

Partnership for Sustainable Development United Nations Strategy for 2016-2020

United Nations Country Team
Skopje



Declaration of commitment

For the Government

Mr. Nikola Poposki
Deputy Prime Minister and
Minister of Foreign Affairs

For the United Nations

Ms. Louisa Vinton
United Nations Resident Coordinator

Skopje
24 October 2016

Signatures

By signing hereunder the members of the United Nations Country Team endorse this Partnership for Sustainable Development as the United Nations strategy for the country for 2016-2020 and underscore their joint commitment to achieve the agreed outcomes:

FAO – Food and Agriculture Organization
Mr. Vladimir Rakhmanin,
Assistant Director-General and
Regional Representative for Europe and
Central Asia

IAEA - International Agency for Atomic Energy
Mr. Martin Krause,
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ILO – International Labor Organization
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Mr. Joakim Reiter
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UNISDR – United Nations Office
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Ms. Paola Albrito,
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IOM – International Organization for Migration
Sonja Bozinovska
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ACRONYMS

CAC	Convention against Corruption
CAT	Convention against Torture
CERD	Convention on the Elimination of All Forms of Racial Discrimination
CEDAW	Convention to Eliminate All Forms of Discrimination against Women and Girls
CRC	Convention on the Rights of the Child
CSO	Civil society organization
EC	European Commission
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
HACT	Harmonized Approach to Cash Transfers
IAEA	International Atomic Energy Agency
ICCPR	International Covenant on Civil and Political Rights
ICESCR	International Covenant on Economic, Social and Cultural Rights
ILO	International Labour Organization
IMC	Inter-municipal cooperation
IMF	International Monetary Fund
IOM	International Organization for Migration
MDG	Millennium Development Goal
MFA	Ministry of Foreign Affairs
OECD	Organisation for Economic Cooperation and Development
OFA	Ohrid Framework Agreement
OSCE	Organization for Security and Cooperation in Europe
PSD	Partnership for Sustainable Development
PWD	Persons with disabilities
SDG	Sustainable Development Goals
SME	Small and medium-sized enterprises
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNIDO	United Nations Industrial Development Organisation
UNISDR	United Nations Office for Disaster Risk Reduction
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UN Women	United Nations Entity for Gender Equality and Women’s Empowerment
UPR	Universal Periodic Review
WHO	World Health Organization
WB	World Bank

COUNTRY MAP



COUNTRY FACTS AND FIGURES

Indicator	Value	Source
Population (2014)	2,069,172	SSO, 2016
Human Development Index	0.747	HDR, 2015
Gender Inequality Index	0.164	HDR, 2015
GDP (nominal, billion EUR)	8.53	MF, 2014
GDP per capita (EUR)	4,125	MF, 2014
GDP growth (2014)	3.8%	IMF, 2015
Foreign direct investment (as share of GDP, 2014)	3.3%	IMF, 2015
Unemployment rate (2015)	26.1%	SSO, 2016
Unemployment rate (male) (2015)	26.7%	SSO, 2016
Unemployment rate (female) (2015)	25.1%	SSO, 2016
Unemployment rate (youth 15-24 years) (2015)	47.3%	SSO, 2016
Long-term unemployment (>12 months)	23.4%	SSO, 2014
Employment rate (male) (2015)	50.5%	SSO, 2016
Employment rate (female) (2015)	33.7%	SSO, 2016
Average monthly net wage (MKD) (2015)	22,715	SSO, 2016
Poverty rate (2014)	22.1%	SSO, 2015
Child poverty rate (ages 0-17) (2014)	29.0%	SSO, 2015
Households with internet access	69.4%	SSO, 2015
Life expectancy (male)	73.2 years	EC, 2014
Life expectancy (female)	77.2 years	EC, 2014
Infant mortality (per 1,000)	9.9	SSO, 2014
Spending on health (% of GDP)	6.4%	HDR, 2015
Primary school net attendance ratio	98.3%	MICS 4, 2011
Secondary school net attendance ratio	82.7%	MICS 4, 2011
Secondary school enrolment rate (rural)	76%	MICS 4, 2011
Early childhood education attendance	21.8%	MICS 4, 2011
Gender Inequality Index	0.164	HDR, 2015
Share of parliamentary seats held by women	33.3%	HDR, 2015
Share of women in Government Cabinet	8%	UN, 2015
Share of women mayors	5%	UN, 2015
Fossil fuel, share of primary energy supply	82.1%	HDR, 2014
Carbon dioxide emissions per capita (tons)	4.4	HDR, 2015

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INTRODUCTION

1. The **Partnership for Sustainable Development: United Nations Strategy 2016-2020**, agreed between the Government and the United Nations agencies on 24 October 2016 provides a strategic and legal framework for UN activities in the country for the 2016-2020 period.

2. The Partnership for Sustainable Development 2016-2020 (henceforth: “the Partnership”) has been developed in a consultative manner and rests on a thorough analysis of the national context. It aligns UN activities globally with the Sustainable Development Goals (SDGs); regionally with European Union accession, the overarching national priority; and nationally with the National Sustainable Development Strategy and Action Plan as well as sectoral strategies. The Partnership embraces the SDGs by prioritizing the goals, targets and indicators that UN agencies and national partners have agreed have particular relevance for the country in the first five-year period of implementation of the 2030 Agenda.

3. Drawing on the UN’s comparative advantage and the challenges and opportunities identified by national partners, five priority areas of cooperation have been agreed: **employment, social inclusion, good governance, environmental sustainability and gender equality**. Working with Government and other partners, UN agencies will pursue five outcomes:

- By 2020, more women and men are able to improve their livelihoods by securing decent and sustainable employment in an increasingly competitive and job-rich economy;
- 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;
- By 2020, more members of socially excluded and vulnerable groups are empowered to exercise their rights and enjoy a better quality of life and equitable access to basic services;
- 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; and
- By 2020, state institutions are fully accountable to gender equality and anti-discrimination commitments, and more women and girls lead lives free from discrimination and violence.

4. In addition, in light of the ongoing challenge of hundreds of thousands of **refugees and migrants** who sought to transit the country in 2015, a sixth priority area has been added:

- Over the course of the program period, refugees and migrants receive protection and humanitarian aid, in full respect of their human rights; host communities receive adequate assistance to build the resilience they need to deliver public services; and by 2020 robust asylum and migration management systems are fully functional.

5. The Partnership embraces the principles of UN reform, and the UN agencies will together adopt the “**Delivering as One**” approach with the start of the new program in 2016.¹ This approach will facilitate greater coherence and reduced transaction costs in planning, project implementation, results reporting and monitoring and evaluation. Wherever feasible and

¹ The principles and operational policies for the “Delivering as One” approach are summarized here: <http://www.undg.org/docs/12968/SOPs%20for%20Countries%20Adopting%20the%20Delivering%20as%20one%20Approach%20-%20August%202014.pdf>

without compromising mandates, the UN agencies will apply a joint project implementation modality to promote efficiency and leverage their experience, expertise and resources.

6. The estimated financial requirement for full implementation of the five-year Partnership is **USD 120.9 million**. This includes USD 14.8 million of core funds and USD 24.9 million of non-core funds. This leaves USD 81.2 million to be mobilized. To the extent possible, the UN and the Government will work together to secure the resources needed to cover this funding gap. In addition, the UN agencies will dedicate substantial funding to the refugee and migrant crisis. The total depends on evolving needs but agency requirements are set at **USD 18.3 million** for 2016, with further resources committed over the five-year program period.²

7. This document has six chapters. **Chapter 1** describes the country context, focusing on the five areas where the biggest challenges are seen. **Chapter 2** presents the programmatic activities and the UN agencies and national partners involved in each of the five outcome areas, along with an additional new priority (under the social inclusion outcome) related to the influx and transit of refugees and migrants. **Chapter 3** gives an overview of resource requirements and the resource mobilization strategy. **Chapter 4** describes the management structure and implementation strategies. **Chapter 5** establishes a monitoring and evaluation calendar. **Chapter 6** concludes with some legal fine print.

8. There are **three annexes**. The first contains the outcome matrix for the Partnership, presenting the five agreed outcomes, the underlying indicators and targets, and the related budgetary resources. The second condenses the five-year budget into a single table. And the third, appended for information only, contains outputs and output indicators agreed among the UN Country Team to show in greater detail the activities planned by each agency.

1. DEVELOPMENT CONTEXT

9. Since independence in 1991 the country has set about establishing a parliamentary democracy and a market economy and plotting a course to membership of the European Union (EU). Despite substantial advancement in meeting the requirements for accession, this ambition has been foiled by a long-running dispute over the country's name. The European Commission (EC) has recommended opening accession negotiations for six years running, with a seventh recommendation extended conditionally in 2015, but the crucial green light has always been withheld. While public support for European integration is still strong, the prolonged impasse threatens to slow the pace of EU-mandated reforms.

10. The country has a diverse population of roughly 2 million. According to the most recent census, conducted in 2002, ethnic Macedonians account for 64.2 percent of the population, ethnic Albanians 25.2 percent, and other ethnic groups 10.6 percent.³ The country escaped the large-scale armed conflict that accompanied the breakup of Yugoslavia in the 1990s but faced violence along ethnic lines in 2001. A six-month conflict was halted thanks to the Ohrid Framework Agreement (OFA),⁴ which pledged expanded rights for minorities and the

² IOM and UNHCR, *Regional Refugee and Migrant Response Plan for Europe*, revised May 2016, <http://reliefweb.int/sites/reliefweb.int/files/resources/REGIONALMRPFOREUROPE-June-2016.pdf>.

³ State Statistical Office (SSO), *Census of Populations, Households, Dwellings (2002)*, http://www.stat.gov.mk/PrikaziPoslednaPublikacija_en.aspx?id=54

⁴ Full text of Ohrid Framework Agreement, signed 13 August 2001: <http://www.ucd.ie/ibis/filestore/Ohrid%20Framework%20Agreement.pdf>

decentralization of public services. Although ethnic Albanian parties are represented as a rule in government coalitions, frictions between the two main ethnic communities persist.⁵

11. Since 2001, the country has enjoyed broad stability, although recent political polarization has caused uncertainty and raised fresh human rights concerns. GNI per head has doubled since independence, to USD 4,870 in 2013,⁶ and the country now belongs to the group of high-middle-income economies. Growth has been robust in recent years, driven by foreign direct investment, strong exports and large-scale government-funded infrastructure projects. In 2015 the country ranked 81 of 188 countries in the 2015 Human Development Index produced by the United Nations Development Programme (UNDP), putting it in the “high human development” category.⁷ Progress has been achieved across all three development dimensions: a decent standard of living, access to knowledge and a long and healthy life. Life expectancy at birth has risen by 6.8 years since 1980, from 68.6 to 75.4.

12. However, the country still faces a number of development challenges:

13. Ensuring all citizens have access to gainful employment and decent work:

Unemployment remains the country’s main socio-economic weakness. Though down from its peak of 37.3 percent in 2005, unemployment still averaged 26.1 percent in 2015. Labor force participation is among the lowest in Europe, reflecting both a large informal sector (accounting for one in five jobs) and the economy’s limited job-creation capacity.⁸ Youth unemployment is a particular challenge: half of those under 29 are jobless, stoking high rates of emigration among the young. Low-quality employment is also a concern, with large shares of young people earning below-average wages, working long hours, trapped in informal or irregular employment, or in positions for which they are overqualified.⁹

14. Unemployment is a major contributor to poverty: according to the most recent data on the Laeken poverty indicators (from 2014), only 9.8 percent of those who have jobs face the risk of poverty, whereas 40.4 percent of those without jobs are at risk of poverty.¹⁰ Solving the jobs crisis will thus go a long way towards ending poverty. One needed measure is to close the skills gap between school curricula and labor market demands. Policies to promote job-rich growth are also key, given that the foreign investors who benefit from government incentives are only just beginning to source inputs locally. More robust engagement of the social partners in policy-making, at national and local level, is needed.

15. Overcoming social exclusion and protecting the vulnerable: Economic growth has yet to translate into improved well-being for all income groups. Inequality remains pronounced: the country’s Gini coefficient, at 35.2 percent in 2014,¹¹ is among the highest in the region. According to the World Bank, the past decade has benefitted the top 60 percent of the population, whereas the “bottom 40 percent” has fallen further behind.¹² The share of the population judged at risk of poverty (according to EU-standard methodology) was 24.2 percent in 2013, rising to 48.1 percent when social exclusion is factored in.¹³

⁵ A 2015 review of the OFA, still in draft form, presents a list of 100 proposed recommendations to improve social cohesion: *Ohrid Framework Agreement Review on Social Cohesion*, 2015 (<http://eip.org/en/news-events/ohrid-framework-agreement-review-social-cohesion>).

⁶ World Bank Development Indicators, Atlas method.

⁷ UNDP, Human Development Report Explanatory Note, 2015 (<http://hdr.undp.org/sites/default/files/Country-Profiles/MKD.pdf>).

⁸ SSO, Labor Force Survey, 2013 (<http://www.stat.gov.mk/Publikacii/2.4.14.04.pdf>).

⁹ ILO, Decent Work Country Programme 2015-2018 (http://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---sro-budapest/documents/policy/wcms_358382.pdf).

¹⁰ According to EU-consistent Laeken poverty indicators from 2014, SSO (<http://www.stat.gov.mk/pdf/2015/4.1.15.100.pdf>).

¹¹ Ibid.

¹² World Bank, *Country Partnership Strategy, 2015-2018* (<http://www.worldbank.org/content/dam/Worldbank/document/eca/mk-cps-2015-2018-eng.pdf>).

¹³ State Statistical Office, 2013 Laeken poverty indicators, AROPE indicator (<http://www.stat.gov.mk/pdf/2015/4.1.15.34.pdf>).

16. A number of social groups are particularly vulnerable. The Roma community (counted at 2.7 percent of the population in the 2002 census but widely assumed to be roughly double that share) experiences multiple deprivations, in income, health, education, employment and living conditions.¹⁴ Roma unemployment in 2011 was 53 percent against 27 percent for the non-Roma population, and income poverty was 41 percent against 14 percent for non-Roma.¹⁵ Participation in early childhood education, though expanding rapidly, remains low, at 39.5 percent in 2015, and attendance for both Roma and ethnic Albanians remains under 4 percent. Overall 84 percent of children attend secondary school, whereas the proportion for Roma is under 42 percent. Early marriage remains a concern: 22 percent of Roma girls aged 15-19 are married, against a 4 percent national average.¹⁶ The birth rate for Roma adolescents is 94 per 1,000, compared to 13 per 1,000 for the general adolescent population. Infant mortality rates are also significantly higher among the Roma population.

