



Republic of North Macedonia

**Ministry of Defence**

**ANNUAL REPORT**

**on the realization of the activities according to the 2023 operational plans for  
implementation of the second National Action Plan of the Republic of North Macedonia for  
the implementation of the United Nations Security Council Resolution (UNSCR) 1325 on  
"Women, Peace and Security" 2020– 2025, strategic frame**

**March, 2024**

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**ANNUAL REPORT**  
**on the realization of the activities according to the 2023 operational plans for**  
**implementation of the second National Action Plan (NAP) of the Republic of North**  
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## **I. INTRODUCTION**

The working group for coordination, monitoring and evaluation for the implementation of the Second NAP for the implementation of UNSCR 1325 - Women, Peace and Security, 2020-2025-strategic framework (WG for CME) in charge of coordination with national and local institutions for the purpose of verification, harmonization and support, as well as the performance of monitoring and evaluation, integration of reports from the responsible institutions in the preparation of the Third Annual Report for the degree on realization of the operational plans for implementation of the Second NAP for 2023.

WG for CME in May 2023 held a meeting with representatives from the responsible institutions on national level, for improving the inter-institutional communication, preparing the annual operational plans for 2023 for the implementation of the second NAP, determining the dynamics for their realization in the forthcoming period, for facing the challenges in implementing the activities in the relevant area, maintaining contact and availability between the members of the WG for CME and certain persons-representatives from the responsible institutions, as well as ensuring coordination and support for the activities.

At the same time, the semi-annual report for 2023 for the achieved results for the implementation of the Second NAP has been prepared and distributed to the inter-departmental consultative and advisory group for equal opportunities of women and men at the Government of the Republic of North Macedonia, for briefing purposes.

The European Commission positively evaluated the involvement of North Macedonia in the European Union Common Security and Defence Policy.

Namely, the European Commission in the published report on North Macedonia for 2023, in Chapter 31 dedicated to the Foreign, Security and Defence Policy notes a good level of readiness and good progress in terms of the country's alignment with the foreign and security policy of the European Union.

As a positive example, the European Union underlines the prioritization of the protection of human rights, the climate, countering violent extremism and the implementation of the resolutions on women, peace and security that promote the role of women and strengthen the role of young people in society. "The Second National Plan for the implementation of the UNSCR 1325 is monitored by a working group that published its second report in April 2023", writes the report, and the Ministry of Defence is the responsible authority of this National Plan in the country.

## **II.DEGREE OF REALIZATION OF THE ACTIVITIES IN THE PERIOD JANUARY - DECEMBER 2023**

The Second National Action Plan for the UNSCR 1325 - Women, Peace and Security is being implemented according to the activities projected in the operational plans for 2023 by the responsible institutions and with the purpose of meeting the 5 strategic goals defined in the Second NAP:

1. Leadership,
2. Participation,
3. Facilitation,
4. Protection, and
5. Coordination, education and training,

**II.1. Strategic objective 1 Leadership** - Transparency in the selection, retention and promotion on leadership positions, respecting the principle of equal opportunities of women and men.

### **Ministry of Defence-MoD**

In the course of 2023, the MoD conducted several events and activities aimed at fulfilling the first strategic goal in the Ministry of Defence and the Army.

**With respect to the strategic objective 1.1**—Increase in the number of women on leadership positions in the defence, a number of activities have been carried out that show results with respect to the increased participation of women in leadership positions in the defence, overcoming stereotypes and prejudices, as well as implementation of the principle of gender mainstreaming in the system for the career development of leaders, among which the more significant are the following:

-First regional panel discussion of key leaders from the Western Balkans, organized in June 2023 in Belgrade, Serbia by UNDP/SEESAC.

This panel discussion enabled regional exchange of knowledge and sharing of information on the progress with the gender equality agenda in the ministries of defence and the armed forces in the Western Balkans. This regional panel discussion builds on the discussions and initiatives from the first regional meeting of gender advisors and coordinators held in March 2023 in Budva and the results achieved since 2012 when the project was initiated in partnership with the Ministries of Defence and the Armed Forces of Bosnia and Herzegovina, Montenegro, North Macedonia and Serbia.

The regional panel discussion included eleven representatives from the mentioned countries, leaders who completed the Gender Couch Program, as well as gender advisors and gender coordinators in the Ministries of Defence and the Armed Forces of the Western Balkan countries. Two representatives from the MoD took part in this activity. The financial costs for the implemented activity were borne by UNDP/SEESAC.

Women contribute to leadership with diverse and significant skills.

The Ministry of Defence is a part of society where the leadership potential and capacities can be effectively and fully utilized by including women, especially the opportunity to occupy leadership positions in the institution, that is, in all segments of our society. The fact that women leaders and their specific skills throughout history have been less appreciated and accepted than those of men has not been forgotten, but those practices are slowly but surely being lost.

In support of the above-stated is the fact that in the Ministry of Defence, where the highest position is held by the Minister of Defence - Slavjanka Petrovska, who with her personal example shows and contributes to representing the quality of women, as women leaders and women decision-makers, and not just as a number or a percentage.

The Minister of Defence Slavjanka Petrovska, at the invitation of Ms. Irene Fellin, the Special Representative for Women, Peace and Security in NATO, took part in the "High-Level Women's Breakfast", which took place as part of the NATO Summit held in Vilnius, Lithuania, in July 2023. The event was attended by 13 out of a total of 19 women ministers of defence and foreign affairs together with other women from civil society whose common goal was to express support for women leaders.

Moreover, Minister of Defence Slavjanka Petrovska participated in a two-day "Conference on Gender Equality and Gender Perspective" in the organization of the Permanent Mission of North Macedonia to the OSCE, in Tetovo, the Republic of North Macedonia.

The minister addressed the first working session of the conference dedicated to "Women, Peace and Security: Strengthening Women's Involvement and Leadership for Inclusive Peacebuilding and Conflict Management", where she addressed the promotion of women's involvement and leadership in peace building and conflict management, the manners to overcome barriers in the inclusion of the women's perspective in conflict prevention, crisis management and activities to end conflicts. At the same time, she underlined and noted that without the contribution of women, sustainable peace and security is not possible, and that is the purpose of the UNSCR 1325-Women, Peace and Security.

The Ministers of Defence of North Macedonia, Slavjanka Petrovska, and of Portugal, Maria Helena Carreiras, in September 2023 in Skopje, signed the first Bilateral Defence Cooperation Agreement between the two countries for the purpose of intensifying the Macedonian-Portuguese defence cooperation, as a cornerstone for the development of bilateral relations and strengthening collective defence in NATO.

The agreement covered areas from the area of security policy, peace operations, joint training and education, as well as environmental protection activities, and gender issues in the defence and security are part of the agreement.

"As women leaders in defence, we understand the need for the full inclusion of women's potential in the field of security - not simply in terms of numbers, but as an opportunity for bringing added value and quality in the current security architecture", emphasized Minister of Defence Petrovska.

**Strategic objective 1.2** – Increasing the number of women leaders in peace missions, regional and international organizations and defence diplomatic missions, the following significant activities were implemented:

In the last two decades, the Ministry of Defence has been continuously deploying and seconding personnel to international missions and other international organizations abroad, and in planning the missions and making decisions, the Ministry also takes into account the gender structure.

The percentage of female military personnel from the Army deployed to international peace missions abroad the Republic of North Macedonia in 2023 is 4.62% and for the second time (after 2022) a female officer is sent as a platoon commander in a Macedonian contingent deployed to mission.

The table below shows the percentages of women from the Army of the Republic of North Macedonia to international missions deployed in the period from 2021 to 2023, where we can see that the percentages vary and this is the result of several factors (such as: completion of the duration of part of the international missions, change in the total number of personnel participating in the international missions, etc.)

