

UNITED NATIONS DEVELOPMENT PROGRAMME

COMPREHENSIVE POLICY SUPPORT PROGRAMME TO DEVELOPMENT AGENDA OF MACEDONIA

Brief description:

The project is designed to provide relevant and high-quality policy services to decision makers in Macedonia. This support will be provided through a) assistance in policy formulation; b) building analytical capacities and c) enhancing public policy dialogues about upcoming reforms leading to accelerated growth, reduced poverty levels, sustainable human development and converging to EU social and economic standards.

It will do so by supporting the preparation of the Blue Ribbon Report, National Programme for Socio-Economic Development, regular production of National Human Development Reports, periodic production of policy papers and strengthening national stakeholders' capacities for monitoring and reporting on MDGs accomplishments.

In addition, regular and ad hoc assessment of the on-going reforms, with a special attention to their impact on gender and vulnerable groups will be prepared.

PART I. CONTEXT

Since independence in 1991, Macedonia has been in a continuous state of economic and political transition from which it still struggles to emerge.

Political plurality came relatively quickly after the independence, although the parties remain ethnically based, which sustains the social cleavage along ethnic lines. Despite the political pluralism and the presence of political parties representing interests of different ethnic communities in the Executive and Legislative institutions, a conflict along ethnic issues struck the country in 2001. Peace was reached with the signing of the Ohrid Framework Agreement (OFA), brokered with assistance from the U.S., EU, OSCE and NATO.

With ratification of the Stabilisation and Association Agreement on 1 April 2004, the relationships with EU have taken a new dimension. The formal accession process was initiated with the submission of an application for EU candidacy on 22 March 2004. Answers on the questionnaire describing the status and upcoming reforms in the country were submitted to the European Commission on 14 February 2005.

Macedonian economy has been constantly growing with ratios below its potential. During first few years of its transition, the economy contracted sharply and did not record positive real annual GDP growth until 1996. At the end of the decade GDP growth rates were modest as well as the domestic demand, while foreign investment and financial assistance were erratic. The wars in former Yugoslavia, UN sanctions, the dispute with Greece and tension in Kosovo, all had adverse effect on foreign trade and investment, since what is now known as Serbia and Montenegro was both a major trading partner and an important transit route.

The economy picked up at the end of the decade, expanding by 4.3% in 1999, but the security crisis in 2001 seriously dented the economy and the real GDP contracted by 4.5%.

The United Nations Common Country Assessment (CCA) recognizes that over the course of the last decade, economic achievements and level of social welfare still fall far short of the potentials, and the economic growth has yet to translate fully into human development. Rising inequalities, growing income poverty gap across the population strata and across different ethnic groups, urban and rural are closely linked with disparities in the health status, educational level, and accessibility to other basic social services.

Over the time, the state apparatus at various levels has become ineffective and non-transparent while administrative reforms are still pending. The politisation of the public administration and the changes in the administration after each election remain an important area for action by the Government if the vision for building a competent, merit based, sustainable and efficient public administration oriented to protect citizens' rights and serve their needs is to be achieved.

The National Strategy for Accessing European Union elaborated on the priorities with regards to the European integration process as the road towards a modern society with stable democracy and developed economy. Nevertheless, requirements of the European Union for harmonization of legislation are perceived as goals rather than as a means for successful transformation of the society. This process is increasingly necessitating the country to develop a vision statement about its strategy for comprehensive development which will address issues beyond EU agenda and will outline the reforms needed to achieve its long-term objectives.

Macedonia has had several strategic frameworks, which are being managed by different Ministries (e.g. EU accession process, Poverty Reduction Strategy, MDG campaign, National Strategy for Sustainable Development etc.) The fragmentation of the strategic responsibilities, insufficient dialogue and coordination among sectoral ministries is mirrored in fragmentation of processes, utilization of a

diverse monitoring tools, indicators and sometimes inconsistent analytical approaches which has led to a need for an over-arching, coherent national development framework that would reflect the long-term sustainable development vision of the country.

Moreover, the need for enhancing capacities of the national institutions for strategic use of the wealth of knowledge and expertise in policy and decision-making will be growing in the upcoming period when many policy and legal reforms and changes are expected. UNDP's international experience and expertise in the field of development, its country presence in most transition countries, access to knowledge networks, and human approach to development can be valuable for supporting this process.

In addition to supporting policy development processes of equal importance for full harnessing of the provided expertise would be to ensure diligent implementation of the recommendations including specific tools and measures for effective translation of the policies into specific measures and practices. In that regard, UNDP will offer assistance to respective line ministries and other Government institutions to effectively pursue the reforms and the development agenda.

