### Country: The former Yugoslav Republic of Macedonia

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY[[1]](#footnote-1)**

### Reporting period: 2010-2015

### **I. EXECUTIVE SUMMARY**

The work of UNDP in 2010-2015 focused on three thematic areas: social inclusion, democratic governance, and energy and environment. The Country Office (CO) has implemented all outcomes of the CPD meeting and at times exceeding most of the targets. It has broadly met its overall resource mobilization target in both regular and non-core resources. The CPD period was characterized by repeated challenges in the political environment and declining donor resources.

In Outcome 1.1 results have been significant. UNDP supported up to 4,780 people gaining sustainable employment. The unemployment rate in the country has been reduced by 5.9 percentage points in the 2010-2015 period, exceeding the CPD target of 5.4 percentage points. All programmes piloted by UNDP have been scaled up and included in the government’s Operational Employment Plan, funded from the national budget. Since 2010, over US$22 million have been invested in job creation programs, 90% financed from the central budget, a clear indication of its added value. Resources mobilized and expenditures under this outcome have been more than double the target figures.

Results under Outcome 2.1 have also been pronounced particularly in terms of progress in the fight against Domestic Violence. The country was among the first in Europe to sign the Council of Europe's Convention on Prevention and Protection of violence against women in 2011. A new Law on Prevention, Combating and Protection from Domestic Violence was adopted by Parliament in September 2014. Progress in the provision of diversified social services under Outcome 3 has been less marked. Social inclusion policies have had limited impact on poverty status of groups at particular risk, which has remained stagnant and high. In the Local GovernanceOutcome Area, there has been good progress but due mostly to competing Government priorities accelerating Regional Development has been a challenge. Under Outcome 2.1, local government units have become more transparent and effective and achieved higher fiscal autonomy. Decentralisation has progressed. Progress under Outcome 2.2. has been mixed. Although all eight planning regions in the country now have functional Centres for Regional Development, the funds allocated to them remain below the level expected. The law on Regional Development is not fully implemented and the regional development policy remained one of the most debated policy areas. Evidence shows that only 0.02-0.04% of GDP (annually) was channeled through the regional development institutions, well short of the 1% target set in the law. That said, by the end of the CPD cycle, UNDP was acknowledged as a lead partner of national and local institutions in the areas of decentralization, local governance and local development. UNDP’s expert support on key EU negotiation issues such as regional policy, rural development, justice and home affairs was met with keen interest from the Government, which recognized UNDP as a strategic partner in addressing goals and benchmarks set forth in the High Level Accession Dialogue with the EU. Under Outcome 2.3, institutions and non-governmental actors now have better capacities to promote inter-ethnic cohesion. The representation of non-majority communities in the public administration has further increased. Inter-ethnic incidents have been contained and managed in a measured manner. In the Environment Outcome Area results have met or exceeded targets on all three outcomes.

Under Outcome 3.1, UNDP supported the Government to grasp the economic impact of climate change through advanced studies, to develop the National Climate Change Health Adaptation Strategy, to introduce monitoring, verification and reporting of greenhouse gas emissions (GHG) under the European Emissions Trading Scheme, to prepare the Third National Communication on Climate Change and to actively participate in the Rio+20 conference and the post-2015 sustainability discussion. Under Outcome 3.2 over 40 pieces of legislation regulating the sustainable use and management of natural resources have been adopted. Under outcome 3.3 the country’s capacities for disaster risk reduction have increased and there is now increased awareness of the link between climate change and disasters. The analytical capacities of the Crisis Management Centre have improved. UNDP has supported local risk and hazard assessments in all municipalities, multi-risk assessments and the incorporation of gender concerns in disaster preparedness and prevention plans.

UNDP in cooperation with its national and international partners, mobilized and delivered over $50mln in development programmes at national and local levels. Among the main partners who contributed financially to the achievement of the results of the country programme are the Government of the former Yugoslav Republic of Macedonia, Switzerland, the EU, GEF, Netherlands and Norway.

### **II: Country Programme Performance Summary**

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| **Country information** |  |
| **Country name:** the Former Yugoslav Republic of Macedonia |
| **Current country programme period:** 2010-2015 |
| **Outcomes** | **Total Expenditure** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators** |
| **OUTCOME 1.1.** The capacities of national institutions to develop and implement human resource development policies and programmes that address the needs of the socially excluded have been improved | $ 26.868.587  | 1. *Capacities of national institutions to develop and implement human resource development policies and programmes that address the needs of the socially excluded improved; Unemployment rate* ***Baseline****: 33.8 per cent;* ***Target****: decrease by at least 16 per cent.*
2. *Cumulative # of jobs created by the programme*
3. *Number of businesses created through the programme;*