Deployed/seconded Army personnel on international missions	2021	2022	2023
women	6.5%	2.78%	4.62%

A total of 3 women from the Ministry of Defence have been seconded to work at the NATO Headquarters in Brussels, Belgium and the OSCE Permanent in Vienna, Austria.

**Strategic objective 1.3** - Strengthening the capacities of women for leadership positions, highlights the following:

The Ministry of Defence recognizes the key role of women's empowerment in society and is guided by the approach of fulfilling our international commitment to the UNSCR 1325 and the Women, Peace and Security Agenda.

In the course of 2023, two women were sent to the National Defence Schools abroad, higher education institutions that are a prerequisite for career development, i.e. appointment to decision-making positions in the Ministry of Defence and the Army.

Female civil servants in the Ministry of Defence are represented with a total of 47%, and with 49% in managerial positions (category B), while the percentage of women in the Ministry has been retained, compared to the previous year.

The total representation of women in the Army is 11.23%, which is the highest percentage ever, and the situation by category is as follows:

- female officers 18.85%,
- female non-commissioned officers 12.01%,
- female professional soldiers 6.35% and

- female civilian personnel 29.78%.

From the comparative review of the representation of women by category in the Army of the Republic of North Macedonia for the period from 2021 to 2023, it can be noted that there is a growing trend in the total number of women in the Army, and the largest growing trend is in the category of female officers serving in the Army of the Republic of North Macedonia.

<b>WOMEN in the Army</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Officers	16.54%	18.08%	18.85%
NCOs	10.98%	11.67%	12.01%
Professional Soldiers	5.54%	5.86 %	6.35%
Civilians	33.99%	30.15%	29.78%
<b>TOTAL:</b>	<b>10.15%</b>	<b>10.60%,</b>	<b>11.23%</b>

### **Ministry of Interior - MoI**

**As part of the strategic objective 1.1:** Equal leadership opportunities for women and men at all levels in the Ministry of Interior (hereinafter: the MoI) and the Public Security Bureau (hereinafter: the PSB), especially in the decision-making process at the strategic, operational and tactical levels:

- Participation of two representatives from the Ministry of Interior of the Republic of North Macedonia at a Conference in Auckland, New Zealand, organized by ICITAP, on the topic "International Association of Women".
- Conducted two-day advanced training for a total of seven gender mentoring trainers, as part of the Gender Mentoring Program developed with the support of the OSCE Mission in Skopje.
- Conducted three-day workshop for mentors and mentees within the framework of the Gender Mentoring Program developed with the support of the OSCE Mission in Skopje. 5 men and 18 women participated in the workshop.

**Strategic objective 1.3:** Gender equality in the selection and deployment/secondment of participants in international civilian and peace missions.

In 2023, activities were undertaken aimed at establishing a working group whose task in 2024 would be to amend the rulebook for the selection of police officers deployed/seconded to work abroad and the rulebook for police officers deployed/seconded abroad. The goal is to implement the principle of gender mainstreaming in these rulebooks during the selection and deployment/secondment of participants in international civilian and peace missions.

### **Ministry of Foreign Affairs - MFA**

In 2023, the Ministry of Foreign Affairs undertook a series of measures to fulfil certain goals, which was achieved through the promotion of women on managerial positions in the Ministry of Foreign Affairs, as well as their inclusion in all important processes led by the Ministry.

The process of systematization of job positions was carried out In the Ministry of Foreign Affairs, which promoted a total of 18 women in a higher administrative title in the Ministry.



Normatively, the further improvement of the position of women in the Ministry of Foreign Affairs in the context of the stated strategic goals is also foreseen by the text of the proposal for the Law on Foreign Affairs, which is in government procedure, and it provides for an increase in the number of women in high managerial positions in the Ministry of Foreign Affairs and in high diplomatic positions in the DCR. Gender-balanced representation is expected to be achieved through the following stages provided for in the articles of the new draft text of the law in question: employment (Article 70), procedure for the selection of leading diplomats in the MFA (Article 21), selection for referral to the DCR (Article 53) and election for the head of the DCR (Article 42).

### **Ministry for Labour and Social Policy-MLSP**

On the platform of the Resource Center for gender-responsive policy-making and budgeting, e-modules for gender-based violence have been installed in order to strengthen the capacities of the public administration, as well as the general public.

### **Ministry of Finance-MF**

In the context of the ratio of gender representation in managerial positions in the Ministry, an advantage was noted in relation to the representation of women in percentages, that is, it ranges between 66% and 70% in relation to the representation of men in managerial positions. The percentage representation of women as on positions as professional staff ranges between 60% and 62%, of women in relation to men, while the representation statistical data of the representation of women in relation to men as technical and support staff is around 65%. The analysis of the gender representation in terms of technical assistants in the Ministry results in the conclusion that almost equal gender representation prevails in this group, i.e. the percentage representation of women ranges from 45% to 48%. Hence, according to the latest data and analysis of the gender representation of women in the Ministry, it can be concluded that the percentage representation of women both in managerial positions and in other job positions is in a positive framework and it varies from 60% to 65%, in relation to the percentage representation of men.

## **II.2. Strategic goal 2 Participation- Transparency and participation in society, respecting the principle of equal opportunities for women and men.**

### **Ministry of Defence-MoD**

**As part of the strategic objective 2** – Participation, which refers to transparency and participation in society, respecting the principle of equal opportunities for women and men, the Ministry of Defence enables sustainable and effective representation of women in all positions in the institution including the Army, supported by appropriate adopted and implemented laws and by-laws, policies, strategies, processes, enabling conditions for training and education. With the equal participation of women and the mechanisms that enable their participation, human rights are respected and confirmed.

**With respect to the strategic objective 2.1 and 2.2** – Participation of women and men in defence processes and affirmation of women in the defence, the following activities were carried out to achieve the defined results:

- First regional meeting of gender advisors and gender coordinators in the Ministries of Defence and Armed Forces of the Western Balkans in March 2023 in Budva, Montenegro.

The aim of the meeting was to exchange knowledge and share information on gender equality at the regional level, while emphasizing the role of gender advisors and gender coordinators in the implementation of the Women, Peace and Security Agenda. The regional meeting was attended by the Gender Equality Officer in the Cabinet of the Army Chief of the General Staff and the WG Coordinator for Coordination, Monitoring and Evaluation (CME) of the Second NAP for the implementation of the UNSCR 1325 - Women, Peace and Security.

The financial costs for the implemented activity were borne by UNDP/SEESAC.

- In the academic year 2023/2024, at the Military Academy, a total of 40% of the accepted candidates, i.e. enrolled cadets, were women, i.e. girls.

- On the course in 2023 that was organized for the professional training and advancement of officers by services for the needs of the Army, women were represented with 37%.

- In March 2023, a public announcement was published and carried out for the recruitment of a total of 150 professional soldiers for service in the Army, of which 8.6% were women.

- In September 2023, a public announcement was published and carried out for the recruitment of a total of 150 professional soldiers to serve in the Army, of which 6.6% are women.

- In the course of 2023, a total of 150 non-commissioned officers, former professional soldiers who have proven their abilities, professionalism and motivation in the Army were promoted, 5% of which were women.

At the same time, in the competitions for enrolling cadets at the Military Academy, in the announcements for the admission of professional soldiers and civilians serving in the Army, the competition for professional training and improvement of officers by service, etc. there is a separate paragraph encouraging girls and women to apply, and highlighting in more detail certain specific conditions for admission to Army service that men and women must meet (e.g. minimum/maximum height, weight, criteria for physical checks, etc.).

