



ANNEXES

INDEPENDENT COUNTRY PROGRAMME EVALUATION: NORTH MACEDONIA

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Annex 1. TERMS OF REFERENCE

Cluster Evaluation of UNDP Country Programmes in Europe and the Commonwealth of Independent States

1. Background to the evaluation

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) is undertaking a cluster evaluation of UNDP Country Programmes in 10 countries and 1 territory of Europe and the Commonwealth of Independent States (RBEC) each of which goes to the UNDP Executive Board in 2020 for the approval of their new Country Programme Documents (CPDs).

Each of the 11 countries (and territory) will undergo an Independent Country Programme Evaluation (ICPE), examining UNDP's work at the country level during the ongoing programme cycle 2016-2020. Results of the ICPEs are expected to provide a set of forward-looking recommendations as input to the new CPD development process for the next country programme development.

The UNDP programme countries under review, which can be grouped under three sub-regions based on their unique challenges and priorities, include:

- **Central Asia:** Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan
- **South Caucasus and Western CIS:** Armenia, Azerbaijan, Belarus and Georgia
- **Western Balkans & Turkey:** North Macedonia, Serbia and Kosovo*

The outputs of this cluster evaluation will include 11 Independent Country Programme Evaluation (ICPE) Reports and a Regional Synthesis Report building on the ICPEs.

2. RBEC Regional Context and UNDP Programme

The countries of Europe and the Commonwealth of Independent States have recorded upward human development progress and significantly improved states capacity over the past two decades. All countries have achieved middle income status and eradicated extreme poverty during this period. At the same time, region has witnessed growing disparities in terms of income distribution, gender, and access to quality and affordable public services.

While many countries have reached high and very high Human Development Indices, an estimated 70 million people in the region live on less than 10 USD/day and are vulnerable to poverty. According to the last regional HDR report for the region (2016), some countries identified up to 50 per cent of their workforce (particularly youth) as either long-term unemployed or engaged in precarious, informal employment. Social exclusion also affects ethnic minorities, including Roma communities, people living with disabilities and in ill-health. Some of the countries in the region have seen rapid growth in HIV infection rates.

The countries of the region face similar governance challenges. Many are in need of public management reform, greater recognition and enforcement of the rule of law and access to justice, improved compliance with human

* All references to Kosovo shall be understood to be in the context of the Security Council Resolution 1244 (1999)

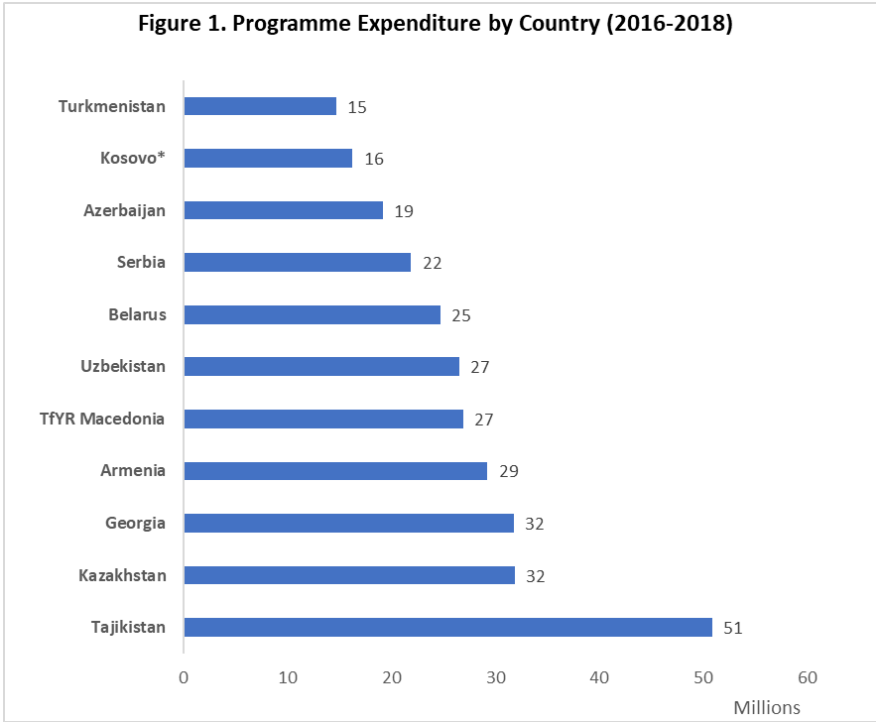
rights and other international conventions, as well as greater engagement of women and civil society in government policy setting and decision making. The region is vulnerable to natural disasters including climate change related issues such as flooding, droughts, seismic risks, and environmental risks, some of which are exacerbated by human activities such as unsustainable water and land management practices, and high reliance on fossil fuels. All of these risks pose long terms threats to human security and biodiversity.

Geopolitical tensions continue to affect the region due to on-going conflicts and the heritage from past conflicts. This is exacerbated by the geographical position of this region located at the juncture between Western Europe, Asia, and the middle east, making the region an important transit area but also a source and destination for human migration.

Policy reforms at the sub regional level (Western Balkans, Central Asia, South Caucasus and Western CIS) are influenced by the aspirations of countries to integrate with larger country groupings neighboring the regions, in particular the European Union.

UNDP Programming in the region

Between 2016-2018 (the review period), UNDP programmes in the 10 countries and 1 territory under review have aimed to contribute to sustainable and inclusive growth, accounting for almost 38% of the expenditure



(core and non-core), followed by support to institutions to deliver on universal access to basic services (32%) and democratic governance (15%), and lowering the risk of natural disasters including from climate change (10%). Gender equality and women’s empowerment cuts across all outcome areas, with evidence of explicit support to promote women’s empowerment. Efforts are also being made to assist countries mainstreaming the SDGs. Figure 1 highlights the total programme expenditures by country for the 11 UNDP country programmes under review, the thematic distribution of which varies by country taking into account context, economic and

social challenges in the three RBEC sub-regions.

3. Scope of the evaluation

The focus of the evaluation is the current country programme cycle (2016-2020) in the 10 countries and 1 territory, covering activities until the end of 2018. It will also include any ongoing projects and activities from the previous programme cycle that either continued or conclude in the current programme cycle.

The scope of each of these ICPEs will include the entirety of UNDP’s activities in the country and therefore will cover interventions funded by all sources, including core UNDP resources, donor funds, government funds. Each of the ICPEs will pay particular attention to their sub-regional and regional development context within which

the UNPD programme has operated. The roles and contributions of UNV and UNCDF in joint work with UNDP will also be captured by the evaluation.

4. Key Evaluation Questions and Guiding Principles

The ICPEs will address the following three questions.:

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

ICPEs are conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programmes desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's progression, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at. The effectiveness of UNDP's country programme will be analyzed under evaluation question 2. This will include an assessment of the achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be assessed under evaluation question 3. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan¹, as well as the utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals. Special attention will be given to integrate a gender equality approach to data collection methods. To assess gender across the portfolio, the evaluation will use the gender marker² and the gender results effectiveness scale (GRES).³

The regional synthesis will build on the findings from the ICPEs to analyze UNDPs corporate-level programme policy issues in addressing the unique challenges and priorities in the region, with special consideration to similarities across the three RBEC sub-regions, to consider the contribution of UNDP through its advisory and programmatic support at the regional level.

5. Approach and Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards⁴. Methods for data collection will be both quantitative and qualitative. The evaluation will use data from primary and secondary sources, including desk review of documentation, surveys and information and interviews with key stakeholders, including beneficiaries, partners and project managers at the country level, Istanbul Regional

¹ These principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

² A corporate tool to sensitize programme managers in advancing GEWE through assigning ratings to projects during project design to signify the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

³ The GRES, developed as part of the corporate evaluation on UNDP's contribution to gender equality and women's empowerment, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.

⁴ <http://www.uneval.org/document/detail/1914>

Hub and at the UNDP Headquarters. Specific evaluation questions and the data collection method will be further detailed and outlined in an evaluation matrix.

Stakeholder Analysis: The evaluation will follow a participatory and transparent process to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase of each ICPE, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

Desk review of documents: The evaluation team will undertake an extensive review of documents. This will include, among others, background documents on the regional, sub-regional and national context, documents prepared by international partners and other UN agencies during the period under review; project and programme documents such as workplans, progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs) and project and programme evaluations conducted by the country office, regional bureau and partners, including the quality assurance and audit reports. All project, programme and background documents related to this evaluation will be posted on a dedicated IEO SharePoint website. IEO will share the link to this website with the Regional Hub and Country Offices.

Pre-mission survey: A pre-mission survey will be administered for the UNDP Country staff and their counterparts in the country; and one for the UNDP RBEC Regional Programme staff (at Headquarter and Istanbul Regional Hub) at the onset of data collection.

Project and portfolio analysis: A number of projects that represent a cross section of UNDPs work will be selected for in-depth review and analysis at both the country and regional level based on the programme coverage (projects covering the various thematic and cross-cutting areas); financial expenditure (a representative mix of both large and smaller projects); maturity (covering both completed and active projects); and the degree of "success" (coverage of successful projects, as well as projects reporting difficulties where lessons can be learned).

Country missions and Key Informant Interviews: Country missions for data collection will be undertaken to the UNDP programme countries to gather evidence and validate findings. Field visits will be undertaken to projects selected for in-depth review. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus groups will be used to consult some groups of beneficiaries as appropriate.

Triangulation: All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to guide how each of the questions will be addressed and organize the available evidence by key evaluation question. This will facilitate the analysis and support the evaluation team in drawing well substantiated conclusions and recommendations.

Evaluation quality assurance: Quality assurance for the evaluation will be ensured by a member of the International Evaluation Advisory Panel, an independent body of development and evaluation experts. Quality assurance will be conducted in line with IEO principles and criteria, to ensure a sound and robust evaluation methodology and analysis of the evaluation findings, conclusions and recommendations. The expert will review the application of IEO norms and standards to ascertain the quality of the methodology, triangulation of data and analysis, independence of information and credibility of sources. The evaluation will also undergo internal IEO peer review prior to final clearance.

6. Management arrangements

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the evaluation in consultation with the UNDP offices, the respective governments, the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) and other key partners at national, regional and international levels. IEO will lead and manage the evaluation and meet all costs directly related to the conduct of the evaluation.

UNDP Country Offices in the RBEC region: Each of the UNDP offices in the 10 RBEC countries and a territory will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications to the draft report on a timely basis. The CO will provide support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; assistance for field site visits). To ensure the anonymity of interviewees, the country office staff will not participate in the stakeholder interviews. Towards the later part of the evaluation, the CO and IEO will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a videoconference, where findings and results of the evaluation will be presented. Once finalized, the CO will prepare a management response in consultation with the Regional Bureau and support the outreach and dissemination of the final evaluation report.