 | 1. *Unemployment rate: 27.9%*
2. *Cumulative # of jobs created by the programme: 4,780*
3. *Number of businesses created through the programme: 4,670*
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| **UNDP Contribution:**(Please provide an assessment of the progress made against the CP outputs over the cycle, and indicate their contribution to the outcome. Please indicate each of the main outputs and provide a summary assessment of overall progress)CP Outputs:1.1.1 Active labour market measures targeting the socially excluded developed and implemented.1.1.2. Entrepreneurship capacities and private sector development schemes for the poorest developed and implemented.Progress and Achievements:During the 2010-2015 CPD cycle, UNDP has supported national partners in addressing one of the most significant socio-economic challenges of the country i.e. high unemployment. The CO has continued to provide strategic advisory and operational support in designing and implementation of various active labour market policies and measures by piloting, assessing and translating successful programmes into a nationwide employment generation scheme. All programmes piloted by UNDP have been scaled up and included in the government’s Operational Employment Plan, funded from the national budget. Since 2010, over US$22 million have been invested in job creation programme, 90% financed from the central budget, which is a clear indication of its added value. Over the past five years, the unemployment rate in the country has been reduced from 33.8% in 2010 to 27.9% in 2014, even in the face of the global economic downturn. During this period, the number of employed has increased by 53,110, while with UNDP support, 4,780 people gained employment. UNDP’s strategic support has helped national authorities to maximise the nationwide impact of this programme. Recent evaluation has shown that the new businesses created over the past 5 years have achieved a high rate of sustainability, with 70 % surviving, which is far beyond the global average. The employment programme in itself cannot solve the problem of unemployment. Action is required on many fronts. However, in a series of knock-on effects and negative externalities, the targets of the job creation programme as a whole have been achieved. To ensure effective implementation of employment measure, UNDP has partnered with all relevant labour market institutions such as: the Ministry of Labour and Social Policy, Employment Service Agency, Agency for Promotion of Entrepreneurship, Ministry of Education and Science, Centre for Vocational Education and Training and Adult Educational Centre. The capacity-building activities were consistently implemented throughout all interventions. National institutions were not only provided with all necessary tools, but they were also increasingly involved in the implementation and monitoring of active labour market measures. Some measures that were initially implemented with UNDP support, such as subsidized employment and internship programmes, have already been successfully transferred to national institutions for independent implementation. At the local level, UNDP has worked with all 30 employment centres across the country, helping them enhance their technical skills in providing job counselling services and in introducing solid monitoring and evaluation systems. In the period under review, the most prominent employment-generation measures included the self-employment, formalization of informal businesses, supporting the growth of micro and small companies; training in skills deficient on the labour market and the community works programme for engagement of hard-to-employ people. Through the UNDP supported employment programme, over 4780 people opened their own businesses or got employed in the private sector. From 2012, the community works program employed 220 previously unemployed people in 30 municipalities, who in turn provided services to 11,820 end-beneficiaries. The large interest of the local communities for the programme could be attributed to its innovativeness. The twin objectives of the programme, on the one hand to provide work experience and skills building opportunities for the hard-to-employ job-seekers and, on the other hand, to deliver much needed social services for the persons at risk of social exclusion, such as elderly, people with disabilities, people in deep material deprivation etc. has underpinned a new policy discourse on possible models for gradual activation of the socially assistance beneficiaries into the labour market. A number of programme innovations introduced over the period 2010-2015 have enhanced the relevance of UNDP’s work. For example, the introduction of the programme for supporting micro and small enterprises, in their efforts to expand the market, introduce new product, service or innovation of the business processes has attracted a significant interest by the business community and now represents an integral part of the National Plan on Employment, through which on an annual basis some 200 new jobs are created, To improve the participation of the most socially excluded, such as Roma, a new model for tailor-made job counselling and mentorship services was introduced and resulted in a higher success rate amongst candidates from these vulnerable groups. With UNDP’s support, the Adult Education Centre, the Ministry of Education and the Centres for Vocational Training, have all made significant progress in liberalizing the market for vocational education. The reforms undertaken have streamlined the procedure for the licensing of training providers, including private sector providers, as well as the procedures for the certification of training programmes. This will help to broaden the number of vocational training programmes and to reduce the costs of the training. The vocational training programme has helped 864 unemployed people to improve their skills. The employment programme paid particular attention to women empowerment. The target set for the share of women, benefiting from the self-employment programme. was achieved. In the 2010-2014 period, women comprised between 41.3% and 42.3% of the registered long-term unemployed, and received between 37.5 and 40.0% of the grants distributed under the self-employment programme. The key lessons learned one can draw in this area could be summarized in the following points: a) to ensure that employment measures respond to those most in need, it is important to embed monitoring in all stages of the programme; b) capacity building of national institutions requires persistency and continuity. It should be approached in an evolving manner through a gradual handover of responsibilities; c) efficiency and transparency of the processes in the selection of beneficiaries is critical, since the programme is open to almost 200,000 potential beneficiaries d) constant scanning of external/business environment was necessary to ensure that the employment support programme was aligned to the labour market.It is a tribute to the quality of the advisory support provided that the Government invited UNDP, together with ILO, to support the development of the National Employment Strategy for the period 2016-2020.  |
| **OUTCOME 1.2.** Social services respond better to the needs of the socially excluded and the most vulnerable. | $1,486,836  | 1. *Social services better respond to the needs of the socially excluded and the most vulnerable;*

*number of centres for social work providing diversified services;* ***Baseline****: 10 per cent;* ***Target****: 40 per cent of centres for social work.*1. *A mechanism to prevent, monitor and reduce domestic violence in place;*
 | 1. *number of centres for social work providing diversified services: 10 %*
2. *Law on Prevention, Combating and Protection from Domestic Violence adopted by the Parliament in September 2014*