17. Persons with disabilities are a second marginalized group, despite the country's ratification of the UN Convention on the Rights of Persons with Disabilities in 2011. Only a fraction of children with disabilities receive any kind of formal education. Early detection and intervention services are limited in scope and coverage, particularly in rural areas, and widespread stigma even among parents continues to stand in the way of genuine inclusion of persons of all ages. Community-based services are still in their infancy. Few adults with disabilities are able to find employment, and most of those who do are isolated (and often underpaid) in "sheltered workshops." Accessibility of public facilities is often limited.

18. Health is a third focus. Despite a steady increase in overall life expectancy, the premature mortality caused by non-communicable "lifestyle" diseases such as heart disease and diabetes is a rising concern, particularly given that such death rates are higher among low-income groups with lower educational attainments.¹⁷ The death rate from cardiovascular and circulatory diseases increased from 359.5 per 100,000 in 1991 to 578.6 in 2012 and that from malignant forms of cancer from 108.3 per 100,000 in 1991 to 179 per 100,000 in 2012. Women face particular risks: the incidence of breast cancer was 111.7 per 100,000 women in 2013, with a mortality rate of 28.7, and the incidence of cervical cancer was 22 per 100,000 women, with a mortality rate of 9.9. Mortality from diabetes has also soared, from 21 per 100,000 in 1991 to an estimated 40 in 2014, confounding a downward trend in the EU, where the rate has fallen to 12 per 100,000 in the same period.

19. Non-communicable diseases (NCD) are preventable, so health policies need to go beyond simply treating patients and reduce risks, including tobacco and alcohol use, unhealthy diet and physical inactivity. Premature death, disease and disability can drag households into poverty and have powerful negative socioeconomic consequences, including absenteeism, reduced labor productivity and higher spending on healthcare and social welfare. Climate change (*see paragraph 25*) is another emerging risk to human health, and rising awareness of the health impact of environmental factors demands new approaches. More frequent heat waves, for instance, mandate more resilient healthcare.¹⁸ Finally, although the prevalence of HIV and AIDS in the country is very low, continued vigilance is necessary, particularly in protecting groups with higher risk of exposure.

¹⁴ UNDP, *Roma Poverty from a Human Development Perspective*, 2014.

(<http://www.eurasia.undp.org/content/dam/rbec/docs/roma%20poverty%20from%20a%20human%20development%20perspective.pdf>).

¹⁵ UNDP, *Roma and Non-Roma in the Labour Market*, 2013 (<http://www.eurasia.undp.org/content/rbec/en/home/library/roma/roma-and-non-roma-in-the-labour-market.html>).

¹⁶ Multiple Indicator Cluster Survey (MICS), 2011.

¹⁷ WHO, *Country assessment. Better non-communicable disease outcomes: challenges and opportunities for health systems*, 2015.

¹⁸ Ministry of Environment and Physical Planning. *Third National Communication on Climate Change (2013). Conducting Climate Change Health Vulnerability and Adaptation assessment in South East region of Republic of Macedonia*
<http://www.unfccc.org.mk/content/Documents/VULNERABILITY/Health%20Vulnerability%20Assessment.pdf>.

20. To address these challenges and meet the needs of other marginalized and vulnerable groups, more effective, inclusive and participatory policies and practices are needed. Efforts are also needed to assist vulnerable groups in organizing to exercise their rights effectively.

21. Strengthening governance institutions to deliver public services: Although the country has been assessed as complying with the EU's political criteria for membership, the 2014 and 2015 EC progress reports warned against "backsliding" and urged a renewed commitment to media freedoms, judicial independence and de-politicized state institutions.¹⁹ Inter-ethnic cohesion was also seen as needing cultivation. These concerns echo recent recommendations from the Universal Periodic Review and other international human rights mechanisms.²⁰ Corruption remains an insidious foe of equitable governance: a 2011 UNODC survey showed that 10.8 percent of the public had had some form of bribery experience with a public official in the preceding 12 months.²¹ Finally, young people feel they have only a limited say in public life, and recent surveys suggest that many young people are considering leaving the country to seek their fortunes abroad.

22. These concerns were at the forefront throughout 2015 and 2016, as prolonged political polarization stirred persistent protest amidst accusations of high-level abuse of power, electoral malfeasance and corruption. EU-mediated political negotiations in June and July 2015 yielded an agreement whose terms included the return of the opposition to the parliament; independent investigations into wiretapped conversations; electoral and media reforms; the creation of a technical government and the staging of early parliamentary elections. The terms of the "Przino Agreement"²² – and the compilation of "urgent reform priorities"²³ and the expert report on "systemic rule of law issues"²⁴ that accompanied it – provide a daunting menu of governance and human rights reforms that will preoccupy the country over coming years, particularly given that their fulfillment is the condition the EC has set to issue a seventh consecutive recommendation to open accession negotiations.

23. At the local level, the decentralization process has devolved significant responsibilities to the country's 81 municipalities; however, small and rural municipalities often lack the financial and human resources needed to fulfill them. Municipal revenues increased from 1.5 percent of GDP in 2006 to 5.3 percent of GDP in 2014, but that is still less than half of the average for the 28 EU member states, which amounts to 11.2 percent of GDP.²⁵ Many municipalities still have trouble covering basic expenditures, and their ability to provide social assistance or invest in local development is limited, though inter-municipal cooperation is gaining adherents as a remedy. A large share of municipal budgets is locked into formula-driven spending on salaries, leaving little room for local creativity and investment. This is one of the reasons why disparities in public services persist between municipalities and regions. There is still a need to address the challenge of uneven endowments that result in different standards of living and unequal opportunities and

¹⁹ European Commission, *2014 Progress Report*, October 2014 (http://ec.europa.eu/enlargement/pdf/key_documents/2014/20141008-the-former-yugoslav-republic-of-macedonia-progress-report_en.pdf).

²⁰ See <http://www.ohchr.org/EN/countries/ENACARRegion/Pages/MKIndex.aspx>. Recent relevant feedback includes the report of the Working Group on the Universal Periodic Review, 26 March 2014 (<http://daccess-dds-ny.un.org/doc/UNDOC/GEN/G14/125/78/PDF/G1412578.pdf?OpenElement>), and the report of the Special Rapporteur on the promotion and protection of the right to freedom of opinion and expression, 1 April 2014 (http://www.ohchr.org/EN/HRBodies/HRC/RegularSessions/Session26/Documents/A-HRC-26-30-Add2_en.doc).

²¹ UNODC, *Corruption in the former Yugoslav Republic of Macedonia: Bribery as Experienced by the Population*, 2011 (http://www.unodc.org/documents/data-and-analysis/statistics/corruption/Corruption_report_FYR_Macedonia_FINAL_web.pdf).

²² The agreement consists of three documents: 1) http://ec.europa.eu/enlargement/news_corner/news/news-files/20150619_agreement.pdf; 2) http://ec.europa.eu/enlargement/news_corner/news/news-files/20150619_annex_to_the_agreement.pdf; and 3) http://ec.europa.eu/commission/2014-2019/hahn/announcements/agreement-skopje-overcome-political-crisis_en.

²³ http://ec.europa.eu/enlargement/news_corner/news/news-files/20150619_urgent_reform_priorities.pdf

²⁴ http://ec.europa.eu/enlargement/news_corner/news/news-files/20150619_recommendations_of_the_senior_experts_group.pdf

²⁵ Ministry of Finance/UNDP, *2013 Report on Local Government Financing*, December 2014.

outlooks for different local communities. Regional disparities remain pronounced, with annual GDP per head ranging from MKD 118,672 in Polog to MKD 348,915 in Skopje.²⁶

24. Protecting the environment, fighting climate change and building resilience: Alignment with EU legal standards is progressing, but complying with the EU environmental *acquis* will cost an estimated EUR 2.3 billion (or 37 percent of GDP).²⁷ Short-term economic gains still often prevail over long-term environmental interests. Although energy use per capita is low, industry is resource-intensive and there is vast room for energy-efficiency gains. Two-thirds of energy production relies on coal, and city air pollution often exceeds national (EU-aligned) legal norms, particularly in Skopje, Tetovo and Bitola. Although 20 percent (or 230,083 ha) of the country's territory is slated for nature conservation, only 79,433 ha are now under any sort of protected area scheme.²⁸ Only a fraction of waste is managed properly and recycling is barely practiced. Waste collection services are provided for only 60-70 percent of the urban population and just 10 percent of the rural population. As a result, there are 1,000 illegal landfills in rural areas alone, creating abundant ecological, health and safety hazards.

25. Climate change is a potent threat, particularly given the country's heavy reliance on agriculture, which accounts for 10.2 percent of GDP and 36 percent of employment. Extreme weather events and ever more frequent cycles of drought and flooding are already putting pressure on farmers. Research conducted by UNDP shows that, if current trends are not reversed, rising temperatures will cause a 45 percent decline in apple production and a 32 percent decline in grape production within just 40 years.²⁹ The country has made good progress in reporting on carbon inventories and preparing sectoral strategies for climate change, and the Government committed at the Paris climate summit in December 2015 to reduce emissions from fossil fuels by as much as 36 percent by 2030.³⁰ However, implementation remains a challenge and increased investments and better coordination are both needed. More broadly, environmental awareness remains limited; the private sector, civil society and the wider public all need to mobilize to meet the challenges ahead.

26. The country is also highly vulnerable to natural disasters, including earthquakes, floods, heat waves and forest fires. A 1963 earthquake leveled the capital city, Skopje. Competing demands strain water resources and flooding has become an endemic threat to homes and farms. Floods in the Pelagonija and Strumica regions in spring 2015 caused an estimated USD 35.7 million in damage, and flash floods and landslides in the Polog region in August 2015 cost six lives and caused USD 21.5 million in damage in Tetovo and nearby villages.

27. Delivering fully on gender equality commitments: The principle of gender equality is enshrined in national legislation but in practice is not yet an everyday reality. Discriminatory customs, traditions and stereotypes significantly affect the status of women, with particular impact on women living in rural areas and women from minority communities. The sex ratio at birth – 109 male per 100 female births – may point to biased sex selection. Although

²⁶ Data from 2013, State Statistical Office, <http://www.stat.gov.mk/pdf/2015/3.1.15.07.pdf>. The Government has an official methodology for assessing the development level of the country's eight planning regions, and this determines the scale of assistance provided to each region. According to this methodology, which includes a number of factors in addition to GDP per head, the Northeast Region is least-developed. See the Decision on Classification of the Planning Regions According to the Level of Development for the Period 2013-2017, Official Gazette, (2013), no. 88/2013. For more details on the methodology, see http://br.gov.mk/wp-content/uploads/2015/09/ODLUKA_ZA_POBLISKI_KRITERIUMI_I_INDIKATORI_ZA_OPREDELUVAVE_NA_STEPENOT_NA_RAZVIE_NOST_NA_PLANSKITE_REGIONI_I_1_994484682.pdf

²⁷ European Commission, *Instrument for Pre-Accession Assistance: Indicative Strategy Paper for the former Yugoslav Republic of Macedonia*, August 2014 (http://ec.europa.eu/enlargement/pdf/key_documents/2014/20140919-csp-former-yugoslav-republic-of-macedonia.pdf).

²⁸ *Fifth National Report to the Convention on Biological Diversity* (http://www.moep.gov.mk/wp-content/uploads/2014/12/Petti-nacionalen-izvestaj_MK_designed.pdf).

²⁹ *Second National Communication on Climate Change*,

[http://klimatskipromeni.mk/content/Documents/Second%20National%20Communication%20on%20Climate%20Change\(1\).pdf](http://klimatskipromeni.mk/content/Documents/Second%20National%20Communication%20on%20Climate%20Change(1).pdf).

³⁰ *Intended Nationally Determined Contributions*, <http://klimatskipromeni.mk/Default.aspx?LCID=302>.

jobless rates are similar for men and women, there is a 24-percentage-point gap in labor force participation between women (45.3 percent) and men (69.3 percent).³¹ Three-quarters of rural women are unemployed.³² Employment rates for minority women are lower than they are for ethnic Macedonians: only 27 percent of Turkish women, 7 percent of Roma women, and 6 percent of Albanian women hold jobs.³³ Although better educated than men, women earn on average 18-19 percent less than do men performing similar jobs.³⁴ The textile and leather industries – both of which have mainly female workforces – have been exempted from minimum wage regulations. Occupations remain heavily segregated by gender, and women generally bear the full load of unpaid household and care work.³⁵ Despite full legal equality, women represent only 16 percent of all property owners.³⁶

28. Women are also under-represented in leadership positions. Quotas have increased the share of women in parliament and local councils to over 30 percent, and this share is set to rise after the next elections given that the electoral-list quota was raised to 40 percent. But only 4 of 81 mayors and only 3 of 25 ministers are women. Women were absent from the Ohrid Framework Agreement negotiations and barely present in the Przino talks, which included the four main party leaders, all male. In line with European averages, an estimated one in three women falls victim to gender-based violence, and the provisions of a new law on domestic violence enacted in 2015 with UN support are still to be tested.

29. Statistical shortcomings. Although the statistical system is largely harmonized with international standards and statistical surveys are aligned with Eurostat guidelines, some major data gaps complicate the analysis of development challenges and the adoption of proper policy prescriptions. The last national census was conducted in 2002, so much population data, including on the country's ethnic make-up, are scarce and have become the source of conjecture and even conflict. There is no in-depth demographic and health research to document fertility patterns and preferences or gender or inter-generational relations to inform evidence-based population policies, including for social inclusion. Data are also insufficient on emigration trends, so it is a challenge to determine with any precision how many people have left the country in search of better prospects elsewhere. And there is also little data on some vulnerable groups, for example on people with disabilities. That said, proxy data can be found for some topics, and the UN is currently experimenting with innovative tools – for example, “big data” from the cellphone network, which has 99.8% penetration – in the hope that these can help bridge some data gaps.

