



UNITED NATIONS
NORTH MACEDONIA
.....

Resource Mobilization and Partnership Strategy North Macedonia

2021-2025

Table of Contents

I.	Strategy summary	4
II.	Purpose and vision	8
III.	Methodology	8
IV.	Resource mobilization	9
	a. Background and context	9
	b. Funding gap under the 2021-2025 UNSDCF Funding Framework	10
	c. Strategic objectives and approaches	12
V.	Partnerships	15
	a. Background and context	15
	b. Strategic objectives and approaches	16
VI.	Roles and responsibilities in implementation and monitoring of the RMPS..	17
VII.	Annexes	19
	Terminologies	19
	Existing and intended partners of the UN for 2021-2025 UNSDCF	22

Acronyms

ARR	United Nations Annual Results Report
MAF	Management and Accountability Framework
MPTF	Multi-Partner Trust Fund
ODA	Official Development Assistance
PMT	Programme Management Team
RCO	UN Resident Coordinator's Office
RMPS	Resource Mobilization and Partnership Strategy
UNCT	UN Country Team
UNSDCF	UN Sustainable Development Cooperation Framework

I. Strategy summary

Resource mobilization goals and targets

Strategic objective	Actions envisaged	Target (2021-2025)	Orientational Annual Milestones
<p>1. Fill the funding gap</p>	<p>1.1 UN entities implement and report on their individual agency resource mobilisation actions</p> <p>1.2 Actions under other four objectives below are fully implemented</p>	<p>Mobilize the total requirement of \$178.2 million for UNSDCF by 2025. <i>At annual level, monitor progress against annual targets outlined above as orientational yardstick of progress in resource mobilisation (the annual targets are orientational only, the five-year target is the only commitment).</i></p>	<p>Resources available:</p> <ul style="list-style-type: none"> - \$48.8 million in 2021 - \$41.3 million in 2022 - \$39.1 million in 2023 - \$29.8 million in 2024 - \$19.2 million in 2025
<p>2. Increase internal coordination in approaching bilateral and multilateral donors</p>	<p>2.1 Entities inform about agency planned efforts in funding in early stages and consider joining forces/engaging expertise from sister entities, whenever relevant expertise is available.</p> <p>2.2 Outcome groups organise quarterly discussions and information sharing on resource mobilization and coordinated approaches to donors, focusing especially on internal coordination/joint approaches towards largest donors (IPA3, GEF, etc.)</p> <p>2.3 PMT organises bi-annual discussions as part of the regular PMT meetings focused on resource</p>	<p>- Quarterly resource mobilization discussion per outcome group organized.</p> <p>- Bi-annual PMT discussion on resource mobilisation and partnership organised.</p> <p>- Joint meetings of UN entities with key donors</p> <p>- UN entities approach donors jointly, whenever relevant.</p>	<p>Each outcome group has held 4 discussions on resource mobilisation during the year and PMT 2 per year.</p>

	<p>mobilization and partnership to review, monitor progress and plan further.</p> <p>2.4 UN entities approach key donors jointly whenever relevant expertise available in other UN entities</p> <p>2.5 UN entities should provide regular information to the RC and the Country Team on their respective resource mobilization plans, if individual written plans are maintained.</p>		
3. Increase joint (multi-agency) programming	<p>3.1 Develop new joint programmes responding to global pooled funds calls</p> <p>3.2 Proactively develop new joint programmes that address key multi-sector challenges in the country</p>	<p>- 20 project ideas developed in the period 2021-2025, 5 under each outcome.</p> <p>- Resources mobilized for at least 5 new joint projects.</p> <p>- Active joint projects successfully implemented and promoted.</p>	<p>On average, 1 new project idea developed under each outcome annually.</p> <p>1 new joint project funded per year.</p>
4. Increase government co-funding	<p>4.1 Seek Government co-funding for larger projects (> \$1 million).</p> <p>4.2 Early Government involvement in the design phase of larger projects, to ensure joint ownership and sufficient time for discussions and Government approval process</p>	<p>Co-funding from government increased (> \$3 million government co-funding secured for the UNSDCF implementation)</p>	
5. Improve transparency towards donors	<p>5.1 Scale up communication on collective UNSDCF goals and results achieved to bilateral and multilateral donors.</p> <p>5.2 Proactively share UN Annual Results Report (ARR) with all donors.</p>	<p>- ARR issued on regular basis, provides easy-to-read disaggregated financial data.</p> <p>- UN Website starts providing up-to-date financial data</p>	<p>Annual Results Report issued timely each year, with relevant info.</p> <p>UN Website provides up-to-date financial information.</p> <p>Annual discussion in JSC about resource</p>

	<p>5.3 Regularly collect and disseminate disaggregated data on UN work through public products.</p> <p>5.4 Highlight challenges, lessons and opportunities on what is working or not working well.</p> <p>5.5 Enhance stories, summaries to communicate about UN’s work with its partners, describing how these partnerships helped to drive transformative changes is essential to increase transparency and develop new partnerships. These should always have back up with the trend analysis of hard data; and should highlight the human face / dimension / impact of UN work.</p>	<p>through linking with UN Info.</p> <p>UNSDCF funding status and resource mobilisation approaches discussed in a structured manner with JSC and bilateral and multilateral donors.</p>	<p>mobilisation, as part of the regular JSC meetings</p>
--	--	---	--

Partnership goals and targets

Strategic objective	Actions envisaged	Target (2021-2025)
<p>6. Maintain good relationships with existing partners and extend partners network when needed, to achieve UNSDCF results, invest in coordinated approaches to key strategic partners</p>	<p>6.1 Continue individual UN entities efforts to build and maintain partnerships relevant for the UNSDCF.</p> <p>6.2 Jointly engage with key strategic partners through UNCT or outcome groups.</p> <p>6.3 Maintain and proactively contribute to the UN Partners Database</p>	<p>Partnerships with existing partners maintained;</p> <p>Partnerships with new partners listed in the Annex 2 started.</p>

