

Table 1: UNDAF RESULT BASED MATRIX FYR MACEDONIA (2005-2009)¹

National priorities or goals: Create transparent and accountable <i>democratic governance</i> , build peace and maintain stability in the respect of ethnic identity (Ohrid's Agreement and Stabilization and Association Agreement with the European Union, Millennium Development Goals and Millennium Declaration).			
1. UNDAF outcome by the end of the programme cycle: Models and practices shared and adopted for transparent and accountable provision of decentralized public services			
Country Programme Outcome	Country Programme Outputs	Role of partners	Resource Mobilisation Targets
1. 1. A strategic national vision for local human development and good governance at national and local level in place. (UNDP-UNICEF-WHO-OHCHR-UNHCR).	UNDP	The Ministry of Economy (MOE), Ministry of Finance (MOF), Aid Coordination Office, the Office for European Integration (SEI), Statistics Commission, and the National Intersectoral HIV/AIDS Commission are key partners for UNDP-UNICEF outputs especially at the upstream policy formulation level and capacity building, technical assistance, policy support, capacity building, and advocacy;	UNDP TRAC: 650,000.00\$ C-S/TTF 2,500,000.00\$ Total: 3,150,000.00
	1.1.1. MDG and SHD based analytical instruments for monitoring socioeconomic trends at disaggregated level and national capacity to use them established; 1.1.2. Aid and policy coordination system and donors' support aligned behind 2015 and MDGs.		
	UNICEF	The Ministry of Labour and Social Policy (MLSP), Education (MOE), Agriculture (MOA), Health (MOH), Local Self Government (MLSG), NGOs are partners at the for national execution/implementation and coordination, youth education for acquisition of life skills, vocational training, including provision of Information and Communication Technology (ICT); The National Commission for Child Rights (CRC) and Ombudsperson are	
	1.1.3 A DevInfo/ChildInfo information system for monitoring the well being of children and women established at national, sub national levels.		
	OHCHR		
1.1.4. Civil society's increased understanding of integrated monitoring systems, analysis and advocacy for human rights.			

¹ The UN-recognized name for the country is the Former Yugoslav Republic of Macedonia. However, for the purpose of simplification and without any prejudice to the name related dispute with Greece the name 'Macedonia' will be used throughout the text

		<p>partners in monitoring and advocacy for human rights;</p> <p>The State Commission on Corruption Prevention, Universities, are partners that contribute to the overall policy dialogue, monitoring and advocacy;</p> <p>OSCE, the Council of Europe, European Union (EU), World Bank (WB) technical assistance and capacity building for the provision of technical assistance and capacity building.</p>	
	<p>UNHCR</p> <p>1.1.5. Government 's understanding and knowledge of legal cross sectoral frameworks for harmonised refugee national legislation and international obligations increased;</p> <p>1.1.8. Awareness of refugee's rights increased within government, civil society, law enforcement agencies, the judiciary and among the public.</p> <p>WHO</p> <p>1.1.6. National health policy/strategy developed and adjusted to be consistent with MDGs;</p> <p>1.1.7. National HIV/AIDS strategic plan implemented in line with MDGs;</p> <p>1.1.8. Information and data systems developed for analysts and policy makers to assess the status and trends of HIV and its determinants, including the diversification of treatment services for IDUs.</p> <p>1.1.9. Policies and legislation related to vulnerable and socially marginalized population groups (Eg. Mental health patients) elaborated and endorsed</p>		<p>UNHCR: US\$ 500,000.00</p>