UNDP RBEC and its Regional Hub: IEO will work closely with the Istanbul Regional Hub in coordinating the implementation of the ICPEs. UNDP RBEC and its Regional Hub will make available to the evaluation team all necessary information regarding UNDP's Regional programming and Hub activities and provide factual verifications to the draft report on a timely basis. The Regional Hub and the Bureau will help the evaluation team identify and liaise with key partners and stakeholders and help in arranging meetings and interviews. To ensure the anonymity of interviewees, UNDP staff will not participate in the stakeholder interviews. Towards the later part of the evaluation, the regional Hub and Bureau will participate in discussions on emerging conclusions and recommendations from the regional synthesis and support the outreach and dissemination of the final report.

Evaluation Team: The IEO will constitute an evaluation team to undertake the RBEC cluster evaluation. The likely composition of the evaluation team will be as follows.

- **IEO Evaluation Team:** IEO will put together an evaluation team comprising of three Lead Evaluators. Each of the three Lead Evaluators will have the responsibility for leading and coordinating the ICPEs for the countries in their respective RBEC sub-regions. Working together with an external research/ consultancy firm, they will be responsible for the finalization of the ICPE reports for their assigned countries and finalizing the sub-regional synthesis reports for their sub-region and contribute in the finalization of the regional synthesis report. One of the Lead Evaluators will have the additional responsibility for the overall coordination of the entire cluster evaluation process and deliverables.
- **External Consultancy Team:** IEO will launch a 'Request for Proposals/ Expression of Interest' inviting consulting firms/ think tanks/ research institutions/ individual consultants and put together a team of evaluation experts with substantial work experience and knowledge of the countries in the region/ sub-region and bring to the team their evaluation expertise in one or more of the UNDP work areas in the region, which include:
 - **Governance and Inclusive Sustainable Development** (including rule of law, justice, public administration, service delivery, poverty reduction, economic transformation and related areas)

- **Environment and Natural Resources Management** (including climate change adaptation, resilience and disaster risk reduction, environmental governance and related areas)

IEO will recruit up-to a maximum of three external consultancy teams to cover UNDP countries in each of the three sub-regions, with one Team Leader for each of the three sub-regions.

Under the direct supervision of the IEO Lead Evaluator, the recruited consulting teams will be responsible for research, data collection, analysis of findings, conclusions and recommendations leading to the preparation of the ICPE reports. The Team Leaders for the three sub-regions will also be responsible for drafting a sub-regional synthesis report and contribute in the finalization of the regional synthesis report.

7. Evaluation Process

The cluster evaluation will be conducted according to the approved IEO evaluation processes and methodologies. The following represents a summary of the key evaluation phases and the process, which will constitute the framework for conduct of the RBEC cluster evaluation.

Phase 1: Preparatory work. The IEO will prepare the TOR and evaluation design and recruit the external consultancy teams and finalize the Evaluation teams for the each of the three RBEC sub-regions. In order to allow for comparability and a strong high-level synthesis across the ICPEs, the evaluation design will identify and include the evaluation components to be used in the sub-regional synthesis. With the help of the UNDP country offices, IEO will initiate data collection. The evaluation questions will be finalized in an evaluation matrix containing detailed questions and means of data collection and verification to guide data collection, analysis and synthesis.

External Consultancy Teams on-boarding workshop (Skype Meeting): Following the finalization and recruitment of the external consultancy teams for the three RBEC sub-regions, IEO Lead Evaluators, will organize a virtual on-boarding orientation workshop for the Team Leaders and Members of the external consultancy teams. The purpose is to orient the Teams on the ICPE code of conduct, methodology and quality assurance procedures, evaluation templates and processes, clarification on the roles and responsibilities of the IEO team members and the external consultancy teams, expected outputs and the quality of deliverables and finalization of the detailed work-plans for the ICPEs in the three sub-regions.

Phase 2: Desk analysis. Evaluation team members will conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection. The data collection will be supplemented by administering survey(s) and interviews (via phone, Skype etc.) with key stakeholders, including country and regional office staff. Based on the desk analysis, survey results and preliminary discussion with the regional and country level staff, the evaluation team will prepare an initial draft report on the emerging findings, data gaps, field data collection and validation mission plans.

Phase 3: Field data collection. This will be an intense 3-4 weeks period during which the evaluation teams will conduct the ICPE country missions (5-7 days per country) with back-to-back country missions. During this phase, the evaluation team will undertake missions to the ICPE countries to engage in data collection activities and validation of preliminary findings. The evaluation team will liaise with regional hub and the country office staff and management, key government stakeholders, other partners and beneficiaries. At the end of the mission, the evaluation team will hold a debriefing presentation of the key preliminary findings at the country office. IEO Lead Evaluators will join the External Evaluation Teams in most of the ICPE Country missions.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the IEO Lead Evaluators, together with the external consultancy team will initiate the analysis and synthesis process to prepare the ICPE report for each of the countries in their respective RBEC sub-region. The first draft (“zero draft”) of the ICPE report will be subject to peer review by IEO staff and then circulated to the respective country office and the UNDP Regional Bureau for any factual corrections. The second draft will be shared with national stakeholders in each country for further comments. Any necessary additional corrections will be made, and UNDP country office management will prepare the required management response, under the oversight of the regional bureau. The report will then be shared at a final debriefing where the results of the evaluation will be presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Taking into account the discussion at the stakeholder event, the final country evaluation report will be published.

The individual ICPE reports will be used for preparing the three sub-regional evaluation synthesis reports and. IEO Lead Evaluators will lead the preparation of the overall regional synthesis report in consultation with the three sub-regional Team Leaders. Prior to finalization, this will be shared with the Regional Hub and the Bureau for any factual corrections and comments.

Phase 5: Publication and dissemination. The ICPEs and the Regional Synthesis Report with their brief summaries will be widely distributed in hard and electronic versions. The individual ICPE reports will be made available to the UNDP Executive Board at the time of approval of the new Country Programme Documents in June and September 2020. The UNDP country offices and the respective Governments will disseminate the report to stakeholders in each country. The individual reports with the management response will be published on the UNDP website⁵ as well as in the Evaluation Resource Centre. The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.⁶

The Regional Synthesis Report will be presented to the Executive Board at its Annual session in June 2020. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The RBEC Regional Bureau will be responsible for generating a management response, which will be published together with the final report.

8. Evaluation timeline and responsibilities

The timeframe and responsibilities for the evaluation process are tentatively⁷ as follows:

Timeframe for the cluster evaluation of UNDP 11 Country Programmes in Europe and the CIS Region		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE	Sep 2018
Launch ‘Request for Proposals/ Expression of Interest’ for external consultancy teams	LE	Oct 2018
Finalization of the External Consultancy Team	LE	Nov-Dec 2018

⁵ web.undp.org/evaluation

⁶ erc.undp.org

⁷ The timeframe and deadlines are indicative and may be subject to change.

On-boarding workshop for the Team Leaders of external consultancy teams (workshop date will depend on the recruitment of the external consulting teams)	IEO Evaluation Team	Jan-Feb 2019
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	External Team/LE Consulting	Jan-Mar 2019
Launch of pre-mission surveys (Country offices, RBEC Regional Programme and Regional Hub)	External Team/LE Consulting	Jan/Feb 2019
Preparation of draft pre-mission country analysis papers	External Team/LE Consulting	15 Mar 2019
Phase 3: Data Collection and Validation		
Data collection and validation country missions (5-7 days per country over a period of 3-4 weeks with back-to-back country missions)	External Team/LE Consulting	May/ Early June 2019
Phase 4: Analysis, report writing, quality review and debrief		
ICPE Analysis and Synthesis	LE/External Team Consulting	Jun-Jul 2019
Zero draft ICPE report for clearance by IEO and EAP	LE/External Team Consulting	Aug 2019
First draft ICPE report for CO/RBEC review	CO/RBEC/LEs	Sep 2019
Final (Second draft) ICPE report shared with GOV	CO/GOV/LEs	Sep-Oct 2019
Sub-regional evaluation synthesis report	LE/TLs	Sep-Oct 2019
UNDP management response to ICPE	CO/RBEC	Oct 2019
Regional evaluation synthesis report (Draft)	LE/TLs	Oct 2019
Final ICPE debriefing with national stakeholders	CO/LEs	Nov-Dec 2019
Final Regional Synthesis Paper	LEs	Nov-Dec 2019
Phase 5: Production and Follow-up		
Editing and formatting	IEO	Dec 2019
Final report and Evaluation Brief	IEO	Jan 2020
Dissemination of the final report	IEO/CO	Feb 2020
Phase 6: Executive Board Presentation		
EB Paper	EM/LE	Feb 2020
EB Presentation	IEO	May-Jun 2020