<p>7. Proactively seek opportunities for cooperation and partnerships with the private sector and IFIs</p>	<p>7.1 Seek opportunities to partner with private sector and IFIs active in the country</p> <p>7.2 Support the creation of an enabling environment for private sector to contribute to SDGs, by exploring possible UN North Macedonia actions to incentivise further alignment of private sector with SDGs (e.g. introduction of ESG -environmental, social and corporate governance – standards or other incentives)</p> <p>7.3 Build awareness and capacity of private sector on Agenda 2030/SDGs</p> <p>7.4 Build UN staff capacities and maximise use of UN entity and UN DCO regional and global resources on innovative finance tools</p> <p>7.5 Further discuss and develop UN North Macedonia action plan for private sector partnership, which should include rationale, vision and overall objectives for engaging with the private sector and IFIs, UN self-assessment and positioning (capacity gaps, value proposition, elaboration on key anticipated developments in the partner environment), set objectives and expected outputs as well as KPIs by end 2022.</p> <p>7.6 Further explore potential synergies of UN North Macedonia and Global Compact North Macedonia Network.</p>	<p>Increased number of private sector and IFI partners and developed UN North Macedonia corporate approach to the private sector and IFIs.</p>
<p>8. Improve national ownership of the UNSDCF</p>	<p>7.7 Engage with government stakeholders on regular basis in all relevant UNSDCF processes (i.e. JWP review, etc.)</p> <p>7.8 Build knowledge of Joint Steering Committee members on UN Reform, Agenda 2030 and government’s role in UNSDCF.</p>	<p>Government counterparts sensitised and aware of their stake in the UNSDCF.</p>

II. Purpose and vision

No single actor, the UN included, has either the reach or the resources to implement the 2030 Agenda alone. Solving some of the most complex issues the world faces requires actors from every segment of society to pool resources and expertise to pursue a future in which we can create opportunity, abundance and dignity for all while respecting planetary boundaries.

Implementing the 2030 Agenda requires a new catalytic UN business model. Instead of only implementing on behalf of donors, the UN also needs to **work together with partners** to build strategic relationships that share risks and responsibilities. Partnerships are not only about attracting funding, but equally about engaging partners on issues of common interest to build deeper and long-lasting **collaborations to drive progress** towards the 2030 Agenda.

The Resource Mobilization and Partnership Strategy (RMPS) is a framework for resource mobilization and partnerships development efforts of the UN North Macedonia.

The **vision** of this strategy is:

- to **promote a joint vision on resource mobilization and partnership**. The strategy proposes key elements of a **common approach**, in order to improve the effectiveness and positioning of the UN and accelerate achievement of the expected UNSDCF outcomes between 2021 and 2025.
- to **complement individual entity efforts** by providing a guide on the wider array of resources and partnership strategies to improve the financing for the UN Sustainable Development Cooperation Framework (UNSDCF) implementation
- to **facilitate the transition from funding to financing** and supports the expansion and **improved cooperation and partnerships with a variety of partners** in support of North Macedonia SDGs Agenda. Shifting from funding to financing is a multi-step process that needs to be founded on accurate and reliable data and analysis of the financial landscape and SDG financing.

III. Methodology

The Strategy development has been based on discussions within the four UNSDCF Outcome Groups and drafted by the UN Resident Coordinator's Office (RCO) in consultations with the Outcome Groups and the UN Country Team (UNCT) members. It was quality-assured by the UN Programme Management Team (PMT) and reviewed and endorsed by the UNCT.

The Strategy is written in two parts, focusing first on resource mobilization and second on partnerships. Both chapters cover aspects related to background and context followed by strategic objectives and approaches. The resource mobilization chapter also includes a review of the funding gap under the 2021-2025 UNSDCF Funding Framework.

IV. Resource mobilization

a. Background

UN North Macedonia has a positive resource mobilization track record. When looking at the last five-year strategic planning period, UN North Macedonia managed to mobilise more resources than required initially. To implement the 2016-2020 United Nations Partnership for Sustainable Development (PSD), UN North Macedonia mobilised more than US\$140 million compared to the \$120.9 million projected requirement, partially also because of the unanticipated migrant and refugee crises. Nevertheless, reporting has lacked consistency and detail across all entities. Complete disaggregated breakdowns on the funds mobilised according to type, source and other categories are not available, limiting the possibility to assess and make firm conclusions about the qualitative aspects of the resource mobilisation for the period 2016-2020. Also, resource mobilisation has mostly been done on individual agency basis, with a few one-off joint projects and without a joint resource mobilisation strategy.

UN Development System reform placed an increased focus on funding/financing aspects, financial transparency and joint programming, as a guiding factor for the work of the strengthened UN RCO in the country since 2020. As part of these efforts, UN North Macedonia developed a detailed 2021-2025 UNSDCF Funding Framework endorsed by government, which provides disaggregated financial information on the projections across multiple dimensions – per output, per year, per funding source type, per funding source, UN agency, and available vs. to be mobilised funds. Also, in 2020, UN North Macedonia focused on and successfully increased its share of funding secured for joint action, with a key emphasis on global funding facilities as sources of funding. In 2020, nine jointly developed projects were submitted to four UN pooled funds: the Joint SDG Fund (Financing Call, Components 1 and 2), Migration Multi-Partner Trust Fund (MPTF), COVID-19 Response and Recovery Fund MPTF, and UN Partnership on the Rights of Persons with Disabilities (PRPD) Fund. In addition, the UN North Macedonia was actively engaged in the preparation of the Western Balkans regional eligibility application of the UN Peacebuilding Fund (PBF). Through these coordinated efforts, UN North Macedonia successfully raised \$2.75 million in 2020 for three joint projects through UN pooled funds¹. Two of those UN pooled funds were new sources of funding (Migration MPTF and Covid19).

Among other objectives, these efforts aimed to improve the funding sources mix by increasing the proportion of less earmarked types of funding, such as vertical, pooled and thematic funds, and reducing reliance on project specific funding as the most tightly earmarked source of funding. At the end of 2020, project and programme specific funding remained the primary source for UN activities in North Macedonia. Transition to less earmarked sources of funding would allow for more flexible targeting of UN support and optimization of UN expertise provision.

¹ “Evidence-based migration policy planning and discourse in North Macedonia”, funded by the Migration MPTF (\$1.5 million) and implemented by IOM, UNHCR and UNFPA, over the period of 30 months; “Safe and innovative health services in times of COVID-19, funded by the COVID-19 Response and Recovery Fund (\$0.85 million), implemented by UNFPA, WHO and UNICEF, over 14.5 months; and the inception phase of the joint project on the rights of persons with disabilities, funded by the UN PRPD MPTF (\$0.4 million), over 24 months.

b. Funding gap

According to the data collected from the UN entities participating in the implementation of the UNSDCF (as at November 2020²), the difference between the required funds estimated for the programme cycle and funds to UN entities in North Macedonia agencies, i.e. the funding gap stood at \$113.6 million, or 64% of the total required funding (\$178.2 million) in November 2020 (see below table). The UN would need to mobilize approximately \$22.7 million per year to cover the gap to be able to deliver on the strategic end results agreed with the Government.