30. Transit of refugees and migrants. In the course of 2015 a new humanitarian challenge emerged that tested the capacity of state institutions, the adaptiveness of host communities and the responsiveness of UN agencies: the transit of an estimated 750,000 refugees and migrants seeking safety and the chance of a better life in prosperous northern EU member states. What began as small stream of irregular migrants and refugees making their way from the southern border with Greece at Gevgelija to the northern border with Serbia at Kumanovo (*see map*) had by summer become a seemingly infinite stream of 5,000-7,000 persons per day, with a peak of more than 11,000 on a single day in mid-October 2015. Reception facilities were erected at both borders; border police established registration

³¹ SSO, Labor Force Survey, 2014 <http://www.stat.gov.mk/Publikacii/2.4.15.04.pdf>

³² Center for Research and Policy Making, “Perspectives of women in rural areas,” 2012 (http://www.crpm.org.mk/wp-content/uploads/AboutUS/Perspectives%20of%20women%20in%20rural%20areas_ENG.pdf).

³³ World Bank, “Country Partnership Strategy, 2015-2018,” <http://www.worldbank.org/content/dam/Worldbank/document/eca/mk-cps-2015-2018-eng.pdf>

³⁴ International Labor Organization, “The gender and motherhood wage gap in the Former Yugoslav Republic of Macedonia: An econometric analysis,” unpublished draft, 2015.

³⁵ European Commission, *The Current Situation of Gender Equality in the former Yugoslav Republic of Macedonia*, 2012 (http://ec.europa.eu/justice/gender-equality/files/epo_campaign/country-profile_fyrom_en.pdf).

³⁶ <http://www.katastar.gov.mk/userfiles/file/landandgender%20leaflet%20web%20mk%20.pdf>



procedures; and the Red Cross and the NGO community mobilized to provide humanitarian supplies to people on the move. Led by UNHCR, other UN agencies, including UNICEF and UNFPA, and affiliated entities, most prominently the International Organization for Migration (IOM), also pitched in, mobilizing extraordinary funding and personnel to help the country address the crisis and keep a focus on vulnerable persons and human rights concerns.

31. The closure of borders along the Western Balkan route first slowed and then largely halted irregular transit. Challenges remain, however, so, alongside the five core development areas, responding to the refugee and migrant crisis will continue to preoccupy the UN agencies and associated entities for the foreseeable future. UNHCR, UNICEF, UNFPA, UN Women,

WHO and IOM will continue to support the humanitarian response, with a particular emphasis on vulnerable groups, gender concerns and human rights, while UNDP will work to rebuild or repair overburdened public-service infrastructure in the two most-affected municipalities.

UN comparative advantage and lessons learned

Map: Western Balkan route for refugees and migrants

period the country has worked closely with the UN system, as an active member of the international community (most recently as a member of the UN Human Rights Council) as well as a recipient of technical assistance and aid. UN agencies and entities have been present in the country since independence, focusing on inclusive and sustainable development based on national priorities, in partnership with the Government and the people.³⁷ Priorities have included providing assistance to vulnerable groups and generating jobs, ensuring equitable access to services, empowering local government institutions to serve communities, promoting environmentally sustainable development and disaster resilience, as well as working on the crosscutting issues of human rights and gender equality.

33. The UN agencies and affiliated entities with current activities in the country include:

32. The country has been a member of the United Nations for more than two decades. In this

³⁷ The earliest UN presence in the independent country was the United Nations Protection Force (UNPROFOR) established in 1992 and its successor the Preventive Deployment Force (UNPREDEP) from 1995. UNHCR and OHCHR were also present at this time.

- United Nations Development Programme (UNDP)
- United Nations Children’s Fund (UNICEF)
- Office of the UN High Commissioner for Human Rights (OHCHR)
- UN High Commissioner for Refugees (UNHCR)
- UN Population Fund (UNFPA)
- UN Women (United Nations Entity for Gender Equality and the Empowerment of Women)
- International Labour Organization (ILO)
- World Health Organization (WHO)
- International Organization for Migration (IOM)

34. The World Bank and the International Monetary Fund (IMF) also have offices in the country, although the IMF does not currently operate an active lending program.

35. UN entities that are regionally based with operations in country include:

- International Atomic Energy Agency (IAEA)
- United Nations Environment Programme (UNEP)
- UN Economic Commission for Europe (UNECE)
- UN Educational, Scientific and Cultural Organization (UNESCO)
- Food and Agriculture Organization (FAO)
- United Nations Industrial Development Organization (UNIDO)
- UN Office of Drugs and Crime (UNODC); and
- UN Office for Disaster Risk Reduction (UNISDR).

Achievements of the previous UNDAF

36. UN activities over the 2010-2015 period were carried out in the framework of the UN Development Assistance Framework (UNDAF).³⁸ The UNDAF set three broad priorities – social inclusion, local governance and environmental protection – and defined three shared outcomes towards which the UN agencies in the country agreed to work:

1. Socially excluded people will have gained increased access to improved quality services and greater opportunities to enjoy full and productive lives;
2. Local and regional governance will have been enhanced to promote more equitable development and greater inter-ethnic and social cohesion;
3. Authorities will have developed improved capacities to integrate environment and disaster risk reduction within national and local development frameworks.

37. Preparations of a new five-year strategy for the UN started in mid-2014. These were informed by a midterm review conducted in 2013 to measure progress under the current UNDAF. This review concluded that the aims defined by the UNDAF were generally realistic and appropriate for the country situation, and that substantial progress had been made in most areas. One notable adjustment was the need to give additional scrutiny to the gender implications of all UN activities, to ensure that all programming fosters equal rights and women’s empowerment. Midterm reviews by UNICEF and ILO reached similar conclusions. Given the expected continuity in the country context from the past period to the new one, many of goals and activities from the UNDAF reappear in the new *Partnership*.

³⁸ http://www.mk.undp.org/content/the_former_yugoslav_republic_of_macedonia/en/home/operations/legal_framework.html.

38. In terms of progress achieved, the review concluded that the UN was on track to achieve most of the outcomes included in the UNDAF. Out of nine agency outcomes, six were judged ahead of the level of progress expected, while three were seen as somewhat behind.

39. Among the achievements supported by UN efforts on social inclusion were: better targeting of social assistance; improved poverty-alleviation policies; the introduction of a national minimum wage; the creation of robust active labor market measures encompassing hard-to-employ groups, including women. A move away from cash benefits towards quality social services was achieved. Tailored services for victims of domestic violence were developed.

40. Under governance, the decentralization process was supported, with block financial transfers from the central to local level helping to expand the reach of services. The practice of inter-municipal cooperation was established to help pool the resources of small municipalities. Anti-corruption strategies were supported at the national level, and tools to promote integrity and transparency were introduced with UN support in municipalities. Peer-to-peer advisory support was provided to meet EU accession requirements in rule of law and home affairs. UN efforts were also credited with supporting progress in inter-ethnic cohesion.

41. In environmental protection, the UN was seen assessed as having enhanced political and public awareness about the implications of climate change, expansion of energy-efficiency efforts and use of renewables. Monitoring, verification and reporting of greenhouse gas emissions were improved. Policies on biodiversity were improved. The country's the first Watershed Management Plan was developed and implemented in line with EU regulations. Strategic plans for the management, reduction and elimination of certain groups of hazardous chemicals were prepared.

42. Disaster prevention and preparedness was strengthened through the implementation of the Hyogo Framework for Action. Innovative mobile applications were developed to alert the population to unfolding disasters, and gender and disability considerations were taken into account in awareness-raising about disaster response. At a regional level, country-to-country coordination on disasters was improved, and the ideas of risk transfer markets and resilient investments were promoted.

43. The midterm review also identified key lessons learned: first, the need to ensure adequate resources, given that budgetary constraints in many cases obstructed steady progress; second, the importance of strengthening the capacity and accountability of national institutions in implementing new policies, since changing legislation is not enough; third, the need for comprehensive, holistic approaches in addressing development challenges; fourth, the need to head the voice of stakeholders during program design and implementation; and fifth, that gender and human rights should be a central consideration in all UN activities.

44. Assessing past performance, the review concluded that UN support has been productive where it has guaranteed access to global networks of world-class expertise and advice in ways that help national partners achieve development results while also meeting EU benchmarks. Specific agency contributions have been successful where teams have engaged with local partners over extended periods providing coaching and learning opportunities as part of day-to-day project activities and where solutions have been tested or prototyped on

a smaller scale before scaling-up. UN support has been central to the implementation of international standards, particularly those set in international human rights instruments, capacity development at all levels of government within a framework of national ownership, as well as the objective monitoring and evaluation of the national development framework. The political impartiality and convening power of the UN has also been highly appreciated.

UNDAF formulation process

45. Drawing on these findings, extensive consultations were conducted in 2014 and 2015 between all UN agencies with activities in the country (both resident and non-resident) and national counterparts. The Joint Steering Committee formed of UNCT and Government representatives agreed in December 2014 that the new framework would bear the name: *Partnership for Sustainable Development: UN Strategy 2016-2020*. This name was chosen to underline the country's alignment with the Sustainable Development Goals, and to reflect the conviction that all UN work in the country rests on partnerships with national institutions, organizations and communities. A Strategic Prioritization Workshop held in December 2014 endorsed five proposed priority areas: employment, good governance, social inclusion, environmental sustainability and disaster resilience, and gender equality.

46. In an effort to reach out beyond the capital and understand the views of groups that are not traditionally included in planning exercises like this one, the UN team also devised an interactive online survey inspired by the "My World" surveys that the UN is using globally to test world opinion on post-2015 priorities. This exercise aimed to overcome the constraints of traditional focus groups and opinion polls through the use of innovative "foresight" methodologies pioneered at the Massachusetts Institute of Technology. In a little over a month, more than 1,500 respondents shared their views on "The Future I Want," and these direct the UN towards three main priorities: good jobs, quality education and mobility. These findings corroborated the initial assumptions emerging from the expert analysis and consultations and also offered insight into ways the UN agencies can work better to reach groups that are underrepresented in traditional surveys and opinion polls.

47. In line with these consultations and with Government assent, the UNCT elected to embrace the **Delivering as One** approach with the start of the new program. Delivering as One enables UN agencies to engage in more strategic, integrated planning and to strengthen mutual accountability and shared delivery of results, including through joint programming. It also enables the UN team to work together under the umbrella of the "One Programme," even where agencies remain governed by bilateral agreements with the Government.

48. In defining the new strategy, close alignment with national goals was a priority. Here preparatory work sought to align the strategy with national, regional and global goals.

49. Accordingly, the planning process took into account the five priorities stated in the Government program for 2014-2018:

1. Increased economic growth and employment, as a precondition for improved standards of living and quality of life for citizens;
2. Integration into the EU and the North Atlantic Treaty Organization (NATO);
3. An uncompromising fight against corruption and crime and efficient law enforcement through deep reforms in the judiciary and public administration;
4. Maintenance of good inter-ethnic relations based on the principles of mutual tolerance and respect and implementation of the Ohrid Framework Agreement; and

5. Investment in education, science and information technology as elements of a knowledge-based society.

50. Key sectoral strategies were also used as sources to prioritize planned UN agency activities. There is considerable continuity here, since UN agencies have been involved in drafting or revising many of them. They include:

- Program of the Government 2014-2018
- National Strategy for Sustainable Development to 2030
- Strategy for Regional Development 2009-2019
- National Vision for Sustainable Development in the Context of Rio+20 and EU Accession
- Third National Communication on Climate Change
- National Progress Report on the Implementation of the Hyogo Framework for Action 2013-2015
- National Employment Strategy for 2016-2020
- Operational Plan for Active Labor Market Programs and Measures
- National Action Plan for Youth Employment 2016-2020
- Demographic Policies Strategy 2015-2024
- National Strategy for the Reduction of Poverty and Social Exclusion for 2010-2020
- National Program for the Development of Social Protection for 2011-2021
- National Strategy on the Rights of Persons with Disabilities 2010-2020
- National Plan of Action on the Rights of the Child for 2006-2015
- Gender Equality Strategy and Strategy for Gender Responsive Budgeting
- National Strategy for Prevention and Protection from Domestic Violence
- National Program for Development of Agriculture and Rural Development 2013-2017
- Resolution on Migration Policy and its Action Plan 2015-2020
- Strategy on Combating Trafficking in Human Beings and Illegal Migration
- National Strategy for Integration of Refugees and Foreigners 2016-20
- National Strategy for Health to 2020: “Together for Health for All”
- Strategy on Safe Motherhood 2010-2015
- Strategy on Reproductive Health 2010-2020
- Program and Action Plan for Implementation of the Decentralization Process and Local Self-Government Development 2015-2017
- State Program for the Prevention of Corruption 2011-2015
- National Program for Adoption of the EU Acquis

51. Although the country does not have a long-term development plan *per se*, for more than a decade its policies have been framed and shaped by the overarching goal of EU membership. Aside from Slovenia, which joined the EU in the first wave of enlargement in 2004, it was the first country in the Western Balkans to qualify for “candidate” status, in 2005. Since then, despite the fact that the “name dispute” with Greece has blocked the opening of accession negotiations, the country has embarked on a daunting agenda of legislative changes and institutional reforms aimed at meeting the criteria for EU membership. This effort is aligned in many respects with the human development agenda, so that progress in European integration serves as a proxy for progress on the Sustainable Development Goals. For this reason, the annual progress reports issued by the European Commission³⁹ provide crucial benchmarks for UN planning and implementation.

³⁹ http://ec.europa.eu/enlargement/countries/strategy-and-progress-report/index_en.htm

52. The framework of international law is also vital for UN work in the country. Since independence, the country has signed and ratified – or accepted in succession from former Yugoslavia – most of the core UN and other international conventions that are central to the work of UN humanitarian and development agencies. These include seven of the nine⁴⁰ core international human rights treaties: the International Covenant on Civil and Political Rights (ICCPR), the International Covenant on Economic, Social and Cultural Rights (ICESCR), the Convention on the Elimination of all Forms of Racial Discrimination (CERD), the Convention against Torture (CAT), the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW), the Convention on the Rights of the Child (CRC), and the Convention on the Rights of Persons with Disabilities (CRPD).