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| **UNDP Contribution:**CP Outputs:1.2.1. National policies and mechanisms for prevention of domestic violence and protection of the victims in place.Progress and Achievements:In the 2010-2015 CPD period the country saw some progress in the area of social inclusion and its efforts to reform the system for social service provision. In support to this outcome, UNDP has worked closely with UNICEF, UNFPA, UN Women and WHO, which resulted in providing comprehensive assistance to the national authorities. In partnership with UN Agencies, In accordance with the National Programme for Development of Social Protection 2010-2021, the process of decentralizing social service provision was rolled out. The progress was predominantly recorded in administration of social assistance, while the social service provision remained fragmented and insufficient to change the social and economic status of socially excluded persons. To spearhead the process, UNDP has supported a number of catalytic interventions at the local level and assisted local governments and social service providers to identify the specific vulnerabilities of local population and capacity gaps of institutions to deliver decentralised social services. These assessments fully embraced the principles of gender mainstreaming and women's empowerment. The assessments paid particular attention to vulnerable women, including victims of domestic violence, sex workers, victims of human trafficking, and single parents and the challenges they face in accessing social services. This made it possible for UNDP, together with its national partners, to develop specific recommendations for partners at the local level on how to reorganize the provision of social services to better meet the needs of the most vulnerable women in society. UNDP has supported the preparation of a Handbook on the Development of Social Services at Local Level to help local service providers to better plan, develop and deliver social services. Some 100 representatives of government institutions and the civil society sector have been trained in innovative models of service delivery in their respective communities who are now able to be actively involved and contribute to the local planning processes and implementation of local service delivery.The most notable progress was achieved in the country’s efforts to combat domestic violence. The country was among the first in Europe to sign the Council of Europe's Convention on Prevention and Protection of violence against women in 2011. Following the in-depth analysis of the needs for alignment of the national legislation towards the requirements of the CoE Convention, UNDP in partnership with UN Women has supported preparation of the first-ever Law on Prevention, Combating and Protection from Domestic Violence, which was adopted by the Parliament in September 2014;A comprehensive capacity support programme, provided by UNDP, helped the National Coordination Body for implementation of the national strategy for ending violence against women, to position as leader and agent of change in this policy area. At local level, UNDP has partnered with 13 local governments units and supported them in promoting an effective model for integrated support when dealing with high risk domestic violence victims and provided a gender sensitive training for professionals from the police, centres for social work, judiciary, medical centres, schools, employment centres. During the 2010-2015 CPD cycle, UNDP particularly focused on strengthening the institutional response in providing effective access to justice for victims. In this respect 126 judges and public prosecutors in civil and criminal proceedings from all 4 Appellate Court areas in Macedonia were trained to increase capacity for successful dealing with domestic violence cases in civil and criminal court proceedings and changed attitudes and stereotypes regarding victims;Although at the beginning it was facing challenges and limited impact, the economic empowerment programme for Domestic Violence victims has been redesigned and successfully implemented. UNDP has supported the centers of social work and the employment centers in developing a new platform for a comprehensive and yet individually tailored support programme to unemployed DV victims envisaging psycho-social support, coaching and career development. In the area of social inclusion of people with disabilities, in 2011, the country saw an important breakthrough with the ratification of the International Convention on the Rights of People with Disabilities. This is expected to inspire and shape the national legal and policy framework aimed at improving the standards for tackling the rights of people with disabilities. The transition from institutional to community-based care has continued, particularly for people with mental disabilities. |
| **OUTCOME 1.3.** Social inclusion policy making processes are evidenced based, inclusive and take a cross-sectoral approach | $ 671.442,82  | *Social inclusion policy making processes are evidenced based, inclusive and take a cross-sectoral approach; percentage of European Union-social inclusion (Leaken) indicators for which data are (a) collected and available, and (b) disaggregated by sex/urban-rural areas; Baseline:(a) 0 (b) 0; Target: (a) 100 per cent (b) 100 per cent.*1. *Cumulative number of targeted UNDP studies focused on socially excluded;*
2. *Number of local action plans on equal opportunities developed and implemented;*
 | 1. *European Union-social inclusion (Leaken) indicators developed for the period 2010 – 2012 based on Eurostat recommendations*
2. *Collected data are disaggregated by sex;*
3. *Cumulative number of targeted UNDP studies focused on socially excluded: 4*
4. *30 % of the national poverty and social inclusion strategy implemented*
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| **UNDP Contribution:**CP Outputs:1.3.1. National capacities on statistics, monitoring and evaluation of social inclusion related issues improved.1.3.2. National capacities strengthened to ensure the needs of socially excluded are reflected in the policy making, public finance management and impact evaluation.Progress and Achievements:Social inclusion was one of the three programmatic pillars of the 2010-2015 UNDP CPD. During this period some progress has been noted, but yet the EU annual progress reports, regularly underline the limited impact of social inclusion policies on poverty status of groups at particular risk, which has remained stagnant at high 26.2% in 2012. UNDP has supported the Government through the Ministry of Labour and Social Policy in establishing a National Coordinative Mechanism for the Alleviation of Poverty and Social Exclusion. With UNDP support the first-ever strategy for Alleviation of Poverty and Social Exclusion, which provides a comprehensive System of Indicators for Monitoring and Evaluation also aligned with the EU 2020 targets. However, due to limited funding and capacities of national institutions to implement a robust anti-poverty programme, the impact didn’t trickle down to improve peoples’ life and welfare. UNDP has also rendered expertise to the relevant government professionals on evidence-based policy-making and provided on-the job training in indicators and target setting that will be applied in the process of revising the Operational plans on Social Inclusion. To facilitate an evidence based dialogue among the policy makers, civil society and representatives of social partners, UNDP and ILO jointly prepared a policy paper describing the root causes and manifestations of Roma disadvantage in the labour market in Macedonia. The report introduces new set of gender disaggregated indicators, aimed to shed a light on the quantity and quality of the available employment opportunities for Roma man and women. One of the strongest support provided is in continuous and focused support in improving employability of unemployed Roma to improve their participation and success in the national active labor market measures. A study on Roma Participation and Success Rates in the Government’s Employment Programme 2007­2012, prepared with UNDP support led to development of a new model for supporting Roma employment.Capacities of local actors to create partnerships for better access of Roma to social services have been enhanced through training which improved local partners’ knowledge and skills for results based management approach in planning, monitoring and evaluation of Roma inclusion development outcomes on local level. A new initiative based on web­technology to collect and analyse data was established, enabling better local government planning and more sustainable and supportive development services. The current UNDP programme working on provision of untypical social services to people with disability, elderly and children has been recognized as an important and valuable contribution to the local social agenda and will be scaled-up in terms of services offered and number of direct beneficiaries. It has been additionally supported with design thinking concepts that should enable the participation of excluded groups from the very beginning of the design phase of particular services to their implementation.  |
| **2.1.**  Local government units operate in a more effective and transparent manner; Ratio: local revenues/total revenues of local governments | $ 3,352,530.89  | a)Ratio: local revenues/total revenues of local governmentsb) Percent of municipalities having developed local budgets addressing needs of groups with special needs (women, children, disabled, ethnic minorities)c) Reduced number of illegal construction | 1. Baseline: 40%