2021-2025 UNSDCF Funding (required funding, available funding, funding gap, in million USD)

By Outcome	Required funding, in million USD	Required funding in % ³	Available funding, in million USD	Funding Gap, in million USD	Funding Gap in % ⁴
Outcome 1 Inclusive prosperity	\$25.5	14%	\$8.9	\$16.6	15%
Outcome 2 Quality services for all	\$25.2	14%	\$10.4	\$14.8	13%
Outcome 3 Healthy environment	\$83.8	47%	\$26.0	\$57.8	51%
Outcome 4 Good governance	\$43.6	24%	\$19.3	\$24.4	21%
Total for 5 years:	\$178.2	100%	\$64.6	\$113.6	100%
Annual average:	\$35.6		\$12.9	22.7	

Inputs from November 2020. The Funding Framework will be regularly updated.

2021-2025 UNSDCF available funding as at November 2020, per source type (in million USD)

Outcomes	Core	Thematic Funds	Project /Prog. Specific Funding	Government	Pooled and Vertical Funds	Private Sector Funding	Other	Total
Outcome 1	\$1.5	-	\$5.5	\$2.0	-	-	-	\$9
Outcome 2	\$5.4	\$0.5	\$4.4	-	-	\$0.03	-	\$10
Outcome 3	\$3.2	-	\$13.0	\$0.9	\$8.9	-	\$0.1	\$26
Outcome 4	\$4.5	\$0.9	\$12.0	\$0.02	\$2.0	-	-	\$19
Total	\$14.5	\$1.4	\$34.8	\$2.9	\$10.9	\$0.03	\$0.1	\$64.6
Total in proportion (%)	22%	2%	54%	4%	17%	0%	0%	100%

Inputs from November 2020. The Funding Framework will be regularly updated.

² Data collected by end November 2020 and funding framework approved by February 2021

³ Percentage of total required funding, attributable to this outcome.

⁴ Percentage of total funding gap attributed to this particular outcome.

Contributing partners to the 2021-2025 UNSDCF as at November 2020 include:

- Adaptation Fund
- Austria
- City of Skopje
- EU
- FAO-WHO Codex Trust Fund
- GCF
- GEF
- Germany
- Government of North Macedonia
- Lions Quest Club International
- Italy
- Migration MPTF
- North Macedonia Telecom
- Montreal Protocol
- Netherlands
- Norway
- Sweden
- Switzerland
- UK
- UNICEF Thematic Funds
- UNPRPD MPTF
- US
- World Bank

c. Strategic objectives and approaches

UN North Macedonia will prioritize five resource mobilization strategic objectives and commit to achieve these by 2025. The progress towards these will be regularly monitored and reported on against the set targets.

In addition to the five strategic objectives and their targets, approaches to resource mobilization have been identified and outlined. They indicate the directions and potential approaches or tools that UN North Macedonia strives towards or would like to further explore. They do not represent a commitment for fulfilment by 2025.

Strategic objective 1: Fill the funding gap

Situation: In November 2020, the funding gap was \$113.6 million for 2021 to 2025, which represents 64% of the total required funding (\$178.2 million) that the UN needs to mobilize to be able to deliver on the strategic end results agreed with the Government in the UNSDCF. The annual funding gaps for 2021, 2022, 2023, 2024 and 2025 are estimated at \$13.8 million, \$26.6 million, \$30.6 million, \$26 million and 16.5 million, respectively.

Actions envisaged:

- 1.1 UN entities implement and report on their individual agency resource mobilisation actions
- 1.2 Actions under other four objectives below are fully implemented

Target: Mobilize the total requirement of \$178.2 million for UNSDCF by 2025. At annual level, monitor progress against annual targets outlined above as orientational yardstick of progress in resource mobilisation (the annual targets are orientational only, the five-year target is the only commitment).

Strategic objective 2: Increase internal coordination in approaching bilateral and multilateral donors

Situation: Need for more joint efforts in terms of internal alignment, engagement, advocacy, and communication with the donor community in North Macedonia. Partial, ad-hoc or untimely internal information-sharing among UN entities on upcoming resource mobilisation plans and target sources. While retaining ability and efforts to mobilize resources for own UN entity programmes, to approach donors coherently, as one UN, as well as in order to increase effectiveness and maximise the use of expertise available in the UN family and finally, avoid (perceived or real) competition for funds, particularly in areas where mandates overlap or issues touch multiple entities. Through the Sector Working Groups, the UN North Macedonia could also strengthen sector discussions with national and international partners. Iteration process should be further developed based on what will be successful and what should be done differently.

Actions envisaged:

- 2.1 Entities inform about agency planned efforts in funding in early stages and consider joining forces/engaging expertise from sister entities, whenever relevant expertise is available.
- 2.2 Outcome groups organise quarterly discussions and information sharing on upcoming resource mobilization plans and coordinated approaches to donors, focusing especially

on internal coordination/joint approaches towards largest donors (IPA3, GEF country level consultations, etc.)

- 2.3 PMT organises bi-annual discussions as part of the regular PMT meetings focused on resource mobilization and partnership to review, monitor progress and plan further.
- 2.4 UN entities approach key donors jointly whenever relevant expertise available in other UN entities
- 2.5 UN entities should provide regular information to the RC and the Country Team on their respective resource mobilization plans, if individual written plans are maintained.

Target: Quarterly resource mobilization discussion per outcome group organized. Bi-annual PMT discussion on resource mobilisation and partnership organised. UN entities approach donors jointly, whenever relevant.

Strategic objective 3: Increase joint (multi-agency) programming

Situation: Joint projects, which combine expertise from multiple UN entities, allow for maximising the expertise available within the UN family and providing comprehensive solutions to complex multi-faceted issues. As funds are usually mobilised through pooled funds, the joint projects also contribute to an improved funding sources mix by increasing the proportion of less earmarked types of funding, such as vertical, pooled and thematic funds, and reducing reliance on project specific funding as the most tightly earmarked source of funding. In 2020, nine jointly developed projects were submitted to four UN pooled funds, and UN North Macedonia successfully raised \$2.75 million in 2020 for three joint projects.

Actions envisaged:

- 3.1 Develop new joint programmes responding to global pooled funds calls
- 3.2 Proactively develop new joint programmes that address key multi-sector challenges in the country

Target: 20 project ideas developed in the period 2021-2025, 5 under each outcome. Resources mobilized for at least 4 new joint projects. Active joint projects successfully implemented and promoted.

