreamed into at least 50% of JPs operational at the time of assessment <b>OR</b> b) Specific JP on GE	a) GE visibly mainstreamed in <b>all</b> JPs operational at the time of assessment <b>AND</b> b) Specific JP on GE	a) + b) + c) A system is in place to ensure GM in JPs

Indicator: 2.1 Joint Programs contribute to reducing gender inequalities	Score: Approaches minimum requirements
<p><b>Findings and Explanation</b></p> <p><i>UNCT North Macedonia implements currently 4 joint projects and they are all gender mainstreamed to a lesser or higher degree, meaning that they have some reference to gender equality and women's empowerment in the analysis of the situation, outcome or output level results and in the indicators framework. There is no joint projects with specific focus on Gender Equality and there is no system in place to ensure gender mainstreaming in joint programming.</i></p> <p>a) <b>Among 4 currently operational JPs in North Macedonia, all are gender mainstreamed to a certain extent. Met.</b> UNCT North Macedonia currently implements 4 JPs:</p> <ol style="list-style-type: none"> <li>1) Project 'Strengthening the role of youth in promoting increased mutual understanding, constructive narrative, respect for diversity, and trust in Albania, Bosnia and Herzegovina, North Macedonia, Serbia, and Kosovo' is Regional JP with UNDP as convening agency and UNFPA, UNESCO and UN Women as recipient agencies. Description of the situation across the region includes information on gender equality and specific section on gender norms. <b>Project outcome</b> states as follows: 'Young people enhance dialogue and trust across the region by promoting fact-based, positive narratives and gender equality in the public sphere and media'. Both project outputs are gender responsive. <b>Output 1 states:</b> 'Collaborative youth platforms advance dialogue, mutual understanding and <b>gender equality</b> across the region'. <b>Output 2 states:</b> 'Youth journalists and activists across the region create and promote constructive and gender sensitive narratives in the media and through education, culture and sport'. Result framework contains gender sensitive indicators.</li> <li>2) Joint Programme 'Evidence-based migration policy planning and discourse in North Macedonia', implemented by IOM, UNHCR and UNFPA among relevant SDG targets includes SDG 5 and has Gender Marker 2. The project aims to support policy makers in North Macedonia to effectively manage demographic and migration dynamics through development of evidence-based migration policies based on improved systemic data collection and analysis and enhanced inter-institutional data exchange; and improve the perception of the general public and policy makers about immigrants and refugees. The project is strongly focused on institutional mechanisms, tools, so the gender equality is not very explicitly present in the analysis of the situation and project outcomes, but</li> </ol>	

indicators framework includes sex disaggregated data to monitor outreach and effects among beneficiary targets in gender sensitive manner.

- 3) Joint project: 'Green Finance Facility to Improve Air Quality and Combat Climate Change in North Macedonia' implemented by UNDP, IOM and UNECE has been aiming to set-up and operationalize a Green Financing Facility (GFF), a new financial vehicle, that will provide access to affordable green financing for SMEs and marketable but underserved target groups of individuals/households for investments in renewable energy (RE) and energy efficiency (EE) solutions. The solutions should contribute to the reduction of greenhouse gas emissions and air pollution and strengthen the local ecosystem for RE & EE green finance. In the problems statement, the project document states that '*climate change not only exacerbates air pollution problems, but also increases existing gender inequalities as it leads to increases in the energy and economic poverty of women who have higher rates of unemployment and frequently are the head of single-parent households with several dependents.*' **Project outcome 2** is gender mainstreamed. It states: '*Target groups/households, especially women and female headed households have greater access to finance for accelerating a transition to renewable energy and energy efficiency solutions*'. Result frameworks has gender sensitive indicators, particularly paying attention to gender equality in accessing the loans.
- 4) Joint Programme 'From Knowledge and Engagement - to Empowerment and Participation (KEEP)' has been implemented by UNFPA, UNICEF and UNDP with the aim to improve position of persons with disabilities. In the description of situation emphasizes the importance of intersectional approach, having in mind specific position of women with disabilities. Gender equality and empowerment of women is not explicitly stated in the statements of outcomes and outputs, but gender sensitive indicators are present in the result framework

- b) **A joint Program on promoting gender equality and the empowerment of women is operational over current cooperation framework in line with SDG priorities including SDG 5. Not met.** Although there are GEEW components in the ongoing joint programmes, there is no single joint programme specifically dedicated to GEEW.
- c) **A system is in place to ensure gender mainstreaming in JPs. Not met.** There is no system that will ensure that all JPs during programming phase undergo the 'gender mainstreaming checkup'.

#### Recommendations:

- To improve performance and attain 'Exceeding Minimum Requirements' score, it is recommended to develop a joint programme specifically focused on GEEW.
- The gender mainstreaming of JPs could be further improved by implementing gender mainstreaming guidelines with check list that will guide the gender mainstreaming process from the initial steps. Some of the good practices that could be reviewed and replicated with adjustments is the joint programming tool implemented by UNCT Albania, as presented in the ['Gender equality screening tool for the integration of a gender perspective in UN Joint Programmes'](#).

#### Evidence or Means of Verification

- Project document: Strengthening the role of youth in promoting increased mutual understanding, constructive narrative, respect for diversity, and trust in Albania, Bosnia and Herzegovina, North Macedonia, Serbia, and Kosovo
- Project document: Evidence-based migration policy planning and discourse in North Macedonia
- Project document: Green Finance Facility to Improve Air Quality and Combat Climate Change in North Macedonia
- Project document: From Knowledge and Engagement - to Empowerment and Participation (KEEP)
- Interviews with representatives of RCO.

Indicators	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
2.2: Communication and advocacy address areas of Gender Inequality	a) At least 1 joint communication activity on GEEW during past year.	a) At least 1 joint advocacy campaign on GEEW during past year <b>AND</b> b) Interagency Communication Group Annual Work Plan or equivalent visibly includes GEEW communication and advocacy	<b>a AND b AND c)</b> Joint communication or advocacy on GE in at least one non-traditional area during past year

Indicator: 2.2 Communication and Advocacy addressed areas of gender inequality	Score: Exceeds Minimum Requirements
<p><b>Findings and Explanation</b></p> <p>UNCT North Macedonia has very dynamic communication activity in the area of GEEW. There are numerous examples of joint communication activities on GEEW during the past year, there is Interagency Communication Group Annual Work plan which includes GEEW related activities and there are examples of communication activities in non-traditional GEEW areas.</p> <p>a) <b>At least 1 joint communication activity on GEEW during the past year. Met.</b> There are various examples of joint UNCT communication activities that were implemented during the past year. One of the examples is joint communication on occasion of World Day to Combat Desertification and Drought (17<sup>th</sup> June), when UN organized event with women farmers dedicated to the gender aspects of climate change.</p> <p>a) <b>The UNCT has contributed collaboratively to at least one joint advocacy campaign on GEEW during the past year. Met.</b> There are different examples of joint advocacy campaigns. The biggest were:</p> <ul style="list-style-type: none"> <li>• Campaign 16 days of activism against violence against women and girls 2022 when UNCT partnered with other international stakeholders, such as EU Delegation, OSCE, many embassies, development organizations and national institutions in one synergetic campaign.</li> </ul>	

- Another example is 8 March campaign coordinated through the UNCG and also including external partners. The focus in 2023 was on strong successful women in non-traditional occupations, as well as on distinguished women from the recent history of North Macedonia.

**b) Interagency Communication Group Annual Work Plan or equivalent visibly includes GEEW communication and advocacy. Met.** The communication work plan for 2023 includes numerous activities relevant for GEEW, such as:

- Media interview with WHO Head Office and social media campaign jointly with the Ministry of Health and UNFPA during Cervical cancer awareness month (European cervical Cancer Prevention Week , 23-29 January)
- Special edition of 'Lice v lice' magazine dedicated to gender equality in February 2023
- Social media statements and photos of women in science in North Macedonia on occasion of World Day of Women and Girls in Science (11 February)
- Promotion of GBV help-seeking services campaign for victims and survivors
- Promotion of the second Gender Equality Index in North Macedonia
- Promotion of Women's Empowerment Index in Agriculture
- Social media campaign and events on the occasion of Girls in ICT day (25 April)
- Promotion of the Country Gender Equality Profile – GEF
- Regional EAW program results testimonials (video)
- Promotion of the analysis on Gender and Corruption, etc.