Part II. Project Strategy

All envisaged project activities adhere to UNDP Country Programme in Macedonia for 2005 -2009 and are aimed at development and implementation of the national strategic vision for achievement of national development goals. The policy advisory services provided through this project are meant to offer adequate and relevant policy services to decision makers in Macedonia, to enhance the public dialogue about reforms with the aim to reduce poverty, combat social exclusion, and achieve high sustainable human development standards.

This project intends to promptly respond to national stakeholders' demands for policy advisory services by producing quality and timely policy products and fostering national dialogue, which will enable the country to fully harness its development potentials and pursue accelerated social and economic growth. Furthermore, the project will provide assistance for enhancing national capacities in strategic planning and analysis while promoting sustainable human development approach.

In compliance with the principles of sustainable human development and national priorities for achieving Millennium Development Goals, the policy advice that UNDP will provide to decision makers can be categorized in two broad groups of policy products and service:

- Policy products, formulated in partnership with governmental and other national stakeholders aimed at providing strategic policy support for broad development agenda of the country;
- Advocacy tools, inspired by the development debate and aimed to support a broad-based dialogue on national, regional and global development priorities.

Events and publications will utilize UNDP best practices and lessons learned in the country and in the region, and they will aim at the codification of the knowledge and the experiences produced during the country programme implementation.

1. Policy products

Preparation of the Blue Ribbon Report This authoritative report will represent the "vision" statement of the Government and is expected to contain concrete recommendations on the policies

to be pursued by the country that will address issues beyond the European integration agenda. These recommendations will be politically neutral and the Report will provide an action plan suitable for implementation, regardless of the outcomes of any forthcoming elections and Government compositions. The Report will propose a set of immediate measures to be taken and also identify the structural and regulatory policies that should be pursued over the longer term. In addition to providing Macedonia with sound policy support in a moment when the national policies and reforms should be harmonized with the EU agenda, the Report, once accepted by the Government, will give an ideal platform to mobilize national and international partners for its efforts to promote prosperity. The Report will also be aimed to assist the country in its economic growth, improve social welfare and fight poverty, enhance economic integration and achieve the Millennium Development Goals. The achievement of these goals is part and parcel of the European Union accession agenda of the country. To support these processes, the report will provide professional analysis and practical solutions to the country.

Supporting MDGs based National Programme for Socio-Economic Development UNDP has been requested to support the Government of Macedonia in developing a national development programme based on its commitment to achieve the Millennium Development Goals guiding the country towards EU accession.

This programme will aim at promoting a comprehensive understanding of poverty and social exclusion in all its dimensions and at building a broad consensus on national development priorities and actions through a consultation process including relevant ministries in the government, elected representatives, local authorities and civil society.

National Programme for Socio-Economic Development will support the EU accession process by promoting a set of indicators to monitor the country's progress towards the achievement of its development goals and to develop informed and tailored policy responses aiming at poverty reduction and social inclusion.

While reinforcing the Governments capacity for strategic guidance on the central level, it will also support and promote, as part of UNDP's support to the ongoing decentralization reform program, development planning initiatives in municipalities to strengthen ownership of development processes on the local level and to allow better targeting of vulnerable groups.

Production of National Human Development Reports (NHDRs). NHDRs will be regularly produced to provide an in-depth analysis of issues of a particular relevance for Macedonia, focusing on the reforms' impact on human development in the country throughout the transition period. The reports will be prepared by UNDP in collaboration with the most prominent national think tanks, NGOs, and public institutions. The activities will not be limited to the publication of the reports, but they will include also capacity building (e.g. workshops, training and international consultancy) for national experts and institutions for quantitative and qualitative research and analysis in the human development field, and according to human development methodologies.

Advocacy tools for promoting development agenda

To support the preparation of the above-mentioned products, UNDP will continuously work on monitoring of development policies and encouraging discussions on topical and strategic issues, with preparation of periodic thematic papers, which will be also based on collected information and knowledge acquired by UNDP through implementation of various project. Whenever feasible, UNDP will respond to requests for policy advice from governmental counterparts. For that purpose, a number of methodological instruments and tools will be applied to ensure sufficiency, quality and reliability of data and information which will feed the relevant analysis and policy advisory processes. This will include also provision of top notch expertise.

