

PROJECT DOCUMENT



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Project Title: Rebuilding the Suto Orizari kindergarten

Project Number:

Implementing Partner: UNDP

Start Date: 1 July 2017 **End Date:** 31 December 2018 **PAC Meeting date:**

Brief Description

The goal of the project is to rebuild the *April 8th Kindergarten* in the Municipality of Suto Orizari that was destroyed by fire on 28 February 2017. The kindergarten is the only such facility in the municipality, which has a predominantly Roma population of over 17,000 (according to 2002 census data). It also houses a daycare center for street children. The project will directly help more than 200 families, most of them of Roma ethnicity, whose children, ranging in age from 2-5, are enrolled in the preschool education system, as well as 100 Roma street children aged 4-18. After the fire, improvised preschool facilities were organized at the local high school, while services for street children were moved temporarily to the local polyclinic. The reconstruction of the kindergarten will restore a proper environment for early childhood education and preschool care, and also provide appropriate services for street children in a redesigned facility.

As in many other disasters, the destruction in Suto Orizari provides an opportunity to “build back better.” The project will redesign and rebuild the facility to create a safer, warmer and disability-friendly environment that will be easier to maintain and less expensive to operate (including through energy-efficiency improvements) and adhere to the latest standards for indoor and outdoor structures. It will also expand capacity by providing for nursery care of children between 9-24 months – a new service that will give local parents more time for employment. In addition, a new dedicated structure will be built and properly equipped for the needs of street children.

To ensure that the rebuilt kindergarten meets the needs of the local community, participatory “design thinking” will be applied from the outset to understand local preferences and behaviors. Owing to the multiple inequalities faced by the Roma community, broad support for the project is expected from the international community, so opportunities will be provided for bilateral donors to contribute additional financial support. The project plan will allow for “add on” provisions to make the kindergarten reconstruction a platform for related assistance to the Suto Orizari community (e.g., playground equipment; special supplies for children with disabilities).

<p>Contributing Outcome (UNDAF/CPD, RPD or GPD): OUTCOME 3: By 2020, members of socially excluded and vulnerable groups are more empowered to claim their rights and enjoy a better quality of life and equitable access to basic services</p> <p>Indicative Output(s) with gender marker: Output 3.5. More members of the Roma community are able to realize their rights, enjoy improved living standards and opportunities, and overcome social exclusion Output 3.2. More socially excluded and vulnerable people participate directly in the design and delivery of social services Output 3.3. More children realize their rights and enjoy better living standards and opportunities in line with the UN Convention on the Rights of the Child</p>	Total resources required:	USD 800,000	
	Total resources allocated:	USD 700,000	
		Donor:	USD 700,000
	Unfunded:	USD 100,000	

Agreed by the United Nations Development Programme (UNDP): Ms. Louisa Vinton, Resident Representative



Agreed by the Ministry of Labor and Social Policy (MLSP): Ms. Mila Carovska, Minister



I. DEVELOPMENT CHALLENGE

The April 8th Kindergarten is the only public facility providing preschool care in Suto Orizari, which is the only municipality in the country where Roma make up a majority of the population. Out of a total population of 17,357 in the 2002 census, 13,311 people (or 76.6%) were of Roma ethnicity. Other significant groups include Albanians (2,594 or 14.9%) and Macedonians (962 or 5.5%).

The April 8th Kindergarten was completely destroyed in a fire on the night of 28 February 2017. Some 200 preschool children who previously attended the kindergarten are now attending temporary premises at the local high school, and 100 street children who previously received care and services at the daycare center operating out of the kindergarten are now accommodated in the local polyclinic. However, these improvised solutions are both temporary and inadequate.



Children from the April 8th Kindergarten perform in a hallway in temporary premises at the local high school

The community urgently needs a new kindergarten that will provide an appropriate environment for preschool education and a daycare center able to tend to the needs of homeless children.

This need is particularly urgent given the widespread discrimination and multiple forms of social exclusion faced by Roma. Roma have lower access rates to the education, healthcare and social protection systems; lower employment rates; and higher poverty rates than the population as a

whole. According to 2011 data,² 41% of Roma face income poverty, against 14% for non-Roma. 53% of Roma are jobless, against 27% of non-Roma. And only 7% of Roma women are employed. Significantly, only 4% of Roma children participate in any form of early childhood education (the rate is the same for ethnic Albanians), against 39.5% for the population as a whole. This deficiency at the very starting point contributes to low lifetime educational achievements for Roma. The average Roma adult has completed just six years of education, compared to 10.5 years for the rest of the population. Some 22% of working-age Roma (and 46% of working-age Roma women) have no formal education whatsoever, against only 3% of non-Roma. School attendance stops early: 66% of Roma have completed only primary (ISCED 1) or lower secondary (ISCED 2) education.



