

United Nations Development Programme
Project document

Title: Innovative Solutions for Improved Access to Services at Local Level

UNDAF Outcome(s):

Expected CP Outcome(s): 2.1. Local government units operate in a more effective and transparent manner.

Expected Output(s):

Component 1: CIVIC PARTICIPATION IN LOCAL GOVERNANCE

- Comprehensive information on citizen's satisfaction with the functioning of the decentralized system and local governance, obtained in a systematic way
- An innovative Programme for Support of Partnerships between the municipalities and the civil and business society for better service delivery put into practice

Component 2: PROMOTING ALTERNATIVE and INNOVATIVE WAYS TO INCREASE ACCESS TO SERVICES AND IMPROVE SERVICE DELIVERY

- A study on the existing e-services at local level and the needs and possibilities for introduction of new e-services performed and results translated into a road map
- The mechanisms for support and promotion of IMC improved and new IMC practices operationalized.
- The sustainability prospects of the Regional Development Structures increased.

Component 3: ESTABLISHMENT OF AN ADVANCED SYSTEM OF DEVELOPMENT, MONITORING AND PROMOTION OF THE DECENTRALIZED SYSTEM OF GOVERNANCE

- An integrated information system for the municipalities established and tools for promotion of the decentralized system put into practice.

Implementing Partner: UNDP

National Counterparts: Ministry of Local Self-Government

Responsible Parties: UNDP

Brief Description

The Decentralization Programme and the Programme for Work of the Government have set a complex set of measures for improvement of the service delivery, including measures for tackling the fiscal and service infrastructure, the financial potential, increase of the local administrative capacities, improving the local development policies etc. A number of the proposed measures are directly tackling the aspects of efficiency and openness of the institutions and are therefore oriented towards the increasing the citizen satisfaction of the process of decentralization.

This particular project will focus on a set of measures that derive from the Programmatic Documents as a *direct* responsibility of the MLSG and are mainly focused on improving the vertical and horizontal accountability and transparency and providing **innovative concepts** for better access to services and participatory governance.

In that context, the main objective of the project is to enable the MLSG as a coordinator and monitor of the issues related to decentralization and local governance to further advance its efforts in promoting the citizen oriented local governance, starting from the measurement of their satisfaction to proposing concrete measures for better participation at local level and better access to services. This is linked to three major goals set in the Decentralization Programme:

- To increase participatory governance at local level
- To deliver more equitable and improved local services to all citizens
- To more effectively monitor the development and implementation of the policies for decentralization and development of the local self-government

The first goal is linked to the following set of measures:

- Establishing of instruments for support of the collaboration between the units of local self-government and the civic society
- Establishment of appropriate administrative structures for managing the consultative processes at local level
- Strengthening of the local capacities for support of civic participation in the consultation processes
- Establishment of procedures for financing of projects for collaboration with the civil society

The second goal is linked to the following set of measures:

- Identifying the gaps in the local service delivery
- Enhancing the IMC legal framework and establishing adequate IMC arrangements

The third goal is linked to the following reference measure:

- Redesigning of the system of horizontal and vertical communication and coordination through introduction of ICT and systems for planning, implementation and monitoring of the policies for decentralization and development of the local self-government

The proposed activities are designed to translate into practice the relevant projects listed in the Programme for Work of the Government.

Programme Period:	2010-2015
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	_____
Start date first phase:	01.2014
End Date first phase	12.2014
Management Arrangements	UNDP CO support to NIM
Implementation	

Total resources required	484,117	
Total allocated resources:	_484,117	(459,117 MLSG and 25,000 UNDP)
• Regular	_____	
• Other:		
o Donor		MLSG

Agreed by the Ministry of Local Self-Government: See attached Letter of Acceptance

Agreed by Louisa Vinton, UNDP Resident Representative:

I. SITUATION ANALYSIS/BACKGROUND

The satisfaction of the citizens with the services provided at local level is the ultimate measurement of the fitness of the decentralized system. On the other hand, most of the citizen's surveys undertaken so far were focused on a limited number of local competencies, while the official Monitoring Methodology prescribes application of several tools on annual basis including a citizen's survey. The citizen's reflections should be considered as a baseline for future monitoring and evaluation of the decentralization and the delivery of the local services.

At the same time, the service delivery and the ways and means for service delivery need to be constantly innovated and improved in order to meet citizen's needs. The provisions of the Law on IMC allow establishment of several concrete forms of municipal partnerships in all ten areas of transferred competencies. There is good practice on IMC in the country that could be replicated and numerous cases of existing IMC arrangements that could be scaled up. Moreover, innovative IMC forms might be demonstrated regarding specific local services that are usually too demanding to be delivered by a single municipality. The recently completed survey on decentralization by the MoLSG (supported by UNDP) finds that 85% of the councils of the 53 surveyed municipalities have adopted a decision on establishment of inter-municipal cooperation¹ for the purpose of more efficient and more cost-effective execution of municipal competencies. However, not many municipalities pool jointly financial resources for more efficient and more cost-effective practising of their competencies. The number of operational joint public utilities is very low and only a small number of municipalities have concluded agreements on public-private partnership. The evidence also shows that only in few cases delivery of local services was delegated to local CSOs. All in all, the survey substantiates a need to pay more attention to the role of innovations in delivery of local services.