**c) Joint communication or advocacy on GE in at least one non-traditional area during past year. Met.** The example is the communication and event on occasion of World Day to Combat Desertification and Drought as gender perspective in Climate change and Environmental protection is still relative novelty.

**Recommendations:**

- Training of members of communication team in different concepts and aspects of gender equality, particularly in UNSDCF result areas, including 'non-traditional' areas.

**Evidence or Means of Verification**

- Interagency Communication Group Annual Work Plan for 2023
- Communication on occasion of the World Day to Combat Desertification and Drought
  - <https://www.facebook.com/UNNorthMacedonia/posts/pfbidoCh7rU5VaUAm97TSX8kfdTDVuvXDQgtgmkaXdLc3SQrzt4i3cQkFFYZzXBy9gQQcyl>
  - <https://www.facebook.com/NationalFederationoffarmers/posts/pfbido2K761PuahDmpxjkJm6qTSqucNknHr5Bo1tiNKgSSMmCHjtxEYz7QiBpFQruA5U34kl>
  - [https://www.facebook.com/NationalFederationoffarmers/posts/pfbido2fzzVp9WqB57qsqbqsui5dtgy9PbzGYPgvRKGvYgsSNdB8rMYsoZ3eU37b7zHTMssl?\\_\\_cft\\_\\_\[o\]=AZUPbJAWYuMn\\_a1DIEEzVopEX-yLj-j7flo24atMpbqnaojfBoqUJUSTL-xf1Nn49HfHwMf5onBgqMIJvj7RPbzYRiyaYS6RBu7pyPz9-53OgxQKd\\_x7m9K02z63\\_Haz19GA5xx1Nb1EOHrKFgV47Zos&\\_\\_tn\\_\\_=%2CO%2CP-R](https://www.facebook.com/NationalFederationoffarmers/posts/pfbido2fzzVp9WqB57qsqbqsui5dtgy9PbzGYPgvRKGvYgsSNdB8rMYsoZ3eU37b7zHTMssl?__cft__[o]=AZUPbJAWYuMn_a1DIEEzVopEX-yLj-j7flo24atMpbqnaojfBoqUJUSTL-xf1Nn49HfHwMf5onBgqMIJvj7RPbzYRiyaYS6RBu7pyPz9-53OgxQKd_x7m9K02z63_Haz19GA5xx1Nb1EOHrKFgV47Zos&__tn__=%2CO%2CP-R)
  - <https://www.facebook.com/MOEPMDK/posts/pfbidorTKxcahivLXJfJLVHLPB34PcdUAEnadECRobUkEAPaYDZ1dCSWgREUTzMHLJDkJHI>

- Campaign '16 days of activism'
  - <https://kanal5.com.mk/-kampanjata-16-dena-aktivizam-site-imame-dolzност-za-zhenite-i-devojchinjata-da-bidat-bezbedni/a557321>
  - <https://northmacedonia.un.org/en/210777-speech-un-resident-coordinator-north-macedonia-rossana-dudziak>
- Campaign 8<sup>th</sup> March
  - [https://www.facebook.com/permalink.php?story\\_fbid=pfbid0QPRV4r9na7ueUdqUJtAQVUHDz9f1E5JN5oEwsn3ARtP8XnLqyc8bhJ6gdGXiUNkFI&id=199770503767478&\\_\\_cft\\_\\_\[o\]=AZUbeKhsZdIYKsiRops8DNjY9QwFG\\_52yp\\_tdiel-XzUGcLKITABTVmy\\_JCLCE258mMebYnFNk4Buy8iJlaoe-v\\_1LmGxp1x6hBo3oejNWkRmOs5MBx7ZmQHs-R13WdoyEGVLhh\\_IOWmQrocOTI7uH786VNOPpFA\\_uJCPjEEoodvIV4Z3w\\_cgFF7bNUJtXBfyka4N-\\_iFeM2v5MMrzFLBcM&\\_\\_tn\\_\\_=%2CO%2CP-y-R](https://www.facebook.com/permalink.php?story_fbid=pfbid0QPRV4r9na7ueUdqUJtAQVUHDz9f1E5JN5oEwsn3ARtP8XnLqyc8bhJ6gdGXiUNkFI&id=199770503767478&__cft__[o]=AZUbeKhsZdIYKsiRops8DNjY9QwFG_52yp_tdiel-XzUGcLKITABTVmy_JCLCE258mMebYnFNk4Buy8iJlaoe-v_1LmGxp1x6hBo3oejNWkRmOs5MBx7ZmQHs-R13WdoyEGVLhh_IOWmQrocOTI7uH786VNOPpFA_uJCPjEEoodvIV4Z3w_cgFF7bNUJtXBfyka4N-_iFeM2v5MMrzFLBcM&__tn__=%2CO%2CP-y-R)
  - <https://www.facebook.com/unfpa.mkd/posts/pfbid02mKQErUtNtpX2dk1LQPXJ8rAukMwnuawSqobewCdwM9Y7ZjPoXGZDLYxuB5ib6u87l>
  - <https://www.facebook.com/unwomenskopje/posts/pfbid032NyPud1cvZt7vcPKjw8LbGbmSVTPNXuQvpURfaUVHGoYHMqjKjJDb1zCUTF9oLwl>
  - [https://www.facebook.com/unicef.mk/posts/pfbid06hB8rNucgTT4o4c4GAJm7NrAbhNdGtpHJzdTu3FX2CMU4kdwiNdWBemi8LVQPPTKI?\\_\\_cft\\_\\_\[o\]=AZXYkPf2puHJeDlIdNMu6u5HWT9KktoYcA3SSP5QaROftPbF8N3pZ9Yc-NblwHm95q3oQG89P-xzuRnoitoNh-Q4eMzuRnMrRE9fhj188mYGol-u-JohM1dJgoYf-HWKo1XjVYWJbxm2KHYhHe4tHErwWh-e1oShWWMFOXPPkbl18zOyu6yA4jrNXHVzhNwoZQelrho711VDIARvhthk2FG&\\_\\_tn\\_\\_=%2CO%2CP-y-R](https://www.facebook.com/unicef.mk/posts/pfbid06hB8rNucgTT4o4c4GAJm7NrAbhNdGtpHJzdTu3FX2CMU4kdwiNdWBemi8LVQPPTKI?__cft__[o]=AZXYkPf2puHJeDlIdNMu6u5HWT9KktoYcA3SSP5QaROftPbF8N3pZ9Yc-NblwHm95q3oQG89P-xzuRnoitoNh-Q4eMzuRnMrRE9fhj188mYGol-u-JohM1dJgoYf-HWKo1XjVYWJbxm2KHYhHe4tHErwWh-e1oShWWMFOXPPkbl18zOyu6yA4jrNXHVzhNwoZQelrho711VDIARvhthk2FG&__tn__=%2CO%2CP-y-R)

Indicators	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
2.3: UNSDCF M&E measures progress against planned GE results	a) UNSDCF Results Matrix data for gender sensitive indicators gathered as planned <b>OR</b> b) UNSDCF reviews/evaluations assess progress against gender specific results	Two of the following: a), b) c) The M&E Group or equivalent has received technical training on gender sensitive M&E at least once during the current UNSDCF cycle	All three a), b) and c)

**Indicator: 2.3 UNSDCF M&E measures progress against planned gender equality results**      **Score: Meets minimum requirements**