Annex 2. EVALUATION MATRIX

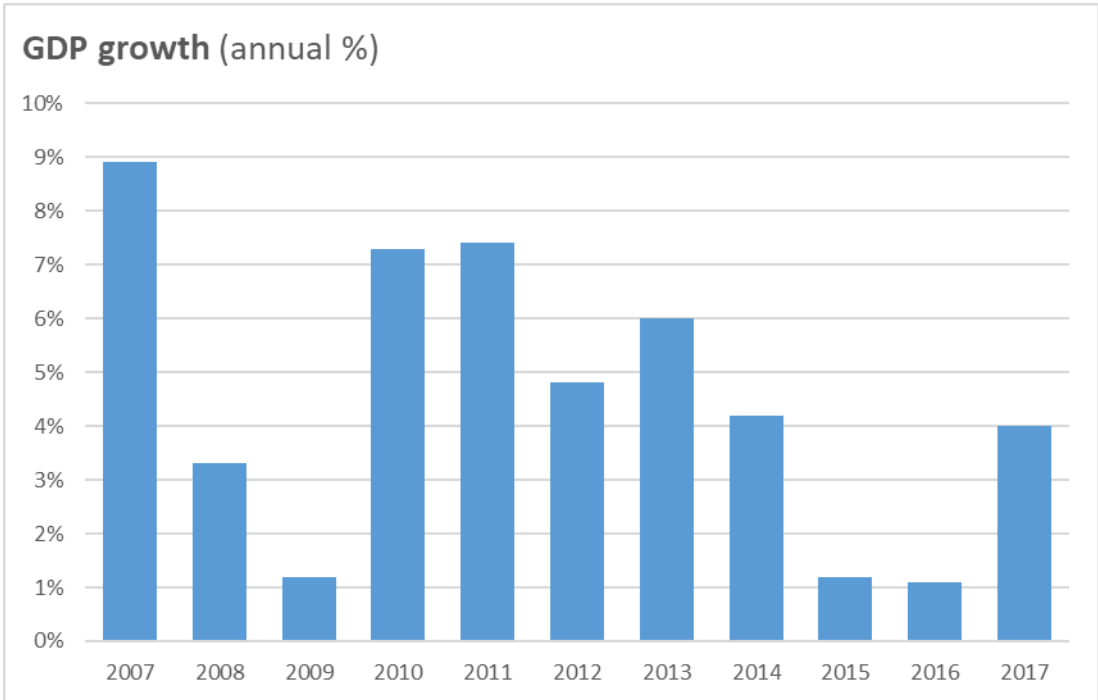
Evaluation Questions	Sub-questions	Data/Info to be collected	Data collection methods and tools (e.g.)	Data analysis (e.g.)
EQ 1. What did the UNDP country programme intend to achieve during the period under review?	1.1 What are UNDP's outcomes as defined in the CPD?	<p>UNDP's specific areas of work and approaches for contribution under CPD/UNDAF outcomes</p> <p>UNDP's interventions strategy, e.g. theory of change that maps an expected pathway of change, logic and assumptions; including plans detailing required financial resources and capacity for programme implementation (and evidence of their provision)</p> <p>Evidence of design tailored to meeting development challenges and emerging needs of the country</p> <p>Evidence of design <i>based on a clear and comprehensive risks analysis</i></p>	<p>1. Desk/literature review of relevant documents (including problem analysis conducted by the CO)</p> <p>2. -Semi-structured interviews/focus groups with relevant stakeholders</p> <p>3. -Field studies/visits to beneficiaries</p> <p>4. -Survey(s) to cover gaps or validate preliminary findings</p> <p>-Other as appropriate</p>	<p>1. Map a theory of change to identify the logic, sequence of events and assumptions behind the proposed programme</p> <p>2. Problem/risk analysis of underlying development challenges</p> <p>3. Stakeholders analysis</p> <p>4. SMART analysis of CPD indicators</p> <p>5. Triangulate data collected from various sources and means (e.g. cross check interview data with desk review to validate or refute TOC).</p>
	1.2 If there have been any changes to the programme design and implementation from the initial CPD, what were they, and why were the changes made?	Evidence of existence and application of <i>relevant measures to respond to the changes put and their coordination/consistency across the implemented activities.</i>		
EQ 2. To what extent has the programme achieved (or is likely to achieve) its intended	2.1 To what extent and with which results did UNDP achieve its specific objectives (CP outputs) as defined	Progress towards achievement of intended objectives per sector (including a list of indicators chosen for the CPD and those used for corporate reporting, baselines, targets; and status)	-Desk/literature review of relevant documents	<p>1. Contribution analysis against TOC assumptions;</p> <p>2. Counterfactual analysis to check whether results could have been delivered without UNDP</p>

objectives?	in the CPD and other strategies (if different)?	Evidence of achievement of results within the governance - poverty-environment/energy-climate nexus	-Code in NVivo ROARs, GRES as well as indicators status to assess progress and trends -Project QA data extraction -Semi-structured interviews/focus groups with relevant stakeholders	3. Analysis of evaluations and audits; 4. Summary of outcome indicator and status 5. Analysis of corporate surveys 6. Trend analysis of ROARs & GRES 7. Triangulate data collected from various sources and means.
	2.2 To what extent did the achieved results contribute to the outcome?	Clear linkages between UNDP's specific interventions and UNDAF-defined outcome level changes Evidence of contribution to GEWE Evidence of contributions to the SDGs	-Field studies/visits to beneficiaries -Survey(s) to cover gaps or validate preliminary findings -Other as appropriate	
EQ 3. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?	3.1 What programme design and implementation-related factors have contributed to or hindered results?	Key factors affecting the results (Typology of key factors to be created, e.g.): 1. Degree of alignment with national priorities 2. Programme focus/design and implementation approach (e.g. mix of interventions, up/downstream, short/long-term, appropriateness of indicators)	-Project QA data extraction -Semi-structured interviews/focus groups with relevant stakeholders - focus on validating or refuting lines of inquiry - collecting perceptions and observations on the "why" and factors that influence or impede effectiveness;	1. Completion of a template of 'factors' with analysis of 'strength of influence (extent the factors affect UNDP's ability to achieve its objectives)' 2. Contribution analysis against TOC assumptions; 3. Counterfactual analysis to check whether results could have been delivered without UNDP
	3.2 How have the key principles of the Strategic Plan been applied to the country programme design ⁸	3. Business environment to promote GEWE 4. Use of partnerships (incl. UNV/UNCDF, PUNS, IFI, CSO, Private sector, think tanks) 5. Innovation and knowledge management 6. Use of SSC to enhance results 7. Measures to ensure efficient use of resources	-Field studies/visits to beneficiaries -Spot check status of implementation	4. Analysis of evaluations and audits; 5. Analysis of corporate surveys 6. Trend analysis of ROARs & GRES 7. Cross-check interview data with desk review to validate or refute lines of

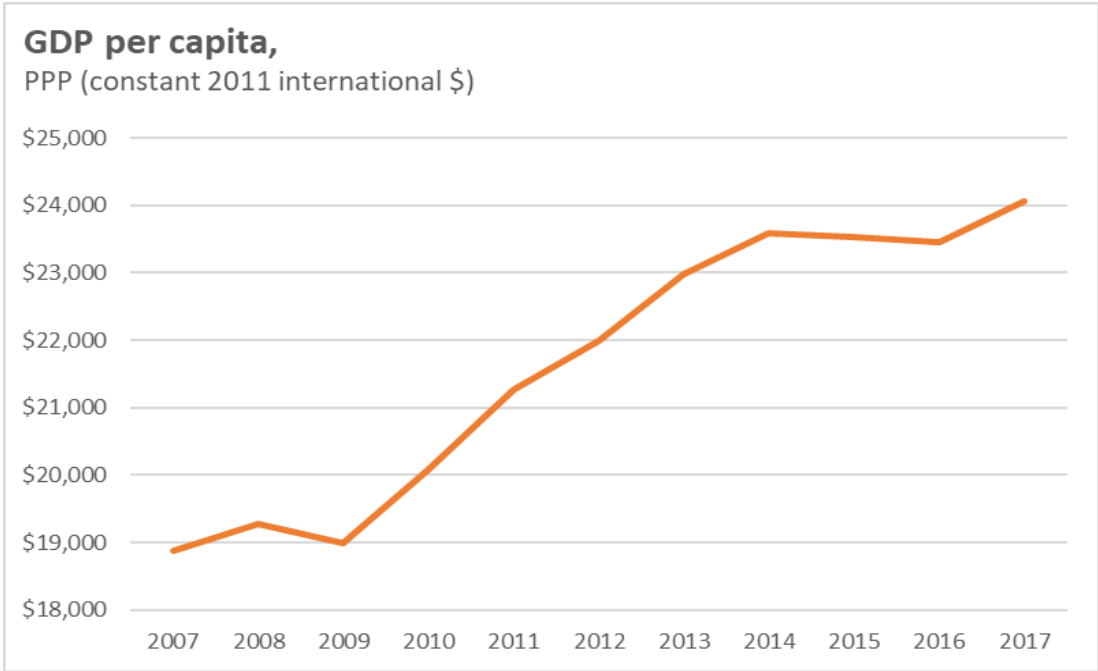
⁸ As the CPDs under review may be based on the previous Strategic Plan (2014-2017), we should select a set of key principles reflected in both old and new Strategic Plan for our purpose, to examine how they have been reflected in programme design and used to enhance the results). For example, in the new Strategic Plan 2018-2021, the key issues include: (1) 'Working in partnership': i) Within UN System; and ii) Outside UNS (South-South; civil society; private sector; and IFIs); (2) 'Helping to achieve the 2030 Agenda'; (3) '6 Signature Solutions': i) Keeping people out of poverty; ii) Strengthen effective, accountable, inclusive governance; iii) enhance prevention and recovery for resilient society; iv) promote nature-based solutions for sustainable plant; v) close the energy gap; and vi) strengthen gender equality; (4) 'Improved business models (Performance; and Innovation)

		<p>8. M&E capacity</p> <p>9.9. 'Social & Environment Standards' (incl human rights, environment sustainability)</p> <p>10. Project delivery modality (NIM/DIM)</p>	<p>recommendations from previous ADR/ICPE</p> <p>-Tabulation of corporate surveys data</p>	<p>inquiry – highlighting data on the “why” and factors that influence or impede effectiveness; (check for unintended outcomes);</p>
	<p>3.3 What mechanisms were put in place at the design and implementation stage to ensure the sustainability of results, given the identifiable risks?</p>	<p>Level of capacity of partner institutions/organisations/beneficiaries</p> <p>Supported government policies and mechanisms encourage continuation</p> <p>Government mechanisms and budgets in place for managing, operating and maintaining set of supported institutional measures</p> <p>Evidence of appropriate sustainable results at project level with typology of “lessons learnt” and “best practices”</p> <p>Evidence of further funding and implementation of activities following up on results achieved with support of UNDP</p>	<p>-Survey(s) to cover gaps or validate preliminary findings</p> <p>-Other as appropriate</p>	<p>8. Triangulate data from desk review and interviews with survey to close gaps and findings</p>

Annex 3. COUNTRY AT A GLANCE



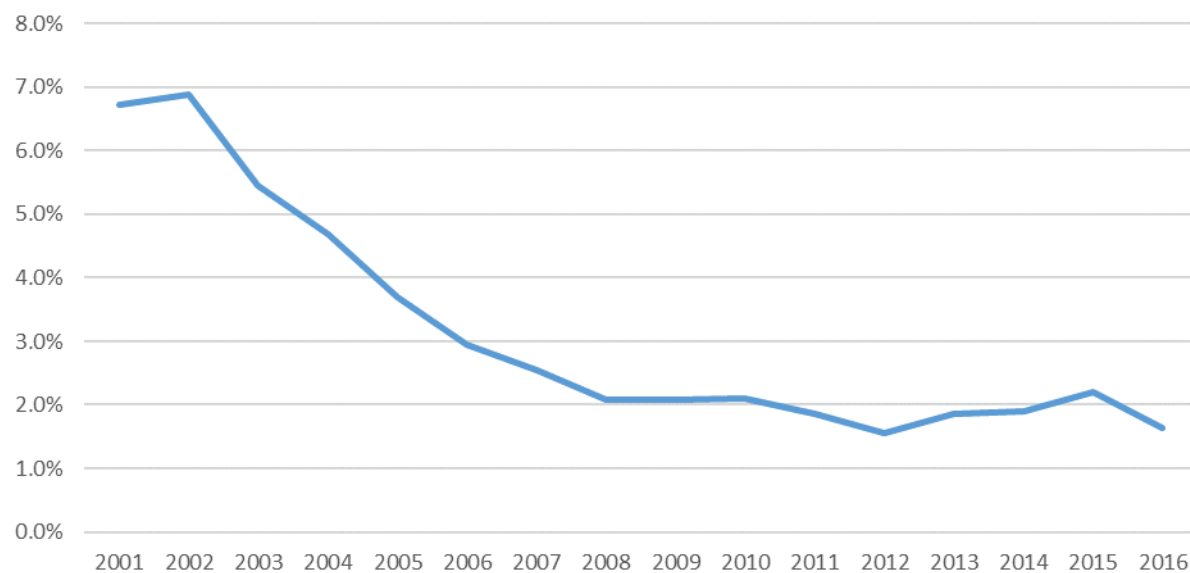
Source: World Bank, WDI (2018)