The survey also shows that, a huge room for development of local e-services and e-governance tools is perceived but in the same time there is an evident lack of municipal personnel trained in use of IT. The majority of the surveyed municipalities have developed mechanisms for meeting the legal requirement for informing the citizens including proactive tools such as the municipality website, local media, municipality bulletin board etc. However, only one in two municipalities has developed institutional mechanisms for prior consultation with citizens during the decision-making processes at the local level (surveys, questionnaires, public debates etc.). There is even more burning need for using ICT to run the local service delivery process. In many municipalities the officials face difficulties to closely monitor the progress of different programmes and activities implemented within the municipality. Single Document Management System (DMS) exists in only few municipalities.

II. STRATEGY & METHODOLOGY

As per the outline, the strategy of the project is to address a number of priorities defined in the current Decentralization Programme and the Programme of the Government, in the areas that are linked to improvement of the access to services and quality of service delivery, and where the Ministry of Local Self-government has clear mandate and responsibility. All the activities derive directly from the above mentioned strategic policy framework, and their implementation will

¹ The majority of the established IMC forms are in the areas of environment, tax management and urban planning; and less in the areas of local economic development, internal audit and inspections, while there are also three recorded cases of cooperation in the field of social care and child protection.

directly contribute to the fulfillment of the obligations taken by the Government within that policy framework.

Considering that the aim of the selected areas of intervention is to bring the citizen more into the center of the service delivery framework, the strategy of the project is to define its activities into three mutually supportive and complementary components, each targeting a specific element of what comprises an equitable access to services: the element of the citizen, the element of innovative solutions for service delivery and the element of communication. The outputs in each of the components are mutually dependent and reinforcing even in the sense of the mutual influence in the design and implementation of the project activities (e.g. the partnerships programme from Component 1 shall reflect the findings of the e-services study in component 2).

All components and their activities are designed to be based on systemic analysis, however not stopping there, but also demonstrating practical solutions for the identified challenges. This approach will help in validation of some of the issues and findings, thus bringing more visibility to the project results and material for design of evidence-based policies. This is critical, as the aim of this project is not to be a reality of itself, but create solid basis for further continuation of the policy work for which the Ministry of Local Self-government is in charge.

The partnership between the MLSG and UNDP brings a specific added value in this context, as it will enable the work envisioned with the project to be imbedded into a solid network, in the long term partnership in policy analysis and policy making, and the joint IMC flagship initiative. These will strongly multiply the project results and create a programme, rather than a project based approach. In practical terms, UNDP will strongly link this project with its ongoing Local Development Programme, thus optimizing the resources versus the results. In the implementation of this project, UNDP will also invest its wider assets, such as the strategic partnership and the Innovation Hub established with the Faculty for Information Science (FINKI), especially in the IT based and innovation type of activities.

III. EXPECTED RESULTS

The main objective of the project is to enable the MLSG as a coordinator and monitor of the developments related to the functioning of the decentralized system of governance to further advance its efforts in promoting the citizen oriented local governance, starting from the measurement of their satisfaction to proposing concrete measures for better participation at local level and better access to services.

This is linked to three major goals set in the Decentralization Programme:

- To increase participatory governance at local level
- To deliver more equitable and improved local services to all citizens
- To more effectively monitor the development and implementation and monitoring of the policies for decentralization development of the local self-government

In the above context, the main results expected from the project outputs are:

- Establishment of functional instruments for enhanced collaboration between the units of local self-government and the civic society and strengthening of the local capacities for support of civic participation in the consultation processes
- Systematic analysis of the gaps in the local service delivery
- Design of a roadmap for enhancing service delivery through the e-service concept
- Further enhancement of the usage of IMC as a support to service delivery and improvement of the IMC related policies
- Functional system for horizontal and vertical communication and coordination, through utilization of ICT and systemic solutions for planning, implementation and monitoring of the policies for decentralization and development of the local self –government

Component 1: CIVIC PARTICIPATION IN LOCAL GOVERNANCE

Output 1: Comprehensive information on citizen’s satisfaction with the functioning of the decentralized system and the local governance obtained in a systematic way

Activities:

- 1.1. Design and implementation of a comprehensive citizen satisfaction survey
- 1.2 Inclusive dialogue/consultations over the survey results
- 1.3 Crosscutting the survey results with the results of the institutional survey on the state of affairs in the process of decentralization and local development, conducted as per the official Monitoring methodology
- 1.4 Integrating the final findings into the decentralization strategic framework

The activities under this output will result in creation of basic indicators of the citizen’s perceptions on the quality of local service delivery. This will define the input parameters for which areas of service delivery need and are expected to be improved, including through innovative ways for service delivery, such as the e-services. This set of activities at the same time represents one of the tools of the official Methodology for Monitoring of the implementation of the Decentralization Programme and its action plan.