More specifically, this set of activities will be pursued through:

- **Ad hoc surveys and periodic policy papers**, which will be developed in cooperation with national and international think tanks and NGOs to focus the analysis and to contribute to the debate on specific issues (e.g. laws to be passed in Parliament, main political events, living conditions of the most vulnerable groups such as Roma etc.);
- **Public fora** will be promoted to enhance the national policy dialogue, promote a participatory approach to policy making, and support the Government's Strategy for EU Accession. The fora will be organized as workshops, conferences, round tables and TV debates; they will be open to representatives of the Government, civil society and the private sector, with the aim to inform and involve the public about the relevant on-going debates, and build institutional capacities for assimilating policy advice.
- **Development of a system for regular monitoring of progress towards Millennium Development Goals** Support the establishment of a system for routine collection and analysis of data which will assist in monitoring of country achievements towards MDGs and will facilitate the preparation of regular Millennium Development Goals (MDG) progress reports. Special attention will be paid for strengthening capacities for production of statistics at sub-national levels. Project will provide assistance for enhancing capacities for trends analysis, while making efforts for localizing related targets and indicators and, tailoring MDGs to the actual country situation. To enable the establishment of a consolidated system of information, data collection and analysis to serve the needs of government and civil society, the programme will also include promotion of specialized statistical publications concentrated on disaggregated statistics (geographically, by gender and according to vulnerable social groups).

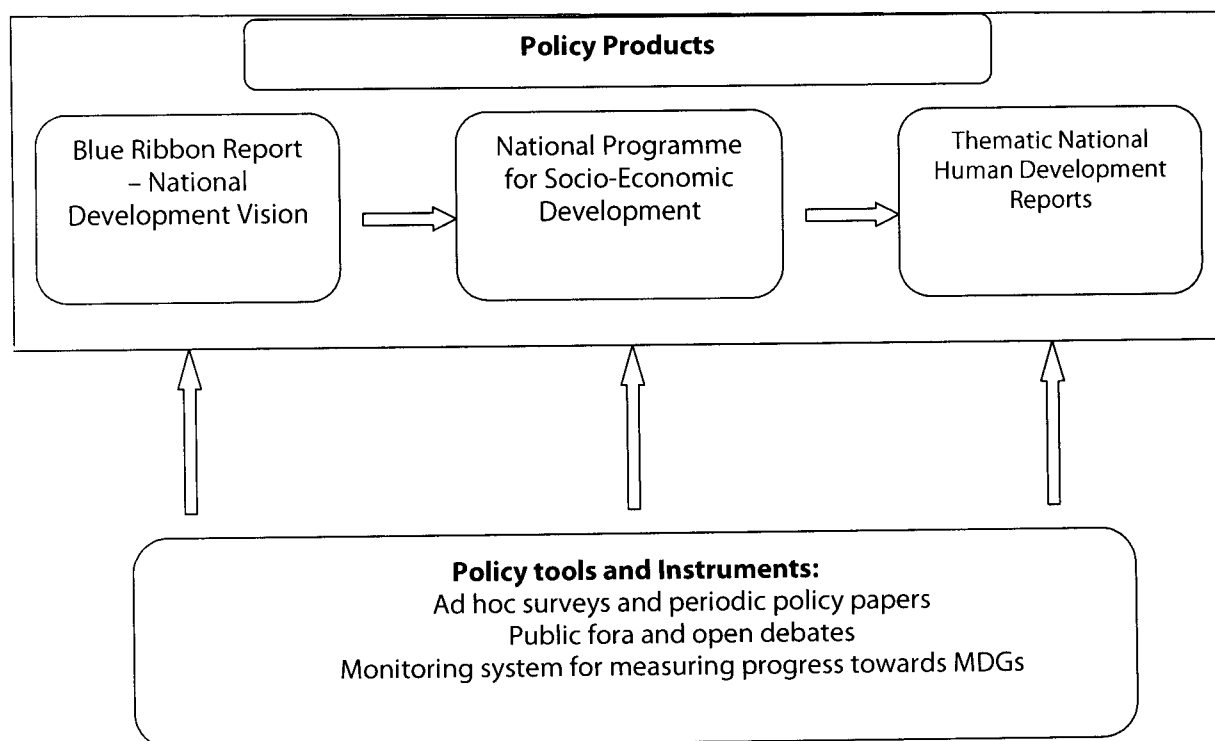
In light of the declared national goal of joining the European Union, policy for development products will look into lessons learned in former transition countries, now EU members, enhancing an east-east transfer of knowledge based on UNDP networks in the region.

Policy products will be a result of independent experts and organizations, coordinated by UNDP and their aim will be to enhance the policy debate in the country and to contribute to the institutional reform process envisaged in the new wave of reforms in the country.