 Target: 100 %  Values: 2011/46,92%; 2012/45,54%; 2013/41,70%1. Baseline: 5

 Target: 35  Values: 2012/9 %; 2013/23 %; 2014/56,79 %1. Baseline: 0

 Target: Reduced by 50% Values: 2012/3,39% ; 2013/12% ; 2014/26,57% |
| **UNDP Contribution:**CP Outputs:2.1.1. Capacities of national and local level institutions strengthened to design and implement a more transparent, predictable and sustainable local financing2.1.2. Innovative arrangements for efficient and quality service provision designed and implemented by promoting public-private partnerships, outsourcing and IMC2.1.3. Institutional and human capacities at national and local level improved for implementing effective and transparent provision of decentralized competenciesProgress and Achievements:During the CPD cycle, UNDP provided substantive policy support to the State Commission for Prevention of Corruption including for preparation of the State Commission for Prevention of Corruption (2011 – 2015) which was aligned with the EU practices. In the consultative process for preparation of the State Anti-Corruption Programme, some 250 stakeholders participated in 22 thematic workshops. The resulting Action Plans have pointed out to the critical problems and have identified the responsible institutions for implementation of the activities. They also contain indicators of effectiveness aimed to measure the impact of the actions. In 2012, and based on the strategic directions defined in the State Programme, UNDP assisted the State Anti-Corruption Commission (SCPC) in conceptualizing and piloting a national integrity approach, including through social accountability mechanisms. UNDP also invested in substantive capacity building for the State Anti-Corruption Commission resulting into improvement of the monitoring capacities through automation of the inter-institutional data collection. The new authentic concept on integrity, which included legal and policy analysis, was tested in 10 municipalities and accepted by the State Commission for Prevention as a systemic solutions to be scaled up across all central and local level institutions. This process resulted in initiation of legal changes for mandatory introduction of integrity systems and whistleblowers protection. The integrity model was also complemented with a number of methodological anti-corruption monitoring tools, such as the transparency and accountability index (RTA) which was upgraded to include a component on openness in 2014. A new local government integrity index (LGI) was tested in all municipalities by civil society organizations. In 2014, as part of the integrity platform, nearly 2/3 of the municipalities signed or are in process of signing anti-corruption policies inspired by several national integrity debates organized by UNDP in partnership with relevant institutions and civil society organizations. In the transparency and accountability efforts, UNDP managed to play an important role in convening all relevant partners to debate the issues of transparency and accountability and facilitated the development of a cross-sectorial platform, whereby civil society actors took the lead in implementation of IT-based social accountability tools in 11 municipalities.  One of the tools, developed with UNDP support, ranked among the first 40 among 500 in a global competition for social innovation. The tools are aimed to improve citizen-state inter-action and service delivery. This is in line with the Government efforts for promoting e-government for improved transparency and prevention of petty corruption and the Open Government Partnership agenda (OGP). UNDP has become a strategic partner of the Government and managed to influence incorporation of anti-corruption/integrity measures in the relevant national OGP Action Plans. The integrity/anti-corruption efforts of UNDP were also recognized in 2013 and 2014 in successive resolutions of the European Parliament on the country. In 2012, the country has undergone a UNCAC review, which was supported by UNDP through application of the “Going beyond the Minimum” methodology. During this CPD cycle, the country opened a High Level Accession Dialogue (HLAD) whereby the listed targets became highly relevant for UNDP’s interventions under this outcome. Within the HLAD, the country started a self-screening process for the critical Chapters 23 and 24 (justice and home affairs) of the acquis, a process which was effectively supported by UNDP through exchange of regional knowledge and experience with Croatia. In this process, the relevant institutions managed to acquire in-depth knowledge on the key issues of Chapters 23 and 24, including human rights, prevention of anti-corruption and conflict of interest, judicial and security matters, asylum and immigration, visa policies, border management etc.  The central institutions recognized UNDP as a strategic partner address the EU accession challenges, and continue to rely on UNDP for technical support on a number of thematic issues under Chapters 23 and 24 of the EU acquis. By the end of the CDP cycle, UNDP remained a lead partner of the national and local institutions in the areas of decentralization, local governance and development. The preparation of the Decentralization Programmes for 2011 – 2014 and 2015 – 2020 was facilitated by UNDP. Most of UNDP interventions in this area became an integral part of the Strategic Plans of the Ministry of Local Self-Government, the Government Programme and the National Programme for Approximation of the EU Acquis and were commended in the EC country progress reports (2011, 2012) and the EU Parliament’s resolution on fYR Macedonia of May 2013 (2013/2866(RSP). At the same time, one of the EU HLAD benchmarks for 2013 on decentralization was fulfilled through the first systemic and participatory-based monitoring exercise of the decentralization progress, performed by the Ministry of Local Self-Government and the Association of Municipalities (ZELS). This UNDP-supported review set the priorities for next policy actions. UNDP supported over 50 municipalities to establish inter-municipal cooperation and assisted in the creation of a knowledge base for continuous improvement of the IMC policy and legislation. These interventions have led to more effective service provision, and achieving economy of scale for almost all smaller and mainly rural municipalities in the country. As of end of 2014, 62 municipalities in the country (out of 81) have entered into IMC. The establishment of the first ever inter-municipal cooperation providing care for vulnerable groups was agreed in 2014 with five municipalities of the Vardar planning region.UNDP demonstrated its capability to contribute to very sensitive topics such as fiscal decentralization by providing the Ministry of Finance with the first analytical studies on municipal expenditure needs and revenue capacities which served for developing models for fiscal equalization scenarios and enabled the Ministry to prepare annual progress reports on the status of fiscal decentralization. Moreover, in-depth assessment of the e-services at local level and the needs and possibilities for introduction of new e-services and inventory of the local services were completed in 2014 for the first time in the country. This intervention was fundamental for the work of the UNDP and the Government on formulation of a new policy for digitalization of the local services.UNDP helped increase the institutional capacities of the Ministry of Local Self-Government to draft and implement policies as well as to monitor and evaluate the process of decentralization. Traditional knowledge transfer methods as well as advanced methodology and innovation were used. UNDP further increased the capacities of the Ministry of Finance and other line ministries as well as the municipalities in the country to implement the fiscal decentralization process and improve the public financial management. National and local authorities are now able to provide more quality input into the process, efficiently manage it and maintain results over the long term. In 2014, UNDP supported the first citizen satisfaction survey on decentralized services in 10 years. Among other things, the survey showed that on a scale of 1 to 5, decentralized services were assessed with an average rating of 3.34. Only services in the area of ​​primary and secondary education, culture, sport and recreation and fire protection were assessed with slightly higher average scores (3.58 and 3.80) and the lowest ratings were given to local economic development (2.90) and social care (2.99). Regarding gender mainstreaming in decentralization and local development, UNDP focused on incorporating gender-related variables in all implemented survey’s and specific assessments and achieved increased awareness that women as a factor in local governance should be analyzed as a distinct and specific group. Although a small number, this is still a sign that gender policies are starting to be articulated at the local level. The collected data was used for justification of several gender related measures in the new Decentralization Programme for the period 2015 – 2020 (currently being developed with UNDP assistance). However, the participation of women in decision-making remained limited at the local level. UNDP was part of a small group of organizations supporting a campaign for promoting more women in local politics during the pre-election period. |
| **2.2**  Policy and institutional framework at national and local level enhanced to promote and operationalize regional development;   | $ 485,570.90  | 1. Number of Regional Development Plans approved
2. % of GDP allocated and distributed to municipalities for regional level
3. Number of regional projects addressing regional development priorities approved
 | 1. Baseline: O

 Target: 8  Values: 2012/8; 2013/8; 2014/81. Baseline: 0

 Target: 1%  Values: 2012/0,02 %; 2013/0,04 ; 2014/0,03 (this is a debated figure, as there are claims that a number of funds are going through line ministries, therefore the ratio could be much higher, but no way to verify how much)1. Values: 2012/27; 2013/12; 2014/61
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| **UNDP Contribution:**CP Outputs:2.2.1 National and regional bodies have improved technical, human and operational capacities for implementing regional development policies;2.2 Regional development programmes reflecting sectorial policies developed and implemented in at least two planning regions;Progress and Achievements:In the CDP cycle under review, some progress has been recorded in the policy framework on regional development. The priority measures of the Action Plan of the Strategy for Regional Development for 2009–2019 for encouraging economic growth, infrastructure construction and development of comparative advantages have all been under implementation. However, the regional development policy remained one of the most complex and debated policy areas among development actors, in particular in relation to the country’s discourse with the EU. The debate is mostly related to whether the benchmark of 1% of GDP to be invested for regional development is practically implemented and how to increase the systemic capacities for better absorption of funds at sub-national levels. Evidence shows that only 0,02 - 0.04 % of GDP (annually) was channeled through the regional development institutions and up to 1.5% was spent (annually) by line ministries for the development of local and regional infrastructure. UNDP supported the operationalization of the strategy and programme development in two out of the eight planning regions and has been working with all eight planning regions.UNDP’s expert support on key EU negotiations issues such as regional policy and rural development was met with outstanding interest from the Government. In that context the national actors embarked on a systemic pre-screening of the structures and operations related to the Chapter 22 on regional development and Chapters 11, 12 on agriculture and rural development. These efforts were mainly aimed at showing political progress towards the EU benchmarks, but also improving the absorption of EU funds, currently at a level below 40%. In this exercise, the country has taken advantage of the peer-to-peer approach, using fresh experiences from Croatia as the newest EU-member state through the UNDP Regional Facility in Croatia. The training that was delivered to over 200 civil servants from central and local government resulted in increased preparedness of the administration to tackle implementation challenges verified by the Action Plan that was approved by the Government. Knowledge on the system of Advisory services for farmers and business operators from Lithuania was transferred to the officials from the Ministry of Agriculture and resulted in amendments and addenda to the respective Law. Starting from 2013 a major qualitative change took place in one of the eight planning regions (the Vardar Planning Region) with the introduction of two inclusive and partner-based entities, namely a Network for Inclusive Development and a Joint Administrative Unit for Energy Efficiency and a regional EE Info Centre. These two innovative partnerships that were established with UNDP support have for the first time brought together municipalities, national agencies, economic chambers and civil society around a joint action for development. UNDP’s ‘branded’ concept of inter-municipal cooperation (IMC) was applied in both cases. The Inclusive Development Network of the Vardar planning region was recognized by the Ministry of Local Self-Government as the best inter-municipal cooperation practice for 2013 and therefore replicated in two more regions. The UNDP assisted the Ministry of Local Self-Government in analyzing the existing institutional framework and programs for private sector support at regional level and defining a new role for the Regional Development Centers in providing services to the private sector. On the basis of the findings, Small and Medium Enterprises Support Centers were established with support from UNDP and the Ministry of Local Self-Government in five planning regions. In this manner, the Regional Development Centers have become coordinators of activities for private sector support at regional level. This intervention directly supported the planning regions in achieving increased levels of inclusiveness and competitiveness. In 2014, UNDP demonstrated innovative solutions for delivery of services at planning region level, this time focused on youth. A social marketing campaign for employing best students from the Vardar planning region in the companies from the region and an electronic portal for youth was designed in a participatory way. These interventions bear huge scaling up and replication potentials. In addition, a concept for establishing the first ever in the country inter-municipal cooperation to provide care for people with disabilities was jointly developed with five municipalities of the Vardar planning region. The focus of the UNDP transfer of applicable knowledge and skills to the regional stakeholders was on assessing the regional governance platforms, utilizing IMC, drafting integrated and inclusive programmes and projects and on using available domestic and international instruments for financing regional development. UNDP supported the Vardar Planning Region Centre in successfully attaining ISO 9001 certification, an important integrity measure, which will be a critical asset in their resource mobilization activities. The training on using EXCITE software and conducting an Walk-through Energy Efficiency Audit resulted in timely preparation of EE programmes and action plans for 6 municipalities in the Vardar Planning Region.Gender mainstreaming was effectively implemented during the preparation of the governance assessment of the Vardar Planning Region. Differing needs and priorities of men and women were identified and on the basis of the findings few gender related collective action become integral part of the Programme of Work of the Network for Inclusive Development. |
| **2.3**. National and local level institutions and non-governmental actors promote inter-ethnic dialogue and social cohesion | $ 3,108,587.91  | 1. Number of local communities organized public consultations including meetings at local level with the participation of non-state actors, resulting in different ethnic minorities and socially excluded groups working together (in a given year)