Output 2: An innovative Programme for Support of Partnerships between the municipalities and the civil and business society for better service delivery put into practice

- 2.1. Design of a partnership programme based on the results of the analysis of the state of affairs in the service delivery at local level
- 2.2 Implementation of the partnership programme
- 2.3 Analysis of the results, lessons learned and drawing recommendations from the Programme results

Through this innovative programme, the Ministry of Local-Self Government will step out as a supporter of local level partnerships that will promote some priority local services and civic participation in local governance. This will at the same time provide practical inputs for the Government’s platforms on e-governance, e-services and the Open Governance Initiative. By engaging the civil society and the business sector in the definition of the challenges and creation of solutions, the sense of joint ownership and will strengthen the social engagement of the local stakeholders, in particularly the young people.

Component 2: PROMOTING ALTERNATIVE and INNOVATIVE WAYS TO INCREASE ACCESS TO SERVICES AND IMPROVE SERVICE DELIVERY

Output 3: A study on the existing e-services at local level and the needs and possibilities for introduction of new e-services performed and results translated into a road map

Activities:

- 3.1 Design and implementation of the study

- 3.2 Cross tabulating of the study results with the citizens satisfaction survey
- 3.3 Discussion over the study results
- 3.4 Designing of a road-map for increasing the level of e-services at local level
- 3.5 Introduction of the study results- elements of e-service delivery into the partnership programme for municipalities (2.1)

This set of activities will address the objectives of the defined priority to enhance e-services at local level. The study shall give information and directions around the existing e-service platforms at local level, the relevant administrative procedures, the demand for e-services, the potential and preconditions for introduction of new e-services and recommendations how to best use the existing capacities and engage the civic and business sector.

Output 4: The mechanisms for support and promotion of IMC improved and new IMC practices operationalized

Activities:

- 4.1 Support the IMC Commission in performing an in-depth analysis of the existing IMC practices and the current IMC policies
- 4.2 Translating the findings of the analysis into a report to the Government, with proposals for improvement of the IMC related policies and measures
- 4.3 Defining a procedure for selecting best IMC practices and selection of a best practice
- 4.4 Operationalization of a support mechanism for concrete IMC practices
- 4.5 Selection and technical support to minimum 2 IMC practices in priority areas

The activities under this output directly reflect the pending steps related to the promotion and advancement of the IMC as a crucial concept for alternative service provision. The first set of activities derives from the mandate of the national Commission on IMC to perform an in-depth analysis of the existing IMC practices and the IMC relevant policies (including the role of the line ministries), for the purposes of bringing proposals to the government to improve the IMC related policies. The analysis performed within the frame of this project will indicate which competencies could be substantially improved by utilization of IMC. Additionally the project will support the definition of a concept for selection of best IMC practices, which will contribute to further popularization of the IMC as a concept and its relevance for the rationalization of local service delivery and improvement of the absorption capacity for the capital investments coming from the state budget, the IPA instrument and other sources of funds.

Additionally, this component will support establishment of minimum two concrete IMC partnerships in priority areas, such as social services and environment. This set of activities will demonstrate in practice the advantages of entering into IMC arrangements, including the financial and HR savings and the effects in form of delivering new and more reachable services.

Output 5: The Sustainability Prospects of the Regional Development Structures Increased

Activities:

- 5.1 Development of a study on the sustainability prospects of the centres of the planning regions
- 5.2 Definition of policy steps for increasing the sustainability of the centres of the planning regions

Component 3: ESTABLISHMENT OF AN ADVANCED SYSTEM OF DEVELOPMENT, MONITORING AND PROMOTION OF THE DECENTRALIZED SYSTEM OF GOVERNANCE

Output 6: An integrated information system for the municipalities established and tools for promotion of the decentralized system put into practice

Activities:

6.1 Screening and analysis of the existing data-bases, monitoring tools and other tools related to the monitoring and promotion of the decentralized system of governance

6.2 Elaboration of a feasibility study for design and implementation of an integrated municipal data-base and vertical information system with the municipalities

6.3 Design and operationalization of an integrated municipal data-base (**dependent on the results of the first two activities**)

6.4 Definition and implementation of an operational plan for promotion of the decentralized system of governance and local development

With this set of activities the project will work on leveraging the previous efforts in creating a systemic approach towards coordination and communication of the decentralization and local development policies. The ultimate aim of this component is to explore the feasibility of establishment of an integrated data base as a tool that will encompass a wide range of the existing data and will cross-cut the existing data bases of relevant nature. Pending the outcomes of the feasibility exercise, the aim is to integrate a wide range of data (such as -general municipal data, statistical info, budget data, various municipal acts, ongoing projects, established IMC practices, etc.²) into one comprehensive tool. This exercise will involve an analysis of the acts that anticipate running of records or collecting of various data by the municipal services, for the purposes of establishment of a data base of the citizens and business entities in the municipalities.

Additionally, within this component the project will work on further enhancement of the promotion and dialogue on the process of decentralization and local development.

V. PROJECT BENEFICIARIES

The ultimate beneficiaries are the citizens as clients and constituents of the national and local governance set-ups. While the most direct beneficiaries will be the Ministry of Local Self-Government, any other relevant state institutions and the municipalities will be involved and consulted.