Fire destroys the April 8th Kindergarten in Suto Orizari on the night of 28 February 2017



A classroom at the April 8th Kindergarten after fire destroyed the facility on 28 February 2017

² All data cited here come from *Roma in Macedonia*, based on the UNDP/World Bank/EC2 regional Roma survey, 2011.

High unemployment levels are the direct result of such low educational levels, and poverty in the country is directly correlated with joblessness. Expanding the provision of preschool care and education is thus a vital starting point for reversing Roma poverty and joblessness.

In this context, the Suto Orizari kindergarten functions as an essential if still insufficient outpost for early childhood education in a community where other public options are not available. The school's cohort of some 200 pupils represents just a fraction of the preschool age population of the municipality, estimated at 2,500 children. However, its services are vital to the families who use it, and it also functions effectively as a community center where parents can congregate and receive information on a wide range of related services. In addition, the daycare center that is operated out of the same location provides vital food, shelter and other care for 100 homeless children.

Rapid reconstruction after the fire is thus an urgent necessity.



Police investigate the fire that destroyed the April 8th Kindergarten on 28 February 2017

Rationale

UNDP has supported Roma inclusion, both in the country and across the region, for more than a decade. This support has covered a range of activities. UNDP has been a pioneer in generating data to document Roma exclusion, through a series of regional surveys first conducted in 2004 to provide baselines and monitor progress for the Decade of Roma Inclusion in the Western Balkan countries. A second round was conducted in 2011, and a third round of the survey is currently under way in partnership with the World Bank and the European Commission, in coordination with the EU's Fundamental Rights Agency. The survey data have been crucial in informing national policy making and programming, and in enabling comparisons between countries and across time.

Since 2012 UNDP has focused on assisting Roma to overcome barriers to the labor market in the country. Customized coaching and mentoring services have been developed to enable unemployed Roma to make better use of the active labor market measures provided by the Ministry of Labor and Social Policy. This measure is now a component part of the Government's annual employment plan, and continues in the 2017 program. In the first four years, 413 Roma found employment or gained new vocational skills with the support of this measure.



Suto Orizari parents attend a kindergarten performance in makeshift facilities in the hallway of the local high school

UNDP has also been using technology and innovative methods to promote citizen participation in the important municipal decision-making processes. This work focused in particular on improving the functioning of Roma Information Centers (RICs) and making them less bureaucratic and more oriented to the needs of the Roma population. The RICs were equipped with a web portal for sharing information and to follow the status of active cases through internal database system.

UNDP has also provided considerable direct support to the April 8th Kindergarten. With its own funds and co-funding from the Swiss Agency for Development and Cooperation and local NGOs, in 2014 UNDP fully reconstructed the roof, removing hazardous asbestos insulation and replacing the electrical system, and rebuilt the façade, windows and basement of the kindergarten. New energy-efficient windows were installed; all damaged and non-functional parts of the facade were repaired or replaced with new ones; and the basement, which previously had experienced regular flooding, was fully reconstructed and equipped with a pumping system, reducing the penetration of water by 90%. The total cost of these works was USD 106,000. UNDP is thus familiar with the challenges of construction work both on this particular facility and the wider municipality.

II. STRATEGY

The central aim of the project is to rebuild the Suto Orizari kindergarten in a way that will provide Roma and other local children with equal opportunities for high-quality early childhood education, ensuring proper facilities for learning, recreation, care and hygiene. There is a clear need to go beyond simple reconstruction, however. The original facility as constructed in 1986 was from the start not fully adequate to the needs of the community and became the site of constant repairs and upgrades. Numerous donors, including UNDP, contributed in cash and kind to this effort.