53. In addition, the country has ratified 77 conventions of the International Labour Organization, including the eight fundamental conventions.⁴¹ The Conventions relating to the Status of Refugees and the Status of Stateless Persons are also in force, although the Convention on the Reduction of Statelessness is still pending accession. The country was one of the earliest signatories to the UN Convention against Corruption (CAC). The country has ratified the main international conventions in the field of cultural heritage (UNESCO 1954; 1970; 1972; and 2003 Conventions) as well as the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions. Likewise, the country has ratified a number of conventions for environmental protection, in the areas of atmosphere, nature, climate change, water, waste, soil and chemicals.⁴² Finally, the country has signed but not yet ratified the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence (known as the “Istanbul Convention”).⁴³

54. Periodic reporting on and reviews of the implementation of these treaties have helped structure and shape UN work. Particularly important here are the regular reports and recommendations from the Universal Periodic Review (UPR) conducted under the auspices of the UN Human Rights Council.⁴⁴ The country underwent its first UPR in 2009, and the second in January 2014, so the latest recommendations are still fresh. Also relevant are the 2013 concluding observations on the country’s reports on its implementation of CEDAW,⁴⁵ and similar observations from 2010 on its CRC implementation.⁴⁶ The country also hosted a 2013 visit by the UN special rapporteur on freedom of opinion and expression.⁴⁷

55. Finally, 2015 saw reviews of country performance by three human rights treaty bodies: the committees on civil and political rights, against torture and for the elimination of racial discrimination. The most recent recommendations point to areas for UN support:

- To ensure that the Ombudsman can perform his mandate effectively and in full independence;
- To improve the national framework and practices for prevention of and protection from discrimination;
- To take measures to demonstrate respect for and strengthen the independence of the judiciary and the integrity of public institutions;

⁴⁰ The two exceptions are the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families and the International Convention for the Protection of all Persons from Enforced Disappearance, which the country signed in 2007 but has yet to ratify.

⁴¹ The ILO fundamental conventions are: Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87); Right to Organise and Collective Bargaining Convention, 1949 (No. 98); Forced Labour Convention, 1930 (No. 29); Abolition of Forced Labour Convention, 1957 (No. 105); Minimum Age Convention, 1973 (No. 138); Worst Forms of Child Labour Convention, 1999 (No. 182); Equal Remuneration Convention, 1951 (No. 100); Discrimination (Employment and Occupation) Convention, 1958 (No. 111).

⁴² http://www.moep.gov.mk/?page_id=4200&lang=en.

⁴³ <http://www.coe.int/en/web/istanbul-convention/text-of-the-convention>.

⁴⁴ <http://www.ohchr.org/EN/HRBodies/UPR/Pages/MKSession18.aspx>.

⁴⁵ <http://daccess-dds-ny.un.org/doc/UNDOC/GEN/G13/421/54/PDF/G1342154.pdf?OpenElement>.

⁴⁶ http://tinternet.ohchr.org/_layouts/treatybodyexternal/Download.aspx?symbolno=CRC/C/MKD/CO/2&Lang=En

⁴⁷ http://www.ohchr.org/EN/HRBodies/HRC/RegularSessions/Session26/Documents/A-HRC-26-30-Add2_en.doc

- To ensure that cases of domestic violence and other forms of gender-based violence are thoroughly investigated; that perpetrators are prosecuted and, if convicted, punished with appropriate sanctions; and that victims have access to effective remedies and means of protection provided in a coordinated fashion, including proper healthcare services and an adequate number of shelters available in all parts of the country;
- To provide adequate institutional protection for children living in the street and to enhance the efficiency of protocols designed to reintegrate these children into their family;
- To ensure that all are fully able to exercise their rights to freedom of expression and association;
- To take concrete measures to close the wage gap between men and women;
- To further strengthen efforts to increase the participation of women in the political and public sectors;
- To continue taking special measures for the Roma community, promoting the employment and advancement of Roma and combating their social exclusion; and
- To improve the national asylum system and to guarantee all human rights to people who find themselves in situation of displacement and involuntary migration.

56. Finally, the new Partnership was shaped by the four major new international frameworks adopted in 2015: the Sendai Framework for Disaster Risk Reduction 2015-2030, adopted in March;⁴⁸ the Addis Ababa Action Agenda for financing development, adopted in July;⁴⁹ the Sustainable Development Goals (SDGs), adopted by the UN General Assembly in September 2015;⁵⁰ and the Paris Agreement under the UN Framework Convention on Climate Change, adopted in December.⁵¹ The SDGs provide an all-encompassing agenda for the post-2015 period, and the new Partnership outcomes directly address all 17 new global goals.

⁴⁸ http://www.unisdr.org/files/43291_sendaiframeworkfordrren.pdf.

⁴⁹ http://www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA_Outcome.pdf.

⁵⁰ http://www.un.org/pga/wp-content/uploads/sites/3/2015/08/120815_outcome-document-of-Summit-for-adoption-of-the-post-2015-development-agenda.pdf.

⁵¹ <http://unfccc.int/resource/docs/2015/cop21/eng/109r01.pdf>.

Partnership for Sustainable Development 2016-2020, Simplified Outcome Matrix

Outcome 1. Employment

By 2020, more women and men are able to improve their livelihoods by securing decent and sustainable employment in an increasingly competitive and job-rich economy

Indicator 1: Unemployment rates for women and men

Indicator 2: Unemployment rates for young women and men (under 29)

Indicator 3: Share of women and men employed in the informal sector

Indicator 4: Labor force participation rates for women and men

Participating agencies: ILO, UNDP, UN Women, IOM, UNECE, UNIDO, UNCTAD, UNESCO

National counterparts: Ministry of Labor and Social Policy; Ministry of Economy; State Labour Inspectorate; Employment Services Agency; regional employment offices; national and local Economic and Social Councils; trade unions; employers organizations

Outcome 2. Good governance

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

Indicator 1: Citizen satisfaction with the quality of municipal services

Indicator 2: Country score in World Bank global governance effectiveness index

Indicator 3: Share of municipalities using gender-responsive budgeting tools

Indicator 4: Share of young people (under 29) who see their future outside the country

Participating agencies: UNDP, UNESCO, UNFPA, UN Women, IOM, UNECE

National counterparts: Ministry of Local Self-Government; municipal administrations; Regional development centers; Ministry of Information Society and Administration; Agency for Youth and Sport; Cultural Heritage Protection Office of the Ministry of Culture; Museums; municipal administrations; NGOs

Outcome 3. Social inclusion

By 2020, more members of socially excluded and vulnerable groups are empowered to exercise their rights and enjoy a better quality of life and equitable access to basic services

Indicator 1: Share of population at risk of poverty or social exclusion (EU AROPE combined indicator)

Indicator 2: Number of children with disabilities attending regular schools

Indicator 3: Number of Roma adults employed in formal economy

Indicator 4: Rights-based asylum and migration systems functioning in line with international commitments

Indicator 5: Decrease of mortality attributable to non-communicable diseases

Participating agencies: UNICEF, UNFPA, WHO, UNDP, UNHCR, IOM, UN Women, IAEA

National counterparts: Ministry of Labor and Social Policy; Ministry of Education; Employment Services Agency; Ministry of Interior; Ministry of Health; NGOs

Outcome 4. Environmental sustainability

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

Indicator 1: Greenhouse gas (GHG) emissions

Indicator 2: Economic loss from natural hazards and disasters as a share of GDP

Indicator 3: Hectares of land that are managed sustainably as protected areas

Indicator 4: Number of deaths, missing people, injured, relocated or evacuated due to disasters

Indicator 5: Degree of integrated water resources management implementation

Participating agencies: UNDP, WHO, IOM, UNFPA, FAO, UNESCO, UNEP, UNISDR, UNECE, UNIDO

National counterparts: Ministry of Environment and Physical Planning; Ministry of Agriculture; Ministry of Health; Ministry of Culture; Crisis Management Center; National Protection and Rescue Directorate; NGOs

Outcome 5. Gender equality

By 2020, state institutions are fully accountable to gender equality and anti-discrimination commitments, and more women and girls lead lives free from discrimination and violence

Indicator 1: Council of Europe's Istanbul Convention ratified

Indicator 2: Number of cases of domestic violence and other gender-based violence reported and prosecuted

Indicator 3: Share of gender-based discrimination complaints resolved by responsible institutions

Indicator 4: Number of initiatives inspired by women and girls that are translated into local and national policies

Participating agencies: UN Women, UNFPA, UNDP, UNICEF, IOM, ILO

National counterparts: Ministry of Labor and Social Policy; Ombudsman; Anti-Discrimination Commission; Equal Opportunities Commission; NGOs; Academy of Judges and Prosecutors; Ministry of Interior; Ministry of Justice, Parliament

2. EXPECTED RESULTS

57. The Partnership for Sustainable Development 2016-2020 aims to promote equitable and sustainable development, assist in the achievement of national priority goals and support the country's integration into the European Union. It focuses UN agency support to the country in five outcome areas, which each contribute to the achievement of important national development goals and are fully aligned with both the Sustainable Development Goals and EU accession criteria. This chapter presents the five outcomes, outlines the programmatic activities under each one, and identifies the UN system agencies and national partners involved in their implementation. In addition, in the context of initiatives outside the formal Partnership matrix, it details activities and funding devoted to the migrant and refugee crisis that emerged in mid-2015. The complete results matrix, including indicators, baselines, targets, means of verification, and risks and assumptions is provided in Annex A.

58. A number of outcome indicators for the Partnership have been left to be determined during the course of the program, often owing to a lack of appropriate statistical data. The UN Country Team has agreed to pursue innovative approaches to supplement official data and generate proxy indicators where no reliable statistics exist. Data gaps offer an opportunity to harness "big data" and other innovative tools, and even where good statistics are available, new methods can be tested to validate results monitored through more traditional means. This approach will be pursued in close collaboration with the State Statistical Office and the national institutions that can make use of the data, in order to ensure that innovative methods are fully applicable and can be adopted for future use. Every effort will be made to ensure that new data comply with relevant international standards.

59. Projected total funding for the entire five-year program is **USD 119 million**.

60. Factoring in the anticipated response to the refugee crisis, the total exceeds **USD 140 million**.

2.1. Employment

Outcome 1. By 2020, more women and men are able to improve their livelihoods by securing decent and sustainable employment in an increasingly competitive and job-rich economy

61. The first outcome of the Partnership is aligned with SDG 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all."

62. Creating new jobs and reducing unemployment is a top priority for the Government.

63. The UN will assist the Ministry of Labor and Social Policy, the Ministry of Education, the National Agency for Employment and other relevant institutions in implementing the National Employment Strategy for 2015-2020. Support will focus on designing and implementing measures that will increase the participation of groups that are traditionally underrepresented in the labor market and help those who lack them to secure the skills and qualifications needed to improve their employability and meet labor-market demand. In particular, the UN agencies will build on the achievements of the previous UNDAF program cycle to ensure that gender, ethnicity, disability status, age and place of residence are not impediments to productive employment, but rather that decent work is accessible to all.

64. ILO, UNDP and IOM will work with the Ministry of Labor and Social Policy and the Agency for Employment to help adopt and implement policies that promote job-rich growth, particularly in the private sector. This will include participation in regular reviews of national strategies to ensure that social inclusion and decent work standards are fostered. IOM will advise on the policies needed to encourage use of remittances for economic development and to effectively leverage the knowledge and experience of the sizable diaspora.

65. ILO will continue to assist the Ministry of Labor and Social Policy and the Employment Services Agency in monitoring, evaluating and designing active labor market policies, and UNDP will continue to serve as a partner to the Government in implementing active labor market measures, with a focus on ensuring that hard-to-employ groups such as Roma and people with disabilities enjoy improved access to the formal labor market.

66. Given high rates of youth unemployment, special emphasis will be put on narrowing the gap between education and employment and encouraging youth entrepreneurship. ILO will support the Government in the design, implementation and evaluation of the Action Plan on Youth Employment to 2020, and UNDP will support national efforts to build a knowledge economy, by promoting inclusive solutions to learning and skills development, including through e-learning platforms. As part of this effort, UNDP will assist the Government in developing a continuing education system and an equivalency certification system for adults who failed to graduate from primary or second school. This is a vital inclusion measure for marginalized groups, such as former prison inmates and Roma.

67. UN Women will engage in analysis the underlying causes for the low participation of women in the labor market and will provide guidance and recommendations for policies and measures aiming at increasing women's economic activity.

68. Formalization of businesses now operating in the "grey economy" will also be encouraged, as will cooperation between the Government, the private sector and civil society to improve the business climate. UNECE will advise the government on regional economic integration and innovation policy, including the various mechanisms and instruments of public support for innovation and assessment of regulatory and procedural barriers to trade. UNCTAD will review the country's trade and investment policy framework and propose detailed recommendations and tools in relation with the enterprises' development, the foreign direct investments and competition issues, for an increased competitive economy.

69. The use of participatory mechanisms in developing labor market policies will be furthered. ILO will bolster the country's fledgling tripartite social dialogue by enhancing the role of the national Economic and Social Council in reviewing draft legislation and helping to create analogous councils at the local level. IOM will continue capacity-building activities on labor migration.

70. UNISDR will continue advocating for the development of a risk transfer market and support the private sector in building resilience to ensure business continuity and advise national and local governments on job opportunities created by investing in disaster resilience.

71. Progress under the outcome will be measured by monitoring the unemployment rate for women and men; the unemployment rate for young men and women; the share of women

and men employed in the informal sector; and overall labor force participation rates for women and men, with a focus on women from ethnic minority communities.

72. The impact of program activities will be measured using indicators that assess the share of new private-sector jobs created through active labor market measures, the success rates for Roma women and men in active labor market measures, the effectiveness of Economic and Social Councils, and the creation of new policies to promote innovative, competitive SMEs.

73. Projected total funding for this outcome amounts to **USD 26.3 million**.

74. The UN agencies active in supporting national partners to achieve this outcome include: ILO, UNDP, UNECE, UNIDO, UNISDR, UN Women, UNCTAD, UNESCO and IOM.

2.2. Good governance

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

75. The second outcome of the Partnership is fully aligned with SDG 16: “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.” These goals are also at the core of the EU accession agenda, through the Copenhagen criteria and Chapters 23 and 24 of the *acquis communautaire*. Transparent and accountable institutions are a Government priority.

76. To enhance transparency and accountability, and support the continued development of effective, accountable and inclusive institutions in line with SDG 16, the UN will work with the Ministry of Information Society and Administration and other relevant authorities at all levels to promote openness and a service orientation towards the public. Institutions will be supported to enhance communication so as to enable citizens to learn about policies that affect them and about the rights, services and complaints mechanisms available to them. In coordination with the activities planned for social inclusion, the focus will be on empowering vulnerable groups through improved access to information on the one hand and participation in decision-making and debate with policy-makers on the other.