VI. IMPLEMENTATION ARRANGEMENTS

The Project will be implemented by UNDP, while the main coordination and guidance will be given by the Ministry of Local Self-Government. The Project Steering Committee will include representatives of the Ministry of Local Self-Government, UNDP and the Bureau for Regional Development. In its role of implementer, UNDP will ensure due diligence of the project, including regular and evidence based monitoring, advocacy for the project and project results, and dissemination of results and lessons learned. UNDP will also ensure collaboration with other international organizations active in the field. The project is planned to commence in January 2014 and to be completed by the end of December 2014.

² These examples are only indicative

VII. PROJECT BUDGET

Outputs	Description	Budget US\$	Budget MKD ³
Output 1: Comprehensive information on citizen's satisfaction with the functioning of the decentralized system and the local governance obtained in systematic way	Project staff, administration costs, experts/firms/ meeting costs, events		
Subtotal		57,000US\$	2,607,180.00
Output 2: An innovative Programme for Support of Partnerships between the municipalities and the civil and business society for better service delivery put into practice	Project staff, administrative costs, experts/firms, meeting and workshop costs, events, grants	85,000.00\$ MLSG 5,000.00\$ UNDP	3,887,900.00 228,700.00
Subtotal		90,000US\$	4,116,600.00
Output 3: A study on the existing e-services at local level and the needs and possibilities for introduction of new e-services performed and results translated into a road map	Project staff, administrative costs, experts, meeting and workshop costs		
Subtotal		52,000US\$	2,378,480.00
Output 4: The mechanisms for support and promotion of IMC improved and new IMC practices operationalized	Project staff, administrative costs, experts, meeting and workshop costs, grants	146,500.00 \$ MLSG 20,000.00 UNDP	6,700,910.00 914,800.00 UNDP
Subtotal		146,500US \$	7,615,710.00
Output 5: The Sustainability Prospects of the Regional Development Structures Increased	Project staff, administrative costs, experts, meeting and workshop costs		
Subtotal		20,000US\$	914,800.00

³ Calculations are according to the UN exchange rate for December 2013

Output 6: An integrated information system for the municipalities established and tools for promotion of the decentralized system put into practice	Project staff, administrative costs, experts, meeting and workshop costs, grants		
Subtotal		84,843.24 US\$	3,880,730.00
UNDP General Management Services fee 3%* (1% communications fee is integrated in the budget lines)		13,773.50 US\$	630,000.00
TOTAL BUDGET MLSG:		459,116.74 US\$	21,000,000.00
TOTAL MLSG + UNDP:		484,116.74 US\$	22,143,500.00 MKD

*As authorized by the UNDP Executive Board Decision 2007/18 on Cost Recovery Policy

VII. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: <i>Assign a number to each outcome in the country programme (1, 2,...).</i>				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
Applicable Key Result Area :				
Partnership Strategy: The project will be implemented in close partnership with the Ministry of Local Self-Government. Other relevant institutions such as ZELS, civil society will also be consulted and involved. Particular attention will be paid to ensure complementarities, coherence and cross-fertilization with earlier or the ongoing related activities undertaken both by the UN system and other national and international organizations				
Project title and ID (ATLAS Award ID):				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1: Comprehensive information on citizen's satisfaction with the functioning of the decentralized system and the local governance obtained in systematic way Baseline: No updated data and analysis of citizens perceptions Indicators: Comprehensive citizen's satisfaction survey designed and implemented. At least one consultative event organized to discuss the survey results. Crosscutting analyses prepared and decentralization strategic framework adjusted	Targets (2014) Citizen satisfaction survey completed; Upgraded decentralization framework with the results of the survey.	1.1. Design and implementation of a comprehensive citizen satisfaction survey 1.2. Inclusive dialogue/consultations over the survey results 1.3. Crosscutting the survey results with the results of the institutional survey on the state of affairs in the process of decentralization, conducted as per the official monitoring methodology 1.4. Integrating the final findings into the decentralization strategic framework	MLSG/UNDP	Project staff, administrative costs, costs for experts, firms, meeting costs, materials
Output 2: An innovative Programme for Support of Partnerships between the municipalities and the civil and	Targets (2014) Partnership programme	2.1 Design of a partnership programme based on the results of the analysis of the state of affairs in the service delivery at local level	MLSG/UNDP	Project staff, administrative costs, experts/firms, meeting and workshop costs,