 1. Number of community cooperation programs developed and endorsed by municipal councils
 | 1. Baseline: non-functional

 Target: existing and functional Progress: 9 (some progress)1. Baseline: not available

Target: 50Progress: 6 (some progress) |
| **UNDP Contribution:**CP Outputs2.3.1. Capacities of the national bodies and local commissions dealing with inter-ethnic relations, strengthened to incorporate ethnic dialogues and cultural diversity into local actions2.3.2. Civil society empowered to monitor local governance practices and engage in inter-ethnic and inter-cultural dialogueProgress and AchievementsUNDP supported the building of inter-ethnic relations and social cohesion, with particular focus on the local level. Within the frame of a substantive Joint UN Programme on Inter-Ethnic Relations, UNDP supported the work of the Inter-Community Relations Committees in 3 largest multi-ethnic municipalities, tested community based approaches and provided tools for participative and community based cohesion building at local level. Specific support was given for programming, implementation of initiatives raised by the Committees, peer-to-peer exchanges and strengthening their position within the municipal councils. Large part of the support was focused to explore the role of community leader, women and youth. At national level, a dispute resolution system was developed together with academia and a pool of mediators was established to function under the auspice of the Institute for Sociological, Political and Legal Affairs. In its efforts UNDP worked intensively on strengthening the institutional cooperation, bringing on board the Secretariat for Ohrid Framework Agreement, the Agency for Non-Majority Communities, etc. At Central level, UNDP worked to build the capacities of the Committee of Inter-Ethnic Relations of the Parliament, as well as establish links with academia and youth in obtain their perspectives on the management of IE issues. Within this outcome, UNDP progressively increased its work with youth. The activities implemented with youth organizations promoting IE dialogue within the Joint UN IE Programme planted the seeds for a programme dedicated specifically to youth, with specific support to youth participation. At local level, youth councils were established in 3 municipalities and 6 Youth Strategies were developed in a participatory manner and adopted by the municipal councils. Innovation was heavily pursued in this area, looking at models for youth social entrepreneurship and youth participation. A prominent example for this work is the e-application “PRV.MK”, dedicated to information on jobs, internships and volunteering, now integrated in the official platform of the Employment Agency. The infrastructure established with all these activities was brought to another level by UNDP becoming the main institutional partner to the Government in developing the new youth strategy, a process going on at the moment. The youth programme was also used as a platform to contribute to the Post 2015 discussion and reach out to youth for UPR and other UN related processes.As an effect of the significant contribution to shifting the paradigm in youth participation in governance through the youth programme, UNDP was entrusted to be the exclusive partner in supporting he currently ongoing participative process for development of the new National Youth Strategy. |
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| **3.1** By 2015, national policies better address climate change adaptation and mitigation needs and demonstration programmes respond to climate change challenges; | $2,225,833 | Number of programmes addressing climate change issues implemented by the central government, municipalities, civil society organizations***;*** ***Baseline*: 0*****Target:* 5** | Cumulative number of 205 have been implemented by various stakeholders on central and local level |
| **UNDP Contribution:**CP Outputs: 3.1.1 Vulnerability assessments, impact costing, policy options and integrated territorial plans for climate change adaptation developed3.1.2 Demonstration of energy efficiency and renewable initiatives implemented and preparatory assistance for financing projects through the clean development mechanism provided3.1.3 National awareness on climate change issues raised and competencies of civil society organizations to influence national and local level decision-making improvedProgress and Achievements:Climate change still does not rank high in the country’s priorities. However, the Government is showing greater commitment to adopt policies and programmes that promote energy efficiency and the use of renewables, as well as investment in new energy sources. Initial steps are also being taken to strengthen the country’s capacities for monitoring, reporting and verification, which is necessary to comply with obligations arising from global conventions and the country’s obligations as a member of EU Energy Community. The country has associated with the Copenhagen Accord, and actively participates in the climate work under the Regional Environmental Network for Accession (RENA). Although the country’s contribution to global greenhouse-gas emissions is negligible, its emissions per unit of GDP are approximately twice the average of the EU 15, with the energy sector being the largest emitter. Other sectors which emit large amounts of greenhouse gases include industry, the transport sector, solid waste, agriculture, and forestry. Energy intensity in the country is up to 2.5 times higher than the average for OECD Europe. UNDP’s support in this programming cycle was twofold, assisting the country to fulfill with the global climate change conventions, and to comply with the quest for EU accession. In this favorable context, UNDP was instrumental in supporting the country in complying with its reporting requirements towards the UN Framework Convention on Climate Change while at the same time creating synergies with the reporting requirements adhered to by EU member states. The Third National Communication and the First Biennial Update Report additionally harmonized reporting as per the EU climate acquis. The regulatory context has also improved. Amendments to the Law on Environment supported by UNDP created the legal basis for an integrated system for collecting and managing the data needed to develop national GHG emissions inventories. Quality control was improved by adjusting the Quality Assessment/Quality Control system to bring improved transparency, consistency, comparability, and reliability of national inventories. Analyses performed for each CO2 emitting sector showed that the uncertainty of the GHG Inventory is 3.13% and trend uncertainty is 5.41%, both in the acceptable range. UNDP also helped prepare the country’s first conceptual framework for a national Monitoring, Reporting and Verification (MRV) system for climate change mitigation actions. This incorporates relevant international requirements and existing domestic legal and institutional systems and capacities, as well as future needs. Once established, the MRV system will serve as a management tool in tracking and reporting on progress in meeting climate change objectives and goals. As part of efforts to advance the EU agenda of the country, UNDP assisted the preparation of a comprehensive mitigation assessment on possible targets for reducing GHG emissions in the context of eventual EU membership and the ongoing UNFCCC negotiations about the future climate regime. As part of the preparation of National Communications, UNDP helped the country to assess the vulnerability of the key sectors (agriculture, forestry, water, biodiversity, tourism, health, and cultural heritage) to climate change. Particularly important is the work done on assessing the impact of climate change on tourism and cultural heritage as it was dine for the first time in the country and in the broader region. The capacities of the national institutions responsible for the protection and management of the country’s cultural heritage to assess the impact of climate change on archaeological sites, monuments of culture and other important elements of cultural heritage were strengthened through the provision of comprehensive on-site training and necessary tools for carrying out such assessments. With the support of UNDP and an international expert, representatives of the Cultural Heritage Office of the Ministry of Culture and other responsible institutions carried out climate change vulnerability assessments of the archaeological site of Stobi, near Demir Kapija, the site of Plaošnik, near Ohrid, and the Aqueduct near Skopje. Also specific indicators of climate change vulnerability were developed for the first time in 8 sectors, enabling better assessment of the most direct influence of climate change on various sectors. Following the decisions of relevant climate negotiations, UNDP provided support to the City of Skopje in undertaking a comprehensive assessment of appropriate mitigation actions and preparing two Urban NAMA (Nationally Appropriate Mitigation measures) applications, covering the energy and transport sector. These documents consist of a package of measures and cross-sectoral interventions, leading to the reduction of GHG emissions and achieving sustainable growth and healthy urban living conditions in the biggest city in the country. Implementation of these NAMAs, which are the first of this kind in the country, will contribute to fulfilling the commitment of the City of Skopje to reducing GHG emissions at local level. In the last year of this programming cycle, this work has been further expanded with provision of support to the City of Skopje for development of GHG Inventory and respective climate change strategy which should contribute to strengthening urban resilience of the country’s capital. Cash­strapped local governments are also showing greater enthusiasm for energy efficiency measures in public buildings as they understand the benefits. UNDP played a proactive role in promoting this issue at the local level and building new partnerships. In partnership with several municipalities demonstration energy efficiency measures in schools and kindergartens were implemented. In addition, UNDP also drafted a new manual on the IT system for monitoring public­sector energy consumption, and upgraded the ExCITE energy monitoring tool to reflect new rules. Emission Monitoring in Industry software (EMI) is another e-tool developed by UNDP which enables collection of information on ambient air quality pollution directly from industrial facilities. This software helps to harmonize data collection and reporting, and also assists the efforts of the Environment Ministry to establish an online register of polluters. Another facilitating factor is the relevance of innovative applications and tools that facilitate public access to information. The Skopje Green Route supported by UNDP is an example of an application of this sort that has gained a vast user­base. This innovation was also honored as one of the top seven “projects to watch” in a global contest organized by the UN Global Pulse. The app was presented at the UN Climate Summit in New York in September 2014. Eye­catching innovations like the Skopje Green Route help to engage young people in particular in pursuing solutions to contemporary challenges. Finally, UNDP partnered with the