**Findings and Explanation**

**UNCT performs annually monitoring of the progress towards UNSDCF objectives, including towards gender-specific results. However, there was no organized training on gender sensitive M&E during this UNSDCF cycle, though members of the group have access to Agora training: Gender Responsive Monitoring and Evaluation.**

- a) **UNSDCF Results Matrix data for gender sensitive indicators gathered as planned. Met.** UNSDCF result matrix contains gender sensitive indicators. Monitoring of UNSDCF is performed by Monitoring and Evaluation Group, which is composed of representatives of UN agencies, and RCO. The monitoring is performed annually, usually at the beginning of the year. Each representative of M&E group is responsible for a set of indicators under the mandate of their agency and group together compiles data, populates excel file under each indicator and then enters data into the UN Info system.
- b) **UNSDCF monitoring assesses progress against gender specific results. Met.** Monitoring assesses progress against gender specific results but also against other results where is possible to have gender sensitive data. Results are presented in the Annual Result Report, and the report for 2022 demonstrates consistent monitoring of achievements in gender sensitive manner, paying also attention to women from vulnerable groups in accordance to data availability.
- c) **The M&E Group has received technical training on gender sensitive M&E at least once during the current UNSDCF cycle. Not met.** Although the training on gender sensitive M&E was planned for 2023, it was not delivered. Individually members of M&E group have access to Agora training: Gender Sensitive Monitoring and Evaluation, but there is no evidence that they completed the course in coordinated manner.

**Recommendations:**

- To organize training on gender sensitive M&E for members of M&E group.

**Evidence or Means of Verification**

- SWAP Scorecard questionnaire filled by the M&E group
- [United Nations North Macedonia 2022 Annual Results Report](#)



### 3.3 Partnerships

Indicators	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
3.1: UNCT collaborates and engages with government on GEEW	a) UNCT cooperated with <b>at least one</b> government agency on joint initiative that fosters GE within current UNSDCF cycle	Two of the following: a) UNCT cooperated with <b>at least two</b> government agencies on joint initiative that fosters GE within current UNSDCF cycle b) National GE Machinery participates in UNSDCF consultations: CCA, strategic prioritization, implementation, M&E c) UNCT has made at least one contribution to substantively strengthen Government participation in gender related SDGs localization and/or implementation.	All three a), b), c)

**Indicator:** 3.1 UNCT collaborates and engages with government on GEEW

**Score:** Exceeds minimum requirements

#### Findings and Explanation

*The UNCT North Macedonia has very diversified and comprehensive cooperation with Government of North Macedonia. This includes a number of ministries and other governmental agencies across the UNSDCF outcome areas, but also forms of cooperation that are linked to important campaigns and events around the year. National gender equality machinery is very active in strategic planning of UN cooperation with government, and the UN is recognized as one of the key partners which supports the government in the implementation of national sustainable development policies and progress towards SDGs.*

- a) UNCT cooperated with **at least two** government agency on joint initiative that fosters GE within current UNSDCF cycle. **Met.** Cooperation between UNCT North Macedonia and Government has been very dynamic. There are numerous examples of substantive cooperation during the current UNSDCF cycle. The cooperation most often included following ministries and governmental institutions: Prime Minister of economic Affairs, Ministry of Finance, Ministry of Education, Ministry of Health, Ministry of Justice, Ministry of Local Self-Government, Ministry of Labour and Social Policy, Ministry of Environment, State Statistical Office, State Audit Office, Agency for Youth and Sports, etc. Several examples of the cooperation are further described:

- One of the most comprehensive and fundamental cooperation example includes cooperation during development of the *National Development Strategy 2022-2042*. The

process was supported and coordinated by UNDP together with RCO in order to ‘ensure that the collective UN expertise is utilized in the process where needed’ (<https://www.undp.org/north-macedonia/blog/mission-national-development-strategy> ).

- As an example of the most systematic and comprehensive cooperation is one with the Ministry of Labor and Social Policy within which is nested the main Gender Equality Machinery – **Department for Equal Opportunities**. The cooperation was highly evaluated by the Minister of Labor and Social Policy during the interview conducted for the purpose of SWAP assessment. That cooperation included among other things
  - Technical support and in developing a new four-year Gender Equality Strategy 2022-2025, which was adopted in 2022.
  - Technical advice in developing a Draft Law on Gender Equality.
  - Strengthening the capacities of Government gender machinery, which is part of the MLSP.
  - Empowering women farmers
  - Addressing gender-based violence – advocacy and technical support for preparation of by-laws for implementation of the Law on prevention and countering GBV, in line with the Istanbul Convention.
  - GEF Action Coalition Bodily Autonomy
  - UNCT Assessment of the Gender Equality Draft Law (attached).
- Other examples of cooperation with government include:
  - **New National Youth Strategy 2023-2037** - recently adopted, integrates gender perspective. It coordinated by the Agency of Youth and Sports, different ministries involved, covering areas of education, health, participation, labour/employment, etc.
  - **Addressing the issue of child marriage** – joint efforts of UNICEF, UNHCR, OHCHR in aligning national legislation with international standards. While the Criminal Code revision prohibits marriage with a child, the Family Code still allows child marriage with consent of parents.
  - **Joint participation in the campaigns** ‘16 days of activism’, 8 March and others.
- b) **National GE Machinery participates in UNSDCF consultations: CCA, strategic prioritization, implementation, M&E. Met.** The national gender equality participated in all key UNCT processes: UNSDCF consultations, preparation of CCA, strategic prioritization, implementation of UNSDCF, preparation of 2024 Joint Work Plan, and monitoring and evaluation.
- c) **UNCT has made at least one contribution to substantively strengthen Government participation in gender related SDGs localization and/or implementation. Met.** UNCT has contributed to many Government initiatives related to gender aspects of SDG achievements at national and local levels. One of the most substantive and comprehensive is already mentioned cooperation in development of the National Development Strategy of North Macedonia 2022-2042. Another comprehensive initiative is Gender Responsive Budgeting, which was introduced with support of UN Women and other UN agencies at national and local level, including impressive capacity building of governmental and non-governmental stakeholders to engage in GRB processes (particularly SDG 5c).

#### Recommendation:

- To continue good cooperation with government, including ministries, parliament and governmental institutions.



### Evidence or Means of Verification

- UN web page describing the cooperation of UN with government in development of National Development Strategy 2022-2042, <https://www.undp.org/north-macedonia/blog/mission-national-development-strategy>  
<https://northmacedonia.un.org/en/224382-united-nations-country-team-north-macedonia-discusses-and-commits-full-support-country%E2%80%99s>
- Excel sheet with list of participants in the UNSDCF consultations (representatives of Ministry of Labor and Social Policy to which belongs Department for Equal Opportunities, main gender equality body)
- Excel sheet with list of participants in the 2024 Joint Work Plan (representatives of the Ministry of Labor and Social Policy)
- Questionnaire filled by RCO staff
- Interview notes with RC
- Interview notes with the Minister of Labor and Social policy
- Links to some of the joint initiatives with government  
[https://northmacedonia.un.org/sites/default/files/2021-07/North\\_Mac\\_bulletin\\_2021-06\\_EN.pdf](https://northmacedonia.un.org/sites/default/files/2021-07/North_Mac_bulletin_2021-06_EN.pdf)  
<https://eeca.unfpa.org/en/power-choice-realizing-bodily-autonomy-women-and-girls>  
<https://mia.mk/en/story/gjorgievska-bodily-autonomy-is-a-fundamental-human-right-but-many-women-and-girls-are-denied-this-basic-power-of-choice>  
<https://eca.unwomen.org/en/what-we-do/national-planning-and-budgeting/transformative-financing-for-gender-equality-in-the-western-balkans/north-macedonia>

