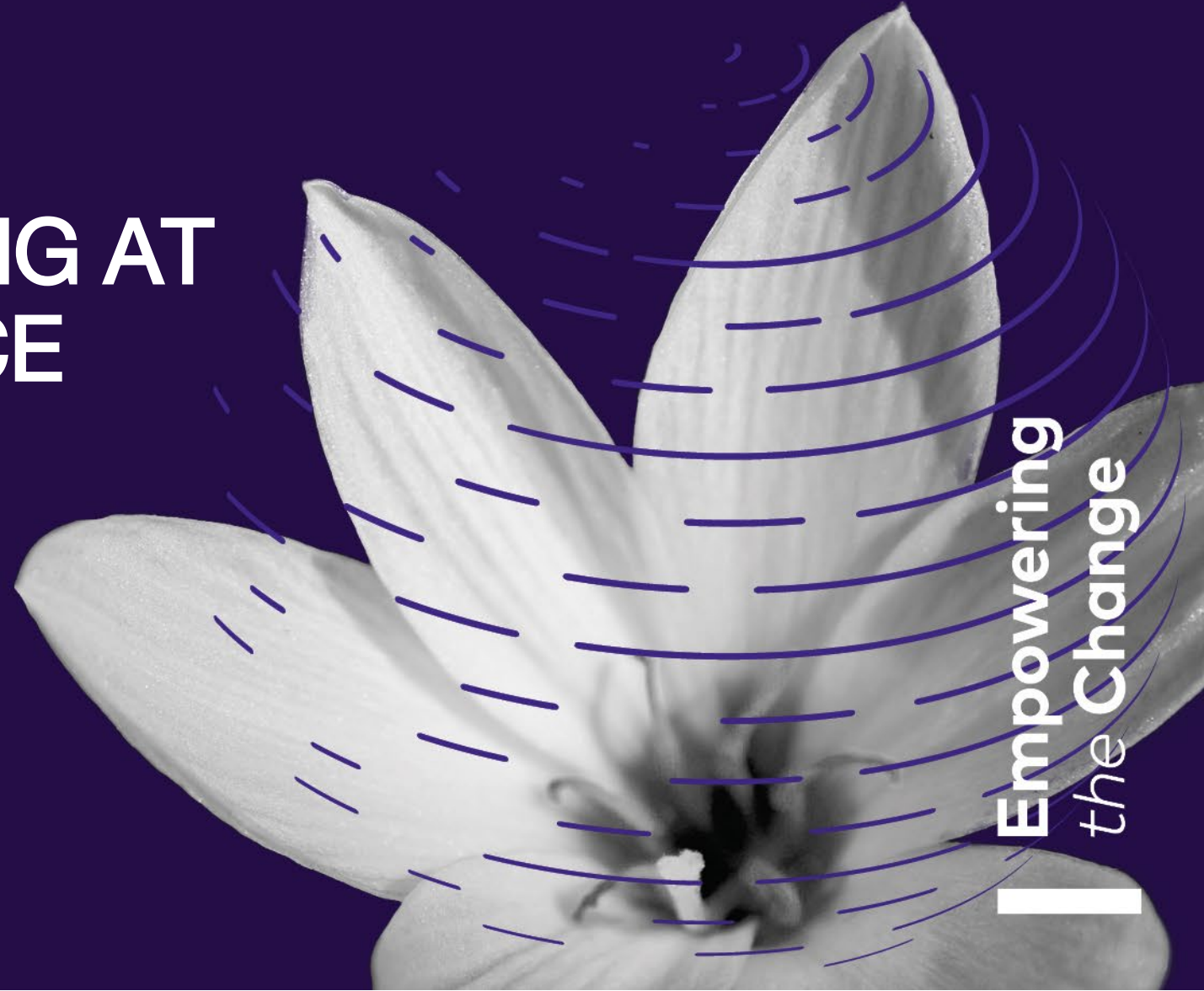




UNICEF's POSITIONING AT THE COUNTRY OFFICE LEVEL

North Macedonia

Report/December, 2024



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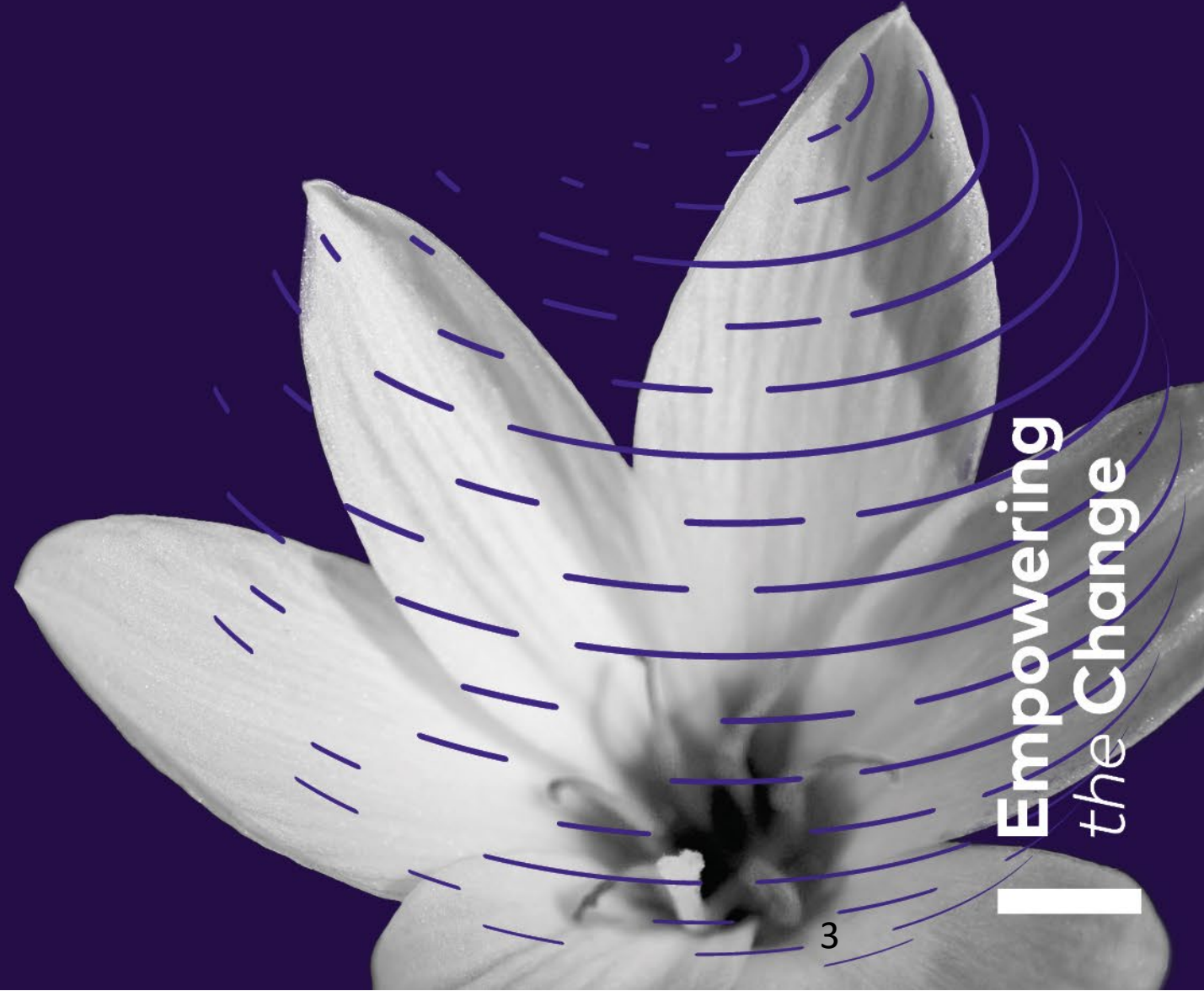
Content



- ❑ Background design and methodology
- ❑ Descriptive statistics
- ❑ Data and evidence
- ❑ Technical assistance and capacity building
- ❑ Fundraising
- ❑ Emergency response
- ❑ General network
- ❑ General questions
- ❑ Annexes



Study Design and Methodology



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Study context



- ❑ The purpose of this research was to understand UNICEF's position with a child and adolescent-related programming, advocacy, and policy network comprised of network actors, such as government entities, local NGOs, international NGOs, donors, and the private sector in 2023 in five target countries: Georgia, Armenia, Kazakhstan, Bosnia-Hercogovina, and North Macedonia.
- ❑ One year was taken for the recall period to assist selected informed respondents in recollecting formal and informal partnership interactions that occurred in 2023.

The objective of the research

- ❑ To identify which stakeholders are structurally capable within each of the positioning issues to facilitate or hinder policy change for children and adolescents in Georgia, Armenia, Kazakhstan, Bosnia-Herzegovina, and North Macedonia.
- ❑ To understand UNICEF's structural location (e.g., central, peripheral) within these networks as well as some of its roles (e.g., broker, facilitator).
- ❑ To identify some of the main programmatic partnerships that have occurred within each of the positioning issue networks.

Study design and methodology



❑ Five positioning issues

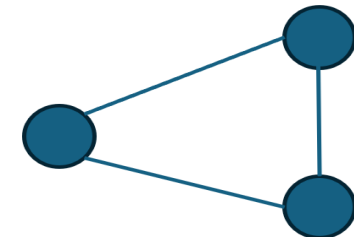
- Data and Evidence
- Technical assistance and capacity building
- Fundraising
- Emergency response
- General network in 2023

❑ Data Collection

- **Behaviour recall** – *“Who did you go to”* --- NOT perceptions, opinions, or attitudes
- **Sample** – UNICEF was not interviewed for this study; however, the UNICEF country office provided initial “seed” organizations followed by respondent-driven sampling.
- **Respondents** – most informed in the organization on formal and informal connections in 2023 with other organizations on the above 4 issues.

❑ Analytical Approach - Social Networks

- Graph diagrams/maps consisting of:
- **Nodes** – respondent organizations and entities they identified (organizations, ministries, agencies, individuals, etc.)
- **Connections** – *“To whom did you go to”*



Analysis - Diagrams & Metrics



- ❑ **Node** – an object in the network. The nodes represent ministries, NGOs INGOs, individuals, etc. Nodes include all entities interviewed and named during the interviews.
- ❑ **Node color** - based on type of organization (Central government, local government, local NGO, etc.)
- ❑ **Thickness of connecting lines** – numeric value based on the product of the type of relationship (4 - both formal & informal, 3 - only formal, 2 - informal, 1 - transactional) and frequency of interaction (4-monthly, 3-quarterly, 2 - twice year, 1 - yearly)...thus, connection values ranges from 16 to 1.
 - Formal & informal relationship with monthly interaction (strongest connection)
 - Transactional relationship with one contact in the year (weakest connection)
- ❑ **Metrics:**
 - ❑ Betweenness centrality – to identify which organizations act as “bridges” that facilitate connections in seeking information
 - ❑ Communities – to identify which organizations are closely connected to each other in the flow of information
 - ❑ Brokerage roles – to identify organizations that are prominent mediators between unconnected organizations and the type of brokerage role taken
- ❑ **Research Questions:**
 - Which organizations were central to facilitating the flow of information on each issue? Network metric: *Betweenness centrality*
 - Which organizations were more closely connected to each other? Network metric – Network metric: *Louvain community detection*
 - Which organizations were prominent brokers in the flow of information and what brokerage roles did they play? Network metric: *Gould and Fernandez brokerage algorithm*
- ❑ **Data analysis** - The open-source program, R was used for data analysis



Centrality metrics

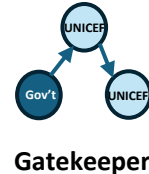
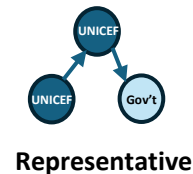


- ❑ The most prevalent centrality metrics utilized for analysis are *degree centrality*, *betweenness centrality*, *closeness centrality*, and *eigenvector centrality*.
 - *Degree centrality* quantifies the number of connections a node possesses and is effective in identifying well-connected nodes. Nodes with a higher degree of centrality are considered connectors due to their overall number of connections, and they appear to be the most influential in rapidly disseminating information to various audiences.
 - *Betweenness centrality* assists in identifying nodes that control the flow of information, acting as bridges or critical intermediaries. Nodes with high betweenness centrality are bridges that regulate the spread of information between different groups and organizations, maintaining connectivity within the network. They are regarded as key players in terms of information dissemination.
 - *Closeness centrality* is utilized to identify the nodes that effectively spread information. It measures the average length of the shortest paths between a given node and all other nodes. The more central a node is, the closer it is to other nodes.
 - *Eigenvector centrality* applies an approach that considers not only the quantity of connections but also the quality of the identified connections. A node's eigenvector centrality score is influenced by its connections to other highly influential nodes. Nodes with greater eigenvector centrality are considered more influential. Noteworthy, such nodes do not necessarily possess numerous connections, but they are regarded as influential due to their connections to the central nodes.
- ❑ The selection of centrality metrics is contingent upon the overarching objective and the nature of the inquiries posed to the sampled organizations and the methodology used. As the given study sought information on four positioning issues the questions addressed the identification of central nodes, the entities approached in 2023, and the facilitation of information flow on all four positioning issues within the network; therefore, betweenness centrality was determined to be the most suitable centrality metric for this particular study. In addition, degree centrality, which is based on in-degree (being identified by other organizations) and out-degree (identifying other organizations), was not appropriate since UNICEF COs were excluded from participating in the study and, thus, meant no organization could be identified by UNICEF.

Brokerage roles



- ❑ Literature on social network analysis differentiates several brokerage roles between organizations. Compared to the centrality metrics, which analyze the connections between organizations in the network, the brokerage roles and “broker” refers to the types of connections organizations make and their role in the flow of information (gatekeeper, liaison, etc.)
- ❑ This study examines five fundamental types of brokerage roles. To provide a more detailed illustration, the accompanying graphs depict a schematic representation of how brokerage roles are determined. **The central dot represents the broker, the left dot denotes the given, and the right dot signifies the recipient.** The color represents the types of organizations they belong to (for example, NGOs, INGOs, donors, state entities, etc.). Because UNICEF COs were not respondents in this study, and other UN entities (e.g., UN Women) were categorized separately from UNICEF, the three brokerage roles of Coordinator, Representative, and Gatekeeper are not possible; thus, **UNICEF can only take Consultant and Liaison roles.**



- ❑ **The coordinator role** suggests that all participating entities are of the same organizational type (for instance, all organizations INGOs). Hence, the broker is a coordinator among the same types of organizations.
- ❑ **The representative role** indicates that the recipient belongs to a distinct group, while the giver and broker belong to the same group. Therefore, a broker has a representative role.
- ❑ **The gatekeeper role** signifies that the giver belongs to a different group, while the recipients are from the same group. Therefore, the broker has a gatekeeping role to facilitate the flow of information.
- ❑ **The consultant role** suggests that the broker belongs to a distinct group, while both the giver and recipient are from the same group.
- ❑ **The liaison role** implies that all the engaged organizations are from different groups or types. Therefore, the broker is a connecting point for different types of organizations.

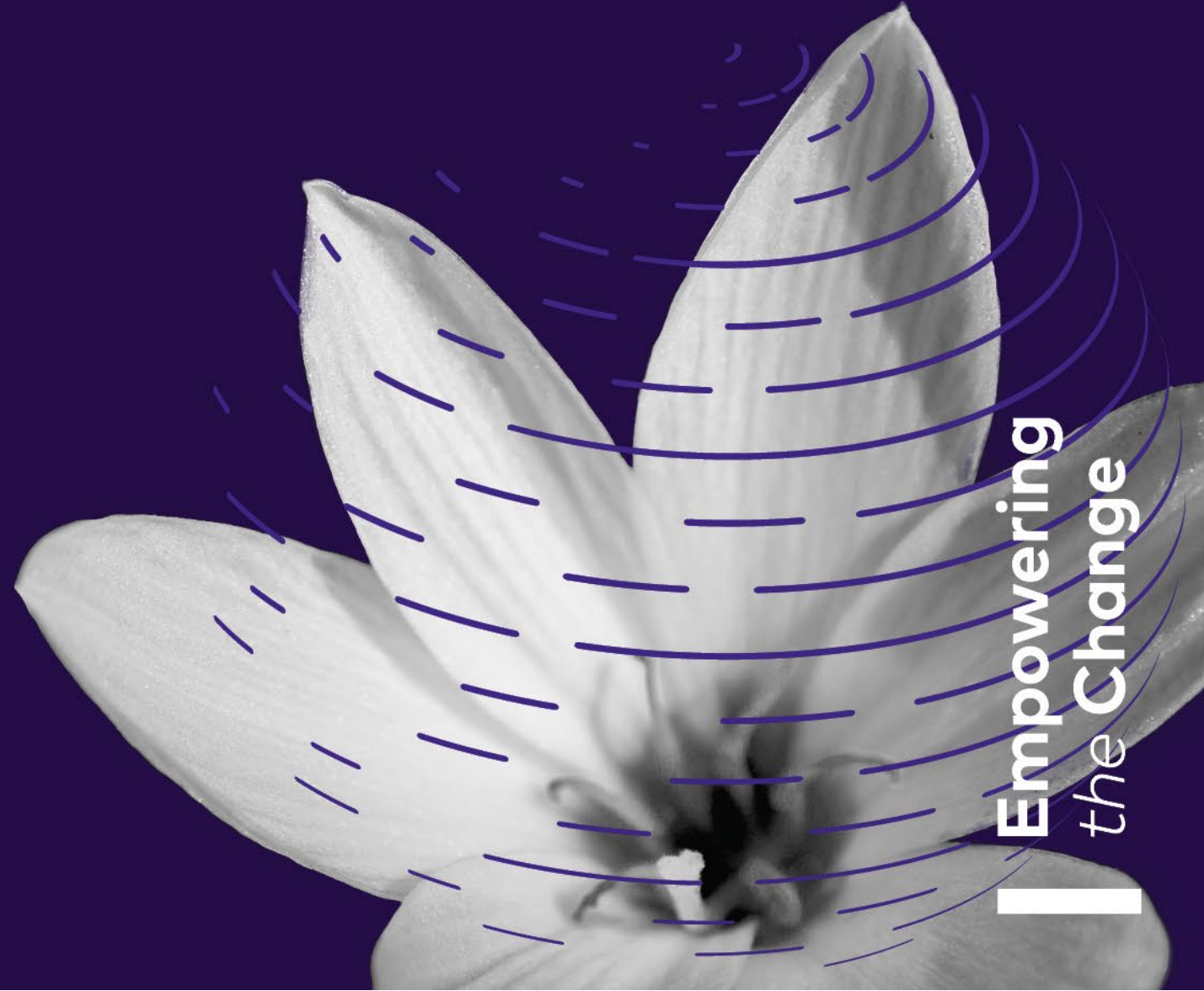
Study limitations



- ❑ The mentioned research has a number of limitations that need to be considered when interpreting results:
 - UNICEF usually considers climate change as a children's issue, but stakeholders do not have such a perception, therefore, they do not reflect on it.
 - The survey approach envisioned naming the top three organizations among partners, therefore, inquired organizations may partner with more than three organizations under the child- and adolescent-related policies, however, only three top priority partners were included in the study.
 - When acquiring the results, it is important to consider that qualitative information was gathered only for the most important partner organization named. Therefore, it is possible other named organizations also provided similar or other types of activities, but they are not contextually analyzed and reflected in the survey due to the survey approach.
 - The given maps provide the descriptions between key actors in terms of child- and adolescent-related policy advocacy, policy design, and implementation, however, they do not offer explanations of existing patterns of relationships.
 - Due to the methodological approach undertaken in the framework of the study that excluded UNICEF and other UN agencies from interviewing, UNICEF can take only Consultant and Liaison roles, and Coordinator, Gatekeeper, and Representative roles are not applicable to it.

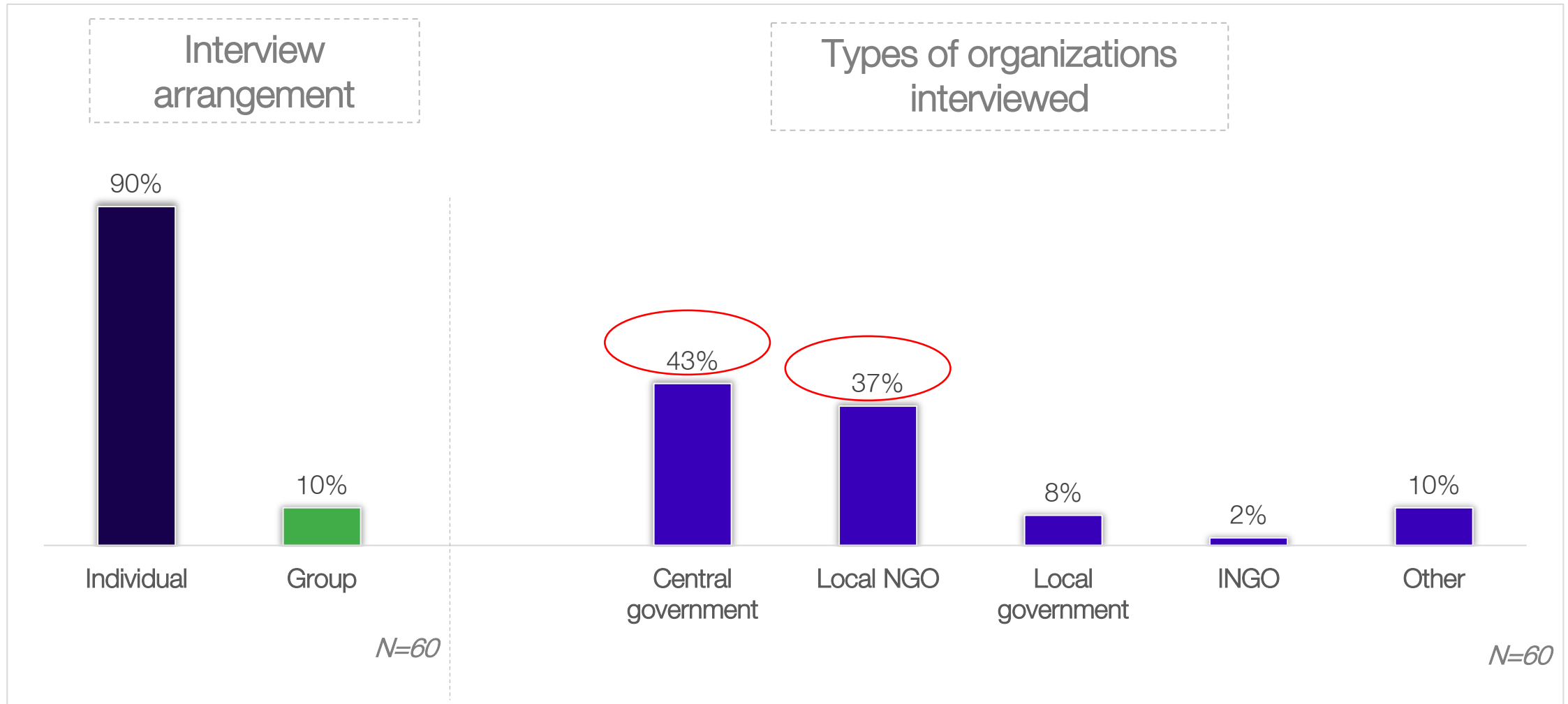


Descriptive statistics

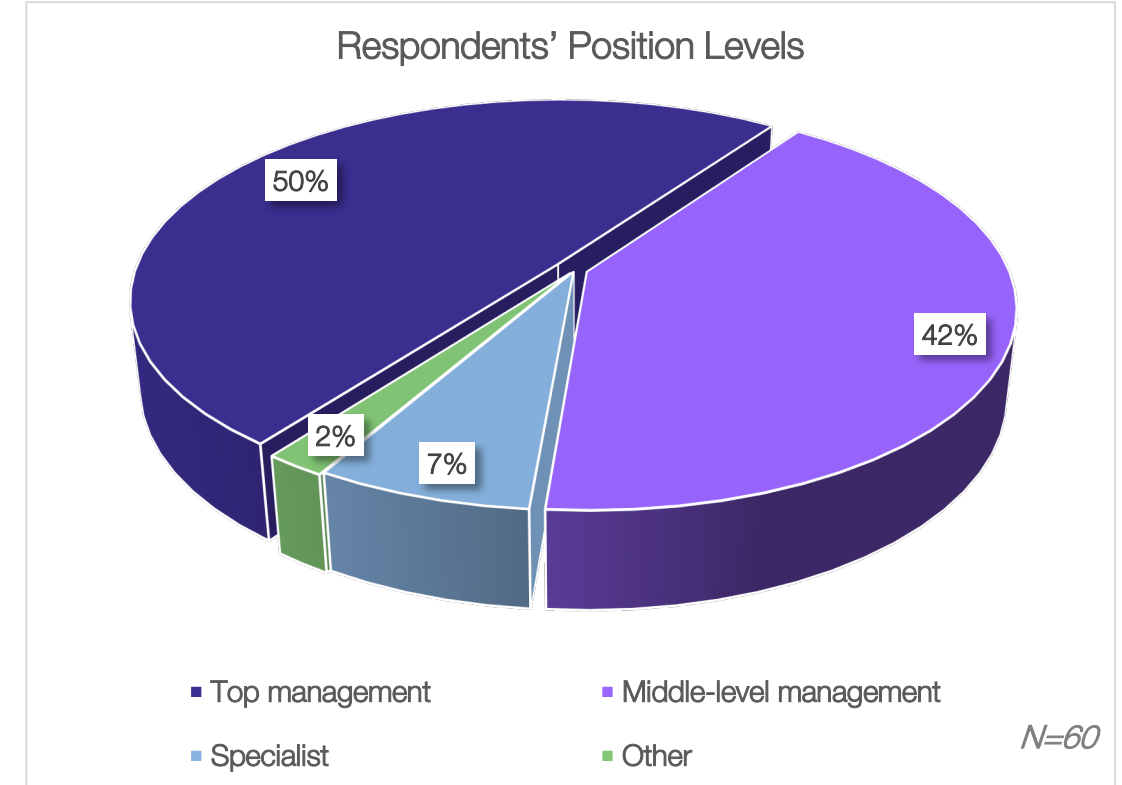
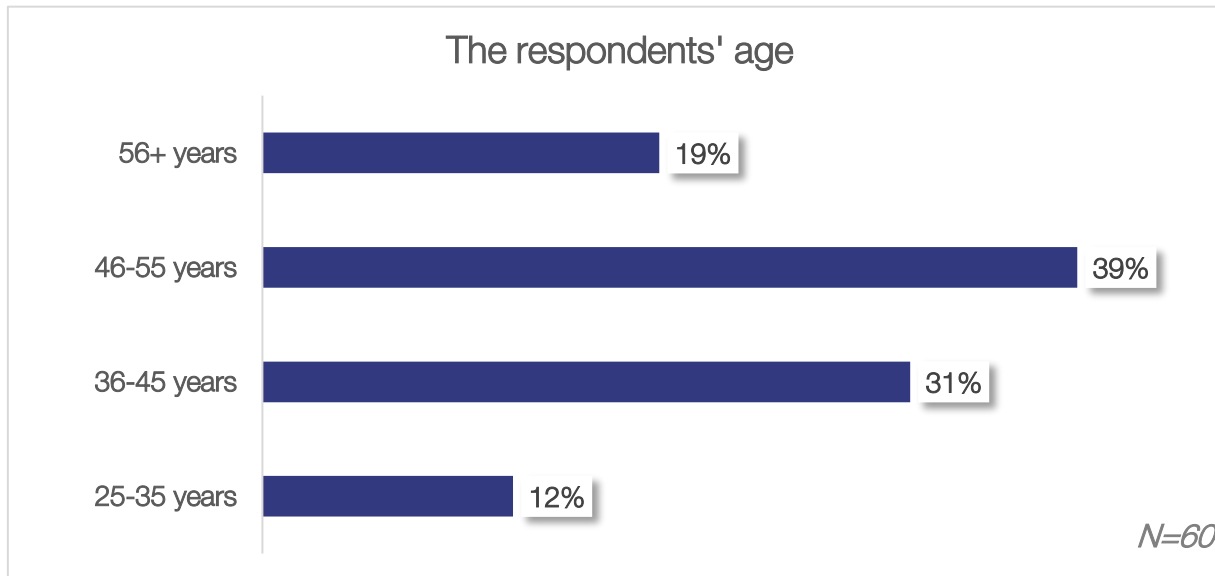
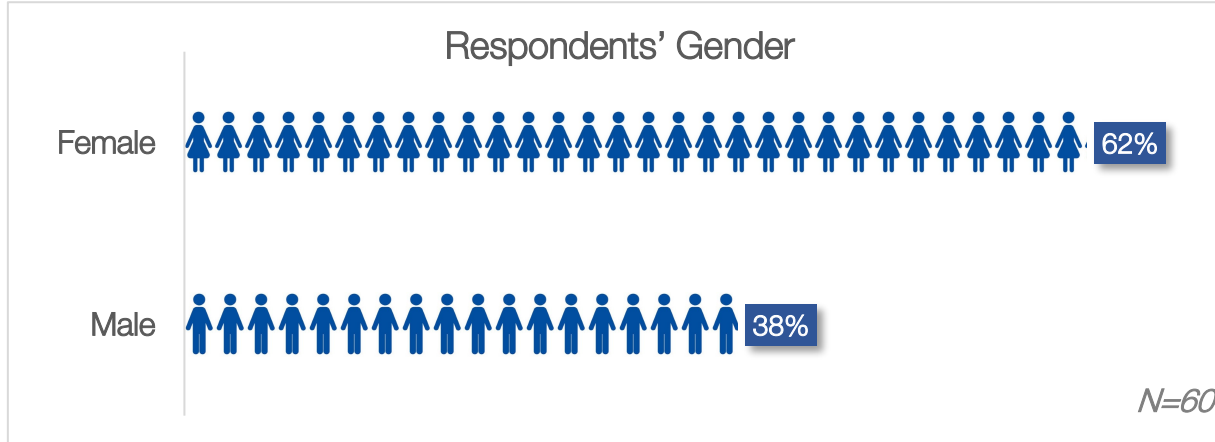