<p>business society for better service delivery put into practice</p> <p>Baseline: Lack of an innovative partnership programme to address service delivery</p> <p>Indicators: A partnership programme designed and implemented</p>	<p>designed and implemented.</p>	<p>2.2 Implementation of the partnership programme</p> <p>2.3 Analysis of the results, lessons learned and drawing recommendations from the Programme results</p>		<p>grants</p>
<p>Output 3:</p> <p>A study on the existing e-services at local level and the needs and possibilities for introduction of new e-services performed and results translated into a road map</p> <p>Baseline: No updated and sufficient data and analysis of the existing local e-services and related needs and opportunities</p> <p>Indicators: Local e-services study prepared. At least one consultative event organized to discuss the results. Local e-services road-map prepared.</p>	<p>Target (2014)</p> <p>Study on e-services conducted;</p> <p>A roadmap for increasing the level of e-services designed.</p>	<p>3.1. Design and implementation of the study</p> <p>3.2 Cross tabulating of the study results with the citizens satisfaction survey</p> <p>3.3 Discussion over the study results</p> <p>3.4 Designing of a road-map for increasing the level of e-services at local level</p> <p>3.5 Introduction of the study results-elements of e-service delivery into the partnership programme for municipalities</p>	<p>MLSG/UNDP</p>	<p>Project staff, administrative costs, costs for experts/firms, meeting costs, materials</p>
<p>Output 4: The mechanisms for support and promotion of IMC improved and new IMC practices operationalized</p> <p>Baseline: IMC evidence system established. Mid-term policy review performed. Lack of state financial support to IMC.</p> <p>Indicators: In-depth analysis of the</p>	<p>Target (2014)</p> <p>Analysis of existing IMC practices completed;</p> <p>Report for improved IMC services completed</p> <p>2 IMC practices supported in priority areas.</p>	<p>4.1. Support the IMC Commission in performing an in-depth analysis of the existing IMC practices and the current IMC policies;</p> <p>4.2. Translating the findings of the analysis into a report to the Government, with proposals for improvement of the IMC related policies and measures;</p> <p>4.3 Defining a procedure for selecting</p>	<p>MLSG/UNDP</p>	<p>Project staff, administrative costs, costs for experts/firms meeting costs, training costs, materials, grants</p>

existing IMC practices and the current IMC policies presented to the Government. Best IMC practice award established and at least two IMC arrangements supported.		best IMC practices and selection of a best practice 4.4 Operationalization of a support mechanism for concrete IMC practices 4.5 Selection and technical support to minimum 2 IMC practices in priority areas		
Output 5: The Sustainability Prospects of the Regional Development Structures Increased Baseline: Centres for development of the planning regions are facing serious sustainability issues. Indicators: Comparative study with policy recommendations on the centres sustainability prospects prepared	Target (2014) Sustainability study completed including recommendations for next policy steps	5.1 Development of a study on the sustainability prospects of the centres of the planning regions 5.2 Definition of policy steps for increasing the sustainability of the centres of the planning regions	MLSG/UNDP	Project staff, administrative costs, costs for experts/firms, meeting costs, materials
Output 6: An integrated information system for the municipalities established and tools for promotion of the decentralized system put into practice Baseline: Municipal data base with MoLSG not updated since the beginning of 2007. First comprehensive monitoring of the decentralization and the local service delivery realized in the second half of 2013. Indicators: Screening report prepared on the monitoring tools and data basis related to decentralization and local self-government units. Feasibility Study	Target (2014) Feasibility study for integrated municipal data-base and vertical information system with the municipalities prepared. Integrated municipal data-base operationalized Operational plan for promotion of the decentralization system and local development completed.	6.1 Screening and analysis of the existing data-bases, monitoring tools and other tools related to the monitoring and promotion of the decentralized system; 6.2 Elaboration of a feasibility study for design and implementation of an integrated municipal data-base and vertical information system with the municipalities 6.3 Design and operationalization of an integrated municipal data-base (dependent on the results of the first two activities) 6.4 Definition and implementation of an operational plan for promotion of the decentralized system and local development.	MLSG/UNDP	Project staff, administrative costs, costs for experts/firms, meeting costs, materials and grants

for creation of an integrated municipal data base and a vertical communication system completed. The data base as well as the info system established.

VIII. ANNUAL WORK PLAN

Year 1 (Jan 2014 –December 2014)

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount USD
<p>Output 1: Comprehensive information on citizen's satisfaction with the functioning of the decentralized system and the local governance obtained in systematic way</p> <p>Baseline: No updated data and analysis of citizens perceptions</p> <p>Indicators: Comprehensive citizen's satisfaction survey designed and implemented. At least one consultative event organized to discuss the survey results. Crosscutting analyses prepared and decentralization strategic framework adjusted</p>	<p>1.1.Design and implementation of a comprehensive citizen satisfaction survey</p> <p>1.2 Inclusive dialogue /consultations over the survey results</p> <p>1.3 Crosscutting the survey results with the results of the institutional survey on the state of affairs in the process of decentralization, conducted as per the official Monitoring methodology</p> <p>1.4 Integrating the final findings into the decentralization strategic framework</p>	X	X	X	X	UNDP/MLSG	Ministry of Local Self-Government	Project staff, administration costs, costs for experts/firms/meeting costs	57,000US \$