- In November 2023, the scholarship program for students from critical specialties for the needs of the Army of the Republic of North Macedonia was open to all students in North Macedonia. The Ministry offered the opportunity to include students in the ranks of the army through their scholarships who are educated in areas that are a critical specialty for the Army, with funds in the amount from 30% to 80% of the average salary in the country depending on the study year, and after completing their education, they will full-time employees in the Ministry.

The Minister of Defence Slavjanka Petrovska addressed all the female and male students with a video message and told them that they are the future of our country and that they should take advantage of the unique opportunity and register for the competition.

"The youth is the future! - it is not just a thought that should be written down, it is an ideal that we realize. We take care of the young people we need in order to be able to guarantee the

defence of our country in the future. We are planning and creating mechanisms to support young people", said the minister.

The strategic documents such as the LTDCDP-Long-term Defence Capability Development Plan 2023-2032 define "appropriate and equitable gender representation" and in that context, the Ministry and the Army take measures to protect the principles of non-discrimination, equal opportunities of men and women and the appropriate and fair representation of the members of the communities, based on the criteria of expertise and competence. In meeting the requirements of this goal the focus is paid on the gender perspective in defence, i.e. the incorporation of the gender perspective and equal opportunities for men and women in defence, which is in accordance with the strategic determination of the Government, the strategic goals of the National Action Plan for gender equality, the second National Action Plan of the Republic of North Macedonia for the implementation of the UNSCR 1325 - Women, Peace and Security, 2020 - 2025 - strategic framework and NATO policies, related initiatives and documents. This includes developing gender equality in all segments of the work processes and in human resource management.

- In accordance with the LTDCDP and the annual plans and needs expressed by the Army, the activities for popularization of the military profession and recruitment are carried out, while respecting the principles of inclusiveness and non-discrimination.

Namely, in the Ministry of Defence and the Army of the Republic of North Macedonia, numerous affirmative measures are applied to attract personnel in the defence system, in accordance with the Plan of Activities for the Popularization of the Military Profession for attracting personnel for army service, whereby during 2023, 99 secondary schools in the municipalities of the Republic of North Macedonia were covered. The activities for the popularization of the military profession were carried out by teams composed of representatives from the Ministry and the Army, in which the principle of gender mainstreaming was also represented, that is, in each team there were both women and men – army members, through videos, personal stories and statements about work engagements in the Army and in international missions abroad presented with the purpose of acknowledging this attractive profession with new challenges.

-On the website of the Ministry of Defence there is a sub-window "Be part of the Army / Be an officer / Be a soldier", which aims to popularize the military profession. The sub-window is active continuously and is updated with new information regarding current announcements, documents required for application, conditions and criteria for selection. In addition to this, there are leaflets about the voluntary military service, the professional soldier, the reception of officers, a photo gallery and videos aimed at popularizing the military profession. Also, information about the published competitions for receiving new staff/cadets is distributed through social networks where the Ministry of Defence, the Army and the Military Academy are actively present - Facebook and Twitter.

## **Ministry for Labour and Social policy-MLSP**

As part of the project "Promotion of the institutionalization of gender-responsive budgeting-GRB through the systematic integration of the gender perspective in the strategic planning and programming of government institutions in North Macedonia", three training modules were organized, namely: Basic Training on Gender and Gender Concepts, Advanced Training in GRB and Fundamentals of Gender Analysis. The training was attended by representatives from the finance department and the coordinators for equal opportunities for women and men from the Agency for the Promotion of Agricultural Development, the Agency for Financial Support in Agriculture and Rural Development, the State Election Commission, the State Archives of the RNM, the Real Estate Cadastre Agency, Agency for Audio and Audio-visual Media Services, Crisis Management Center, Center for Vocational Education and Training, Directorate for the Execution of Sanctions, Public Health Institute of RNM. A total of 40 people were trained.

4 gender-budgeting statements for programs that will be monitored for the next 3 years have been submitted to the MLSP.

26 representatives of state bodies were trained on gender-responsive budgeting by institutions and MLSP.

**II.3. Strategic objective 3 Facilitation** - Sustainable and effective conditions in support of the different needs of women and men.

## **Ministry of Defence-MoD**

**As part of strategic goal 3**–Facilitation, which refers to sustainable and effective conditions in support of the diverse needs of women and men, the Ministry of Defence is continuously working on the processes for integrating the gender perspective in the laws and by-laws, strategic documents, programs and plans, which are aimed at fulfilling the results of **strategic objective 3.1**–Normative provisions for facilitating women's work engagements in the defence:

- In the guidelines and instructions that were delivered by the Ministry of Defence to all sectors and the Army, for the preparation of the Proposed Budget for 2023, guidelines were given to include the gender perspective in the budget planning.

- According to the signed cooperation agreement between the MoD and DCAF-Geneva Center for Security Sector Governance, in 2023 the gender self-assessment process was carried out in the Ministry of Defence and the Army. The gender self-assessment was carried out through the following methodological tools: employee surveys, as well as interviews and focus groups intended for middle and senior management structures from the Ministry and the Army. The gender self-assessment was carried out with the help of external experts hired by DCAF, and great support and coordination for the afore-stated was provided by the Working Group in the MoD.

The finalization of the process, i.e. the analysis of data and the establishment of a Gender Action Plan with specific recommendations and activities for the Ministry of Defence and the Army, is planned to be completed by March 2024, and they will be aimed at improving the gender

perspective in the Ministry of Defence and the Army. The financial costs for the entire activity were borne by DCAF.

### **Ministry of Interior - MoI**

**Strategic objective 3.1:** Introducing/understanding the different roles and needs of women and men in society:

Another promotion in the series of promotions of the gender perspective in the Ministry of the Interior was carried out with the support provided by the OSCE Mission in Skopje through the implementation of a gender mentoring program designed to create a concept of mutual support for the employees of the Ministry of the Interior. The call to apply and participate in the program equally referred to men and women employed in the Ministry of the Interior. The program, in addition to promoting equality in the workplace and developing the gender perspective, was designed to create a concept of mutual support for employees in the Ministry of the Interior, and enable networking and strengthening the capacities of the employees in the Ministry of the Interior.

### **Ministry for Labour and Social Policy-MLSP**

The Government of the Republic of North Macedonia has adopted a Protocol for mutual cooperation of competent entities for taking measures for countering, prevention and protection of women against domestic violence and violence in general.

A working group was established for the preparation of a National Strategy for the prevention and protection of gender-based violence against women and domestic violence.

### **Ministry of Finance-MF**

In the course of 2023, the adoption of the Law on Budgeting (published in the "Official Gazette of RNM" No. 203/2022, 19 September 2022) was of particular importance. Gender budgeting, gender responsive budget reporting and gender indicators were defined in its provisions, as well as the obligation of budget users to include gender responsive indicators in the budget circular as a tool for monitoring and measuring progress towards achieving gender responsive goals, the obligation of budget users when proposing new regulations or acts aimed at promoting gender equality for submitting a completed gender budget statement, inclusion of a summary overview of gender budget reports in the state budget proposal and the obligation of the Ministry of Finance to submit a report on gender responsive indicators along with the final account and achieved goals and results, which directly strengthens the principle of gender equality. Also, the Ministry of Finance continuously responds to the needs of including the gender dimension in budget planning and execution, according to the possibilities and capacities of the budget users. In this direction, in the course of 2023, the Ministry of Finance, in cooperation with experts through the IPA twinning project and additionally with the World Bank, prepared a draft text of a by-law related to gender budgeting (according to Article 8 of the Law on Budgeting ("Official Gazette of RNM" No. 203/2022)), which is in the phase of alignment with the relevant stakeholders.

## **Crisis Management Center - CMC**

In the course 2023, the Crisis Management Center had the opportunity to implement the **Strategic Objective 3.1.** adjustment and increase of infrastructure capacities, whereby plans for infrastructural adjustments for the needs of women and men have been adopted and implemented and permanent financial resources have been provided for gender advancement, i.e. a greater part of construction activities have been realized - reconstruction of existing buildings.