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Description of sampling



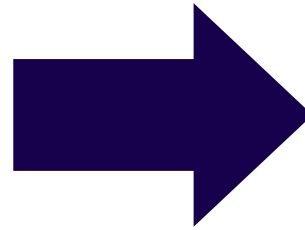
Respondents Profile -Nacedonia



**In the case of group interviews, demographical information was filled in for one respondent only. Only respondents with the highest-ranking position answered demography-related questions.*

***The respondents were high-profile officials, who represented the most aware decision-makers within their organizations. Hence, both top and middle-level management implies decision-makers under these responses.*

Respondents age and working years



Respondents age

Minimal age: 28 years

Maximal age: 66 years

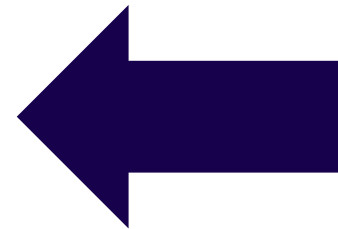
Mean age: 48 years

Respondents work experience in the organization

Minimal number of years worked: 1 year

Maximal number of years worked: 36 years

Mean experience: 15 years

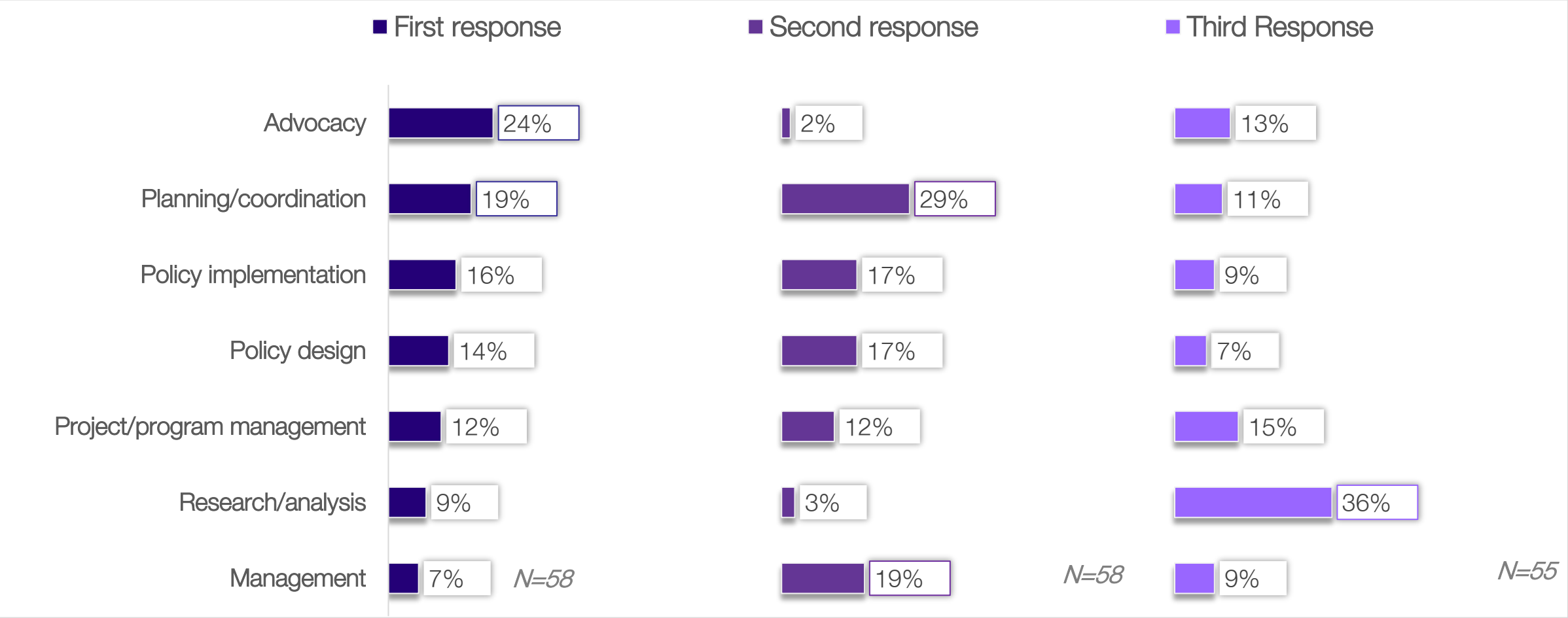


***In the case of group interviews, demographical information was filled in for one respondent only. Only respondents with the highest-ranking position answered demography-related questions.*

Respondents' Profile



☐ The activities inquired respondents the most frequently do during their regular working week



**Note: In the case of group interviews, only respondents with the highest-ranking position answered this question.*

Requesting information about the commissioning party and/or interest towards results

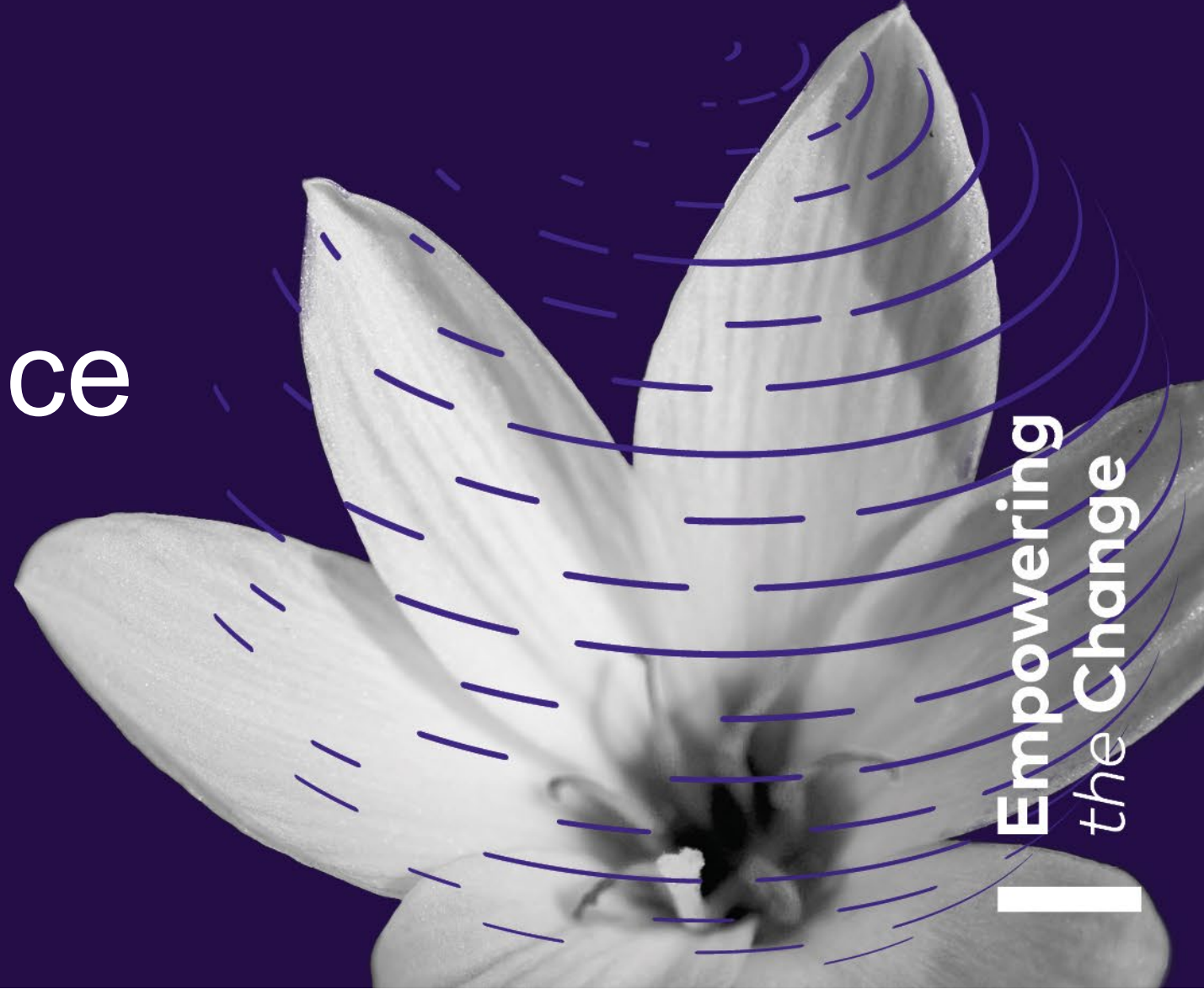


Response options	Percentage	Count
Respondent did not request information on the commissioning party	48%	29
The commissioning party's identity was shared with the respondent after completing an interview with him/her	30%	18
Respondent requested to share the findings of the study	22%	13
TOTAL	100%	60

- ❑ 56 out of 60 organizations issued permission to use organizations' names and abbreviations on the SNA maps, if results are published
- ❑ 4 organizations did not provide a clear response on using the organizations names in the publications: *Municipality of Kisela Voda, Inter-municipal Center for Social Work of the City of Skopje, Service for Mental Health of Children and Youth, and Children's Home "11 October"*



Data and Evidence



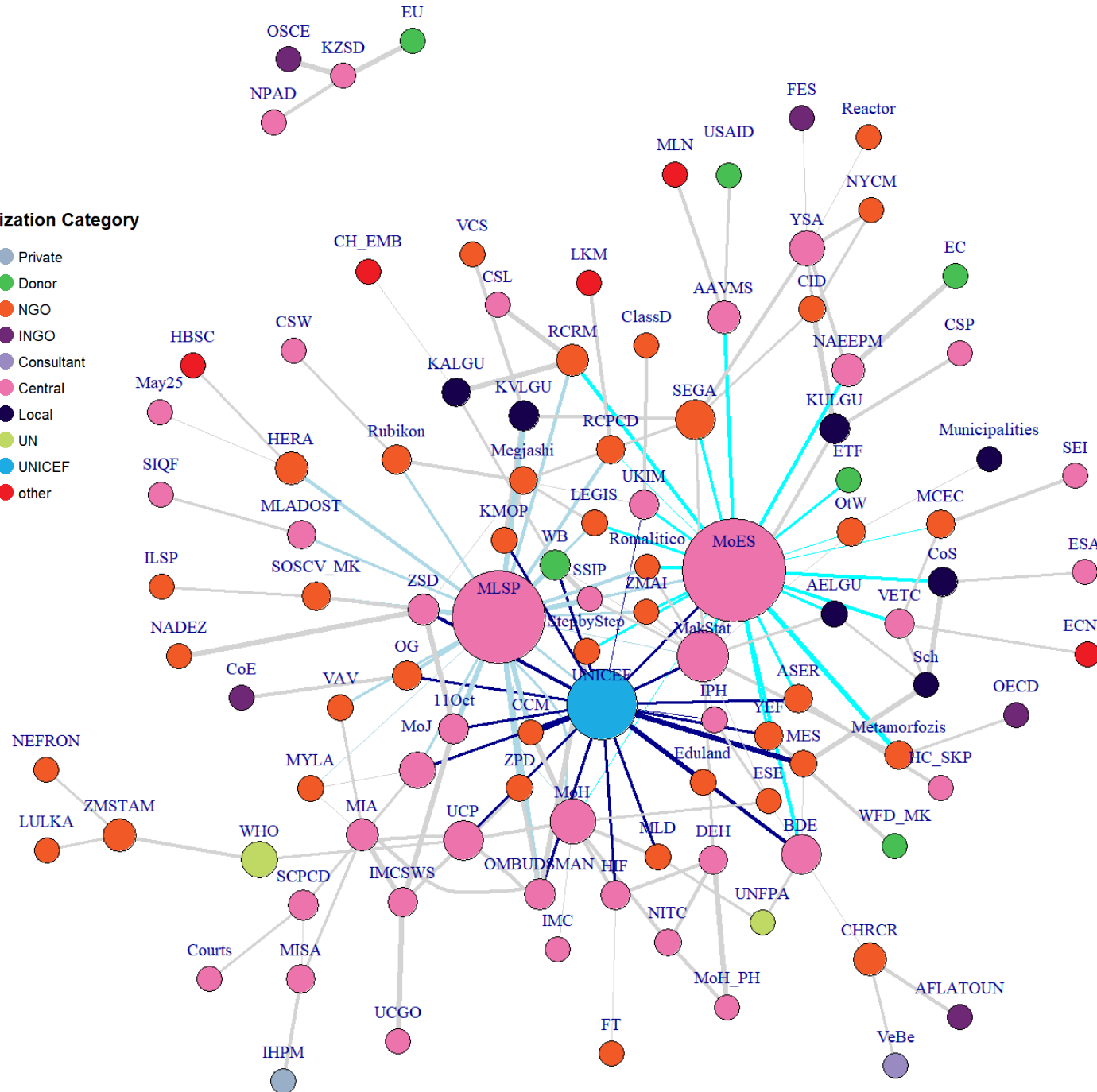
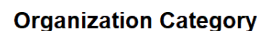
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Data and Evidence

Principal Facilitator

(betweenness centrality)

- ❑ **Node Size** - a measure of centrality – which organizations are the most important bridges in the network?
- ❑ **Line thickness** - Quality and frequency of the relationship between organizations
 - *Thicker line* – stronger relationship (formal and frequent)
 - *Thinner line* – weaker relationship (*informal and infrequent*)
 - *Double (almond-shaped) line* – organizations mutually named each other among the top three organizations in 2023
- ❑ **Color** - Type of organization



Data and Evidence

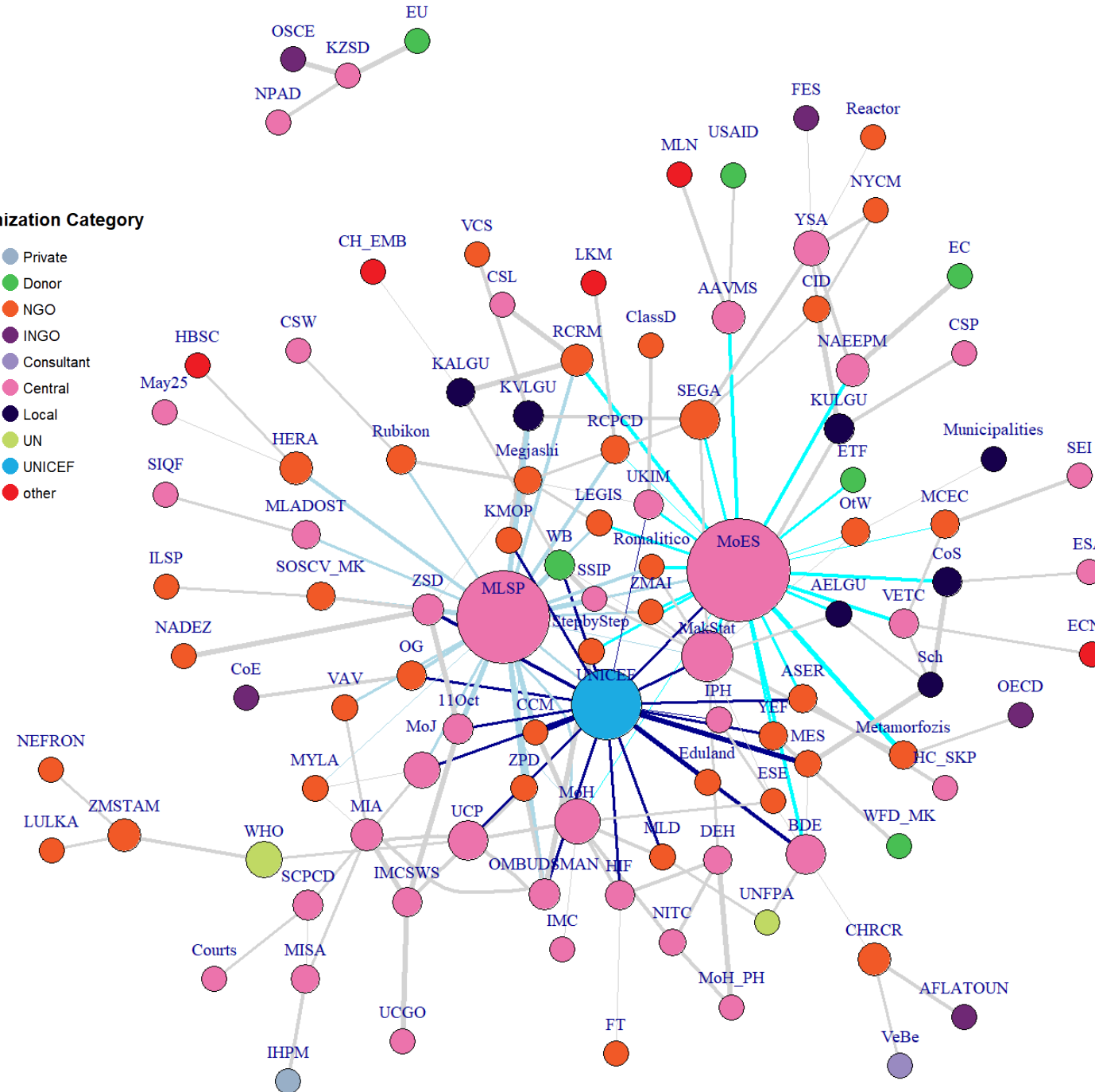
Principal Facilitator

(betweenness centrality)

Prompting Question: To whom did you go for data & evidence of child and adolescent-related programming, advocacy, or policy development/implementation in 2023?

- ❑ 60 organizations were interviewed, and 105 organizations were identified for the D&E Issue in 2023.
- ❑ Among these 105 organizations, the most central organizations facilitating D&E issues were two government agencies - the Ministry of Education and Science (MoES) and the Ministry of Labour and Social Policy (MLSP).
- ❑ UNICEF was the third most central organization, closely followed by the State Statistical Office (MakStat).

Organization Category



Data and Evidence



Principal Facilitator

(In-degree centrality)

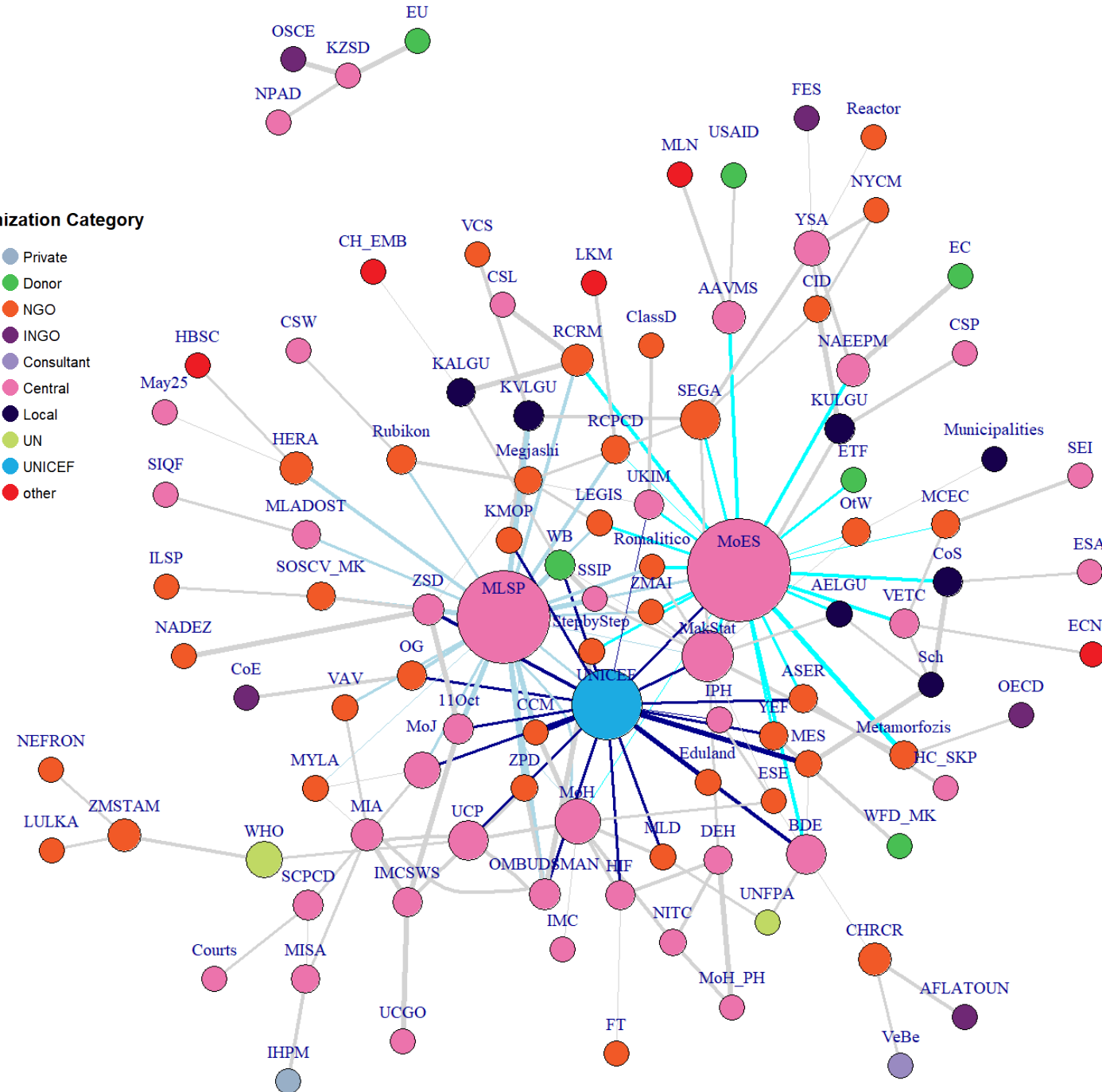
- ❑ The analysis by in-degree centrality metrics (organizations that reported having either a formal or informal relationship with UNICEF) revealed that UNICEF had a connection with a total of 20 organizations in 2023. These organizations were:
 - Open Gate (OG)
 - Institute of Public Health (IPH)
 - Ombudsman
 - Association and Consulting of Educators and Learning Communities – EDULAND (EduLand)
 - Association of Special Educators and Rehabilitators of the RNM (ASER)
 - World Bank (WB)
 - Bureau for Development of Education (BDE)
 - Youth Educational Forum (YEF)
 - Ministry of Education and Science (MoES)
 - Ss. Cyril and Methodius University in Skopje (UKIM)
 - Institute for Social Activities (ZSD)
 - University Clinic of Psychiatry (UCP)
 - Macedonian Medical Association (MLD)
 - Health Insurance Fund of the Republic of North Macedonia (HIF)
 - State Statistical Office (MakStat)
 - Center for Change Management (CCM)
 - Macedonian Ecological Society (MES)
 - Family and Childcare Center (KMOP)
 - Ministry of Justice (MoJ)
 - Children's Home "11 October" (11Oct)
- ❑ It is worth mentioning that there was a definite pattern among organizations UNICEF was connected. Only one organization was donor (WB), while the remaining organizations were central government entities (11 out of 20) and NGOs (8 out of 20).
- ❑ The results show that out of three key bridges from the state sector UNICEF was connected with only two – the Ministry of Education and Science (MoES) and State Statistical Service (MakStat), while it had no connection with the Ministry of Labor and Social Policy (MLSP) - the latter was connected with other state agencies and did not name UNICEF among three top partners in terms of D&E in 2023. The absence of connections between UNICEF and the Ministry of Labor and Social Policy (MLSP) may come from the methodological approach that enabled respondents to name only the top three partners for 2023.

Data and Evidence

Principal Facilitator (betweenness centrality)

- ❑ The betweenness centrality map reveals that the organizations facilitating the information on D&E were quite interconnected and only one separated cluster was observed on the map.
- ❑ Specifically, a separate cluster was organized around the Commission on Prevention and Protection Against Discrimination (KZSD), and it contained the Organization for Security and Cooperation in Europe (OSCE), the European Union (EU), and the Network for Protection against Discrimination (NPAD)

Organization Category

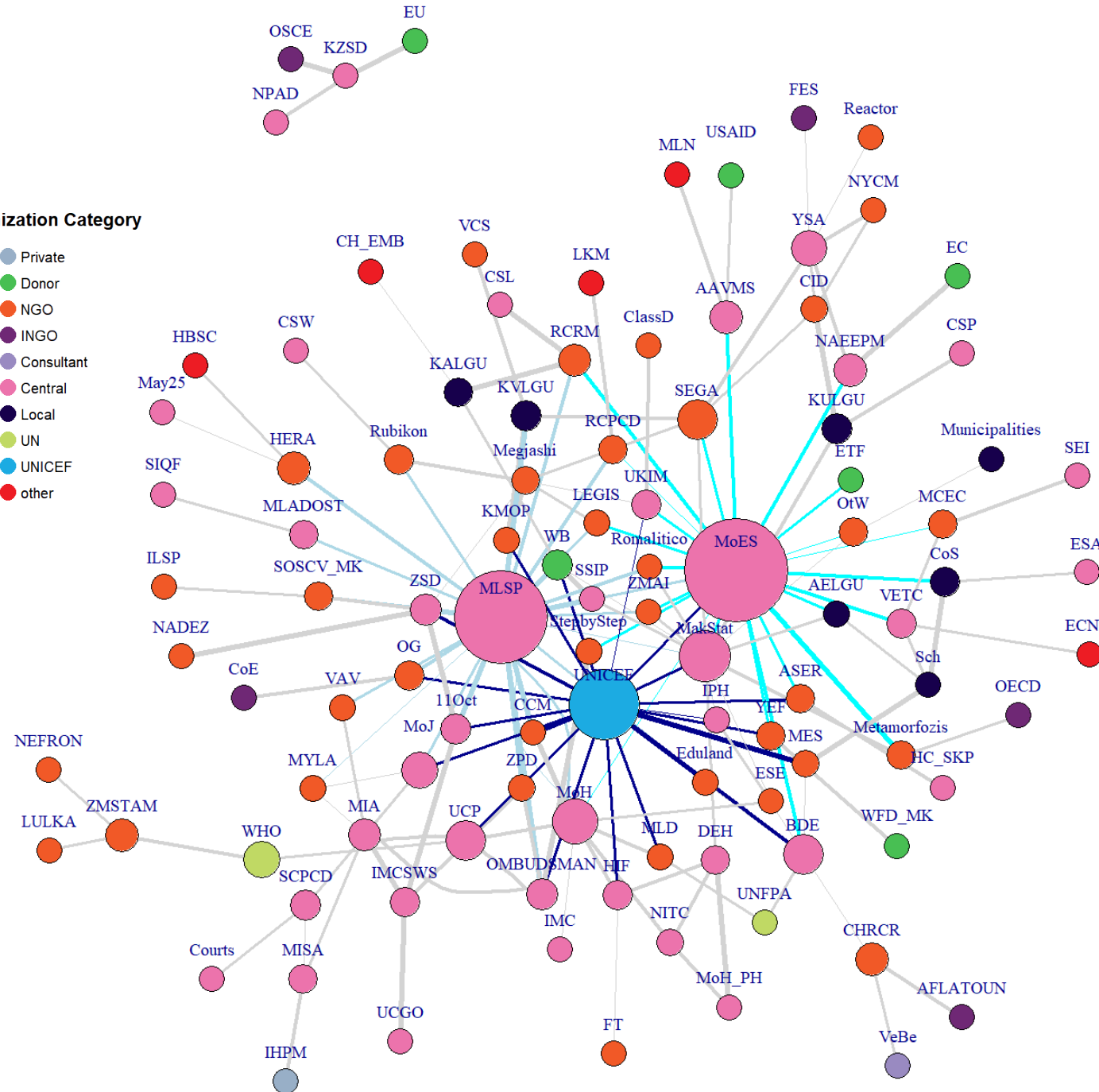


Data and Evidence

Principal Facilitator (betweenness centrality)

- ❑ The given map indicates that the main component of the network was strongly connected. The dark thick lines represent stronger connections (formal & frequent relationships), while light thin lines indicate weaker connections (informal & infrequent relationships). It is worth mentioning that the strength of lines is different for nodes surrounding the key bridges. The strength of ties around the central part of the network where key bridges were situated was stronger and the further the node was from the center, the weaker its ties with other nodes.
- ❑ It was mentioned that even though organizations working on protection (Ombudsman, Ministry of Justice (MoJ), Ministry of Internal Affairs (MIA), and Association for Protection of Child Rights (ZPD)) were not key bridges, connections around them were quite strong on the betweenness centrality map.