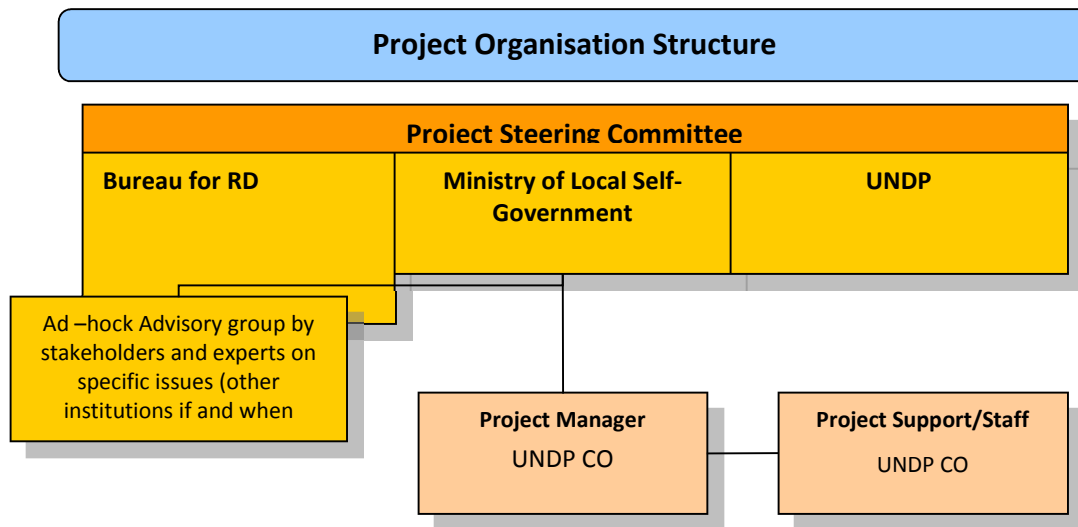
<p>Output 2: An innovative Programme for Support of Partnerships between the municipalities and the civil and business society for better service delivery put into practice</p> <p>Baseline: Lack of an innovative partnership programme to address service delivery</p> <p>Indicators: A partnership programme designed and implemented</p>	<p>2.1 Design of a partnership programme based on the results of the analysis of the state of affairs in the service delivery at local level</p> <p>2.2 Implementation of the partnership programme</p> <p>2.3 Analysis of the results, lessons learned and drawing recommendations from the Programme results</p>		X	X	X	MLSG/UNDP	Ministry of Local Self-Government /UNDP	Project staff, administrative costs, experts/firms, meeting and workshop costs, grants	85,000US \$ 5,000US\$
<p>Output 3:</p> <p>A study on the existing e-services at local level and the needs and possibilities for introduction of new e-services performed and results translated into a road map</p> <p>Baseline: No updated and sufficient data and analysis of the existing local e-services and related needs and opportunities</p> <p>Indicators: Local e-services study prepared. At least one consultative event organized to discuss the</p>	<p>3.1 Design and implementation of the study</p> <p>3.2 Cross tabulating of the study results with the citizens satisfaction survey</p> <p>3.3 Discussion over the study results</p> <p>3.4 Designing of a road-map for increasing the level of e-services at local level</p> <p>3.5 Introduction of the study results- elements of e-service delivery into the partnership programme for municipalities (1.2.1)</p>	X	X	X	X	MLSG/UNDP	Ministry of Local Self-Government	Project staff, administrative costs, experts, meeting and workshop costs	52,000US \$

results. Local e-services road-map prepared.									
<p>Output 4: The mechanisms for support and promotion of IMC improved and new IMC practices operationalized</p> <p>Output 4: The mechanisms for support and promotion of IMC improved and new IMC practices operationalized</p> <p>Baseline: IMC evidence system established. Mid-term policy review performed. Lack of state financial support to IMC.</p> <p>Indicators: In-depth analysis of the existing IMC practices and the current IMC policies presented to the Government. Best IMC practice award established and at least two IMC arrangements supported.</p>	<p>4.1 Support the IMC Commission in performing an in-depth analysis of the existing IMC practices and the current IMC policies;</p> <p>4.2. Translating the findings of the analysis into a report to the Government, with proposals for improvement of the IMC related policies and measures;</p> <p>4.3 Defining a procedure for selecting best IMC practices and selection of a best practice</p> <p>4.4 Operationalization of a support mechanism for concrete IMC practices</p> <p>4.5 Selection and technical support to minimum 2 IMC practices in priority areas</p>	X	X	X	X	MLSG/UNDP	Ministry of Local self-Government /UNDP	Project staff, administrative costs, experts, meeting and workshop costs, grants	146,500 US\$ 20,000US\$

<p>Output 5: The Sustainability Prospects of the Regional Development Structures Increased</p> <p>Baseline: Centres for development of the planning regions are facing serious sustainability issues.</p> <p>Indicators: Comparative study with policy recommendations on the centres sustainability prospects prepared</p>	<p>5.1 Development of a study on the sustainability prospects of the centres of the planning regions</p> <p>5.2 Definition of policy steps for increasing the sustainability of the centres of the planning regions</p>	X	X	X	X	MLSG/UNDP	Ministry of Local Self-Government	Project staff, administrative costs, experts, meeting and workshop costs	20,000 US\$
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<p>Output 6: An integrated information system for the municipalities established and tools for promotion of the decentralized system put into practice</p> <p>Baseline: Municipal data base with MoLSG not updated since the beginning of 2007. First comprehensive monitoring of the decentralization and the local service delivery realized in the second half of 2013.</p> <p>Indicators: Screening report prepared on the monitoring tools and data basis related to decentralization and local self-government units. Feasibility Study for creation of an integrated municipal data base and a vertical communication system completed. The data base as well as the info system established.</p>	<p>6.1 Screening and analysis of the existing data-bases, monitoring tools and other tools related to the monitoring and promotion of the decentralized system;</p> <p>6.2 Elaboration of a feasibility study for design and implementation of an integrated municipal data-base and vertical information system with the municipalities</p> <p>6.3 Design and operationalization of an integrated municipal data-base (dependent on the results of the first two activities)</p> <p>6.4 Definition and implementation of an operational plan for promotion of the decentralized system and local development.</p>		X	X	X	MLSG/UNDP	Ministry of Local Self-Government	Project staff, administrative costs, experts, meeting and workshop costs, grants	84,843.24 US\$
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IX. MANAGEMENT ARRANGEMENTS