Source: World Bank, WDI (2018)

Net ODA recieved

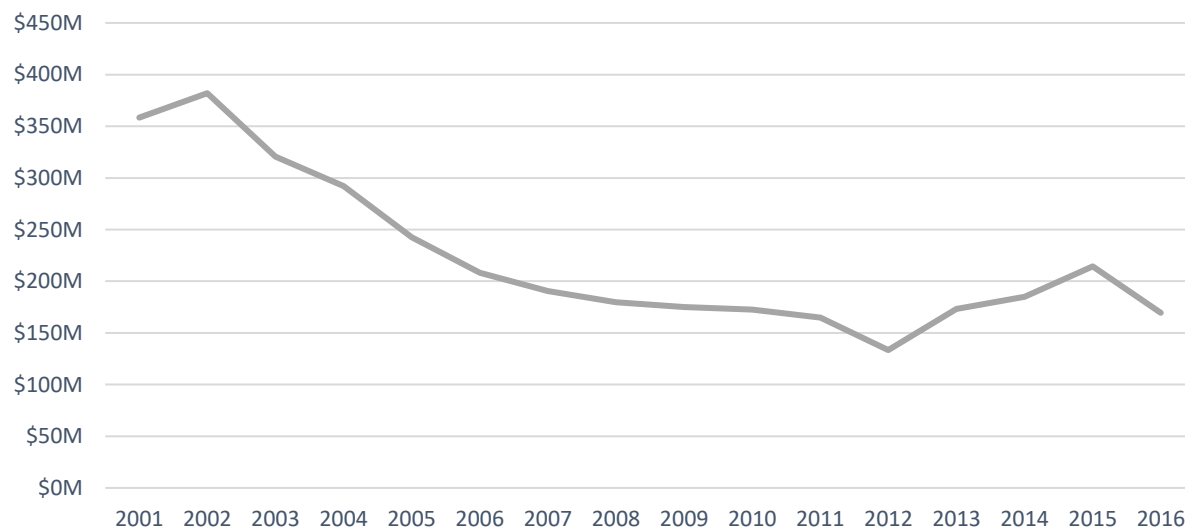
% of GNI



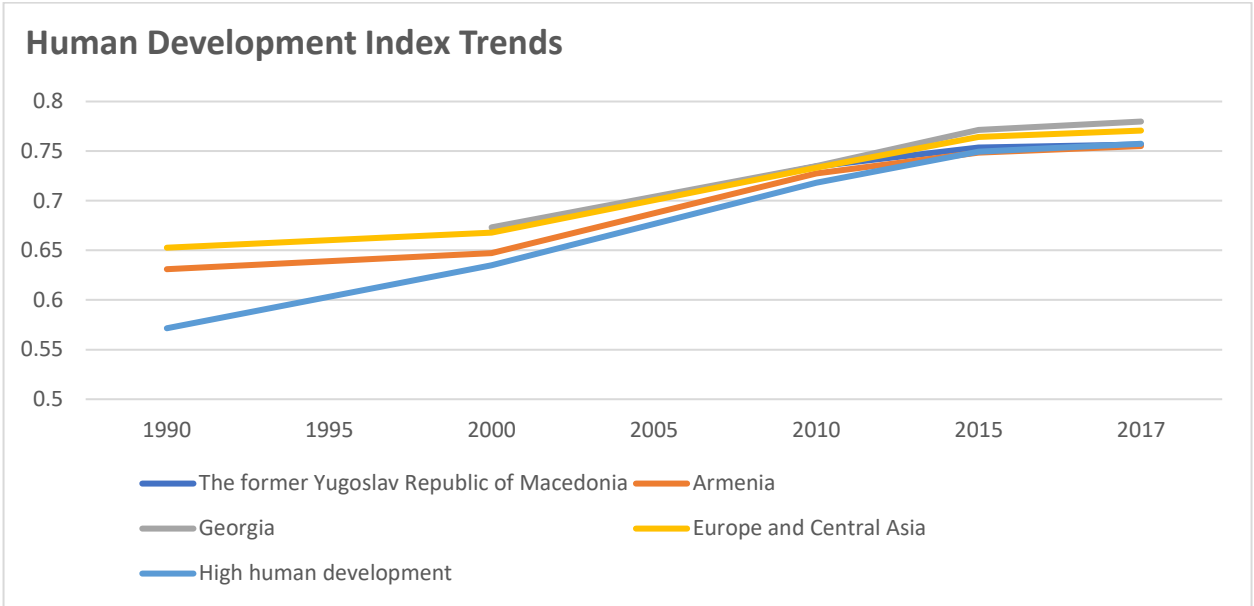
Source: World Bank, WDI (2016)

Net ODA recieved

constant 2015 USD in millions

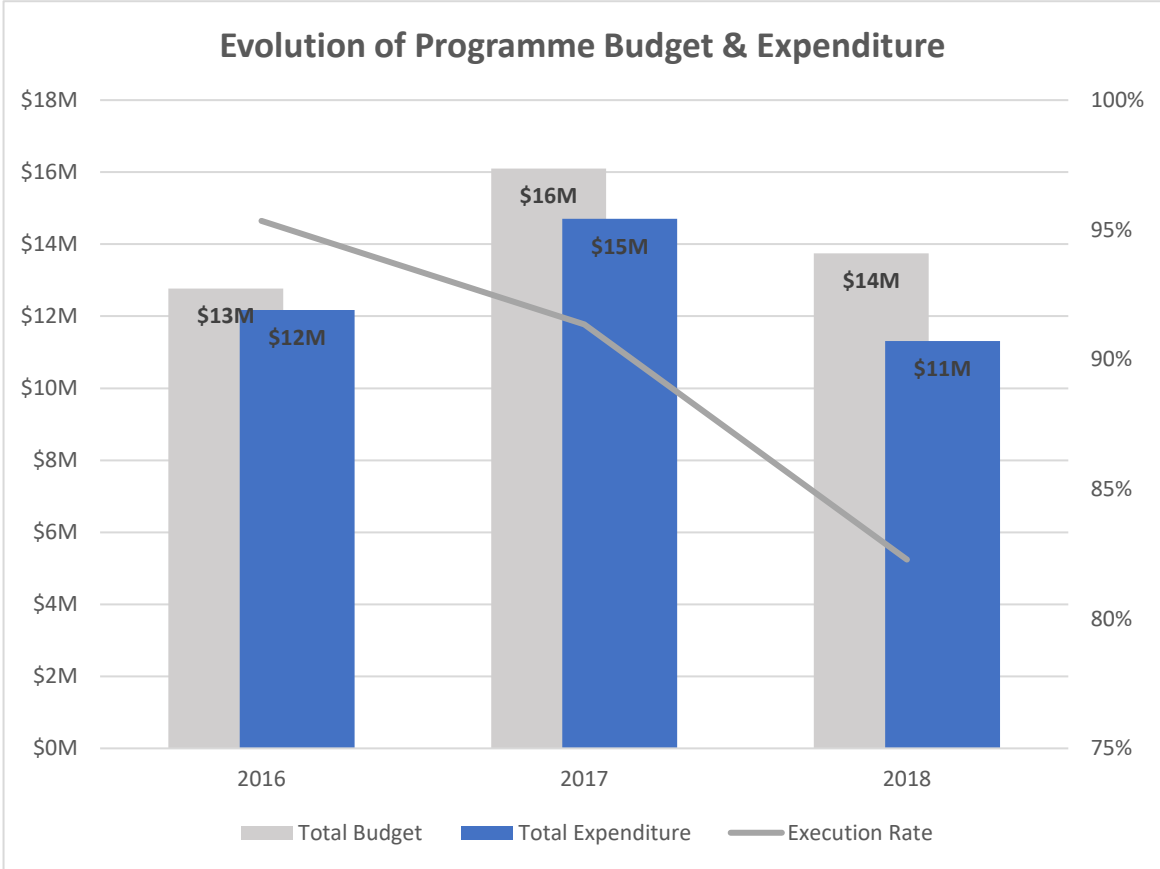


Source: World Bank, WDI (2016)



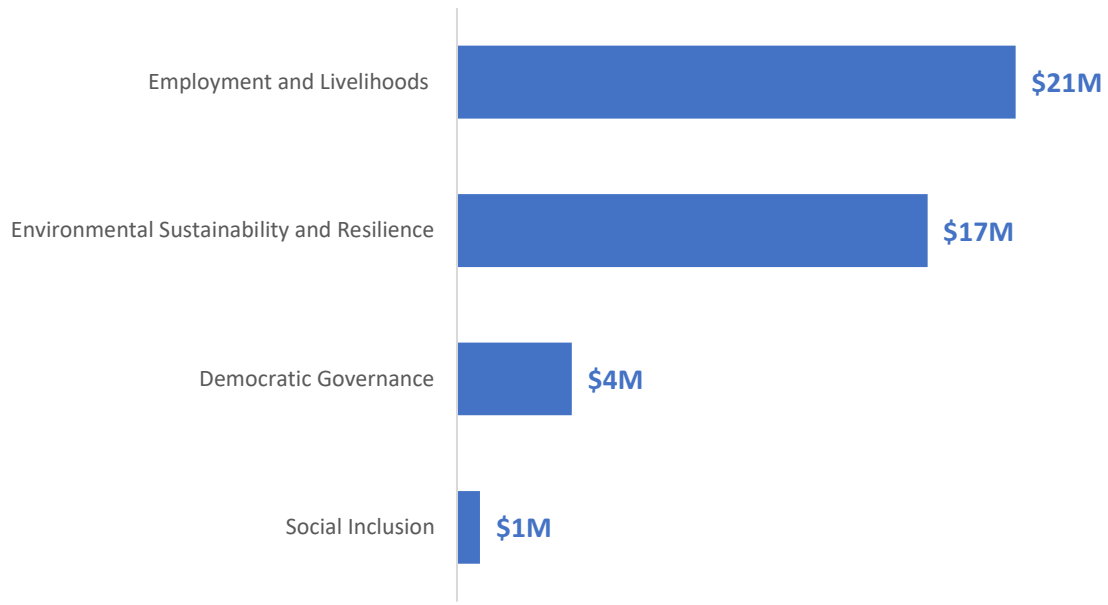
Source: UNDP Human Development Report, 2017