Organization Category

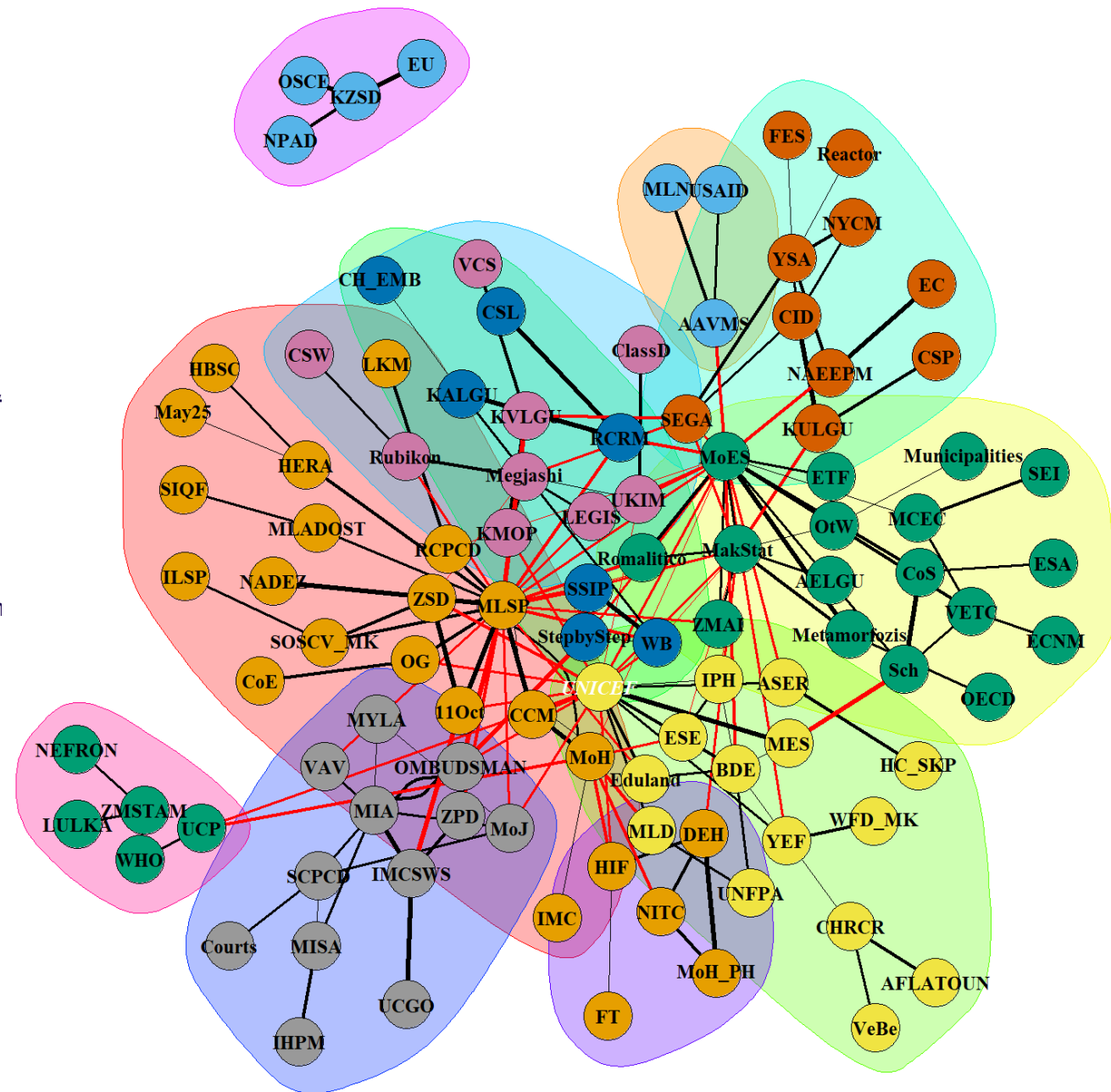


Data and Evidence

Communities

(Louvain clusters)

- *To whom did you go for data & evidence of child and adolescent related programming, advocacy, or policy development/implementation in 2023?*
- ❑ Community clusters are determined by the Louvain algorithm, which determines which group of nodes (organizations) are more connected with each other than with other nodes (organizations) using the density of the respective connections.
- ❑ The community member belongs to one community only, but it may have connections with other communities, however, most connections are to their community members.
- ❑ On the map, colors surrounding organizations illustrate the organization's community. As one organization can belong to one community only, overall, colors surrounding different community nodes do not carry any specific meaning. It does not signify an overlap between communities.
- ❑ Thicker line – stronger relationship (formal and frequent), thinner line – weaker relationship (informal and infrequent)
- ❑ On the map, red lines imply connections from one community member to another community member. Black lines indicate connections inside the community

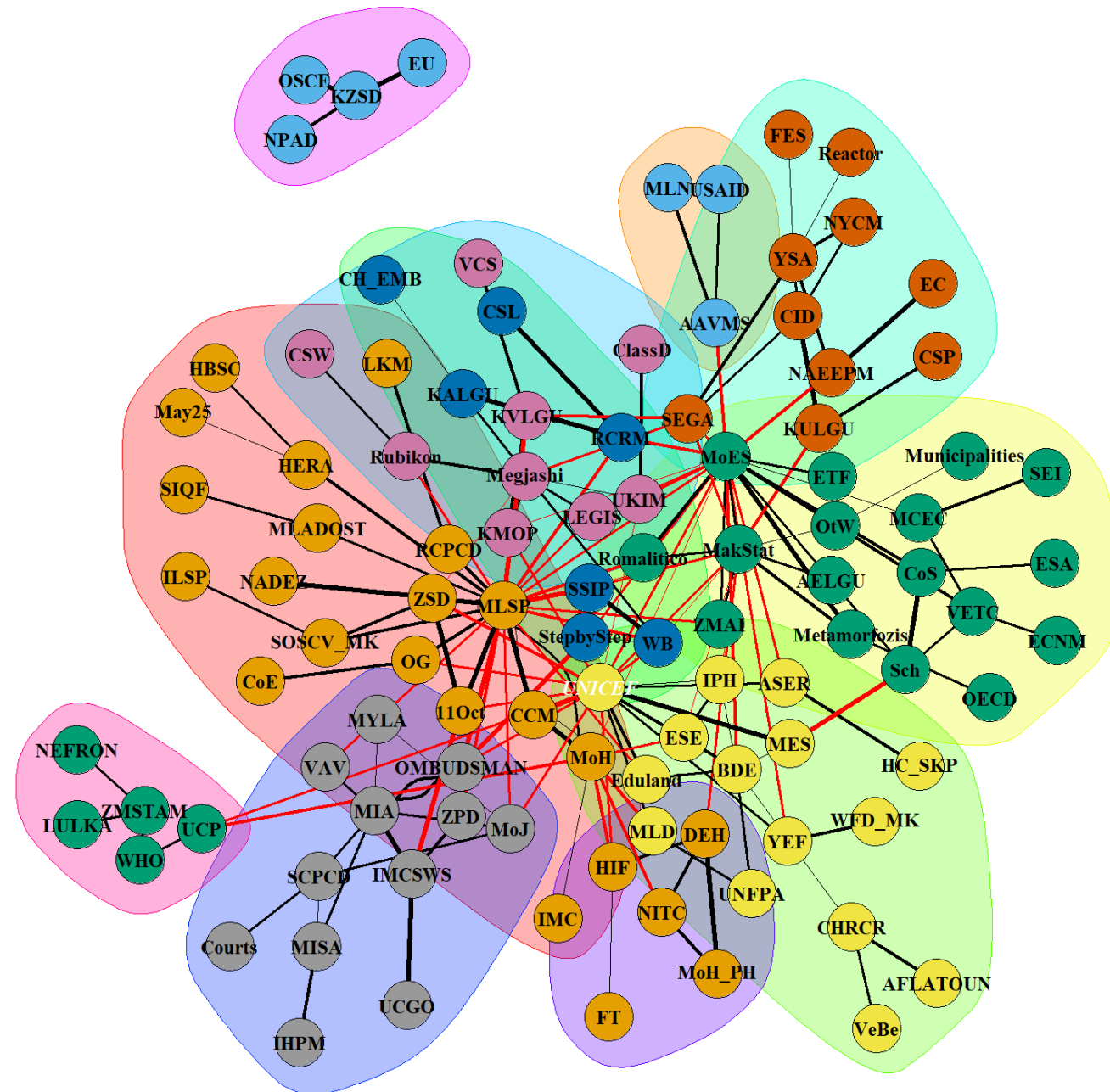


Data and Evidence

Communities

(Louvain clusters)

- ❑ 11 communities were detected among the 105 organizations in the D&E Issue.
- ❑ UNICEF was a member of a community (light green color) that had 14 other members including:
 - 1) AFLATOUN
 - 2) Association of Special Educators and Rehabilitators of the RNM, (ASR)
 - 3) Bureau for Development of Education (BDE)
 - 4) Center for Human Rights and Conflict Resolution (CHRCR)
 - 5) Association and Consulting of Educators and Learning Communities (EduLand)
 - 6) Association for Emancipation, Solidarity and Equality of Women (ESE)
 - 7) Health Center Skopje (HC-SKP)
 - 8) Institute of Public Health, (IPH)
 - 9) Macedonian Ecological Society (MES)
 - 10) Macedonian Medical Association (MLD)
 - 11) UNFPA
 - 12) Violeta Petroska-Beshk (VebE)
 - 13) Westminster Foundation for Democracy Office in Skopje (WFD_MK), and
 - 14) Youth Educational Forum (YEF)



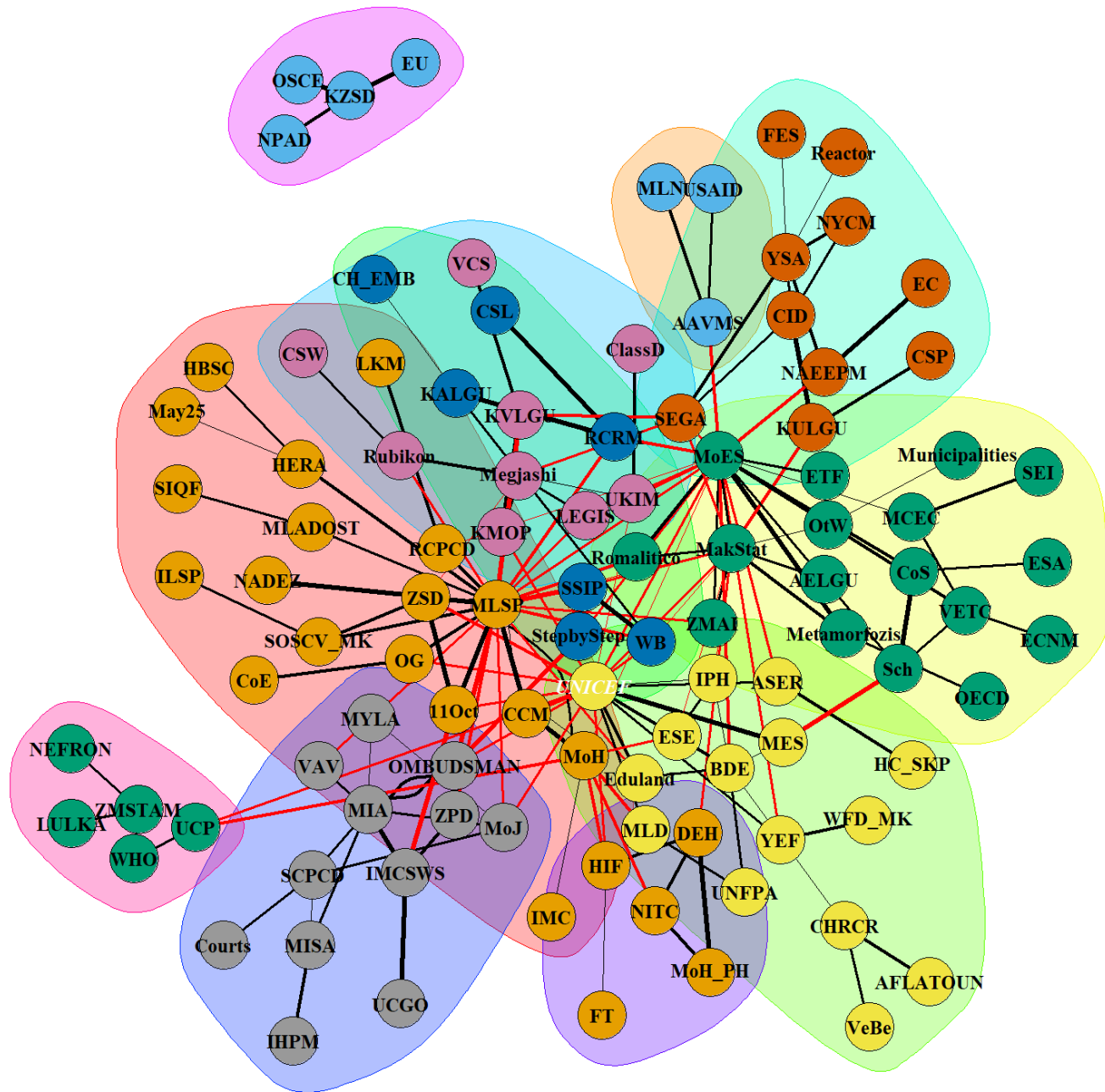
*NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.

Data and Evidence

Communities

(Louvain clusters)

- ❑ The UNICEF community contained members from state and non-state sectors. It is noticeable that 1 INGO and 1 International donor were present in the UNICEF community (UNFPA and Westminster Foundation for Democracy Office in Skopje (WFD_MK)).
- ❑ The biggest communities were centered around the organizations that were key bridges under the betweenness centrality map:
 - One big community was centered around the Ministry of Labour and Social Policy (MLSP) (a reddish-colored community with orange nodes)
 - Another big community was created by the Ministry of Education and Science (MoES) which also included the State Statistical Office (MakStat) (A yellow-colored community with green nodes)
 - The third big community was created around UNICEF (a light green-colored community with yellow nodes)
- ❑ Noteworthy, some pattern was observed in the community around the Ministry of Internal Affairs (MIA) which included actors involved in protection: Macedonian Young Lawyers Association (MYLA), Ombudsman, Ministry of Justice (MoJ), Association for Protection of Child Rights (ZPD), Voice against Violence - National Network against Violence against Women and Domestic Violence (VAV), State Council for Prevention From Child Delinquency (SCPCD), Inter-municipal Center for Social Work of the City of Skopje (IMCSWS), Ministry of Information Society and Administration (MISA), University Clinic for Gynecology and Obstetrics (UCGO), Courts, Internet Hotline Provider Macedonia (IHPM)



**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*

Bridging role activity

(Gould/Fernandez brokerage)

Prompting Question: To whom did you go to for data & evidence child and adolescent-related programming, advocacy, or policy development/implementation in 2023?

Organizational	Coordinator	Gatekeeper	Representative	Consultant	Liaison	Total Roles
						
MLSP	64	131	131	182	58	566
MOES	52	113	113	134	102	514
UNICEF	N/A	N/A	N/A	154	204	358
MakStat	16	37	37	32	56	178
MOH	28	17	17	6	0	68

- ❑ In 2023, among the **105 organizations**, the two most prominent and active bridges and brokers facilitating D&E issues were the Ministry of Labour and Social Policy (MLSP) and the Ministry of Education and Science (MOES). These two organizations were involved in many different types of brokerage roles.
- ❑ UNICEF was the third most prominent and active bridge or broker. UNICEF and UN agencies were not interviewed in this study and since the three roles of Coordinator, Gatekeeper, and Representative are related to a brokering role associated with UNICEF or with other similar UN agencies, these three roles are not applicable to UNICEF. It facilitated these connections mostly as a **Liaison** (by brokering a relationship between two different types of organizations) and secondarily as a **Consultant** (by brokering a relationship between two same types of organizations).
- ❑ The State Statistical Office (MakStat) and Ministry of Health (MOH) were also engaged in various brokerage roles. Ministry of Health had more involvement in coordination, gatekeeping, and representative roles.
- ❑ Other organizations had significantly lower brokerage roles; However, some were somewhat prominent in particular roles. For instance, the First Children's Embassy in the World Megjashi in RNM had a prominent coordinator role among NGOs (12 roles), while the World Bank (WB) had a liaison role only in 2023 (22 roles), and the E-Health Directorate (DEH) also had a coordinator role solely (10 roles)

The primary activity in the scope of which organizations worked with partners regarding technical assistance and capacity building



- ❑ The qualitative information suggests that data and evidence requested concerning child- and adolescent-related policies in RNM served various goals and contributed to different project/program activities in 2023. The results indicate that requesting child- and adolescent-related data and evidence served the following goals in RNM:
 - **Requesting information (data/statistics) concerning children** - Some organizations requested child-related data and evidence to implement their programming activities. For instance, they requested information about child mortality, the number of children and/or adolescents at the educational facilities, the number of school staff available at the educational facilities, information about children with disabilities, etc.
 - **Policy advocacy** - Some organizations requested and obtained reliable data and evidence to advocate child- and adolescent-related policies and support youth policy in North Macedonia in 2023. The latter implies supporting the law on youth policies and developing a strategy for youth 2023-2027.
 - **Contributing and/or developing strategy documents** - Part of the organization inquired about reliable data and evidence to develop some strategy documents. The results under data and evidence suggest that several significant strategy documents were developed or updated in RNM in 2023: National Strategy for Youth 2023-2027, Social Plan for Children 2023-2026, and Strategy for Children Living on the Streets in Skopje.
 - **Legislative analysis and amendment** - Part of the organizations conducted the assessment of legislation in RNM and evaluated its compliance with UN Conventions, while some organizations supported initiating the legislative amendments to the law on maternity insurance to provide paid maternity leave to mothers working in the agricultural fields.

The primary activity in the scope of which organizations worked with partners regarding Data and Evidence



- ❑ **Enforcing school and preschool educational facilities** - Interestingly, some initiatives and activities for which organizations obtained data and evidence concerning children referred to education and aimed at strengthening educational systems in RNM. The initiatives and activities for which organizations searched for reliable data and evidence aimed at strengthening the capacity of schools and preschool educational institutions through increased networking and sustainable financing of primary education.
- ❑ **Strengthening the healthcare policies/reinforcing the mental health system in RNM** - as several state organizations were working in the healthcare field, some activities and initiatives also emerged in 2023 that contributed to this policy direction. Specifically, some state organizations and CSOs requested reliable data and evidence from other organizations in order to implement immunization services, develop prenatal and postnatal care systems, increase awareness of digital health systems, and learn about the impact of COVID-19 on the mental health of children and adolescents. Interestingly, mental health issues were named by several organizations among initiatives they worked on in partnership with the public sector in 2023. UNICEF and MoH were named among the actors that provided such type of information.
- ❑ **Creating a safer environment for children/child protection** - it is worth mentioning that a significant share of activities named by the most informed respondents referred to protection issues including protection of children in the digital space. The projects and programs for which organizations required reliable data learned about children's digital literacy and the current level of protection on the Internet, aimed to offer services for the child victims of human trade, trafficking, victims of violence against children, sexually abused children or acquired data on children in conflict with the law or some criminal background.

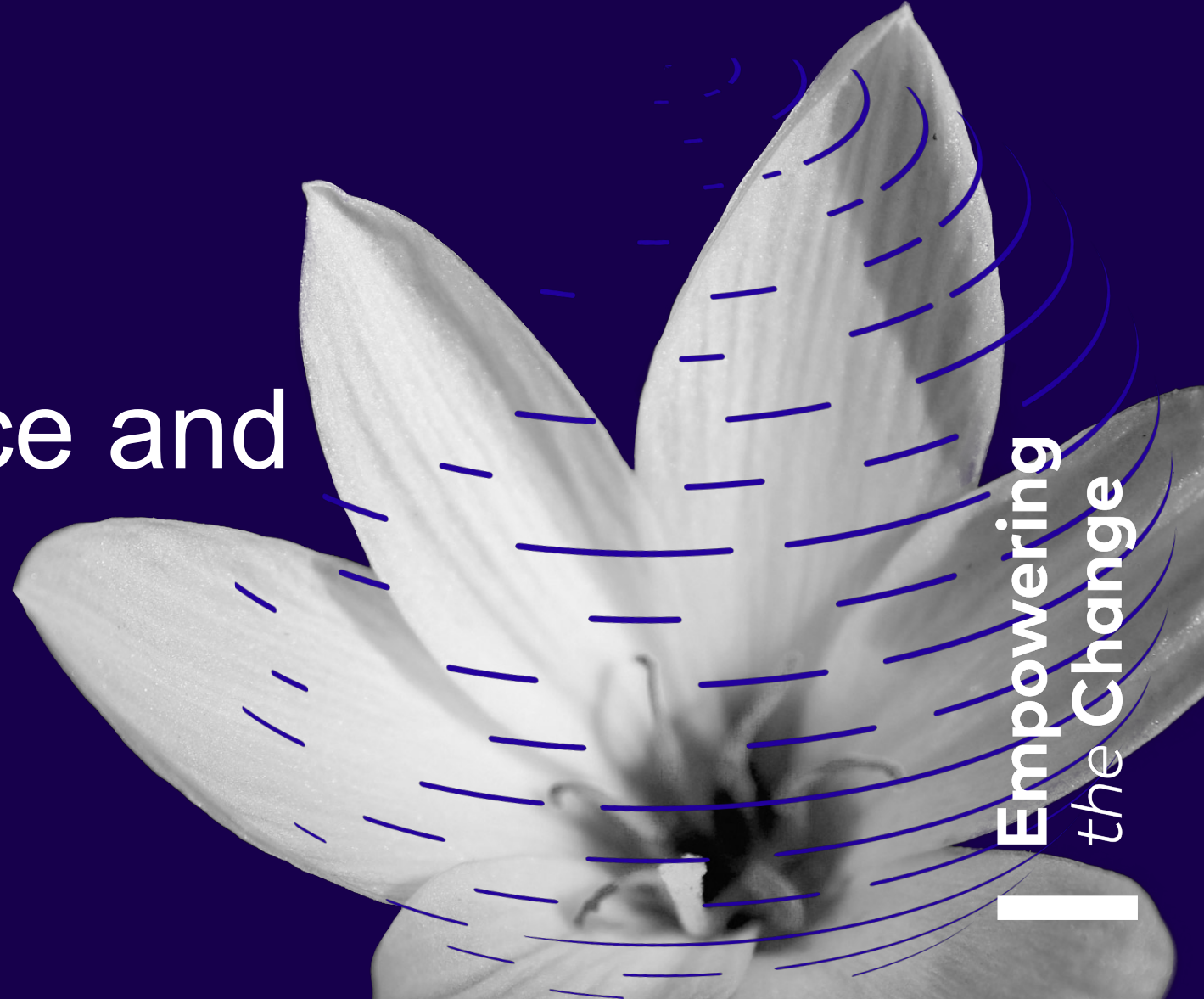
The primary activity in the scope of which organizations worked with partners regarding Data and Evidence



- ❑ Along with the nature of activities, the qualitative analysis also enables to distinguish protects based on the target groups they are working with. Namely, the collected qualitative data indicate that four groups of children were under the focus of organizations when requesting up-to-date and reliable data and evidence in 2023: **Roma children, children living in the streets, children with disabilities or special needs, and children under state care.**
 - ❖ Several organizations accentuated the issue of children living on the streets. Even though the number of organizations working with this community was not high, considering the vulnerability of the group itself and the overall nature of the subject, it was an important topic, and some steps were made in 2023. On the one hand, the Ombudsman worked with the Ministry of Labour and Social Policy to research children living on the streets. On another hand, Megjashi worked with the Ss Cyril and Methodius University in Skopje to create a strategy for children living on the streets in the city of Skopje.
 - ❖ Another subject for which reliable data and evidence were gathered refers to the development of foster care institutions in RNM, monitoring the implementation of the deinstitutionalization strategy, and ensuring that children under state care had access to educational facilities and received the state social services they were qualified for. A part of the organization requested reliable data and evidence to support the development of this policy direction in RNM and implement relevant project activities. Although mainly civil society organizations pointed out obtaining data and evidence for foster care and deinstitutionalization programs, they mainly acquired such information from state institutions such as the Ministry of Labor and Social Policy, and the Ministry of Internal Affairs.
 - ❖ Only one organization worked on the issues of Roma children – Romalitico. For a better understanding of the issues the children from respective communities face, the organization gathered information on the availability of education and the mortality of babies and children among Roma populations.
 - ❖ As for the children with disabilities or special needs, the organizations supported the development and improvement of services oriented toward the children with disabilities or special needs. The services for children with disabilities were diverse contextually, however, the special focus was made on early childhood development, improvement of early assessment of a child's functional development, and development of daycare service centers for children with special needs. The latter was the child-related policy field in which the World Bank was strongly invested, and it implemented the program in cooperation with the Ministry of Labour and Social Policy.