The Project Steering Committee (SC) will provide guidance and oversight of the project and will have the following members: representatives of the Ministry of Local Self-Government, (Chair), representatives of UNDP and the Bureau for Regional Development. Project SC meetings may be attended by other stakeholders (line ministries, donors, municipalities, etc...) with an observer status upon agreement by all the SC members.

The Project Steering Committee will meet at the outset of the project, to conduct annual review (to review the final annual report), or on an extraordinary basis, on request from any of the members. UNDP will provide Secretariat services to the Project SC.

UNDP shall provide support services to the implementation of the project both in terms of management and provision of technical assistance. Ministry of Local Self-Government will be the principle partner in the implementation of the project activities. The Government shall entrust UNDP to provide services related to procurement, recruitment and contracting as well as to make direct payments to vendors in line with the terms and conditions regulated with the Letter of Agreement between the Government and UNDP for Provision of Support Services. UNDP will carry the primary responsibility for the reporting, accounting, monitoring and evaluation as well as supervision of the contracting parties.

UNDP will complement the implementation of this project with its overall work on local development, including the sharing of the inputs of the LD team, which will also contribute to multiplication of the project results. UNDP will continuously consult the MLSG in the course of the project implementation, including the project management arrangements, to ensure that the project objectives are accomplished, and project funds adequately disbursed. The MLSG will appoint a focal point and the team for the implementation of the project.

X. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the project cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Steering Committee through Project Assurance, using the standard report format available in the Executive Snapshot. The project progress report will be submitted semi-annually and annually.
- A project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events
- Project review report. Review Report shall be prepared by the Project Manager and shared with the Project Steering Committee. As minimum requirement, a final Review Report shall consist of the Atlas standard format for the QPR covering the period of the project as well as a summary of results achieved against pre-defined targets at the output level.

➤ Quality Management for Project Activity Results

<p>OUTPUT 1: Comprehensive information on citizen's satisfaction with the functioning of the decentralized system and the local governance obtained in systematic way</p>		
Activity Result 1 (Atlas Activity ID)	Citizen's satisfaction survey	Start Date: January 2014 End Date: December 2014
Purpose	The activities under this output aim at creation of basic indicators of the citizen's perceptions on the quality of local service delivery that will define the input parameters for improvement of the local services. Innovative ways for improved service delivery, such as the e-services will be explored.	
Description	Comprehensive citizen satisfaction survey will be designed and implemented and the findings validated through an inclusive dialogue/consultations. The survey results will be analysed against the results of the institutional survey on the state of affairs in the process of decentralization, conducted as per the official Monitoring methodology. The final findings will be integrated into the decentralization strategic framework	
Quality Criteria	Quality Method	Date of Assessment
Quality of the methodological approach to ensure quality and relevance of results. Number of citizens that will be surveyed	Direct observation and document review. Reports prepared that outline the key findings and recommendations, Ex-ante assessment of potential policy impact from the selected methodological approach	Quarterly/Annual Basis

<p>OUTPUT 2: An innovative Programme for Support of Partnerships between the municipalities and the civil and business society for better service delivery put into practice</p>		
Activity Result 2 (Atlas Activity ID)	Innovative local service delivery partnerships	Start Date: April 2014 End Date: December 2014
Purpose	The aim of this innovative programme is to support local level partnerships that will promote some priority local services and civic participation in local governance.	
Description	A partnership programme will be designed on the basis of the results and in accordance with the recommendations. Technical and financial support will be provided for implementation of the priority innovative interventions as part of the programme.	
Quality Criteria	Quality Method	Date of Assessment
Quality of the methodological approach to ensure quality and relevance of results Quality of the innovative interventions and established partnerships in terms of produced outputs and outcomes	Direct observation and document review. Reports prepared that outline the key findings and recommendations Ex-ante assessment of potential policy impact from the selected methodological approach	Quarterly /Annual Basis

