

United Nations Development Programme
Country: the former Yugoslav Republic of Macedonia
Project Document

Project Title:

Support to Local Government Response to the Migration Crisis

UNDAF Outcome(s):

Outcome 2: By 2020, national and local institutions are better able to design and deliver high-quality services for all users, in a transparent, cost-effective, non-discriminatory and gender-sensitive manner.

Outcome 4: By 2020, individuals, the private sector and state institutions base their actions on the principles of sustainable development, and communities are more resilient to disasters and environmental risks.

Expected CP Outcome(s):

(Those linked to the project and extracted from the CP)

As above

Expected Output(s):

(Those that will result from the project)

Output 1: Improved municipal resilience through increased capacity for waste management, clean water and electricity supply including the provision of technical support, equipment, works and training

Output 2: Increased community mobilization leads to increased social cohesion and resilience

Output 3: National and local level crisis response coordination mechanisms strengthened

Executing Entity:

UNDP

Implementing Agencies:

UNDP

Brief Description

A massive influx of refugees and irregular migrants has tested the capacity of national and local institutions in the former Yugoslav Republic of Macedonia in 2015. The situation is likely to worsen over the coming year, particularly if uncertainty persists as to EU policies. The UN system is already deeply engaged in supporting the humanitarian response, in an effort to provide food and shelter and protect the human rights of thousands of people in transit. The United Nations Development Programme (UNDP) is helping partner municipalities respond to the crisis with modest donations of waste-management equipment. The project enables UNDP to complement humanitarian assistance with support aimed at a sustainable local-level response that will also serve to make institutions and communities more resilient. Project activities address high-priority, urgent needs of municipalities, particularly in waste management and public utilities, which are both crucial to refugee well-being and highly sensitive for local host populations, along with measures designed to improve coordination, resilience and social cohesion at the local level. **The total budget amounts to USD 2.225 million.** Project activities will be implemented in the twelve months from March 2016 to March 2017.

Programme Period: March 2016-March 2017

Key Result Area (Strategic Plan) _____

Atlas Award ID: _____

Start date: _____

End Date: _____

PAC Meeting Date: _____

Management Arrangements: DIM

Total resources required: USD 2,225,000.00

Total allocated resources: USD 2,225,000.00

- Regular: NA
- Other:
 - GoJ: USD 2,225,000.00

Unfunded budget: NA

In-kind Contributions: NA

Agreed by (Government)

Agreed by (UNDP):

I. SITUATION ANALYSIS

2015 has brought an alarming rise in the number of refugees and irregular migrants who are seeking to transit the former Yugoslav Republic of Macedonia in search of safety, security and better prospects in the European Union (EU). During the summer months an estimated 1,000 people crossed the southern border from Greece each day, seeking to transit the country to Serbia and move on to Germany, Sweden and other EU destinations regarded as welcoming to refugees. In mid-September 2015, daily totals surged to 5,000-6,000 people. In October daily arrivals peaked at 11,000, before receding to 3,500 in November and December. The average for the last two weeks of December was 2,500 people per day. This prolonged and uninterrupted influx has tested the capacity of national and local authorities and local communities to ensure humane treatment of refugees and migrants in transit in line with international obligations and standards.

Although precise numbers are still scarce, UNDP estimates that **at least 900,000 people** have made their way across the country while following the Western Balkan route north since the beginning of the year. Refugees and migrants initially kept a low profile and sought to avoid police detection given regulations that criminalized irregular entry into the country. For this reason, only 1,249 irregular migrants were recorded in the first five months of the year. However, Serbia in the same period registered 22,148 potential asylum-seekers, and most of these were believed to have arrived directly from FYR Macedonia. The true volume of people in transit became clear only gradually, after dozens of migrants were killed along the railroad tracks near Veles (in April 2015) and hundreds were seen (in May and June) walking or bicycling along the main north-south highway. In requesting declaration of a “crisis situation” in August, the Ministry of Interior estimated that a total of some 300,000 people had crossed the country in the first eight months of the year.

The sheer numbers and the visible evidence of hardship endured by people in transit prompted the adoption of amendments to the country’s asylum law on 18 June 2015. These changes introduced a new registration system that enables migrants who declare their intent to claim asylum to stay legally in the country for 72 hours and to make use of public transportation. Though registration should technically be available at every police station in the country, it has effectively been confined to a single point of entry near the southern border town of Gevgelija. Establishing efficient registration procedures has required time and resources, and police have only managed to register all those who enter since the end of November 2015. Previously, as many as two-thirds of arrivals were able to transit the country without registering, heightening public security fears.

Even given this lack of precision, the police registration figures illustrate the scale of the challenge. **A total of 317,507 certificates** were issued in the period between 19 June and 7 December 2015.¹ The breakdown of registrations by nationality confirms that this flow of people comes overwhelmingly from war-torn countries, and almost all travelers thus meet the criteria for international protection. **The share of bona fide refugees is very high.** Although some distortions may now be emerging in conditions where travel documents are scarce and verification is difficult, and travelers see benefit in declaring themselves from high-risk places of origin, **almost 60 percent of the people to have transited the country said they were from Syria.**

New arrivals registering intent to claim asylum, 19 June-7 December 2015

Place of origin	Number	Percentage
Syria	185,121	58.3
Afghanistan	76,653	24.1
Iraq	34,292	11.0
Iran	6,231	2.0
Pakistan	5,416	1.8
Palestine	2,158	0.6

¹ For the latest figures, see the Ministry of Interior website: moi.gov.mk. The composition of those registering at the border has changed over time, with the share of Syrians shrinking and that of Afghans and Iraqis increasing.

Somalia	1,276	0.4
Bangladesh	1,253	0.4
Morocco	1,317	0.4
Congo	514	0.1
Algeria	453	0.1
Lebanon	434	0.1
Nigeria	279	0.1
Other	2,110	0.6
Total	317,507	100

Source: Ministry of Interior, as of 7 December 2015 (moi.gov.mk)

Although most of those travelling are men, the share of **women and children has risen steadily and amounted to more than 43 percent** in the period between 19 June and 7 December 2015. The share of women and children has risen particularly sharply in the fall and winter months, accounting for 32 percent of arrivals in August; 44 percent in October; and 49 percent in the first half of November. Unaccompanied minors are generally groups of teenagers travelling together. The UN Population Fund (UNFPA) estimates that **6 percent** of women on the move are **pregnant**.

Gender/age breakdown of registrations, 19 June-7 December 2015

Gender/age	Number	Percentage
Men	179,658	56.6
Women	50,637	16.0
Children travelling with families	69,889	22.0
Unaccompanied minors	17,323	5.4
Total	317,507	100

Source: Ministry of Interior, as of 7 December 2015 (moi.gov.mk)

The traffic through the country is currently **entirely a transit flow**. Since the new procedures were introduced on 19 June 2015, only 83 people have lodged a formal request for asylum at the country's center for asylum-seekers in Vizbegovo. Very few of these requests were processed further, since most asylum-seekers chose to depart after a few days. The clear priority of people entering the country at the southern border in Gevgelija is to exit via the northern border with Serbia at Tabanovce, near Kumanovo, as quickly as possible. The refugees and migrants have few expectations from national and local authorities, but their determination to continue moving north is evident and will not be deterred by harsh conditions or tighter controls. **It is clear that the people now on the move will seek new entry and exit points if current ones are blocked.**

This threat has become a reality in the weeks since the adoption on **18 November 2015** of a **policy allowing entry into the country only to Syrian, Iraqi and Afghan citizens**. This policy was imposed in a domino-like reaction to a decision taken initially in Slovenia and then followed in by the other Western Balkan countries along the route from Greece: Croatia, Serbia and FYR Macedonia. Although travelers from the three crisis-torn countries have long represented a majority of those seeking to enter the FYR Macedonia, the new policy left thousands "stranded" on the Greek side of the border near Idomeni. Scattered violence erupted at the border until Greece police stepped in and relocated those classified as "economic migrants" to asylum-seeker centers in Athens. UNHCR and UN human rights entities have criticized the selective approach to entry, arguing that individuals from any country may have reasonable grounds to seek asylum.