Governmental institutions and decision makers will be the main beneficiaries of the policy advice, therefore, they will have principal role in formulation of terms of reference and selection of themes and topics, while UNDP will be the guarantor of the independency of the documents.

Aiming to ensure consistency among the multitude of competing and mutually overlapping development frameworks, priorities and policy initiatives and thus contributing towards improvement of their substantive impact, UNDP will facilitate the consolidation of the above-mentioned policy interventions and developing leadership capacities of national institutions.

Types of Policy Advisory Services



Part III. Management Arrangements

The project will be implemented under Direct Execution Modality (DEX) in accordance with UNDP rules and regulations under UNDP Programming Manual. To build the national ownership of the policy advisory products offered through this project, a Project Advisory Board will be established including staff delegated by the Deputy Prime Minister's Office and respective line ministries. The role of the Project Board will be to provide guidance to the proposed initiatives, to approve the annual work plan for the implementation of the project, and to assure that the priorities of the Government of Macedonia in terms of policy advice requirements are at the forefront of the proposed initiatives. Building a strategic partnership with the Deputy Prime Minister's Office, will allow crosscutting issues such as the National Development Programme, MDGs reporting and European Integration to be efficiently coordinated, enabling appropriate involvement of key ministries and other public institutions relevant for the various policy topics. According to the issues dealt within the annual work plan, the project board will call on sector-specific meetings, where representatives of relevant ministries, other state institutions, and civil society organizations will be invited.

In addition to the Project Board, the project will ensure consultations with other line ministries and donors, and if needed, the Project Board composition will be expanded / modified to include other relevant stakeholders from Government, donor community and civil society.

The main responsibility for the implementation of the project activities will stay within the UNDP Project Unit for Policy Advice, comprised of Project Manager/Policy Specialist and Project Associate. Project Manager will report to the head of Decentralization and Good Governance Cluster. He/she will be ultimately responsible for the delivery of the identified outputs, and the coordination of the multi-task activities, with the support of the Project Associate. Detailed Terms of Reference related to the Project

Unit for the Policy Advice and its staff, are included in the Annexes and/or will be developed or amended during the project implementation.

For the purpose of the preparation of the **Blue Ribbon Report**, a Blue Ribbon Commission (BRC) consisting of distinguished local and international economists and other experts in social and political science with relevant knowledge of Macedonian economy and social policies will be established. It will be co-chaired by a senior Macedonian expert and a senior international expert. The final report will be 50-100 pages long. It will contain concrete policy recommendations supported by a reasonable level of detail. A strategy and appropriate mechanisms for following up the implementation phase will be also designed. As this Report will contribute to reaching a consensus about the long-term development vision of the country, the programme will ensure that all relevant national partners and donors involved in the consultation process.

The preparation of the MDGs based National Programme for Socio-Economic Development will be led by the Ministry of Finance which has been designated as a responsible Ministry for coordination of the line ministries on this topic. UNDP has been requested to support the Government of Macedonia in developing a national strategic development framework based on its commitment to achieve the Millennium Development Goals guiding the country towards EU accession. As this programme will draw on the findings of the national MDGs baseline report, all involved stakeholders will now work on translating identified challenges into policy and programme actions for achieving the set national development targets. In this regard, the existing structures and networks will continue to be mobilised and expanded for consultation and participation purposes.

National Human Development Reports (at least two) will be prepared by a team of national experts contracted by UNDP. The theme for the HDRs will be proposed by the Project Board (eventually on a two-year basis, according to the envisaged duration of the preparation process), and the decision will be included in the annual workplan. National experts will be contracted individually, or through a think tank or civil society organization who will be in charge of the coordination of the HDR team of experts and of the final editing of the report. The excellency of the expertise will always be the first criteria in the selection, in accordance with the budget availability. The advocacy activities related to the promotion and dissemination of the NHDRs will be conducted in partnerships with the national experts, under UNDP leadership.

Ad hoc surveys and periodic policy papers initiatives will utilize the existing analysis provided by UNDP such as Early Warning Reports, Vulnerability Report etc. Periodic surveys and policy papers might be launched, based on the priority issues identified in the annual plan as agreed by the Project Board. National experts, think tanks, NGOs and prominent representatives from the academia, will be engaged.