Annex 4. COUNTRY OFFICE AT A GLANCE



Source: UNDP ATLAS, Power BI, Feb 2019

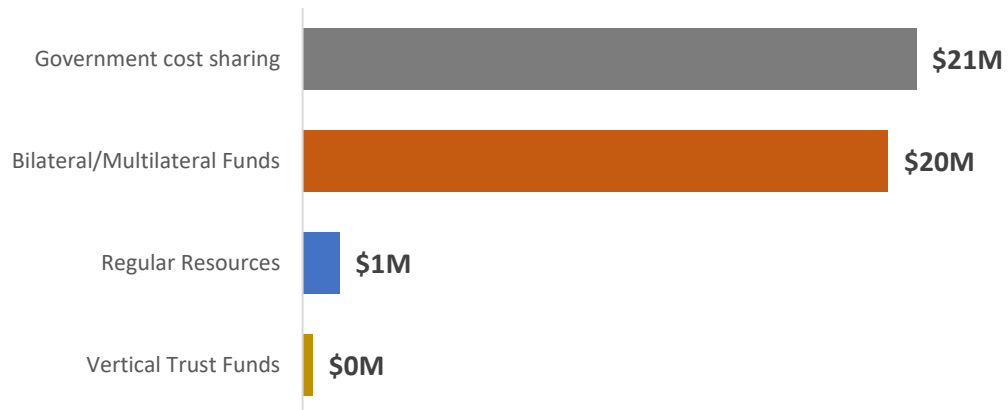
Total Programme Expenditure (2016-2018)



Source: UNDP ATLAS, Power BI, Feb 2019

Total Expenditure by Fund Category, 2016-2018

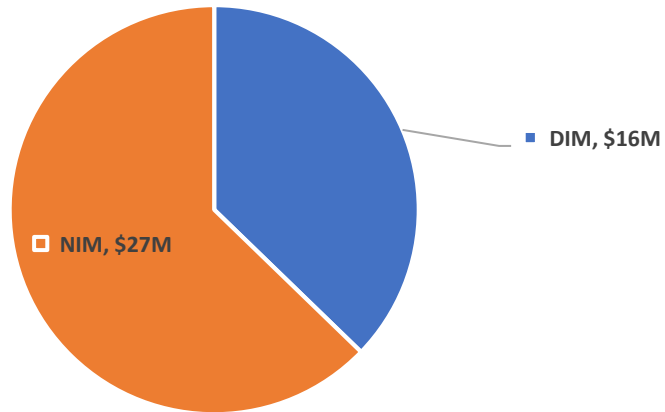
Millions



Source: UNDP ATLAS, Power BI, Feb 2019

Implementation Modality

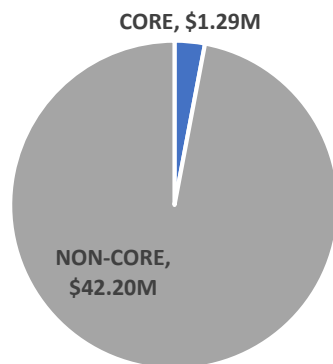
Programme Expenditure



Source: UNDP ATLAS, Power BI, Feb 2019

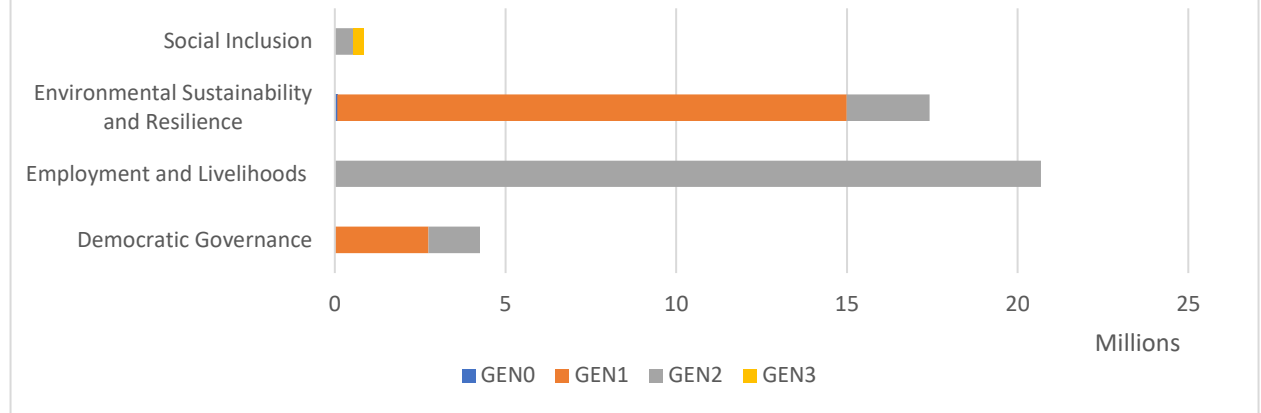
Programme Expenditure by Source

Millions



Source: UNDP ATLAS, Power BI, Feb 2019

Expenditure by Gender Marker and Thematic Area



Source: UNDP ATLAS, Power BI, Feb 2019

Annex 5. STATUS OF COUNTRY PROGRAMME INDICATORS

Source: Country Office reporting, Corporate Planning System.

Indicator	Baseline (2014)	2016	2017	2018	2020 Target
CPD Outcome 1: By 2020, more men and women are able to improve their livelihoods by securing decent and sustainable employment in an increasingly competitive and job-rich economy.					
1.1 Unemployment rate, disaggregated by sex Source: State Statistical Office Labour Survey	Overall – 27.6% Women – 28.4% Men – 27.1%	Overall – 26.1% Women – 26.7% Men – 25.1%	Overall – 23.7% Women – 22.7% Men – 24.4%	Overall – 22.4% Women – 21.8% Men – 22.7%	5 percentage point decrease: Overall – 22.6% Women – 23.4% Men – 22.1%
1.2 Youth unemployment rate, disaggregated by sex Source: State Statistical Office Labour Survey	Youth 15-29 – 52% Women 15-29 – 49.3% Men 15-29 – 53.6%	Youth 15-29 – 47.3% Women 15-29 – 43.3% Men 15-29 – 49.7%	Youth 15-29 – 40.6%	Youth 15-29 – 39.2% Women 15-29 – 41.7% Men 15-29 – 37.6%	5 percentage point decrease: Youth 15-29 – 47% Women 15-29 – 44.3% Men 15-29 – 48.6%
1.3 Share of population employed in the informal sector, disaggregated by sex Source: State Statistical Office Labour Survey	Overall – 22.5% Women – 21.7% Men – 23.1%	Overall – 19.9% Women – 18.2% Men – 21.1%	Overall – 18.5% Women – 15.4% Men – 20.5%	Overall – 18.3% Women – 15.6% Men – 18.7%	3 percentage point decrease: Overall – 19.5% Women – 18.7% Men – 20.1%
CPD Outcome 2: By 2020, national and local institutions are better able to design and deliver high-quality services for all residents, in a transparent, cost-effective, nondiscriminatory and gender-sensitive manner					
2.1 Share of total municipal spending devoted to social services Source: Annual municipal budget analysis reports	57.15%	56.37% Even though it is only 1 percentage point difference from last year's value it shows a trend of gradual decrease of share of municipal spending for social services in the last two years.	55.38%	55.54%	61%
2.2 Country score in World Bank global governance	.0736	.0606	.1019	-0.0489	0.1

Indicator	Baseline (2014)	2016	2017	2018	2020 Target
effectiveness index (-2.5-2.5) Source: World Bank Worldwide Governance Indicators				As a result of the WB methodology, the reported values are from the previous year (for instance, value reported in 2018 is from 2017).	
2.3 Number of municipalities implementing gender-sensitive policies and budgets Source: Annual municipal budget analysis reports	4	10	11	21	30
2.4 Share of young people (under 29) who see their future in the country Source: UNDP-commissioned perceptions survey	30.5%	30.5% The office conducted the survey during the second half of 2016, in which case the baseline and the 2016 actual have the same value. For the time being, it will be impossible to determine the outcome target, because of the 1) ongoing early parliamentary elections and changing government and 2) the outgoing government does not recognize this problem of young people massively leaving the country.	30.5% The 2016 survey is the last one conducted on the subject, so the value stays the same. It is expected that the new government will pay more attention to this problem and measure it trends more effectively.	30.5% The survey will be conducted in 2020 so no other data will be reported until then.	36%
CPD 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.					
3.1 Share of population at risk of poverty or social exclusion (AROP combined indicator), disaggregated by sex Source: State Statistical Office	Overall – 48.1% Women – 47.8% Men – 48.4%	Overall – 43.2% Women – 42.9% Men – 43.5%	Overall – 41.6% Women – 41.8% Men – 41.3%	Overall – 41.6% Women – 41.8% Men – 41.3% The Government does not have targets set for this indicator. The new data for	

Indicator	Baseline (2014)	2016	2017	2018	2020 Target
				this year is not published yet.	
3.2 Success rate of Roma adults that: a) have participated in one of the Active Labor Market Measures (ALMM) b) found employment, disaggregated by sex Source: Employment Service Agency Reports	Participated in ALMM a) Women – 33% b) Men – 47% Found employment a) Women – 30% b) Men – 25%		Participated in ALMM a) Women – 33% b) Men – 47% Found employment a) Women – 30% b) Men – 25% The baseline refers to the data from 2017. The country does not have a target set.	Participated in ALMM a) Women – 65% b) Men – 62% Found employment a) Women – 43% b) Men – 39% 3.2. b) indicator refers to successful employments from the unemployed persons who participated in ALMMs.	
3.3 Number of reported cases of domestic violence that result in court proceedings Source: Ministry of Justice, Courts data	101	0 The Ministry of Interior has a number of 1129 DV reported cases (13% more compared to 2014). DV is not categorized separately in the criminal law, hence, no numbers can be extracted for the cases that were processes in courts. As this indicator is one of the Istanbul Convention's must measure, UN agencies are working with the institutions to introduce this change. However, the progress is rather slow, and this indicator will not be possible to measure in near future. For that reason, the office will request a change of this indicator.	0 According to the Ministry of Labor and Social Policy, 849 cases (Women - 596, Men – 146 and Children – 107) of domestic violence are reported by the victims to the Centers for Social Work in the period January – September 2016. According to the Ministry of Interior, there have been 747 criminal offences in 2016 have been committed and reported (443 women as wives, 87 as mothers, 60 as extramarital partners, 47 as former wives and 36 as daughters have been the victims). No progress has been made in terms of monitoring of the court proceedings cases, despite of the efforts of the UN agencies. Now with the ratification of the Istanbul	0 The number of reported cases of domestic violence in 2018 (data from 2017) is 903. Despite all efforts of the UN agencies and the commitments undertaken with the ratification of the Istanbul Convention, the country has not established yet an instrument to measure the number of reported cases that result in court proceedings.	130