At the same time, police reports and anecdotal evidence suggest that irregular migrants are increasingly finding new ways to cross the border undetected and attempting to make their way north on foot or by using unauthorized means of transit. UNHCR has confirmed that groups including migrants from Morocco, Iran, Algeria and Bangladesh have been apprehended by Macedonian police near the border and forcibly returned to Greece. Unfortunately, many migrants

report having been beaten by police. Stories have also begun to emerge of unregistered migrants hiding in private residences near the northern border, as was the case in the months before the registration system was introduced in June 2015. These accounts suggest that an upsurge in smuggling is already taking place, along with migrant travel following less direct and less secure routes across the country (east to west via Debar to Albania, for instance), with more municipalities set to be affected by transit and facing an increase in related criminal activities.

Government response

The Government response to the growing crisis has put a priority on meeting basic humanitarian needs for transient groups without developing or even planning any longer-term shelter arrangements. An initial “operational plan” prepared by the Ministry of Labor and Social Policy and the Ministry of Interior in July 2015 foresaw the urgent construction of two “rest areas” for travelers in Gevgelija and Kumanovo, as well as the longer-term expansion of facilities for an expected rise in the number of resident asylum-seekers. Modest reception facilities for 164 people planned for the railway station in Gevgelija, where police registration was initially established, were quickly overwhelmed by the volume of traffic. Even before planned sanitary facilities could be completed at the train station, the Government stepped in on 19 August 2015 to declare a temporary “crisis situation” and the center was relocated with the support of the army to a larger location closer to the border. This relocation helped to ease strained relations with the population of Gevgelija, which numbers just 23,000 people, but still left the municipality to shoulder the burden for public order and utilities for hundreds of thousands of people in transit. The “crisis situation” on the southern border was later extended to 15 June 2016 by a decision of Parliament in August 2015.

The declaration of a “crisis situation” was accompanied by the brief deployment of riot police to the southern border, and many of the now-iconic images of repressive force applied to refugees (including children) originate from one August 2015 weekend on the Macedonian border near Gevgelija. Such violence aside, conditions for people in transit have improved markedly since the “crisis situation” was declared, and the reception center in Gevgelija efficiently handles the passage of several thousand migrants each day. Thanks also to support from the Red Cross/Red Crescent and other NGOs, as well as UN agencies, basic humanitarian aid is available, if with interruptions and inconsistencies, and transportation north is provided through a dedicated train service (for those with limited funds) as well as private taxis and buses. However, coordination remains weak and still no durable system has been established to function over the longer term.

The refugee crisis has proved a real test, in terms of funds, expertise and human resources, for the responsible Government institutions – in the first line, the Crisis Management Center,² the Ministry of Interior, and the Ministry of Labor and Social Policy – and the two most-affected municipalities – Gevgelija and Kumanovo – as well as for the country’s civil society organizations and charities. Currently the biggest municipal burden is faced by Gevgelija, since migrants moving north essentially “melt away” across the border with Serbia as soon as they reach the Kumanovo area whereas they need to spend at least several hours in Gevgelija for registration (see Annex 1 for more details). A modest reception center comparable to that in Gevgelija has been established at the northern border at Tabanovce, from which travelers move swiftly into Serbia. However, police are now warning travelers not to cross the northern border at night, given the risk of attacks by gangs of thieves. The situation could worsen dramatically if borders elsewhere are further tightened. Officials fear that large numbers of people might be “trapped” in the north of the country.

An ongoing challenge

All indications are that these challenges are likely to grow more daunting in coming months:

- Despite the onset of winter, the volume of refugees reaching Greece remains large, particularly as conditions in refugee camps in Turkey, Lebanon and other locations have worsened, and transit flows have continued in December at a daily rate of more than 2,500;

² Since the initial declaration of an emergency situation and its extension on 18 September 2015 to 15 June 2016, the CMC has become the institution legally responsible for the overall management of the refugee/migrant situation.

- Weather conditions are worsening, and rain or snow and dropping temperatures will require heated and weather-proof shelter facilities, expanded humanitarian aid (blankets, for example), and enhanced healthcare provision. So far the year has been unusually warm and dry, and the failure of national authorities to prepare more sturdy winterized and heated shelters may have tragic consequences when winter does arrive. Particularly worrying are current inadequate electricity supplies to the two border reception centers;
- New arrivals are understood to have fewer resources than the more middle-class groups that were able to make the journey north earlier, meaning that they will be less able to purchase food and water and more dependent on goods and services provided by the state or humanitarian donors;
- The tightening of borders further north may lead migrants to prolong their stays, and also to test different and more irregular routes. This shift will put pressure on municipalities that have so far been little affected (entry at Bitola and Dojran, for example, and exit via Debar-Struga and Strumica or Berovo and Kriva Palanka), encourage smuggling and other criminal activity, and also put migrants at heightened risk on unknown paths;
- Tensions over scarce resources are on the rise, and the early generosity of the local population could easily give way to hostility, particularly in light of media-fanned fears of Islamic extremism and the purported use of migrant routes by terrorists. This could lead to tensions and possibly clashes and could result in the radicalization of the local population;
- The country's protracted political crisis has prevented the authorities from tackling the crisis head on, and the replacement of the Ministers of Interior and Labor and Social Policy by opposition representatives in October 2015, has made national policy less coherent;
- The country still lacks an integrated, long-term contingency plan to manage a persistent crisis; and
- The lack of unambiguous signals from the EU on future policies towards refugees and migrants, combined with a pervasive sense of unfairness – that the crisis is not of the country's own making – threaten to generate further inconsistencies in the national approach to people in transit.

Under these conditions, UN support provided to the country needs to be multifaceted. On the one hand, the UN agencies need to assist the country in addressing the needs of refugees and migrants and in ensuring full respect for their human rights. The UN Refugee Agency (UNHCR), the UN Children's Fund (UNICEF) and the UN Population Fund (UNFPA) have already energetically engaged staff and resources to help meet basic humanitarian needs: in helping to design, build, equip, staff and now winterize the reception and transit centers in Gevgelija and Kumanovo; in supplying food, clothes and other supplies; in enhancing healthcare available to refugees and migrants; in providing drinking water and child-friendly spaces; and in distributing "dignity kits" and tending to the reproductive health needs of women migrants.