Technical Assistance and Capacity Building



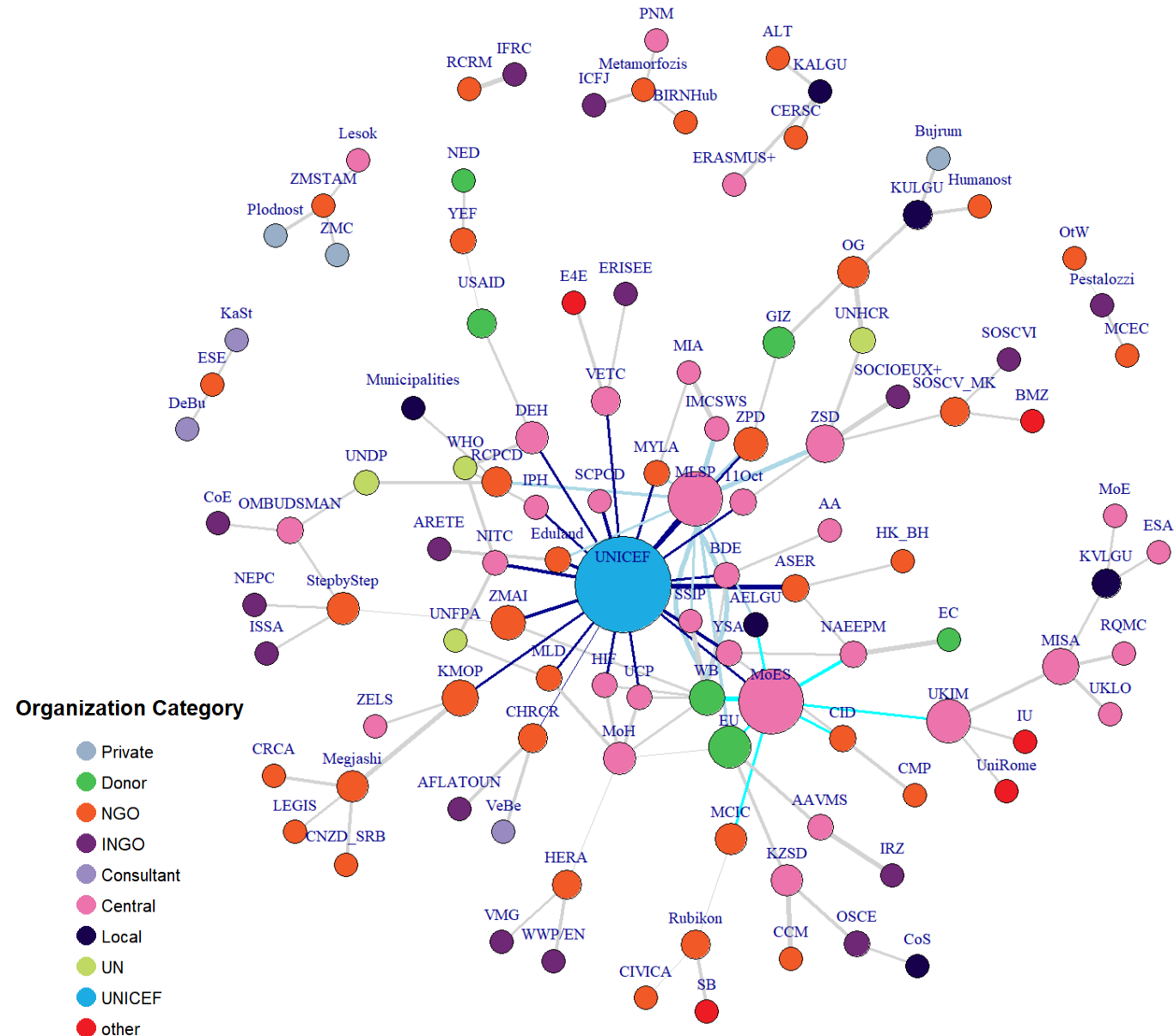
Empowering
the Change

Technical Assistance and Capacity Building



Principal Facilitator (betweenness centrality)

- ❑ **Node Size** - a measure of centrality – which organizations are the most important bridges in the network?
- ❑ **Line thickness** - Quality and frequency of the relationship between nodes
 - *Thicker line* – stronger relationship (formal and frequent)
 - *Thinner line* – weaker relationship (informal and infrequent)
 - *Double (almond-shaped) line* – organizations mutually named each other among the top three organizations in 2023
- ❑ **Color** - Type of organization



Technical Assistance and Capacity Building

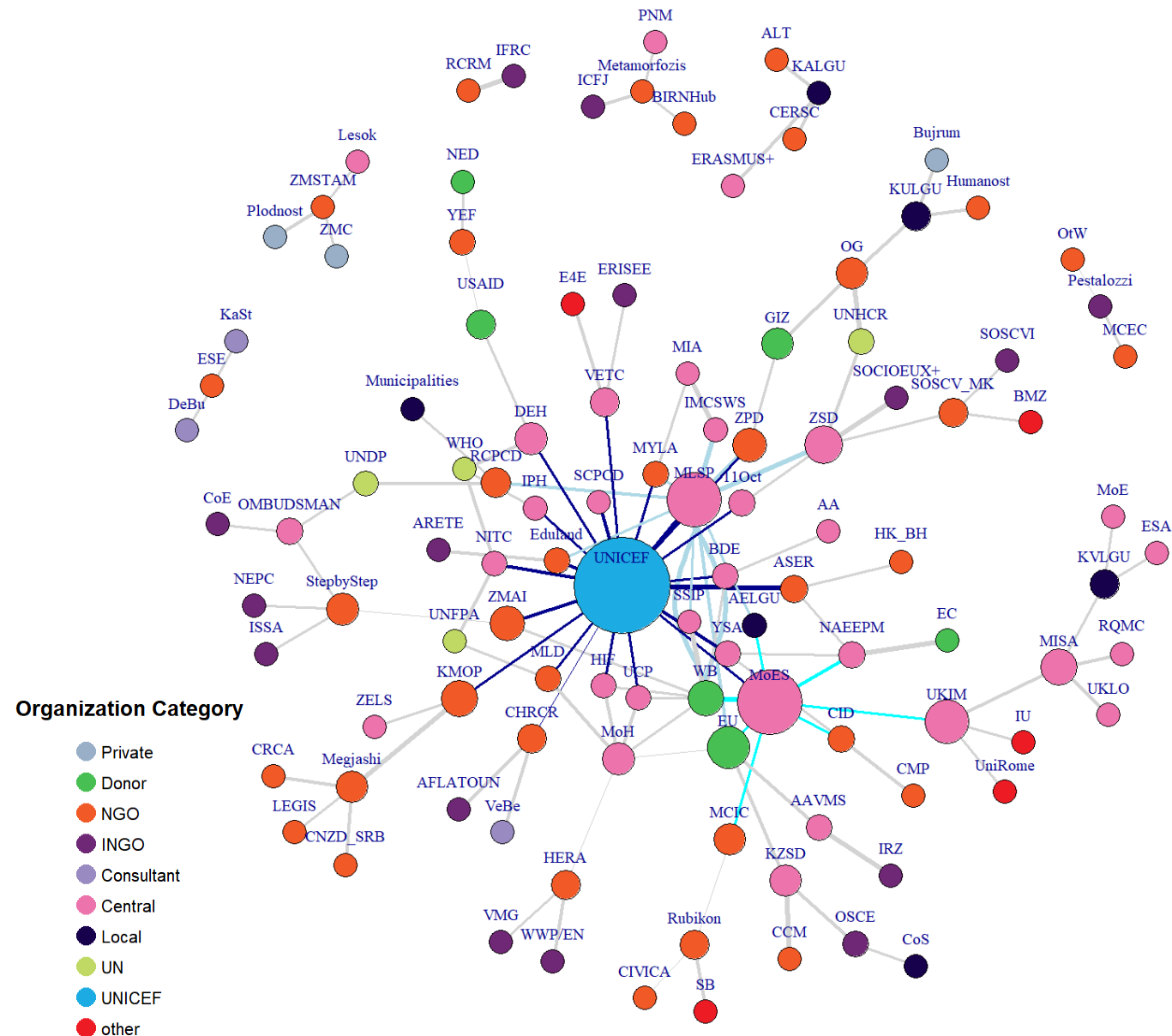


Principal Facilitator

(betweenness centrality)

Prompting Question: To whom did you go for technical assistance / capacity-building on child-related programming, advocacy, or policy development/implementation in 2023?

- ❑ 60 organizations were interviewed, and 110 organizations were identified in this network.
- ❑ The most prominent organization in facilitating TA&CP was UNICEF.
- ❑ Two other prominent facilitators, though less than UNICEF, were two government ministries: the Ministry of Education and Science (MOES) and the Ministry of Labour and Social Policy (MLSP).



Technical Assistance and Capacity Building



Principal Facilitator

(In-degree centrality)

❑ The analysis by in-degree centrality (organizations that reported having either a formal or informal relationship with UNICEF) indicated that 20 organizations reported facilitating the delivery of technical assistance and capacity building by UNICEF in 2023. Those organizations were:

- Association and Consulting of Educators and Learning Communities – EDULAND (Eduland)
- Association of Special Educators and Rehabilitators of the RNM (ASER)
- Bureau for Development of Education (BDE)
- Ministry of Education and Science (MoES)
- Family and Childcare Center (KMOP)
- Children's Home "11 October" (11Oct)
- Ministry of Labor and Social Policy (MLSP)
- Agency for Youth and Sport (YSA)
- Center for Human Rights and Conflict Resolution (CHRCR)
- University Clinic of Psychiatry (UCP)
- Health Insurance Fund of the Republic of North Macedonia (HIF)
- Institute of Public Health (IPH)
- Macedonian Young Lawyers Association (MYLA)
- E-Health Directorate (DEH)
- Committee for National Immunization (NITC)
- Association for Protection of Children's Rights (ZPD)
- Vocational Education and Training Center (VETC)
- Association for Research and Analysis (ZMAI)
- Macedonian Medical Association (MLD)
- State Council for Prevention From Child Delinquency (SCPCD)

❑ The types of organizations UNICEF delivered TA&CB were mostly central government agencies (13 out of 20) and another part of organizations came from the non-governmental sector (7 out of 20)

❑ Based on in-degree centrality metrics, UNICEF was involved in providing TA&CB with key state organizations in charge of shaping and implementing child-related policies in North Macedonia in 2023. By fields, it is obvious that organizations partnered with UNICEF were mainly from education and healthcare fields/sectors, and protection actors were underrepresented under TA&CB

Technical Assistance and Capacity Building

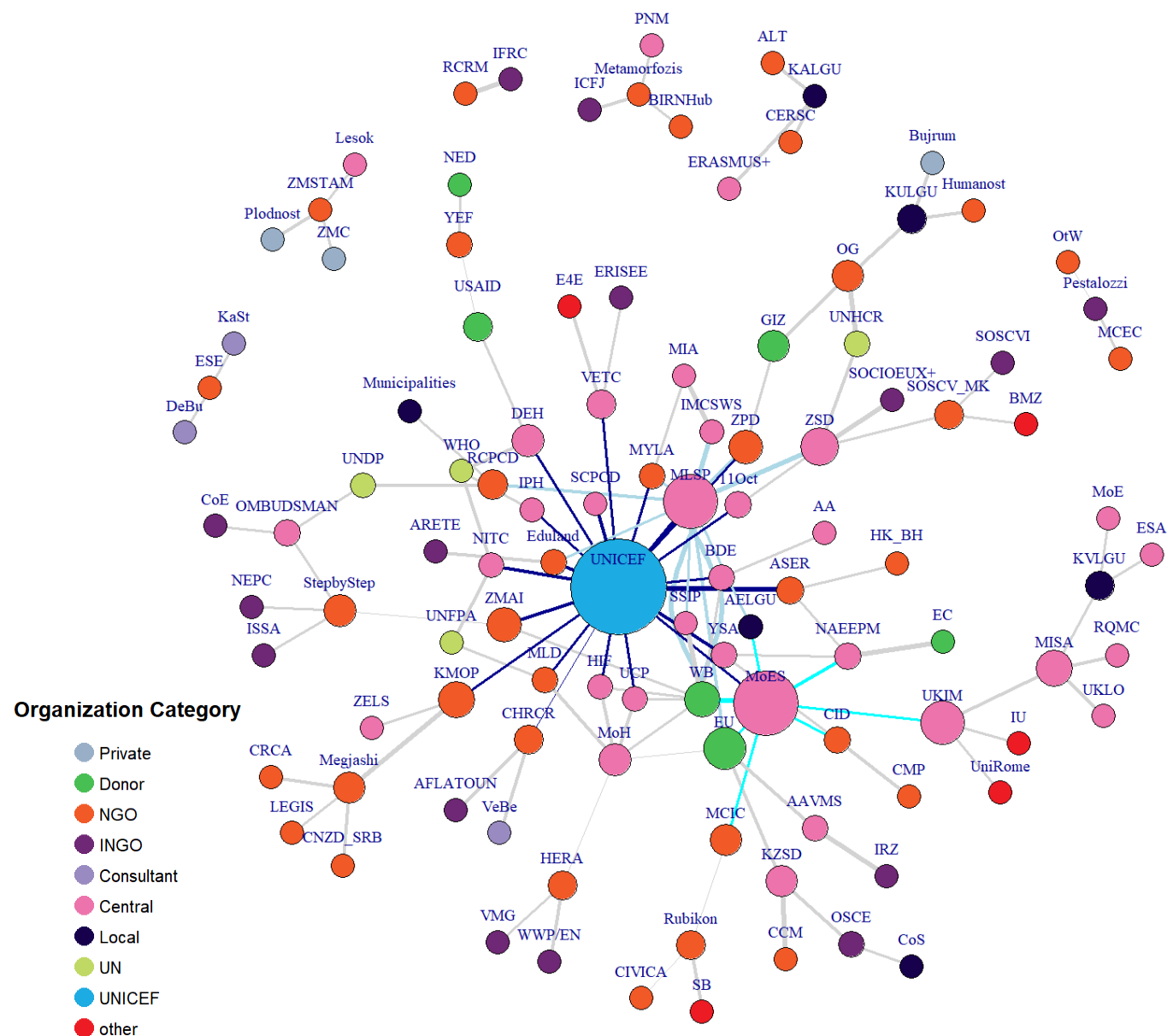


Principal Facilitator (betweenness centrality)

- Although the TA&CB map had almost the same number of nodes as D&E, there were more clusters separated from the main network under TA&CB. There were a total of 6 such clusters. Specifically:

- Association for Emancipation, Solidarity, and Equality of Women (ESE), Katerina Stavrik (KaSt) and Debora Budlender (DeBu)
- Hospital Plodnost Bitola (Plodnost), Macedonian Association of Nurses and Midwives (ZMSTAM) Zan Mitrev Clinic (ZMC), Lesok Hospital for Lung Diseases and Tuberculosis (Lesok)
- Red Cross of the Republic of North Macedonia (RCRM) and International Federation of Red Cross (IFRC)
- President of North Macedonia (PNM), Foundation Metamorfozis (Metamorfozis), International Center for Journalist (ICFJ), Balkan Investigative Reporting Network (BIRNHub)
- Center of Excellence in Parenting - Alternativa (ALT), Municipality of Karposh (KALGU), ERASMUS+ Center for Environment Resources - Strengthening Consciousness (CERSC)
- Association for Assistive Technology - Open the Windows (OtW), Pestalozzi - Children's Foundation (Pestalozzi), Macedonian Civic Education Center (MCEC)

- On the map, dark thick lines represent stronger connections, while light thin lines indicate weaker connections. As the map contains many separated and fragmented clusters and there were quite a number of thinner lines it is not characterized as strong connections as the TA&CB centrality map.



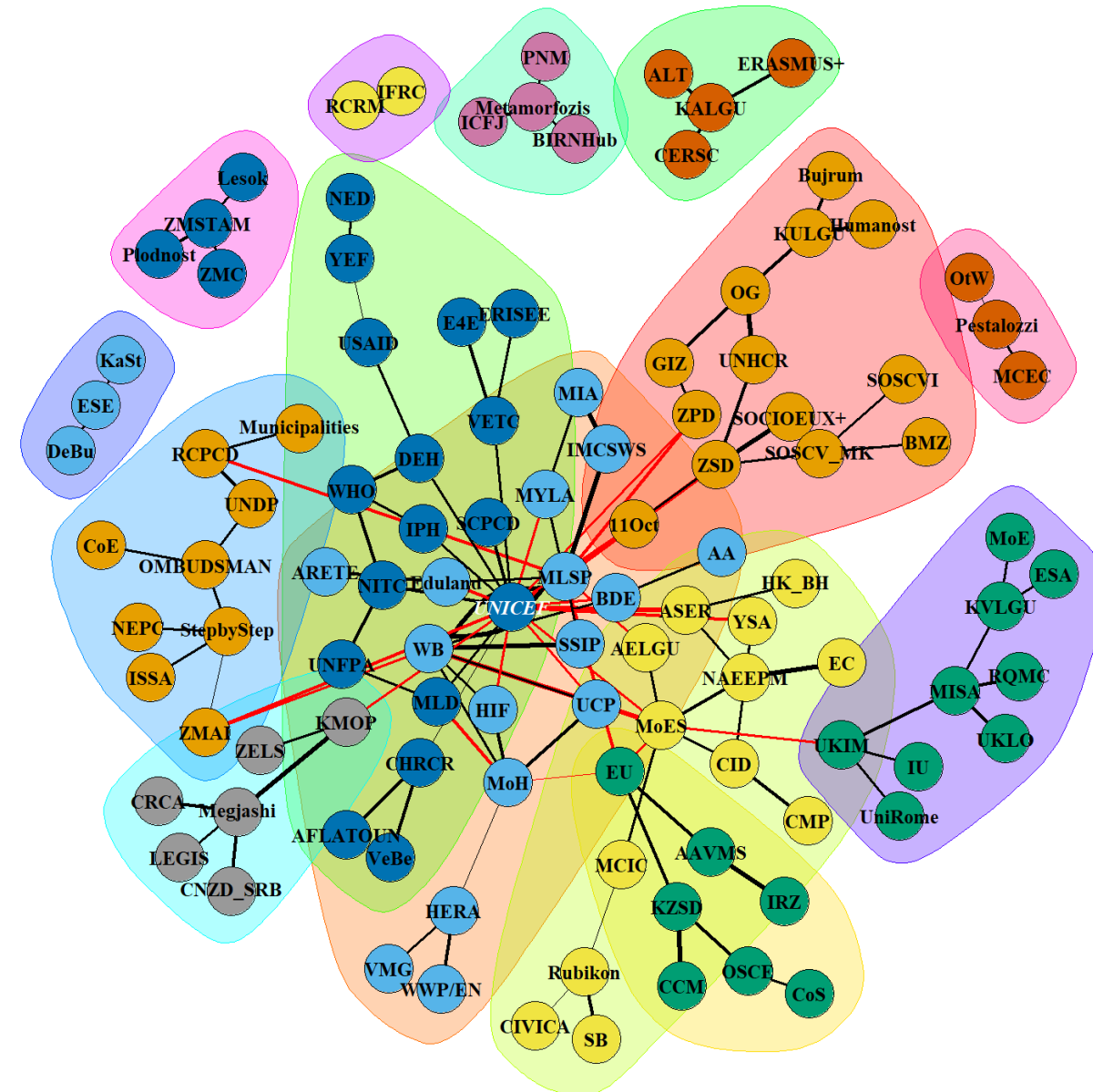
Technical Assistance and Capacity Building



Communities (Louvain clusters)

Prompting Question: To whom did you go for technical assistance / capacity-building on child-related programming, advocacy, or policy development/implementation in 2023?

- ❑ Community clusters are determined by the Louvain algorithm, which determines which group of nodes (organizations) are more connected with each other than with other nodes (organizations) using the density of the respective connections.
- ❑ The community member belongs to one community only, but it may have connections with other communities, however, most connections are to their community members.
- ❑ On the map, colors surrounding organizations illustrate the organization's community. As one organization can belong to one community only, overall, colors surrounding different community nodes do not carry any specific meaning. It does not signify an overlap between communities.
- ❑ Thicker line – stronger relationship (formal and frequent), thinner line – weaker relationship (informal and infrequent)
- ❑ On the map, red lines imply connections from one community member to another community member. Black lines indicate connections inside the community.



Technical Assistance and Capacity Building

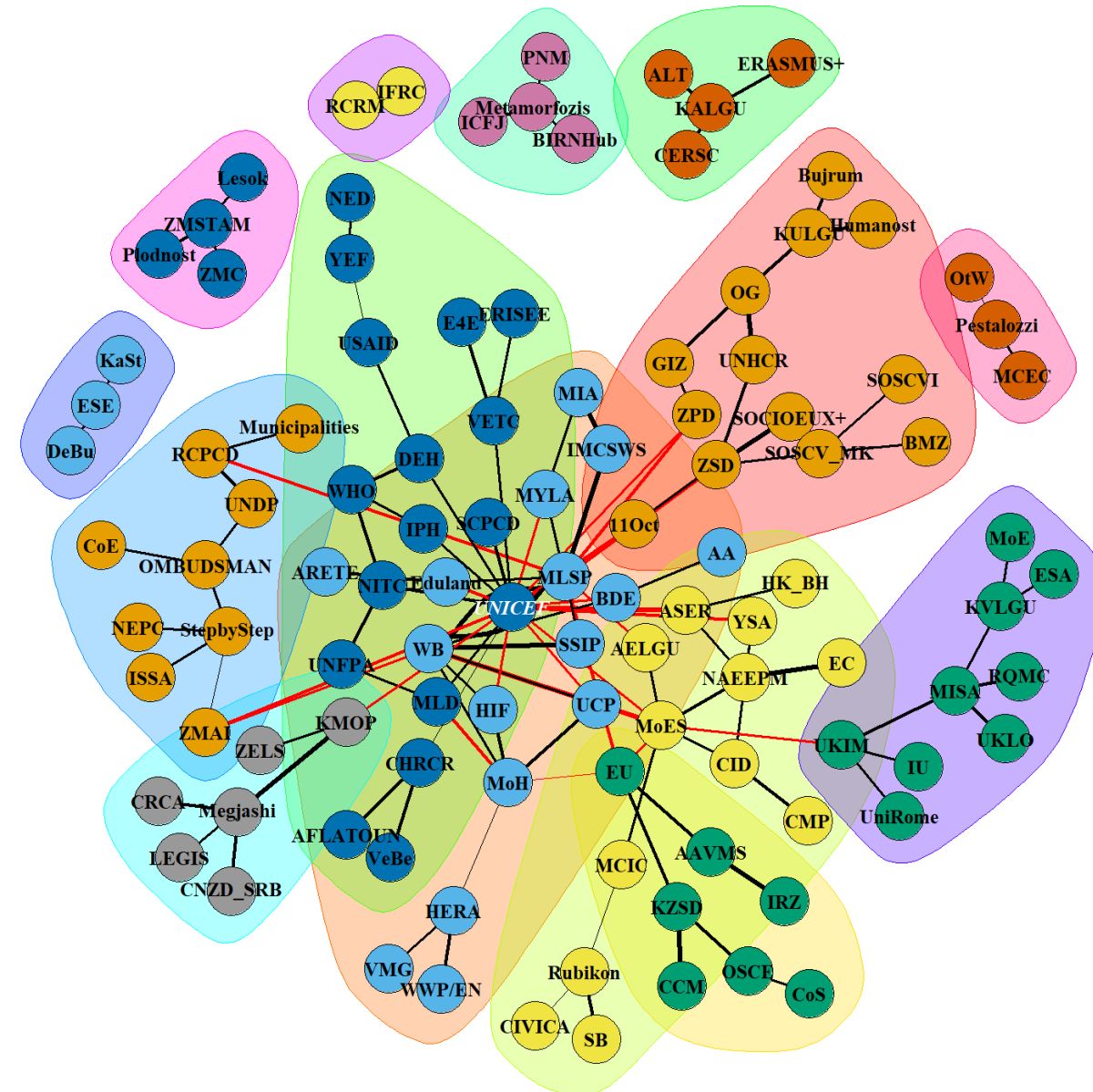


Communities

(Louvain clusters)

- ❑ There were 14 communities among the 110 organizations.
- ❑ UNICEF belonged to a community (dark blue nodes) with 16 other members:
 - 1) AFLATOUN,
 - 2) Center for Human Rights and Conflict Resolution (CHRCR)
 - 3) E-Health Directorate (DEH)
 - 4) Education for Employment (E4E),
 - 5) Education Reform Initiative of South-Eastern Europe (ERISEE)
 - 6) Institute of Public Health (IPH)
 - 7) Macedonian Medical Association (MLD)
 - 8) National Endowment for Democracy (NED)
 - 9) Committee for National Immunization (NITC)
 - 10) State Council for Prevention from Child Delinquency (SCPCD)
 - 11) UNFPA
 - 12) USAID
 - 13) Violeta Petroska-Beshka (VeBe)
 - 14) Vocational Education and Training Center (VETC)
 - 15) World Health Organization (WHO),
 - 16) Youth Educational Forum (YEF)

**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*



Technical Assistance and Capacity Building

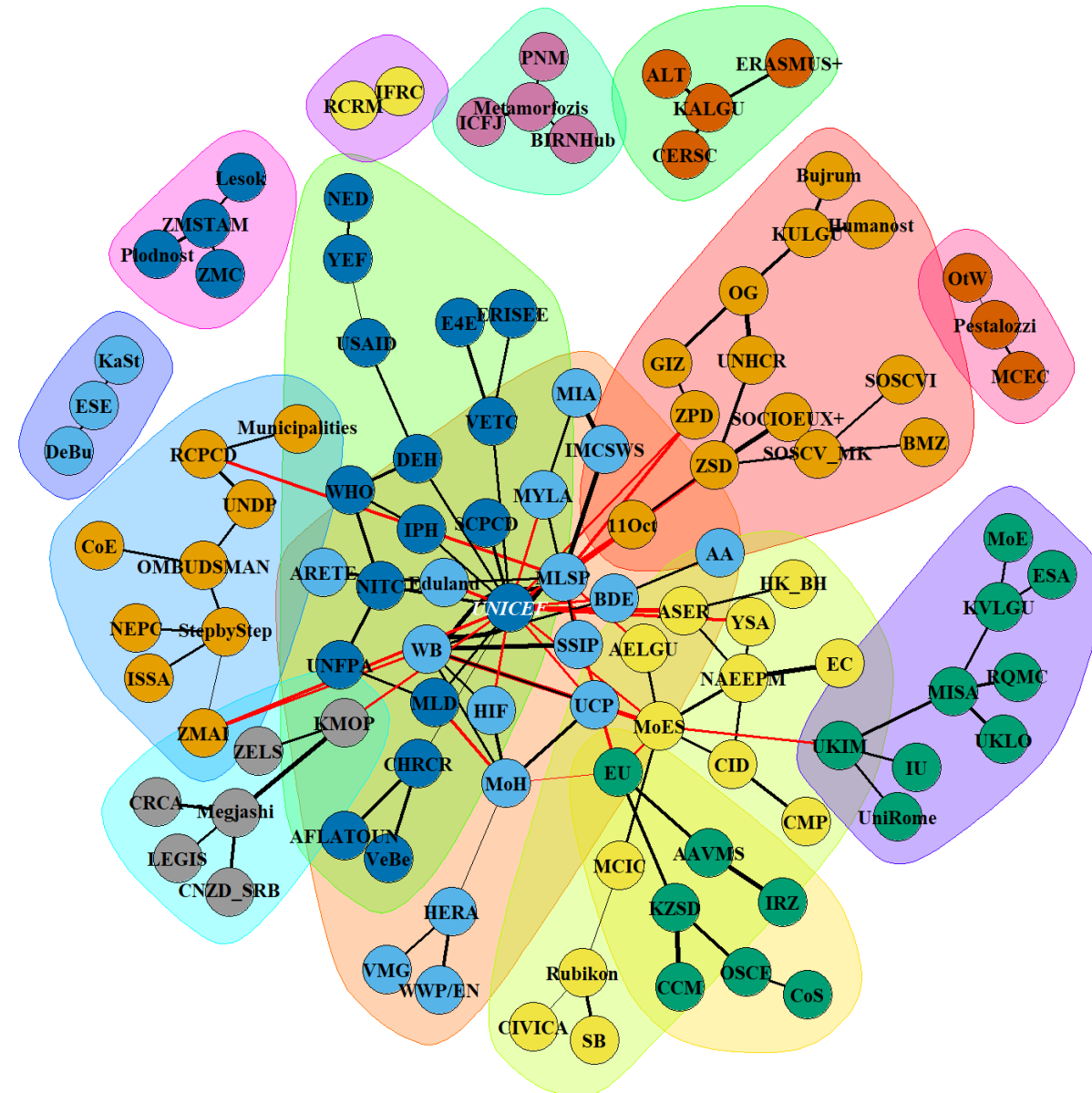


Communities

(Louvain clusters)

- ❑ The communities map indicates that the UNICEF community contained mostly central government agencies and INGOs.
- ❑ By sectors, organizations in the UNICEF community were mainly involved in the education and healthcare fields.
- ❑ Separate clusters were grouped into separate communities on the map.
- ❑ Noteworthy, the red lines are visible only around the central part of the network and the members of communities situated at the outer corners mostly interact inside the community and are not connected to other community members.

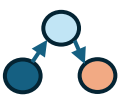
**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*



Bridging role activity

(Gould/Fernandez brokerage)

Prompting Question: To whom did you go for technical assistance / capacity-building on child-related programming, advocacy, or policy development/implementation in 2023?

Organization	Coordinator 	Gatekeeper 	Representative 	Consultant 	Liaison 	Total Roles
UNICEF	N/A	N/A	N/A	188	186	374
MLSP	6	23	23	14	36	102
MoES	2	12	12	4	26	56
WB	0	0	0	36	14	50
MoH	2	6	6	4	8	26

- ❑ In 2023, among the **110 organizations**, the most prominent and active bridge and broker facilitating TA&CH issues was UNICEF.
- ❑ Due to the methodological approach, UNICEF facilitated these connections mostly as a **Liaison** (by brokering a relationship between two different types of organizations) and secondarily as a **Consultant** (by brokering a relationship between two same types of organizations).
- ❑ Other prominent brokerage organizations in the TA&CB network were the Ministry of Labour and Social Policy (MLSP) and the Ministry of Education and Science (MOES). These two organizations were involved in many different types of brokerage roles than UNICEF.
- ❑ Similar to UNICEF, the World Bank (WB) also played a consultant and liaison role in 2023 in terms of TA&CB and constituted the fourth prominent broker in the network in 2023. As for the Ministry of Health, its overall brokering role was not high, but it played many different roles and was not prominent in any given roles.
- ❑ Concerning other organizations that had prominent brokering roles, two need to be distinguished. First, the EU had only a consultant role (23 roles) in 2023 and constituted the sixth broker under TA&CB, while the First Children's Embassy in the World Megjashi in RNM had solely a coordinator role (12 roles) and facilitated connections among NGOs only.