Indicator	Baseline (2014)	2016	2017	2018	2020 Target
			Convention, the country will be obliged to align its data collection framework and change the court evidence system.		
3.4 Council of Europe Istanbul Convention ratified Source: Official Gazette	Convention signed	Convention signed	Convention ratified The Parliament ratified the Istanbul Convention on 22 December 2017.	Convention ratified	Convention ratified
CPD 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.					
4.1 Greenhouse gas (GHG) emissions (CO2 eq kT) Source: National Inventory of GHG emissions (2019)	12,708	11,662	11,662 New data for 2015 and 2016 will be available within the joint development of Third Biennial Update Report and Fourth National Communication on Climate Change at the end of 2019.	11,662 Last available data is from 2014. New data for 2015 and 2016 will be available within the joint development of Third Biennial Update Report and Fourth National Communication on Climate Change at the end of 2019.	11,310
4.2 Economic loss from natural hazards and disasters as a share of GDP Source: State Statistical Office	0.68	0.31	0.1 Due to the flood recovery and flood prevention measures invested, no major disastrous events occurred thus the economic losses from such events were minimal. The cleaning and reconstruction of the irrigation/ drainage channels and riverbeds in Polog, Pelagonija regions and Strumica River basin, as well as reconstructed transport infrastructure (roads and bridges) by applying the “build back better” principle, resulted in	0.1	0.2

Indicator	Baseline (2014)	2016	2017	2018	2020 Target
			the decreased flood risks and increased resilience of the communities in the most vulnerable regions in the country.		
4.3 Number of hectares of land that are managed sustainably as protected areas under a conservation, sustainable use or access-and benefits-sharing regime. Source: UNDP Project on Protected Areas Management	79,433		79,433 Although there is no change of the baseline indicator because there were no new protected areas declared, there is significant improvement in the management of the Prespa Lake, one of very important protected areas in national and trans-boundary context. Also, all three National Parks, and several other protected areas that are managed by local NGOs, are under improved management regime. Number of potential Natura 2000 areas have been identified.	165,137	120,000
4.4 Number of deaths due to disasters, disaggregated by sex and location Source: National Government, Ministry of Health	7 deaths (4 men, 3 women)	26	22 Due to an extreme weather event that occurs one in 1000 years, 22 people lost their lives in the flood that happened in Skopska Crna Gora and the suburbs of Skopje	0	0
4.5 Degree of integrated water resources management implementation (1-5 - not to fully implemented)	2 (2015)		3 More than 80% of priority measures of the Prespa Watershed management Plan have been implemented. The updated	3	4

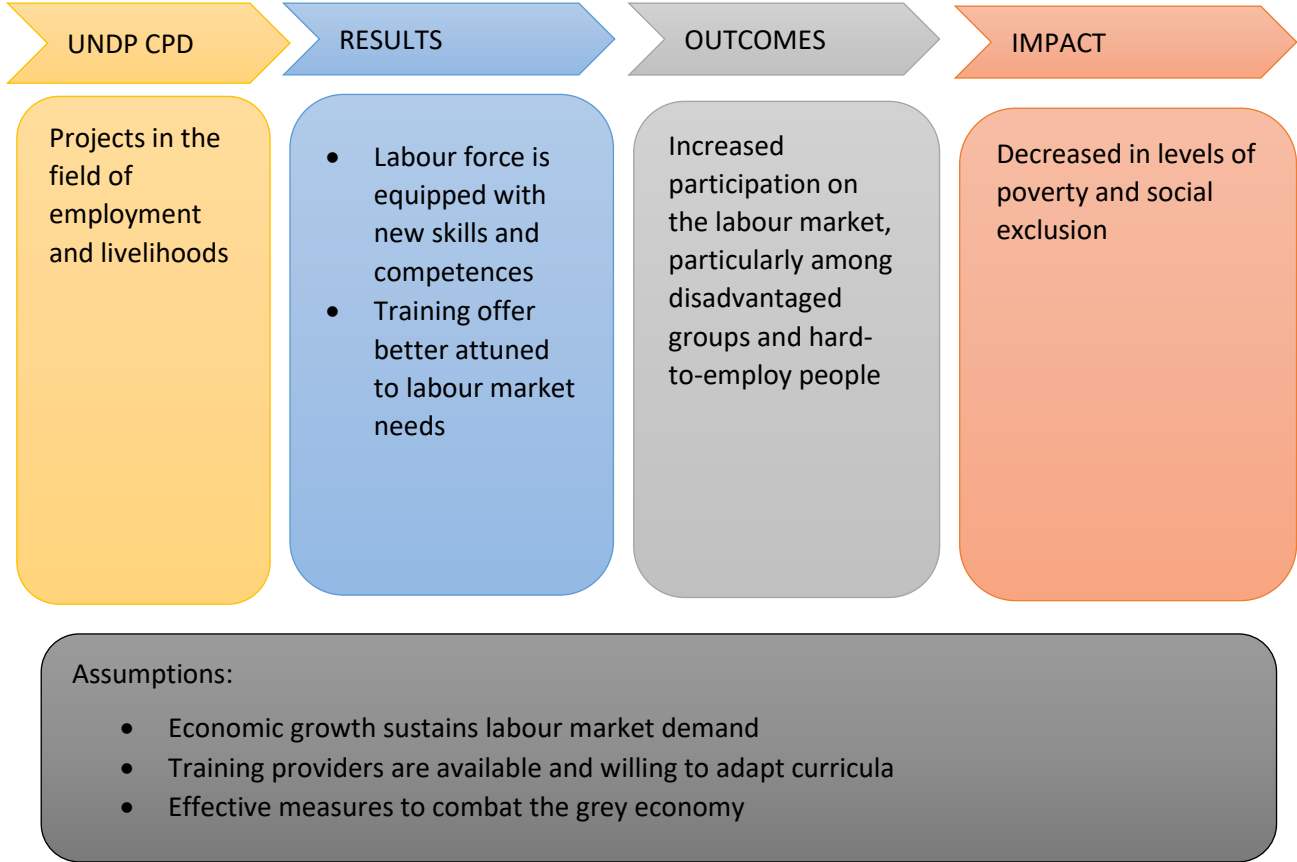
Indicator	Baseline (2014)	2016	2017	2018	2020 Target
Source: EU Reports, National Environment Review (UNECE)			<p>WMP for the period 2016 - 2021 have been prepared. The implementation of the Strumica River Basin Management Plan and the Flood Risk Management Plan are underway. Implementation of priority flood risk management measures in Crna River basin and upper Vardar River basin are underway Bregalnica River basin Management Plan have been prepared and the implementation is underway.</p>		

Annex 6. RECONSTRUCTED THEORY OF CHANGE PER OUTCOME AREA

1. Employment and Livelihoods

The main assumption of the Theory of Change of the Outcome 1 is that job creation is seen as the country’s most urgent development need given that joblessness and poverty are directly correlated. Thus, reducing unemployment and increasing participation in the labour market are key to reduce poverty. UNDP works with the Ministry of Labour and Social Policy, the Employment Service Agency and other actors to design and implement policies that foster new private-sector jobs. A focus on home-grown small and medium-sized enterprises complements the government emphasis on multinationals. Specific outputs/results that are supposed to contribute to the achievement of the expected Outcome are: 1. Financial support for generation of new jobs 2. Increased outreach to employment opportunities of hard to employ persons and individuals at risk of social exclusion 3. Overcome the skill gap between school curricula and labour market demands (through new training model according to the employers’ needs).