As in other disasters, the fire in Suto Orizari provides an opportunity to “build back better.” The project will redesign and rebuild the facility to create a safer, warmer and disability-friendly

environment that will be easier to maintain, less expensive to operate (including through energy-efficiency improvements) and comply with the latest standards for indoor and outdoor structures. Capacity will also be expanded. According to data from the State Statistical Office,³ a total of 180 children from Suto Orizari are currently enrolled in the preschool program. The kindergarten was initially built to accommodate 230 children, but the reallocation of a portion of the facilities for street children has reduced capacity: at the time of the fire, 44 children were on a waiting list, with preference given to families with both parents employed. Temporary premises at the local high school are now serving 179 children (see Table 1 for current enrolment by age and gender).

Table 1: Enrolment at April 8th Kindergarten by age and gender

	Two	Three	Four	Five	All ages
Girls	8	15	30	33	86
Boys	13	21	28	31	93
Total	21	36	58	64	179

Four of the children attending the kindergarten have an intellectual or physical disability. Discussions with kindergarten staff suggest that more children with disabilities reside in the community but are kept out of preschool owing to stigma, physical obstacles to access and a lack of specialized instruction and facilities. It is thus hoped that by ensuring that the new kindergarten offers better services and greater openness to disability will more children will attend.

In addition, the kindergarten currently does not offer nursery services to children under two years of age. The project will expand capacity here by including facilities for nursery care of children between 9-24 months, as this service will give local parents more time for work outside the home. In total, the reconstructed kindergarten will aim to accommodate an additional 50 preschoolers.

Finally, the reconstructed kindergarten will include a new dedicated structure specifically designed and equipped for the needs of street children. Currently the daycare center is part of the kindergarten; owing to the large differences in age (the street children range in age from 4-18), the daycare center will be established as a separate facility sharing some of the same structures.

The project will be implemented by UNDP, in close cooperation with the Municipality of Suto Orizari and the Ministry of Labor and Social Policy, while involving other stakeholders on the local level. To ensure that the rebuilt kindergarten meets the needs of the local community, participatory “design thinking” will be applied from the outset to understand local preferences and behaviors. This stage will accompany the design phase and precede any physical reconstruction work, to ensure that the voices of the parents, teachers and other key stakeholders are heard. This approach is also meant to ensure strong ownership of the results.

To ensure sustainability, UNDP will also secure commitments from the ministry and the municipality going forward both with respect to maintenance of the physical infrastructure and to staffing, and also explore ways to address financial constraints that may be limiting attendance.

Currently the running costs of the kindergarten come from different sources: the Ministry of Labor and Social Policy provides MKD 23,000 (USD 418) per month; the City of Skopje funds MKD 200,000 (USD 3,640) per year; and the Tinex grocery chain provides MKD 60,000 (USD 1,090) per year. The daycare center pays MKD 18,000 (USD 330) per month in rent to the municipality. The kindergarten employs 24 people, 20 of whom (including the director) are women.

³ Data on institutions for care and education of children – kindergartens / centres for early childhood development (public and private) are collected with regular annual surveys, with 30 September 2016 as reference date.

The situation is similar with monthly fees. In other municipalities, the Ministry of Labor and Social Policy and parents together contribute a monthly fee of around USD 30 per child for 5-6 hours of preschool care five days per week. In Suto Orizari, these fees are covered through a mix of public and donor funding. The Roma Educational Fund (through the Ministry of Education and Science) covers the costs for 126 children; another 26 are covered through an IPA grant provided to the NGO Umbrella; and UNICEF funds 60 children. This arrangement has been in force for ten years.

Ensuring sustainability for the rebuilt kindergarten is a minimum requirement for the project. However, UNDP will also seek to use the project as a forum for a broader discussion among stakeholders of how to ensure a more sound foundation for funding of preschool care in the municipality of Suto Orizari, with an eye to expanding early childhood education to cover the estimated 2,300 children in the municipality who currently cannot, or do not, use the service.

The discussions with the local community to be undertaken as part of the “design thinking” approach will serve as important inputs into this discussion, particularly to understand why parents do not send their children to preschool and what make them rethink this approach.

At the beginning of the project implementation, a Project Board (PB) will be established to provide local stakeholders with the clear role in the project’s oversight. A Technical Working Group (TWG) will be also established to take over all aspects of preparation and implementation of project activities. The Project Board will be composed of representatives from the Ministry of Labor and Social Policy, the Municipality of Suto Orizari, the management of the April 8th Kindergarten and UNDP. Members of the TWG will be nominated by the PB members.