The primary activity in the scope of which organizations worked with partners regarding TA&CB



In 2023, the organizations participating in the TA&CB network of child- and adolescent-related policies acquired partnerships referring to the following purposes:

- **Policy Development** – a significant share of organizations have applied partnerships to develop some directions of child-related policies in North Macedonia in 2023. A prominent share of organizations indicated that technical assistance and capacity building provided through these partnerships have supported them to work on child-related policies in general, while others specified the particular policy directions such as revision of child protection services in the RNM, development of policy framework for early childhood development, improving the policy environment ensuring the quality of social services in the RNM, analyzing compliance between the local legislation and UN Convention on Child Rights, etc.
- **Capacity building** – the biggest share of organizations addressed partner organizations to increase their organizational capacity and/or capacity of their employees.
 - It is noticeable in RNM that the biggest share of organizations receiving TA&CB were state agencies including both central and local government agencies. Almost all organizations benefiting from capacity-building activities were central government institutions such as the Agency for Audio and Audiovisual Media Service, State Council for Prevention from Child Delinquency, Inter-municipal Center for Social Work of the City of Skopje, Vocational Education Training Center, Commission on Prevention and Protection Against Discrimination, Ministry of Labour and Social Policy, Ministry of Labor and Social Policy, etc. The employees of respective agencies were engaged in various trainings, workshops, and other activities that aimed at increasing their capacity and supporting them in providing better services to their respective groups or improving their policy designs.
 - In addition to the large central government agencies, some capacity-building activities targeted educational institutions (schools and kindergartens). Those initiatives aimed at raising the capacity and competencies of school and kindergarten employees working with children, while other activities were more oriented on eradicating corruption in the school system and improving their administration. Concerning educational institutions, a few organizations emphasized the interethnic dialogue in educational facilities, and they attempted to partner with other organizations to take steps in this respect.

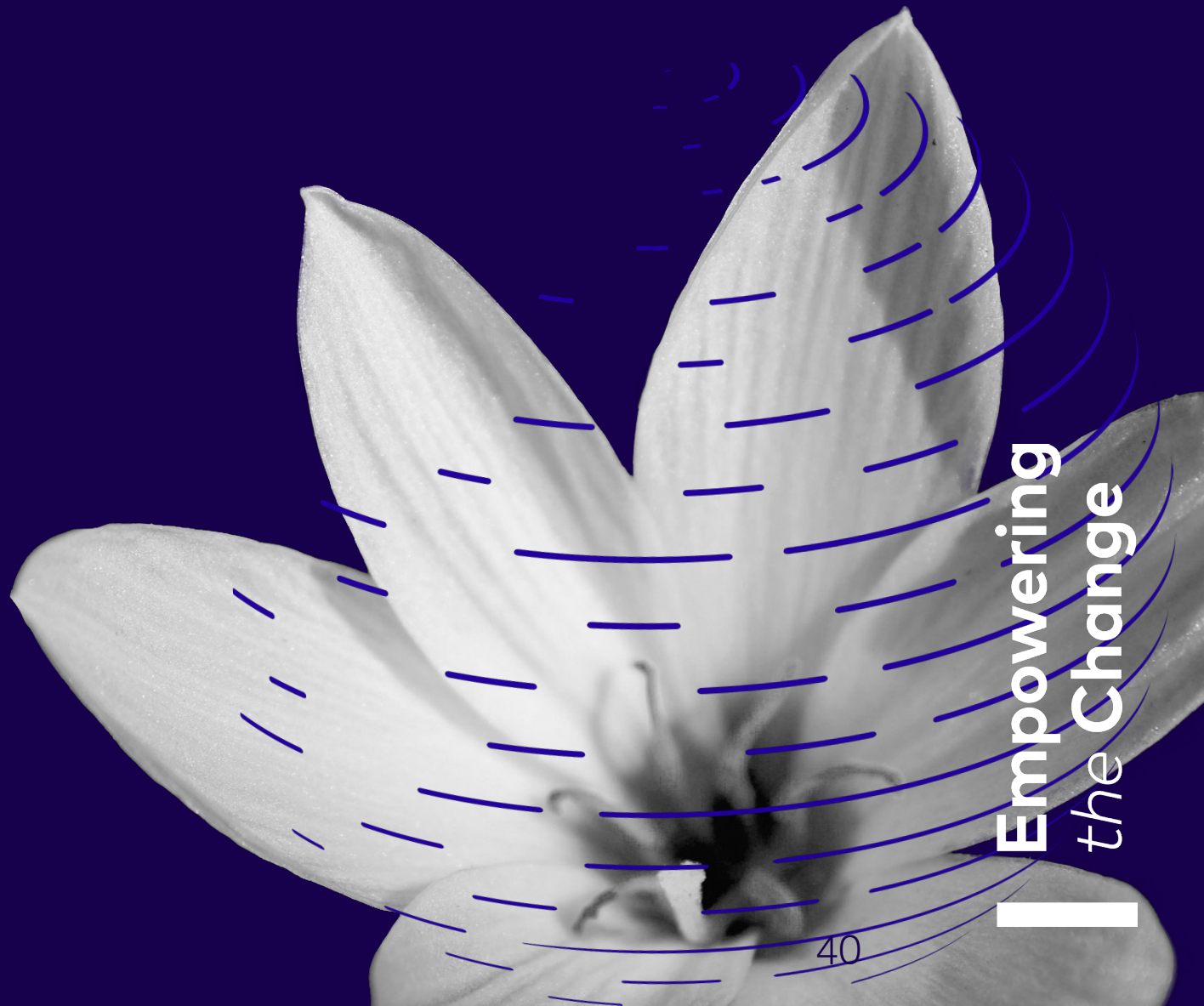
The primary activity in the scope of which organizations worked with partners regarding TA&CB



- ❑ **Responding to the needs of children/persons with disabilities** – a significant number of organizations referred to partner organizations to respond to the needs of children and/or persons with disabilities in RNM in 2023. The major share of organizations that mentioned the issues related to disability emphasized that they aimed at developing an early childhood development system in the RNM by improving the capacity of medical personnel so that they can evaluate the signs of disability or development delay at the early stage of child development, strengthening digital systems/software to ensure that children with disabilities or development delays were engaged in the respective programs as early as possible and developing a policy framework that is fundamental for progressing early childhood development policy in the RNM – ensuring that services the children receive are tailored to their needs (education, healthcare, etc.). Other initiatives responding to the needs of persons with disabilities refer to the social integration of persons/children with disability, and improving the social services oriented toward persons/with disabilities such as the provision of daycare center services, psycho-social services, occupational therapy, etc.
- ❑ **Protection** – some organizations have partnered with others to support child protection policy in the RNM in 2023. These organizations attempted to make their modest contribution through profound revision of protection policy, ensuring proper service delivery to the child victims of violence, and increasing the local capacities to have a safer environment for children on the internet through creating a national center for safer internet.
- ❑ **Mental health** – certain organizations implemented projects with their partner organizations to improve the mental health condition of children and prevent their burnout, particularly, during the post-pandemic period.
- ❑ **Youth** – Some program activities organizations implemented under TA&CB refer to youth affairs and they include activities oriented on youth empowerment through awareness raising and knowledge-sharing activities.
- ❑ **Other activities:** promoting the nursing profession and improving post-natal nursing services, improving state care/alternative care systems, and supporting biological families in North Macedonia; provision of technical assistance through purchasing equipment or improving organizations' systemic control programs; and strengthening the knowledge about climate change and environmental protection.



Fundraising

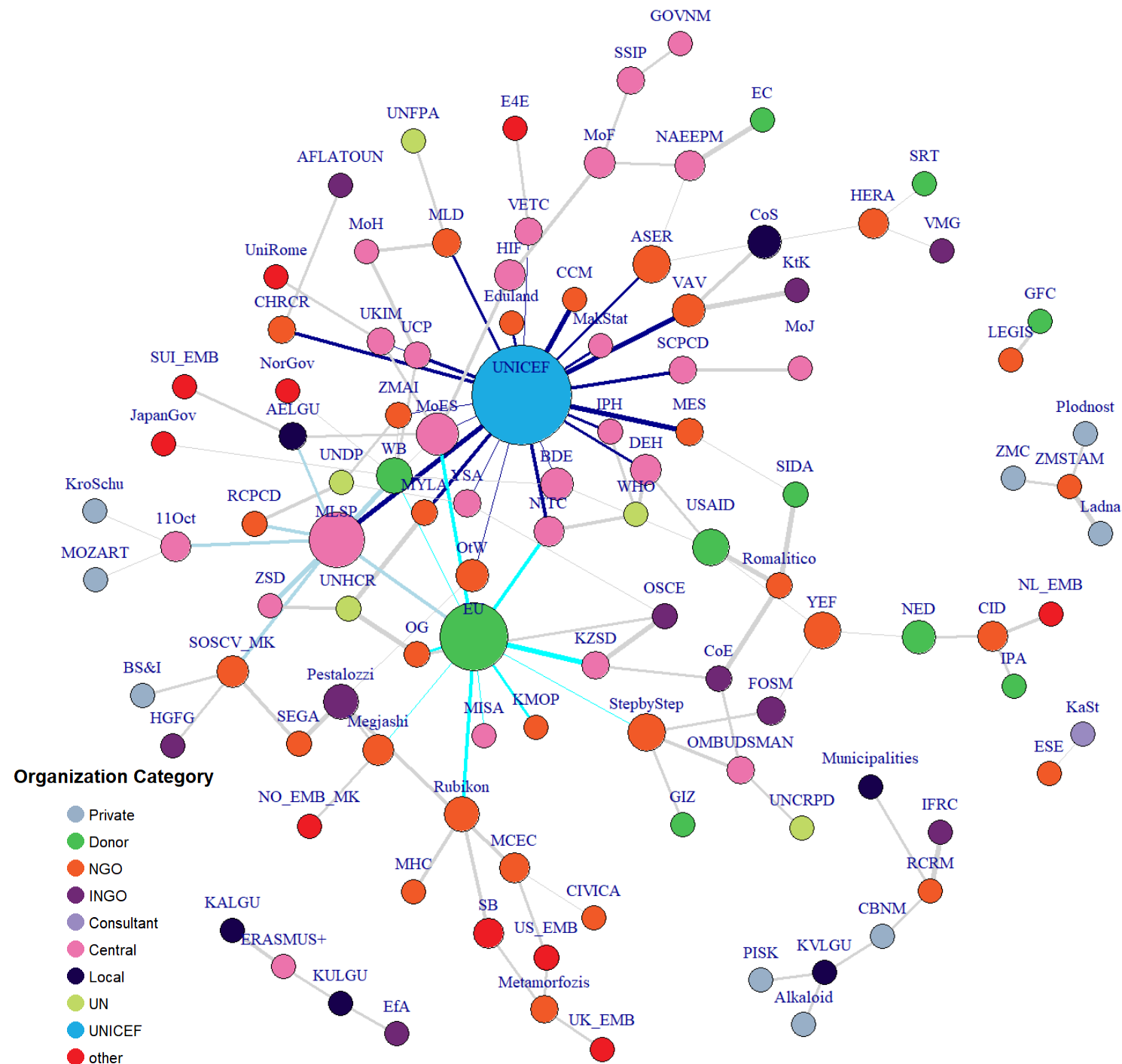


Empowering
the Change

Fundraising

Principal Facilitator (betweenness centrality)

- ❑ **Node Size** - a measure of centrality – which organizations are the most important bridges in the network?
- ❑ **Line thickness** - Quality and frequency of the relationship between nodes
 - *Thicker line* – stronger relationship (formal and frequent)
 - *Thinner line* – weaker relationship (informal and infrequent)
 - *Double (almond-shaped) line* – organizations mutually named each other among the top three organizations in 2023
- ❑ **Color** - Type of organization



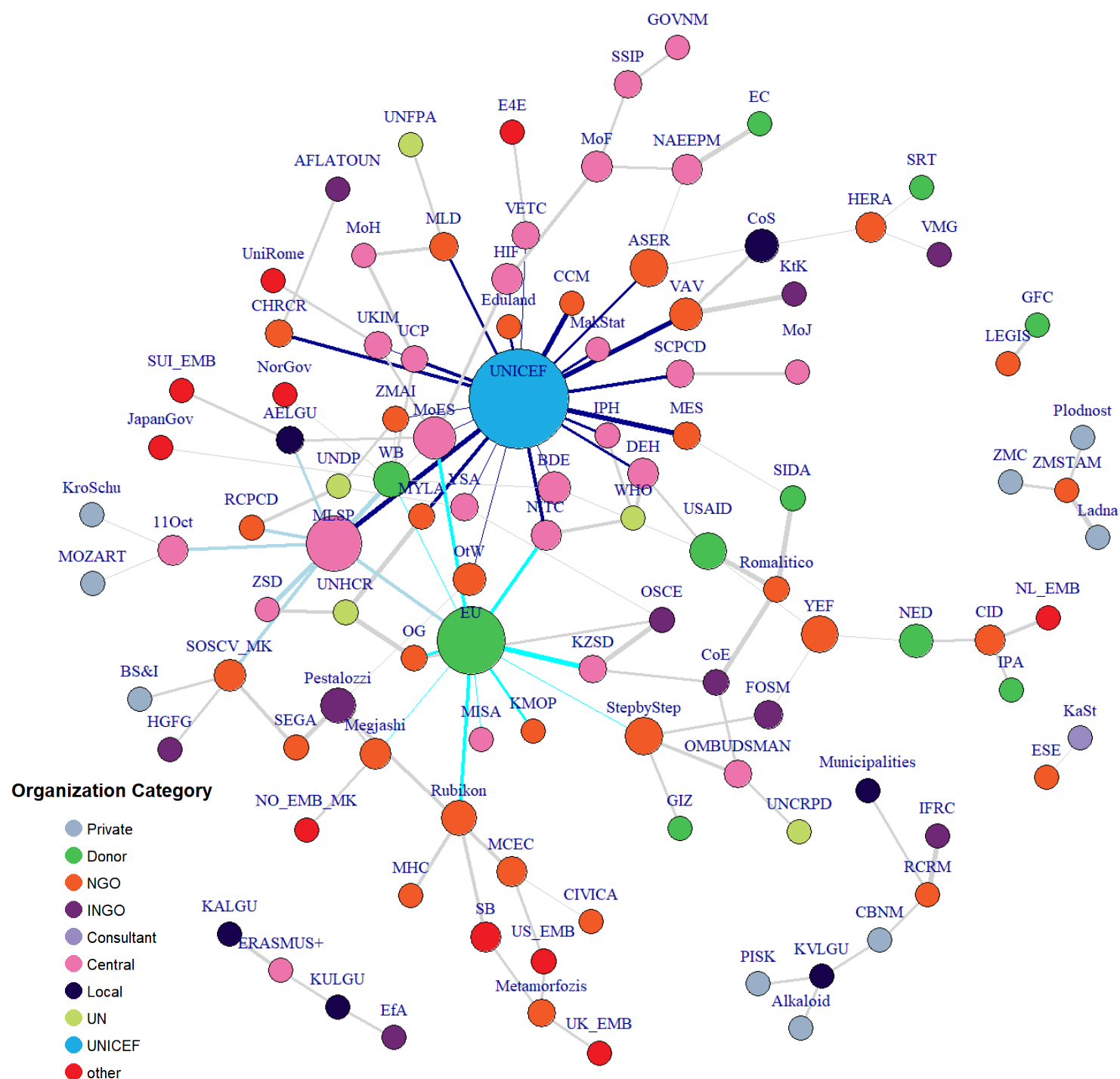
Fundraising

Principal Facilitator

(betweenness centrality)

Prompting Question: In 2023, when you (your organization) needed to conduct fund-raising for child and adolescent-related programming, advocacy, or policy development/implementation, to whom did you turn? Please name the top 3 partners in priority order.

- ❑ 60 organizations were interviewed, and 107 organizations were identified in the network.
- ❑ UNICEF (large blue node) was the most prominent facilitator in the Fundraising network.
- ❑ Second to UNICEF, the EU (large green node) was a prominent facilitator.
- ❑ On the map, dark thick lines represent stronger ties, while light thin lines indicate weaker ties. As the map contains many separated and fragmented clusters and there are quite a number of thinner lines, it is not characterized as strong ties.



Principal Facilitator

(In-degree centrality)

❑ The analysis by in-degree centrality indicated that 22 organizations reported on UNICEF facilitating fundraising for the child- adolescent-related policy advocacy, design, and implementation in 2023 in North Macedonia. Those organizations were:

- Association and Consulting of Educators and Learning Communities – EDULAND (EduLand)
- Association of Special Educators and Rehabilitators of the RNM (ASER)
- Association for Research and Analysis (ZMAI)
- Bureau for Development of Education (BDE)
- Ministry of Education and Science (MoES)
- Ministry of Labor and Social Policy (MLSP)
- Agency for Youth and Sport (YSA)
- Center for Human Rights and Conflict Resolution (CHRCR)
- University Clinic of Psychiatry (UCP)
- Voice against Violence - National Network against Violence against Women and Domestic Violence (VAV)
- Center for Change Management (CCM)
- Institute of Public Health (IPH)
- Macedonian Young Lawyers Association (MYLA)
- E-Health Directorate (DEH)
- Committee for National Immunization (NITC)
- Vocational Education and Training Center (VETC)
- Macedonian Medical Association (MLD)
- State Council for Prevention From Child Delinquency (SCPCD)
- Association for Assistive Technology - Open the Windows (OtW)
- Ss. Cyril and Methodius University in Skopje (UKIM) central
- State Statistical Office (MakStat)
- Macedonian Ecological Society (MES)

❑ The mentioned results showed that UNICEF was applied by key state agencies in charge of shaping child- and adolescent-related policies in North Macedonia to raise funding in 2023. Moreover, it was also obvious that partnership was not limited to state agencies only and UNICEF was approached by various local NGOs and universities to progress child-related policies in RNM.

❑ The organizations named under degree centrality were diverse, however, some homogeneity was still observed among them. The main part of organizations that named UNICEF among the top partners in 2023 were from the education and healthcare sectors in North Macedonia

Fundraising

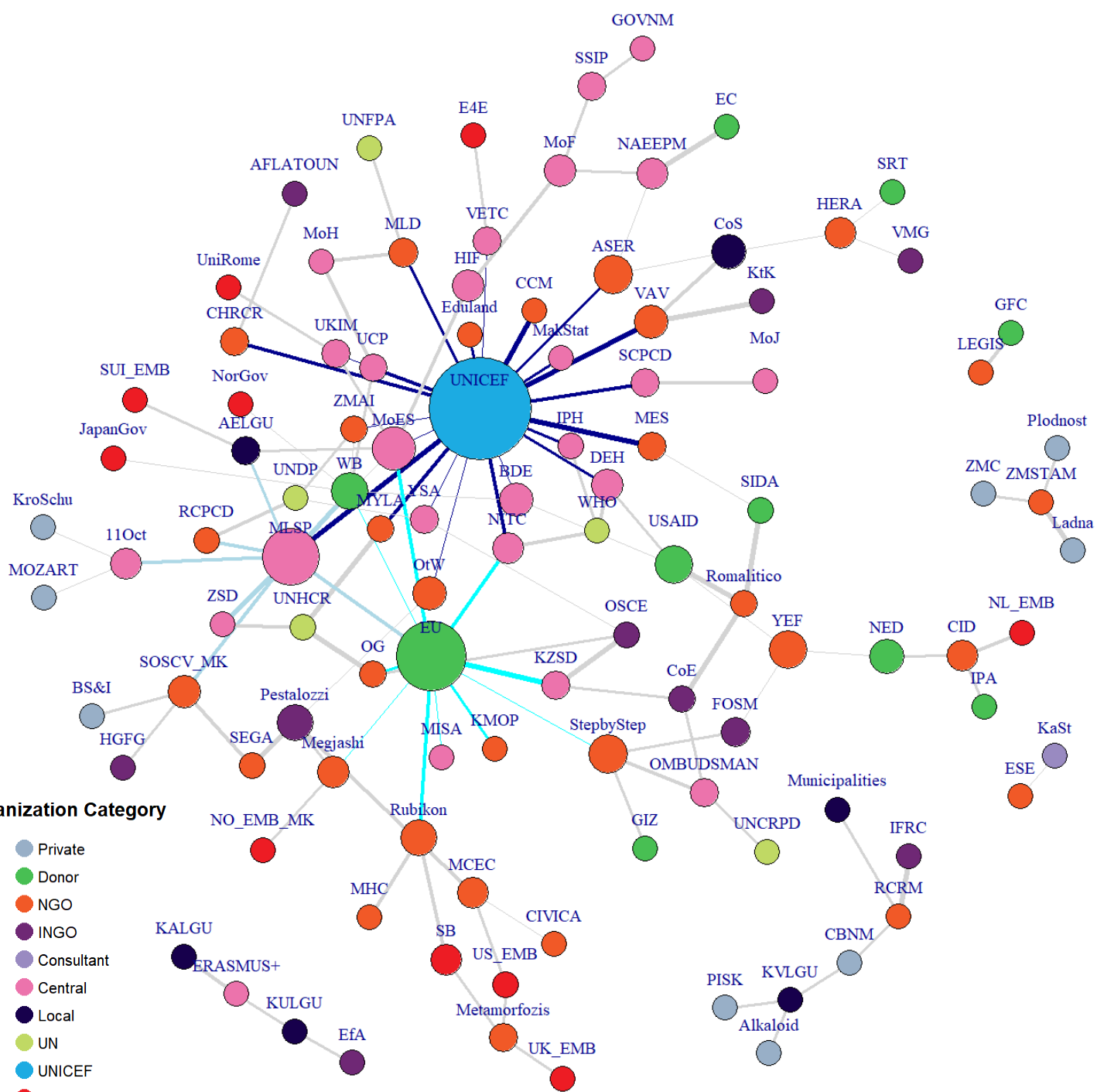
Principal Facilitator

(betweenness centrality)

- ❑ The fundraising network map had several clusters separated from the main network. Those clusters were:
- ❑ Association for Emancipation, Solidarity and Equality of Women (ESE) Katerina Stavrik (KaSt)
- ❑ LEGIS and Global Fund for Children (GFC)
- ❑ Municipality of Karposh (KALGU), ERASMUS+, Municipality Kumanovo (KULGU), Europe for All education and training (EfA)
- ❑ Macedonian Association of Nurses and Midwives (ZMSTAM), Hospital Plodnost Bitola (Plodnost), Ladna Magroni LLC Skopje (Ladna), Zan Mitrev Clinic (ZMC)
- ❑ Municipalities, Red Cross of the Republic of North Macedonia (RCRM), International Federation of Red Cross (IFRC), Commercial Bank of North Macedonia (CBNM), Municipality of Kisela Voda (KVLGU), Pivara Skopje (PISK), Alkaloid
- ❑ The description shows that the main network contained central government agencies, local or international NGOs, and donors. The majority of local authorities were not part of the main network, and they were connected with other nodes in separate clusters. The only municipality that was part of the main network and positioned close to UNICEF was the Municipality of Aerodrom (AELGU)
- ❑ Additionally, the Red Cross of the Republic of North Macedonia (RCRM) and the International Federation of Red Cross (IFRC) were also separated from the main network despite them being part of INGOs.
- ❑ According to another observation, proportionally there was a stronger representation of the private sector in the separate clusters compared to the main network.

Organization Category

- Private
- Donor
- NGO
- INGO
- Consultant
- Central
- Local
- UN
- UNICEF
- other

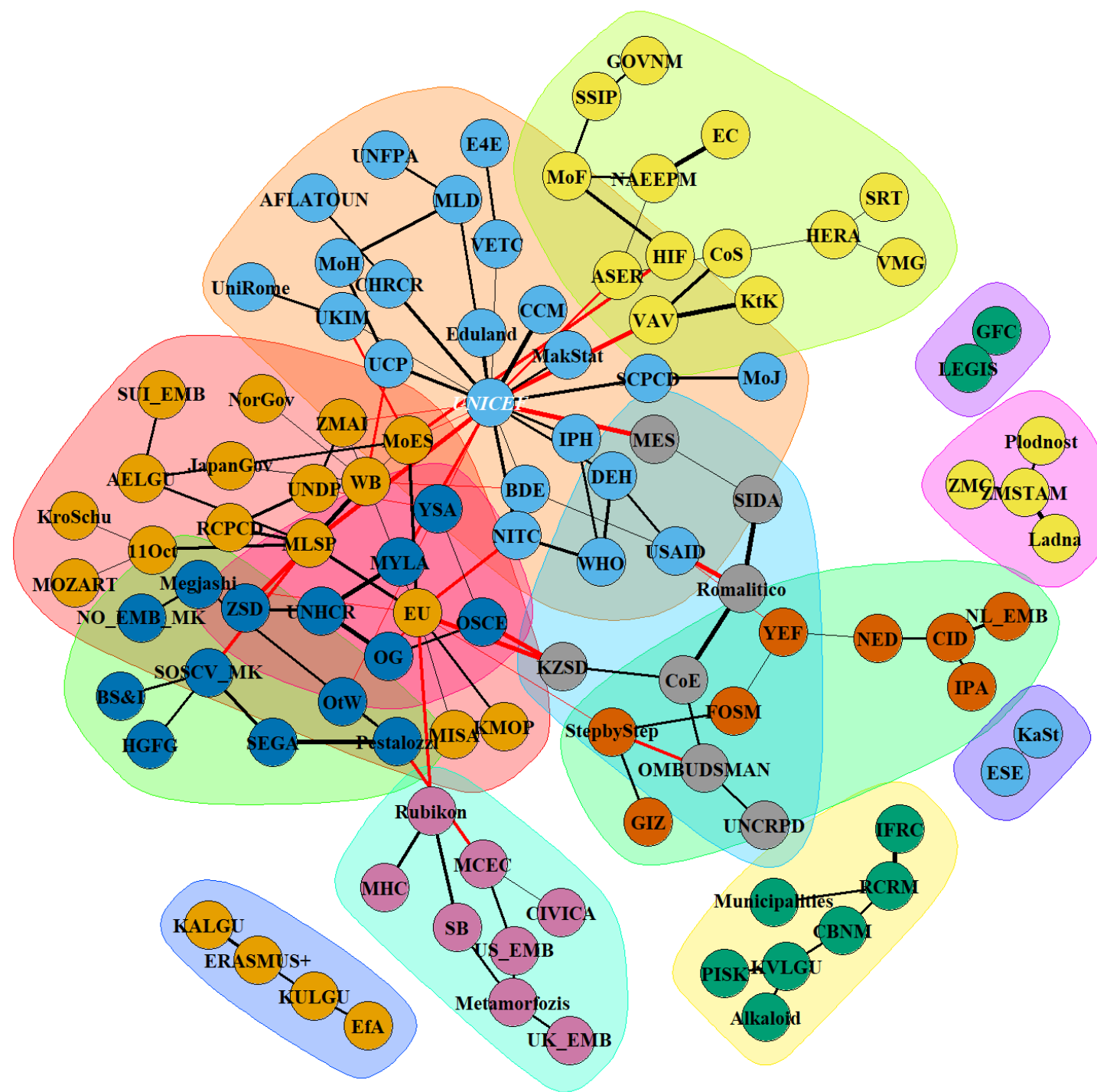


Fundraising

Communities

(Louvain clusters)

- Community clusters are determined by the Louvain algorithm, which determines which group of nodes (organizations) are more connected with each other than with other nodes (organizations) using the density of the respective connections.
- The community member belongs to one community only, but it may have connections with other communities, however, most connections are to their community members.
- On the map, colors surrounding organizations illustrate the organization's community. As one organization can belong to one community only, overall, colors surrounding different community nodes do not carry any specific meaning. It does not signify an overlap between communities.
- Thicker line – stronger relationship (formal and frequent), thinner line – weaker relationship (informal and infrequent)
- On the map, red lines imply connections from one community member to another community member. Black lines indicate connections inside the community.