1.2. The principles of transparency, efficiency accountability and respect for human rights abided by public sector institutions and citizens. (UNDP-UNICEF-OHCHR-WB)	UNDP	The Ministry of Economy, the Office for European Integration, the Ministry for Local Self Government are key partners for capacity building, policy dialogue and upstream policy advice; The General Secretariat of the Government, Commission on Corruption Prevention, CRC National Commission are partners in monitoring and advocacy; The Ministry of Finance, Justice, Education State Agency for Civil Servants, Association of Local Self-Governments(ZELS), SEI, NGOs, Municipal Gender Committees are key implementing and executing partners; OHCHR, OSCE, Department Foreign International Development (DFID), Open society Institute (OSI) provide financing, capacity building, upstream policy advice, piloting development initiatives and knowledge sharing.	TRAC; 400,000.00\$ C-S/TFF 5,500.000.00\$ Total: 5,900,000.00
	1.2.1. MDG based models for integrated human development developed and implemented through strategic partnerships and ICT based public service, including e-governance.		
	UNICEF		
	1.2.2. National multisectoral CRC monitoring mechanisms informs policy design and programme implementation; 1.2.3 Media capacity and involvement in advocating for the rights of the child are increased, with children meaningfully participating in media activities. 1.2.4 National legislations are improved in compliance with the CRC and other international standards, and enforcement strengthened.		
	OHCHR		
	1.2.5. Civil society and interlocutors in the government have improved communication and a better understanding of their various mandates and can coordinate better among themselves. 1.2.6. Law enforcement personnel have improved knowledge and understanding of human rights issues		
	WB		
1.2.7. All Extra Budgetary Funds (EBFs) are fully integrated into the budget preparation and reporting systems using the TSA.			
1.3. A culture of peace, conflict prevention and resolution fostered. (UNDP-UNICEF-IMF)	UNDP	The Ministry of Foreign Affairs, Ministry of Interiors, Ministry of Self Local Government Municipalities are key partners for policy dialogue and upstream policy advise as well as for capacity building; The Local Government Units (LGUs), the Association of Units of Local Self Government, the Agency for Sports and	TRAC: 300,000.00\$ C-S/TFF 1,900.00\$ Total: 2,200,000.00
	1.3.1. National institutions are strengthened in cross sectoral policies in peace and conflict prevention.		
	UNICEF		
1.3. 2. Skills for Peace Education integrated into school curriculum and teacher training.			
IMF			

	1.3.3 Balanced ethnic minority's representation in the public sector ensured pursuant the Peace Framework Agreement.	Youth, the Municipalities, the Municipal Gender Committees, the local NGO " CIVL ", are key partners in implementation and execution as well as in advocacy; EU, OSCE, UNIFEM are partners in capacity building, policy advise, piloting development initiatives and in providing technical assistance.	
1.4. Coordinated and timely national cross sectoral response to natural man-made disasters and sudden crisis enhanced. (UNDP, UNICEF, WHO, UNHCR, OCHA through RC system)	UNDP	The Ministry of Interior, the Ministry of Self Local Government, the Ministry of Defence, the Municipalities, the Municipal Gender Committees, the Bureau for Educational Development and NGOs are key partners for policy advice and formulation, capacity building, implementation and execution The Red Cross is a partner in development assistance, capacity building, policy advice and technical and logistic assistance	TRAC: 50,000.00\$ C-S/TTF 250,000.00\$ Total: 300,000.00
	1.4.1 Integrated and cross sectoral disaster management, crisis, contingency planning and prevention mechanisms in place.		
	UNICEF		
	1.4.2. A national system for the protection of school children in the event of natural disasters is established and operational		
	WHO		
1.4.3. Ability of national institutions to cope with emergencies in the health sector; 1.4.4. Increased access by population to timely health emergencies supplies.			
<p>Coordination arrangements: Capacity building for the promotion of participatory development and accountable governance in the municipalities is the hallmark of this UNDAF outcome. The coordination arrangements will be facilitated by existing programmes that aim at enhancing the capacity of the Government in strategic planning of national and sectoral priorities, monitoring and analysis for an improved and coherent vision to be reflected in the Vision 2015 document. This UNDAF outcome relies on the existing UN portfolio of local governance interventions and the role to be played by information and communication technologies for improved transparency, accountability and efficient provision to services. The UN system will coordinate with the Bretton Woods Institutions (BWIs) to develop sound and transparent public sector management mechanisms. This UNDAF outcome underscores the importance of building national capacity for improved human and child right protection and their promotion at multisectoral level within the overall framework of governance. The UN country team will promote the integration of human rights in MDG reporting and other national planning instruments. The role to be played by the UN Resident Coordinator System is paramount and there is a need to increase the capacity of the RC System at country level to ensure that human rights concerns are integrated at all levels. The coordination arrangements for this outcome help ensure that reduction of the HIV/AIDS social and related economic impacts are primarily addressed through policy formulation and monitoring at a multisectoral and decentralized level to encourage an effective response beyond the health sector and well anchored into governance mechanisms..</p>			