At the same time, **UN support needs to go beyond humanitarian aid provision** and support national actors at all levels in enhancing their ability to manage the crisis and in building the resilience of local communities. At national level, this assistance needs to focus on developing an integrated long-term strategy that encompasses all relevant public services and funding. At the



local level, municipal authorities need assistance in fulfilling the new responsibilities generated by the refugee crisis -- **waste management, water supply, power provision and other public utilities**, for instance, are a huge new challenge for both Gevgelija and Kumanovo – while delivering on existing responsibilities to local residents. At the community level, social cohesion and security issues need to be addressed, to ensure that support to refugees does not alienate the local population or undermine the quality of municipal services. As garbage piles mount, travelers cross private property and farm fields, and refugees are seen to be consuming scarce local resources, the threat of a backlash is real: it demands urgent mitigation.

Furthermore, the increasing strain on the local authorities' capacity to deliver basic services is jeopardizing community safety and cohesion. The socio-economic impact of the strain experienced by local communities could easily lead to instability, rising crime rates while the possible tensions could result in increased radicalization and even violent extremism. Therefore, ensuring that local community cohesion and safety is maintained while improving awareness of the crisis – and reminding residents of the humanity of refugees – will mitigate these possible negative effects.

II. STRATEGY

A massive influx of refugees and irregular migrants has tested the capacity of national and local institutions in the former Yugoslav Republic of Macedonia in 2015. The situation is likely to worsen over the coming year, particularly if uncertainty persists as to European Union policies. The UN system is already deeply engaged in supporting the humanitarian response, in an effort to provide food and shelter and protect the human rights of thousands of people in transit. The United Nations Development Programme (UNDP) is helping partner municipalities respond to the crisis with modest donations of waste-management equipment. The project enables UNDP to complement humanitarian assistance with support aimed at a sustainable local-level response that will also serve to make institutions and communities more resilient.

Project activities address high-priority, urgent needs of municipalities, particularly in the area of waste management and public utilities, which are both crucial to refugee well-being and highly sensitive for local host populations, along with more medium-term measures designed to improve coordination, resilience and social cohesion at the local level. **The total budget amounts to USD 2.225 million.** Project activities will be implemented in the twelve-month period from March 2016 to March 2017.

With these needs in mind, and to complement the humanitarian aid efforts already under way, the United Nations Development Programme (UNDP) will support national and local stakeholders to develop and implement sustainable solutions to the current crisis. In particular, UNDP is seeking to strengthen the capacities of local host communities to deliver public services to refugees and residents alike, while ensuring that these efforts are sustainable over the longer term and also in line with human rights, gender equality and both environmental and economic sustainability. In this **resilience-based approach**, UNDP is working closely with other UN agencies and civil society, ensuring that regular coordination leads to enhanced impact of the joint effort.

Thanks to UNDP's more than a decade of activities at the regional and local levels, and its long-standing partnerships with all the most-affected municipalities, support efforts will focus on the needs of local governments and local communities, while also leveraging a long-standing institutional partnership with the Crisis Management Center in all aspects of disaster preparedness and disaster risk reduction. Based on intensive consultations at both the local and national level, these efforts will combine meeting **urgent needs for equipment, machinery and infrastructure**, (where UNDP's ability to procure equipment swiftly, competitively and transparently will be a particular asset), **addressing systemic shortcomings in municipal utility provision** (waste management and water and power supply) and **longer-term support and training** in the "softer" skills of planning, coordination, communication and project management. UNDP assistance is designed to be flexible, to allow for surges in needs and unexpected movements of people.

The regional nature of the crisis means that UNDP's efforts in the FYR Macedonia will benefit from and complement sub-regional coordination efforts including Japan-UNDP partnership in Turkey (Anatolia region) and Serbia (Sid/Presevo) in parallel manners, ensuring a coherent approach to the crisis is achieved. Efforts to link municipalities along the whole migration route will lead to better preparedness and response capacity for the local communities as well as improved service delivery for migrants and, subsequently, the local population (through, for example, the reduction of duplication between cross-border communities).

Focus areas

Focus areas reflect requests made by stakeholders that link national-level instruments with locally-identified problems. They seek not only to address the demands posed by the current refugee crisis but to build capacities to meet longer-standing, broader challenges in crisis management and disaster preparedness. Activities to be implemented under the project will be defined in more detail upon the completion of UNDP-funded assessments on municipal needs in waste-management; water supply; electricity and other power provision; and socio-economic support.

Efforts to build resilience will involve not only improving local capacities for crisis and disaster management, but also direct support in the form of equipment and other resources needed for communal service delivery (garbage collection and waste management, maintenance of sewage systems, extension of water utilities). Field observations by UNDP indicate that the hastening deterioration in local services is a direct threat to social cohesion, particularly to the original generosity with which the local population and local authorities greeted transient migrants and refugees, and could lead to unrest. Similar challenges with waste management and utility provision also vex Turkey, Serbia and other countries on the migrant route.

Given the volatile nature of transit routes and the determination of refugees not to be stopped in their quests north, **mobile service-delivery capacities** also need to be developed to enable quick reaction (or prevention) by municipalities yet to be affected.

To address these needs, this concept looks at the following focus areas:

- 1) **Improving provision of municipal services and small-business promotion at the local level:**
 - a. Supporting the affected municipalities to provide proper **waste management and water supply services**, and other services key for meeting the needs of refugees and migrants, using the most environmentally friendly approaches and ensuring sustainability;
 - b. Supporting the affected municipalities for **mobilizing additional staff and volunteers** for performing local service delivery (for example, adding staff for garbage collection);
 - c. Supporting the affected municipalities to supply **additional equipment and goods** required to satisfy the expanding needs of the refugees and refugee facilities, while also maintaining the **quality and availability of services for the local population**;
 - d. Working with the Crisis Management Center and other actors to develop a **mobile capability** to address urgent needs in municipalities that may unexpectedly face an influx of refugees and migrants as the transit routes change in response to border closings further north. This would include a **minimum of equipment and accompanying protocols** to ensure that the sudden arrival of thousands of people do not generate health risks or turn into potentially explosive confrontations; and
 - e. Working with municipalities and the Ministry of Labor and Social Policy to **promote local businesses that can become part of the supply chain for refugee needs** and help them secure revenues to compensate for business lost owing to the influx of refugees and migrants.

These measures will help municipalities maintain the satisfaction of local residents while meeting new demands for public services required by refugees. They will also help buffer the impact of the influx on the local economy. The aim is to move from urgent ad hoc measures to more systemic investments.

2) **Community mobilization through engagement of local authorities and civil society organizations:**

- a. **Awareness-raising and engagement activities in the community** to enhance empathy for migrants and expand the engagement of community members in building resilience (also in the event of other challenges, such as floods and other natural disasters);
- b. Fostering social cohesion by providing **training to local officials in conflict resolution, mediation and crisis management**; and
- c. Support to authorities in devising **alternative service provision modalities** (such as cooperation with CSOs, public-private partnerships, institution-to-institution) in delivering public services, including healthcare, water, sanitation and waste management, in all affected areas, not just inside the reception centers themselves, with a focus on mobility to achieve flexible coverage of territory.

These measures have an immediate urgent focus, and aim to bridge humanitarian relief and development. They set out to improve the treatment of and attitude towards refugees and migrants at local level, and also to prevent hostile reactions or excessive preoccupation with security threats among the local population.