Strategic objective 4: Increase government co-funding

Situation: As North Macedonia is a middle-income country, more co-funding for programmes should come from the government. The situation shows that only 3% of non-core funds came from the government in 2020. For the UNSDCF 2021-2025, 2.9 million government co-funding has been secured as of November 2020. Attracting government co-financing is a process that requires investment in time and (core) funds. It also demands to work with government counterpart in the design of new models.

Actions envisaged:

- 4.1 Seek Government co-funding for projects (aim 10% co-financing)
- 4.2 Early Government involvement in the design phase of larger projects, to ensure joint ownership and sufficient time for discussions and Government approval process

Target: Co-funding from government increased (more than \$3 million in government co-financing secured for the UNSDCF implementation).

Strategic objective 5: Improve UN transparency towards bilateral and multilateral donors

Situation: Need for more transparency and report better on resources, results and impacts towards bilateral and multilateral donors.

Actions envisaged:

- 5.1 Collectively scale up communication on UNSDCF goals and results achieved to bilateral and multilateral donors.
- 5.2 Proactively share UN Annual Results Report (ARR) with all donors.
- 5.3 Regularly collect and disseminate disaggregated data on UN work through public products.
- 5.4 Highlight challenges, lessons and opportunities on what is working or not working well.
- 5.5 Enhance stories, summaries to communicate about UN's work with its partners, describing how these partnerships helped to drive transformative changes is essential to increase transparency and develop new partnerships. These should always have back up with the trend analysis of hard data; and should highlight the human face / dimension / impact of UN work.

Target: ARR issued on regular basis and providing detailed operational and disaggregated financial data. UN Website starts providing up-to-date financial data through linking with UN Info. UNSDCF funding status and resource mobilisation approaches discussed in a structured manner with JSC and bilateral and multilateral donors.

Strategic approach: Improve funding mix

Situation: The current funding mix is primarily made of project funding, followed by vertical funds, core funds, thematic and pooled funds, but low in terms of international financial institutions (IFI), private sector and government funding. Hence, there is a need to improve the funding mix and increase government, IFI and private sector funding.

Actions envisaged:

- Seek opportunities to fundraise more vertical, thematic and pooled funding, as well as funding from private sector, IFIs and government.
- Seek opportunities to diversify funding sources, by finding new potential funding sources and partners would be beneficial.
- Explore opportunities for increasing efficiency and ease of investing for donors, especially in joint programming. One specific example of such a tool would be a Country One Fund. The relevance of and interest for such Country One Fund, as a tool to ease joint investment for donors in the UNSDCF priorities, will be explored and by end of 2022. UN North Macedonia will decide whether to move forward or not with such Country One Fund.

Strategic approach: Leverage larger financial flows

Situation: Shifting from funding to financing is a multi-step process that needs to be founded on accurate and reliable data and analysis of the financial landscape, including all financial flows, instruments and incentives that lead or could lead to greater investment or more alignment of financing flows to SDGs at the country level. UN North Macedonia should use its funding strategically, to support government and other stakeholders in designing incentives, removing hurdles or providing information that would enable easier shift of use of large financial flows towards SDGs. This could include but is not limited to work of UN North Macedonia on defining adequate tax incentives or subsidies, new financial mechanisms, funds and/or tools that enable investors to easily align their funds to SDGs (e.g. green and social bonds, impact financing schemes, new pooled funding mechanisms that allow easy investing

for various stakeholders on SDG themes, social, introduction of standards (e.g. environmental, social and corporate governance standards – ESG standards, for private sector, support in designing realistic financial frameworks to key strategic documents and support to government in fundraising for the same, etc.

Actions envisaged:

- Ensure that and demonstrate how UN projects play a catalytic role in leveraging SDG financing.
- Demonstrate action to reduce barriers to mobilizing SDG financing; SDG financing sources or instruments; support alignment of existing financial resources with national SDG plans; promote leaving no one behind within SDG financing; catalyse financing for risk reduction and prevention; and forge key partnerships to leverage SDG financing, including from the IFI, private sector, national and regional development banks. (These approaches will be further guided by the new SDG Financial Landscape Analysis 2021, which should, inter alia, outline entry points for UN North Macedonia and other stakeholders' engagement on SDG financing.)
- Develop recommendations on how various actors, institutions and systems (e.g. government, international community, private sector incl. financial institutions) could be influenced to enable large shifts in investment/alignment of financial flows towards achievement of national priorities and the SDGs and recommendations on how the UN North Macedonia could most effectively contribute to and accelerate these shifts, with each group of actors (government, international community, private sector).
- Explore innovative financing to leverage larger flows.

V. Partnerships:

a. Background and context

Towards a common approach in UN partnerships

The 2030 Agenda represents a fundamental shift in approach, recognizing the interconnectedness of prosperous business, a thriving society and a healthy environment. It names all societal sectors as key development actors and requires an unprecedented level of cooperation and collaboration among civil society, business, government, NGOs, foundations, academia and others for its achievement.

To achieve the 2030 Agenda, we need a far more holistic approach across traditional development silos and all levels of governance. Partnerships at the national and municipality-level – those that can best harness and optimize the resources available – will drive forward the real change required to deliver the SDGs and impact people's lives for the better. Partnerships across silos and multiple stakeholders will be crucial to co-creating, resourcing, and delivering solutions to today's development challenges.

Achieving the SDGs calls for effective and high-quality multi-stakeholder partner engagement. The UN in North Macedonia has long-standing relationships with a wide range of partners including government, civil society organizations, international organizations, private sector, research, academia, think-tanks, and media to support a spectrum of interventions ranging from policy development to technical assistance, and capacity building to service delivery. A

detailed list of existing and intended partners of the UN for 2021-2025 UNSDCF is indicated in annex 2. Given the positive track-record of UN North Macedonia in creating a strong partnership network, the focus during 2021-2025 UNCT will be on continuing the positive practices from the past by continually maintaining good relationships and growing the partnership network, as relevant for the UNSDCF results achievement.

b. Strategic objectives and approaches

The following strategic objectives to [partnership](#) are prioritized, starting from the most important to be achieved by the UNCTs. Besides the three following strategic objectives and their targets related to partnership, additional approaches are recommended.