National priority: Reduce poverty and achieve close integration with the institutions of the EU (Stabilization and Association Agreement with the European Union, Millennium Development Goals and Millennium Declaration)			
2. UNDAF outcome by the end of the programme cycle: Sustainable employment opportunities increased, particularly in economically depressed areas and among vulnerable groups			
Country Programme Outcome	Country Programme Outputs	Role of partners	Resource Mobilisation Targets ²
	UNDP		
2.1. Sustained growth equitably shared among regions and vulnerable groups. (UNDP-UNICEF-WHO-WB)	2.1.1. Poverty reduction policies in line with national MDG targets; 2.1.2. Legislative and regulatory environment to investments, trade and private sector activities, including SMEs and FDIs.	Relevant ministries: Economy, Finance, Labour and Social Policy, Local Self-Government, Justice, National ICT Committee, Agency for entrepreneurship, Investment Promotion Agency, ILO, WB, UNICEF, municipalities and communities, Chamber of Commerce, Municipal Gender Committees, UNIFEM.	TRAC: 600,000.00\$ C-S/TTF 2,800,000.00\$ Total: 3,400,000.00
	UNICEF		
	2.1.3. DevInfo/ChildInfo System identifies socially excluded groups and influences government pro-poor policies.		
	WB		
	2.1.4. Increased use of improved data to inform policy debate.		
	WHO		
2.1.5 National representation in WHO international "Knowledge forum on pro-poor health action" ensured 2.1.6. Cross-sectoral environment and health issues incorporated into poverty reduction mechanisms.			

² UNDP and UNICEF contribution for all resource mobilization targets to be determined

2.2. Employment opportunities created for all with specific focus on marginalized communities. (UNDP-FAO-WB)	UNDP	Relevant ministries: Labour and Social Policy, Economy, Finance, Justice, Transport and Communications, Local Self-Government), Association of Self-government Units, Agency for entrepreneurship, municipalities and communities, Gender committees, private companies, Foundation Open Society Institute (FOSIM), Chamber of Commerce, WB, ILO, UNIFEM, Civil Society Organizations.	TRAC: 700,000\$ C-S/TTF 8,000,000.00\$ Total: 8,700,000.00
	2.2.1 Active labour market programmes at local level, for vulnerable groups and communities with high unemployment (especially youth and women) supported through ICT and private sector partnerships.		
	FAO		
	2.2.2. Agro/forest-based and sustainable livelihood enabled; 2.2.3. Increased access to market for livestock production.		
	WB		
	2.2.4. Employment creation financially supported by the banking sector ; 2.2.5. Increased private sector participation in job creation.		
<p>Coordination arrangements: The interventions to achieve this UNDAF outcome will be closely coordinated with those of the Government i.e. the Office for European Integration, the World Bank and other donors partners, those of the private sector and of informal donors groups on Small and Medium enterprises (SMEs) and Foreign Direct Investments (FDIs) . Important vehicles of coordination in the municipalities are the local government units. Close coordination is particularly important in education, public sector management, trade facilitation and social protection reforms. Support will be provided by the UN system to develop national capacities for pro-poor policy formulation and monitoring as well as for collection and use reliable and data. The emphasis will be on shifting the focus of assistance to long term development, right based approach and move away from emergency and post conflict assistance.</p>			

National priority/goals: MDGs: Reduce child mortality, improve maternal health in selected groups and municipalities, achieve quality education for all, stop and combat HIV/AIDS. (Programme of Action to Implement the Recommendations of the Committee on the Rights of the Child, Millennium Development Goals and Millennium Declaration)			
3. UNDAF outcome by the end of the programme cycle: Equal access to quality basic services (Health, Education, Social Welfare, HIV/AIDS prevention) especially for socially excluded groups			
Country Programme Outcome	Country Programme Outputs	Role of partners	Resource Mobilisation Targets ³
3.1 Social policy development and implementation are oriented to the socially excluded and the vulnerable. (UNICEF-WHO).	UNICEF	MoH, Ministry of Education and Science (MoES), MLSP coordination and policy design; professional agencies and associations expert advise to policy design; health, education and social services implementation;	
	3.1.1 Baseline surveys and studies on the situation of children and woman conducted to fill data gap and to further understanding on emerging issues		
	3.1.2 National monitoring system on the situation of children and woman developed; and data collection, analysis and use strengthened to inform social policy. DevInfo/ChildInfo.		
	3.1.3 Basic social policy and standards for children and woman developed and more oriented towards the poor.		
	WHO		
	3.1.4 Women and children benefit from effective peri-natal care.		
3.2 Children and families participate in and benefit from integrated community-based early childhood interventions (UNICEF).	UNICEF	MoH and MLSP coordination and policy design; local authorities direct planning and supervision; health units, kindergartens, schools, local NGOs implementation; Universities materials development and training.	
	3.2.1 Community-based early childhood interventions in the poor and rural communities will be strengthen and will influence the design of local and national early childhood policies.		
	3.2.2. As part of primary health care, community outreach will provide referral to schools and centres for social work to promote preventive health.		