3) **Support to the national coordination and planning mechanisms**, particularly the linkages between the national and local-level resilience and crisis management planning:

- a. Support to the Crisis Management Center (CMC) in further strengthening its crisis management capacities in the context of the existing refugee crisis;
- b. Facilitation of enhanced cooperation between the national and local level entities including the regional offices of the CMC and the respective structures of the affected municipalities;
- c. Mainstreaming of local level risk and security assessments into local level planning processes, including use of ICT solutions;
- d. **Support to the communication function and information sharing** of the Crisis Management Center in the context of the crisis situations, and
- e. Capacity support to mayors and city councils on contingency planning including **planning and budgeting for crisis management, assessing the impact of the refugee crisis on municipal economic performance and developing mitigation measures**.

These measures aim to close gaps in the existing policies and instruments for crisis management, as reflected in the current situation. UNDP support will help make crisis management less ad hoc and more systematic and integrated, involving all relevant actors, and also improve local capacities in data collection and forecasting.

The beneficiaries

Direct beneficiaries among the location population would include **200,000 local residents** in the targeted municipalities: in Kumanovo, 107,000; in Gevgelija, 23,000; in the 2-4 other municipalities

to be included depending on emerging needs, an estimated 30,000; and in mobile “hot spots,” an estimated 40,000.

Indirect local beneficiaries would include the country’s entire population of **2 million**, in the sense that maintaining a good balance between meeting refugee needs and providing adequate public services to local residents will help preserve the generous spirit that has so far guided the public response to the crisis and reinforce overall cohesion in a country with multiple fault-lines (inter-ethnic, religious, political, socio-economic) along which conflicts could emerge.

Direct beneficiaries among the transient population would number far higher, since even in the winter months the border-crossing point at Gevgelija is experiencing an influx of **2,000-3,000 people per day**. Winter conditions and EU-led efforts to improve border controls and house more refugees in Turkey and other sites closer to conflict zones are expected ultimately to reduce this flow. Still, **over the coming six months**, we expect the border with Greece to remain porous and an additional **600,000 migrants** and refugees to enter the country and require a range of municipal and humanitarian services. Overall, in the course of 2016, the UN is assuming for planning purposes that **one million people** will transit the Western Balkans route in all.

The project’s total reach is thus conservatively estimated at **800,000 people** who will experience a direct impact in the form of improved municipal services and a receptive and tolerant environment at the local level. The total direct and indirect impact will be felt by **as many as 2.8 million people**.

Humanitarian-development collaboration

UNDP has already established effective collaboration mechanisms with other UN agencies responding to the crisis. Cooperation is particularly strong with UNHCR, which has taken the lead, under the guidance of the UN Resident Coordinator, in ensuring humane conditions are established within the boundaries of the reception centers, including the hiring of supplemental staff through the Red Cross. On September 25, the Government of Japan decided to extend Emergency Grant Aid of 2 million US dollars (approximately 240 million yen) in response to the mass influx of refugees and migrants to West Balkan countries, mainly the Republic of Serbia and the Former Yugoslav the Republic of Macedonia, through the United Nations High Commissioner for Refugees (UNHCR), the International Organization for Migration (IOM) and the International Federation of Red Cross and Red Crescent Societies (IFRC)³.

Complementing this effort, UNDP has taken the lead in assisting municipalities in addressing responsibilities that extend beyond the centers themselves, with an aim of ensuring that both migrants and host communities receive adequate services and support. UNDP is also coordinating with GIZ and the European Union Delegation, both of which have expressed interest in supporting waste management infrastructure. All partners agree that coordination and information-sharing are crucial to ensure that priority needs are met and that duplication is avoided. Given the extent of municipal needs, pooling resources will be important.

UNDP has also sought to ensure good communication and coordination with both the Foreign Ministry of Japan (through its representation for FYR Macedonia in Vienna) and the Japan International Cooperation Agency (JICA). The development of the concept and formulation of the project proposal has benefitted directly from Japanese staff seconded to UNDP, including Mr. Naoki Nihei, the UNDP-JICA Collaboration Advisor, Japan Unit/Bureau of External Relations and Advocacy.

In an effort to enhance sub-regional cooperation and improve coordination between UNDP and JICA in the Western Balkans, a sub-regional workshop was organized in Belgrade on 1 December 2015. This was dedicated to the related issues of disaster risk reduction and the refugee and migrant crisis.⁴ The UNDP Deputy Resident Representative represented the FYR Macedonia

³ http://www.mofa.go.jp/press/release/press22e_000046.html

⁴ UNDP - JICA partnership to build resilience in the Western Balkans, available at:

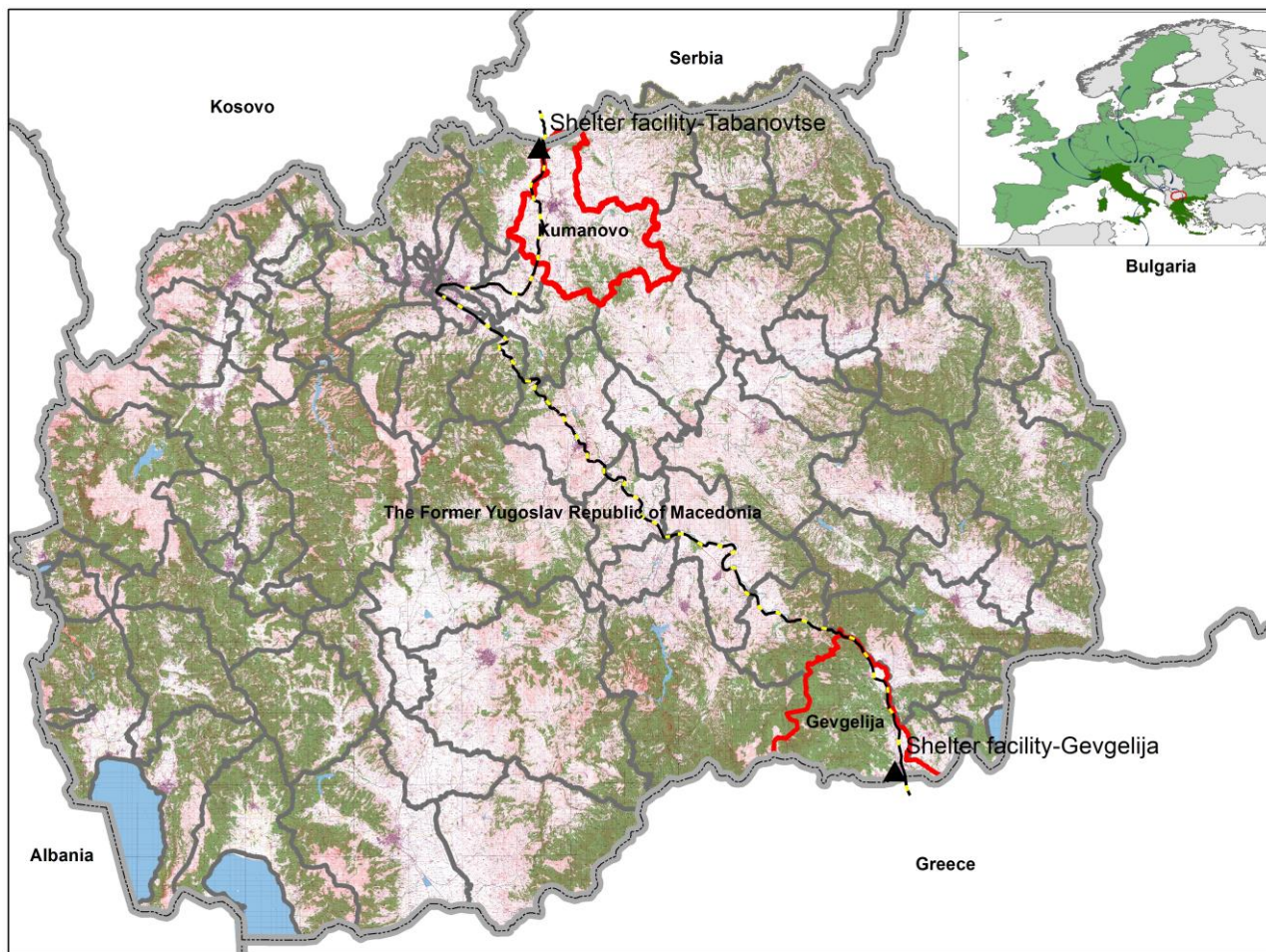
Country Office at the workshop. This workshop was instrumental in familiarizing the two teams with each other's work in tackling migration crisis. Looking ahead, UNDP will closely coordinate any new support to the Crisis Management Center with assistance already undertaken by JICA.