Outputs and activities

The following outputs and activities will be implemented to rebuild the kindergarten and enable the children of Suto Orizari and their families to benefit from a high-quality preschool education:

Output 1: The April 8th Kindergarten is “built back better” as a modern preschool facility

Activity 1. Demolition and/or removal of ruins of the existing building

1.1 Decision on demolition of the existing structure

The kindergarten was completely destroyed in the fire and only the concrete walls were left standing. Early discussions with engineers suggest that complete demolition is likely to be the project’s starting point. However, these informal views will need to be verified by a contracted civil engineer who will assess the extent of damage to the building’s concrete structure. The engineer’s report will provide clear guidance on whether to rebuild on old structure, or re-build a completely new building after full demolition of the facility and removal of the rubble.

The final decision and recommendation will be approved by the Project Board and sent to the Municipal authorities for formal adoption of the decision.



The ruins of the April 8th Kindergarten in Suto Orizari (on 31 May 2017)

1.2 Contracting architectural designer, supervisor and contractor for demolition/waste removal

If the decision is to demolish the structure, an open call will be announced by UNDP for selection of a qualified architect to develop the main design project for demolishing the existing structure and removal of the construction waste in a location to be determined by the Municipality. A supervisor will verify the demolition activities and confirm the quantities of construction waste that will be displaced from the existing facility.

1.3 Implementation of all necessary administrative procedures; Demolition of the building and preparing the terrain for construction of a new building

- Submission of an engineering report on status of the ruins of the building;
- Submission of geodetic report for complete/partial demolition of the building;
- Obtaining permit for complete/partial demolition of the building;
- Obtain approval for removal of construction waste;
- Submission of a geodetic report to the Real Estate Cadaster for recording the new situation in the cadaster (to erase or modify the project design);
- Notification of the public communal enterprises and utility services for changes of the electricity, telephone, water and sewage connections; and
- Signing contracts with architect designer, supervisor and demolition company.

Activity 2. “Building back better” the April 8th Kindergarten In Suto Orizari

2.1 Contracting architectural designer, supervisor, expert for construction design review, and contractor for construction of a new building

Open calls will be announced by UNDP for the selection of an architectural designer to develop a conceptual design, a preliminary design and a final main design for construction of a new building. The design will include landscaping of the outdoor facilities and the interior design with furniture and equipment.

In addition, UNDP Project Office will engage:

- An expert to carry out the construction design review of the main design;
- A supervisor of the construction works;
- A construction company; and
- A supplier for furnishing and equipping the kindergarten interior.

2.2 Design thinking workshops and public debate

Upon development of the initial/conceptual design, UNDP will initiate a process of involvement of municipal authorities, professionals working in the kindergarten and parents to enable them to express their needs and directly influence the development of the preliminary design of the kindergarten. Parents and professionals in the field will be invited to be part of a broad consultation process starting from the first steps and lasting until the project’s conclusion.

This approach will also allow the appropriate inclusion of the daycare center within the premises, as an important element for helping street children and those coming from very poor families.

Ensuring the accessibility of the building and the interior will be one of the core principles in order to make the premises available and attractive to children with disabilities and their parents.

2.3 Development of preliminary design, final main design, construction review and obtaining construction permit

Upon a broad consultation with relevant professionals, as well as the involvement of end-beneficiaries through human-centered “design thinking” approach, the architect will develop the preliminary design and submit it for approval to the Municipality of Suto Orizari.

The main design will be developed upon approval of the preliminary design. The construction expert will review the main design after which it will be submitted for a construction permit.

2.4 Construction activities for the new structure

Prior to commencement of the construction works, the company will inform the relevant sectors within the municipality – the labor inspectorate and the urbanism unit – within seven days.

Construction of the new kindergarten building for 200 children in the Municipality of Suto Orizari will be done in line with the highest urbanistic and pre-school educational standards.

An integral part of the work will be the implementation of outdoor landscaping, the fencing of the area and the complete preparation for the construction of outdoor playgrounds.

Periodical situation reports for completed activities will be reviewed and verified by the supervisor and submitted to the project office. Supervision of the construction activities will be carried out on a regular basis.

2.5 Interior design and landscaping design of the outdoor kindergarten facilities

Based on the technical documentation and the design, the selected company will landscape the nearby surrounding of the kindergarten facility. A different company will procure the equipment and all the necessary interior elements.