**II.4 Strategic goal 4 Protection** - Ensuring comprehensive and effective protection of women and men.

### **Ministry of Defence-MoD**

As part of the **strategic objective 4.1 and 4.2 – Improvement of the system of support and protection of women who have suffered any form of security threat in conflict and post-conflict situations, crisis and emergency situations**, the Ministry of Defence is taking steps to ensure prevention in the above-stated goal, namely:

- Continuous functioning of the already established system for protection against harassment in the Ministry of Defence and the Army, with all available information from this area and established internal mechanisms via the Manual and Guide for protection against workplace harassment for employees of the Ministry of Defence and the Army of the Republic of North Macedonia.

The guide contains clear messages about zero tolerance to harassment, and encourages reporting of workplace harassment. Each of the employees has the right to protection against harassment in the workplace.

At the same time, every employee is clearly and unequivocally encouraged to seek advice and help and to promptly report unacceptable forms of behaviour that constitute harassment. The guide provides guidelines for each employee to behave properly, honestly and professionally and in a manner that respects the dignity, integrity and reputation at the individual and institutional level.

On the website of the Ministry of Defence and the Army, the sub-window "Stop Harassment" is in operation, and there the employees can be informed in more detail about the method, measures and procedures for preventing and protecting against harassment in the workplace. In this way, the Ministry of Defence transparently allows employees to have access to all information in this area (the legal framework for protection against harassment, as well as support mechanisms) and to be able to download the application form and submit a report, when necessary.

At the same time, data are available on the internal mechanisms - authorized person and deputy authorized person for protection against harassment, 36 gender representatives (women and men) and 24 mediators in case of harassment (women and men) from the Ministry of Defence and the Army.

With the intention of strengthening the skills and competencies of the personnel from the Ministry of Defence and the Army, one training was implemented in 2023 on protection against harassment in the workplace for a total of 19 participants (8 women and 11 men) at the "Dr. Joseph Kruzel" Training Center - Skopje.

In December 2023, at the "Aleksa Demnjevski-Bauman" barracks in Veles, a panel discussion on the topic "Women and security" was held, in which the commander of the Training and Doctrine Command, as a representative of the Army, i.e. the Ministry of Defence, took part and addressed the participants.

Panel – the discussion on the importance of inter-institutional cooperation for a comprehensive response in the fight against violence was organized by the Ministry of Labour and Social Policy together with the UNFPA, supported by the Embassy of the United Kingdom and the Army of the Republic of North Macedonia.

## **Ministry of Interior – MoI**

**As part of strategic objective 4.1:** Establishment of services for improving the protection of victims of gender-based violence and victims of domestic violence, the following activities were carried out:

- Access for persons with disabilities is provided in all renovated police stations of general jurisdiction in the country.

- 9 rooms for interviews with children have been provided, which, if necessary, can also be used for conducting interviews with vulnerable categories of victims in the country (that is, pleasant rooms for talking with women victims of gender-based violence). Additionally, in 2024, the Ministry of the Interior plans to equip rooms for vulnerable categories of victims.

Note: The realization of this strategic goal and the planned activities will take place continuously and within the budget possibilities and established priorities of the Ministry of the Interior.

**Strategic objective 4.2:** Prevention of gender-based violence and domestic violence:

- Training was conducted as part of the project: "Education with a program for gender-based violence against women". A total of 4 police officers have completed this training, of which 1 is male and 3 are female.

- Training was conducted on the topic: "Advanced interviewing of victims of domestic violence and intimate partner violence". A total of 6 police officers have completed this training, 4 of whom are male and 2 are female.

- Train the trainers was conducted for a module of training professionals for gender-sensitive provision of services to victims, in accordance with the new Law on prevention and protection against violence on women and domestic violence. 4 police officers have completed this training.

- Specialized training was conducted in cooperation and with the support from the OSCE on "Gender Responsive Policing against Women and Girls".

- With the support of UNFPA, training on gender-based violence and domestic violence was conducted, the aim of which is to integrate gender aspects and perspectives for the protection of victims of domestic violence, as well as understanding the gender dimension of violence in dealing with perpetrators. As part of this training, topics on trauma and the understanding of trauma in dealing with victims of gender-based violence against women and domestic violence

were developed, which were presented by an expert-professor at the Faculty of Medicine in Skopje.

- A working meeting was held with UNDP in connection with the Report on the analysis for the preparation of a module for recording and dealing with cases of domestic violence and gender-based violence, as well as questionnaires that need to be further structured (risk assessment with a risk management plan and victim safety plan).
- A workshop was held in cooperation with UNDP on the topic "Fight against sexual and gender-based violence in the digital sphere".
- Organized by OSCE-Vienna, a specialized interactive training on gender-responsive policing for violence against women and girls was held for police officers and public prosecutors. The training was conducted within the framework of the project "Strengthening the capacities of the criminal justice system to combat gender-based violence in South-Eastern Europe".
- The Unit for Strategic Planning of Standards and Quality Control (USPSQC) implements a Plan for control and supervision over the operation of the organizational units in all Departments of Internal Affairs in the BPS in the area of police action following reports on domestic violence. Pursuant to this plan, the actions of the uniformed police and criminal police are controlled and appropriate guidelines are issued for the improvement of the police handling of reports of domestic violence.
- With the support of the OSCE, a "Training Package" consisting of 4 modules was designed and promoted: Understanding and victimization of vulnerable categories of victims, Assistance and protection of vulnerable categories of victims, National legislation regarding police handling of vulnerable categories of victims and Interviewing and taking statements from vulnerable categories of victims. This package of trainings will be implemented in 2024 in the basic training for a candidate police officer and in the continuous training of criminal police inspectors.

**Strategic objective 4.3:** Increased transparency with a view to prevent gender-based and domestic violence:

- The organizational units of the Ministry of Interior: USPSQC, OKP, SIA Skopje and the Training Center participated in the training for trainers to implement initial and continuous education on gender-based violence against women and domestic violence, organized by the Ministry for Labour and Social Policy.
- A representative from the Ministry of the Interior participated in a working meeting of the multi-sector body against gender-based and domestic violence in Strumica, where the topic of discussion was the need to amend and supplement the Criminal Code and protocols for inter-sectoral cooperation.
- The Annual Report for 2023 of the state administration bodies on the progress of equal opportunities for women and men was published on the website of the Ministry of the Interior.
- The Gender Equality Strategy 2022-2027 has been published on the website of the Ministry of the Interior.



## **Ministry of Foreign Affairs - MFA**

In the segment of the strategic goal - protection, in line with the statute of civil servants of the Ministry of Foreign Affairs employees, the Code for Civil Servants (Article 9 - Non-Discrimination), specifically, with comprehensive wording that provides for non-discrimination "on any basis", regulates the prevention of any attempt for gender-based disrespect and discrimination.

## **Ministry for Labour and Social Policy- MLSP**

Two trainings were implemented to strengthen the capacities of the mobile teams for dealing with victims of human trafficking, 25 trainers for identifying and dealing with victims of human trafficking. Participants: 8 labour inspectors, 5 inspectors from the BTL unit for organized crime and 10 social workers, 10 representatives of citizens' associations.

## **Ministry of Justice-MJ**

1. In relation to strategic goal 4: Protection,  
Strategic objective 1.1: Providing protection and compensation to victims of violent crimes,  
1.1.1. Harmonization of domestic legislation with international standards for victims of crimes by ensuring the right to material and non-material damage from a state fund. The Commission for monetary compensation of victims of violent crimes is in the process of being constituted.