Locations

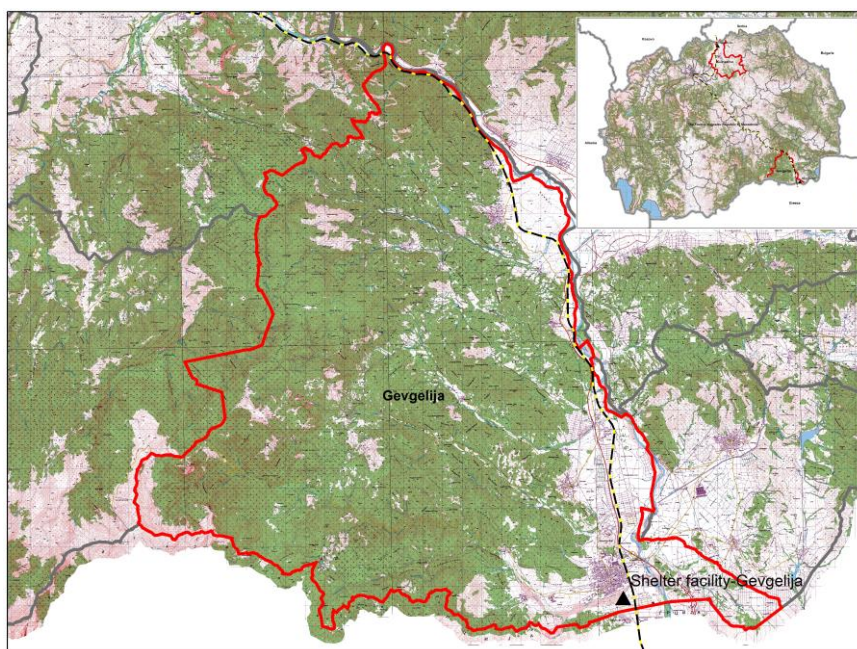
1. Western Balkans migrant route.



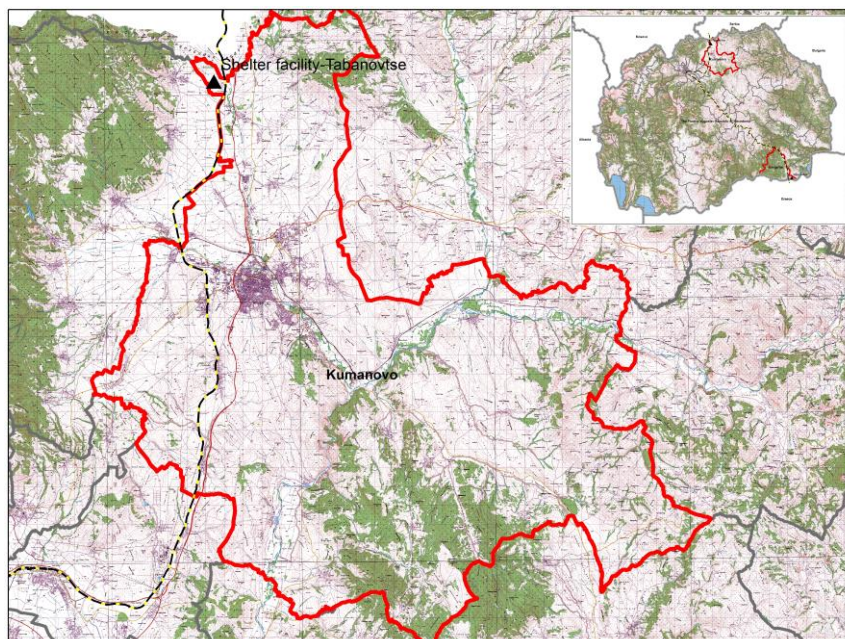
2. Main migrant route from Gevgelija to Kumanovo



3. Gevgelija and surroundings (UNHCR at shelter facility)



4. Kumanovo and surroundings (UNHCR at shelter facility)



Visibility of Japan

UNDP will ensure high visibility for the Government of Japan. The logo (usually the Japanese national flag) will be prominently displayed at all promotional events associated with the project, as well as on any equipment purchased or infrastructure improvements completed as part of the project. All publications, press releases and promotional materials will also bear the Japan logo and attribute all achievements clearly and directly to Japanese funding. Seminars, training programs, workshops and all field events will clearly indicate that the activities in question have received funding from the Government of Japan. A dedicated space will be created on the UNDP country website to highlight project achievements, and coverage will also be assured on UNDP regional and global public websites. Prominence will also be given to Japanese participation through UNDP social media channels.

Where appropriate, officials from the Japanese diplomatic missions in Vienna and/or Belgrade will be invited to attend and speak at promotional events. To show the impact of project results most effectively, promotional events will be organized in the most-affected municipalities, with participation of local beneficiaries as well as, where relevant and possible, refugees and migrants. Wherever possible, promotional materials will indicate simply and persuasively, how the project has led to direct improvements in the lives of refugees and local residents alike.

To the extent possible under UNDP recruitment rules, Japanese nationals will be encouraged to apply for project positions. Wherever possible in line with UNDP procurement rules, Japanese companies will be encouraged to participate in project tenders or to serve as suppliers of goods and services. Contact will be sought with Japanese non-government organizations active in the country and the Western Balkans region with an eye to engaging them in project activities or other efforts related to the refugee crisis. Although JICA has only one major project in the country (see Map below), linkages will also be sought with the support provided to the Crisis Management Center and also with any emerging JICA activities in the country or in the broader region.

Map: JICA project in the country



Reporting

The Country Office will submit a **mid-term progress report** and a **final report** on achievements together with a **final financial report**. The reports will be prepared in a manner to correspond to the activity and budget lines in the Results and Resources Framework (see below), and will focus on progress towards specific indicators and measurable targets. In addition, UNDP will provide ad hoc updates on activities, results and impact as requested from Japan as the project progresses.