2.6 Final activities related to construction of a new building

The supervising engineer will prepare and submit the final report for approval. A property ownership document will be issued by the cadaster office. After completion of the work, a roundtable will be organized with all involved stakeholders discussing the achievements and lessons learned. Owing to deficiencies in the past (the kindergarten had no insurance at the time of the fire), the structure will not be turned over for use until appropriate insurance is purchased.

2.7 Prepare and distribute promotional material for the implementation and the achievement of the realization of the project

The project will conduct a set of activities to promote the funding, the project goals and expected results. Besides the regular supply of project related information to the governmental institutions and other project partners and beneficiaries, the project will design and carry on short-to-medium term communication activities targeting a wider audience and different target groups. The visual identity of all involved partners and donors will be clearly displayed and communicated by placing visual elements and other requested symbols on all promo materials.

2.8 Outreach to other donors

Owing to the multiple inequalities faced by the Roma community, broad support for the project is expected from the international community. So opportunities will be provided for other donors to contribute additional financial support, with appropriate recognition and visibility for their particular contributions. The project approach will allow for "add on" funding to make the kindergarten reconstruction a platform for related assistance to the broader Suto Orizari community (e.g., additional playground equipment; special facilities for children with disabilities).

III. RESULTS AND PARTNERSHIPS

Expected Results

The project will create adequate conditions and standards regarding hygiene, equipment and didactic material, enabling equal and high-quality preschool education for Roma children and children from other ethnic groups. The modern architectural design of a newly built kindergarten will be more functional and suitable to the children's needs and to the professional staff working in the kindergarten. It will be energy efficient, dimensioned as per the needs of children and accessible to children with disabilities.

The reconstructed kindergarten will increase the capacities of the previous one, enabling acceptance of an additional 50 children, thus directly improving the inclusion of Roma children in the preschool education system. The newly equipped and furnished facilities will open new opportunities for the kindergarten management to introduce and start providing nursing services to children up to two years of age.

Once completed, the overall project will not only have a very positive impact on quality of life for local families but will also create more opportunities for parents to become more active in the labor market and improve their prospects for finding decent work in the formal economy.

Resources Required to Achieve the Expected Results

Funding for the key infrastructure interventions will be provided by the Norwegian Ministry of Foreign Affairs in the amount of USD 700,000. The additional USD 100,000 that are currently unfunded will be sought from other interested donors and will be devoted to further improving the quality and capacity of preschool care, early childhood education and, more broadly, community life in Suto Orizari. The specific uses for these funds will be determined during “design thinking” consultations with parents, kindergarten staff and community representatives. Sample needs could include playground equipment and equipment for children with disabilities.

It is anticipated that the funding that has been currently committed will be sufficient for completing the kindergarten reconstruction as planned here. However, the funding status and possible percentage of completion of the construction works will be much clearer once the entire technical documentation (including detailed cost estimates) is prepared, and initial procurement procedures for civil works are completed. The project is structured in a way to ensure that almost all of the available funding is used for construction interventions. Additional funding methods will be pursued if the initial secured funding is not sufficient to complete the construction works.

To achieve the expected result and thereby ensure high quality outputs, the Project Office will engage the most experienced and knowledgeable experts, who will deliver their outputs in highly professional manner.

Partnerships

UNDP’s key project partners are the Ministry of Labor and Social Policy, the Municipality of Suto Orizari and professionals working in the kindergarten. Serving on the Project Board and Technical Working Group will make them a crucial factor in achieving the expected results, since they will be directly involved in decision making and oversight of the project implementation progress.

Risks and Assumptions

The achievement of project results will depend primarily on the level of support of the municipal authorities and their high commitment. If the municipal authorities from different departments and sectors show continued interest and commitment to provide sufficient administrative support to the overall project implementation, the project results will be achievable.

Stakeholder Engagement

The key stakeholders of the project are the Ministry of Labor and Social Policy, the Municipality of Suto Orizari and professionals working in the April 8th Kindergarten.

The project target groups are children of preschool age and their parents who are resident in the Municipality of Suto Orizari.

The participatory approach of the project will ensure the direct involvement of all stakeholders as well as end-beneficiaries throughout the entire project implementation, including the initial design stage of the project. The “design thinking” methodology gives a voice to end-beneficiaries, so the services and interventions are tailored to their real needs.