### **Strategic objective 1.2:**

1.2.1. Prevention of violence against women by providing more effective legal instruments. The Annual Report on the Application of the Law on Free Legal Aid for 2022 was prepared and published on the website of the Ministry of Justice.

1.2.2. Building capacities and raising awareness for practical application of the provisions of the Istanbul Convention. The activity was implemented by conducting training at the Academy for judges and public prosecutors on 22 September 2024.

**II.5 Strategic goal 5 Communication, education and training** - Effective and comprehensive communication, education and training on the agenda Women, Peace and Security.

## **Ministry of Defence-MoD**

In the framework of Strategic goal 5 - Communication, education and training - Effective and comprehensive communication, education and training for the agenda "Women, Peace and Security", especially within **strategic objective 5.1** – Enhancing the knowledge on the implementation of UNSCR 1325, the following significant activities have been recorded:

- In the Ministry of Defence and the Army of the Republic of North Macedonia, gender awareness is continuously strengthened by conducting gender training for the Ministry of Defence and Army personnel. For this purpose, a seminar was held in March 2023 for MOD administrative servants and military personnel on the topic: "Gender perspective and the second NAP for the implementation of Resolution 1325-Women, Peace and Security." The seminar was

held in the facilities of the Ministry of Defence - "Dr. Joseph Kruzel" Training Center, and it was conducted by certified gender trainers from the Ministry of Defence and the Army.

The two training sessions covered a total of 32 (thirty-two) participants, of whom 25 (twenty-five) or 78% were women and 7 (seven) or 22% were men.

The seminar enabled the participants to understand in more detail the different roles and needs of women and men in society, to acquire knowledge in the field of gender equality, i.e. raising gender awareness, as well as to become familiar with the processes of integrating gender perspective in the Ministry of Defence, that is, the Army and familiarization and awareness raising in the area of prevention and protection against harassment.

- In May 2023, a working meeting was held at TC "Dr. Joseph Kruzel" in the Ministry of Defence, with the certified gender trainers from the Ministry of Defence and the Army, with a view to inform them about the current activities and projects that are implemented in the Ministry and the Army, inform them about the level of implementation of the second NAP for the implementation of UNSCR 1325 - Women, Peace and Security, 2020-2025 Strategic Framework, coordinate and plan future activities and trainings in the field of gender equality, discuss the improvement of planning, organizing and conducting gender trainings in the Ministry and the Army. The meeting was productive as experiences, lessons learned and information were shared among the certified gender trainers from the Ministry of Defence and the Army.

- Two female representatives from the Ministry of Defence - the Coordinator and Deputy Coordinator for equal opportunities for men and women in the Ministry of Defence successfully completed the "Train the Trainers for Gender Responsive Budgeting" which was conducted at the Resource Center for Gender Responsive Policy Making and Budgeting, in May 2023, at the invitation and organization of the Ministry of Labour and Social Policy.

- In June 2023, the gender training "Women and Security - Raising Gender Awareness" was held in Kumanovo for the staff, i.e. the SEEBRIG (SEEBRIG-South-Eastern Europe Brigade) HQ.

The purpose of the training was to raise the awareness of the SEEBRIG staff about gender perspective and the importance of gender integration in peace support operations, but also to strengthen the skills, capacities and special competencies of the personnel directly involved in the military processes at the multilateral level.

The training was conducted by a regional mobile training team consisting of certified gender trainers from North Macedonia, Bosnia and Herzegovina and Montenegro, organized and supported by RACVIAC - Center for Security Cooperation, Croatia. The director of the training was a certified gender trainer from the Ministry of Defence.

It is exceptionally important to provide adequate education and training on gender issues, and thus learn about gender inclusiveness, that is, to involve equally men and women in the process. SEEBRIG and RACVIAC provided the overall financial costs for the implementation of the activity.

- Continuously, gender trainings are carried out as part of the pre-deployment training for personnel to be deployed to international peace missions. In addition to the standard topics related to the implementation of UNSCR 1325– Women, Peace and Security, the topic

"Protection against sexual exploitation and abuse" was also included in order to raise gender awareness and expand the knowledge of the persons deployed in peace missions.

The Ministry of Defence, in order to achieve effective and comprehensive communication, education and training with a view to implement the "Women, Peace and Security" agenda, carried out the following activities within the framework of the **strategic objective 5.2 – Capacity building** – the personnel directly involved in the implementation of UNSCR 1325 and the second NAP for the implementation of UNSCR 1325 – Women, Peace and Security:

-In May 2023 at TC "Dr. Joseph Kruzel" in the Ministry of Defence, a coordination meeting was held with representatives from the institutions in charge and the Working Group for Coordination, Monitoring and Evaluation (WG for CME) for the implementation of the second National Action Plan (NAP) of the Republic of North Macedonia for the implementation of UNSCR 1325-Women, Peace and Security, 2020-2025 Strategic framework. The purpose of the meeting was to summarize the previous work, to define the challenges and recommendations, the process of making and submitting the Annual Report on the implementation of the activities from the operational plans for the implementation of the second NAP and the further upcoming activities.

**Strategic objective 5.3 – Incorporation of gender perspective in the education and training programs for the implementation of the second NAP for the implementation of UNSCR 1325-Women, Peace and Security:**

- For the purpose of strengthening and maintaining regional cooperation, UNDP/SEESAC organized the 7th regional meeting of certified gender trainers from the Western Balkans in May 2023 in Vršac, Serbia. The regional meeting included an exchange of experiences, lessons learned and share good practices for conducting gender training, and at the same time, drafting of the final version of online training on gender equality and gender perspective, developed in 3 modules, intended for personnel from the Western Balkan Ministries of Defence and Armed Forces. 5 representatives from the Ministry of Defence and the Army who are certified gender trainers took part in this event. The financial costs for the entire activity were covered by UNDP/SEESAC.

- In the organization of the Center for Security Cooperation-RACVIAC from Zagreb, Republic of Croatia, and in cooperation and with the support of the Nordic Center for Gender in Military Operations (NCGM), in September 2023, a two-week training for trainers was conducted in Croatia, where a gender trainer from the Army of the Republic of North Macedonia was engaged in the organization and implementation of the training as a trainer and syndicate leader.

In 2023, the pool of gender trainers from the Ministry and the Army consists of a total of 28 (twenty-eight) NATO certified gender trainers of whom 19 (nineteen) are women and 9 (nine) are men.

- In October 2023, the 16th regional meeting of mechanisms for gender equality in the Ministries of Defence and the armed forces of the Western Balkans was held in Sarajevo, BiH, within the framework of the regional project "Strengthening regional cooperation to include gender aspects

in the security sector reform in the Western Balkans" supported by the Kingdom of Norway and the Slovak Republic.

At the meeting, there was a brief on the progress of the gender perspective in the Ministry of Defence and the armed forces of the Western Balkan countries and the findings and conclusions of the evaluation of the regional project were presented by an expert hired by UNDP/SEESAC. In addition, the regional online course on gender equality developed by gender trainers from the Ministries and armies of Montenegro, Serbia, the Republic of North Macedonia and Bosnia and Herzegovina was also presented, as well as the future plans and activities of the Ministries of Defence and the Armed Forces of the Western Balkan countries in the field of gender equality. 5 representatives from the Ministry of Defence and the Army took part in this activity. The financial costs for the entire activity were covered by UNDP/SEESAC.

- In December 2023, the 8th regional meeting of gender trainers from the Ministries of Defence and the armed forces of the Western Balkan countries was held in Budva, Montenegro, at which they exchanged experiences, good practices and lessons learned in terms of organizing and implementing of gender trainings, and discussed the final version of the online course for gender training, its placement on the official websites of the listed institutions and its availability to all employees. At this meeting, for the first time, the foundations for "Gender, disaster preparedness and relief – the role of the armed forces" during which a discussion was opened about the acceptance of this topic, as well as the readiness to include these contents in the trainings by the gender trainers. 5 representatives from the Ministry of Defence and the Army who are certified gender trainers took part in this activity. The financial costs for the entire activity were covered by UNDP/SEESAC.