Budget

The budget for the project has been prepared on the basis of existing needs assessments and technical documentation, where available, and also drawing on the experience of other UNDP projects in related fields. More precise and detailed budgets will be prepared upon the completion of targeted needs assessments that will be funded by UNDP and conducted in January-February 2016, before the project starts. These assessments may require substantial revisions in the specific allocations of funding. Any revisions will be made in consultation with the Project Board. In addition, the project will need to balance the needs of the two most-affected municipalities, Gevgelija and Kumanovo, to ensure that each receives an equitable share of available assistance.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Outcome 2. By 2020, national and local institutions are better able to design and deliver high-quality services for all users, in a transparent, cost-effective, non-discriminatory and gender-sensitive manner.

Outcome 4: By 2020, individuals, the private sector and state institutions base their actions on the principles of sustainable development, and communities are more resilient to disasters and environmental risks.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicator 4.2. Economic loss from natural hazards and disasters as a share of GDP; Baseline (2013): 2.6% Target (2020): 2.1%

Applicable Key Result Area (Strategic Plan): Resilience-building & Sustainable Development Pathways

Partnership Strategy

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1</p> <p>Improved municipal resilience through increased capacity for waste management, clean water and electricity supply including the provision of technical support, equipment, works and training</p> <p>Baseline: Municipal services unable to cope with migration crisis; local business not part of the supply chain;</p> <p>Indicators: Waste collection and processing capacity; water supply and water quality; share of local</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - 1 landfill solution designed and implemented - Essential equipment supplied increasing waste collection capacities - Water reservoirs repaired and water supply to refugees/migrants improved - At least 5 local business contracted by humanitarian assistance providers for supplies migrants/refugees 	<p>1 Activity Result: Waste management, water supply and other vital utility services improved</p> <ul style="list-style-type: none"> ▪ Action: Procurement of goods and services to meet increased demand for waste collection; ▪ Action: Works to improve local waste management capacity with a focus on environmental protection; ▪ Action: Works to improve local water supply infrastructure and ensure clean water supply to migrants and host community; ▪ Action: Development of mobile capabilities including equipment and procedures to meet the impact of changing routes for migrants. 	<p>UNDP Ministry of Labor and Social Policy Municipal authorities</p>	<p>Solid Waste Management Solution:</p> <p><i>Supervision of Civil works (x1 contract) USD 50,000</i></p> <p><i>Construction works (x1 site): USD 225,000</i></p> <p><i>Equipment</i></p> <p><i>1xwaste press & rail system) USD 175,000</i></p> <p><i>4xtrucks USD198,000</i></p> <p><i>15xcontainers USD252,000</i></p> <p>Water Supply improvement:</p> <p><i>Supervision of Civil works (x1Contract) USD 50,000</i></p> <p><i>Construction works: (2x reservoirs) USD 350,000</i></p>

<p>business supply in overall service delivery to refugees/migrants</p>		<p>2 Activity Result: Increased local community livelihoods through the promotion of local business supply for refugees/migrants needs</p> <ul style="list-style-type: none"> ▪ Action: Capacity development of local businesses to meet supply demands of refugees/migrants ▪ Action: Awareness-raising among service providers and humanitarian aid providers of local businesses capabilities 		<p>Energy supply improved Equipment purchase & installation USD314,400</p> <p>Local Business promotion Workshops (x4) USD 20,000 Advisory facility (x1) USD 10,000 Awareness raising (x1 campaign) USD 20,000</p> <p>Team Leader (1x) USD 26,400 Project Officer (x1) USD 21,600 Procurement Associate (x1) USD18,500 Project Associate (x1) USD 18,500 Project Assistant (x1) USD14,400 GMS USD141,200</p>
<p>Output 2 Increased community mobilization leads to increased social cohesion and resilience</p> <p>Baseline: Low participation of local community in crisis response efforts; No conflict mediation capacities;</p> <p>Indicators: Local CSOs play role in response efforts; Increased social cohesion and empathy measure</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Awareness raising campaign reaches at least 50% of residents of 2 municipalities - 60 people in at least 2 municipalities trained in mediation and conflict resolution - At least 5 alternative service providers identified and capacitated. 	<p>1 Activity Result: Increased engagement of local communities in building resilience and responding to crisis</p> <ul style="list-style-type: none"> ▪ Action: Awareness raising and outreach activities including traditional, social media and innovative approaches ▪ Action: Mediation and conflict resolution training implemented <p>2 Activity Result: Alternative local level public service provision modalities</p>	<p>UNDP Ministry of Labor and Social Policy Municipal authorities</p>	<p>Local community engagement Outreach (1xcampaign) USD 20,000 Training (2x) USD 20,000</p> <p>Local service provision Gap analysis (1xcontract) USD 10,000 Capacity assessment (1xcontract) USD10,000 Small Grants (10xgrants) USD50,000</p>

through survey;		<p>identified and implemented.</p> <ul style="list-style-type: none"> ▪ Action: Service delivery gap analysis; ▪ Action: Capacity assessment of CSOs and other alternative service providers ▪ Action: Small grants to implement alternative service delivery methods 		<p><i>Project Officer (x1) USD 21,600</i></p> <p><i>Project Assistant (50%) USD7200</i></p> <p><i>GMS USD11200</i></p>
<p>Output 3</p> <p>National and local level crisis response coordination mechanisms strengthened and institutionalized</p> <p>Baseline: Insufficient coordination between national and local level response; Ad hoc mechanisms in place;</p> <p>Indicators: Level of coordination; existence of systems for coordination and response to crisis</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - At least 15 CMC personnel trained in dealing with migration crisis - At least 30 municipal official trained in contingency planning - Risk and security assessments mainstreamed into planning processes in at least 3 municipalities - At least 15 municipal officials trained on crisis budgeting 	<p>1 Activity Result: Crisis Management Center capacities to deal with migration crisis strengthened</p> <ul style="list-style-type: none"> ▪ Action: Training of personnel; ▪ Action: Equipment procurement; ▪ Action: Communication and information sharing capacity development <p>2 Activity Result: Contingency planning capacity of national and local level crisis response entities enhanced</p> <ul style="list-style-type: none"> ▪ Action: Training; workshops ▪ Action: Technical support provision <p>3 Activity Result: Local level risk and security assessment mainstreamed into planning processes</p> <ul style="list-style-type: none"> ▪ Action: Training; technical support provision <p>4 Activity Result: Mayors & City Council capacity for crisis budgeting increased</p> <ul style="list-style-type: none"> ▪ Action: Training and operating procedures development ▪ Action: Technical support provision 	<p>UNDP</p> <p>Ministry of Labor and Social Policy</p> <p>CMC</p> <p>Municipal authorities</p>	<p>CMC Capacity develop.</p> <p><i>Training (1x) USD 10,000</i></p> <p><i>Equipment procurement (1xcontract) USD 20,000</i></p> <p><i>Communication (1xcontract) USD 10,000</i></p> <hr/> <p>Contingency planning</p> <p><i>Training (2x) USD20,000</i></p> <p><i>Technical support (1xconsultant) USD 20,000</i></p> <hr/> <p>Risk assessment mainstreaming</p> <p><i>Expert support (1x) USD 20,000</i></p> <hr/> <p>Crisis budgeting</p> <p><i>Training (1x) USD 10,000</i></p> <p><i>Advisory service (1xconsultant) USD 18,600</i></p> <hr/> <p><i>Project Officer (x1) USD 21,600</i></p> <p><i>Project Assistant (50%) USD7,200</i></p> <p><i>GMS 12,600</i></p>