Strategic objective 6: Maintain good relationships with existing partners and extend partners network when needed, to achieve UNSDCF results, invest in coordinated approaches to key strategic partners

Situation: UN North Macedonia has a strong partnership network in all areas of its operation, with more than 200 partners from national and local authorities, civil society, private sector, academia, international partners and all other stakeholders – to ensure the relevance and impact of its action for the people in North Macedonia.

Actions envisaged:

- 6.1 Continue individual UN entities efforts to build and maintain partnerships relevant for the UNSDCF.
- 6.2 Jointly engage with key strategic partners through UNCT or outcome groups.
- 6.3 Maintain and proactively contribute to the UN Partners Database

Target: Maintain partnerships with existing partners and start partnerships with new partners as listed in the Annex 2.

Strategic objective 7: Proactively seek opportunities for cooperation and partnerships with the private sector and IFIs

Situation: Little experience exists in North Macedonia regarding the cooperation between the UN and the private sector. A few UN entities had established small-scale collaboration with private sector. The collaboration with IFIs has been stronger, however, there is still a lot of room for closer cooperation. Given the limited experience and sometimes cumbersome due diligence processes required, as well as different UN entity level corporate policies and approaches, there is scope to further explore how to best build partnerships with private sector. Given the financial challenges that the private sector has been facing over the last couple of years due to economic and political turmoil as well as the impacts of COVID-19, UN-private sector partnerships are mostly small-scale initiatives in various programmatic areas. Companies can be a catalytic partner to achieve the Agenda 2030. The private sector has the potential to have the biggest impact of any other stakeholder on implementing the 2030 Agenda: through embracing sustainability at the core of business operations and unlocking trillions of dollars in sustainable, long term investments.

In terms of IFIs, the aim of the partnership with them is to leverage innovative financing in collaboration with IFIs to achieve the Agenda 2030. There is a need for UN North Macedonia staff to further invest in capacity building and HQ – field knowledge transfer on innovative finance tools, to enable greater scope of partnerships with the IFIs.

Actions envisaged:

- 7.1 Seek opportunities to partner with private sector and IFIs active in the country
- 7.2 Support the creation of an enabling environment for private sector to contribute to SDGs, by exploring possible UN North Macedonia actions to incentivise further alignment of private sector with SDGs (e.g. introduction of ESG -environmental, social and corporate governance – standards or other incentives)
- 7.3 Build awareness and capacity of private sector on Agenda 2030/SDGs
- 7.4 Build UN staff capacities and maximise use of UN entity and UN DCO regional and global resources on innovative finance tools
- 7.5 Further discuss and develop UN North Macedonia action plan for private sector partnership, which should include rationale, vision and overall objectives for engaging with the private sector and IFIs, UN self-assessment and positioning (capacity gaps, value proposition, elaboration on key anticipated developments in the partner environment), set objectives and expected outputs as well as KPIs by end 2022.
- 7.6 Further explore potential synergies of UN North Macedonia and Global Compact North Macedonia Network.

Target: Increased number of private sector and IFI partners and developed UN North Macedonia corporate approach to the private sector and IFIs.

Strategic Objective 8. Improve national ownership of the UNSDCF

Situation: UNSDCF perceived as a UN owned document and not as co-owned between government and UN.

Actions envisaged:

- 7.8 Engage with government stakeholders on regular basis in all relevant UNSDCF processes (i.e. JWP review, etc.)
- 7.9 Build knowledge of Joint Steering Committee members on UN Reform, Agenda 2030 and government's role in UNSDCF.

Target: Government counterparts sensitised and aware of the government's stake in the UNSDCF.

VI. Roles and responsibilities in implementation and monitoring of the RMPS

The roles and responsibilities in implementation and monitoring of the RMPS derive from the Management and Accountability Framework (MAF).

At the **strategic level**, the principles and approaches outlined in this strategy regarding **resource mobilisation and partnership** should be owned and led by the UNCT. Depending on

the need, level and scope, the **RC** and the **UNCT** shall be involved in engagement processes with the respective partners, mainly the Government, to increase partnership opportunities and/or design new modalities as co-owners of the UNSDCF which might influence UN's strategic positioning in North Macedonia as a development partner. The **RC** and the **UNCT**, together, play a role in strategic advocacy and other engagement processes with the key contributors to the UN and other strategic partners.

At the **operational level**, the common approaches suggested in this **strategy regarding resource mobilisation and partnership** can be used within the **Outcome Groups (OGs)**, e.g. through Joint Work Plans and OG-based collective partnership analysis and engagement processes. The **OG** chairs/co-chairs hold the overall responsibility in promoting and mainstreaming the provisions of the strategy into the **OG** planning and monitoring processes. To achieve this, outcome groups will organize quarterly resource mobilization focused discussions. At **PMT** level, PMT should devote on a bi-annual basis 30 minutes of the regular PMT meeting to the resource mobilization and partnership topic in order to review, monitor progress and plan further.

In regard to **partnership engagement** specifically, individual UN entities will continue to work on building and maintenance of partnerships, with structured joint approaches towards key partners led via the Outcome groups. The **RCO** will provide technical support to the **UN North Macedonia** and the **OGs** in analysis and planning of partner engagement processes. The **RCO** may also focus on exploring opportunities for UN-wide partnerships in consultation with the **UNCT**. For example, it could facilitate and coordinate piloting and/or scaling up of strategic partnerships that could be catalytic for the achievement of the SDGs and effective implementation of the UNSDCF from a whole-of-UN perspective. These strategic partnerships may include production/mutual exchange of data for development, introduction of SDG aligned standards (e.g. ESG standards), strategic alliances with the private sector, including banking sectors and institutional investors, with the Government of North Macedonia on niche areas, with global/regional platforms, coalitions over a specific theme or issue. Concerning **resource mobilization** specifically, the **RCO** will provide contextual updates and high-level recommendations / options to the UN North Macedonia in the context of UNSDCF funding framework. The **RCO** will also coordinate joint funding/financial landscape analysis efforts of UN North Macedonia.

In the context of UN **Joint programming** efforts, the **lead UN entity** and the **participating UN entities** of the UN joint programme proposal and the **RCO** should jointly conduct dialogues with prospective donors to seek opportunities for potential funding. UN entities could also act collectively in fund raising for joined-up programming efforts in areas identified by the outcome groups for common and coordinated programming, even when there is no formal joint programme.

Annex 1 - Terminologies

ESG standards and responsible investment: Responsible investment is an approach to investment that explicitly acknowledges the relevance of **environmental, social and governance (ESG)** factors to the performance and profitability of investment and to the long-term health and stability of the market as a whole. It recognizes that the generation of long-term sustainable returns is dependent on stable, well-functioning and well governed social, environmental, and economic systems.