Figure 1 UNDP North Macedonia Theory of change Employment and Livelihood

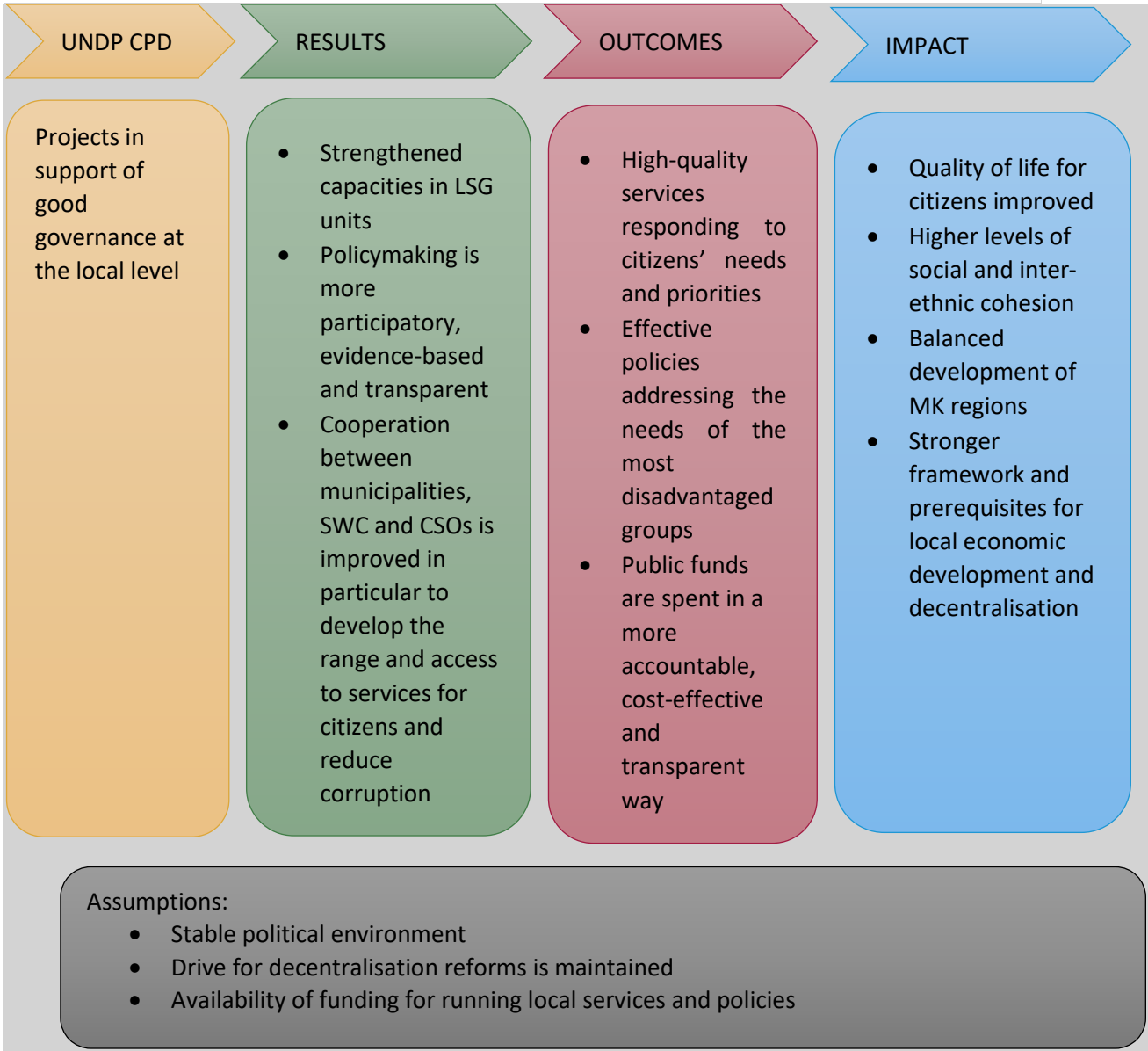


2. Democratic Governance

Democratic governance is a major challenge for the country both at central and local level. Institutional reforms were driven by the European accession process. The Ohrid Framework Agreement (OFA) helped to avoid an outbreak of armed conflict on ethnic lines in 2001. Under the ongoing decentralisation process, significant legal responsibilities have been transferred to the municipal level. However, local capacities required for fulfilling their new duties remain insufficient. The main challenges for self-governments include inadequate funding due to limited central budget (many municipalities struggle to cover basic expenditures with little leeway to promote social welfare or invest in development) and low level of tax collection; unstable legal framework; weak institutional capacities to keep pace with the changing environment (driven by the globalization and the influence of technology); lack of exchange between constituents and their representatives, and lack of qualified human resources. All the above affect the capacity of LSGs in delivering effective public services in a transparent and accountable manner. The main assumption of the Theory of Change of the Outcome 13 is that by consolidating the local government decentralisation reforms (transferred competencies and resources policy, improved fiscal decentralisation) and empowering the municipal council members with the knowledge, confidence and supportive peer network, they will better accomplish their functions and will be more responsive to the citizens' demands.

Specific outputs/results that are expected to contribute to the achievement of the expected Outcome are: 1. Local governance institutions strengthened to deliver services efficiently and equitably; 2. Increased municipal coordinated approach with subnational actors (CSO) to promote the civic engagement in decision-making and improvement of local service delivery; 3. National and local institutions have improved capacities to apply the principles of rule of law, accountability and transparency in the delivery of public services". The last output was supplemented with "Improved municipal resilience to cope with the migration crisis". The UNDP partners, Ministry of Local Self-government, the Ministry of Finance, the Association of Municipalities, Municipalities, the Regional Councils and Centers of the Planning Regions shall work together to improve governance and public financial management for better and more inclusive service delivery.

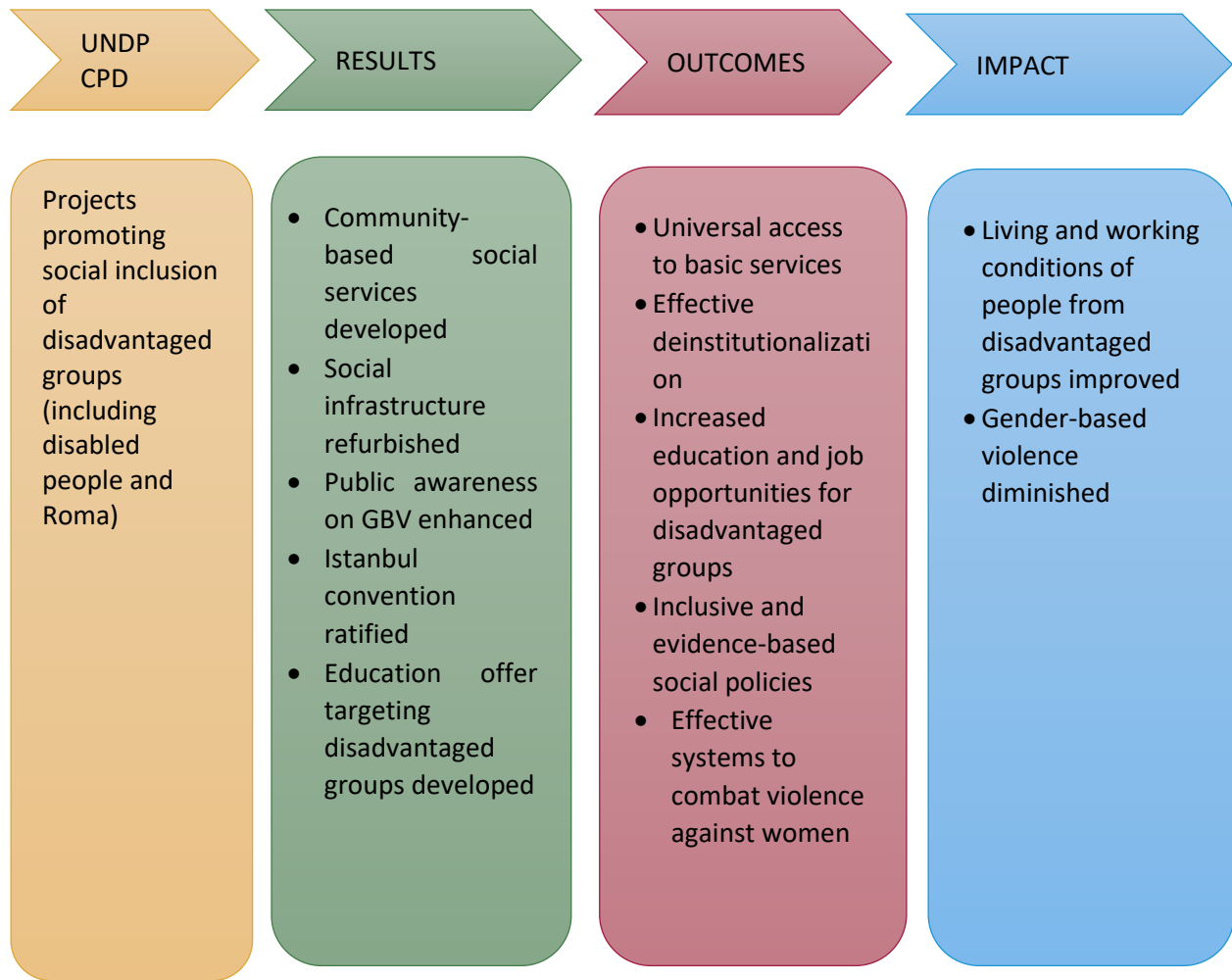
Figure 2 UNDP Macedonia Theory of change Democratic Governance



3. Social Inclusion

The Theory of change for the Outcome 14 is directly connected with unemployment issues tackled under Outcome 12. Social exclusion is often a direct consequence of poverty and insufficient economic growth. Statistics show, however, that although the Macedonian economy has recovered in recent years, the economic growth did not translate into improved wellbeing for all income groups. Some categories of citizens are more and more excluded from society and prosperity. Moreover, the transition from planned to market economy means that many social services which were once provided by the state for free can only be accessed at market prizes, excluding many vulnerable citizens who cannot afford them. UNDP tried to contribute to the outcome by enhancing the participation in the labour market of underrepresented groups (people with disabilities, women, youth, national minorities) and engaging on reforming the national policies and programs on three aspects: 1. Availability of facilities 2. Physical accessibility and 3. Affordability of delivered results.

Figure 3 UNDP Macedonia Theory of change Social Inclusion



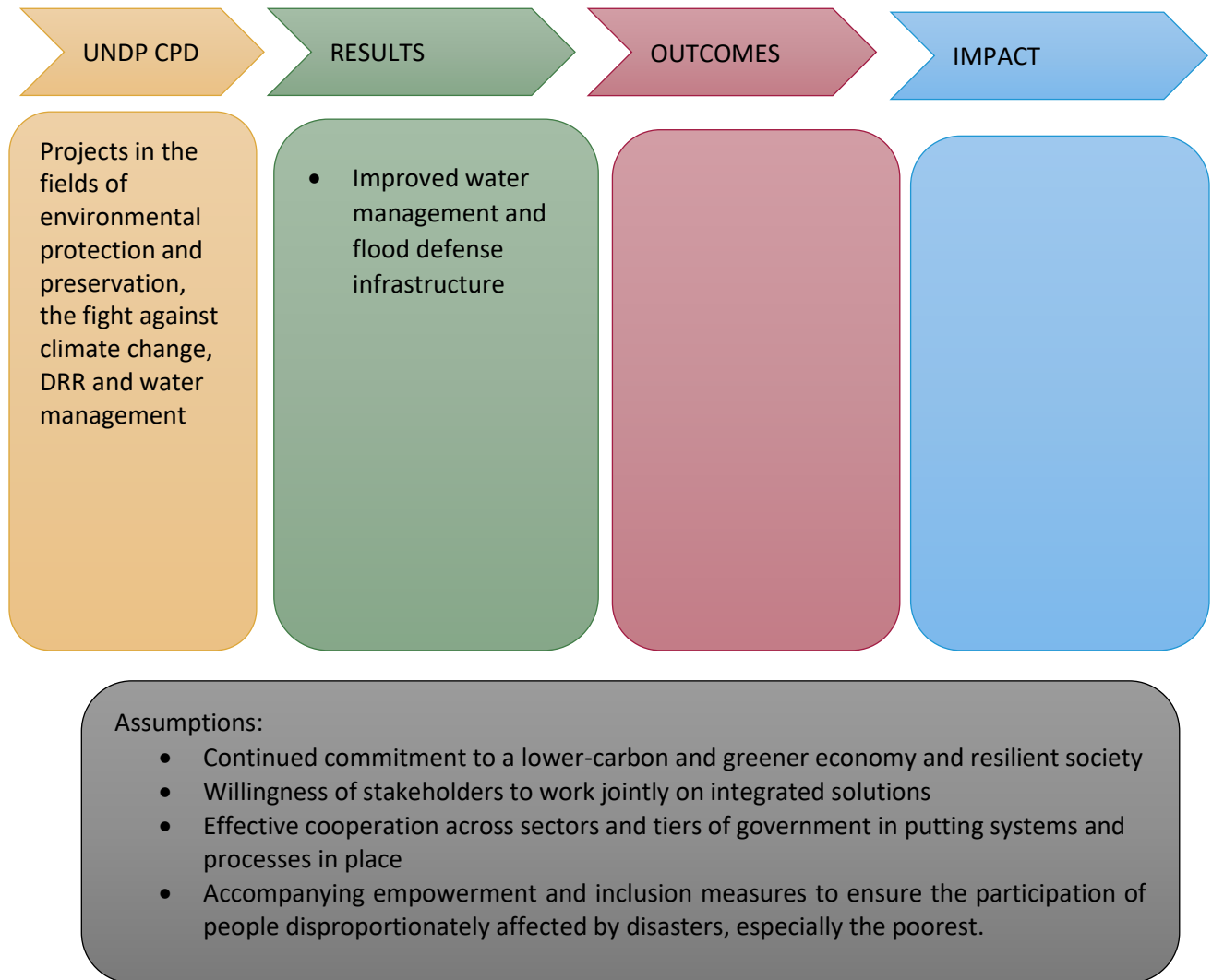
Assumptions:

- Continued commitment to deinstitutionalization reforms
- Willingness to adopt an integrated approach to social inclusion involving coordination of education, employment and social welfare policies
- Accurate and up-to-date statistics disaggregated into meaningful categories to support policies
- Funding available to ensure availability of community-based social services

4. Environment

Environment, sustainable development and resilience to disasters and risks are key priority for North Macedonia in the process of EU integration. Under Outcome 15 UNDP seeks to achieve behavioral change among policy makers, private enterprises and citizens in relation to climate change and the sustainable use of resources. The CPD promotes partnerships through a five-topic plan with key ministries (Environment and Agriculture) to increase the public awareness of ecological threats, not only to the broader public but to policy makers responsible for translating global climate commitments into national policy measures. Moreover, in order to enhance the resilience to disasters that recently stroke the country, the UNDP contributed to large scale projects in flood recovery, river basin management and disaster risk reduction.

Figure 4 UNDP Macedonia Theory of change Environmental Sustainability and Resilience



Annex 7. PROJECT LIST

No.	Project number	Project Title	Start Year	End Year	NIM/DIM/SNIM	Gender Marker	2016 - 2018 Total Budget	2016 - 2018 Total Expenditure
Employment and Livelihoods								
1	00095832	Creating job opportunities for all	2016	2018	NIM	GEN2	\$3,9m	\$3,9m
2	00103120	Creating jobs for all- II	2017	2018	NIM	GEN2	\$7,5m	\$7,1m
3	00112234	Creating job opportunities for all- III	2018	2019	NIM	GEN2	\$5,4m	\$5,1m
Democratic Governance								
4	00079117	Improving Municipal Governance	2017	2019	DIM	GEN2	\$437k	\$436k
5	00079119	Municipal council support II	2015	2020	DIM	GEN2	\$181k	\$165k
6	00094195	Support to Local Government Response to Migration Crisis	2016	2018	DIM	GEN1	\$2,2m	\$2,2m
7	00097728	Regional Programme on Local Democracy in the W.Balkans	2016	2020	DIM	GEN1	\$34k	\$26k
Social Inclusion								
8	00100160	Preps for the ratification of the Istanbul Convention	2017	2018	DIM	GEN3	\$303k	\$302k
9	00105397	Rebuilding the Shuto Orizari kindergarten	2017	2019	NIM	GEN2	\$597k	\$414k
Environmental Sustainability and Resilience								
10	00079273	Restoration of Strumica River Basin	2015	2020	NIM	GEN1	\$2m	\$1,9m
11	00089202	EU Floods Recovery Programme – Transport	2015	2017	DIM	GEN1	\$3,2m	\$3,2m
12	00090466	Improving the Management of Protected Areas	2015	2019	NIM	GEN2	\$2,7m	\$1,5m
13	00092983	EU Recovery Programme (Water Infrastructure)	2016	2018	DIM	GEN1	\$8,4m	\$7,5m

Annex 8. DOCUMENTS CONSULTED

<p>1. Country Context:</p> <ul style="list-style-type: none">• EC 2016 Country Report for the Republic of North Macedonia• Analysis of openness of local self-government in North Macedonia and the region• Country Snapshot, World Bank, 2018• EU progress report 2018• Country data, UNDP, 2018• Country data, World Bank, 2018• State Statistical Office, Labour Force Survey, 2013.• International Labour Organization (ILO), The Gender Pay Gap in the former Yugoslav Republic of Macedonia, 2012.• European Commission, The Current Situation of Gender Equality, 2012.• European Commission, Instrument for Pre-Accession Assistance: Indicative Strategy Paper for the former Yugoslav Republic of Macedonia, August 2014• Work Programme of the government of The Republic of Macedonia for 2017-2020• Government of the Republic of Macedonia Plan 3-6-9
<p>2. UN strategic and programming framework</p> <ul style="list-style-type: none">• UNDP Strategic Plan, 2016-2020• Development Partnership Framework 2016-2010, government of the Republic of Macedonia, 2017• CPD for the Former Yugoslav Republic of Macedonia 2016-2020, UNDP
<p>3. Organisation and implementation</p> <ul style="list-style-type: none">• Project portfolio (excel file)• Project documents by outcome
<p>4. Monitoring & evaluation, audit and self-assessments</p> <ul style="list-style-type: none">• Results-Oriented Annual Reports (ROARs), UNDP, 2016 and 2017• Country Programme Performance Summary <i>Reporting period: 2010-2015</i>

Annex 9. PEOPLE CONSULTED

Government

Name Surname	Institution	Function
Jani Makraduli	Ministry of Environment and Physical Planning	Deputy Minister
Dejan Pavleski	Ministry of Local Self-Government	Deputy Minister
Bisera Spasevska	Ministry of Finance	Cabinet of the Minister of Finance
Branimir Jovanovic	Ministry of Finance	Advisor to the Minister
Zoran Jankulovski	Association of Financial Officers	Executive Director
Mladen Frckovski	Ministry of Labour and Social Policy	Head of employment unit
Mabera Kamberi	Ministry of Labour and Social Policy	Head of sector
Sanela Shkrijelj	Ministry of Labour and Social Policy	Chief of Cabinet
Mirjana Aleksevaska	Ministry of Labour and Social Policy	Head of Sector
Eli Chakar	Ministry of Local-Self Government	Senior Adviser
Biljana Jovanovska	Employment Service Agency	Director
Biljana Zivkovska	Employment Service Agency	Head of International Relations Department
Menka Gugulevska	Employment Service Agency	Head of ALMM
Ylber Mirta	Ministry of Environment	Head of Water Sector
Vesna Indova	Ministry of Environment	Head of EU Integration Department Sector
Ljupka Dimovska Zajkov	Ministry of Environment	Deputy Head of Water Sector
Vanco Malzarkov	Water economy public enterprise	Advisor
Denis Jonuz	Water economy public enterprise	Chief of Staff
Vane Trajanovski	State Roads Public Enterprise	
Zoran Nikolovski	Ministry of Agriculture, Forestry and Water Economy	
Biljana Zivkovska	Employment Service Agency	Head of Department
Nermina Fakovic	Ministry of Health	Advisor
Kurto Dudus	Shuto Orizari Municipality	Mayor
Sondjul Ahmet	Kindergarten 8-mi April in Suto Orizari	Manager
Pece Cvetanovski	National Park Pelister	Manager
Andon Bojadzi	National Park Galicica	Manager
Cane Petrevski	National Park Mavrovo	Manager
Natasha Markovska	Macedonian Academy of Sciences and Arts	Senior Researcher

Dimitar Trajanov	Faculty of Computer Science	University Professor
Zivko Gosharevski	Municipality of Resen	Mayor
Stojan Gjorgjiev	Municipality of Strumica	Water Management Organization
Gorgi Dimitrievski	Municipality of Strumica	Department of Environment
Ajman Al Mala		Municipality of Resen
Banja Bansko	Strumica's Employment Service Agency Center	Director
Toni Milushev	Strumica's Employment Service Agency Center	Head of Unit
Irena Babamova Stojceva	Strumica Municipality	Member of the Strumica Municipal Council
Ace Kocevski	Municipality of Veles	Mayor of Veles
Mr. Marko Kolev	Vardar Region Development Center	Director

United Nations

Name, Surname	Institution	Function
Narine Sahakyan	UNDP	UNDP RR
Anita Kodzoman	UNDP	Programme Manager
Suzana Ahmeti-Janjic	UNDP	Programme Manager
Emil Angelov	UNDP	Programme Manager
Dimitar Sekovski	UNDP	Project Manager
Ilmiasan Dauti	UNDP	Project Manager
Metodija Sazdov,	UNDP	Project Manager
Dragan Ristovski,	UNDP	Project Manager
Biljana Georgievska,	UNDP	Project Manager
Biljana Cvetanovska Gugoska	UNDP	Project Manager
Emil Krstanovski	ILO	National Programme Officer
Jasmina Belchovska-Tasevska	UNDP	M&E Officer/CO ICPE technical focal point

International cooperation

Surname, name	Institution	Function
Stephane Tomagian	Swiss Agency for Cooperation and Development (SDC)	Head of SDC
Stanislava Dodeva	SDC	National Programme Officer
Aneta Damjanovska	SDC	Programme Officer
Kristina Kolozova	SDC	Programme Officer
Nicola Bertolini	European Commission (EC)	Head of Cooperation
Nafi Saracini	EC	Programme Manager
Karl Giacinti	EC	Task Manager

Beneficiaries

Surname, name	Institution	Function
Tanja Gjorgjieva	CSO Blue Project	
Marjan Glavincheski	CSO Scout center KRSTE JON	
Goko Zoroski	CSO EKO tourism	
Naum Batkoski	CSO CERN KAMEN	

Frosina Georgievska	Agricultural Association, Resen	
Ljupco Krstevski	Local Action Group, Resen	
Gzim Sulejmani	Nakolec	Representative of the village of Nakolec
Naume Toskovski	High Agriculture School	Professor
Mima Stanoevska	Centre for Development of the South-East Planning Region	
Slavica Stojkova		Grant winner - vegetable producer
Bore Zakirski		Grant winner - fruit producer
Sokrat Manchev	NGO Izbor	President
Representatives of NGOs and Municipalities involved in the ReLOaD project:		
CSOs: Kreator (Kumanovo); Progress Plus (Kavadarci), Proagro farmeri (Strumica)		
Municipal representatives: Toni Milusev (Strumica); Saso Mosev (Kavadarci) and Dashmir Osmani (Gostivar)		