Public fora will require UNDP to establish a database of relevant national and international experts, think tanks and other civil society organizations, to engage in various debates. The database will be built on the relationships already established during the recent years through UNDP programmes and projects in Macedonia. The Project Unit for Policy Advice will be fully responsible for the setting up, maintenance and updating of the database. Enhancing UNDP relationship with the media, including national and local TVs, in cooperation with UNDP Communication Unit, will be fundamental to improve the outreach of the debates.

Development of a system for regular monitoring of progress towards Millennium Development Goals The responsibility for regular monitoring of the progress in achieving MDGs rests with the national authorities, hence UNDP role will be mostly limited to capacity development, supporting institutional efforts, and advocating for an inclusive participatory approach to MDG reporting. This will be achieved in full coordination with the UN Country Team.

All the initiatives proposed in this project document will be developed in cooperation with relevant governmental counterparts, civil society organizations, and according to the priorities identified in the above mentioned national strategies, to tailor them to the actual needs of the country.

Part IV: Input

The project will be initially funded by UNDP core TRAC resources, with the intent to mobilize donor resources to enhance the potential for policy advice and the development of policy analysis capacities within Macedonian governmental and non-governmental organizations. Other UN agencies may decide to co-finance one or more specific initiatives, relevant to their mandates.

Part V. Monitoring and Evaluation

A work plan with a related timetable will set the milestones and the timeframe for the proper implementation of the Comprehensive Policy Support Programme to Development Agenda of the Country Project, according to result-based management principles. The Project Board will provide regular oversight of the implementation.

The interest of governmental officials, decision makers and other national stakeholders such as think tanks, the academia, prominent NGOs and other institutions in the initiatives promoted, and their availability to be involved in the various activities will be one of the most relevant measures of the project's success.

Part VI. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Former Yugoslav Republic of Macedonia and the United Nations Development Programme, signed by the parties on 30 October 1995. The host-country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The following type of revisions may be made to this project document with the signature of the Resident Representative only, provided that he/she is assured that the signatories of the project document have no objections to the proposed changes:

- Revisions in or additions of, any of the annexes of the project document.
- Revisions, which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increase due to inflation.
- Mandatory annual revisions, which rephrase the delivery of agreed project inputs or increased expert or other costs.

BUDGET AND WORKPLAN

See attached resource framework as per ERP format.

Section II Results and Resources Framework

Intended Outcome as stated in the United Nations Development Framework:

A country-owned development framework – based on the MDGs – with clear development goals, targets and indicators provides strategic guidance for national and local policies.

Expected CPAP Output: 1.1.1. MDG and SHD based analytical instruments for monitoring socioeconomic trends at disaggregated level and national capacity to use them established;

Outcome indicators as stated in the Country Programme Action Plan (CPAP) Results and Resources Framework, including baseline and target:

- National Human Development reports, National and sub-national MDGs Report used as policy tools;
- Development Policies on priority areas aligned with MDGs and Human Development concept
- Existence of institutionalized mechanisms for regular consultation between government partners, CSOs, and the private sector (e.g. participation of NGOs and the private sector on development issues)

Baseline

- Limited capacity for MDG and HD monitoring and analysis;
- Lack of country owned framework and national consensus for longer term development; no national development strategy guiding the country's efforts for EU accession
- Lack of disaggregated data, development indicators and analytical capacity;
- Fragmentation of strategic responsibilities among different Ministries

SRF End Target

- National consensus on development priorities and roadmap built and put into practice around nationalized Millennium Development Goals

Applicable MYFF Service Line:

1.1 MDG Country reporting and poverty monitoring

- 2.1 Policy support for democratic governance
- 4.6 Special initiatives for countries in transition

Partnership Strategy: the project partnership strategy will be based on the collaboration with the Government of Macedonia, through the Office of the Deputy Prime Minister. Other government and parliamentary stakeholders, and relevant decision makers will be regularly consulted in terms of priority setting and involved in the proposed activities and policy dialogue. Partnerships will be built with the most prominent national experts, think tanks, the Academia and civil society organizations that will be involved in the development of the various outputs. The international community active in Macedonia will be constantly involved in the dialogue and consulted to enhance cooperation and build consensus.