IV. ANNUAL WORK PLAN

Year: March 2016- March 2017

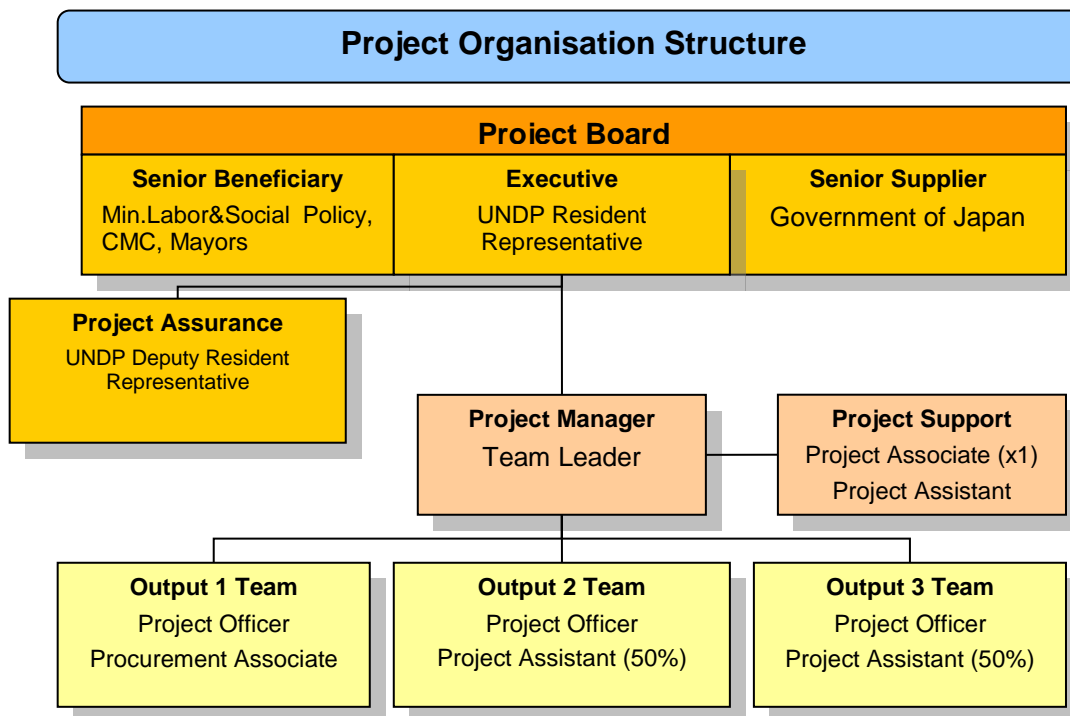
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1 Improved municipal resilience through increased capacity for waste management and clean water and electricity supply including the provision of technical support, equipment and training</p> <p><i>Baseline:</i> Municipal services unable to cope with migration crisis</p> <p><i>Indicators:</i> Waste collection and processing performance; water supply;</p> <p><i>Targets:</i> Waste collection services efficiency restored; water supply to both refugees/migrants and local communities improved.</p>	<p>1.Activity Result: Waste management, water supply and other vital utility services improved</p> <ul style="list-style-type: none"> ▪ Action: Procurement of goods and services to meet increased demand for waste collection; ▪ Action: Works to improve local waste management capacity with a focus on environmental protection; ▪ Action: Works to improve local water supply infrastructure and ensure clean water supply to migrants and host community; ▪ Action: Development of mobile capabilities including equipment and procedures to meet the impact of changing routes for migrants. 					<p>UNDP Ministry of Labor and Social Policy Municipal authorities</p>	<p>Government of Japan</p>	<p><i>Contracts, Personnel, Travel</i></p>	<p>USD 1,755,000</p>

<p><i>Related CP outcome: 2, 4</i></p>	<p>2.Activity Result: Increased local community livelihoods through the promotion of local business supply for refugees/migrants needs</p> <ul style="list-style-type: none"> ▪ Activity Action: Capacity development of local businesses to meet supply demands of refugees/migrants ▪ Activity Action: Awareness-raising among service providers and humanitarian aid providers of local businesses capabilities 					<p>UNDP Ministry of Labor and Social Policy Municipal authorities</p>	<p>Government of Japan</p>	<p><i>Contracts, personnel, Travel</i></p>	<p>USD 150,000</p>
Total Output 1									USD 1,905,000
<p>Output 2 Increased community mobilization leads to increased resilience</p> <p><i>Baseline:</i> Low participation of local community in crisis response efforts; No conflict mediation capacities;</p> <p><i>Indicators:</i> Local CSOs play role in response efforts; Increased social cohesion and empathy measure through survey;</p> <p><i>Targets:</i> Awareness raising campaign reaches at least 50% of residents of 2 municipalities</p> <ul style="list-style-type: none"> - 60 people in at least 2 municipalities trained in mediation and conflict resolution - At least 5 alternative service providers identified and capacitated. <p><i>Related CP outcome: 4</i></p>	<p>1.Activity Result: Increased engagement of local communities in building resilience and responding to crisis</p> <ul style="list-style-type: none"> ▪ Action: Awareness raising ▪ Action: Mediation and conflict resolution training implemented 					<p>UNDP Ministry of Labor and Social Policy Municipal authorities</p>	<p>Government of Japan</p>	<p><i>Contracts, personnel, Travel</i></p>	<p>USD 35,000</p>
	<p>2.Activity Result: Alternative local level public service provision modalities identified and implemented.</p> <ul style="list-style-type: none"> ▪ Action: Service delivery gap analysis; ▪ Action: Capacity assessment of CSOs and other alternative service providers ▪ Action: Small grants to implement alternative service delivery methods 					<p>UNDP Ministry of Labor and Social Policy Municipal authorities</p>	<p>Government of Japan</p>	<p><i>Contracts, personnel, Travel</i></p>	<p>USD 115,000</p>
Total Output 2									USD 150,000

<p>Output 3 National and local level crisis response coordination mechanisms strengthened</p> <p><i>Baseline:</i> Insufficient coordination between national and local level response; Ad hoc mechanisms in place;</p> <p><i>Indicators:</i> Level of coordination; existence of systems for coordination and response to crisis</p> <p><i>Targets:</i></p> <ul style="list-style-type: none"> - At least 15 CMC personnel trained in dealing with migration crisis - At least 30 municipal official trained in contingency planning - Risk and security assessments mainstreamed into planning processes in at least 3 municipalities - At least 15 municipal officials trained on crisis budgeting <p><i>Related CP outcome:</i> 2,4</p>	<p>1.Activity Result: Crisis Management Center capacities to deal with migration crisis strengthened</p> <ul style="list-style-type: none"> ▪ Action: Training of personnel; ▪ Action: Equipment procurement; ▪ Action: Communication and information sharing capacity development 					UNDP Crisis Management Center (CMC)	Government of Japan	<i>Contracts, personnel, Travel</i>	USD 90,000
	<p>2.Activity Result: Contingency planning capacity of national and local level crisis response entities enhanced</p> <ul style="list-style-type: none"> ▪ Action: Training; workshops ▪ Action: technical support 					UNDP Ministry of Labor and Social Policy Municipal authorities CMC	Government of Japan	<i>Contracts, personnel, Travel</i>	USD 25,000
	<p>3.Activity Result: Local level risk and security assessment mainstreamed into planning processes</p> <ul style="list-style-type: none"> ▪ Action: Training; technical support 					UNDP Ministry of Labor and Social Policy Municipal authorities CMC	Government of Japan	<i>Contracts, personnel, Travel</i>	USD 25,000
	<p>4.Activity Result: Mayors & City Council capacity for crisis budgeting increased</p> <p>Action: Training and operating procedures development; technical support</p>					UNDP Municipal authorities	Government of Japan	<i>Contracts, personnel, Travel</i>	USD 30,000
Total Output 3									USD 170,000
GMS (8%) – included in Outputs									USD 165,000
TOTAL									USD 2,225,000