³ UNDP and UNICEF contribution for all resource mobilization targets to be determined

<p>3.3 Policies for enrolling and keeping every child in school and for eliminating gender disparities will be adopted and implemented.</p>	<p>UNICEF</p> <p>3.3.1 Policies for enrolling and keeping every child in school and for eliminating gender disparities will be adopted and implemented.</p> <p>3.3.2 National life skills curriculum for primary and secondary education is developed, adopted and effectively used.</p> <p>3.3.3. All schools integrate prevention of school violence in their workplans and implement extracurricular activities for non-violent conflict prevention and peaceful conflict resolution.</p>	<p>MoES coordination and policy design; Bureau of Educational Development (BED) monitoring, data collection and analysis, teacher training and supervision; Universities materials development and training; UN agencies, USAID and FOSIM coordination; local communities local monitoring; school councils and PTAs monitoring and outreach. NGOs community mobilisation and literacy training.</p>	
<p>3.4. Access to information and services for protection from HIV is available to all people (UNICEF-UNDP).</p>	<p>UNICEF</p> <p>3.4.1. National Standards for Youth-friendly health and social services will be developed and adopted.</p> <p>3.4.2. The Youth Friendly services (YFS) concept tailored to the need of young people is applied, including voluntary counselling and confidential testing, information and advice;</p> <p>3.4.3. Young people have better access to information on prevention of HIV/AIDS.</p> <p>UNDP</p> <p>3.4.4. Increased knowledge of HIV/AIDS prevention in population between 15-49 years old⁴;</p> <p>3.4.5. Management capacity for implementation of National HIV/AIDS strategy.</p>	<p>MoES coordination and policy design; BED monitoring, data collection and analysis, teacher training and supervision; Universities and individual consultants materials development and training; school students associations and groups peer-to-peer education</p> <p>Ministry of Health, National Intersectoral HIV/AIDS Commission, UNICEF, UNAIDS HIV/AIDS Theme Groups, Municipalities and Gender Committees, CSOs.</p>	<p>UNDP TRAC: 0,00\$ C-S/TTF 1,000.00\$ Total: 1,000,000.00</p>

⁴ (as a complementary output in those municipalities targeted for poverty reduction interventions through sustainable livelihoods, equal access to basic services and improved national capacities for environmental protection).

<p>3.5 Children and women, especially those from vulnerable groups exposed to abuse, neglect and exploitation are reached with effective services for prevention, protection, recovery and reintegration in all regions (UNICEF-WHO).</p>	<p>UNICEF</p> <p>3.5.1 National legislations are improved in compliance with the CRC and other international standards, and enforcement strengthened.</p> <p>3.5.2 Data collection and analysis will be supported to enhance understanding of child protection issues.</p> <p>3.5.3 Services are provided to children who are victims of exploitation, abuse and discrimination through deinstitutionalisation and social inclusion, referral mechanisms, foster families' network, and recovery and reintegration programmes.</p> <p>3.5.4 Support will be provided to strengthen government capacities to provide services to children with special needs.</p>	<p>MLSP, Mol, MoJ coordination and policy design; Institute for Social Activities (ISA), Commission on the Status of Women (CSW), police for monitoring, data collection and analysis; University for research and, Ombudsperson data collection, monitoring and lobbying;</p> <p>MLSP, Mol, MoJ design of laws and standards, ISA design of standards, Ombudsperson monitoring and lobbying;</p> <p>CSW, police, juvenile courts (prosecution, defence, judges) for implementation of programmes;</p> <p>MLSP, Mol, MoJ coordination and policy design; ISA, CSW monitoring, media and local NGOs campaigns, Ombudsperson advocacy and lobbying;</p>	
	<p>WHO</p> <p>3.5.5. National capacity built for prevention of violence;</p> <p>3.5.6. National capacity to prevent, treat and care HIV/AIDS increased;</p> <p>3.5.7. National capacity to detect and manage disabilities increased.</p>		
<p>Coordination arrangements: By collaborating with the Government and other strategic partners, including NGOs, the UN system addresses the fulfilment of the right to basic quality services in depressed areas and among vulnerable groups. The coordination arrangements revolve around the country responsibility to follow up and report on the achievement of the MDGs, the necessity to create MDG national targets and indicators and report on the status of implementation of the UNGASS declaration. A UN theme group on HIV/AIDS comprising UNDP, UNICEF, WHO, IOM, UNHCR and WB work with the National Multisectoral Commission on HIV/AIDS including members from various ministries and sectors non-government organizations to ensure inclusive representations of key players as well as integrated monitoring and evaluation mechanisms for a coordinated response to HIV/AIDS .</p>			