Indicators	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
3.2: UNCT collaborates and engages with women's/GE CSOs	a) UNCT cooperated with GEEW CSO and women's rights advocates on <b>at least one</b> joint initiative that fosters GE within current UNSCDF cycle	Two of the following: a) UNCT cooperated with GEEW CSO and women's rights advocates on <b>at least two</b> joint initiative that fosters GE within current UNSCDF cycle b) GEEW CSOs participate in UNSDCF consultations c) UNCT has made at least one contribution to strengthen GEEW CSO participation in SDGs localization or implementation	All three a), b), c)

**Indicator:** 3.2 UNCT collaborates and engages with women's/GE CSOs

**Score:** Exceeds minimum requirements

**Findings and Explanation**

**UNCT North Macedonia has continuous and well elaborated cooperation with GEEW CSOs, which is operationalized through various forms: support and partnership through projects, joint advocacy and campaigning, especially during campaign '16 days of activism', 8<sup>th</sup> March, as well as through capacity development of CSOs.**

- a) **The UNCT has collaborated with GEEW CSO and women's rights advocates on at least two joint initiatives that fosters gender equality and empowerment of women within the current UNSDCF cycle. Met.** The UN has very good and long standing cooperation with many women's and other CSOs dedicated to GEEW. Some of the closest partners are Akcija Zdruzenska, large network of grass roots women's organizations gathered in the National Council for Gender Equality, National coalition against domestic violence, Agora, Reactor Research in Action – Gender Equality platform and others. It is worth to mention also cooperation with other organizations, such as youth organizations in the area of gender equality. Several examples of the cooperation are described here:
- Joint participation of UN and number of women's and GEEW CSOs in the drafting Gender Equality Strategy which was adopted in 2022 and Gender Equality Law, which is still in procedure of adoption, delayed due to the opposition of strong conservative forces, led by the Ortodox church in East communities of North Macedonia.
  - 2022 national campaign '16 days of activism'
  - Project 'Get involved and talk loudly' – support to local grass roots women's organizations through National Gender Equality Council to empower local women to participate in local policy design processes and local budgeting.
  - Training of young people and youth activists in inclusion and equality, through Youth Educational Forum and within the regional joint project 'Youth for Inclusion, Equality and Trust', implemented by UNFPA and UNDP.
- b) **GEEW CSOs participate in UNSDCF consultations: country analysis, strategic prioritization, implementation, M&E. Met.** The cooperation between UNCT and women's CSOs is systematic. Civil society organizations participated in the consultations organized for development of UNSDCF, they contributed to the Joint Work Plan and they participate in monitoring and evaluation activities.
- c) **The UNCT has made at least one contribution to substantively strengthen GEEW CSO participation and engagement in gender related SDGs. Met.** During the current UNSDCF cycle, particularly important is the support of UN to GEEW organizations for enhanced capacities to participate in local decision making and local gender responsive budgeting. Women living in municipalities were empowered to raise their voices for their priorities and needs; 74 policy recommendations developed by women adopted and funded by local authorities; The UNCT strengthened the capacities and provide the space for CSOs to actively participate in policy and legislative drafting processes. Support to women rights advocates was extended in stepping up their knowledge and providing tools to fight for better legal and practical solutions again gender based violence. Another example can include the capacity building of young persons and youth activists to become change agents in tolerance, equality and inclusion. The initiative included various local communities and was delivered to young people of different ethnic communities.

**Recommendation:** To continue the cooperation with GEEW CSOs but also to more systematically engage with other CSOs to gender sensitize them and enhance their capacities for gender mainstreaming of their projects, advocacy and campaigning activities.

**Evidence or Means of Verification**

- SWAP questionnaire for RCO
- FGD notes with CSOs network National Council for Gender Equality
- Interview notes with Youth Educational Forum
- List of participants in UNSDCF consultations with highlighted GEEW CSOs
- Campaign '16 days of activism' 2022 <https://kanal5.com.mk/-kampanjata-16-dena-aktivizam-site-imame-dolzhnost-za-zhenite-i-devojchinjata-da-bidat-bezbedni/a557321>
- Links to UN initiatives dedicated to capacity building, including in gender equality and non-discrimination, among young people and youth activists, through regional joint project  
<https://northmacedonia.un.org/en/224382-united-nations-country-team-north-macedonia-discusses-and-commits-full-support-country%E2%80%99s>  
<https://www.facebook.com/MOFedu/posts/pfbidosAcJkRddgVvnRcyep1EbzbvUwGNe8QadT5KQUcV6NSWXX4RG7EzF56SDDgvKPLHJI>

### 3.4 Leadership and organizational culture

Indicators	Approaches Requirements	Minimum	Meets Minimum Requirements	Exceeds Minimum Requirements
4.1: UNCT leadership is committed to championing GE	Two of the following: a) GE is regular topic of discussion in HOA meetings during last 12 months b) RC demonstrates public championing of GE during last 12 months c) HOAs are seen by personnel as committed to GE in workplace during last 12 months d) GE is reflected in the Assessment of Results and Competencies of UNCT during last 12 months		Meets 3 of the following: a), b), c), d)	Meets all 4 of the following: a), b), c), d)

**Indicator:** 4.1 UNCT leadership is committed to championing GE **Score:** Meets minimum requirement

#### Findings and Explanation

*Gender equality was often discussed during HoA meetings in the past year, RC showed significant public commitment to gender equality, but proportion of speeches with such focus are below SWAP target of 30%. UN Personnel sees HoAs as committed to gender equality and UNCT appraisal is done based on the results report which is properly gender mainstreamed.*

- a) **Gender equality has been a regular topic of discussion in HOA meetings during the last 12 months. Met.** GEEW was discussed in 75% of the HoA meetings during 2023. Topics that were discussed:
- Organization and coordination of SWAP Scorecard Gender Assessment (October, November 2022 and January and February 2023)
  - Labour mobility, discussion with DPN Fatmir Bytyqi (Chatam House Rules), including focus on gender gaps in the labour market (April)
  - Gender and Environment (June)
  - Protests against gender equality organized by Orthodox Church, backlash, legal controversies, cooperation with Ministry of Labor and Social policy related to Gender Equality Law and other UN engagements around human rights and gender equality in the context marked by backlash (July)
  - 16 days of activism against gender based violence preparation; gender equality in the donor coordination (September)
  - Discussion on gender equality in ECA region with Ms. Florence Bauer, UNFPA Regional Director and UN Women Deputy Regional Director Alisa Fernandez (October)
- b) **RC demonstrates public championing of gender equality during the last 12 months. Not met.** Although the RC has demonstrated commitment to GEEW on various public events, and

keeps gender high on the UN agenda as demonstrated by the HoA meetings, according to the estimate of RCO staff as presented in the SWAP questionnaire, the share of RC's public speeches addressing GEEW is less than 30%.

- c) **HOAs are seen by personnel as committed to gender equality in the workplace during the last 12 months. Met.** Organizational culture survey conducted in November 2023 revealed that 81.7% of staff (58 respondents) felt that HOAs are committed to gender equality in the workplace.
- d) **Gender equality is reflected in the Assessment of Results of UNCTs during the last 12 months. Met.** The UNCT results are regularly annually published, and reports are gender sensitive. The last report is published for 2022, and presents results in a gender sensitive manner, including update on gender equality results. UNCT appraisal, by the latest guidelines, is done on the basis of this Report.