Sustainability and Scaling Up

The kindergarten is a public institution for the care and education of children which is funded by the Ministry of Labor and Social Policy and the Municipality of Suto Orizari. Future operations are expected to be completely covered by the relevant central and local government. UNDP will seek formal commitments from both main partners to ensure genuine sustainability.

IV. PROJECT MANAGEMENT

Project implementation will be governed by the Cost-Sharing Agreement signed between the Norwegian Ministry of Foreign Affairs (Norwegian Embassy) and UNDP Country Office in Skopje and will be in line with UNDP's Programme and Operations Policies and Procedures.

Internally, the project will be implemented under the support to NIM modality. The UNDP Social Inclusion Unit will be responsible for developing and managing the project, and ensuring that the project results are delivered as planned and that the project resources are used efficiently and effectively.

In the course of project implementation UNDP will maintain close collaboration and coordination with the Ministry of Labor and Social Policy, the Municipality of Suto Orizari, and the management of the April 8th Kindergarten, as well as with parents from the local community.

A Project Board (PB) will be established as the main body responsible for the overall direction and management of the project. It will consist of representatives from the Ministry of Labor and Social Policy, the Municipality of Suto Orizari, the kindergarten, a representative of the Embassy of Norway and the UNDP Country Office.

The Project Board is the group responsible for making management decisions by consensus when guidance is required by the Project Manager, including approval of project work plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions are made in accordance with standards that ensure management for development results, best value for money, fairness, integrity, transparency and effective competition. In case a consensus cannot be reached within the Board, the final decision shall rest with the UNDP Resident Representative in consultation with the Ministry of Labor and Social Policy and the Embassy of Norway.

The Project Board approves the Annual Work Plans (AWP). It also reviews and approves quarterly project plans when required, and authorizes any major deviation from the agreed plans. The Project Board has authority to sign off on the completion of each quarterly plan and start the next quarterly plan.

In the course of project implementation Project Board assumes the following specific duties:

- Overall guidance and direction to the project;
- Review of each stage and approval of progress to the next; and
- Review and approval of work-plans and any exception plan.

At the end of the project, the PB will:

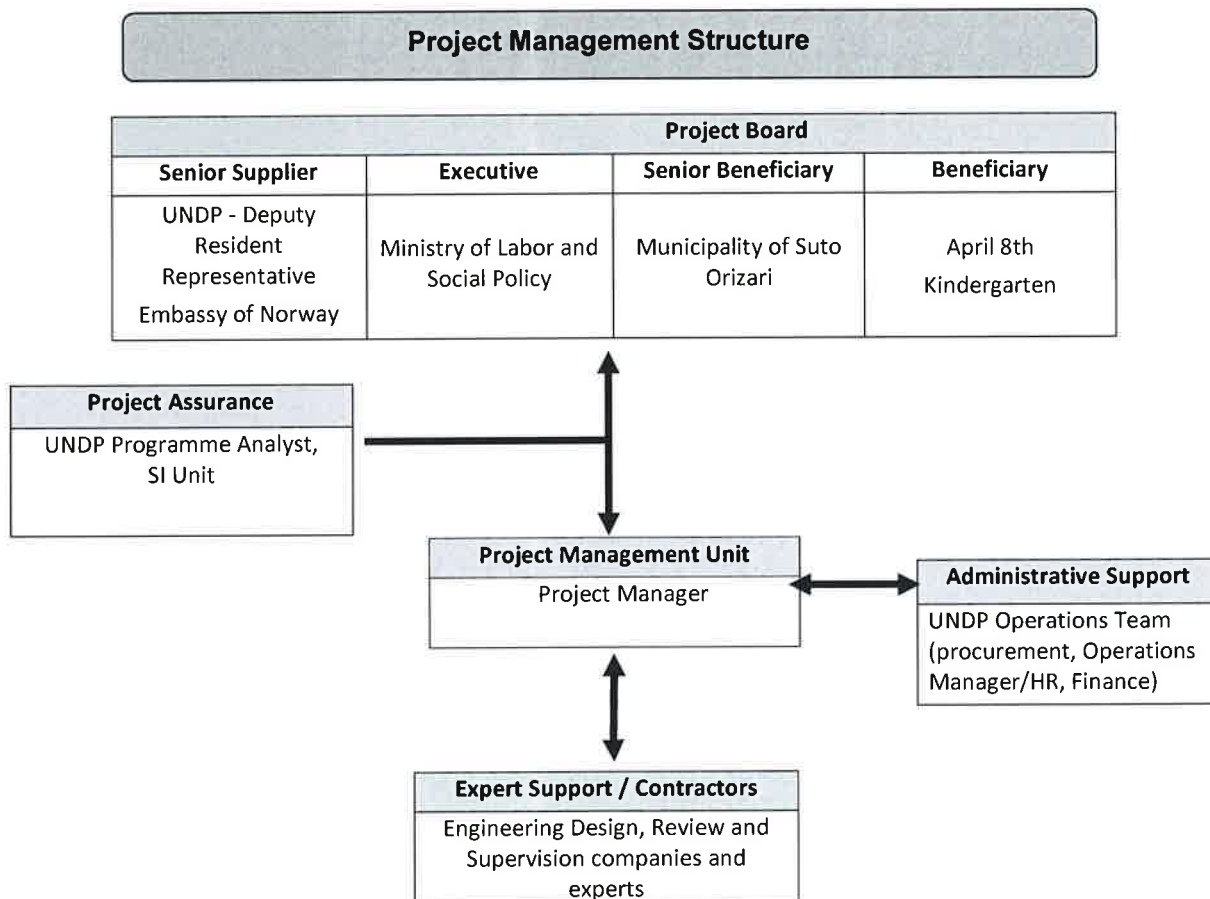
- Assure that all expected outputs have been delivered in a satisfactory manner;
- Approve the Final Project Report; and
- Approve the Lessons Learned Report.