City of Skopje to create the Skopje Green Route application, which shows users the "greenest" way to get from place to place. Together with the Swedish Embassy, it also launched a "climate challenge" that encourages citizens to share their own ideas on reducing carbon emissions. For the first time in the country, climate change was analyzed for the first time from a gender perspective, in a report prepared with UNDP support. The aim of this path-breaking study was to ensure that the impact of climate change on men and women is understood, and to engage both men and women in discussions and decisions on climate change. The report focuses on sectors identified in national reports (energy, agriculture, transportation, tourism, disaster risk reduction, population health and social vulnerability). It explains how climate change strategies can recognize and address gender dimensions and differential trends for men and women, and identifies action points and tools to address the gender dimensions of climate change at national and local level. Given the lack of analysis on this topic, it is a good example for other countries. Particular attention was also given to raising awareness about climate change issues and the promotion of innovative tools for disseminating information. The first ever documentary film on climate change by a national female director, ‘After the Rain – Climate Change Testimonials’, was produced with the technical and financial support of UNDP and was promoted as part of two international cinema festivals. The film tells the stories of four female farmers aged between forty and eighty, and their struggle to adapt to climate change. The women are from diverse backgrounds—Macedonian, Turkish and Albanian—and each has a very different attitude towards their work on the land. Despite their many differences in attitude, all of them are experiencing the same fears and challenges that come with climate change. Agriculture is an important economic sector in the country that engages a high number of woman, and therefore it is important to raise the knowledge of woman farmers about how to overcome the challenges and adapt to climate change. |
| **3.2** By 2015 national capacities for management and sustainable use of natural resources improved; | $9,528,101 | Number of sectoral laws and bylaws, regulating sustainable use and management of natural resources adopted; ***Baseline***: 10; ***Target:*** 20. | Due to the process of approximation with the relevant EU legislation the number of laws and regulations have been more than 40  |
| **UNDP Contribution:**CP Outputs:3.2.1 A national network of protected areas established, by strengthening planning, financing and management practices3.2.2 Capacity building programmes and demonstration models for integrated watershed management are implemented in the Prespa BasinProgress and Achievements:Successive EU progress reports recognized the positive developments in the country in the areas of water and natural resources management in the country but they also identify certain gaps that remain to be addressed. The key laws in these two areas have been aligned with the EU acquis and adopted, and relevant national strategies and action plans have been updated. The process of preparation of river basin management plans has advanced, the national information system on biodiversity has significantly improved, and development and implementation of management plans for protected areas is showing solid progress. Changes made in the Law on Nature Protection bring in important improvements of the legal system in three main aspects:1) introducing a comprehensive definition of ‘sustainable use’ of natural resources; 2) better regulation of economic activity in forest ecosystems within protected areas; 3) improving the financing system for protected areas by better defining the sources of financing, and introducing the payment for ecosystem services principles. UNDP’s contribution to the progress in this area during the CPD period is significant. The ICT tools provided by UNDP for biodiversity data gathering, processing and analyses, are changing the culture in the decision-making process, leading towards one based on knowledge and scientific evidence. Amendments of the Law on Nature and 17 by-laws that were drafted, as well as templates and other practical “how-to” tools for protected areas management, are contributing to improved norms and standards for protected areas planning and management, and create an enabling environment for new sources of funding and revenue generation opportunities from the protected areas. As a result of UNDP’s efforts, a solid foundation for putting in place a comprehensive, representative and effectively managed national protected area system was built. It presents a system of inter-related or environmentally significant areas connected by natural or artificial corridors, which contribute to the protection of natural balance and biodiversity. The network includes 99 areas which equals approximately 20% of the country’s territory. In addition, more than 60 % of the territory of the country meets various international criteria and standards by which they would be as a protected area or an area where specific measures for nature protection should be applied. The efforts put to strengthen capacities for sustainable management of protected areas on national and local levels resulted in an increased level of competencies and standards of institutions dealing with protected areas as confirmed by the Capacity Development Indicator Scorecard (GEF). UNDP’s assistance in the long run had also positive effects on the local communities’ ability to plan and implement effective management over their local resources. This is especially important as the law provides for local governments to apply for the authority to manage protected areas that are within their boundaries. The pilot municipalities supported by UNDP (City of Skopje, Resen, Novo Selo, Kavadarci,) have already been delegated the management responsibilities to manage the protected areas in their boundaries. UNDP has been instrumental in the introduction of an integrated ecosystem management programme in the Prespa watershed, which represents a new concept for the management of natural resources in the country and has provided a model for other national river basins. By implementing various ecosystem-based solutions in land-use and water management, agriculture, fisheries, forest management, and waste and wastewater management, UNDP has helped to reduce the human pressures on the lake and its watershed, providing models for improved management practices in various sectors. It also demonstrated a successful example of how to mobilize community action and establish productive partnerships and networks. As part of its overall efforts at nature conservation in the Prespa region, UNDP also established a model system for efficient biodegradable waste management. New technology has been introduced for waste treatment, thus reducing the massive quantities of discarded waste in the region and transforming biodegradable waste into products of intrinsic value such as natural fertilizers and compost. The use of compost instead of artificial fertilizers will lead to improved composition of the soil and waters. Since compost is less expensive than artificial fertilizers, it will also enable farmers to make additional budget savings. The volume of organic waste processed at the composting plant has increased from the initial 300 t in 2013 (100 t of produced compost) to approximately 2,000 t of waste (1,000 t of produced compost) in 2014. An additional upgrade of the processes enabled also the production of a liquid fertilizer.In the area of agriculture, UNDP’s continued support was aimed at extending the apple farming area under Good Agricultural Practices (GAP) and agro-ecological farming practices. Support was provided to local farmers to modify their farming practices through economic incentives and continuous education. A total of 67 farmers received grants to implement new environmentally–friendly practices, and 20 pilot apple orchards already serve as positive examples among local farmers. Recent studies show that the significant assistance provided to Prespa farmers has already resulting in a reduction of approximately 30% in the amount of pesticides used by local farmers each season. In addition, particular attention was paid to the reintroduction of varieties of fruits traditionally grown in this region, thus contributing to the preservation of valuable agro-biodiversity in the country. As part of its overall efforts to increase awareness, UNDP supported the launching of the first ever information system for farmers based on modern technology. In the past years, six solar-powered agro-meteorological monitoring stations have been set up. Although the stations gathered all the necessary data, the problem remained of how to get that data directly to farmers as quickly as possible. In 2013, UNDP helped develop an innovative system of SMS and Facebook notification, alerting the farmers on a daily basis on the best times to spray. It proved a great success. Currently around 500 farmers are using the SMS support and the Facebook page has had almost 5,000 visits. Low costs and simplicity of implementation make this system highly suitable for replication in other municipalities across the country. A recent survey has revealed that 82% of farmers rely on this information and advice when deciding on plant protection measures. The Lake Monitoring System for the Prespa lake established by UNDP in the reporting period is a rare example of a municipality running its own monitoring programme which will enable them to make better informed decisions. The Lake Monitoring Station will become fully functional in 2015 thanks to the hands-on training to the staff which is being provided as part of the ongoing water quality monitoring programme implemented by the Hydrobiological Institute from Ohrid. The data produced are constantly feeding the eutrophication model, improving its robustness and accuracy. As a result of the long-term focus on ensuring sustainability of UNDP’s intervention in the Prespa region, the Municipality of Resen established a Sector on Environment which will provide the necessary structure to successfully fulfill the municipality’s decentralized environmental responsibilities. Moreover, this will enable the incorporation of all project supported bodies (e.g., the Lake Monitoring Station and the Natural Capital Resource Centre) into a permanent structure in the Municipality. The financial savings generated by energy efficiency measures applied in the municipal building will be used in sustaining the work of the newly introduced systems. This approach has been promoted as a good model for generating savings for local environmental investments can most effectively be transformed into tangible results, and how a highly centralized system of water management can be transformed into a modern, decentralized system of water governance that considers multiple interests. Moving towards an integrated watershed management model is a major change in the management of natural resources that could have a transformational impact not just in the Prespa region but countrywide. Therefore, it is important that the Prespa Lake Watershed Management Plan developed with UNDP’s