#### Recommendation:

- Record more systematically public speeches of RC and publish it more regularly on UNCT web portal, increase visibility of RC's commitment to GEEW
- Conduct regularly Organizational Culture Survey, annually or biannually

#### Evidence or Means of Verification

- HoA meeting notes October 2022-October 2023
- Speech by the UN Resident Coordinator in North Macedonia, Rossana Dudziak on marking 16 Days of Activism against Violence against Women and Girls, <https://northmacedonia.un.org/en/210777-speech-un-resident-coordinator-north-macedonia-rossana-dudziak>
- SWAP Scorecard RCO questionnaire
- Organizational culture survey report
- UNCT North Macedonia, 2022 Results Report, <https://northmacedonia.un.org/en/236018-united-nations-north-macedonia-2022-annual-results-report>

Indicators	Approaches Requirements	Minimum	Meets Requirements	Minimum	Exceeds Requirements	Minimum
<b>4.2: Organizational culture fully supports promotion of GE EW</b>	Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of <b>50-64 percent</b> .		65-80 percent		Over 80 percent	

**Indicator:** 4.2 Organizational culture fully supports promotion of GEWE **Score: Exceeds minimum requirements**

#### Findings and Explanation

**Survey results of personnel perception of organizational environment for promotion of gender equality scored a positive rating of 84.3%. Met.**

Organizational culture survey conducted in November 2023 showed that 84.3% of staff has positive perception of organizational environment for promotion of gender equality. Such significant majority of respondents agreed or strongly agreed with the statement that UN system in North Macedonia makes adequate efforts to fulfill its mandate to achieve equal representation of women and men at all levels. Furthermore, 78.9% agrees or strongly agrees that UN personnel in the country are committed to gender equality in the workplace, while 78.8% agrees or strongly agrees that UN personnel is treated equally irrespective of sex, gender identity or sexual orientation. In addition, 77.4% agrees or strongly agrees that UN system has adequate procedures in place to prevent and address sexual harassment, and 84.3% agrees that UN system adequately facilitates the equal participation of both women and men at all levels. UN staff shows much less satisfaction with entitlements to maternity, paternity, and packages of flexible work which are crucial for work-life balance. Only 20% of respondents agrees or strongly agrees with the statement that the package of entitlements (maternity, paternity, breastfeeding) supports personnel to achieve adequate work-life balance, and 35% agrees that the package of flexible work arrangements (telecommuting, staggered hours, compressed work schedule) support personnel to achieve adequate work-life balance. Also 39% of respondents agree or strongly agree that heads of agencies are supportive of personnel to establish an adequate relationship between work life and home life. However, it should be noted that these practices are mainly related to the global work-life balance policies of UN agencies and not to UNCT North Macedonia specific practices.

**Recommendation:** The discussion on work-life balance and parental policies should be organized as there is obvious need for that. Communication with [U.N. Parents](#) could be initiated in exploring possibilities to promote more parent friendly working conditions. The role of the UN union of staff associations in this area should be strengthened.

**Evidence or Means of Verification**

- Organizational culture survey data
- Interview with representative of Operations Management Team

Indicators	Approaches Requirements	Minimum	Meets Requirements	Minimum	Exceeds Minimum Requirements
4.3 Gender parity in staffing is achieved	a) UNCT has in place a mechanism for monitoring gender parity in staffing that is regularly used to monitor parity levels for General Service staff and all professional levels		a) <b>AND</b> b) UNCT has demonstrated positive trends towards achieving parity commitments		a) + b) + c) The BOS includes gender specific actions and indicators in at least one BOS Area to foster GEEW

**Indicator:** 4.3 Gender parity in staffing achieved

**Score:** Exceeds minimum requirements

**Findings and Explanation**

**UNCT has relatively balanced gender structure of staff, and since last year the system of regular monitoring gender parity was introduced. BOS includes gender specific actions such as monitoring and maintaining gender parity, and gender responsive procurement.**

- a) **The UNCT has in place a mechanism for monitoring gender parity in staffing that is regularly used to monitor parity levels for General Service staff and all professional levels. Met.** The mechanisms is established by the BOS and it is defined as annual staff survey that is implemented at the end of the year, screening in details structure of employees, including by agencies, gender, ranks, and other criteria. The OMT is responsible for the activity and data are stored in excel format.
- b) **The UNCT can demonstrate positive trends towards achieving parity commitments. Met.** Although it is not possible to monitor trends as in December 2022 was conducted first comprehensive screening and data are not comparable with some partial previous attempts, it can be concluded that situation is relatively positive as gender structure of employees is quite balanced with 56% of women and 44% of men among staff. This falls slightly out of the margins defined in the SWAP Scorecard manual, which defines +- 3% of 50% (47%-53%). However, having in mind the lower employment of women than men in North Macedonia, somewhat higher share of women among employees should not be considered as weakness.
- c) **The Business Operations Strategy (BOS) includes gender-specific actions and indicators in at least one Business Operation Area to foster gender equality and women's empowerment. Met.** BOS North Macedonia, Review No. 2 includes two business lines related to GEEW: Common Human Resources services – Gender Parity and Common Procurement services – Gender Responsive Procurement Sourcing. The rationale for gender parity states the recognition of the opportunity to *‘thrive to achieve full equality of rights and opportunities between men and women by implementing gender responsive recruitment processes’*. As the lead agency is named UN Women, and as participating agencies, all 14. The expected quality enhancement is unified UN approach in gender responsive recruitment. Motivation and trust from external candidates based on harmonized procedures. External image of transparency based on harmonized procedures’. In regard to the gender responsive procurement, the opportunity is seen in possibility to diversify UN supply chain by including women own businesses and mapping local women-owned businesses, inclusion of gender responsive procurement criteria in standard procurement templates. The lead agency is UN Women and 13 agencies are recognized as participants. The expected quality enhancement is effective increase the number of women-owned businesses participating in UN procurement and supply chains under the BOS and increase of the share of women owned businesses in UN procurement spend. It is also stated that UN must ensure that gender responsive procurement is mainstreamed throughout the procurement and supply chain macro and micro-processes. At the same time, the BOS envisages the discontinuation of the PSEA – prevention of sexual exploitation and abuse.

**Recommendation:** In addition to gender parity and gender responsive procurement, BOS would benefit for mor gender mainstreamed other areas, such as staff training on GEEW.

**Evidence or Means of Verification**

- Business Operations Strategy
- Gender parity excel data set
- Interview notes with representative of OMT



### 3.5 Gender Architecture and Capacities

Indicators	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<b>5.1: Gender coordination mechanism is empowered to influence the UNCT for GEEW</b>	Meets 2 of the following: a) A coordination mechanism for GE is chaired by a HOA b) The group has a ToR and an approved annual work plan c) Members include at least 50% senior staff (P4 and above; NOC and above) d) The group has made substantive input into the UNSCDF including the CCA, strategic prioritization, results framework and M&E	Meets 3 of the following: a), b), c), d)	Meets all 4 of the following: a), b), c), d)

**Indicator:** 5.1 Gender coordination mechanism is empowered to influence the UNCT for GEEW **Score: Meets minimum requirements**

#### Findings and Explanation

*UNCT North Macedonia has recently established new Human Rights and Gender Advocacy Group which is co-chaired by representatives of two agencies, one of the being Head of Agency (UN Women). The group has ToR and Annual work plan and it made substantive inputs during development of CCA, UNSDCF, and its members participate in M&E.*

- a) **A coordination mechanism for gender equality is chaired by a HOA. Met.** Main coordination mechanism for gender equality is UNCT North Macedonia Human Rights and Gender Advocacy Group (HRGEAG), which is co-chaired by representatives of UN Women and OHCHR. One of co-chairs is head of UN Women.
- b) **The group has a ToR and an approved annual work plan. Met.** The group has ToR and approved work plan for 2023-2024.
- c) **Members include at least 50% senior staff (P4 and above, NOC and above). Not met.** The HR and GE advocacy group, performing the role of GTG has less than half senior staff.
- d) **The group has made substantive input into the cooperation framework, including the country analysis, strategic prioritization, results framework and M&E. Met.** The group has made substantive input into the development of UNSDCF, CCA, strategic prioritization, results framework and M&E, particularly some of the members of newly formed GTG.