Project title: COMPREHENSIVE POLICY SUPPORT PROGRAMME TO DEVELOPMENT AGENDA OF MACEDONIA

Project ID: 00047116

| Intended Outputs | Output Targets for (years) | Indicative Activities | Inputs |
|--|--|--|---|
| 1.1 Blue Ribbon Report published | 1.1. Social and economic policies and institutional reforms formulated based on high quality analysis, participatory dialogue and strategies to strengthen the integration of Macedonia into regional and international markets, investment opportunities and trade developed. | 1.3.1. Identification of prominent national and international experts to form a Blue Ribbon Commission; 1.3.1. Establishment of the Blue Ribbon Commission; 1.3.1. Development of Background papers; 1.3.1. Round table discussion; 1.3.1. Advocacy activities; 1.1.1.1 Monitoring of the follow up | <ul style="list-style-type: none"> • Policy Analyst • UNDP Programme staff D&GG • Experts (contract with individuals and/or institutions) • Printing and publishing • International editors • Conferences and roundtables • Launching events and other communications and advocacy tools |
| 1.2 National Programme for Socio-Economic Development formulated | 1.2. Based on available assessments of the most pressing poverty and social concerns in the country to identify policy measures and priorities for a five-year period in order to achieve the following objectives: | 1.2.1. Analyze and where needed collect data on employment, minimum income/social safety net, healthcare, housing and education following indicators, commonly used in similar EU documents, with a special focus on regional disparities. 1.2.2. Make a review of the relevant Government policies; | <ul style="list-style-type: none"> • Policy Analyst • UNDP Programme staff D&GG • International and Local Experts (contract with individuals and/or institutions) • Printing and publishing • International editors • Conferences and |

| | | | |
|--|---|---|--|
| | | <p>1.2.3. Identify lessons learnt and good practices of Government and Donor programs;</p> <p>1.2.4. Identify policy measures and priorities;</p> <p>1.2.5. Identify implementation structures and existing institutional capacity;</p> <p>1.2.6. Give an overall estimate of the resources needed</p> | <p>roundtables</p> <ul style="list-style-type: none"> • Launching events and other communications and advocacy tools |
| <p>1.3 Human Development Reports published</p> | <p>1.3. Human Development Reports for Macedonia published at least every two years</p> | <p>1.3.1. Consultations on HDR themes</p> <p>1.3.2. Workshops, conferences and round tables on human development issues</p> <p>1.3.3. Contracting HDR teams</p> <p>1.3.4. Editing and publications of HDRs</p> <p>1.3.5. Dissemination of HDRs</p> <p>1.3.6. Advocacy activities related to conclusions and recommendations developed through the process</p> | <ul style="list-style-type: none"> • Policy Analyst • UNDP Programme staff • D&GG • Experts (contract with individuals and/or institutions) • Printing and publishing • International editors • Conferences and roundtables • Launching events and other communications and advocacy tools |
| <p>1.4 A system for regular production of policy for development papers set up</p> | <p>1.4. Regular papers issued at least twice per year, ad hoc papers based on actual policy priorities and public fora to be promoted according to the actual policy debate</p> | <p>1.4.1. Identification of the partner institution(s)</p> <p>1.4.2. Workshops and training for partners institutions</p> <p>1.4.3. Preparation of regular surveys and analysis</p> | <ul style="list-style-type: none"> • Policy Analyst • DG Cluster Programme staff • Experts (training) • Experts (contract with institutions) |

| | | | |
|--|---|---|--|
| | | <p>1.4.4. Preparation of ad hoc policy papers issues 1.4.5. Advocacy activities</p> | <ul style="list-style-type: none"> • Printing and publishing • Conferences, roundtables and other communications and advocacy tools |
| <p>1.5 MDG Reporting system established</p> | <p>1.5. MDG progress reports produced on an annual basis and efforts made for localizing and nationalizing of the processes</p> | <p>1.5.1. Preparation and dissemination of MDGs reports 1.5.2. Preparation of disaggregated statistical publications 1.5.3. Advocacy and explaining MDG indicators</p> | <ul style="list-style-type: none"> • Policy Analyst • DG Cluster Programme Staff • MDG trainers • National Consultants • Consultation process • Launching events and other communications and advocacy tools |
| <p>1.6. Statistical data and analysis enhanced</p> | <p>1.6. Disaggregated statistical publications and a database for dissemination of MDG related data made operational</p> | <p>1.6.1. Assessment of the statistical capacities and available databases and dissemination platforms in the SSO; 1.6.2. Assessment of the available data; 1.6.3. Agreement on the contents and format for monitor and evaluation 1.6.4. Capacity building for Analysis and MDGs reporting</p> | <ul style="list-style-type: none"> • Policy Analyst • Policy Associate • MoU with Statistical Offices • Printing and Publications • Launching events and other communications and advocacy tools |