The representatives of the Beneficiaries in the Project Board represent the interests of those who will ultimately benefit from the project. Their primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries.

Project Assurance is the responsibility of each Project Board member; however, the role can be delegated. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that project management milestones are met. Project Assurance has to be independent of the Project Manager; therefore, the Project Board cannot delegate any of its assurance responsibilities to the Project Manager. A UNDP Programme Officer holds the Project Assurance role on behalf of UNDP. She/he ensures that funds are made available to the project and are managed efficiently and in line with

their stated purpose; ensures that the project makes progress towards intended outputs; and performs regular monitoring activities, such as periodic monitoring visits and “spot checks.”

The role of UNDP Deputy Resident Representative is to ensure that: resources entrusted to UNDP are utilized appropriately; the project makes progress towards intended outputs; and national ownership, ongoing stakeholder engagement and sustainability are addressed appropriately.



The Project’s day-to-day implementation will be carried out by a team of UNDP professionals from the Social Inclusion Unit. A Project Manager from the Social Inclusion Unit will be assigned with specific project implementation duties for a period of the project implementation. Project assurance will be provided by Programme Analyst of the Social Inclusion Unit within UNDP.

The project team will be located in UNDP Country Office premises. The UNDP Communication Officer will ensure proper visibility of the project.

In addition to the project staff, depending on the nature of the work and complexity, a number of technical and administrative roles and services will be covered by the UNDP Country Office on a cost-shared basis. The Direct Project Costs (either time dedicated to the project measured as a pro-rated share of salary, or direct services provided to the project on a cost-per-service basis) will be applied for Programme and Operational staff, respectively, for programme oversight and administrative support in terms of procurement, operations management, human resources, financial management and other required administrative support attributable to the project.

UNDP’s direct costs will be charged in line with its rules and regulations, as outlined in the project document and budget. Financial transactions and financial statements shall be subject to the internal and external auditing procedures laid down in the Regulations and Rules of UNDP.

Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP to the national partners shall be determined in accordance with the relevant policies and procedures of UNDP.

The project will be implemented in the period of up to 18 months which is considered as optimal for completion of all project activities.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:							
OUTCOME 3: By 2020, members of socially excluded and vulnerable groups are more empowered to claim their rights and enjoy a better quality of life and equitable access to basic services							
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:							
3.5.4: Number of Roma benefiting from improved provision of social services Baseline (2015): 986; Target (2016): 1,000 Target (2020): 5,400 (UNDP)							
Applicable Output(s) from the UNDP Strategic Plan:							
Output 3.4. More members of the Roma community are able to realize their rights, enjoy improved living standards and opportunities, and overcome social exclusion							
Project title and Atlas Project Number: Rebuilding the Suto Orizari Kindergarten							
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2017	Year 2018	
Output 1 The April 8 th Kindergarten is “built back better” as a modern preschool facility	3.3.2: Share of children 3-5 years attending preschool Baseline: (2015): 28.5%; Target (2020): overall: 45%; boys: 50%; girls: 50%	UNDP Reports	28.5%	2015	n/a		
	3.2.1: Number of social services involving user participation in design and delivery		0	2016	1	0	