77. UNDP will work in partnership with the Ministry of Local Self-Government (MLSG), line ministries, municipal administrations and civil society organizations to help improve the provision of services at the local level. This work will be aligned with the decentralization process and the principles of equitable regional development, with an emphasis on ensuring that local governments are able to secure access to sufficient funding to fulfill their responsibilities to local residents. It will also focus on participatory policy making and addressing the needs of vulnerable and socially excluded groups. Inter-municipal cooperation will be fostered to help build shared economies of scale where individual municipalities lack the resources to deliver adequate services. Municipal councils will be strengthened in their budget oversight roles. Alternative means of service provision, such as e-services, will be further explored. Support will also be provided at both national and local levels of government to improve anti-corruption policies and encourage the use of “integrity systems” to promote transparency and accountability and prevent corruption.

78. UNDP and UN Women will both support enhanced engagement by CSOs and individuals in decision-making and oversight over local level policies and budgets. They will also support the government to improve the regulatory framework for engagement with civil society and to strengthen participatory mechanisms through which civil society helps ensure government accountability and transparency. The UN will continue to engage with CSOs on reporting to treaty bodies, monitoring national policy implementation and the status of human rights in the country. UNDP and UN Women will assist municipalities in ensuring that the gender implications of different policies and funding allocations are properly understood and addressed in an equitable way.

79. UNDP, UNFPA and IOM will encourage increased engagement by young people in issues affecting them, and also help policy makers better address youth concerns, such as targeted health services, cultural services and non-formal education opportunities, inter alia through the creation of youth strategies at national and local level. UNDP will continue engaging with institutional and non-institutional actors in activities improving resilience, social cohesion and inter-ethnic relations, particularly at the local level. All resident UN agencies and UNECE will support the country in adapting the SDGs to local conditions and establishing a system for monitoring their implementation. All UN agencies will support the country's alignment with European Union standards and legislation, including through peer-to-peer exchanges with EU member states, particularly in the crucial areas of rule of law and home affairs. IOM will continue to help introduce and implement EU standards for migration.

80. In partnership with the European Commission, UNESCO will work to strengthen freedom of expression, access to information, and free, independent and pluralistic media, ensuring that journalists and media organizations are key drivers for democratic, sustainable and peaceful development. To achieve this objective UNESCO will implement activities at three levels. The first level centres on the media community as a whole through the reinforcement of media self-regulation mechanisms and media professional standards. The second level focuses on media organizations with the implementation of activities to improve their internal governance. The third level concerns civil society, with activities that aim to raise the demand for quality media.

81. In addition, UNESCO will provide technical assistance and advice in order to create an enabling environment for protecting and promoting diversity of cultural expressions, including the development of cultural and creative industries. This will also include the development of an evidence base on the impact of culture for development, in order to support informed decision making on the enhancement of culture as a driver and enabler for sustainable development. UNESCO will support the improvement of cultural heritage protection and the management of natural and cultural heritage, with special focus on the World Heritage properties and biosphere reserves, including the Albanian-Macedonian transboundary biosphere covering the Ohrid and Prespa Watershed.

82. Progress under the outcome will be measured against the satisfaction of local residents with municipal services, the country score in the World Bank global governance effectiveness index, the share of municipalities using gender-responsive budgeting tools and the share of young people (aged 29 and under) who see their future outside the country. The impact of program activities will be measured among others using indicators that assess public satisfaction with social protection services, the degree of public participation in municipalities and progress in fighting corruption as assessed by EU accession criteria, and the number of cultural heritage properties that are protected and managed sustainably.

83. Projected total funding for this outcome amounts to **USD 16.4 million**.

84. The UN agencies active in supporting national partners to achieve this outcome include: UNDP, UNFPA, UN Women, IOM, UNESCO and UNECE.

2.3. Social inclusion

Outcome 3. By 2020, more members of socially excluded and vulnerable groups are empowered to exercise their rights and enjoy a better quality of life and equitable access to basic services

85. The third outcome of the Partnership is aligned with five SDGs:

SDG 1: End poverty in all its forms everywhere;

SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture;

SDG 3: Ensure healthy lives and promote well-being for all at all ages;

SDG 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all; and

SDG 10: Reduce inequality within and among countries.

86. Although the country has negligible levels of extreme poverty and hunger, some groups lead a marginal existence and experience disparities in opportunities and quality of life. To address this challenge, the UN agencies will focus on promoting wellbeing and access to services, including inclusive quality education, for all. A central part of this outcome aims to reduce inequality and enhance the quality of life of the entire population.

87. The UN will assist the Government, especially the Ministry of Labour and Social Policy, to reduce the number of people at risk of poverty and social exclusion. Special focus will be on the capacity of the social protection system to guarantee accessible, affordable and adequate social services to the most vulnerable and help develop participatory mechanisms that strengthen the voice of citizens and increase their awareness about available services. Efforts will also be undertaken to ensure that social benefits reach all those eligible, while refining the system to deliver more equitable outcomes and target the truly needy.

88. UN work will focus on two main areas. First, UN agencies will support national and local institutions to develop and adjust their policies and programs so that all population groups enjoy equitable access to health and social services. In some cases, for example with respect to people with disabilities, improved policies will depend on filling gaps in available national statistics, so the UN will support traditional methods of data collection while experimenting with more innovative means of understanding group characteristics and trends, such as real-time data collection and micro-narratives. Second, UN agencies will work directly with vulnerable and socially excluded groups to help them exercise their rights to the fullest possible extent and also gain the capacities needed to take a more active role in shaping the policies and designing social services that affect them. Here the focus will be on children as a group that is vulnerable by definition; the Roma community; people with disabilities (who account for an estimated 15% of the global population); and people receiving social benefits.

89. Working in the framework of the UN Convention on the Rights of the Child, UNICEF will support national partners in expanding the share of children who enjoy the benefits of early childhood education and ensuring that more children with disabilities gain access to the social benefits to which they are entitled and also are able to attend mainstream schools.

UNICEF will also continue to work with Centers of Social Work to build their capacity to use quality disaggregated data and needs assessments as the basis of service design and delivery. The ongoing shift towards specialized assistance in the social protection system will be supported.

90. UNICEF and UNDP will work in a complementary fashion to help the country implement the provisions of the UN Convention on the Rights of Persons with Disabilities, which views disability not as a medical condition but rather as a factor that society as a whole is obliged to accommodate to ensure respect for human rights. This will include support to the National Coordination Body for the Convention on the Rights of People with Disabilities (CRPD), in part to ensure it has the necessary resources and skills to effectively perform its duties. UNDP will focus on helping national and local authorities create more conducive conditions for persons with disabilities to enter the labor market and thrive in business, and undertake public awareness-raising activities to fight the stigma often attached to disability.

91. UNICEF, UNDP, UNFPA, UNHCR, WHO and IOM will also work to promote greater inclusion of the Roma community, by fostering better access to identity documents, healthcare, housing, education and employment (*see also Outcome 1*). UNHCR and IOM will support national partners in their efforts to ensure that all refugees, asylum seekers, migrants and stateless people are treated with dignity (*see also Outcome 6*). This will include supporting the reform of the asylum and migration management system, emphasizing the protection and services available to vulnerable refugees and asylum seekers, such as unaccompanied minors and potential victims of human trafficking. Services for returning migrants will also be developed.

92. WHO and UNFPA will work to strengthen equitable access to health services by supporting the reorientation of healthcare policies to reduce inequities in line with international standards, including the values and principles of the Health 2020 framework for health and well-being. WHO will support institutions and health professionals in implementing the national Health 2020 strategy as well as specific strategies on non-communicable diseases, public health, HIV and AIDS, and environment and health. IAEA will support national partners in improving the quality of patient management through application of relevant nuclear techniques in health care. UNFPA will focus on improving the quality of the health services and equity of access with regards to maternal health, family planning and other reproductive health services. In addition, efforts will be made to encourage vulnerable groups, such as people with HIV and AIDS, to pursue better health.

93. All UN agencies in the country will join together under the leadership of the UN Resident Coordinator to support a sustained campaign aimed at promoting tolerance and fighting discrimination and prejudice against minorities and vulnerable groups of all types and definitions, in line with the relevant UN human rights treaties and conventions that the country has ratified.

94. Progress under the outcome will be measured against the share of the population at risk of poverty or social exclusion; the number of children with disabilities attending regular schools; the number of Roma adults employed in the formal economy; the alignment of a rights-based asylum and migration-management system with international commitments; and the scope of premature mortality caused by non-communicable diseases.

95. The impact of program activities will be measured by indicators that assess the number of initiatives that fill in gaps in statistical information concerning people with disabilities; the

number of social services involving user participation in design and delivery; the share of children attending preschool disaggregated by gender and ethnicity; the share of Centers for Social Work that implement the social assessment of disability; the share of the population with a subjective experience of discrimination; and for the Roma population, infant mortality rates, the scope of health and social services provision and school attendance rates. Health sector progress will be monitored through the mortality rate from cardiovascular and circulatory diseases and well as malignant cancers.

96. Projected total funding for this outcome amounts to **USD 29.3 million**.

97. The UN agencies active in supporting national partners to achieve this outcome include: UNICEF, UNDP, UNFPA, UNHCR, UN Women, WHO, IAEA and IOM.

2.3.1. Support to refugees, migrants and affected communities

Priority 3a. Over the course of the program period, refugees and migrants receive protection and humanitarian aid, in full respect of their human rights; host communities receive adequate assistance to build the resilience they need to deliver public services; and by 2020 robust asylum and migration management systems are fully functional.

98. Although the irregular entry of refugees and migrants was halted in March 2016, the UN agencies will continue to provide multifaceted support to institutions, civil society organizations and, as needed, directly to refugees and migrants in transit centers and asylum-seeker facilities. To weather the crisis, UNHCR, IOM, UNICEF and UNFPA engaged large numbers of specialist staff and additional resources to help meet basic humanitarian needs: in helping to design, build, equip and staff the transit centers in Gevgelija and Tabanovce; in providing essential protection to people on the move; in enhancing healthcare available to refugees and migrants; in providing food, drinking water, winterized shelter and psycho-social support in child-friendly spaces; and in distributing “dignity kits” and tending to the reproductive health needs of women. These needs have largely abated, but UNHCR and IOM will continue to work with the border police and other relevant institutions to bolster the country’s asylum and migration management system, improve registration and data-management practices, make the system more sensitive to human rights and ensure that tailored assistance is available for vulnerable individuals. With borders closed to irregular migration, UNHCR will focus on ensuring that those who merit international protection are able to seek asylum, while IOM will work to further strengthen institutional capacities in the area of migration management and migration policy development.

99. During the humanitarian response to the refugee and migrant crisis, the specific vulnerabilities of women and girls and the heightened risk of gender-based violence emerged as issues of special concern. UNHCR and UNFPA, with support from UN Women, will seek to ensure that women on the move receive appropriate support and protection, particularly with respect to sexual and reproductive rights and reproductive health. IOM will also support the incorporation of gender considerations into migration policies and practices.

100. UNHCR will also seek to ensure that the remaining caseload of Kosovo refugees who were granted international protection in the country during the crisis of 1999 have their status regulated as citizens through the naturalization process. It will also assist persons with undetermined nationality (for instance, Roma children lacking birth certificates) and those at risk of statelessness to have their nationality confirmed or their status otherwise resolved.

101. At the same time, UN support will go beyond humanitarian aid provision and assist national actors at all levels in coping with the crisis and in building the resilience of local communities. UNDP will support municipalities in meeting development challenges exacerbated by the refugee crisis (waste management and water quality and supply are problem areas for both Gevgelija and Kumanovo) while delivering on existing ones. UNDP will work with UNHCR at community level to address social cohesion and security issues, to ensure that support to refugees does not alienate the local population. After a lengthy period in which garbage piles mounted, travelers camped out on private property and in farm fields, and refugees were seen to be consuming scarce local resources, UNDP will work to reciprocate the generosity that the main host communities showed during the crisis.

102. Projected expenditures for this priority area for 2016 are **USD 18.3 million**, with further spending in the 2016-2020 period to be adjusted in accordance with evolving needs.

103. The participating agencies supporting national partners to achieve this outcome include: UNHCR, UNDP, UNICEF, UNFPA, UN Women, WHO and IOM.

2.4. Environmental sustainability

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

104. The fourth outcome under the Partnership is aligned with nine different SDGs, reflecting the crucial importance of environmental protection and resilience to the new global agenda:

SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture;

SDG 3: Ensure healthy lives and promote well-being for all at all ages;

SDG 6: Ensure availability and sustainable management of water and sanitation for all;

SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all;

SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable;

SDG 12: Ensure sustainable consumption and production patterns;

SDG 13: Take urgent action to combat climate change and its impacts;

SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development; and

SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

105. The outcome is also aligned with the priorities and targets set by the new Sendai Framework, which embraces disaster risk reduction as key to the successful achievement of the SDGs.

106. At a national level, this Partnership outcome sets out to inspire a fundamental change in outlook and behavior among policy makers, citizens and private enterprises alike as relates to climate action and the sustainable use of resources. Increased investment in sustainability and resilience will support the Government in achieving its priority goal of improved quality of life and contribute to economic development by developing “green” pathways to growth.

107. UN work in this area will focus on six inter-related challenges: first, broadening awareness of ecological threats from a narrow group of experts and policy makers to the broader public, in order to encourage the behavioral changes that are necessary to protect the environment, address environmental determinants of health and fight climate change; second, adopting policies and practices that are necessary to reduce carbon emissions (including through improved energy efficiency and the promotion of renewable sources of energy) and prepare crucial sectors such as agriculture for the extreme weather events and patterns of flood and drought that accompany climate change; third, improving the management of natural protected areas, so that the country's priceless natural beauty can be preserved and developed as a resource for sustainable tourism; fourth, supporting better management of the country's water basins, to ensure that water quality is preserved, the threat of floods is reduced, and that the many disparate interests in water resources are balanced through integrated water management; fifth, fighting land degradation and improving waste management, including through the elimination of illegal garbage dumps, the creation of an EU-standard waste-removal and landfill system and the promotion of recycling; and sixth, ensuring that national institutions, city and town administrations and individual men and women improve their preparedness for natural and man-made disasters.

108. To promote "climate-smart" development, increase awareness about global climate commitments (e.g. commitments deriving from the Climate Summit in Paris) and support their translation into national policy measures, UNDP will work with the Ministry of Environment and Physical Planning, the National Commission for Sustainable Development, business leaders and civil society. WHO will advise national partners and the public on the health risks and implications of climate change, assist in strengthening the health system's adaptive capacity and support the incorporation of health into climate change policies. FAO will support the Ministry of Agriculture in developing more climate-resilient agricultural crops. UNIDO will help industries to improve energy efficiency and assist national authorities in enhancing chemicals management to reduce pollution and ensure the swift and complete elimination of hazardous substances in line with ratified international treaties, including the Montreal Protocol on Substances that Deplete the Ozone Layer, the Stockholm Convention on Persistent Organic Pollutants and the Minamata Convention on Mercury.