United Nations Development Programme
Macedonia

Year: 2005

Project Number: 00047116

Project Title: *Comprehensive Policy Support
Programme to Development Agenda of Macedonia*

| Proj. ID | Expected Output | Key Activities | Year | | | Implementing Partner | Planned Budget | | | | |
|----------|---|--|------|----|----|----------------------|----------------|------|--|--------------------|--------|
| | | | 05 | 06 | 07 | | 08 | Fund | Donor | Budget Description | Amount |
| | | | X | X | | | | | | | |
| | Blue Ribbon Report Prepared and Launched | Engagement of Local Experts team | X | X | | UNDP | 04000 | UNDP | 71200 International Consultant | 50,000 | |
| | | Interaction with the International experts | X | X | | UNDP | 04000 | UNDP | 71300 Local Consultants | 30,000 | |
| | | Round table discussion | X | | | UNDP | 04000 | UNDP | 71600 Travel | 20,000 | |
| | | Advocacy activities | | X | | UNDP | 04000 | UNDP | 72100 Contractual Services - Companies | 20,000 | |
| | | | | | | UNDP | 04000 | UNDP | 72400 Communications & Audio Visual Equipments | 2,000 | |
| | | | | | | UNDP | 04000 | UNDP | Local consultants | 2,000 | |
| | | | | | | | | | 72500 Supplies | 10,000 | |
| | | | | | | | | | 72700 Hospitality | | |
| | | | | | | | | | 74200 Audio-Visual & printing Costs | 10,000 | |
| | | Monitoring of the follow up | | X | | UNDP | 04000 | UNDP | 74500 Miscellaneous Expenses | 6,000 | |
| | | Sub total | | | | | | | | 150,000 | |
| | National Programme for Socio-Economic Development | Analysis of data | | X | | UNDP | | | 71200 International consultants | 50,000 | |
| | | | | | | UNDP | | | 71300 Local Consultants | 150,000 | |

| | | | | | | | | | | |
|-------------------------------|---|---|---|------|-------|-------|------------------------------|---|---------------------------------|--------|
| Formulated | Review of Relevant Government Policies | | | | | | | 71600 Travel | 10,000 | |
| | Formulation of Policy measures | X | | | UNDP | | | 72100 Contractual services-companies | 30,000 | |
| | Identification of implementation structures | X | | | UNDP | | | 72400 Communications-Audio Visual Equipment | 2,000 | |
| | | | X | | | | | 72500 Supplies | 2,000 | |
| | Cost estimate of the resources needed | | | | UNDP | | | 74200 Audio-Visual & Printing Costs | 15,000 | |
| | | X | | | UNDP | | | 74500 Miscellaneous Expenses | 10,000 | |
| | Sub total | | | | | | | | 269,000 | |
| | Human Development report 2006 Produced | Consultations on NHDR Themes | X | | | UNDP | 04000 | | 71200 International consultants | 17,000 |
| | | Workshops, conferences and consultative round table organized | X | | | | | | | |
| | | | | X | | UNDP | 04000 | | 71300 Local Consultants | 20,000 |
| Contracting HDR Teams | | X | | | UNDP | 04000 | | 71400 Contracting Services - Individual | 2,000 | |
| | | | | | UNDP | 04000 | | 71600 Travel | 7,000 | |
| Editing and publishing NHDR | | | | | UNDP | 04000 | | 72100 Contractual services-companies | 11,000 | |
| | | | | | UNDP | 04000 | | 72400 Communications-Audio Visual Equipment | 1,500 | |
| | | X | | | UNDP | 04000 | | 72500 Supplies | 500 | |
| | | | | | UNDP | 04000 | | 72700 Hospitality | 1,000 | |
| Dissemination of the findings | | X | | | UNDP | 04000 | | 74200 Audio-Visual & Printing Costs | 8,000 | |
| | | | | UNDP | 04000 | | 74500 Miscellaneous Expenses | 2,000 | | |
| Sub total | | | | | | | | 70,000 | | |