Fundraising

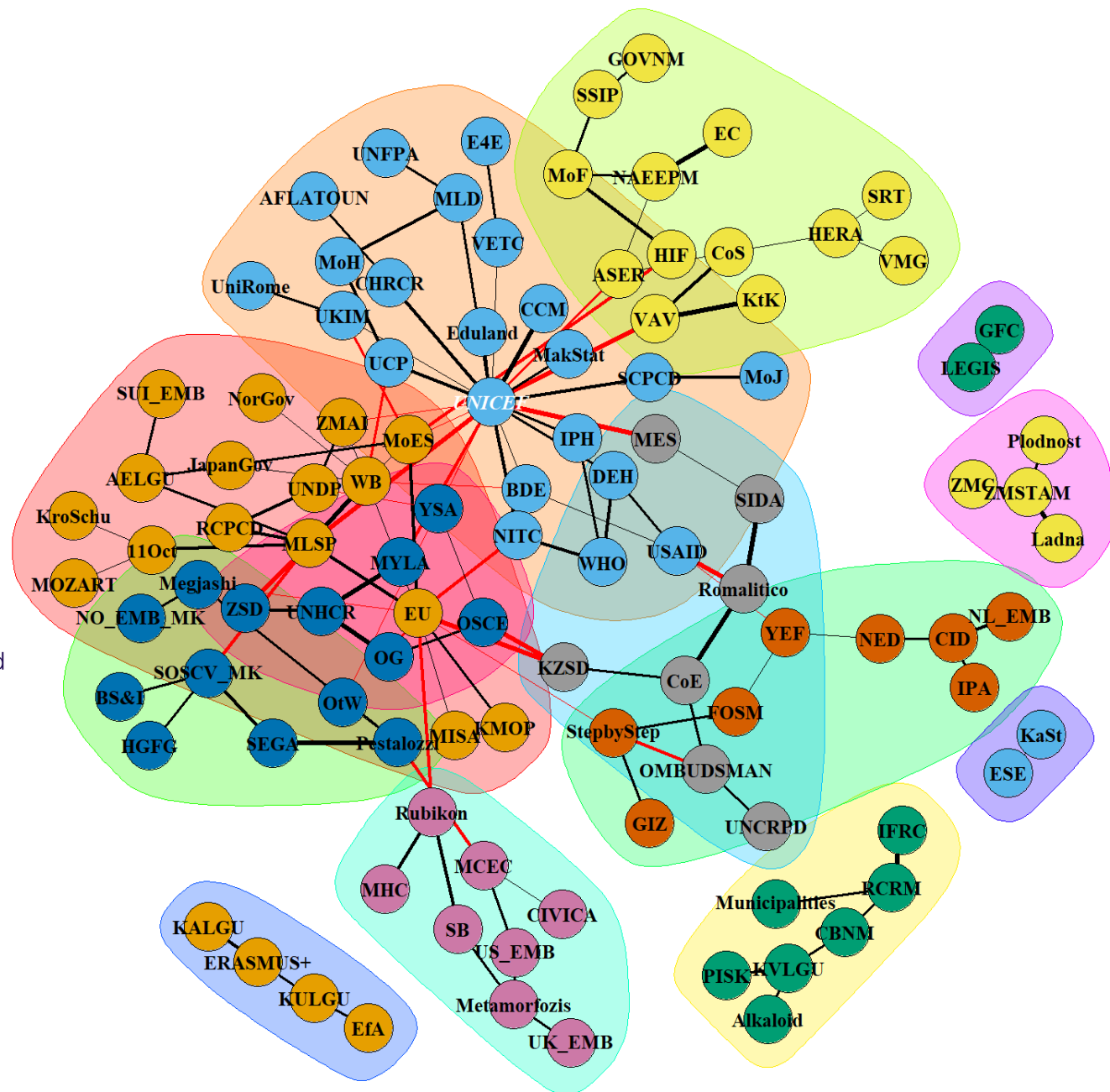
Communities

(Louvain clusters)

Prompting Question: In 2023, when you (your organization) needed to conduct fund-raising for child and adolescent-related programming, advocacy, or policy development/implementation, to whom did you turn? Please name the top 3 partners in priority order.

- ❑ **13 communities** were identified among the **107 organizations**.
- ❑ **UNICEF** was a member of a community (Blue color nodes) along with 21 other members:

- 1) AFLATOUN
- 2) Center for Human Rights and Conflict Resolution (CHCRC)
- 3) E-Health Directorate (DEH)
- 4) Education for Employment (E4E)
- 5) Association and Consulting of Educators and Learning Communities - EDULAND (EduLand)
- 6) Institute of Public Health (IPH)
- 7) Macedonian Medical Association (MLD)
- 8) University Clinic of Psychiatry (UCP)
- 9) Committee for National Immunization (NITC)
- 10) State Council for Prevention from Child Delinquency (SCPCD)
- 11) UNFPA
- 12) United States Agency for International Development (USAID)
- 13) UNIROME
- 14) Vocational Education and Training Center (VETC)
- 15) World Health Organization (WHO)
- 16) Bureau for Development of Education (BDE)
- 17) Center for Change Management (CCM)
- 18) Makstat
- 19) Ministry of Health (MoH)
- 20) Ministry of Justice (MoJ)
- 21) Ss. Cyril and Methodius University in Skopje (UKIM)



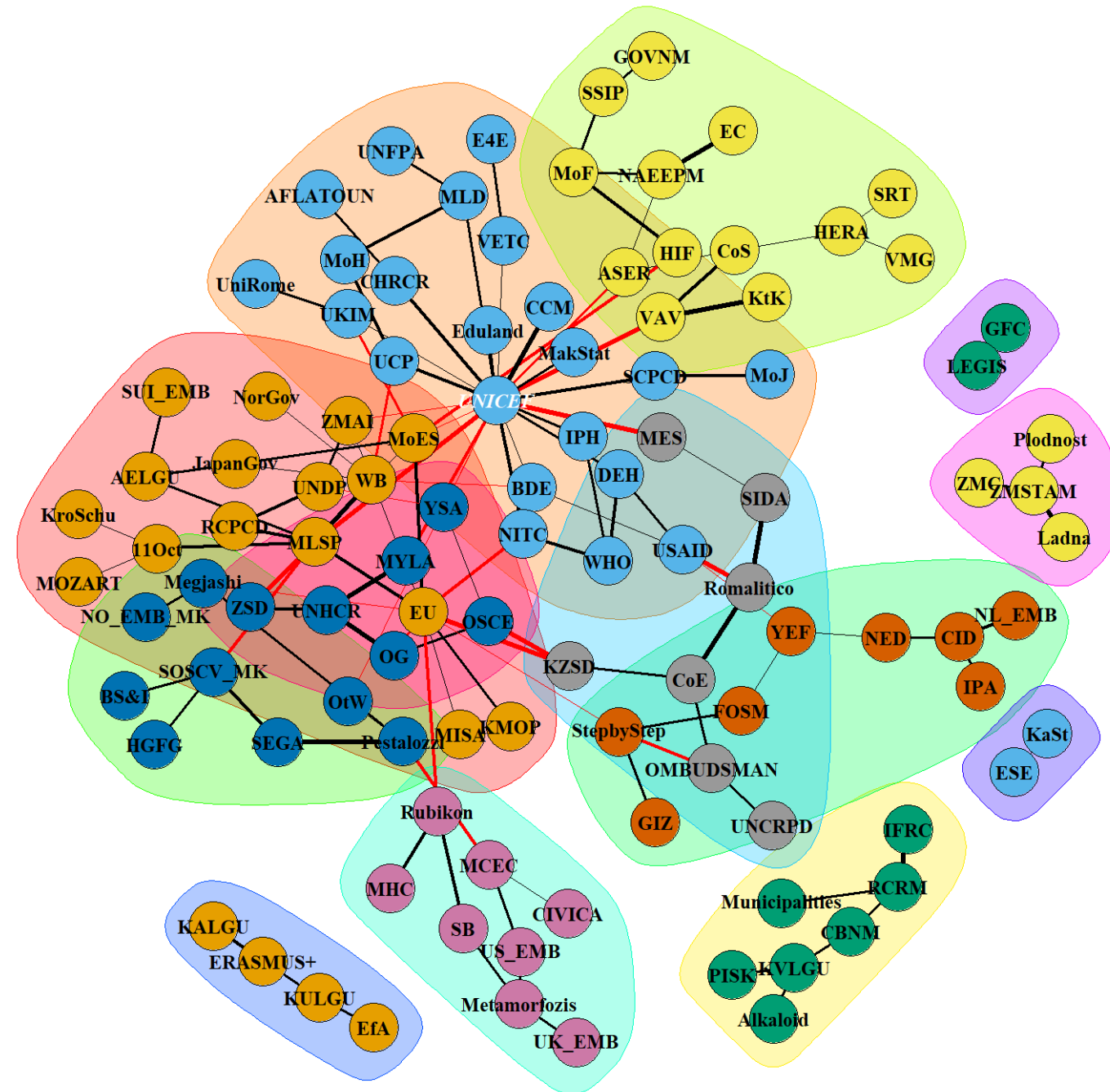
**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*

Fundraising

Communities

(Louvain clusters)

- ❑ In terms of areas, the organizations in the UNICEF community are mainly working in the fields of education and healthcare. As for types, the community contains central government organizations, local NGOs, INGOs, and donors.
- ❑ It is worth mentioning that among donor organizations, USAID was part of the UNICEF community. As for other donors, the EU and WB are in one community (a reddish community with orange nodes), the Swedish International Development Cooperation Agency (SIDA) and Council of Europe (CoE) were placed together in one community (a blue-colored community with grey nodes).
- ❑ It is evident that various EU funds/agencies were represented in the fundraising network maps of the Republic of North Macedonia in 2023. Specifically, the following EU funds were included in the network: European Commission (EC), European Union (EU), and Pre-Accession Assistance (IPA). Even though they are all EU-related organizations/instruments, they were part of different communities.

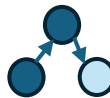


**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*

Bridging role activity

(Gould/Fernandez brokerage)

Prompting Question: In 2023, when you (your organization) needed to conduct fund-raising for child and adolescent-related programming, advocacy, or policy development/implementation, to whom did you turn? Please name the top 3 partners in priority order.

	Coordinator 	Gatekeeper 	Representative 	Consultant 	Liaison 	Total roles
Organizations						
UNICEF	N/A	N/A	N/A	220	240	460
EU	0	8	8	40	50	106
MLSP	2	12	12	2	26	54
WB	0	5	5	14	28	52
MOES	2	7	7	0	10	26

- ❑ In 2023, among the **107 organizations**, the most prominent and active bridge and broker facilitating Fundraising was UNICEF (460 brokerage roles). As the methodology did not envision interviewing UNICEF and other UN agencies, UNICEF facilitated these connections mostly as a **Liaison** (by brokering a relationship between two different types of organizations) and secondarily as a **Consultant** (by brokering a relationship between two same types of organizations).
- ❑ Far behind UNICEF, the EU and the Ministry of Labour and Social Policy (MLSP) were active and involved in many different types of brokerage roles.
- ❑ Similar to UNICEF, other international donors the EU and World Bank (WB) also facilitated connections mostly as **Consultants** and **Liaisons**, while the Ministry of Labor and Social Policy (MLSP) and Ministry of Education and Science (MoES) mainly facilitated connections as liaisons only.
- ❑ Among other organizations, Pestalozzi - Children`s Foundation played quite a solid consultant role (12 roles), and the Foundation for Education and Cultural Initiatives “Step by Step” facilitated connections as a liaison (10 roles).
- ❑ Even though many organizations were involved in the network, there was a lack of coordinators, gatekeepers, and representative roles in the fundraising network in 2023 in the Republic of North Macedonia.

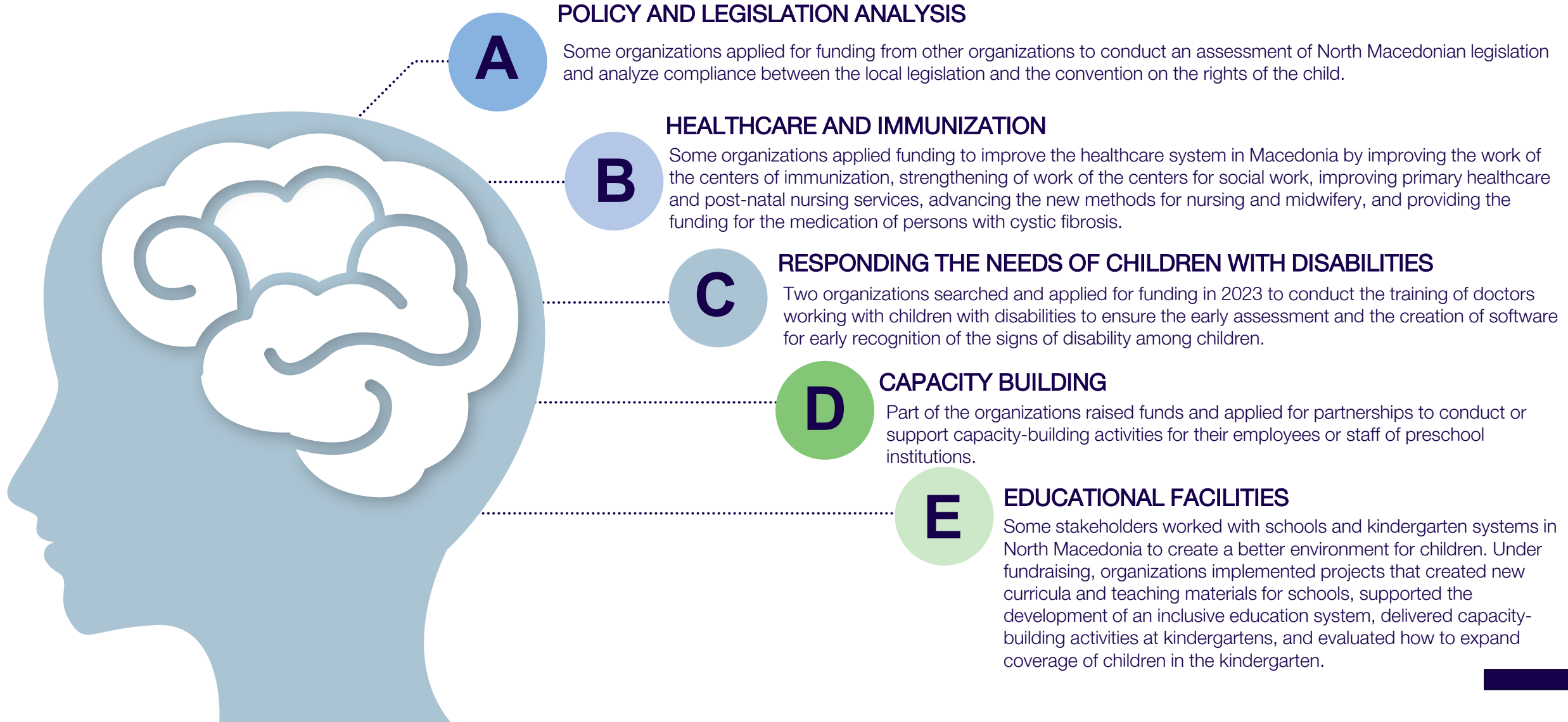
The primary activity in the scope of which organizations worked with partners regarding fundraising



❑ Organizations that searched for partnerships with the aim of raising funds have worked on various programs and they were diverse contextually, however, some patterns are still observed among them. The major share of organizations that searched for partnerships to raise funds for child- and adolescent-related policies implemented projects that concerned **child protection**. The overall goal of programs aimed at child protection was:

- Protecting children in the internet space and creating a national center for safer internet.
- Protection of children, and school pupils from violence
- Listening to the voices of trafficked children/persons
- Raising awareness of child rights
- Improving administrative statistics regarding the violence against child victims and respective court statistics
- Conceptualization of indicators for children in conflict with the law or at such risks
- Providing educational support to the residents of correctional homes during the resocialization
- Analyzing legislative regulations facilitating the delivery of mental health services to the child victims of domestic violence.
- Promoting positive parenthood practices to ensure the protection of children's rights in the families.

The primary activity in the scope of which organizations worked with partners regarding fundraising



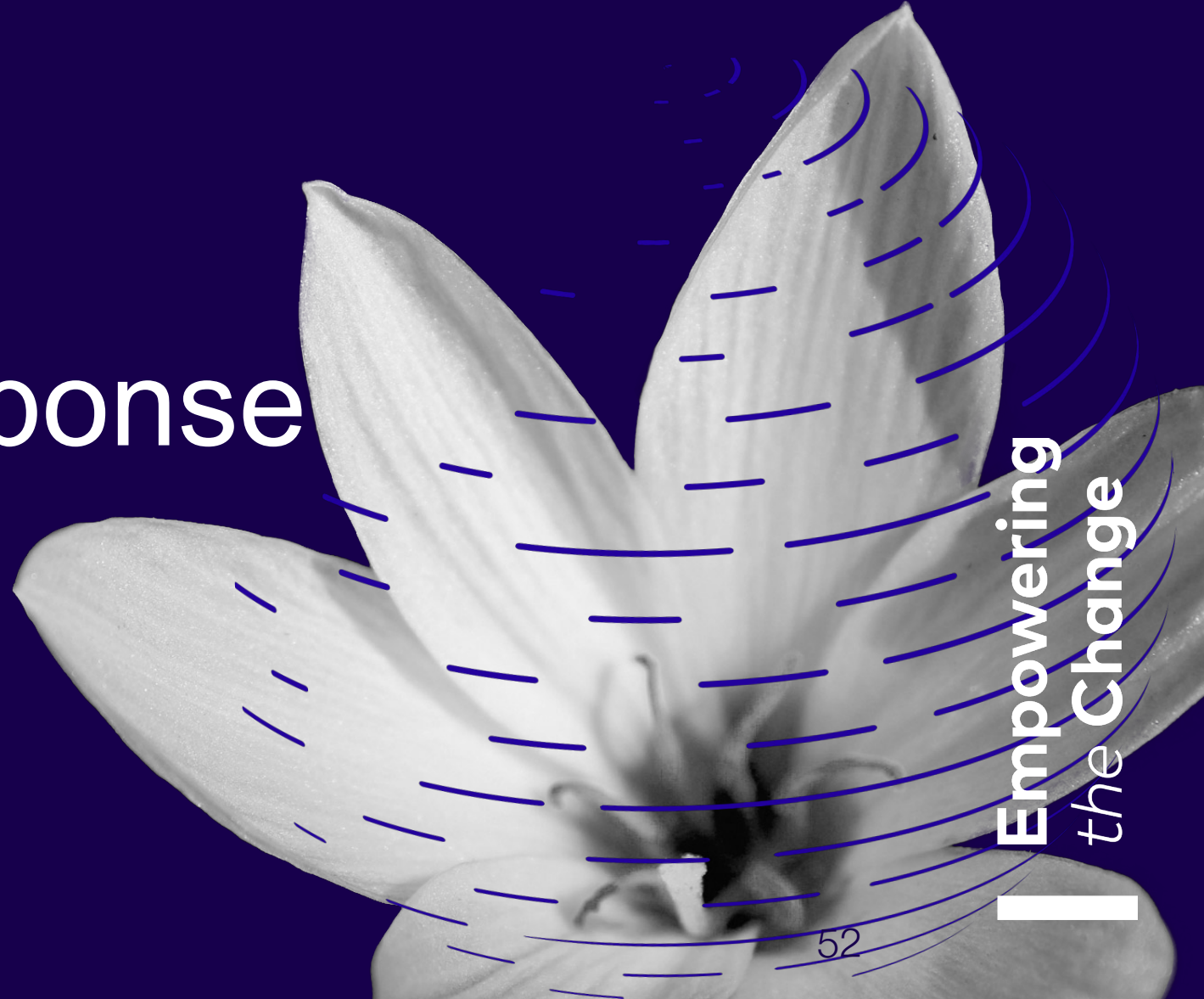
The primary activity in the scope of which organizations worked with partners regarding fundraising



- ❑ **Socio-economic support and well-being of families with children** – some organizations raised funds to support vulnerable families with children. A part of the stakeholders assisted the Ukrainian child refugees and families with children, some of them supported Roma children to empower them economically and ensure their inclusion in the educational processes.
- ❑ **Ecological and environmental issues** - A minor share of organizations working on ecological issues supported the progression of the environmental agenda among children. Specifically, they applied for funding to increase youth engagement in decision-making processes concerning environmental protection, climate change, air quality, etc.
- ❑ **Improving building facilities and purchasing equipment/materials** - During the interviews, several organizations raised funding to improve their building infrastructure, refurbish and renovate existing facilities, and purchase some equipment.



Emergency Response



Empowering
the Change

Involvement in emergency responses and types of activities organizations undertaken

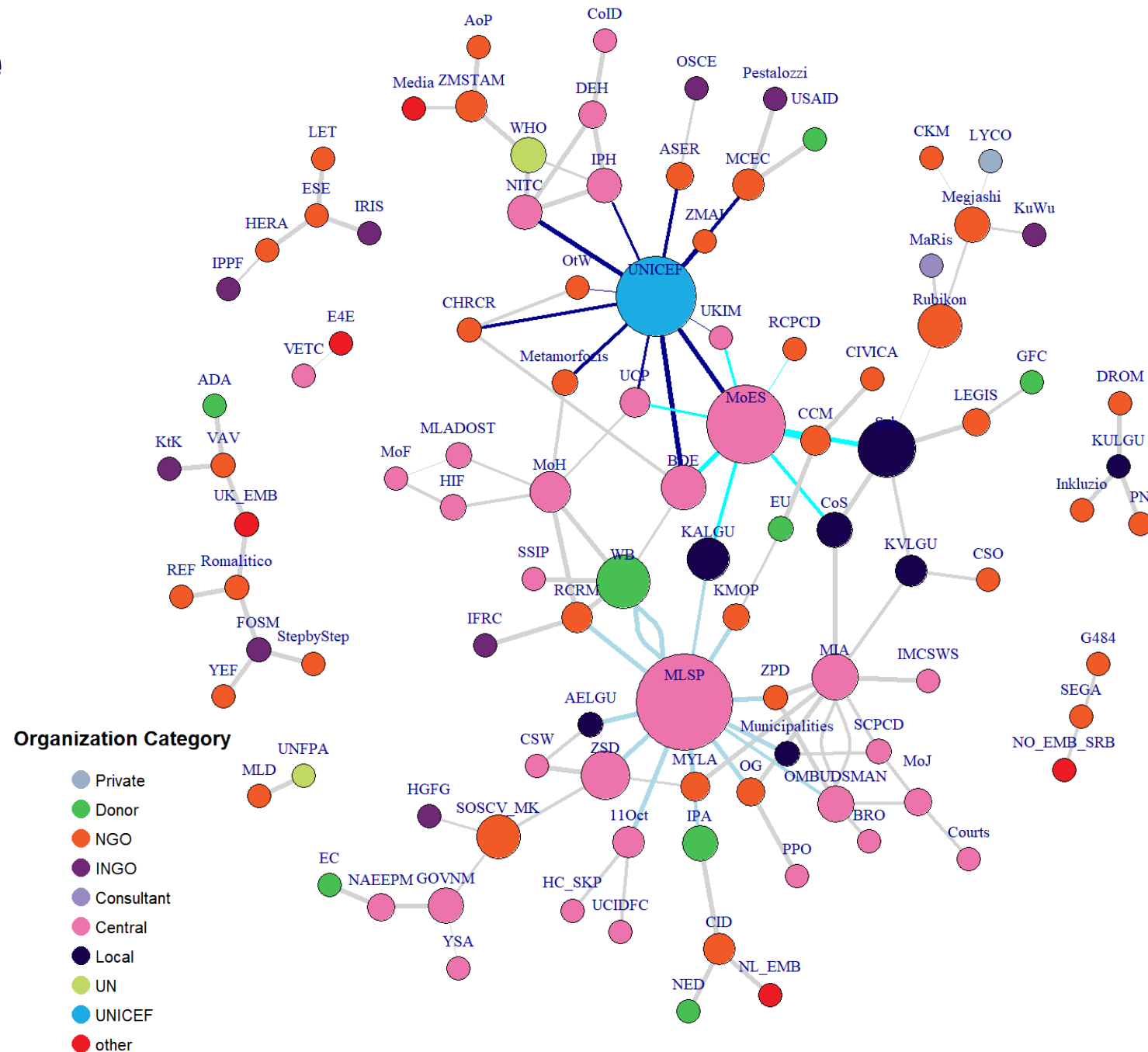


- ❑ 56 out of 60 interviewed organizations (93%) reported being involved in emergency response efforts since 2020 in the Republic of North Macedonia.
- ❑ 16 out of 56 organizations (29%) were involved in the **COVID-19** response actions that took place since 2020. The organizations' engagement aimed at mitigating the impact of COVID-19 on children and increasing the accessibility of education including for children with special educational needs, supporting socially and economically vulnerable families with in-kind assistance, etc.
- ❑ Other organizations addressed different types of emergencies that could have relatively major or minor scales.
 - 10 inquired organizations (18%) responded to **protection-related emergencies** in the RNM since 2020 which indicated cases of protection of children on the internet, school environment, and other spaces. A significant proportion of organizations mentioned the problem of bullying at schools, and they made efforts to protect children from cases of violence and bullying from their peers and made steps to ensure that the victims would receive the appropriate services. Some organizations also paid particular attention to the risks of human trafficking among children.
 - Under emergency response efforts, some organizations mentioned activities that were oriented toward **strengthening the capacity of preschool and school facilities** in order to ensure that children and adolescents, particularly, ones with special educational needs were well-included and integrated into the learning process.
 - A few organizations were engaged in medical emergencies such as providing medication for persons with cystic fibrosis and epileptic attack
 - A minor portion of organizations also attempted to respond to the issue of unregistered children in the NRM.
 - The single organization responded to the issue of children living in the streets, energy poverty in families with children, and early marriages.

Emergency Response

Principal Facilitator (betweenness centrality)

- ❑ **Node Size** - a measure of centrality – which organizations are the most important bridges in the network?
- ❑ **Line thickness** - Quality and frequency of the relationship between nodes
 - *Thicker line* – stronger relationship (formal and frequent)
 - *Thinner line* – weaker relationship (informal and infrequent)
 - *Double (almond-shaped) line* – organizations mutually named each other among the top three organizations in 2023
- ❑ **Color** - Type of organization



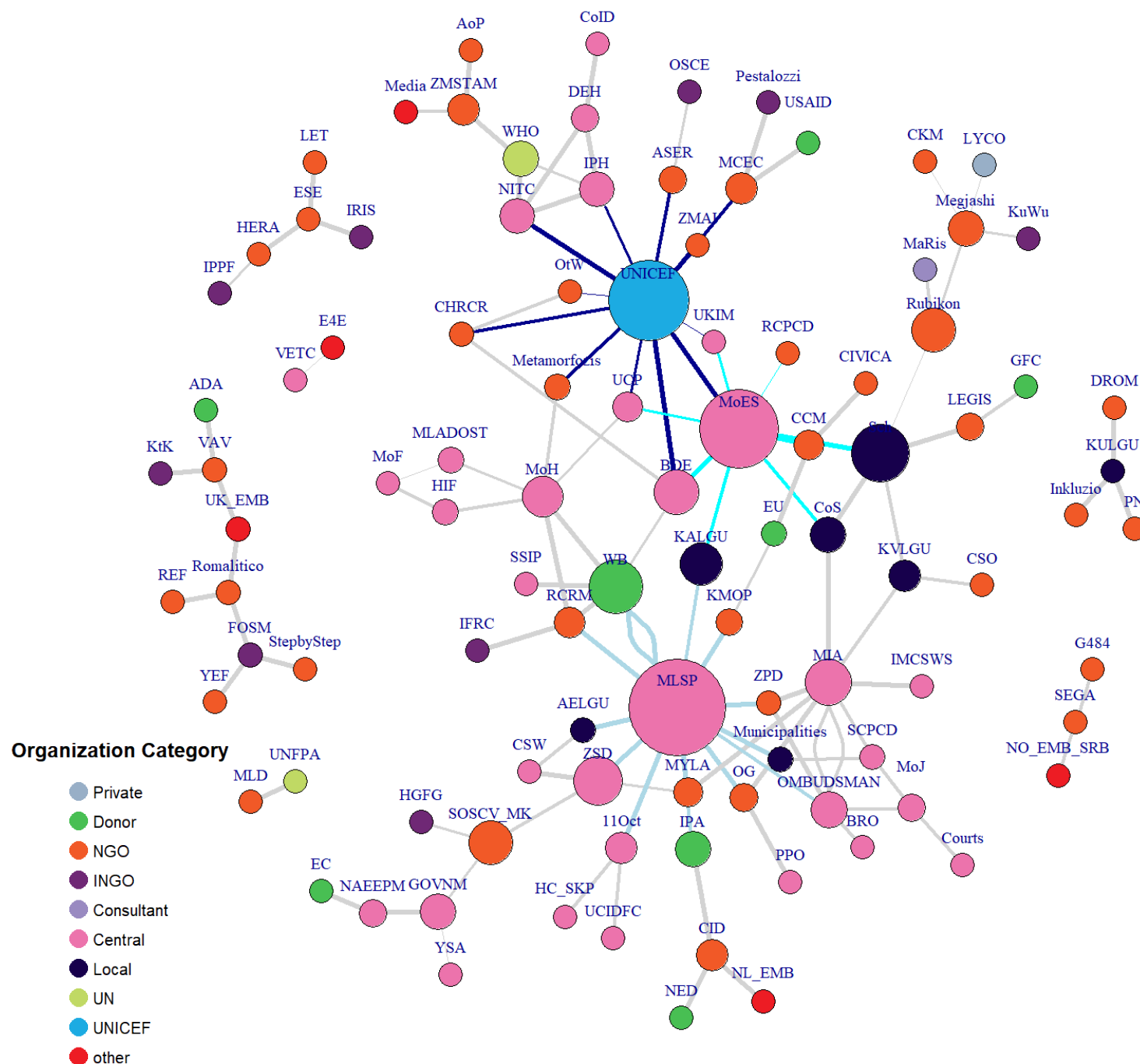
Emergency Response

Principal Facilitator

(betweenness centrality)

Prompting Question: When was the last emergency response related to children and adolescent issues your organization was involved with in North Macedonia since 2020? Please tell me what the emergency was and your top 3 partners for dealing with this emergency.