#### **Strategic objective 5.4 – Strengthening institutional communication:**

- In the first quarter of 2023, the First Annual Report on the level of implementation of the activities of the WG for CME was prepared, which was then submitted to the Commission for Equal Opportunities at the Assembly of the Republic of North Macedonia and to the inter-departmental consultative and advisory group for equal opportunities of women and men in the Government of the Republic of North Macedonia. A semi-annual report, that is, a six-month briefing on the level of implementation of the activities of the WG for CME, was prepared, and submitted to consultative and advisory group. The mentioned reports are published on the MoD website.

- The members of the WG for CME are in regular communication and coordination with the representatives from the institutions responsible for the implementation of the Second NAP.

- Information is regularly updated and shared on the official website of the Ministry of Defence, in the separate sub-windows that are listed in this report, contents from a gender perspective in the SHTIT magazine, which is also available in electronic form, as well as continuous sharing of information on social networks of the Ministry of Defence and the Army.

- The Ministry of Defence, as a NATO member, actively participates in the development of the annual NATO Summary Gender Report, and also contributes to the preparation and updating of NATO policies in the domain of gender equality and gender perspective.

## **Ministry of Interior - Ministry of Interior**

**Strategic objective 5.1:** Familiarization of the police officers with the Principles of Resolution 1325 through the process of basic and continuous training:

- In 2023, the MOI Training Center has implemented thematic units that cover this goal both in the basic training for a police officer and in the continuous trainings that are conducted for police officers and employees of the Ministry of the Interior on relevant topics from Resolution 1325, such as gender equality and prevention of violence and protection of women. The basic training for a police officer includes the following thematic units: "Gender equality", "Fundamental rights and freedoms, non-discrimination in police action" and "Taking measures and activities related to domestic violence (providing gender-sensitive services)". With respect to continuous training, the following trainings were conducted: "Reporting of gender-based violence: A victim/survivor-centered approach" and "Online training of the learning management system of the Ministry of Interior on the topic of "Gender Equality".

- In the MOI Training Center, a training on "Domestic violence and violence against women and girls", which is planned to be implemented in 2024, is in the process of being developed.

**Strategic objective 5.2:** Strengthening the capacities of the personnel directly involved in the implementation of the Second NAP for UNSCR 1325-Women, Peace and Security:

- In the organization of the Ministry of Defence, a coordination meeting was held with representatives from the responsible institutions and the Working Group for Coordination, Monitoring and Evaluation for the Implementation of the NAP of the Republic of North Macedonia for the implementation of UNSCR 1325-Women, Peace and Security, 2020-2025 strategic framework.

- In the organization of the Ministry of Interior, specifically the persons appointed to monitor the implementation of the Operational Plan of the Ministry of the Interior, organized a coordinating working meeting with representatives from the Organizational units responsible for the activities stemming from the Operational Plan of the Ministry of Interior No. 16.3.4-828/1 of 17.11.2020 and with representatives from the Ministry of Defence.

**Strategic objective 5.3: Incorporating gender perspective into the education and training programs for the implementation of the second NAP for the implementation of UNSCR 1325-Women, Peace and Security:**

- The Department for Joint Affairs and Human Resource Management has prepared an "Annual Training Plan for Ministry of Interior employees for 2024" in which the training provided by the relevant Operational Plan is included. This Department is the responsible organizational unit for:

- Training to raise awareness of the need for gender equality;
- Prevention of discrimination;
- Gender-sensitive provision of services to domestic violence victims and
- Stress management training.

#### **Strategic objective 5.4 – Strengthening institutional communication:**

- Representatives from the Ministry of the Interior took part in a total of three round tables on the topic: "Implementation of legal remedies for the problem of domestic and gender-based violence, as well as improvement of inter-sectoral cooperation", organized by the National Council for Gender Equality -NCGE, with the aim to draw conclusions and give recommendations for inter-sectoral cooperation, and to improve and advance the protection of gender-based and domestic violence victims.

#### **Ministry of Foreign Affairs - MFA**

The professional training and development of the Ministry of Foreign Affairs employees is regulated within the framework of the Rulebook for professional training and development, with the aim of acquiring a higher diplomatic title as the basis for the diplomat's career development and the acquisition/advancement of the specific skills necessary for performing the diplomatic profession. Through organized seminars, trainings, courses, workshops and international conferences in the country and abroad, in addition to taking into account the respect for the principle of gender representation in relation to nominated participants, we are also working on raising awareness of the sensitivity of the issue of gender equality.

In that direction, during the reporting period, professional training (for acquiring a higher title) was organized. More than 20 women participated in these trainings. Also, the Ministry sent a large number of female diplomats to professional development trainings, organized abroad.

Within the framework of the Ministry of Foreign Affairs, the Working Group for Gender Equality in Foreign Policy continues its activities, the purpose of which is to act in the direction of promoting and advocating for respect of the gender equality principle, through the inclusion of gender perspectives in foreign policy in accordance with the internationally undertaken obligations, including UNSCR 1325 - Women, Peace and Security.

In the context of MFA's efforts to strengthen the role of women in foreign policy, gender equality was one of the priority topics during the chairmanship of the Republic of North Macedonia with the OSCE in 2023. On the initiative of the Ministry of Foreign Affairs, the first OSCE Conference on Gender Equality and Strengthening the Role of Women was held in Tetovo in September 2023.

The two-day event included three working sessions and four side panels that discussed topics such as women, peace and security: strengthening women's participation and leadership; the link between gender and corruption and mitigating the effects of corruption on women; gender equality in political life, successful practices from the field on gender issues.

In addition to high government representatives of the country, the OSCE Secretary-General, Helga Schmid, the president of the OSCE PA, the heads of the autonomous institutions of the OSCE, representatives of other international organizations, the non-governmental sector and the academic community spoke at the Conference.

This conference was a follow-up of the "Women in Foreign Policy" conference, which has been held by the Ministry of Foreign Affairs since 2021, with the aim of strengthening women's role in foreign policy.

### **Ministry for Labour and Social Policy-MLSP**

Workshops were conducted for 6 trainers within the Program intended for trainers who had acquired knowledge in the previous phase of implementation of the same project which encompassed public sector employees at the central level.

5 cascading two-day trainings were conducted for public sector employees at the local level on the principle of non-discrimination and the duty to implement equality in the public sector. The trainings were conducted in the cities of Strumica, Kumanovo, Tetovo, Veles and Skopje with a total of 78 participants.

### **Ministry of Education and Science - MES**

The Ministry of Education and Science, in order to fulfil the goals foreseen in the Annual Operational Plan, implemented its strategic objective through an activity for improving the contents of the curricula and textbooks in primary and secondary education in terms of equal opportunities for women and men.

The following activities have been implemented in order to achieve this strategic objective:

The Education Development Bureau developed new curricula in 2023 which are based on the principles of gender sensitivity/equality, inclusiveness and interculturality in the 6th and 7th grade subjects according to the curriculum for primary education set forth in the 2021 Basic Education Concept, while the classes from 1st to 6th grade are carried out according to the new curricula.

The Minister of Education and Science adopted new curricula for the second and fifth grades, and their implementation began in the academic year 2022/23.

New curricula for the third grade have also been developed, and for the sixth grade, a public announcement will be published for the selection of external collaborators for the preparation of the curricula.

The new curricula for grades 1 to 6, according to which the classes are carried out based on the Basic Education Concept (2021), are founded on the principles of inclusiveness, gender equality/sensitivity and interculturality.