109. The Government will be assisted in the ongoing work of translating United Nations environmental conventions and programmes into practice and ensuring the monitoring and evaluation of their impact. As described above, special focus will be on the national strategies and plans related to biodiversity and protected areas, desertification, and water resource management. UNDP will pursue large-scale projects (including major infrastructure repairs and reconstruction) in flood recovery and prevention, river basin management, protected area management and disaster risk reduction. UNEP will work to improve policies and practices in the area of sustainable land and chemicals management. UNESCO will support the improvement of cultural heritage protection and the management of natural and cultural heritage, with special focus on the World Heritage properties and biosphere reserves, including the Albanian-Macedonian transboundary biosphere reserve covering Ohrid and Prespa Watershed. UNECE will assist the country in implementing a range of multilateral environmental agreements and the recommendations made at the Second Environmental Performance Review.⁵² In addition, UNDP, together with UNECE and UNESCO, will work on enhancing trans-boundary water cooperation in the Drini River Basin, which also spans Albania, Greece, Kosovo⁵³ and Montenegro.

⁵² UNECE, "2nd Environmental Performance Review," 2011 (http://www.unece.org/fileadmin/DAM/env/epr/epr_studies/the_former_yugoslav_republic_of_macedonia_II.pdf).

⁵³ As per the UN Security Council Resolution 1244.

110. To strengthen resilience, UNDP will continue to support the capacity development of central and local bodies in disaster risk preparedness and prevention, especially the integration of risk and hazard assessments in local development plans. The global framework for country efforts in disaster risk reduction is provided by UNISDR, while UNESCO will advise on national heritage sites and their vulnerabilities and IOM will support policies and programs aimed at coping with disaster-caused displacement. UNDP and UNISDR will both work to encourage the private sector and local communities to undertake measures to ensure greater resilience in the event of disasters.

111. WHO will support the implementation of the national health and environment strategy and action plan and will work towards improvement of policies and practices in the area of health system crisis preparedness and response. UNFPA will strengthen the health sector response for sexual and reproductive health services during crises.

112. Progress under the outcome will be measured against the reduction in greenhouse gas emissions; the reduction in the human and economic losses caused by floods, droughts, earthquakes and other disasters; the total amount of land managed sustainably as protected areas; and the share of the country's waterways that are managed in an integrated fashion. The impact of program activities will be measured by indicators that assess, among others, the general public's familiarity with the concept of an "ecological footprint" and practical ways individuals can reduce it, the number of industrial installations that follow international environmental standards, the volume of public and private investment leveraged for low-carbon development, the share of municipalities with a local development plan that integrates a hazard and risk assessment; and annual reductions in watershed pollution.

113. Projected total funding for this outcome amounts to **USD 43.3 million**.

114. The UN agencies active in supporting national partners to achieve this outcome include: FAO, UNECE, UNEP, UNESCO, UNDP, UNFPA, UNIDO, UNISDR, WHO and IOM.

2.5. Gender equality

Outcome 5. By 2020, state institutions are fully accountable to gender equality and anti-discrimination commitments, and more women and girls lead lives free from discrimination and violence

115. The fifth outcome of the Partnership is aligned with SDG 5: "Achieve gender equality and empower all women and girls," and also the general principle of sustainable development that all of the global goals must contribute to reducing inequality between the sexes.

116. The Government has defined the advancement of the rights of women and girls a human rights priority in its recent report to the UPR. Although legal frameworks generally reflect the principle of equal rights and anti-discrimination legislation is in effect, these legal guarantees are often not reflected in the day-to-day realities of women's lives. To address this gap between law and implementation, gender equality underpins UN work in all of the priority areas identified in the Partnership. Since some gender issues in the country require increased attention, the new UN strategy also creates a separate outcome for this goal.

117. The first such challenge is gender-based violence, particularly domestic violence, which is believed to affect at least one in three women in the country. Here UN Women will lead a joint effort by UNDP, UNFPA and other UN agencies to secure ratification of the Council of Europe Convention on Preventing and Combating Violence against Women and Girls and Domestic Violence (the “Istanbul Convention”). The country signed the Convention in 2011 but has yet to ratify it. This initiative will serve as a framework for a range of other efforts designed to ensure that state institutions and civil society organizations join hands in a coordinated effort to prevent gender-based violence; that victims receive adequate protection and support, including healthcare and legal aid; and that perpetrators are punished. UNFPA will support improvements in sexual and reproductive health provision.

118. UN agencies will also join forces in a broader effort to reduce discrimination against women and to foster greater participation by women in political and economic life, where they remain underrepresented. Using relevant UN treaties and bodies as a framework, UN Women and UNFPA will support national partners in implementing the most recent recommendations from the Universal Periodic Review, the Committee to Eliminate All Forms of Discrimination against Women and all other human rights mechanisms that provide guidance on gender equality and women’s empowerment. UN Women, UNICEF and UNFPA will also work with civil society organizations to give greater voice to gender-equality issues; and to promote school attendance and later marriages for girls from minority communities and marginalized groups; and to fight gender stereotypes that perpetuate inequalities.

119. Building on past work by UN Women to strengthen national capacities in gender-sensitive policy-making and budgeting, UN Women and UNDP will work to encourage national and local institutions to consider the gender impact of a range of policies and budgets, to ensure that women’s interests are adequately reflected. ILO will support better integration of women in the labor market in three ways: promoting the principles of equal remuneration for men and women for work of equal value; introducing working-time arrangements that improve work-and-life balance; and adopting maternity protection measures that promote women’s return to work and family-friendly policies for working parents.

120. Progress under this outcome will be measured against ratification of the Council of Europe Istanbul Convention; the number of persons reported, convicted and sentenced for gender-based violence; the share of gender-based discrimination complaints resolved by the responsible institutions; and the number of new initiatives inspired by women and girls that are successfully translated in national and local policies. The impact of program activities will be measured by indicators that assess, among others, the alignment of key laws with international norms and recommendations, the number of advocacy campaigns conducted to fight early marriage, promote school attendance and advance other issues affecting marginalized girls; the availability and use of up-to-date gender disaggregated data (also disaggregated by ethnicity and by place of residence, whether rural or urban); and the share of central and local level institutions that incorporate gender considerations into policy making and budgeting.

121. Projected total funding for this outcome amounts to **USD 5.5 million**.

122. The UN agencies supporting national partners achieve this outcome include: UN Women, UNDP, UNHCR, UNICEF, UNFPA, ILO, WHO and IOM.

3. RESOURCES

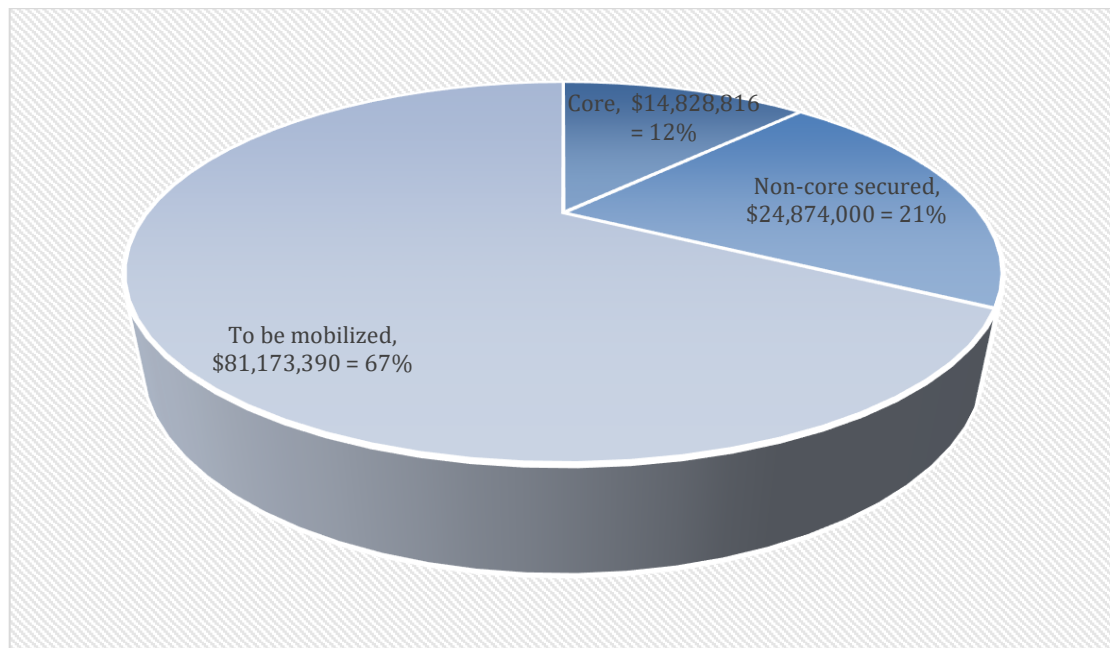


Figure 1. Estimated budget for the Partnership for Sustainable Development 2016-2020, showing core and non-core resources and the funding gap that needs to be covered through resource mobilization.

123. The Partnership for Sustainable Development 2016-2020 envisages an estimated financial contribution of **USD 120.9 million** from the UN agencies.⁵⁴ Out of this sum, roughly **USD 14.8 million** is core funding, whereas **USD 24.9 million** are non-core resources that have already been secured and committed. This leaves another **USD 81.2 million** to be mobilized.

124. Additional core and non-core funding will be devoted to responding to the refugee and migrant crisis. It is difficult to predict how flows of refugees and migrants will evolve, but the UN agencies expect to continue to devote substantial funding to the crisis. The funding target for all UN agencies for 2016 for work with refugees and migrants is USD 18.3 million (see Annex B1).

125. The resource requirements are presented in detail in the Results Matrix and Budget Framework (Annexes A and B). Over time, the figures may need to be adjusted to reflect availability, changing dynamics in the development context and revisions in national priorities. The budget will be updated regularly, in conjunction with the annual reviews.

126. The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this Partnership and will cooperate with the UN system agencies including by: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the program; endorsing the UN system agencies' efforts to raise funds for the program from other sources, including the private sector both internationally and in the country; and by permitting contributions from individuals, corporations and foundations in the country to support this program which will be tax exempt for the donor, to the maximum extent permissible under applicable law.

⁵⁴ This includes core (USD 14.919 million) and non-core funding (USD 24.724 million), but excludes funding for emergency responses. The funding gap is USD 79.923 million.

127. The UN and the Government will to the extent possible mobilize resources for the Partnership together. In addition to UN core funding and government cost-sharing, funding will be sought from the European Union Instrument for Pre-Accession II modality (IPA II), public-private partnerships and local cost-sharing at the municipal level, as well as bilateral donors. The IPA II funding modality explicit welcomes international organizations as potential partners. Public-private partnerships, which have already been pioneered by UNICEF and UNDP, will be pursued as well, in an effort to build on companies' sense of corporate social responsibility. Innovative financing, such as crowdsourcing, will also be explored and tested. Resource-mobilization efforts will be closely coordinated with UN-wide communications efforts, putting to use both quantitative results and persuasive stories as a means of demonstrating to partners the value of working together with UN agencies.

4. IMPLEMENTATION

128. The Partnership will be nationally executed under the overall co-ordination of the Ministry of Foreign Affairs. Each UN agency generally works directly with a number of different counterparts at ministerial and local level; the main counterparts are listed in Table 1 below. A range of partners – Government ministries and agencies, non-government and civil society organizations and UN agencies – will implement program activities.

129. The Partnership will be made operational through the development of joint work plans,⁵⁵ with agency-specific work plans and project documents also developed as necessary, which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner as necessary on the use of resources.

130. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed Partnership and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the Partnership and joint or agency-specific work plans.⁵⁶

131. To ensure the consistent implementation of the Partnership, UNDP, UNFPA, UNICEF, ILO and WHO have already prepared country programs or plans in line with the five outcomes selected as Partnership priorities. Individual Country Programmes and project documents specify how they contribute to the Partnership's objectives and cooperation strategies.

132. The Results Framework (Annex A) defines the outcomes of the Partnership. The UNCT will agree on a joint work plan for each outcome, initially on an annual basis (for 2016) and subsequently on a bi-annual basis (2017-2018 and 2019-2020). The joint work plans will specify short-term outputs, indicators, targets and performance benchmarks, roles and responsibilities, and budget. Where necessary, agency-specific work plans and project documents will also be prepared, but UN agencies and partners will aim to keep paperwork to a minimum.

⁵⁵ As per the UNDG Standard Operating Procedures (SOPs) for countries adopting the "Delivering as One" approach.

⁵⁶ In the case of UNDP, the Government Coordinating Authority will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP-assisted work plan. The reference to "Implementing Partner(s)" shall mean "Executing Agency(s)" as used in the SBAA. Where there are multiple implementing partners identified in a work plan, a Principal Implementing Partner will be identified as who will have responsibility for convening, coordinating and overall monitoring (program and financial) of all the Implementing Partners identified in the work plan to ensure that inputs are provided and activities undertaken in a coherent manner to produce the results of the work Plan.

Table 1: Main agency counterparts

Resident agency	Main counterparts
ILO	Ministry of Labor and Social Policy Employers' organizations and trade unions
UN Women	Ministry of Labor and Social Policy Municipalities
UNDP	Ministry of Labor and Social Policy Ministry of Environment Ministry of Local Self-Government Ministry of Agriculture Crisis Management Center Regional Development Centers Municipalities
UNFPA	Ministry of Health Ministry of Labor and Social Policy
UNHCR	Ministry of Interior Ministry of Labor and Social Policy Crisis Management Center
UNICEF	Ministry of Labor and Social Policy Ministry of Education and Science Ministry of Health Ministry of Interior Ministry of Justice Crisis Management Center
UNODC	Ministry of Interior
WHO	Ministry of Health
IOM	Ministry of Interior Ministry of Labor and Social Policy Crisis Management Center Ministry of Health Ministry of Foreign Affairs
Non-resident agency	Main counterparts
FAO	Ministry of Agriculture, Forestry and Water Economy
IAEA	Ministry of Education and Science
UNECE	Ministry of Agriculture, Forestry and Water Economy Ministry of Environment and Physical Planning Ministry of Labor and Social Policy State Statistical Office Ministry of Education and Science
UNEP	Ministry of Environment and Physical Planning
UNIDO	Ministry of Environment and Physical Planning
UNISDR	Ministry of Interior Ministry of Environment and Physical Planning Crisis Management Center Ministry of Local Self-Government Municipalities
UNESCO	Ministry of Culture Ministry of Environment and Physical Planning Ministry of Agriculture, Forestry and Water Economy

133. The joint work plan is an accountability instrument to measure specific results/contributions of UN agencies to specific outcomes. The work plans will be signed, forming an agreement between the UN agencies contributing to each outcome and each implementing partner on the proposed use of resources. The signatories will then be accountable for the appropriate use of resources and responsible for implementing outputs with an aim of contribution meaningfully to longer-term results.