Funding to financing (F2F): While **funding** is about transferring resources from a financial contributor to a recipient, **financing** is about structuring different financial flows to achieve a common result. The shift from funding to financing (F2F) entails developing the UN capacity to influence different sources of public, private, domestic and international finance to achieve collective, transformative, sustainable development results.

Financial institutions include international and national development banks (international financial institutions include World Bank, IFC, EBRD, EIB), commercial banks and private investors, impact investors and other private investment institutions. They play a critical role to improve the investment process and capitalize on the potential of innovative finance to de-risk and mobilize private investment to achieve the SDGs.

Partnerships are **voluntary** and collaborative relationships between various parties, both public and non-public, in which all participants agree to work together to achieve a **common purpose** or undertake a specific task and, as mutually agreed, to share **risks and responsibilities**, resources and benefits.

Private sector includes Micro, Small & Medium Enterprises (MSMEs), large firms, both domestic and multinational companies, and philanthropic foundations.

Assessed contributions by Member States are **fixed-amount contributions** calculated based on an agreed formula that Member States undertake to pay when signing the treaty to join the United Nations. Assessed contributions are allocated by the governing body to the programme of work as approved by the relevant governing body.

Voluntary core (un-earmarked) contributions are untied within the country programme.

Voluntary non-core (earmarked) contributions are donor contributions allocated as **tied grants**. They provide the greatest visibility to the donor but are very high in transaction costs. Voluntary non-core (earmarked) contributions include:

- **UN (inter-agency) pooled funds:** Co-mingled contributions to a multi-entity funding mechanism, and not earmarked for a specific United Nations entity. These funds are held by a United Nations fund administrator (the Multi-Partner Trust Fund or MPTF), and fund allocations are made by a United Nations steering committee based on criteria established during the fund design. Funds serve as enablers of collective action. The expectation is for every United Nations country team to establish a country-based SDG fund in support of Cooperation Framework priorities.

Examples: various MPTFs, e.g. Western Balkans SALW Control Roadmap MPTF, Migration MPTF, Covid 19 Response and Recovery Fund, UNPRPD MPTF, Delivering as One Funds, UNDG Joint Programmes administered by various UN organizations (MPTF Office, UNICEF, UNFPA, UNWOMEN, ILO and others), UN Secretary General Funds, such as Peacebuilding Fund, UN Secretariat established or administered funds, such as CHFs and CERFs.

- **Single-agency thematic fund:** Co-mingled contributions to a single-entity funding mechanism designed to support high-level outcomes within a strategic plan; single United Nations entity is the fund administrator and takes decisions on fund allocations.

Examples: UNICEF Nutrition Thematic Fund, UNICEF Education Thematic Fund, UNICEF Child Protection Thematic Fund, UNDP Rapid Financing Facility, UNDP Funding Windows, FAO Multi-partner Programme Support Mechanism, IOM/IDF, WHO Thematic Funds, FAO-WHO Codex Trust Fund⁵.

- **Project/programme-specific funding/contributions** describes grants earmarked to a specific programme or project, provided they do not fall within the above-mentioned voluntary non-core categories. The fragmented nature of this funding is the justification for the 1 per cent levy on it, and the need to advocate for flexible funding to reduce the rigidity of programmes.

Examples: Austria, Switzerland (SECO, SDC), EU, UK (DFID), Sweden (SIDA), Italy, USA, Austria, Norway, France, USA, Russia, Turkey, Netherlands, Slovak Republic, Germany.

- **Global vertical funds:** Contributions come from “vertically” focused funds with specific themes. Funds are not directly administered by a United Nations entity and do not have a United Nations lead role in fund allocations. The main role of the United Nations is as fund implementer.

Examples: Global Environment Facility (GEF), Green Climate Fund (GCF), Adaptation Fund, Montreal Protocol, Global Alliance for Vaccines and Immunisation (GAVI) and the Global Fund for AIDS, Tuberculosis and Malaria.

- **Local government cost-sharing or local resources** entails contributions from programme countries financed from government resources to support their own development framework. Many programme country governments are increasingly funding their own development through the United Nations in the form of “government financing”. These essentially voluntary contributions flow to United Nations entities in the same manner as any regular funding partner.

- **Cooperation among programme countries** is an agreement among programme countries in cooperation with the United Nations to support their respective development framework(s). The scope of contributions from programme countries includes contributions from local governments and other public sector organizations within the government, and non-governmental organizations and foundations completely independent of the government where the headquarters is located in a programme country.

- **Country-level pooled fund** is a financing instrument to pool, consolidate and leverage finance and UN coordinated action at the country level to advance the UN Cooperation Framework. It consolidates and simplifies contributions from multiple financing partners global

⁵ The examples listed here are generated by RCO, as best understanding of matching of the information provided by entities and the standard definition, and are not confirmed by UN entities.

and local (including local public and private sector) into nationally-led coherent approach and resources are allocated to multiple UN participating organizations.

Annex 2: Existing and intended partners of the UN for 2021-2025 UNSDCF

Outcome 1: Employment and Business Environment - Key Partnerships

Government	CSOs	Academia	Private Sector	International partners
Existing Partnerships Continuing under UNSDCF 21 -25				
<ul style="list-style-type: none"> • <u>Central Government:</u> Deputy Prime Minister for Economic Affairs, Ministry of Labour and Social Policy, Ministry of Education and Science, Ministry of Agriculture, Forestry and Water Economy, Ministry of Economy, Ministry of Information Society and Administration • <u>State Agencies and Institutions:</u> Employment Service Agency, Agency for Promotion of Entrepreneurship, National Extension Agency, Customs Administration, Agency for Real Estate Cadastre, Directorate for Execution of Sanctions • Fund for Innovation and Technological Development • Municipalities 	<ul style="list-style-type: none"> • Macedonian Occupational Safety and Health Association • Trade Unions • National Federation of Farmers • CSOs representing vulnerable groups (Roma, youth, rural population) • DPOs • Labour Law Association of North Macedonia 	<ul style="list-style-type: none"> • Institute of Economics 	<ul style="list-style-type: none"> • Individual companies, cooperating on employment or skills development • Organization of Employers of Macedonia (ORM) • Business Confederation of Macedonia (BCM) 	<ul style="list-style-type: none"> • Delegation of the European Union, Swiss Embassy, UK Embassy