- ❑ 102 organizations were identified in the network.
- ❑ The Ministry of Labour and Social Policy (MLSP), the large pink node, was the most prominent facilitator.
- ❑ After the MLSP, both UNICEF (large blue node) and the Ministry of Education and Science (MoES) were prominent facilitators in the ER network.
- ❑ On the map, dark thick lines represent stronger ties, while light thin lines indicate weaker ties. Connections were particularly strong around key bridges, and it is relatively weaker around other nodes.



Emergency response



Principal Facilitator

(In-degree centrality)

❑ The analysis by in-degree centrality metrics indicated that 12 organizations reported partnering with UNICEF on emergency response efforts since 2020. Those 12 organizations were:

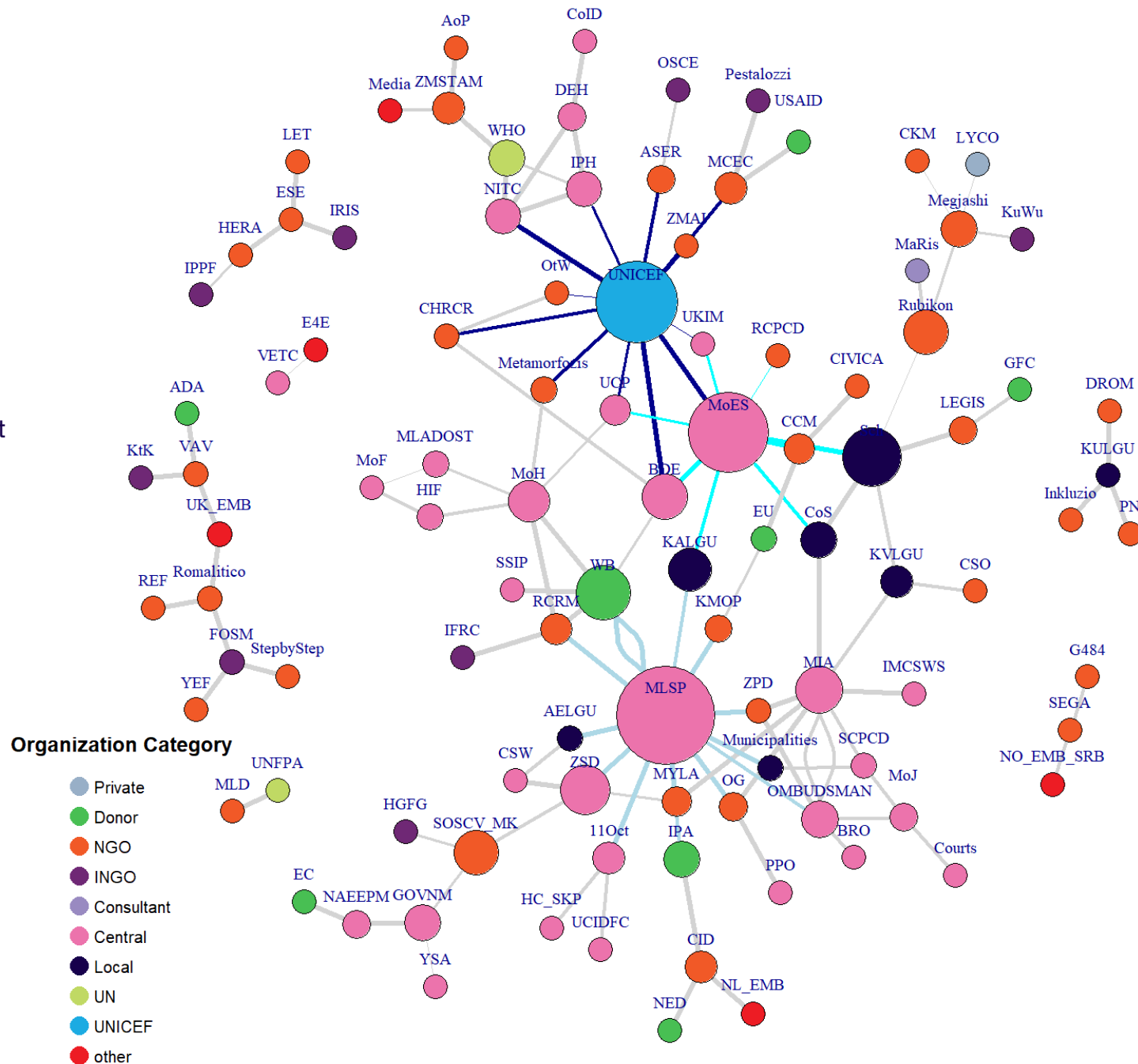
- Association of Special Educators and Rehabilitators of the RNM (ASER)
- Association for Research and Analysis (ZMAI)
- Bureau for Development of Education (BDE)
- Ministry of Education and Science (MoES)
- Center for Human Rights and Conflict Resolution (CHRCR)
- Institute of Public Health (IPH)
- Committee for National Immunization (NITC)
- Association for Assistive Technology - Open the Windows (OtW)
- Ss. Cyril and Methodius University in Skopje (UKIM)
- University Clinic of Psychiatry (UCP)
- Macedonian Civic Education Center (MCEC)

- ❑ The qualitative information suggests that almost all these organizations approached and partnered with UNICEF to handle the situations during the COVID-19 pandemic since 2020.
- ❑ A minor share of organizations were engaged with UNICEF in order to strengthen the capacity of educational institutions and ensure the accessibility of education for children with disability or special educational needs.
- ❑ Only one organization addressed and partnered with UNICEF in 2022 to eradicate the energy poverty persistent in families with children in RNM.

Emergency Response

Principal Facilitator (betweenness centrality)

- ❑ There was a total of 5 separated clusters in the emergency response network. The isolated clusters were:
- ❑ Voice against Violence - National Network against Violence against Women and Domestic Violence (VAV), Romalitico, Foundation for Education and Cultural Initiatives - Step by Step (StepbyStep), Youth Educational Forum (YEF) approached and partnered with Austrian Development Agency (ADA), Kvinna till Kvinna (KtK), The British Embassy in Skopje (UK_EMB,), Roma Educational Forum (REF), Foundation Open Society Macedonia (FOSM) to handle challenges posed by COVID pandemic.
- ❑ Vocational Education and Training Center (VETC) partnered with Education for Employment (E4E) during COVID pandemic
- ❑ Macedonian Medical Association (MLD) partnered with UNFPA to develop a healthcare program in 2022
- ❑ SEGA - Coalition of Youth Organizations (SEGA) addressed and partnered with the Norwegian Embassy in Belgrade (NO_EMB_SRB)) and Group 484 (G484) to provide healthcare supplies to school and preschool facilities during the COVID.
- ❑ Municipality Kumanovo (KULGU) partnered with the Center for Roma Community (DROM), Inkluzio, and Poraka Nasha (PN) in order to work on the issues of children living in the streets.

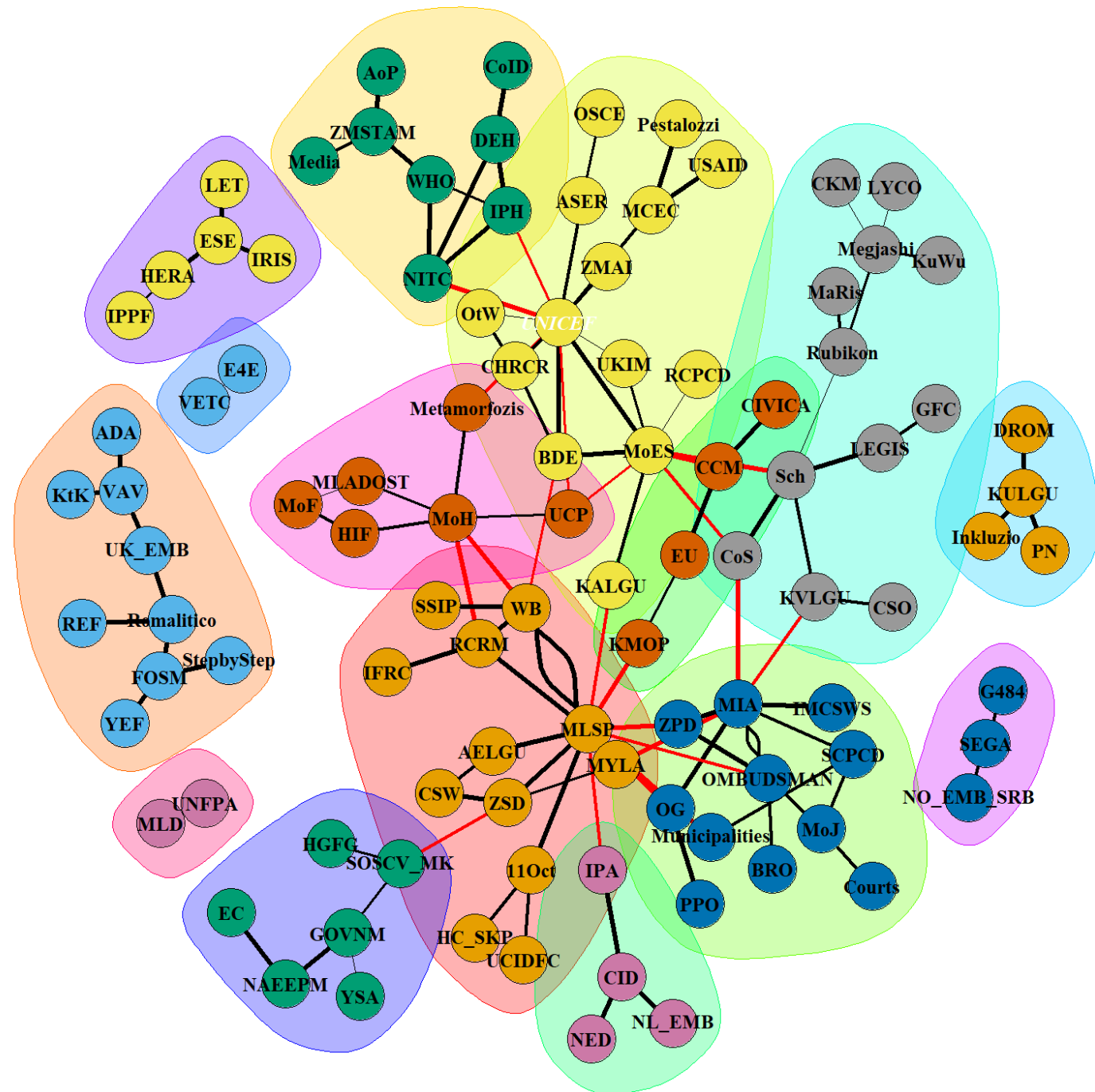


Emergency Response

Communities

(Louvain clusters)

- Community clusters are determined by the Louvain algorithm, which determines which group of nodes (organizations) are more connected with each other than with other nodes (organizations) using the density of the respective connections.
- The community member belongs to one community only, but it may have connections with other communities, however, most connections are to their community members.
- On the map, colors surrounding organizations illustrate the organization's community. As one organization can belong to one community only, overall, colors surrounding different community nodes do not carry any specific meaning. It does not signify an overlap between communities.
- Thicker line – stronger relationship (formal and frequent), thinner line – weaker relationship (informal and infrequent)
- On the map, red lines imply connections from one community member to another community member. Black lines indicate connections inside the community.



Emergency Response

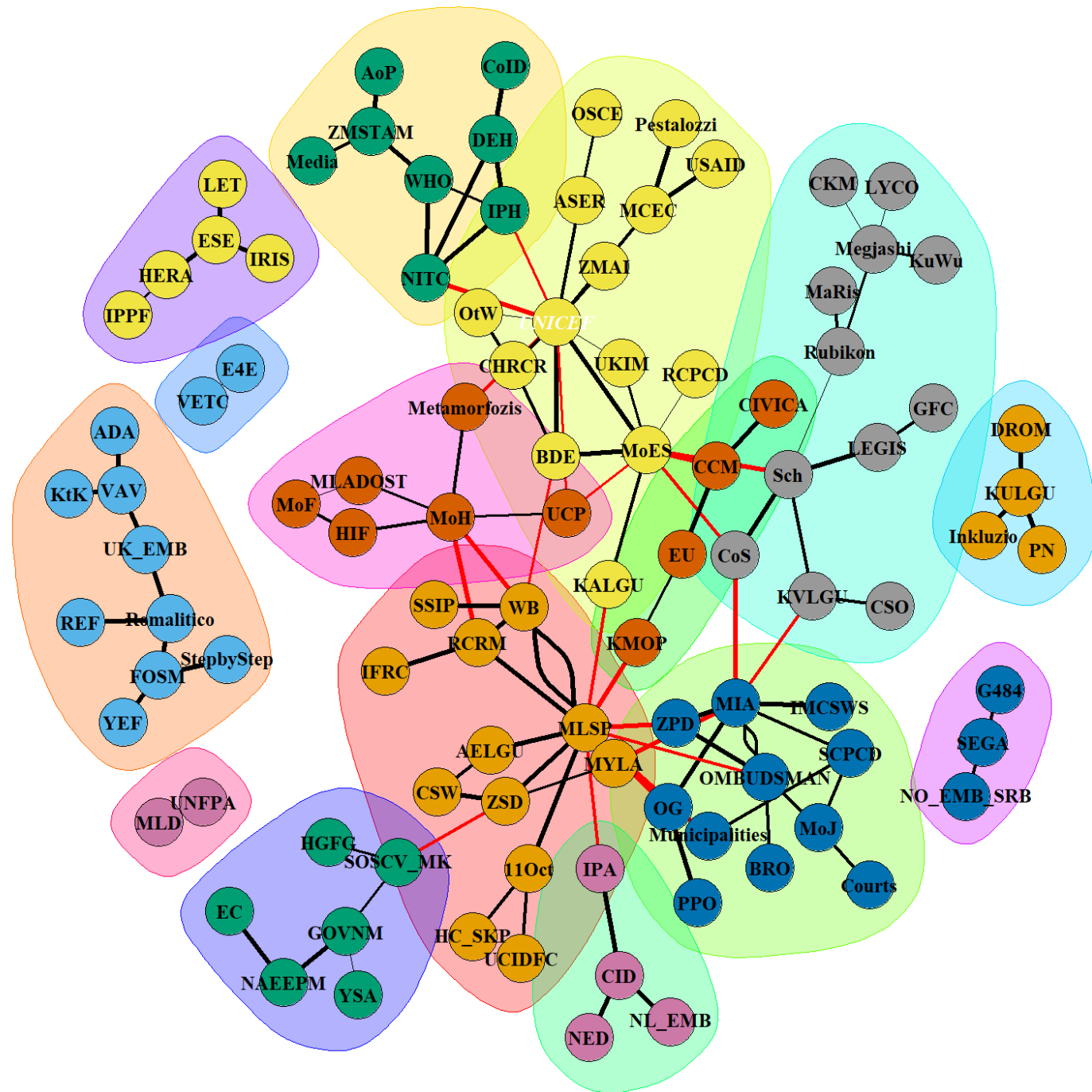
Communities

(Louvain clusters)

Prompting Question: When was the last emergency response related to children and adolescent issues your organization was involved with in North Macedonia since 2020? Please tell me what the emergency was and your top 3 partners for dealing with this emergency.

- ❑ Among the 102 organizations there were 15 communities based on their connections.
- ❑ UNICEF was part of a community with 14 other members, that included:
 - 1) Association of Special Educators and Rehabilitators of the RNM (ASER)
 - 2) Bureau for Development of Education (BDE)
 - 3) Center for Human Rights and Conflict Resolution (CHRCR)
 - 4) Municipality of Karposh (KALGU)
 - 5) Macedonian Civic Education Center (MCEC)
 - 6) Ministry of Education and Science (MoES)
 - 7) OSCE
 - 8) Association for Assistive Technology - Open the Windows (OtW)
 - 9) Pestalozzi - Children's Foundation (Pestalozzi)
 - 10) Resource Center for Parents of Children with Disability (RCPCD)
 - 11) University Clinic of Psychiatry (UCP)
 - 12) Ss. Cyril and Methodius University in Skopje (UKIM)
 - 13) USAID, and
 - 14) Association for Research and Analysis (ZMAI)

**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*



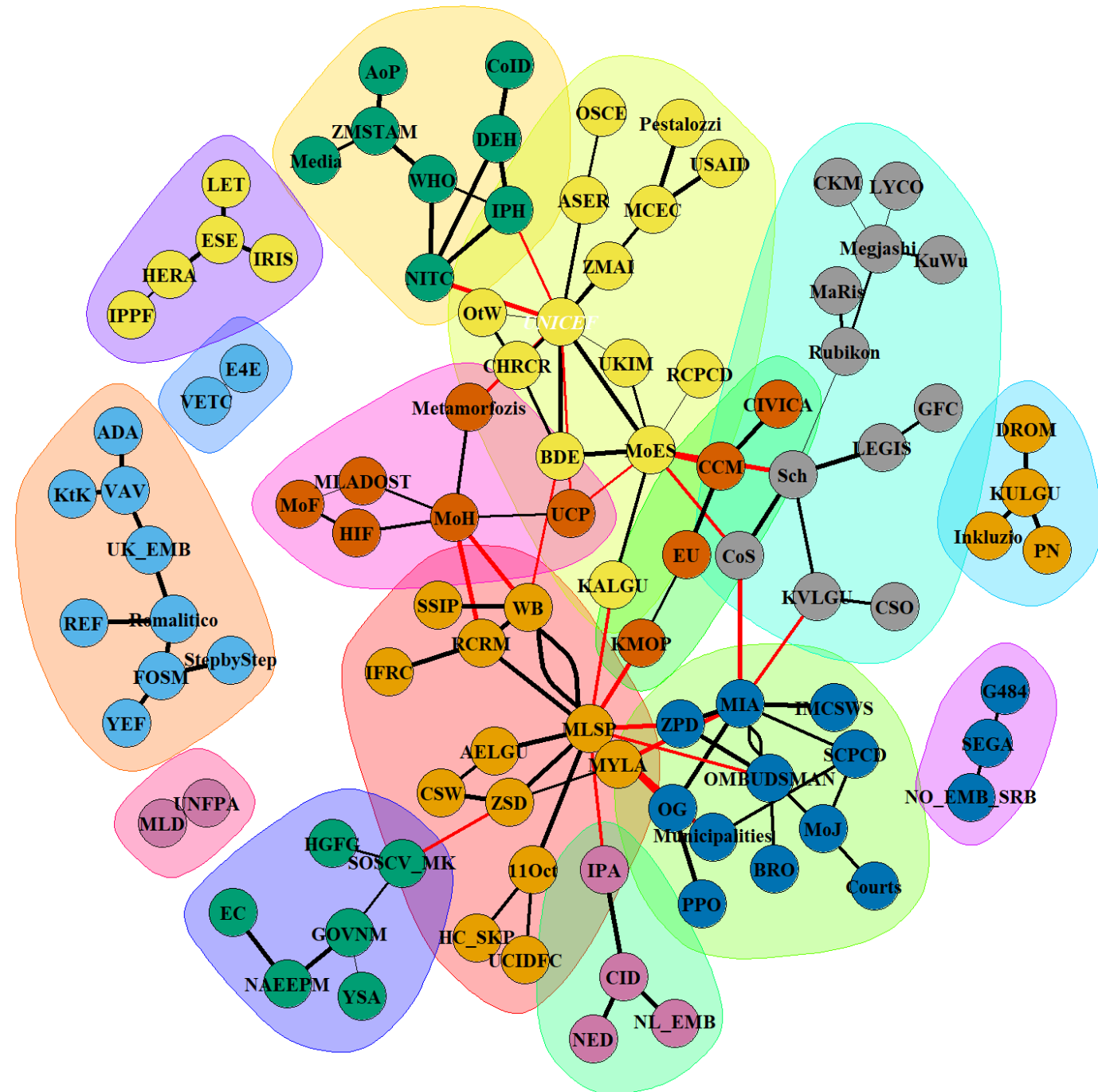
Emergency Response

Communities

(Louvain clusters)

- ❑ Noteworthy, the UNICEF community contained USAID and the Ministry of Education and Science (MoES)
- ❑ The Ministry of Labor and Social Policy (MLSP) was in a separate community that also contained the World Bank (WB) and 10 other organizations (a reddish-colored community with orange nodes)
- ❑ The Ministry of Health (MoH) was also placed in a separate small community and its community did not contain the World Health Organization (WHO) (a reddish-colored community with orange nodes).
- ❑ WHO is in the community along with the E-Health Directorate (DEH) and Institute of Public Health (IPH) (a yellow-colored community with green nodes)
- ❑ EU was also part of a different community (a green-colored community with reddish nodes)

**NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.*



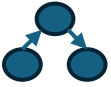
Emergency Response



Bridging role activity

(Gould/Fernandez brokerage)

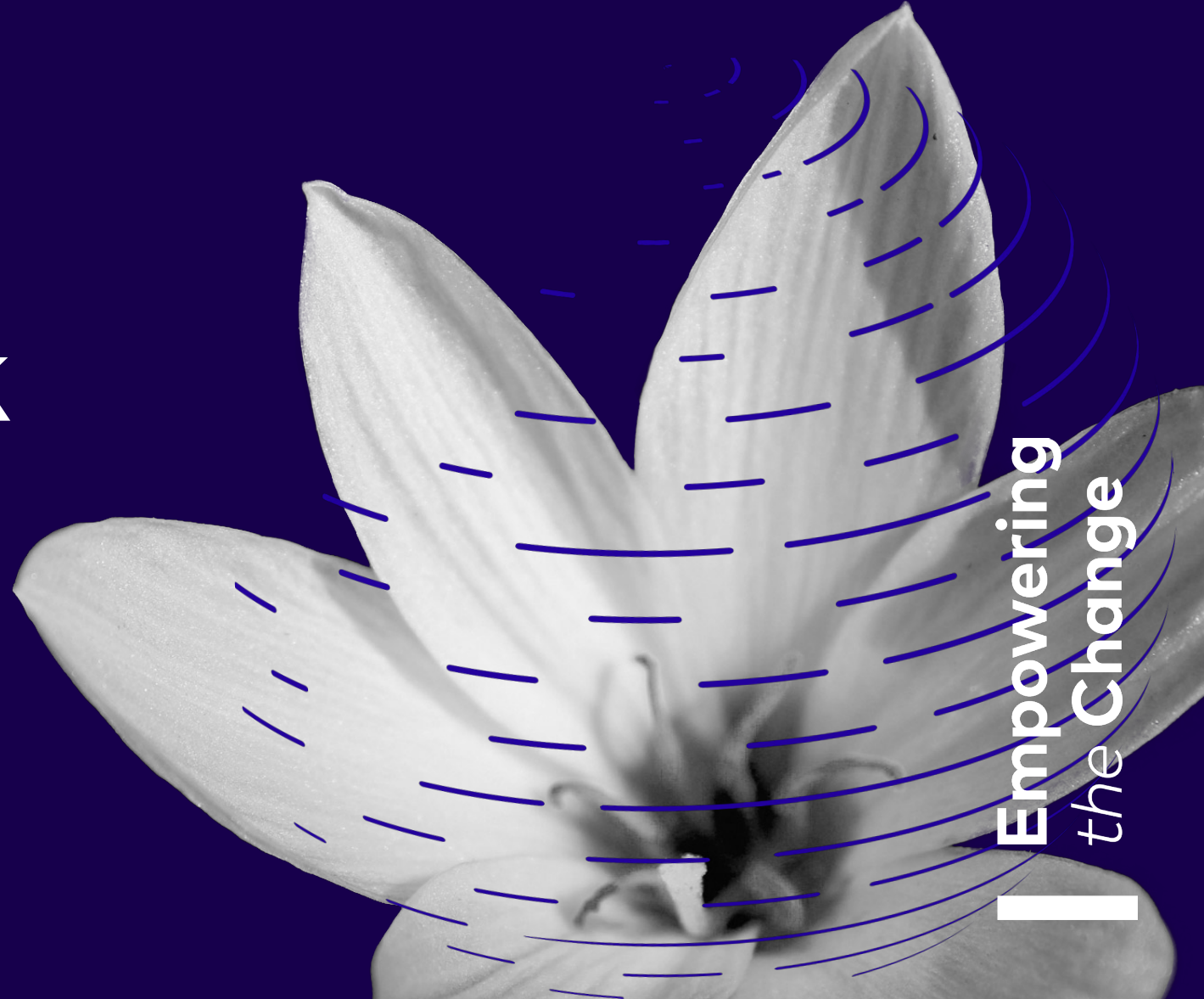
Prompting Question: When was the last emergency response related to children and adolescent issues your organization was involved with in North Macedonia since 2020? Please tell me what the emergency was and your top 3 partners for dealing with this emergency.

	Coordinator 	Gatekeeper 	Representative 	Consultant 	Liaison 	Total roles
Organization						
MLSP	6	28	28	28	60	150
UNICEF	0	0	0	50	70	120
MoES	6	15	15	6	22	64
MIA	6	14	14	8	12	54
MoH	6	9	9	2	2	28

- ❑ In 2023, among the **102 organizations**, the most prominent and active bridge and broker facilitating emergency was the Ministry of Labour and Social Policy (MLSP) with 150 diverse brokerage roles.
- ❑ Not far behind, UNICEF was a prominent broker (120 brokerage roles). Coming from the methodological approach, UNICEF facilitated these connections mostly as a **Liaison** (by brokering a relationship between two different types of organizations) and secondarily as a **Consultant** (by brokering a relationship between two same types of organizations).
- ❑ Other central government agencies – Ministry of Education and Science (MoES), Ministry of Internal Affairs (MIA), and Ministry of Health (MoH) – also had expressed brokerage roles in terms of emergency response and their roles were diverse.
- ❑ Among the remaining organizations, two should be distinguished: the Ombudsman had a total of 16 roles and the coordinating role was the most prominent for it (12 out of 16 roles). World Bank (WB) also had consultant and liaison roles to facilitate emergency responses since 2020 (consultant 12 roles, liaison 4 roles).