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved	Annually, and at the end of the project (final report)			

	<p>against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>				
<p>Project Review (Project Board)</p>	<p>The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.</p>	<p>At least annually</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>		

VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Amount	
Output 1: The April 8 th Kindergarten is "built back better" as a modern preschool facility <i>Gender marker: GEN 2</i>	1.1 Activity: The Project Board should adopt a decision/conclusion to demolish the existing structure	0	0	UNDP	Gov. Norway	0	
	1.2 Activity: Selection of a designer, supervisor and contractor for demolition and removal of existing structure	1,250	0	UNDP	Gov. Norway	1,250	
	1.3 Activity: Implementation of all necessary administrative procedures and Demolishing the structure and preparing the terrain for construction of a new structure	8,450	0	UNDP	Gov. Norway	8,450	
	MONITORING			UNDP			
	Sub-Total for Activity 1: Demolition and/or removal of ruins of the existing building						9,700
	2.1 Activity: Select a designer, supervisor and contractor for construction of a new structure	2,050	0	UNDP	Gov. Norway	2,050	
2.2 Activity: Design thinking – Organise a public debate	2,000	0	UNDP	Gov. Norway	2,000		
2.3 Activity: Implementation of all necessary administrative procedures	12,000	0	UNDP	Gov. Norway	12,000		
2.4 Activity: Construction activities for the new structure	0	462,998	UNDP	Gov. Norway	462,998		
2.5 Activity: Interior design and hard landscaping of the structure		92,593	UNDP	Unfunded	92,593		
2.6 Activity: Final activities related to construction of a new structure	0	95,000	UNDP	Gov. Norway	95,000		
	0	6,352	UNDP	Gov. Norway	6,352		

	2.7 Activity: Prepare and distribute promotional material for the implementation and the achievement of the realisation of the project	0		2,050	UNDP	Gov. Norway	2,050
	MONITORING				UNDP		
	Sub-Total for Activity 2: "Building back better" the April 8th Kindergarten in Suto Orizari						675,043
	Total staff and operational cost	18,650	37,348			Gov. Norway	55,998
	General Management Support (8%)	3,552	48,300			Gov. Norway	51,852
	General Management Support (8%)		7,407			Unfunded	7,407
	Sub-Total staff/overheads	22,202	93,055				115,257
	Total	47,952	752,048				800,000
	Funding sources:						
	Norway						700,000
	Unfunded						100,000

VIII. LEGAL CONTEXT AND RISK MANAGEMENT

This Project Document is the instrument referred to in Article 1 of the Standard Agreement on Basic Assistance signed between the Government of the Former Yugoslav Republic of Macedonia and the United Nations Development Programme on 30 October, 1995.

This Project Document allows for amendments signed solely by the UN/UNDP Resident Representative, once he/she makes sure that the Signatories to this Project Document have no objections regarding the changes proposed. Amendments allowed are as follows:

1. Revisions of, or amendments to, the Annexes of the Project Document.
2. Revisions which do not relate to significant changes in terms of immediate Project Objectives, Project Outputs or Activities, caused by changes in previously agreed input resources, including financial resources, or increase in costs due to inflation.
3. Mandatory annual revisions that allow phase adjustment of the implementation to the agreed input parameters or increased costs for experts or other resources.

Procurement Contracts shall be signed and implemented only after complete transfer of government funds to UNDP, in accordance with the presented Payment Schedule given below.

IX. Annex I: Risk Log

Project Title: Rebuilding the Suto Orizari kindergarten		Award ID:		Date:					
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Delays in ensuring start of different stages of the construction sites	2017/2018	Operational Regulatory	Enter probability on a scale from 1 (low) to 5 (high) P = 2 Enter impact on a scale from 1 (low) to 5 (high) I = 4	Regular communication with the key stakeholders especially regarding permitting procedures. The necessary technical documentation will be developed in line with all legal requirements for such interventions in order to facilitate permitting.	UNDP Project Manager	UNDP Project Manager		