In 2023, new curricula for the 6th and 7th grades were developed based on the Basic Education Concept (2021) and the National Standards.

A Commission was formed by the EDB to review the new textbooks for the 1st, 2nd, 4th and 5th grade, at the request of the Pedagogical Service.

### **Ministry of Justice-MJ**

With respect to strategic objective 5: Communication, education and training:

**Strategic objective 1.1:** Raising the level of knowledge on the implementation of UNSCR 1325  
1.1.1. Encouraging and exchanging experiences from the implementation of UNSCR 1325 at the international, regional and national level. The activity was completed by conducting training at the Academy for Judges and Public Prosecutors on 24 October 2023.

### **Directorate for Protection and Rescue - DPR**

In 2023, numerous activities, exercises and trainings were carried out in the field of civil protection, prevention, planning and development, while attention was continuously paid to the equal representation of women and men in the activities. Women's participation in the operational part of the DPR operations has relatively increased, activities are also being undertaken to increase women's interest in the operative part of the Directorate, taking into account the fact that the operational part was heretofore predominantly performed by men.

As a novelty in the Directorate, a team of a Coordinator, Deputy Coordinator and one member was formed, who are in the process of creating advertising materials to be distributed to the public in the future, and it explains in detail and clarifies the operational work of the Directorate. All this is organized in order to draw attention to the inclusion of women in the operational work of the Directorate.

A team has been formed that will work dedicatedly in the conduct of trainings and taking initiatives to increase women's presence in leadership positions. In this direction, there is an improvement in terms of current appointments of Sectoral and Departmental Heads.

An Anonymous Survey was conducted by the team working on the Second Action Plan. The survey was composed of questions that affect women in the institution, stereotypes and possible negative gender influences.

The overall Survey resulted in a clearer picture of the general opinion regarding the condition of men and women.

The results are being analysed and they will be published in percentage on the Public Board.

### **CMC - Crisis Management Centre**

In the section of strategic objective 5: Communication, education and training: Two CMC representatives - 1 male and 1 female - coordinator and deputy coordinator for gender equality attended a "Gender equality" training which was organized by the MLSP and was held in the Resource Center for gender-responsive policy making and budgeting.

### **Association of Local Self-Government Units - ZELS**

In order to fulfil the goals foreseen in the Annual Operational Plan for 2023, ZELS carried out the following activities related to the promotion of gender equality at the local level, prevention and protection of victims of gender-based violence as part of the Operational Plan for the implementation of Resolution 1325 of UN-Women, Peace and Security.



They conducted a campaign for prevention and protection of victims of gender-based and domestic violence on the occasion of 16 Days of activism, with 70 participants from different target groups in cooperation with local governments.

In addition, they conducted training with 17 persons, including advisors, heads of departments and sections from the municipality of Probishtip for integrating the gender perspective in local policies and broadening knowledge.

In organization of the OSCE mission and with the support of UN Women, training is conducted in Skopje for the municipal administration from different sectors to get acquainted with gender concepts, policies and tools for integrating gender equality at the local level.

Integrating the gender perspective in local policies and the budget-role of ZELS towards gender-responsive municipalities, a workshop is being organized with SALAR International within the project "Services for municipal sustainable management" in which 15 persons from the municipal administration took part.

Gender statistics and presentation of the e-tool for gender-disaggregated data, training is carried out with the coordinators for equal opportunities for women and men and IT persons.

Council presidents from municipalities and mayors-members of the ZELS lobby group for gender equality took part in promoting gender aspects in the work of local self-government units in the organization of the OSCE mission. With this activity, knowledge was advanced about the new additions to the European Charter for the Equality of Men and Women in the Local Government, the tools and methodologies for strengthening gender aspects in the work of the Local Government Units (LGUs), as well as promoting good practices for the implementation of gender values, applied in European cities and municipalities.

### **III. CONCLUSION:**

The report is compiled on the basis of the submitted annual reports for 2023 on the implementation of the activities according to the individual operational plans from the responsible institutions and ZELS to the WG for CME, with the exception of the Ministry of Health, which did not submit an annual report for 2023.

From what has been presented in this report, a general conclusion can be drawn that in 2023, some progress has been recorded, above all in terms of raising and strengthening gender awareness, deeper integration of women in several segments of society, building and strengthening the capacities of institutions through the prism of the gender aspect, whose policies for greater inclusion of women, especially in leadership and decision-making positions, are closely related; yet, the actual situation requires further and continuous specific steps and activities in this domain.

### **IV. CHALLENGES:**

- The WG for CME at the MoD functions as a Body for coordination, monitoring and evaluation of the Second NAP and also as a Working Group for the implementation of the activities of the Second NAP for the MoD, which makes the overall work and the equal functionality of the members quite difficult, although the members try, with their best efforts, to respond to this additional engagement in addition to regular work tasks and obligations;
- Greater involvement of the institutions is needed based on their own competences and available capacities, for the purpose of achieving the defined activities in relation to the strategic goals of the Second NAP and the Agenda for "Women, Peace and Security" at the national level;

- Necessity for constancy, that is, work in continuity and greater promptness and involvement of the nominated persons from every institution in charge for coordination, monitoring and evaluation of the second NAP, as well as timely notification of the change of the nominated persons from the institutions;
- Complete and timely delivery of reports, briefings and data on the implemented activities to the WG for CME is required;
- Improvement of the interdepartmental coordination for further common planning of resources and activities which would contribute to the achievement of results according to the strategic goals stemming from the operational plans.

## **V. RECOMMENDATIONS:**

- With the purpose of more efficient achievement of the results from the operational plans, every institution should comply, in its own domain, with the intended dynamics for implementation on the Second NAP, especially in the part of timely submission of reports, briefings and data based on the Second NAP;
- Improvement of the communication and the cooperation of the nominated persons from the institutions with the WG for CME, in the context of its maintenance;
- The institutions should enable continuity in the work of the nominated persons, but at the same time should strengthen their competencies in this area;
- In the upcoming reports, the institutions, in addition to showing the implemented activities expressing them through achieved results, it is necessary to take into consideration the indicators for measurability and the financial implications (their budget and/or donations) with the purpose of providing a more detailed annual report, including all elements in function of transparency and accountability;
- Creation of a national database for experts in the field, that is, the Agenda for "Women, Peace and Security" - the national security system, the academic community, civil society, etc., which would serve to facilitate the subject processes at the national level;
- Open support for the implementation of UNSCR 1325 - Women, Peace and Security by the authorities at every level and a call to increase women's participation in decision-making processes, not only in the security sector, but in all segments of society.