**Recommendation:** To review the work plan from the perspective of SWAP assessment and action plan.



#### Evidence or Means of Verification

- Human Rights and Gender Equality Advocacy Group annual workplan for 2022
- Human Rights and Gender Equality Advocacy Group SWAP GE Scorecard Questionnaire
- Interviews with representatives of gender group
- Gender Group ToR

Indicators	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<b>5.2: UNCT has adequate capacities developed for GM</b>	a) At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during past year.	Meets 2 of the following: a) b) A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per UNSDCF cycle and targets are on track c) UNCT induction material includes GEEW and related development challenges of the country	Meets all of the following: a), b), c)

**Indicator: 5.2 UNCT has adequate capacities developed for gender mainstreaming**

**Score: Missing requirements**

#### Findings and Explanation

*UNCT has basic capacities for gender mainstreaming, but it will benefit from further capacity development for gender mainstreaming as it was emphasized by different representatives during SWAP consultations. From the perspective of three SWAP criteria the UNCT has been missing requirements since it did not have at least one substantive inter-agency gender capacity development activity during last 12 months, it does not have capacity development plan based on an inter-agency capacity assessment during this UNSDCF cycle and there is no common UNCT North Macedonia induction material.*

- At least one substantive inter-agency gender capacity development activity for UN personnel has been carried out during the past year. Not met.** Although personnel of UN agencies participate occasionally in various GEEW trainings, as it was noted by the RCO personnel there was no joint gender capacity development during last year.
- A capacity development plan based on an inter-agency capacity assessment is established or updated at least once per CF cycle and targets are on track. Not met.** There is no current GEEW capacity building plan which is based on capacity and needs assessment, but the newly established Gender Theme Group plans such activity in the upcoming period.

- c) **UNCT induction material includes gender equality and the empowerment of women commitments and related development challenges of the country. Not met.** The UNCT currently does not have the induction material at the country level, but some of the individual agencies do have induction material in different formats.

**Recommendation:**

- Comprehensive capacity and needs assessment on GEEW should be conducted at the level of UNCT and the coordinator of this activity could be GTG.
- Based on the findings of GEEW capacity and needs assessment, the capacity development plan of UNCT personnel should be developed.
- The UNCT should prepare and introduce in the practice the induction package, with material that includes gender equality and the empowerment of women commitments and related development challenges of the country.

**Evidence or Means of Verification**

- SWAP questionnaire for RCO
- Interview notes with representative of OMT
- Interview notes with GTG representatives

## 3.6 Resources

Indicators	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
<b>6.1: Adequate Resources for GM are allocated and tracked</b>	a) The UNCT has carried out at least one capacity building event on the gender marker over the current UNSDCF	a) <b>AND</b> b) The UNCT has established and met a financial target for program allocation for GEEW	a) + b) + c) The UNCT has established and exceeded a financial target for program allocation for GEEW

<b>Indicator:</b> 6.1 Adequate resources for GM are allocated and tracked	<b>Score:</b> Approaches minimum requirements
<b>Findings and Explanation</b> <p><i>UNCT had a joint capacity building event on gender marker as a part of the joint mandatory training in framework of the Joint SDGs, which included in addition to gender marker also human rights and ESG. The UNCT North Macedonia does not have precise financial target for program allocation for GEEW.</i></p> <p>a) <b>The UNCT has carried out at least one capacity building event on the gender marker over the current CF. <u>Met</u>.</b> The UNCT organized one capacity building training as mandatory training for the framework of the joint SDG, which included not only capacity building on gender marker but also modules on human rights and ESG. In addition, several UN agencies organized trainings on gender markers.</p> <p>b) <b>The UNCT has not established a financial target for program allocation for Gender Equality and the Empowerment of women. <u>Not Met</u>.</b> Currently there is no defined financial target for GEEW.</p>	
<b>Recommendation:</b> The improved performance in this area could be achieved by defining the target for allocation on GEEW within the UNSDCF, through Funding Framework, and to train staff of UN agencies to use gender marker more substantially in order to enable tracing the allocations in line with the UNDG's 'Gender Equality Marker Guidance Note'.	
<b>Evidence or Means of Verification</b> <ul style="list-style-type: none"> <li>• SWAP questionnaire for RCO</li> <li>• Resource Mobilization and Partnership Strategy North Macedonia</li> </ul>	

## 3.7 Results

Indicators	Approaches Minimum Requirements	Meets Minimum Requirements	Exceeds Minimum Requirements
7.1: UN Programmes make a significant contribution to GE in the country	a) The UNCT has achieved or is on track to achieve <b>some</b> GEEW results as planned in the UNSDCF outcomes in line with SDG priorities including SDG 5.	a) The UNCT has achieved or is on track to achieve <b>all</b> GEEW results as planned in the UNSDCF outcomes in line with SDG priorities including SDG 5.	a) <b>AND</b> b) At least one outcome level UNSDCF result has contributed to transformative change in relation to GEEW

**Indicator:** 7.1 UN programmes make a significant contribution to gender equality in the country

**Score:** *Meets minimum requirements*

### Findings and Explanation

*Although it is still too early to estimate UNSDCF achievements, based on the result report for 2022, questionnaire for M&E group and interviews conducted with UNCT representatives, the evidence points to the high likelihood that majority of GEEW results will be achieved.*

- a) **The UNCT has achieved or is on track to achieve some GEEW results as planned in the UNSDCF outcomes in line with SDG priorities including SDG 5. Met.** Although it is too early to estimate the achievement of all UNSDCF outcome, information from the 2022 Result Report provides evidence that can indicate high probability of achievement of majority GEEW results, including those related to SDG 5, but there are still negative trends in couple of other indicators at the same time. The evidence that indicates high probability of achievement of results include: increased employment rate for women, decrease of informal employment among women, decreased percentage of young women neither in employment nor in education and training, decreased self-reported unmet need for medical examination and care, decrease of share of women living below national poverty line, increased value of the Gender Equality Index, increased level of general satisfaction with public services at local level among women. The evidence that points to negative trends, moving away from the targeted objectives include: increased poverty rate among employed women, decreased participation of girls in early childhood education.
- b) **At least one outcome level UNSDCF result has contributed to transformative change in relation to GEEW. Met.** The outcome 4 states 'People in North Macedonia benefit from improved rule of law; evidence-based, anticipatory and gender responsive policies; greater social cohesion; and effective service delivery by transparent, accountable and responsive institutions'. The achievement of this outcome is measured (among other indicators) by the Gender Equality Index. As 2022 Result report shows, the Gender Equality Index has increased from 62 in baseline year to 64.5 in 2022. Having in mind that Gender Equality Index measures level of achievements and gender gaps in 6 domains of gender equality, the increase of the Index value indicates transformative processes that can be also contributed to the gender

responsive policies developed and implemented in North Macedonia with significant support of UNCT.
<b>Recommendation:</b> M&E should closely monitor the achievement of outcomes in regard to GEEW and efforts to bring transformative change through UNSDCF should be adequately prioritized.
<b>Evidence or Means of Verification</b> <ul style="list-style-type: none"> <li>UNCT North Macedonia, 2022 Results Report, <a href="https://northmacedonia.un.org/en/236018-united-nations-north-macedonia-2022-annual-results-report">https://northmacedonia.un.org/en/236018-united-nations-north-macedonia-2022-annual-results-report</a></li> </ul>

## 4. UNCT-SWAP Gender Equality Scorecard Action Plan

Action	Responsibility	Resource and Source	Timing	Explanation and links to UNCT-SWAP Assessment
1. Planning				
a) Organize strategic discussion on the GEEW priorities of UNCT in the next year to ensure more gender responsive outcomes of the next UNSDCF	UNCT	No additional resources	2024-2025	Enhances strategic approach of UNCT to GEEW in the current country context and improves performance in the SWAP area of planning.
b) Invest efforts to increase number of gender responsive indicators in the next UNSDCF with intention to increase the share of gender responsive indicators to more than 50% if adequate data are available	UNCT	No additional resources	2024-2025	
2. Programming and Monitoring and Evaluation				
a) Explore opportunities for developing and funding for a joint GEEW program	GTG, UN agencies	Depending on the programme design	2024 onwards	Streamlining GEEW in selected programmatic area, moves Indicator 2.1 to the categories ‘Meets’ or ‘Exceeds minimum requirements’
b) Put in the implementation the system for gender mainstreaming of Joint Programming through implementation of the Guidance Note on a New Generation of Joint Programmes, and setting adequate procedures.	GTG	No additional resources	2024-2025	Introduction of gender mainstreaming of programming system and tools enables UNCT to more systematically invest efforts and resources in GEEW and leads to the highest performance in regard to the SWAP criteria (‘exceeds minimum requirements’ against indicator 2.1).