Government	CSOs	Academia	Private Sector	International partners
Partnerships to Further Explore under UNSDCF 21-25⁶				
<ul style="list-style-type: none"> Parliament Committees on labour and Social Policy and on Economy Ministry of Finance Minister without Portfolio Responsible for Diaspora Agency for Promotion of Entrepreneurship Institute of Public Health Municipalities Agency for financial support in agriculture and rural development 	<ul style="list-style-type: none"> Macedonian HR Association CSOs promoting workers rights (e.g. Glasen Tekstilec, Lenka, Solidarnost, etc.) Professional associations (e.g. accountants, legal) Business Diaspora 	<ul style="list-style-type: none"> Techno-parks Private training providers (extend partnership) Think-tanks (e.g. Finance Think, CEA) 	<ul style="list-style-type: none"> Chambers of Commerce Topic specific chambers and chamber branch associations (MASIT, Textile Cluster, Chamber of Certified Architects and Certified Engineers) Private employment agencies Producer organizations in agriculture 	<ul style="list-style-type: none"> Swedish Embassy World Bank EBRD

Outcome 2: Health, Education, Culture, Social Services and Anti-Violence – Key Partners

Government	CSOs	Academia:	Private Sector	International partners
Existing Partnerships Continuing under UNSDCF 21 -25				
<ul style="list-style-type: none"> Ministry of Labour and Social Policy, Ministry of Health, Ministry of Education and Science, Ministry of Culture, Ministry of Defense, Health Insurance Fund, Institute for Public Health, Centers for Public Health, Office of the President University Clinics, Regional Hospitals and primary level health facilities (special focus on Ob/Gyn, Infectious Diseases, Mental Health and Pediatrics), 	<ul style="list-style-type: none"> Macedonian Red Cross, City Red Cross Skopje National council of DPOs Gender rights CSOs LGBTI, sex workers rights CSOs Rural Population rights CSOs Roma rights CSOs Youth CSOs Association of Special Educators Sex Education CSO - HERA 	<ul style="list-style-type: none"> Faculty of Law Iustinianus Primus, Faculty of Philosophy, Faculty of Medicine Skopje, University Clinic of Psychiatry, Teacher Training Faculties in Skopje, Stip, Tetovo and Bitola Institutes for Social Work, Gender Studies, and Mother and Child Health, UNESCO Chairs 	<ul style="list-style-type: none"> Primary Care Telekom 	<ul style="list-style-type: none"> USAID World Bank Delegation of the European Union Swedish, Swiss, Dutch and UK Embassy USAID, ADA OSCE Mission

⁶ New partnerships or existing partnership categories that intend to be expanded during UNSDCF 21-25 implementation
UN North Macedonia Resource Mobilization and Partnership Strategy

Government	CSOs	Academia:	Private Sector	International partners
<ul style="list-style-type: none"> Immunisation Committee, Safe Motherhood Committee Bureau for Development of Education, State Education Inspectorate Centers for Social Work, Institute for Social Activities National Extension Agency National Commission of North Macedonia for UNESCO Parliamentary Committee on Equal Rights of Women and Men State Statistical Office Municipalities Ombudsman Center for Vocational Education and Training Center for Adult Education 	<ul style="list-style-type: none"> Medical Faculties, Various Specialized Medical Institutes, Faculty of Philosophy Professional association (Macedonian Medical Association, Association of Gynaecologists and Obstetricians, Association of Nurses and Midwives, Association of Special Educators) Open Gate - La Strada North Macedonia STAR STAR - The first sex workers collective in the Balkans Health Education and Research Association (HERA) DPOs HOPS MYLA Helsinki Committee for Human Rights ESE Zaedno Posilni Y-PEER (Youth Peer Network) Medical Chamber 	<ul style="list-style-type: none"> Macedonian Medical Association, Macedonian Association of Nurses and Midwives Macedonian Civic Education Center Center for Continuous Education of Family Doctors, Medical Chamber Smart Up ECD Cor CEED Hub 	<ul style="list-style-type: none"> European Training Foundation 	

Partnerships to Further Explore under UNSDCF 21-25

<ul style="list-style-type: none"> Ministry of Information Society and Administration, Ministry of Finance Public Revenue Office Parliament Committees on Health, Education, Science and Sport, Labor and Social Protection, Culture, Secretariat for European Affairs E-Health Directorate Immunization Committee National Bank 	<ul style="list-style-type: none"> Patient Associations on various Diseases (e.g. on hepatitis, pre-natal care, cardiology, diabetes, cancer) Macedonian Society for Nutrition and Health Mother and child organization (Tetovo) Public (Lice v Lice) Journalists / media associations 	<ul style="list-style-type: none"> All medical faculties producing medical cadre (Skopje, Shtip and Tetovo), other faculties of law FINKI (IT Faculty) Mother Theresa University Medical high schools Think-tanks (Reactor, Finance Think, EPI, CEA, etc.) 	<ul style="list-style-type: none"> Private Hospitals Private Labs Media Companies IT providers/MASIT Private sector companies engaged in CSR Chambers of Commerce 	<ul style="list-style-type: none"> Delegation of the European Union World Bank IFIs investing in health infrastructure UK, Swiss, Swedish Embassy, Regional cooperation and platforms (SEE
--	---	---	---	---

Government	CSOs	Academia:	Private Sector	International partners
	<ul style="list-style-type: none"> • CSOs with elderly: Pensioners' Alliance, Humanost, etc. • Media 			Health Network, CEI, etc.)