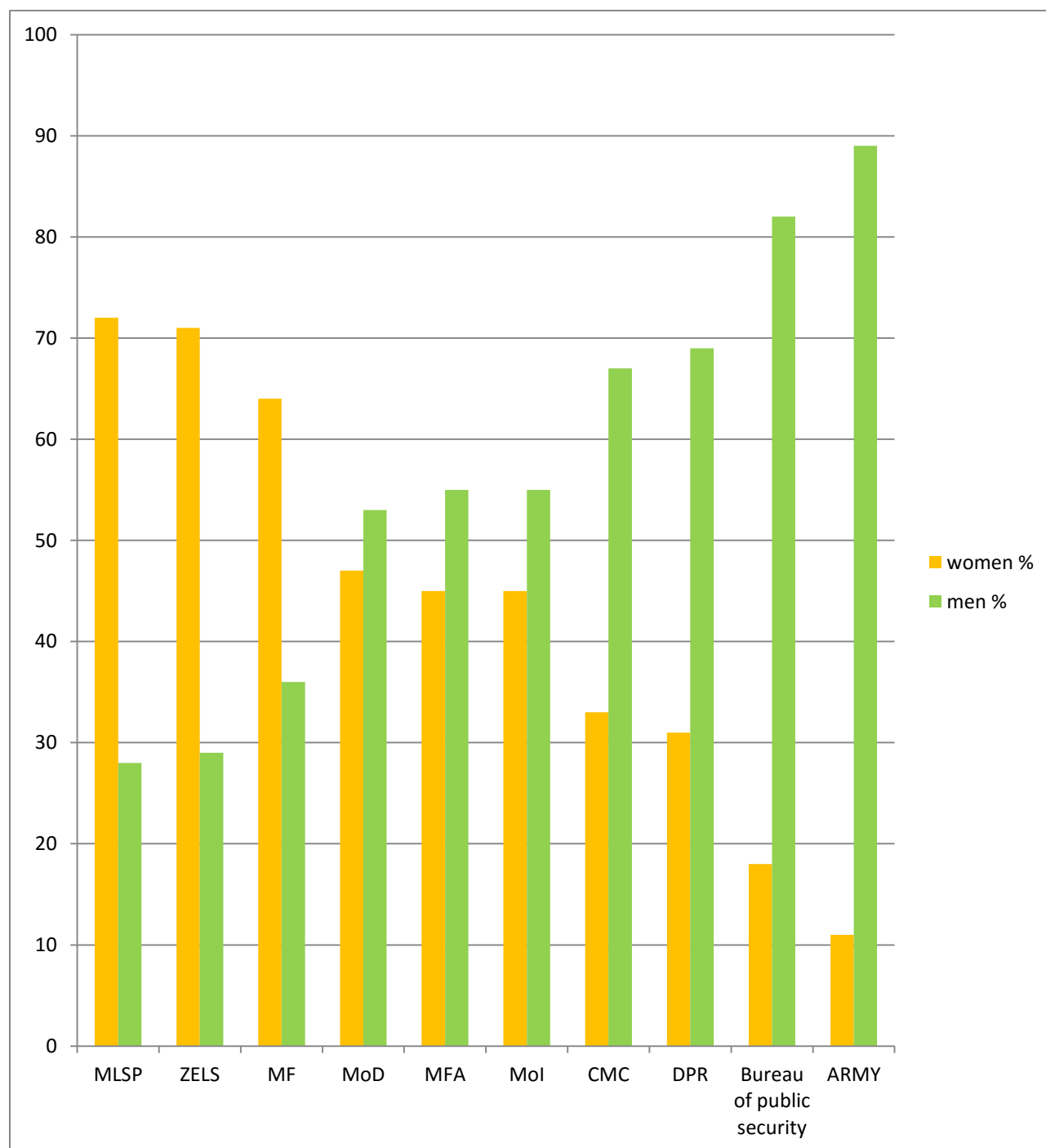
Produced by: WG for CME Coordinator and members

**COORDINATOR of WG for CME**  
colonel Antonietta Stankovska-Budimir

## **ATTACHMENTS:**

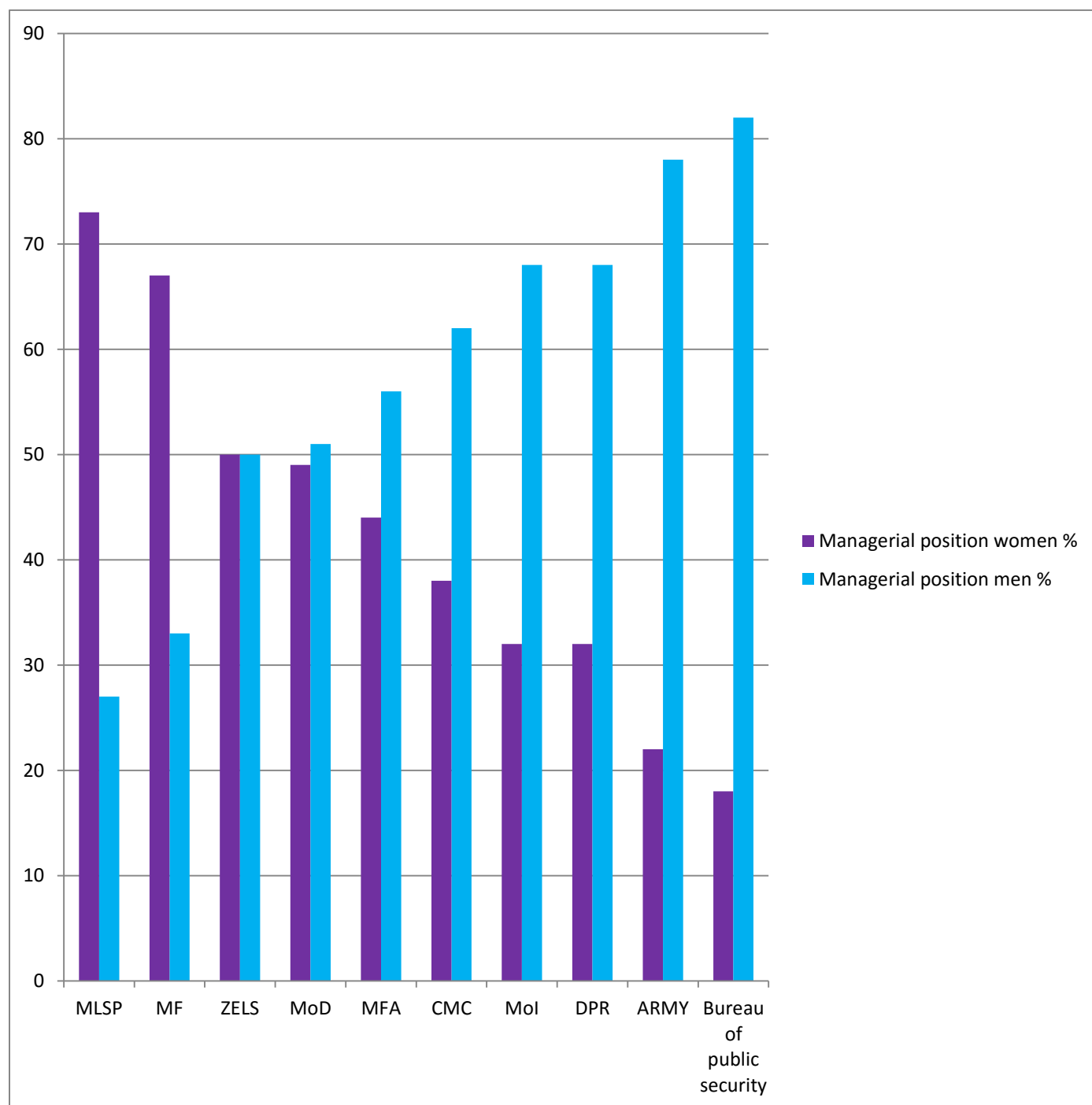
- Attachment No.1: Table with the representation of men and women by institution in percentages in 2023;
- Attachment No.2: Table with the representation of men and women on managerial positions by institution in percentages in 2023;

Attachment no.1: Table with the representation of men and women by institution<sup>1</sup> in percentages in 2023



<sup>1</sup>PSB - Bureau of public security as part of the Ministry of Internal Affairs and the Army- Army of the Republic of North Macedonia as part of the Ministry of Defence are shown separately (police officers and active military personnel at positions from company commander and higher) according to the presentation of gender-disaggregated data in these two Ministries.

Attachment no.2: Table with the representation of men and women on managerial positions by institution<sup>2</sup> in 2023



<sup>2</sup>PSB - Bureau of public security as part of the Ministry of Internal Affairs and the Army- Army of the Republic of North Macedonia as part of the Ministry of Defence are shown separately (police officers and active military personnel at positions from company commander and higher) according to the presentation of gender-disaggregated data in these two Ministries.