c) Training for members of M&E group in Gender Responsive Monitoring and Evaluation	UNCT, GTG	tbc	2024	Increased capacities of M&E group members will improve monitoring and evaluation in regard to the GEEW results and increase performance against 2.3 SWAP indicator.
<b>4. Leadership and Organizational Culture</b>				
a) Increase visibility of RC commitments to GEEW and record more regularly public speeches of RC and publish them on UNCT web portal	Comms group, RCO	No additional resources	2024 onwards	Improved visibility on RC leadership role in GEEW area, easier measurement of performance against SWAP indicator 4.1
b) Discuss findings of the Organizational Culture Survey at UNCT level, particularly in the area of work-life balance satisfaction of personnel. Explore work of informal advocacy groups 'UN parents'.	UN RCO, GTG	No additional resources	2024 onwards	Exploration of possibilities to improve work-life balance policies or to advocate for their improvement at global level, regardless that this does not impact already highest performance against indicator 4.2
<b>5. Gender Architecture and capacities</b>				
a) Conduct GEEW capacity and needs assessment at the level of UNCT	UN RCO, GTG, OMT	tbc	2024	Evidence for planning capacity development of UNCT in GEEW areas, increased performance against indicator 5.2 to 'meet minimum requirements'
b) Based on capacity and needs assessment results develop a capacity development plan that will, among other things include at least one UNCT level GEEW training during this UNSDCF cycle.	UN RCO, GTG, OMT	tbc	2024-2025	
c) Preparation and introduction of UNCT level induction package with relevance to GEEW	UN RCO, GTG with participation of other UN agencies, OMT	tbc	2024-2025	Enhanced capacities for GEEW from the initial stage of employment among staff, higher commitment to GEEW in their work + improving

				performance to meet minimum requirement against SWAP indicator 5.2
6. Resources				
a) Training of UNCT staff in gender marker	GTG, UN Women Regional Office	tbc	2024	Enabling UNCT to meet or exceed requirements in the area of resources
b) Discuss within the UNCT what feasible gender target is and decide on gender target for the resource allocation.	GTG, PMT led by RCO	No additional resources	2024	
c) Consider possibilities for tracking GEEW resource allocations	GTG, PMT led by RCO	tbc	2024	
7. Results				
a) Identify the outcome areas with the greatest potential for transformative impact and focus joint programming, communication and advocacy on these areas	Result groups + Management Team (PMT) + GTG + Comms group + M&E group	tbc	2024-2025	Transformative impact of UNSDCF + Moves Indicator 7.1 to the category ‘Exceeds minimum requirements’



## ANNEX 1: LIST OF DOCUMENTS

*Table 1: List of documents*

Initial list of documents	
1.	Gender Equality Outcome Result Group Terms of Reference
2.	Gender Parity data
3.	HoA meeting notes October 2022-October 2023
4.	Joint Programme Document ‘Green Finance Facility to Improve Air Quality and Combat Climate Change in North Macedonia’
5.	Joint Programme Document ‘Evidence-based migration policy planning and discourse in North Macedonia’
6.	List of participants in 2024 Joint Work Programme
7.	List of participants in UNSDCF consultations
8.	List of stakeholders participating in UNCF Multistakeholder Consultative Forum (UNCF Technical Working Group)
9.	MEL Group Annual Work Plan 2023
10.	
11.	Project Document ‘Strengthening the role of youth in promoting increased mutual understanding, constructive narrative, respect for diversity, and trust in Albania, Bosnia and Herzegovina, North Macedonia, Serbia and Kosovo
12.	Programme document ‘From Knowledge and Engagement – to Empowerment and Participation (KEEP)
13.	Joint Communication Annual Work Plan for 2022
14.	Joint Communication Annual Work Plan for 2023
15.	The Republic of North Macedonia and the United Nations, Sustainable Development Cooperation Framework 2021-2025
16.	UN Business Operation Strategy North Macedonia, Review No. 2
17.	UN North Macedonia Common Country Analysis for the 2021-2025 United Nations Sustainable Development Cooperation Framework
18.	UN North Macedonia Common Country Analysis Update 2021
19.	UN North Macedonia 2022 North Macedonia Annual Results Report
20.	UN North Macedonia Resource Mobilization and Partnership Strategy 2021-2025
21.	UNCT UN-SWAP Gender Equality Scorecard, 2018 Framework and Technical Guidance <sup>2</sup>
22.	UN-SWAP 2.0 2021 Technical Guidance <sup>3</sup>

<sup>2</sup> [https://unsdg.un.org/sites/default/files/UNCT-SWAP\\_Gender-report\\_Web.pdf](https://unsdg.un.org/sites/default/files/UNCT-SWAP_Gender-report_Web.pdf)

<sup>3</sup>

<https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/How%20We%20Work/UNSystemCoordination/UN-SWAP/UN-SWAP-2-TN-Technical-guidance-en.pdf>

## ANNEX 2: LIST OF IAT AND LIST OF INTERVIEWED STAKEHOLDERS

### 5. MEMBERS OF INTER AGENCY TEAM FOR UN SWAP GENDER EQUALITY SCORECARD ASSESSMENT 2023

Name	Agency
1. Rossana Dudziak	Resident Coordinator
2. Stojna Atanasovska Dimishkovska	UN RCO
3. Joana Babushku	UN RCO
4. Marija Nashoku	UNICEF
5. Kristina Plecic	UNDP
6. Marija Matovska	UNFPA
7. Zhaklina Geshtakovska-Aleksovska	UNFPA
8. Katerina Spasovska	IOM
9. Tatjana Bundaleska	UNHCR
10. Iskra Stojanova	UN Environment Programme
11. Andrea Pankovska	UN Women, SWAP coordinator

	Initial list of interviewees/FGD participants	of Represented Agencies/groups	Number of participants
1.	Resident Coordinator	Rossana Dudziak	1 (f)
2.	RCO	Joana Babushku, Tatijana Temelkoska	2 (2f)
3.	Gender Theme Group	Vesna Ivanovikj (UN Women), Tatijana Temelkoska (RCO/OHCHR) (co-chairs), Andrea Pankovska (UN Women)	3 (3f)
4.	Monitoring and Evaluation Group	Marija Nashoku (UNICEF)	1 (f)
5.	Operations and Management Group	Boban Mitrovski, Andrea Pankovska (UN Women)	2 (1f, 1m)
6.	Communication Group	Aleksandar Dimishkovski, RCO	1 (m)
7.	Minister of Labor and Social Policy	Jovana Trenchevska	1 (f)
8.	National Gender Equality Council	Savka Todorovska, Tea Zogravska, Martina Stankovic, Ruzica Pizovska, Eva Georgijevska, Irena Gelovic Terzic, Ana Todorovska, Dolfina	8(8f)
9.	Youth Education Forum	Risto Saveski	1 (m)

\* f – female, m - male

## ANNEX 3: DATA COLLECTION INSTRUMENTS

### 1. Organizational culture survey

The UNCT North Macedonia has been conducting comprehensive UN-SWAP Gender Equality Assessment. The assessment requires information on certain aspects of organizational culture. As the UNCT North Macedonia has not previously conducted an Organizational Culture Survey, it is imperative to carry out this survey to gather the necessary information for the SWAP assessment. As part of the SWAP assessment, the UNCT has to provide the gender equality action plan in order to ensure that gender equality and empowerment of women (GEEW) will be consistently integrated in the UNSDCF and overall engagement of UNCT in the country. Your participation in the survey is, therefore, of key importance and your contribution is much appreciated. The survey will not take more than 5 minutes of your time. Should you face any difficulties in accessing or filling the questionnaire, please contact directly Dr Marija Babovic at [bmarija63@gmail.com](mailto:bmarija63@gmail.com).