support—the first such plan of its kind in the country—now serves as a model for the development of river basin management plans throughout the country. The successful model of the Prespa watershed is now replicated with UNDP’s support to address water related challenges in one of the country’s most environmentally sensitive regions—the Strumica River Basin, which is one of four river basin districts in the country. While developing the Management Plan for this basin, a step forward will be made by supporting the first ever national effort to apply EU principles in flood risk management. Interventions in both Prespa and Strumica aimed at conservation and restoring the important basin ecosystems are contributing significantly to the existing national level efforts to harmonize the existing legislation and practices with number of relevant EU Directives (e.g. Water Framework Directive and Floods Directive). Moreover, through the development of the Prespa Lake Watershed Management Plan, the Ministry of Environment has improved its capacity for river-basin planning and management in a multi-stakeholder environment. UNDP supported the Government in defining the national vision for sustainable development in the context of the Rio+20 Conference on Sustainable Development that took place on 20-22 June 2012 in Rio de Janeiro, Brazil. Through a consultative process that brought together representatives of key government institutions, academia, civil society organizations and the private sector, a consensus was built as to the key challenges which the country faces in achieving sustainable development. The policy document resulting from these consultations was adopted by the National Council for Sustainable Development and presented at the UN Conference on Sustainable Development by the Deputy Minister in charge of Economic Affairs who led the national delegation at the Conference. UNDP has subsequently supported the Government in carrying out initial national consultations aimed at defining the country’s position in the process of developing a set of Sustainable Development Goals building upon the Millennium Development Goals and converging with the post-2015 development agenda. This support helped the country to link up to wider global agenda, realize the importance of sustainable development and climate change, and as such provide further impetus to the national actions. |
| **3.3**: By 2015 National authorities are better able to reduce the risk of and respond to natural and man-made disasters.  | $1, 977,570  | Multi-hazard monitoring and evaluation system established; ***Baseline***: Does not exist; ***Target:*** Established. | Multi hazard and multi risk assessment system established and fully operational  |
| **UNDP Contribution:**CP Outputs3.3.1 A national framework for regular assessment and monitoring of disaster risks developed and piloted at local level3.3.2 Risk reduction practices adopted and piloted in at least two environmental hot spotsProgress and AchievementsThe country’s economy, population, and environment are highly exposed and vulnerable to natural hazards. Climate change is expected to amplify the exposure and increase vulnerability particularly to extreme weather events. Hence, the focus of UNDP’s work in this programing cycle was put on awareness-raising efforts on the close links between the disasters and development and the need to invest in disaster risk prevention and preparedness.Positive changes emerging in the last five years in the area of disaster risk governance are grounded in good contextual analyses of the situation, identification of gaps and needs, and prioritization of areas to be supported by UNDP. UNDP's support for the creation of an integrated risk and hazard assessment framework in the country followed a sequence of logical activities which started with development of a general and several specific methodologies for conducting hazard and risk assessments which were later adopted by the Government as a regulation to govern the preparation of such assessments at the local level. The process was rounded up with the completion of multi­risk assessments for all 81 municipalities in the country, and an e­assessment which provides opportunities to other entities of the system to have access to all relevant documentation. UNDP also supported the development of the first National Disaster Risk Reduction Strategy and Action Plan. The Strategy has been prepared through a multi-sector participatory approach and it incorporates all aspects of disaster risk reduction in the country, important international agreements in this area, existing regional and international experiences and best practices, as well as other elements relevant for such documents (gender mainstreaming, innovation, education and transfer of knowledge, disability inclusiveness, private sector participation, etc.). UNDP has also used its convening and brokering capacity to influence national partners at the local level. These efforts have contributed to creating momentum for unlocking the potential and resources to support disaster risk reduction action at municipal levels. An increased numbers of municipalities are implementing small-scale disaster risk reduction measures and allocating financial resources in their municipal budgets. Progress has also been made in the evolved understanding that disaster risk governance cannot be isolated from the governance of risks emanating from other sources especially the one related to climate change and environmental degradation. In this regard, the pilot joint assessment of disaster and climate risk in one of the most vulnerable regions in the country, the south­east planning region, could be considered as an important breakthrough for further advancement in this area. Synergy between UNDP supported interventions related to creation of various web application databases and complementary activities supported by other donors, e.g. the information system for forest fires (MKFFIS) developed with support from JICA, created an expanded data and information foundation for more accurate planning of actions on all levels. In addition, UNDP supported the social innovation for disaster risk reduction through the creation of a mobile DRR application, use of social media for specific DRR related analyses, as well as exploring the potential for use of big data for improving disaster resilience at the local level. Particular attention was put on integration of gender perspective in disaster risk management processes. Collection of gender disaggregated data is an integral part of the hazards and risk assessments on local level for 81 municipalities in the country, and these data serve as a basis for specific analyses of different needs of man and women and consequently for development of corresponding actions and measures in the phases of disaster preparedness, mitigation, response and recovery. For the first time in the country, the concept of disability-inclusive disaster risk reduction was promoted. Together with the Crisis Management Centre and the Ministry of Education, UNDP implemented measures to help reduce the risks and negative effects of disasters for more than 50 students in the only specialized school for the rehabilitation of children with visual impairment in the country. In close collaboration with teachers from this school, UNDP produced the country’s first manual for children in Braille on how to stay safe in case of earthquakes, fires, floods and other natural disasters. Moreover, tactile evacuation maps and a sound system for early warning in the case of emergency were installed in the school. For the first time in the country, awareness raising activities were conducted for the students with hearing impairment in two state schools in Skopje and Bitola. Educational materials (handbook, coloring book) were published, together with evacuation signs and plans, as well as first national video clips in sign language for deaf students to understand what to do in a disaster. Integrating the needs of people with disabilities within the processes of planning and preparing for emergencies can significantly reduce their vulnerability and can also greatly increase the effectiveness of Government response and recovery efforts. In the same context, UNDP also facilitated the establishment of a thematic Working Group on Persons with Disabilities within the National Platform on Disaster Risk Reduction, which will further contribute to the inclusive participation of persons with disabilities and will ensure that their needs are incorporated in all national disaster risk-management plans at national and local level. |
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| Summary of evaluation findings (e.g. from outcome and project evaluations, UNDAF reviews, and other assessments)*Based on the evaluation s and/or assessments undertaken please provide a brief summary of the overall findings on the CP for the 4 year period in terms of performance effectiveness and efficiency and key achievements and lessons learned. Maximum 500 words.*A mid-term review was conducted in 2013 to measure progress under the 2010-2015 UNDAF. The review, conducted under the guidance of an independent consultant, concluded that the aims defined by the UNDAF were generally realistic and appropriate for the country situation and that substantial progress had been made in most priority areas. One notable adjustment was the need to give additional scrutiny to the gender implications of all UN activities, to ensure that all programming fosters equal rights and women’s empowerment. Several indicators under a number of outcomes were changed to best suit the environment and programme after the mid-term mark. Mid-term reviews conducted simultaneously by UNICEF and ILO reached similar conclusions.Outcome evaluations conducted on the largest programmes confirmed the relevance of these interventions and their impact in the country development. The evaluation of Outcome 1 concluded that the programme contributed to the reduction in long-term unemployment and highlighted the ability to adapt to the newly identified needs as a key strength of the self-employment programme. At the same time it recommended further adjustment of the programme to best include underrepresented groups such as the Roma and to further develop the capacity of national institutions to run large-scale programmes as this one. The recommendations were followed up and incorporated in the subsequent employment generation interventions. The evaluation of the inter-ethnic Joint Programme with UNESCO and UNICEF showed that the programme managed to engage an unprecedented variety of formal and informal stakeholders and established a monitoring and evaluation system for confidence and inter-ethnic cohesion building, at the central level. It also highlighted a number of shortcomings such as that it did not make effective use of *functional* municipal focal points within the targeted municipalities which could have enhanced vertical and horizontal ownership, and play a positive role on impact and sustainability. Given the lack of funding for the effective follow-up to this programme, these recommendations could not be directly taken into account but they were used in programming of related interventions at the local level such as in the local development programme and transparency and integrity at the local level |