Outcome 3: Environment and Climate Action – Key Partners

Government	CSOs	Academia:	Private Sector	International and regional partners
Existing Partnerships Continuing under UNSDCF 21 -25				
<ul style="list-style-type: none"> • Secretary General of the Government; Cabinet of Deputy Prime Minister for Economic Affairs; Secretariat for European Affairs, Cabinet of Vice Prime Minister on Anticorruption, Sustainable Development and Human Capital; Cabinet of the National Council for Sustainable Development, National Commission of North Macedonia for UNESCO • Ministries of Environment and Physical Planning; Agriculture, Forestry and Water Economy; Transport and Communications; Health; Local Self-Government; Education and Science; Labor and Social Policy • State Inspectorate for Environment • Hydrometeorological Service • Water Management Organisation • Food and Veterinary Agency • Agency for Real Estate Cadastre • Crisis Management Centre • Directorate for Protection and Rescue • Institute for Public Health (Protocol on Water and Health, The PEP) • Centre for Development of South-East Region 	<ul style="list-style-type: none"> • Environmental NGOs (Macedonian Ecological Society – MES, Eko Svest, Kocka, Milieukontakt Macedonia, Green Centre, etc.) • Agri and rural development NGOs (CeProSARD, CSO FAGRIKOM, Rural Development Network, CNVP, National Federation of Farmers) • Skopje Lab • Balkan Foundation for Sustainable Development (BFSD) • Platform ‘Friends of Shara’ 	<ul style="list-style-type: none"> • University Goce Delcev, Shtip • MANU Research Center for Energy and Sustainable Development • Ss. Cyril and Methodius University (UKIM) (Faculty of Computer Science & Engineering; Faculty of Agriculture and Food Science; Hans Em Faculty of Forest Sciences, Landscape Architecture and Environment engineering; Faculty of Natural Science and Mathematics; • State University of Tetovo (Institute of Ecology and Technology) • Hydrobiology Institute 	<ul style="list-style-type: none"> • Diaspora • Consultancy companies (DEKONS EMA, etc.) 	<ul style="list-style-type: none"> • Delegation of the European Union • Bilateral donors (Norwegian, Swiss (SDC), Austrian (ADA), Swedish (SIDA) Embassies • UNECE Group of Experts on Energy Efficiency • The International Union for Conservation of Nature, Regional Office for Eastern Europe and Central Asia (IUCN – ECARO) • Green Climate Fund (GCF) • Global Environmental Facility (GEF)

Government	CSOs	Academia:	Private Sector	International and regional partners
<ul style="list-style-type: none"> National Parks Fund for Innovation and Technology Development City of Skopje, municipalities 				
Partnerships to Further Explore under UNSDCF 21-25				
<ul style="list-style-type: none"> Ministries of Economy, Finance Parliament: Committee on Transport, Communications and Ecology State Statistical Office Energy and Water Services Regulatory Commission Energy Agency Other Regional Development Centres National Coordinator for DRR - SENDAI Focal Point National Council for Sustainable Development Municipalities 	<ul style="list-style-type: none"> Civic Movements (Eco Guerilla, Na Tocak, Fridays for Future, etc.) Professional associations (MACEF) Grass-root civic movements/CSOs/individual activists (recycling, etc.) CSO platforms and thematic coalitions (e.g. CSO platform on Ohrid Lake) National Red Cross Youth Organizations (NYCM) DPOs ZELS 	<ul style="list-style-type: none"> Think-tanks UKIM American College Institutes of Economics; Agriculture 	<ul style="list-style-type: none"> Commercial banks Development bank of North Macedonia EVN AD Skopje Okta AD Skopje Specialized Chambers of Commerce Small business chamber Producer organizations/individual producers in agriculture Companies producing energy efficient materials/Renewable Energy technologies 	<ul style="list-style-type: none"> Bilateral donors (UK, Norwegian, Swiss (SDC), Swedish (SIDA)) International Renewable Energy Agency (IRENA) NATO GIZ Energy Community Climate Alliance Regional organisations (NALAS)

Outcome 4: Good Governance – Key Partners

Government	CSOs	Academia:	Private Sector	International and regional partners
Existing Partnerships Continuing under UNSDCF 21-25				
<ul style="list-style-type: none"> Cabinet of the Vice Prime Minister on Anticorruption, Sustainable Development and Human Capital Ministries of Interior, Justice, Finance, Local Self-Government, Labor and Social Policy and Foreign Affairs, Secretariat for European Affairs, General Secretariat of the Government, 	<ul style="list-style-type: none"> CSO networks on rights of vulnerable groups (women, youth, people with disabilities, Roma, sex workers, LGBTI, migrants, refugees and stateless persons, anti-poverty, anti-violence, etc.) ZELS Professional associations (Macedonian Lawyers' Association) 	<ul style="list-style-type: none"> Institute for Human Rights Faculties of Law, Police Academy, Institute of social policy and social work 	<ul style="list-style-type: none"> Media Bar association, Chamber of mediators 	<ul style="list-style-type: none"> Delegation of the European Union OSCE Mission Bilateral donors (Norwegian, Swiss (SDC), Swedish (SIDA) Embassies, USAID, Regional organisations (NALAS, MARRI, RYCO)

Government	CSOs	Academia:	Private Sector	International and regional partners
<p>Agriculture, Forestry and Water Economy,</p> <ul style="list-style-type: none"> • Bureau for Regional Development, Centers for Regional Development • Local self-government units • Ombudsman • Judiciary • Academy for Judges and Public Prosecutors • Basic Public Prosecutor's Office, Public Prosecutor for Organized Crime and Corruption • State Statistical Office • National Commission for Fight against Trafficking in Human Beings • Direct. for Management of Registry Books • Institute for Social Activities, Centers for Social Work • Directorate for Execution of Sanctions (MoJ) • Skopje Lab (City of Skopje) 				<ul style="list-style-type: none"> • International organisations (DCAF, ICMPD) • GIZ
Partnerships to Further Explore under UNSDCF 21-25				
<ul style="list-style-type: none"> • Ministry of Finance, Ministry of Information Society and Administration • Parliament (Parliamentary Institute, Parliamentary Budget Office, Club of Women MPs, Parliamentary Committees) • Fund for Innovation and Technology Development • Anti-corruption Commission • Public Revenue Office • National Bank of Republic of North Macedonia • Agency of Youth and Sports 	<ul style="list-style-type: none"> • MCIC, EPI • CSO Forum (CSO consultative body to government) • CSO coalitions (e.g. coalitions around Blueprint, Margini, Platform for Gender Equality etc.) • Helsinki Committee for Human Rights • Institute of Human Rights • Volunteers Networks • Influencers • Religious leaders • Association of financial workers • Journalist Associations • Macedonian Institute for Media 	<ul style="list-style-type: none"> • Think-tanks (e.g. CEA, Finance Think, Centre for Legal Research and Analysis, Analytica) 	<ul style="list-style-type: none"> • MASIT • Chambers of Commerce • Media 	<ul style="list-style-type: none"> • International NGOs (NDI, IRI, KAS, FES, WfD, etc.) • World Bank • World Economic Forum • UK Embassy

Government	CSOs	Academia:	Private Sector	International and regional partners
	<ul style="list-style-type: none"> • Diaspora • YPEER • National Council for Gender Equality 			



UNITED NATIONS
NORTH MACEDONIA



northmacedonia.un.org
[www.facebook.com/1un.North Macedonia](https://www.facebook.com/1un.North%20Macedonia)
[www.twitter.com/1UN_North Macedonia](https://www.twitter.com/1UN_North%20Macedonia)