#### A. GENERAL INFORMATION

1. **Please, select your gender:**
  - a) Female
  - b) Male
  - c) Other
  - d) Prefer not to disclose
2. **Please, select below:**
  - a) National personnel
  - b) International personnel
3. **Please, select below:**
  - a) My job includes personnel supervisory functions
  - b) My job does not include personnel supervisory functions

#### B. ORGANIZATIONAL CULTURE PERCEPTION

The objective of this section is to gather information on your perception of UNCT organizational culture.

	4. Please, indicate if you agree with the following statements (check box, only one per row)					
	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
a)	I believe the UN system in this country makes adequate efforts to fulfill its mandate to achieve an equal representation of women and men at all levels.					
b)	Heads of Agencies in this UNCT are committed to gender equality in the workplace.					

c)	UN personnel in this country are committed to gender equality in the workplace.					
d)	UN personnel in this country team are treated equally irrespective of sex, gender identity or sexual orientation.					
e)	The UN system in this country has adequate procedures in place to prevent and address sexual harassment.					
f)	The UN system in this country has adequate procedures in place to protect my personal safety and security.					
g)	The UN system in this country adequately facilitates the equal participation of both women and men at all levels of the organization.					
h)	The package of entitlements (e.g. maternity, paternity, breastfeeding) support personnel to achieve adequate work-life balance.					
i)	The package of flexible work arrangements (e.g. telecommuting, staggered hours, compressed work schedule) support personnel to achieve adequate work-life balance.					
j)	Heads of Agencies are supportive of personnel to establish an adequate relationship between work life and home life.					

## 2. GTG questionnaire

Person who filled the questionnaire:

1. Please provide list of chair and members of GTG with their respective positions (P4 and above and NOC and above are counted)
2. Please provide ToR for GTG
3. Please provide annual work plan for GTG for period 2021-2022
4. Was there an inter-agency gender capacity assessment within the current UNSCDF?
5. Is there a gender capacity development plan based on the assessment within the current UNSCDF?
6. Please list joint gender capacity development activities undertaken within the past year (September 2021- October 2022).

7. Please, attach to this questionnaire, or provide summary here of the agenda and capacity building report.

### 3. M&E team questionnaire

Person who filled the questionnaire:

1. Please describe the process and dynamics of data collection for monitoring the UNSDCF implementation:
2. Are gender sensitive indicators gathered as planned? Are there any challenges in gathering data for gender sensitive indicators? Which ones?
3. Has been UNSDCF review/evaluation conducted so far? Is there annual review for 2021? Please provide report together with this questionnaire.
4. Does government GE machinery participate in M & E of the UNSDCF? Which units/entities? How, what was their role?
5. Has the M&E Group received the training on gender sensitive M&E since new UNSDCF was endorsed? If YES, please provide information on how many members participated, what was the specific focus?
6. Please provide the Agenda for training

### 4. OMT questionnaire

Person who filled the questionnaire:

1. How gender parity is monitored in UNCT? Do you have mechanism for monitoring gender parity in staffing that is regularly used to monitor parity levels for General Service staff and all professional levels?
2. Please provide gender disaggregated table of UNCT employees by positions/ranks for current situation, and for last years that are available for monitoring trends.
3. What is the recruitment policy? Which procedures are applied to achieve gender balance?
4. Do they apply any gender responsive procurement practices?

5. Are there work-life balance measures at the level of UNCT? What key challenges in regard to work-life balance?

## 5. UNCT Comms questionnaire

Person who filled the questionnaire:

1. Please provide the list of joint communications during period September 2021-October 2022 that were focused on Gender Equality and Women's Empowerment (GEEW).
2. Please provide list, description and links for joint advocacy campaigns on GEEW during period September 2021-October 2022
3. Please provide **Interagency Communication Group Annual Work Plans** for 2021 and 2022
4. Were there any joint communication or advocacy initiatives on GEEW in non-traditional areas (for example climate change, energy efficiency, transport, infrastructure and similar) during period September 2021-October 2022?
5. What would you like to see in the UNCT Gender Equality Action Plan in regard to the previously discussed issues? How to improve performance?

## 6. UN RCO Questionnaire

Person(s) who filled the questionnaire:

### PARTNERSHIPS

1. Has UNCT engaged with at least one government agency on joint initiative that fosters gender equality within the current UNSDCF cycle? (Joint initiative requires at least two UN agencies working with government partners. Joint initiative may include a joint program, advocacy campaign, and the production of a knowledge product.)  
☐ YES  
☐ NO
2. If YES: please describe one or two that are the most illustrative:
3. Please copy and paste link to the information that can evidence such initiative if available:

4. Did national gender equality machinery participate in:		If YES, please indicate which document can be used as evidence (for example list of participants, etc.)	
a.	UNSDCF consultations	<input type="checkbox"/> YES <input type="checkbox"/> NO	
b.	CCA preparation	<input type="checkbox"/> YES <input type="checkbox"/> NO	
c.	Strategic prioritization	<input type="checkbox"/> YES <input type="checkbox"/> NO	

d.	Implementation of UNSDCF	<input type="checkbox"/> YES <input type="checkbox"/> NO	
e.	Monitoring and evaluation	<input type="checkbox"/> YES <input type="checkbox"/> NO	

5. Did UNCT make at least one contribution to substantively strengthen Government participation in gender related SDGs?  
☐ YES  
☐ NO
6. If YES: please describe one or two contributions:
7. Please copy and paste link to the information that can evidence such initiative if available:
8. Has UNCT cooperated with at least one GEEW CSO and women's rights advocates on at least one joint initiative that fosters gender equality within the current UNSDCF cycle?  
(Joint initiative requires at least two UN agencies working with government partners. Joint initiative may include a joint program, advocacy campaign, and the production of a knowledge product.)  
☐ YES  
☐ NO
9. If YES: please describe one or two that are the most illustrative, including the information on CSOs/women's rights advocates with whom cooperation took place:
10. Please copy and paste link to the information that can evidence such initiative if available:
11. Did GE CSOs participate in the UNSDCF consultations?  
☐ YES  
☐ NO
12. If YES: Please list which CSOs participated:
13. Which document can be used as evidence (for example list of participants, etc.)?
14. Did UNCT make at least one contribution to substantively strengthen GEEW CSO participation in gender related SDGs localization or implementation?  
☐ YES  
☐ NO
15. If YES: please describe one or two contributions, including the information on CSOs/women's rights advocates:
16. Please copy and paste link to the information that can evidence such initiative if available:

## LEADERSHIP AND ORGANIZATIONAL CULTURE

- 17. Please provide list (and links if available) of RC speeches (with brief description on what GEEW element was focused thematically) during last 12 months in which RC demonstrated leadership related to GEEW:**
- 18. Please provide list (and links if available) of GEEW events and occasions in which RC participated (for example EAW campaigns, media launches, interviews, policy and advocacy events).**

## **GENDER ARCHITECTURE AND CAPACITIES**

- 19. Please list joint gender capacity development activities undertaken within the past year (September 2021- October 2022).**
- 20. Please, attach to this questionnaire, or provide summary here of the agenda and capacity building report.**
- 21. Is there UNCT induction material which includes GEEW and related development challenges of the country? Please elaborate.**

## **RESOURCES**

- 22. Has UNCT conducted capacity building events on gender marker under the current UNSDCF?**
- 23. Is there financial target for program allocation for GEEW at the level of UNCT?**
  - a. What is the target?**
  - b. Where is defined?**
  - c. How is it monitored? Is there a tracking system? Is it monitored annually?**
  - d. To what extent the target is met in 2021, 2022?**