| Proj. ID | Expected Output | Key Activities | Year | | | Implementing Partner | Planned Budget | | | | |
|------------------|---|--|------|----|----|----------------------|----------------|------|---|--------------------|--------|
| | | | 05 | 06 | 07 | | 05 | Fund | Donor | Budget Description | Amount |
| | | | | | | | | | | | |
| | Human Development report 2008 Produced | Consultations on NHDR Themes Workshops, conferences and consultative round table organized Contracting HDR Teams | | | X | UNDP | 04000 | UNDP | 71200 International consultants | 17,000 | |
| | | | | X | | | | | | | |
| | | | X | | | UNDP | 04000 | UNDP | 71300 Local Consultants | 20,000 | |
| | | | | X | | UNDP | 04000 | UNDP | 71400 Contracting Services - Individual | 2,000 | |
| | | | | | | UNDP | 04000 | UNDP | 71600 Travel | 7,000 | |
| | | | | | | UNDP | 04000 | UNDP | 72100 Contractual services-companies | 11,000 | |
| | | | | | | UNDP | 04000 | UNDP | 72400 Communications-Audio Visual Equipment | 1,500 | |
| | | Editing and publishing NHDR | | | X | UNDP | 04000 | UNDP | 72500 Supplies | 500 | |
| | | | | | | UNDP | 04000 | UNDP | 72700 Hospitality | 1,000 | |
| | | Dissemination of the findings | | | X | UNDP | 04000 | UNDP | 74200 Audio-Visual & Printing Costs | 8,000 | |
| | | | | | | UNDP | 04000 | UNDP | 74500 Miscellaneous Expenses | 2,000 | |
| Sub total | | | | | | | | | | 70,000 | |
| | Regular policy and position papers produced | Identification of priority topics for analysis | X | X | X | UNDP | 04000 | UNDP | 71200 International consultants | 10,000 | |
| | | | X | X | X | UNDP | 04000 | UNDP | 71300 Local Consultants | 20,000 | |
| | | | X | X | X | UNDP | 04000 | UNDP | 71400 Contracting Services - Individual | 5,000 | |
| | | Workshops and round tables with partner institutions | X | X | X | UNDP | 04000 | UNDP | 72100 Contractual services - companies | 12,000 | |
| | | Public opinion surveys conducted. | X | X | X | UNDP | 30000 | NOR | 72500 Supplies | 2,000 | |

| | | | | | | | | | | | |
|---------------------------|---------------|--------------------|---|---|---|------|-------|------|---|---------|------------------|
| Project Management | Project staff | X | X | X | X | UNDP | 04000 | UNDP | 71400 Contractual services- individuals | 200,000 | |
| | | X | X | X | X | UNDP | 04000 | UNDP | 72200 Equipment and furniture | 15,000 | |
| | | X | X | X | X | UNDP | 04000 | UNDP | 73100 Rent | 15,000 | |
| | | X | X | X | X | UNDP | 04000 | UNDP | 72800 IT equipment | 10,000 | |
| | | X | X | X | X | UNDP | 04000 | UNDP | 72700 Hospitality | 10,000 | |
| | | X | X | X | X | UNDP | 04000 | UNDP | 72500 Supplies | 10,000 | |
| | | X | X | X | X | UNDP | 04000 | UNDP | 74500 Miscellaneous | 10,000 | |
| | | Sub total | | | | | | | | | 270,000 |
| | | Grand Total | | | | | | | | | 1,049,000 |

SIGNATURE PAGE

UNDAF Outcome(s) A country-owned development framework – based on the MDGs – with clear development goals, targets and indicators provides strategic guidance for national and local policies.

Expected Outcome(s)/Indicator (s): A strategic national vision for human development and good governance at national and local level in place.

Expected Output (s)

- 1.1. Blue Ribbon Report published
- 1.2. National Programme for Socio-Economic Development formulated
- 1.3. Human Development Reports published
- 1.4. A system for regular production of policy for development papers set up
- 1.5. MDG Reporting system established
- 1.6. Statistical data and analysis enhanced
- 1.7. National dialogue on responsive governance established,

Implementing partner: UNDP

Programme Period: 2005 – 2009
 Programme Component: 1: Achieving the MDGs and reducing human poverty
2. Fostering democratic governance
 Project Title: **COMPREHENSIVE POLICY SUPPORT PROGRAMME TO DEVELOPMENT AGENDA OF MACEDONIA**
 Project ID: 00047116
 Project Duration: 3 years November 2005-October 2008
 Management Arrangement: DEX

| | |
|--------------------------------|---------------------|
| Budget | <u>\$ 1,049,000</u> |
| General Management Support Fee | |
| Total budget: | _____ |
| Allocated resources: | _____ |
| • Government | _____ |
| • Regular TRAC 1.1.1. & 1.1.2. | <u>\$ 1,049,000</u> |
| • Other: | _____ |
| ○ Donor | _____ |
| ○ Donor | _____ |
| ○ Donor | _____ |
| • In kind contributions | _____ |
| Unfunded budget: | _____ |

Agreed by the Deputy Prime Minister's Office: _____ 11 Nov. 2006

Agreed by UNDP Resident Representative:  _____ 11 Nov. 2006