III. Country Programme Resources

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| **Focus Area** |  **Programme Expenditure ($)**  | **% of Total** |
|   |  Regular (TRAC)  |  Other  |  Total  |   |
| Social Inclusion |  $1,250,940.31  |  $ 27,775,925.40  |  $ 29,026,865.71  | 58.36% |
| Democratic Governance |  $ 1,034,042.00  |  $ 5,912,647.70  |  $ 6,946,689.70  | 13.97% |
| Environment and Sustainable Development |  $ 965,487.00  |  $ 12,798,517.00  |  $ 13,764,004.00  | 27.67% |
|   |   |   |   |   |
| Total |  $ 3,250,469.31  |  $ 46,487,090.10  |  $ 49,737,559.41  | 100.00% |

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| **Data sources: (please indicate the main sources from which data were obtained for this report.)**  |
| Ministry of Labour and Social Policy, Employment Service Agency, State Statistical Office, National Communications to UNFCCC and First Biennial Update Report, Reports of the Ministry of Environment and Physical Planning, National Biodiversity Database, Reports of the Crisis Management Centre, UNDP-led surveys and project reports, EU Progress Reports, municipal statistics and reports, CSO reports. Ministry of Local-Self Government  |

1. This assessment of results is to be prepared only in the absence of a completed Assessment of Development Results (ADR) for the cycle. [↑](#footnote-ref-1)