National priority/goals: Ensure sustainable development through protection and conservation of the environment, natural and man-made disaster preparedness and emergency response (International conventions, National Environmental Plan and Millennium Development Goals).			
4. UNDAF outcome: Effective and equitable management of natural resource and environment protection based on the principles of sustainable development ensured			
Country Programme Outcome	Country Programme Outputs	Role of partners	Resource Mobilisation Targets ⁵
4.1 Good environmental governance on national and local level achieved. (UNDP-FAO-WHO-WB)	UNDP	The Ministry of Environment and Physical Planning, Ministry of Agriculture, Forestry and Water Economy, Ministry of Health, Ministry of Economy are key partners in policy formulation, programme implementation, policy dialogue and advice, capacity building, reporting and monitoring; In addition, the Ministry of Local Self Government is a key partner for community mobilization; EU, NGOs FAO; WB GEF are key partners in providing technical assistance. The business sector is a partner contributing financial support and improved skills.	TRAC: 350,000.00\$ C-S/TTF 2,500,000.00\$ Total: 2,850,000.00
	4.1.1. Policy, institutional, regulatory and financial capacities; in place for environmental management and energy efficiency		
	4.1.2. Improved ability to monitor state of environment.		
	FAO		
	4.1.3 Environmental degradation reduced through sustainable agricultural practices ;		
	4.1.4. Depletion of forest reduced through sustainable forest management policy and programmes		
	4.1.5. Environmental degradation reduced through pasture and management policy.		
	WHO		
4.1.6. Environment and health incorporated into disease prevention policies and into poverty reduction strategy:			
4.1.7. Cross sectoral health-environment based monitoring systems in place.			
WB			
4.1.8. Performance of municipal utilities for increased access to water and sanitation y the poor improved.			

⁵ UNDP and UNICEF contribution for all resource mobilization targets to be determined

4.2. Integrated watershed management and trans-boundary cooperation in place. (UNDP-FAO-WB)	UNDP	Ministry of Environment and Spatial Planning, Ministry of Agriculture and Water Economy, Ministry of Economics, Ministry of Transport,, Ministry of Local self Government, Municipalities and communities Hydro-biological Institute in Ohrid and in Tirana, Albania; Local Governments are key partner for policy dialogue, capacity building, monitoring and reporting and advocacy; EU, GEF support around the Prespa Lake, EU, WB, FAO, KfW; are key partners for technical assistance capacity building, programming, piloting, and technical assistance.	TRAC: 50,000.00\$ C-S/TTF 5,000,000.00\$ Total: 5,050,000.00
	4.2.1 Capacities for trans-boundary cooperation strengthened, mechanisms on watershed management supported and community outreach programmes developed and implemented.		
	FAO		
	4.2.2. Traditional sustainable extensive and semi-intensive water farming practices for poverty reduction improved.		
	World Bank		
4.2.3 Sustainable pro-environment economic development in Lake Ohrid watershed; 4.2.4. Technical and financial capacity of national stakeholders built for efficient implementation of environmental laws, regulations and standards.			

4.3. The country obligations related to the ratified environmental conventions met. (UNDP)	UNDP 4.3.1. Capacities to implement the ratified Multilateral Environmental Agreements/Protocols improved.	The Ministry of Environment and Physical Planning, Ministry of Agriculture, Forestry and Water Economy, Ministry of Health, Ministry of Economy , Ministry of Local Self Government, Ministry of Transport and Communication are key partners for implementation and execution, policy dialogue and capacity building monitoring and reporting; USAID, NGOs, EU Commission Office are key partners in providing technical assistance and financing as well as piloting.	TRAC: 100,000.00 C-S/TTF 1,000,000.00\$ Total: 1,100,000.00
Coordination arrangements: The UN system will coordinate with all stakeholders to ensure that the principles of sustainable development are incorporated in the national development agenda and that ensure synergy between environment protection and socio-economic development are created. The main coordinating instrument to ensure this synergy would be Vision 2015. Partnerships within Vision 2015 will allow many actors, each with their unique capacity, to join activities that promote ability to bring about change and social transformation. The partnership will support participatory process and provide technical inputs for developing a coherent vision to progress towards the MDGs, EU accession, the preparation of a poverty reduction strategy and the new Natural Environmental Action Plan. Coordination arrangements in the area of environment will be made with the EU with possible support by the Global Environment Facility. The Resident Coordinator System will take over residual humanitarian and coordination functions of OCHA who is presently withdrawing from the country as a positive result of an increased stability and of the transition to long-term development from emergency and relief.			