General Network



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General Network

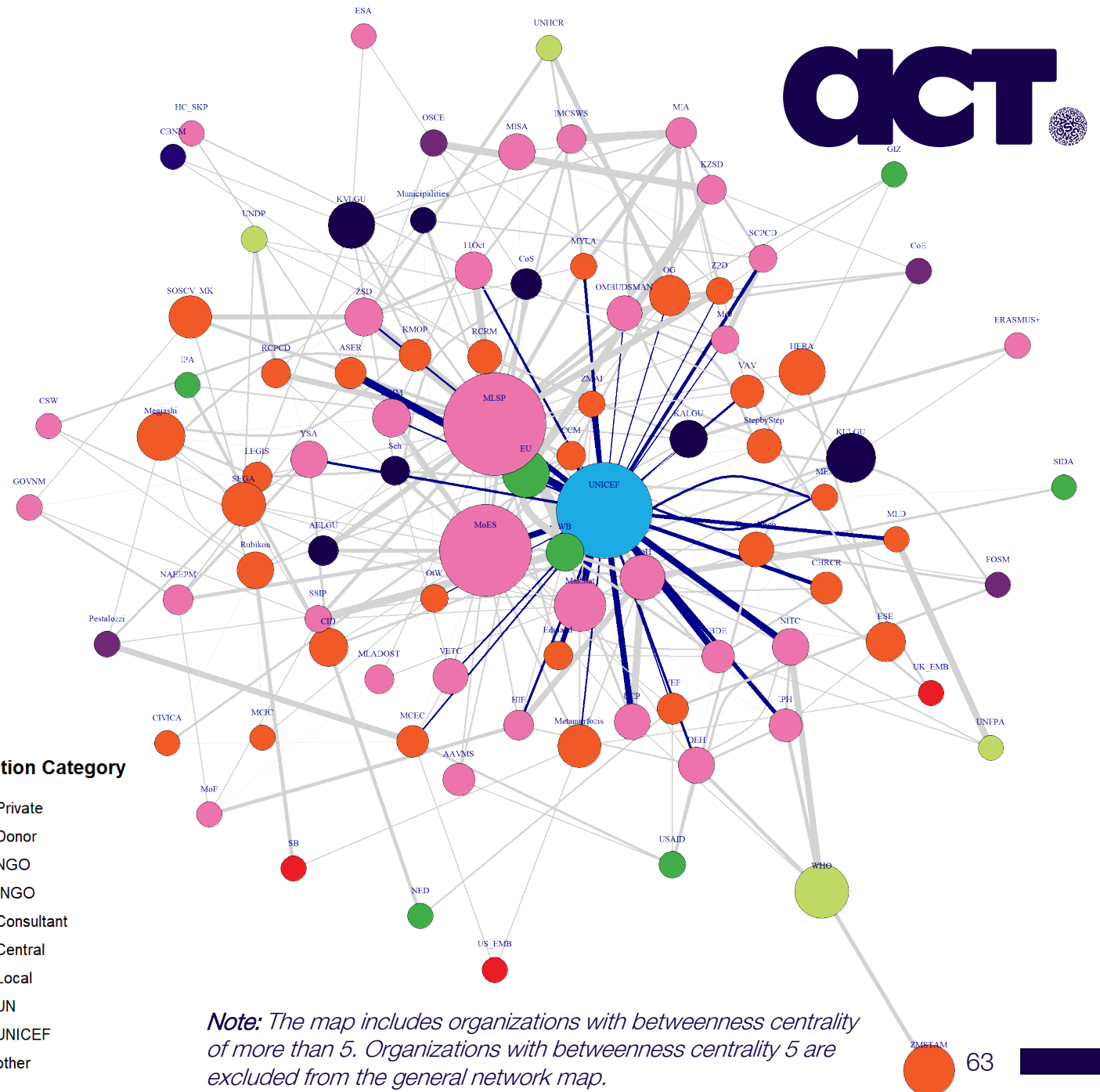
Principal Facilitator

(betweenness centrality)

- ❑ **Node Size** - a measure of centrality – which organizations are the most important bridges in the network?
- ❑ **Line thickness** - Quality and frequency of the relationship between nodes
 - *Ticker line* – stronger relationship (formal and frequent)
 - *Thinner line* – weaker relationship (informal and infrequent)
 - *Double (almond-shaped) line* – organizations mutually named each other among the top three organizations in 2023
- ❑ **Color** - Type of organization

Organization Category

- Private
- Donor
- NGO
- INGO
- Consultant
- Central
- Local
- UN
- UNICEF
- other



Note: The map includes organizations with betweenness centrality of more than 5. Organizations with betweenness centrality 5 are excluded from the general network map.

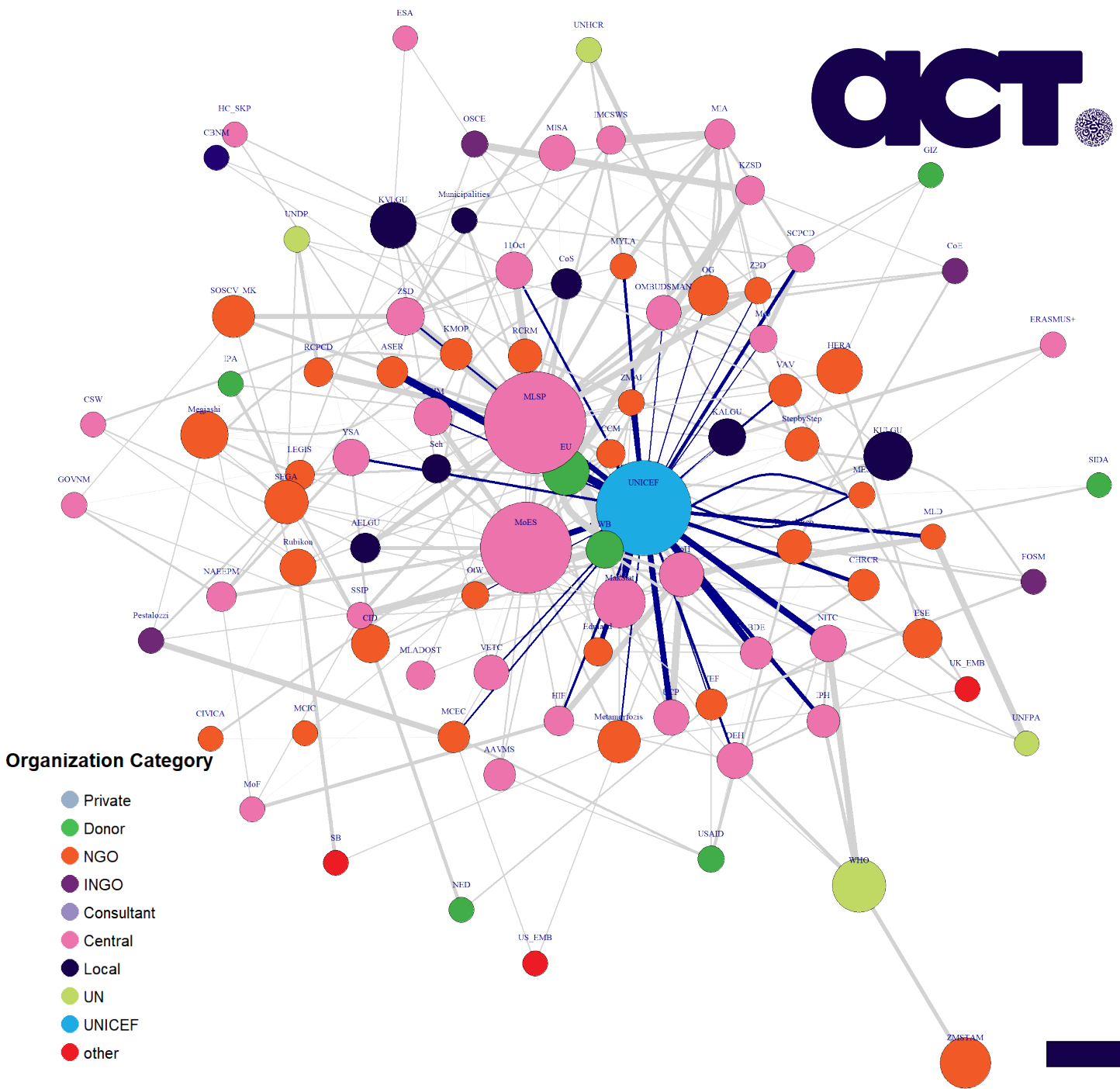
General Network

Principal Facilitator (betweenness centrality)

The General Network is based on connections in one or more of the four positioning issues.

- ❑ 60 organizations were interviewed, and 196 organizations were identified in one or more of the four positioning issues.
- ❑ The Ministry of Labour and Social Policy (MLSP), the large pink node, was the most prominent facilitator.
- ❑ After the MLSP, both UNICEF (large blue node) and the Ministry of Education and Science (MOES) were prominent facilitators in the General Network.
- ❑ A total of 35 organizations named UNICEF among partner organizations in 2023 at least under one positioning issue.

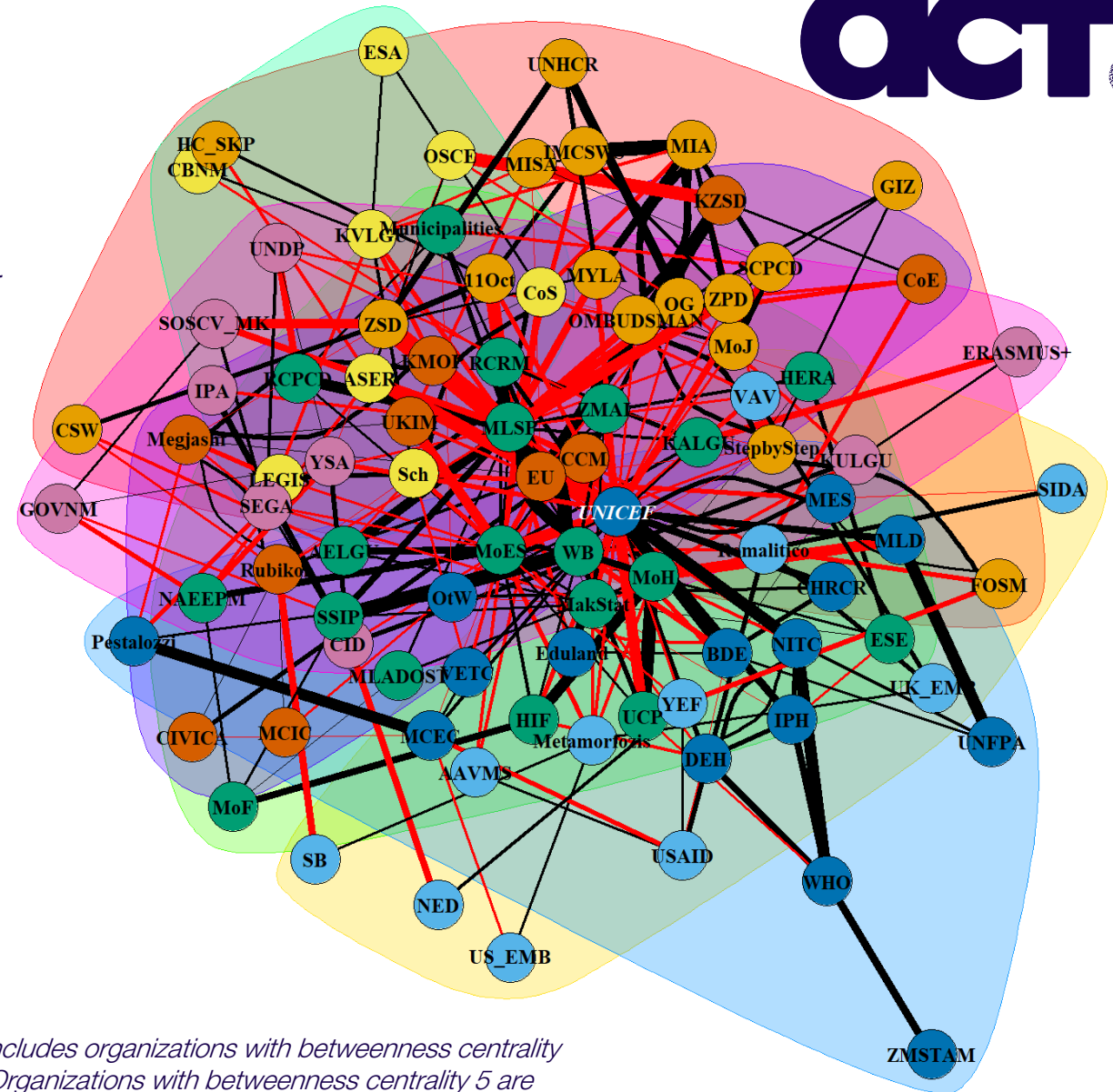
***Note:** The map includes organizations with betweenness centrality of more than 5. Organizations with betweenness centrality 5 are excluded from the general network map.*



(Louvain clusters)

- ❑ 11 communities were identified among the 196 organizations.

- 1) Agency for Administration (AA)
- 2) Agency for Audio and Audiovisual Media Service (AAVMS)
- 3) AFLATOUN
- 4) Institute for Sustainable Prosperity (ARETE)
- 5) Bureau for Development of Education (BDE)
- 6) Center for Human Rights and Conflict Resolution (CHRCRC)
- 7) Commission on Infectious Diseases (CoID)
- 8) E-Health Directorate (DEH)
- 9) Association and Consulting of Educators and Learning Communities (Eduland)
- 10) Institute of Public Health (ISP)
- 11) German Foundation for International Legal Cooperation (IRZ)
- 12) Macedonian Ecological Society (MES)
- 13) Macedonian Medical Association (MLD)
- 14) Media Literacy Network in Macedonia (MLN)
- 15) Ministry of Health - Public Health (MoH_PH)
- 16) National Endowment for Democracy (NED)
- 17) Committee for National Immunization (NITC)
- 18) UNFPA
- 19) USAID
- 20) Violeta Petroska-Beshka (VeBe)
- 21) Westminster Foundation for Democracy Office in Skopje (WFD_MK)
- 22) WHO, and
- 23) Youth Educational Forum (YEF)



NOTE: The colors surrounding organizations illustrate the organization's community. The overlap between different colored communities does not carry any specific meaning.

General Network



Bridging role activity (Gould/Fernandez brokerage)

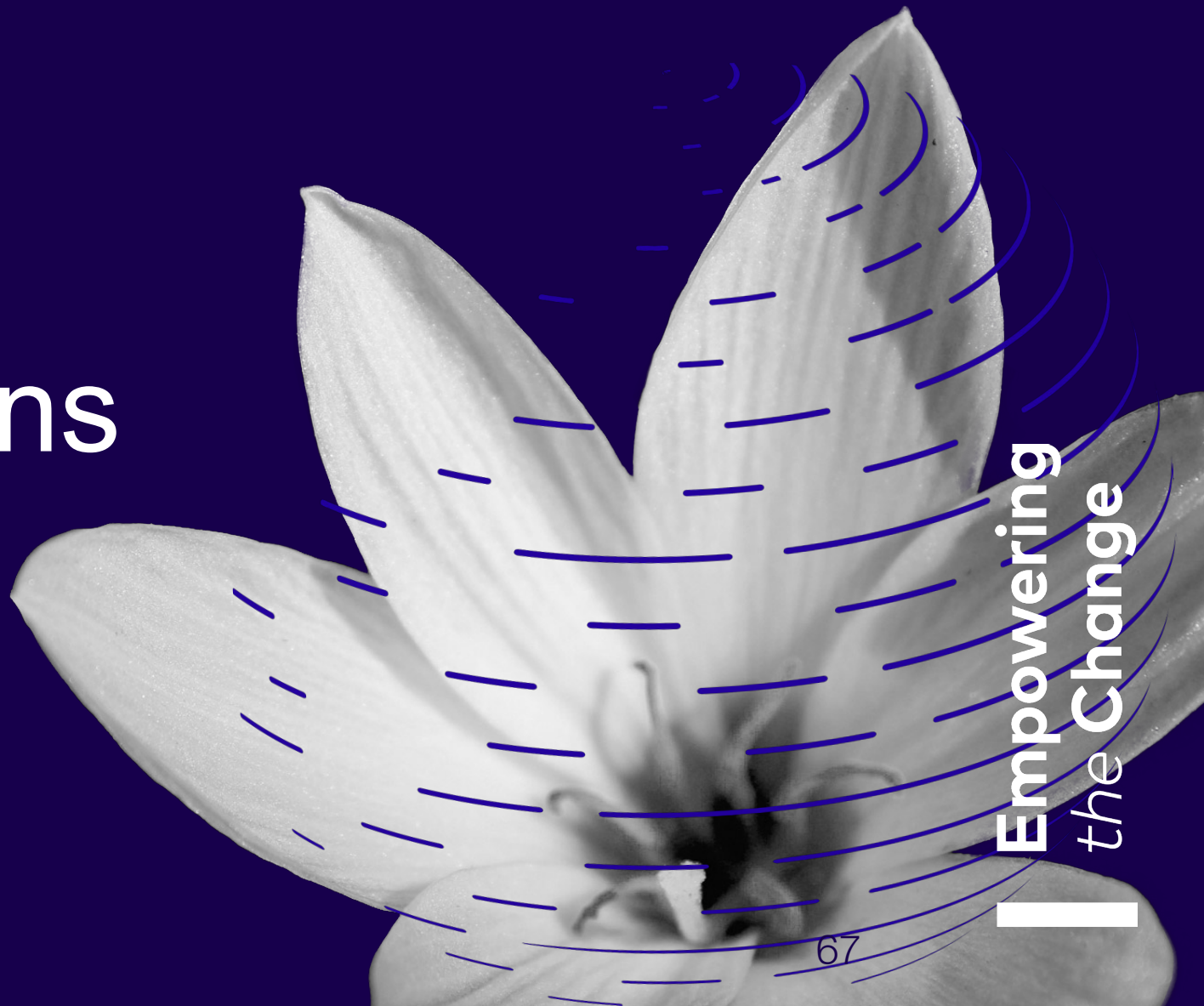
The General Network is based on connections in one or more of the four positioning issues.

Organization	Coordinator 	Gatekeeper 	Representative 	Consultant 	Liaison 	Total roles
UNICEF	0	0	0	466	546	1012
MLSP	76	199	199	226	238	938
MoES	82	194	194	218	244	932
Megjashi	42	46	46	4	38	176
WB	0	11	11	38	112	172

- ❑ In 2023, among the **196 organizations**, the most prominent and active bridge and broker in the General Network was UNICEF (1,012 brokerage roles). UNICEF facilitated these connections mostly as a **Liaison** (by brokering a relationship between two different types of organizations) and secondarily as a **Consultant** (by brokering a relationship between two same types of organizations).
- ❑ Not far behind UNICEF was the Ministry of Labour and Social Policy (MLSP) and the Ministry of Education and Science (MoES), with 938 and 932 brokerage roles respectively involving all five brokerage roles.



General Questions



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The organizations effective at influencing or shaping policy for children and adolescents in North Macedonia since 2019



Organizations	I response	II response	III Response	TOTAL
UNICEF	32%	13%	16%	60%
Ministry of Labour and Social Policy	23%	5%	12%	40%
Ministry of Education and Science	13%	10%	5%	28%
First Children's Embassy in the World Megjashi - RNM	-	12%	7%	18%
Ministry of Health	3%	3%	2%	8%
National Youth Council Macedonia	2%	5%	2%	8%
SEGA - Coalition of Youth Organizations	3%	3%	-	7%
US Agency for International Development	2%	3%	2%	7%
World Bank	-	2%	5%	7%
Youth Educational Forum	3%	-	4%	7%
European Union	-	5%		5%
Government of North Macedonia	2%	2%	2%	5%
Health Education and Research Association	2%	2%	2%	5%
Macedonian Civic Education Center	2%	2%	2%	5%
SOS Children's Village	-	2%	4%	5%
N=	60	60	57	177

*** The list of organizations is not complete. The table presents only the 15 most frequently named organizations in total*

Key actors' organizational priorities toward policy for children and adolescents in 2023 (1)



- ❑ Naturally, different organizations have varying work priorities based on their status and areas of activity. If we don't take into account the differences between organizations based on the aforementioned two parameters, we can identify a few major priorities. The following areas reflect the priorities of the surveyed organizations for 2023:
- ❑ First of all, it is noteworthy that a significant portion of organizations work in the areas of human rights and education. Within these mentioned areas, several key fields of work can be distinguished. The priorities of organizations working in the education sector include both primary, secondary, and vocational education, as well as non-formal education. The main directions of work in the education sector can be outlined as follows:
 - ❑ Improving the general quality of school education;
 - ❑ Increasing access to education;
 - ❑ Increasing literacy;
 - ❑ Improving the general quality of vocational education;
 - ❑ Increasing the number of students/enhancing interest in Vocational Education and Training (VET);
 - ❑ Enhancing learning through work practice in VET;
 - ❑ Upgrading conditions and capacity of kindergartens and schools;
 - ❑ Improving the efficiency of spending funds in primary schools and kindergartens;
 - ❑ Implementing reforms in primary education;
 - ❑ Improving the digital capacities of the schools;
 - ❑ Strengthening teachers' competence (including digital competence);
 - ❑ Increasing access to sexual education;
 - ❑ Recognition and stimulation of young talents;
 - ❑ Providing scholarships for children;
 - ❑ Supporting projects in sport;
 - ❑ Building playgrounds.

Key actors' organizational priorities toward policy for children and adolescents in 2023 (2)



- ❑ **Human rights and child protection** have several different directions, which include both the preparation of a corresponding theoretical framework in the form of legislation and specific actions and practices aimed at child protection:
 - Creation and improvement of public policies and regulations related to children;
 - Observing the implementation of the law;
 - Providing legal aid and protection to children;
 - Prevention of child trafficking and violence;
 - Working with victims of violence (including domestic violence, gender-based violence, peer violence, violence in school environment, etc.);
 - Supporting children in conflict with the law in the penal and post-penal period;
 - Providing access to information and awareness raising on different legal issues related to children.
- ❑ **Cybersecurity** is worthy of independent recognition as a priority. This is a cross-sectional topic between education and protection, teaching children how to recognize and deal with cyber threats and how to increase awareness of the topic.
- ❑ **Education** has a significant intersection point with various themes, like **early childhood development and children with special educational needs**. Organizations working on these themes prioritize the following areas: improving access to education for all children, improving inclusive education in general, fighting against segregation of children, improving curricula in formal and informal education - revision of discriminatory contents, ensuring equality for all children, improving early childhood development. The priorities related to children with special needs imply both upgraded infrastructure and services for the mentioned target group.
- ❑ Education and the development of professional skills can generally be linked to the **capacity building**, provided by the mentioned organizations for different working areas and different kinds of professionals: social protection, provision of inclusive educational services, etc; teachers training (including those working with children with disabilities), training for medical staff (doctors, nurses, midwives); awareness rising for the importance of socio-emotional learning, etc.

Key actors' organizational priorities toward policy for children and adolescents in 2023 (3)



- ❑ According to the **typology of organizations** based on the collected data, **central government entities** can be grouped into several key areas of priority for 2023:
 - Primarily, organizations working in the **healthcare sector**, prioritize the following areas: research for vaccination, promotion of the immunization process, increased number of vaccinated children, awareness raising about vaccination through education, early age prevention of any health and mental condition, early interventions regarding health and mental conditions in children, developing protocols for clinical treatment, mental health activities and treatment, education of the parents, improved access to the healthcare system, control on children's development/physical development, speech development, medical research and medications for children and adolescents, functional assessment of children and adolescents (Ministry of Health, Public Institute of Healthcare, E-health directorate, Committee for National Immunization, Service for Mental Health of Children and Youth, University Clinic of Psychiatry, Health Insurance Fund of the Republic of North Macedonia).
 - Organizations primarily focused on **education** prioritize the following areas: inclusive education, education and rehabilitation of pupils with disabilities, improvement of curricula in formal and informal education, introducing the new concept on primary education, implementation of reforms in primary education, teachers training, monitoring the work of teachers, improving digital capacities of schools and digital competencies of teachers and students, VET education – increasing interest in and quality of VET education, vocational education training, support of youth talents, adoption of a national strategy for youth (Ministry of education and Science, Commission on Prevention and Protection Against Discrimination, Vocational Education Training Center, Bureau for Development of Education, Agency for Youth and Sport, National Agency for European Educational Programmes and Mobility, Ss. Cyril and Methodius University in Skopje).
 - According to the conducted research, the priority work areas for organizations focused on **various social issues** in 2023 were as follows: improving the quality of services for children with different needs, participating in drafting the Law for Children's Rights and Family Law, developing of social services for children, strengthening professional capacities of the employees in social services, expansion capacities for kindergarten institutions, ensuring services of psychosocial aid and support, providing care within foster families for children without parents, providing adequate care and advancement of the services for children, developing new forms of care for its users, poverty reduction (Ministry of Labour and Social Policy, Institute for Social Activities, Social Services Improvement Project, Inter-municipal Center for Social Work of the City of Skopje, Children's Home "11 October").
 - In 2023, the priorities of state organizations working on **human rights** include the following key areas: preparation of the new Law on Justice for Children and following legislation, children's participation in decision-making, and protection of children's rights. (Ministry of Justice, Ombudsman, State Council for Prevention From Child Delinquency).

Organizational priorities toward policy for children and adolescents according to organizations statuses in 2023 (1)



- ❑ According to the **typology of organizations** based on the collected data, **central government entities** can be grouped into several key areas of priority for 2023:
 - Primarily, organizations working in the **healthcare sector**, prioritize the following areas: research for vaccination, promotion of the immunization process, increased number of vaccinated children, awareness raising about vaccination through education, early age prevention of any health and mental condition, early interventions regarding health and mental conditions in children, developing protocols for clinical treatment, mental health activities and treatment, education of the parents, improved access to the healthcare system, control on children's development/physical development, speech development, medical research and medications for children and adolescents, functional assessment of children and adolescents (Ministry of Health, Public Institute of Healthcare, E-health directorate, Committee for National Immunization, Service for Mental Health of Children and Youth, University Clinic of Psychiatry, Health Insurance Fund of the Republic of North Macedonia).
 - Organizations primarily focused on **education** prioritize the following areas: inclusive education, education and rehabilitation of pupils with disabilities, improvement of curricula in formal and informal education, introducing the new concept on primary education, implementation of reforms in primary education, teachers training, monitoring the work of teachers, improving digital capacities of schools and digital competencies of teachers and students, VET education – increasing interest in and quality of VET education, vocational education training, support of youth talents, adoption of a national strategy for youth (Ministry of education and Science, Commission on Prevention and Protection Against Discrimination, Vocational Education Training Center, Bureau for Development of Education, Agency for Youth and Sport, National Agency for European Educational Programmes and Mobility, Ss. Cyril and Methodius University in Skopje).
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 - In 2023, the priorities of state organizations working on **human rights** include the following key areas: preparation of the new Law on Justice for Children and following legislation, children's participation in decision-making, and protection of children's rights. (Ministry of Justice, Ombudsman, State Council for Prevention From Child Delinquency).

Organizational priorities toward policy for children and adolescents according to organizations statuses in 2023 (2)



As for the **local government**, the priorities of the five surveyed organizations in 2023, primarily focused on **education**, were as follows: Equality and inclusion for all children, inclusive education, stimulating and recognition of young talents, interethnic integration, modernization of conditions in schools, providing scholarship for children, supporting projects in sport, building playgrounds. This was followed by priorities in various social issues, such as: taking children from the street, improving children's care (especially, the kindergartens' capacities), and their engagement in different activities. As for the **human rights**, the priority was security and prevention of misconduct.

The priorities of surveyed **local non-governmental organizations** in 2023 primarily group into the following areas:

- ❑ **Human Rights** - Raising awareness of children's rights, providing access to appropriate information, legal aid, and protection, working on the adoption of an appropriate law for children and implementation of the law, prevention and dealing with violence, safe school environment, supporting children in conflict with the law in the penal and post-penal period, supporting their resocialization.
- ❑ **Education** - Lobbying for educational policies, enhancing learning through work practice, gamification of the learning process, improving the quality and access to education, early child intervention (up to 6 years old), inclusive education, enhancing the professional competencies of the staff from different areas, intercultural dialogue, cybersecurity – awareness raising, threats, both children and parent's education on threats; training on the importance of socio-emotional learning.
- ❑ **Healthcare** - Mental health, preparation of a guideline for action with children with suicidal thoughts, improving the immunization services and the work of centers for social work, developing programs for vaccination, improving access to preventive and primary healthcare for children, enhancing access to the pediatrician and nursing post-natal service, improving the healthcare for mothers and children, training for doctors, nurses, and midwifery.

Organizational priorities toward policy for children and adolescents according to organizations statuses in 2023 (3)



- ❑ Within the framework of the research, the surveyed **international non-governmental organizations, foundations, financial institutions (such as the World Bank), and think tanks** primarily focused on education and rights protection. Among these, the World Bank is working to improve children's access to education through training and reducing barriers, enabling the improvement of learning environments, and improving the well-being of children with various services on the local level (social protection, education, etc.) Other surveyed organizations in this group focused on raising awareness and preventing child trafficking and violence through the following initiatives: creation and improvement of public policies and regulations on children's rights, strengthening the capacities of social protection professionals, improving quality and sustainable social conditions, quality education, improving general literacy, improving the efficiency of spending funds in primary schools and kindergartens, capacities for childcare in kindergartens, equal conditions and inclusive education.

- Annex #1 – Inception report
- Annex #2 – The survey instrument in English
- Annex #3 – Cards used for study
- Annex #4 – Informed consent form
- Annex #5 – SNA Database North Macedonia
- Annex #6 – Codebook
- Annex #7 – Data entry file
- Annex #8 – Legends for North Macedonia SNA maps
- Annex #9 – Scripts in R for North Macedonia
- Annex #10 – Communities identified under each positioning issues
- Annex #11 – Brokerage roles of network organizations identified under each positioning issue
- Annex #12 – The list of interviewed organizations
- Annex #13 - R script for the Republic of North Macedonia, 2024



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