OUTPUT 3: A study on the existing e-services at local level and the needs and possibilities for introduction of new e-services performed and results translated into a road map		
Activity Result 3 (Atlas Activity ID)	E-services at local level	Start Date: January 2014 End Date: December 2014
Purpose	This set of activities aims at enhancing e-services at local level. The study will provide information and directions around the existing e-service platforms at local level, the relevant administrative procedures, the demand for e-services, the potential and preconditions for introduction of new e-services and recommendations how to best use the existing capacities and engage the civic and business sector.	
Description	Tailor made methodological approach will be designed and the study completed. Consultative events will be organized to discuss the results and to jointly design a road-map for increasing the level of e-services at local level. The recommendations of this study will also serve will be also relevant of the partnership programme for municipalities (under the output 2)	
Quality Criteria	Quality Method	Date of Assessment
Quality of the methodological approach to ensure quality and relevance of results	Direct observation and document review. Reports prepared that outline the key findings and recommendations Ex-ante assessment of potential policy impact from the selected methodological approach	Quarterly/Annual Basis

OUTPUT 4: The mechanisms for support and promotion of IMC improved and new IMC practices operationalized		
Activity Result 4 (Atlas Activity ID)	IMC support and promotion	Start Date: January 2014 End Date: December 2014
Purpose	The activities under this output aim at promotion and advancement of the IMC as a crucial concept for alternative local service provision.	
Description	The IMC Commission will be supported to perform an in-depth analysis of the existing IMC practices and the IMC relevant policies, for the purposes of bringing proposals to the government to improve the IMC related policies, including the support by the line ministries. The analysis performed will indicate which competencies could be substantially improved by utilization of IMC. Additionally a concept for selection of best IMC practices will be designed with an aim to further promote the IMC as a concept and its relevance for the rationalization of local service delivery and improvement of the local absorption capacity. Minimum two concrete IMC partnerships in priority areas will be supported.	
Quality Criteria	Quality Method	Date of Assessment
Quality of the methodological approach to ensure quality and relevance of results.	Direct observation and document review. Reports prepared that outline the key findings and recommendations Ex-ante	Quarterly /Annual Basis

Number of responding municipalities. Quality of the established IMC innovative in terms of produced outputs and outcomes	assessment of potential policy impact from the selected methodological approach	
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OUTPUT 5: The Sustainability Prospects of the Regional Development Structures Increased		
Activity Result 5 (Atlas Activity ID)	Sustainability of RD structures	Start Date: January 2014 End Date: December 2014
Purpose	The aim of these activities is to increase the sustainability of the centres of the planning regions	
Description	Study on the sustainability prospects of the centres of the planning regions will be produced in order to more closely define the future policy steps for increasing the sustainability of the centres of the planning regions	
Quality Criteria	Quality Method	Date of Assessment
Quality of the methodological approach to ensure quality and relevance of results. Relevant comparative practice analysed	Reports prepared that outline the key findings and recommendations Ex-ante assessment of potential policy impact from the selected methodological approach	Quarterly /Annual Basis

OUTPUT 6: An integrated information system for the municipalities established and tools for promotion of the decentralized system put into practice		
Activity Result 6 (Atlas Activity ID)	Municipal information system and integrated data base	Start Date: April 2014 End Date: December 2014
Purpose	Aim of this set of activities is to explore the feasibility of establishment of an integrated data base as a tool that will encompass a wide range of the existing data and will cross-cut the existing data bases of relevant nature. Pending the outcomes of the feasibility exercise, a wide range of data (such as -general municipal data, statistical info, budget data, various municipal acts, ongoing projects, established IMC practices, etc. ⁴) will be integrated into one comprehensive tool.	
Description	Screening will be undertaken and analysis of the existing data-bases, monitoring tools and other tools related to the monitoring and promotion of the decentralized system of governance completed. Feasibility study for design and implementation of an integrated municipal data-base and vertical information system with the municipalities will be prepared and the integrated municipal data-base designed. An operational plan for promotion of the decentralized system of governance and local development will be prepared.	
Quality Criteria	Quality Method	Date of Assessment
Quality of the methodological approach to ensure quality and	Reports prepared that outline the key findings and recommendations	Quarterly /Annual Basis

⁴ These examples are only indicative

relevance of results.	Testing the user-friendliness and level of satisfaction of the data providers and the final data users. Ex-ante assessment of potential policy impact from the selected methodological approach Testing the user-friendliness and	
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XI. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of FYR Macedonia and the United Nations Development Programme, signed by the parties on 30 October 1995.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

XII. ANNEXES

RISK LOG

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	Local institutions and other local partners in this project lacking capacity to proactively participate in the process and recommendations into actions	January 2014	Organizational Strategic	The occurrence of this risk may impact the pace of the project implementation and quality of the project results (low probability)	Municipalities will designate officials and other local partners their focal points who will be dedicated to the project activities	MLSG/UNDP	UNDP Governance Programme Officer		
2.	Elections	January 2013	Organizational	The occurrence of the risk will force postponing of some of the activities (low to medium probability)	A well elaborated and precise agreement with the central institutions and the local partners to enable for timely actions	MLSG/UNDP	UNDP Governance Programme Officer		
3	Limited number of national qualified experts	2013	Organizational	The occurrence of the risk will impact on the dynamics of the deliverables (medium)	Terms of reference will be timely prepared and potential experts identified in advance to secure interest and availability. UNDP will also strongly use its internal resources, networks and established strategic partnerships	MLSG/UNDP	UNDP Governance Programme Officer		