V. MANAGEMENT ARRANGEMENTS

The project will be directly implemented by the UNDP Country Office in the former Yugoslav Republic of Macedonia within the delegated Direct Implementation authority, in line with UNDP's Programme and Operations Policies and Procedures. UNDP will be responsible for overall management, operational support, backstopping and monitoring of the project. The project will be directed by a Project Board, chaired by the UNDP Resident Representative, who will serve as the Project Executive.



The Project Board is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/Implementing Partner approval of project plans and revisions. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with corporate UNDP standards that shall ensure best value to money, fairness, integrity transparency and effective international competition. In case a consensus cannot be reached, final decision shall rest with the UNDP Resident Representative.

The project board will:

- Provide overall leadership, guidance and direction in successful delivery of outputs and their contribution to outcomes under the programme;
- Be responsible for making strategic decisions by consensus, including the approval of project substantive revisions (i.e., changes in the project document);
- Approve annual work plans, annual reviews, and other reports as needed;
- Meet at least once a year (either in person or virtually) to review project implementation, management risks, and other relevant issues;
- Address any relevant project issues as raised by the Project Manager;
- Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks.

The project will be managed by a Project Manager, who has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the

Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document to the required standard of quality and within the specified constraints of time and cost.

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 appropriate project management milestones are managed and completed. 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.

The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager. It is necessary to keep Project Support and Project Assurance roles separate in order to maintain the independence of Project Assurance.

Project support is provided through a dedicated Project Team with a structure of technical experts (Project Officers) and support staff (Assistants).

VI. 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 annual 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 Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- 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

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Project Activity Results

OUTPUT 1: Improved municipal resilience through increased capacity for waste management and clean water and electricity supply including the provision of technical support, equipment and training		
Activity Result 1 (Atlas Activity ID)	<i>Utility Services Improved</i>	Start Date: March 16 End Date: March 17
Purpose	To increase the capacity of the host municipality for environmentally friendly and efficient waste management, increased clean water supply and improved other vital utility services	
Description	<ul style="list-style-type: none"> ▪ Procurement of goods and services to meet increased demand for waste collection; ▪ Works to improve local waste management capacity with a focus on environmental protection; ▪ Works to improve local water supply infrastructure and ensure clean water supply to migrants and host community; ▪ Development of mobile capabilities including equipment and procedures to meet the impact of changing routes for migrants. 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>End of the activity</i>
Improved waste management capacity,	Existence of landfill and environmentally friendly waste processing;	March 2017
Increased efficiency of electricity and clean water supply	Quality of water supply; efficiency of utility supplies	March 2017
Activity Result 2 (Atlas Activity ID)	<i>Local livelihoods promotion</i>	Start Date: March 16 End Date: March 17
Purpose	To increase local community livelihoods through the promotion of local business supply for refugees/migrants needs thus mitigating the impact of the refugee crisis.	
Description	<ul style="list-style-type: none"> ▪ Capacity development of local businesses to meet supply demands of refugees/migrants ▪ Awareness-raising among service providers and humanitarian aid providers of local businesses capabilities. 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Local business supplies migrants/refuges in organized manner	Share of local business among suppliers to humanitarian aid providers	March 2017
OUTPUT 2: Increased community mobilization leads to increased resilience		
Activity Result 1 (Atlas Activity ID)	<i>Local community engagement</i>	Start Date: March 2016 End Date: March 2017
Purpose	Increased engagement of local communities in building resilience and responding to crisis	
Description	<ul style="list-style-type: none"> ▪ Awareness raising ▪ Mediation and conflict resolution training implemented 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Improved awareness of migration crisis effects	Surveys, focus groups	October 2016/March 2017
Number of persons trained actively using skills received	Number of reported incidents	December 2016

Activity Result 2 (Atlas Activity ID)	<i>Alternative service provision</i>	Start Date: April 2016 End Date: March 2017
Purpose	To identify and implement alternative local level public service provision modalities.	
Description	<ul style="list-style-type: none"> ▪ Service delivery gap analysis; ▪ Capacity assessment of CSOs and other alternative service providers ▪ Small grants to implement alternative service delivery methods 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Existence of services; quality of services	Survey, assessment	April 2016/March 2017
Quality of service provision by alternative providers	User surveys, assessments	December 2016/March 2017
OUTPUT 3: National and local level crisis response coordination mechanisms strengthened		
Activity Result 1 (Atlas Activity ID)	<i>CMC capacity development</i>	Start Date: March 2016 End Date: December 2016
Purpose	Strengthening the Crisis Management Center capacities to deal with migration crisis through the provision of training and equipment as well as development of communication and information sharing capabilities	
Description	<ul style="list-style-type: none"> ▪ Training of personnel; ▪ Equipment procurement; ▪ Communication and information sharing capacity development 	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Crisis management coordination improved	Gap analysis	December 2016
Communication and information sharing capacities increased	Surveys	September 2016/December 2016
Activity Result 2 (Atlas Activity ID)	Contingency planning	Start Date: March 2016 End Date: September 2016
Purpose	Contingency planning capacity of national and local level crisis response entities enhanced	
Description	Custom-made targeted Training; workshops; technical support	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Existence of contingency plans	Assessment; gap analysis	October 2016
Activity Result 3 (Atlas Activity ID)	Risk and security assessments	Start Date: March 2016 End Date: September 2016
Purpose	Local level risk and security assessment mainstreamed into planning processes	
Description	Training; Technical support	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>

Existence and quality of risk and security assessments; degree of integration into planning processes.	Assessment; survey; gap analysis	September 2016
Activity Result 4 (Atlas Activity ID)	Crisis budgeting capacity development	Start Date: September 2016 End Date: December 2016
Purpose	To increase the capacity of Mayors & City Councils for crisis budgeting and contingency planning	
Description	Training and operating procedures development; technical support	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Crisis budgeting implemented	Analysis; survey	December 2016

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the former Yugoslav Republic of Macedonia and UNDP, signed on 30 October 1995.

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds 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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

Risk Analysis. Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions

Agreements. Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs⁵ (where the NGO is designated as the “executing entity”) should be attached.

Terms of Reference: TOR for key project personnel should be developed and attached

Special Clauses. In case of government cost-sharing through a project which is not within the CPAP, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.

⁵ For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. In accordance with the decisions and directives of UNDP's Executive Board:
The contribution shall be charged:
 - (a) 8% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
9. Handling procedures of interest income and unspent balance are in line with the policies and procedures of the Japan-UNDP partnership fund.
10. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
11. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.