134. With a view to fostering coherence, sustainability, effectiveness and efficiency in delivering development results, the UNCT will where possible apply a joint project-implementation modality. Such an approach will leverage the experience, technical expertise and limited financial resources of UN agencies and make them more effective development partners.

Management structures

135. Strategic leadership, oversight and coordination of the Partnership will rest on national institutional structures as well as those of the UN. The Partnership will be supported by a governance structure with clear lines of accountability and decision-making. Overall program management and coordination will be the joint responsibility of the Government and the UN agencies. Where joint programs are implemented, the roles and responsibilities of UN agencies, the Government and implementing partners will be defined in separate Memoranda of Understanding.

136. The **Ministry of Foreign Affairs** is the national coordination and decision-making authority for the program, working together with the UN agencies and line ministries to determine strategic priorities and review progress. It is also the UN agencies' legal counterpart. The Ministry is responsible for coordinating Government activities and ensuring that Government commitments related to the Partnership for Sustainable Development are fulfilled. The Ministry focuses on the strategic level and oversees the contribution that line ministries are making to the overall achievement of the five outcomes in the Partnership.

137. The **UN Country Team**, composed of heads of agencies and under the leadership of the Resident Coordinator, will manage the overall implementation of the Partnership from the UN side. Specialized resident and non-resident agencies will provide assistance and technical support in implementing the program, in the mobilization of funds and in sharing resources. In working jointly to implement the program, the UNCT will be guided by its own agreed working principles and the global Management and Accountability Framework.

138. The **Joint Steering Committee**, co-chaired by the Minister of Foreign Affairs and the UN Resident Coordinator, and including as members the UNICEF Representative, the UNFPA Assistant Representative, the Minister of Labor and Social Policy and the Minister of Environment and Physical Planning, makes executive decisions necessary for implementation of the Partnership. During each annual review and in advance of the following program year, the Joint Steering Committee ensures that the work plans drafted by the results groups will deliver the outputs so as best to contribute to the achievement of the outcomes. To this end, the Joint Steering Committee is regularly briefed by the results groups. The Joint Steering Committee makes decisions by consensus.

139. The **Results Groups**⁵⁷ are technical working groups with roles and responsibilities directly related to the achievement of specific outcomes through coordinated and

⁵⁷ Corresponding to what were previously known as Outcome Working Groups.

collaborative planning, implementation, monitoring and evaluation. In line with the Delivering as One guidelines, each results group is led by a member of the UN Country Team and is responsible and accountable for leading joint approaches for results as well as monitoring and reporting within a harmonized and coordinated framework. The results groups develop work plans that indicate short-term outputs, budgetary requirements and the roles and responsibilities of UN and national partners.⁵⁸ UNCT members leading results groups are accountable to the UNCT and Resident Coordinator for producing results jointly and they also remain accountable to their respective agencies for their contribution to the work of the UN at the country level. All results groups are guided by common terms of reference.

140. Although a separate results group will be established for gender equality, equal rights and women's empowerment will be a focus area for all four of the other outcome groups, with guidance provided by UN Women. Similarly, human rights will be mainstreamed across all five outcomes, with advice and guidance from the UN Human Rights Advisor. In addition, a separate Human Rights and Gender Theme Group will meet regularly to discuss issues of concern in these areas and to provide advice and substantive support to the UNCT.

141. In addition to these structures, if needed, the UNCT may be supported by a number of other **Thematic Working Groups** that contribute to enhanced coordination and cooperation in important crosscutting areas. These will include the UN Operations Group and the UN Communications Group. The UN Communications Group supports joint UN communication, advocacy and knowledge management. The UN Operations Group pursues financial savings and organizational efficiencies by coordinating the administrative and back-office support functions that can be standardized across all UN agencies.

Communication

142. In implementing the Partnership, the UNCT is supported by the UN Communications Group (UNCG), an interagency team coordinating UN advocacy and communications. In the next program cycle, the UNCG will follow the principles of "Communicating as One." It will work to strengthen the coherence of UN messages and publicize UN joint achievements. Its core task will be to chart a course for the promotion of the Sustainable Development Goals and to win broad support from both counterparts and the public for their implementation.

143. **External communication** will focus on ensuring coherence, consistent positioning of the UN and ensuring that the work of the UN together with its partners is known and understood by the public at large. Clarity on results is also important for current and potential donors; effective communications is crucial to resource mobilization. The Annual UN Results Report is the main vehicle for joint external communication on results. Joint press releases, and events, the celebration of international days and other joint activities will be used to deliver coherent messages throughout the program cycle.

144. **Advocacy** will reflect the "One Voice" approach: shared UN advocacy positions to ensure maximum impact on topics important for the entire UN family. The UNCG will propose to the UNCT a set of annual advocacy priorities aimed at influencing policies and attitudes.

145. Efficient **internal communication** and **knowledge management** within the UN will put a special emphasis on keeping non-resident UN agencies informed about in-country activities.

⁵⁸ All UN resources, including core, non-core and possible funding gaps for the year/s ahead will be included in the work plans.

The UNCG will also ensure that recent publications and research are readily accessible to UNCT members and staff, to support wider use of the latest data and analysis.

5. MONITORING & EVALUATION

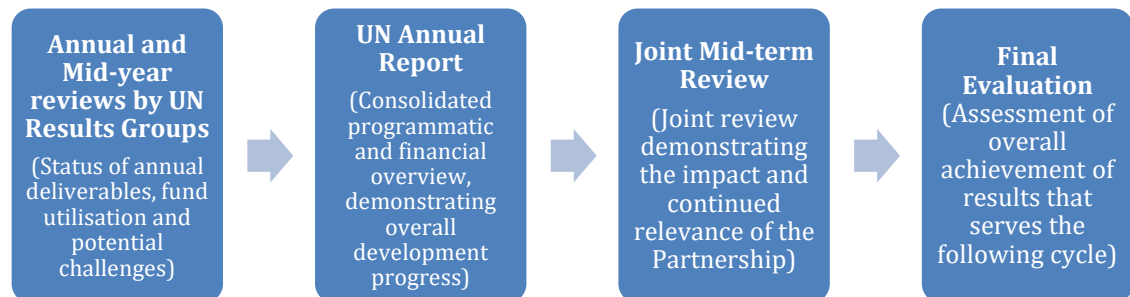


Figure 2. Monitoring and evaluation cycle.

146. The UN has a strong commitment to monitoring and evaluation. As an integral part of results-based management, monitoring and evaluation enables the UNCT to measure progress achieved by the country with UN support in a meaningful, timely manner. The outcome indicators for the Partnership have been selected carefully to ensure that they can be measured easily and monitored on a regular basis. Some baseline data and targets will need to be set in 2016 and later. In the case of missing data (and in the absence of a new national census), UN agencies will work to derive the needed data together with national counterparts, for example through surveys or the development of suitable proxy indicators.

147. Wherever possible, the UNCT will involve national partners in joint evaluation efforts. Findings will be used to adjust and refine agreed strategies and programs and monitor progress towards actual development results, and not simply to chronicle the implementation of activities. Results groups established for each Outcome area will coordinate monitoring and evaluation efforts. The results groups will be tasked to report on progress at two levels:

- **Contribution to development progress** (assessed at the outcome level); and
- **Attribution** (assessed against agency-specific outputs defined in joint work plans).

148. Under the Delivering as One approach, UN agencies will strive for coherence and alignment in monitoring and evaluation and avoid duplication. Reviews and evaluations will build on the findings of agency-specific and project-specific evaluations. Results groups will prepare mid-year and annual reports on each outcome to inform the UNCT of progress made and suggest any needed revisions. The **mid-year review** will be a concise overview of achievements, fund utilization and main challenges. The more robust annual reviews, which will involve Government counterparts and other national partners, will be incorporated into a single annual UN Report – the Partnership progress report – providing a consolidated programmatic and financial overview of the Partnership and demonstrating the collective achievements of the UN. The UNCT will review and endorse the annual reports and provide guidance to the Results Groups. The UNCT will also inform the Joint Steering Committee about progress achieved. The annual Partnership progress report will be shared widely.

149. In addition to the mid-year and annual reviews, the UNCT will commission a **joint midterm review**, to ensure that the Partnership is achieving results relevant for the national context, in a cost-effective and sustainable manner. A **final evaluation** will be carried out to assess overall achievements. This will take place in the fourth year of the cycle so the results can be reflected in the new program. The final evaluation will be the UNCT's shared responsibility.

6. LEGAL PROVISIONS

150. The *Partnership for Sustainable Development: UN Strategy for 2016-2020* adapts the standard formula for the United Nations Development Assistance Framework (UNDAF) to specify the desired results only at the outcome level, while leaving outputs and activities to be incorporated into annual or bi-annual outcome-specific work plans (a compendium of agreed outputs and indicators is presented in Annex C). This approach eliminates the necessity to prepare a separate UNDAF Action Plan. At the same time, it mandates the inclusion of certain standardized legal language into the UNDAF text itself. This is vital given the UNDAF's function as an accountability mechanism and as part of the legal framework establishing the relationship between each UN system agency and the Government. The inclusion of this standard legal language is the purpose of this section on "Legal Provisions."

Basic agreements

151. The Partnership will in respect of each of the UN agencies signing it be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between each agency and the Host Government. Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency's governing structures.

152. The Basic Agreements for resident agencies⁵⁹ are as follows:

- For the United Nations Development Programme (UNDP), the Standard Basic Assistance Agreement (SBAA), which was signed by both parties on 30 October 1995. Article I, paragraph 2 of the SBAA stipulates that UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. In light of this decision the Partnership together with the UNDP Country Programme Document for 2016-2020⁶⁰ and work plans together constitute a project document as referred to in the SBAA.

⁵⁹ In addition, for the International Atomic Energy Agency (IAEA), a non-resident agency, a Revised Supplementary Agreement Concerning the Provision of Technical Assistance, which was signed on 3 April 2000. Furthermore, a new Country Programme Framework for 2013-2017 was agreed on 18 November 2013.

⁶⁰ http://www.un.org/ga/search/view_doc.asp?symbol=DP/DCP/MKD/3

- For the United Nations Children’s Fund (UNICEF), a Basic Cooperation Agreement, which was concluded between the Government and UNICEF through an Exchange of Letters on 8 December 1994. A new UNICEF Country Programme Document for 2016-2020 was approved by the UNICEF Executive Board in September 2015.⁶¹
- For the Office of the United Nations High Commissioner for Refugees (UNHCR), a Country Co-operation Agreement, which was concluded between the Government and UNHCR on 8 December 1994.
- For the International Labour Organization (ILO), a Memorandum of Understanding between the Government and the Social Partners of the country on the Decent Work Country Programme for 2015-2018, which was signed on 26 March 2015.⁶²
- For the United Nations Population Fund (UNFPA), the Basic Agreement concluded between the Government and the United Nations Development Programme on 30 October 1995 (the “Basic Agreement”), which *mutatis mutandis* applies to the activities and personnel of UNFPA, in accordance with the agreement concluded by an exchange of letters between UNFPA and the Government, which entered into force on 31 August 2015. This Partnership together with any work plan concluded hereunder, which shall form part of this Partnership and is incorporated herein by reference, constitutes the Project Document as referred to in the Basic Agreement. A new UNFPA Country Programme was approved in September 2015.⁶³
- For the World Health Organization (WHO), a Bi-annual Collaborative Agreement for the period 2016/2017, which was signed between the Ministry of Health and WHO in October 2015.
- For UN Women, the Standard Basic Assistance Agreement concluded between the Government and the United Nations Development Programme on 30 October 1995 (the SBAA) *mutatis mutandis* applies to the activities and personnel of the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). This *Partnership for Sustainable Development* together with any work plan concluded hereunder, which shall form part of this *Partnership* and is incorporated herein by reference, constitutes the Project Document as referred to in the SBAA. Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of UN Women’s governing structures.
- For the International Organization for Migration (IOM), a Memorandum of Understanding, which was concluded with the Government on 6 April 2001.

Dispute resolution

153. In the event of any significant change requiring a revision in the objectives or the duration and the scope of the program components, the Government will make a formal request to the UN agencies and an appropriate amendment to the Partnership will be negotiated.

⁶¹ <http://daccess-dds-ny.un.org/doc/UNDOC/LTD/N15/251/81/PDF/N1525181.pdf>

⁶² http://www.ilo.org/wcmsp5/groups/public/---europe/---ro-geneva/---sro-budapest/documents/policy/wcms_358382.pdf

⁶³ http://www.unfpa.org/sites/default/files/portal-document/Macedonia%20CPD%20-%20ODS_0.pdf

154. In the event of a failure by one party to fulfill any of its obligations under this Partnership, where the defaulting party is one of the UN agencies, the government may either:

- (i) Suspend the discharge of its own obligations vis-à-vis the defaulting party by giving written notice to that effect to the defaulting party; or
- (ii) Terminate the Partnership vis-à-vis the defaulting party by giving written notice of sixty (60) days to the defaulting party.

155. Where the defaulting party is the Government, the UN agency to which the government has defaulted, either alone or together with all other UN agencies, may either:

- (i) Suspend the discharge of its own obligations by giving written notice to that effect to the defaulting party; or
- (ii) Terminate the Partnership by giving written notice of sixty (60) days to the defaulting party.

156. Any dispute between the Government and a UN agency shall be resolved in accordance with the provisions of that Organization's basic agreement with the government. Any dispute among the UN agencies shall be resolved exclusively among the UN agencies through approaches identified in the UNDG-endorsed dispute resolution mechanism.

Government commitments

157. The Government will honour its commitments in accordance with the provisions of the basic cooperation and assistance agreements outlined in the preceding section.

158. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to the Agencies' property, funds, and assets and to its officials and consultants. In addition the Government will accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and its officials, advisors and agents. None of the Agencies nor any of their respective officials, advisors or persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

159. Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement.

160. Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations and its subsidiary organs, whether under the Convention on the Privileges and Immunities of the United Nations of 13 February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21 November 1947, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

Modalities of cooperation

161. The UN system agencies will provide support to the development and implementation of activities within the UNDAF, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, program development, monitoring and evaluation, training activities and staff support. Part of the UN system agencies' support may be provided to non-governmental and civil society organizations as agreed within the framework of the individual work plans and project documents.

162. Additional support may include access to UN organization-managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN Specialized Agencies, Funds and Programmes. The UN system agencies shall appoint staff and consultants for program development, program support, technical assistance, as well as monitoring and evaluation activities.

163. Subject to annual reviews and progress in the implementation of the program, the UN system agencies' funds are distributed by calendar year and in accordance with the UNDAF (for the 2016-2020 period known as the Partnership). These budgets will be reviewed and further detailed in the work plans and project documents.

164. By mutual consent between the Government and the UN system agencies, funds not earmarked by donors to the UN system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

Financial assurance and audit

165. Regardless of the source of funds, each UN agency head is accountable to his/her Executive Head (or governing body) for resources received by the UN agency from its own resources, and in line with the pertinent financial regulations and rules of the concerned UN agency. Each UN agency is subject solely to the external and internal auditing procedures laid down in that organization's financial regulations and rules and procedures.

Travel costs

166. Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations system (as stated in the ICSC circulars).

Cash transfers

167. Where relevant, the UN and the Government have initiated the process required for applying the harmonized approach to cash transfers (HACT). The stipulations below apply to the UN agencies – UNICEF and UNFPA – that make direct cash transfers to implementing partners.

168. All cash transfers to an Implementing Partner are based on the work plans agreed between the Implementing Partner and the UN system agencies.

169. Cash transfers for activities detailed in work plans can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:

- a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

170. Direct cash transfers shall be requested and released for program implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities.

171. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

172. Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.

173. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

174. Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of program implementation based on the findings of program monitoring, expenditure monitoring and reporting, and audits.

175. In case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner in 30 days.

176. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within 30 days.

177. The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

178. Where the UN system agencies and other UN system agency provide cash to the same Implementing Partner, program monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.

179. Implementing Partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/contracts with the UN system agencies;
2. Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring; and
3. Special or scheduled audits. Each UN organization, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

180. The audits will be commissioned by the UN system agencies and undertaken by private audit services.

181. A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan, will be used by Implementing Partners to request the release of funds, or to secure the agreement that the relevant UN organization will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received.

182. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

183. Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans only.

184. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans, and ensuring that reports on the utilization of all received cash are submitted to the relevant UN organization within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the relevant UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

185. In the case of international NGO/CSO and IGO Implementing Partners cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the work plans, and ensuring that reports on the full utilization of all received cash are submitted to the relevant UN organization within six months after receipt of the funds.

186. To facilitate scheduled and special audits, each Implementing Partner receiving cash from a relevant UN organization will provide the UN system agency or its representative with timely access to:

- All financial records which establish the transactional record of the cash transfers provided by the relevant UN system agency, together with relevant documentation; and
- All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

187. The findings of each audit will be reported to the Implementing Partner and the relevant UN organization. Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors;
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the relevant UN organization that provided cash so that the auditors include these statements in their final audit report before submitting it to the relevant UN organization;
- Undertake timely actions to address the accepted audit recommendations; and
- Report on the actions taken to implement accepted recommendations to the relevant UN system agencies on an annual basis.

ANNEX A. Partnership for Sustainable Development: UN Strategy 2016-2020 Results Matrix

OUTCOME 1: Employment

National Development Priorities or Goals:									
Increase economic growth and employment as a precondition for improved living standards and quality of life. Invest in education, innovation and information technology are key elements for creating a knowledge-based society.									
Corresponding SDG 8:									
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all									
Partnership Outcome	Participating agencies and national counterparts	Indicators, baseline and targets	Means of verification	Common budgetary framework					
				2016	2017	2018	2019	2020	
By 2020, more women and men are able to improve their livelihoods by securing decent and sustainable employment in an increasingly competitive and job-rich economy	UN agencies: ILO UNDP UN Women IOM UNECE UNIDO UNCTAD UNESCO National counterparts: Ministry of Labor and Social Policy; Employment Services Agency; regional employment offices; national and local Economic and Social Councils	Indicator 1: Unemployment rates for women and men Baseline (average 2015): overall 26.1%; women 25.1%; men 26.7% Target (2020): overall 22.9%; women 23.1%; men 22.6%	State Statistical Office (SSO) Labor Force Survey (LFS)	UNDP Core \$180,000 Non-core/to be mobilized: \$4m	UNDP Core \$180,000 Non-core/to be mobilized: \$4m	UNDP Core \$180,000 Non-core/to be mobilized: \$4m	UNDP Core \$180,000 Non-core/to be mobilized: \$4m	[UNDP] Core \$180,000 Non-core/to be mobilized: \$4m	
		Indicator 2: Unemployment rates for young women and men (under 29) Baseline (Q3 2014) overall: 52%; women: 49.3%; men: 53.6% Target (2020): overall 47%; women 44.3%; men 48.6%	SSO, LFS	ILO Core \$65,000 Non-core \$700,000 To be mobilized \$300,000	ILO Core \$50,000 Non-core/ To be mobilized \$350,000	ILO Core \$50,000 Non-core/ To be mobilized \$350,000	ILO Core \$50,000 Non-core/ To be mobilized \$350,000	ILO Core \$50,000 Non-core/ To be mobilized \$350,000	ILO Core \$50,000 Non-core/ To be mobilized \$350,000
		Indicator 3: Share of women and men employed in the informal sector Baseline (2013): overall 22.5%; women 21.7%; men 23.1% Target (2020): overall 19.5%; women 18.7%; men 20.1%	SSO, LFS	IOM Core \$36,000 Non-core/ to be mobilized: \$300,000	IOM Core \$36,000 Non-core/ to be mobilized: \$300,000	IOM Core \$36,000 Non-core/ to be mobilized: \$300,000	IOM Core \$36,000 Non-core/ to be mobilized: \$300,000	IOM Core \$36,000 Non-core/ to be mobilized: \$300,000	IOM Core \$36,000 Non-core/ to be mobilized: \$300,000
		Indicator 4: Labor force participation rates for women and men Baseline (2012): overall 55%; women 43%; men 67% Target: TBD w/MLSP	SSO, LFS	UNESCO Core \$15,000 Non-core/to be mobilized: 100,000	UNESCO Core \$5,000 Non-core/to be mobilized: 100,000	UNESCO Core \$5,000 Non-core/to be mobilized: 100,000	UNESCO Core \$5,000 Non-core / to be mobilized: 100,000	UNESCO Core \$5,000 Non-core / to be mobilized: 100,000	UNESCO Core \$5,000 Non-core / to be mobilized: 100,000

				UNECE Non-core/to be mobilized \$345,000 UNISDR Non-core/to be mobilized \$200,000				
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OUTCOME 2: Good governance

National Development Priorities or Goals: Increase efficiency, effectiveness and accountability, boost the transparency and openness of the system, improve the quality of services and raise the level of satisfaction of citizens and private legal entities that are users of public services.									
Corresponding SDG 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels									
Partnership Outcome	Participating agencies and national counterparts:	Indicators, baseline and targets	Means of verification	Common budgetary framework					
				2016	2017	2018	2019	2020	
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	Participating agencies: UNDP UNFPA UN Women IOM UNODC UNECE UNESCO National counterparts: Ministry of Local Self-Government; Ministry of	Indicator 1. Citizen satisfaction with the quality of municipal services Baseline (2014): 3.34 on a scale of 1-5 Target (2017): 3.45; (2018): 3.5; (2020): 3.6	Regular surveys on local government performance	UNDP Core \$180,000 Non-core: \$4.830m Non-core/to be mobilized: \$1.544m	UNDP Core \$180,000 Non-core/to be mobilized: \$1.544m	UNDP Core \$180,000 Non-core/to be mobilized: \$1.544m	UNDP Core \$180,000 Non-core/to be mobilized: \$1.544m	UNDP Core \$180,000 Non-core/to be mobilized: \$1.544m	
		Indicator 2. Country score in World Bank global governance effectiveness index Baseline (2014): 0.07342 on a scale from minus-2.5 to +2.5 Target (2020): +0	World Bank global governance effectiveness index	UN Women Non-core: \$60,000 UNECE Non-core/to be mobilized \$50,000	UN Women Core \$30,000 Non-core/to be mobilized \$150,000	UN Women Core \$30,000 Non-core/to be mobilized \$150,000	UN Women Core \$30,000 Non-core/to be mobilized \$150,000	UN Women Core \$30,000 Non-core/to be mobilized \$150,000	UN Women Core \$30,000 Non-core/to be mobilized \$150,000
		Indicator 3. Share of municipalities using gender-responsive budgeting tools Baseline (2014): 4/81 Target (2020): 15/81	Government reports on implementation of equal	IOM Core \$40,000	IOM Core \$40,000	IOM Core \$40,000	IOM Core \$40,000	IOM Core \$40,000	IOM Core \$40,000

	Finance; Ministry of Information Society and Administration; municipal administrations; Ombudsman; Regional development centers; Agency for Youth and Sport; NGOs; Private sector; Council of Media Ethics, Institute for Media and Association of Journalists		opportunity law and strategies for gender equality and gender-responsive budgeting	Non-core/to be mobilized: \$250,000 UNFPA Core \$70,000 Non-core/To be mobilized \$40,000	Non-core/to be mobilized: \$250,000 UNFPA Core \$70,000 Non-core/To be mobilized \$40,000	Non-core/to be mobilized: \$250,000 UNFPA Core \$60,000 Non-core/To be mobilized \$40,000	Non-core/to be mobilized: \$250,000 UNFPA Core \$50,000 Non-core/To be mobilized \$40,000	Non-core/to be mobilized: \$250,000 UNFPA Core \$50,000 Non-core/To be mobilized \$40,000
		Indicator 4. Share of young people (under 29) who see their future outside the country Baseline (2016): TBD, disaggregated by sex Target (2020): TBD, disaggregated by sex	Real-time monitoring surveys	UNODC Core: n/a Non-core/ to be mobilized: tbd	UNODC Core: n/a Non-core/ to be mobilized: tbd	UNODC Core: n/a Non-core/ to be mobilized: tbd	UNODC Core: n/a Non-core/ to be mobilized: tbd	UNODC Core: n/a Non-core/ to be mobilized: tbd

OUTCOME 3: Social inclusion

National Development Priorities or Goals:									
Provide social protection to the most vulnerable layers of the population.									
Enhance economic development and social justice as a means to improve living standards.									
Improve the quality of the educational process at all levels (preschool, primary, and secondary and university education) in order to ensure equal terms for all students.									
Develop a health system that will improve, promote and sustain the health of all citizens that will be based on equality, solidarity and citizens' needs.									
Corresponding SDGs:									
SDG 1: End poverty in all its forms everywhere;									
SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture;									
SDG 3: Ensure healthy lives and promote well-being for all at all ages;									
SDG 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all; and									
SDG 10: Reduce inequality within and among countries.									
Partnership Outcome	Participating agencies and national counterparts:	Indicators, baseline and targets	Means of verification	Common budgetary framework					
				2016	2017	2018	2019	2020	
By 2020, more members of socially excluded and vulnerable groups are empowered to exercise their rights and enjoy a better quality of life and equitable access to basic services	UN agencies: UNICEF UNFPA WHO UNDP UNHCR IOM UN Women IAEA National counterparts: Ministry of Labor and Social Policy; Ministry of Education; Employment Services Agency; Ministry of Interior; Ministry of Health; NGOs	Indicator 1: Share of population at risk of poverty or social exclusion (EU AROPE combined indicator) Baseline (2013): overall: 48.1%; men: 48.4%; women: 47.8% Target (2020): TBD	SSO, Laeken poverty indicators, annual SILC	UNICEF Core \$750,000 Non-core/to be mobilized \$1,860,000	UNICEF Core \$750,000 Non-core/to be mobilized \$1,860,000	UNICEF Core \$750,000 Non-core/to be mobilized \$1,860,000	UNICEF Core \$750,000 Non-core/to be mobilized \$1,860,000	UNICEF Core \$750,000 Non-core/to be mobilized \$1,860,000	
		Indicator 2: Number of children with disabilities attending regular schools Baseline : no data, baseline TBD, disaggregated by sex Target (2020): 50% increase from the baseline	Education Management Information System	UNDP Core \$120,000 Non-core/To be mobilized \$100,000	UNDP Core \$120,000 Non-core/To be mobilized \$100,000	UNDP Core \$125,000 Non-core/To be mobilized \$100,000	UNDP Core \$100,000 Non-core/To be mobilized \$100,000	UNDP Core \$100,000 Non-core/To be mobilized \$100,000	UNDP Core \$100,000 Non-core/To be mobilized \$100,000
		Indicator 3: Number of Roma adults employed in formal economy Baseline (2014): overall 4209, men 2889, women 1320 Target (2020): TBD	ESA	IOM Core \$50,000 Non-core/to be mobilized: \$2,000,000	IOM Core \$50,000 Non-core/to be mobilized: \$2,000,000	IOM Core \$50,000 Non-core/to be mobilized: \$2,000,000	IOM Core \$50,000 Non-core/to be mobilized: \$500,000	IOM Core \$50,000 Non-core/to be mobilized: \$500,000	IOM Core \$50,000 Non-core/to be mobilized: \$500,000
		Indicator 4: Rights-based asylum and migration systems function in line with international commitments Baseline (2015): Partially in line	TBD	WHO Core \$50,000 Non-core/To be mobilized \$100,000	WHO Core \$50,000 Non-core/To be mobilized \$100,000	WHO Core \$50,000 Non-core/To be mobilized \$100,000	WHO Core \$50,000 Non-core/To be mobilized \$100,000	WHO Core \$50,000 Non-core/To be mobilized \$100,000	WHO Core \$50,000 Non-core/To be mobilized \$100,000
				IAEA Core \$300,000	IAEA Core \$300,000	IAEA Core \$250,000	IAEA Core \$250,000	IAEA Core \$250,000	

		<p>Target (2020): Fully in line</p> <p>Indicator 5: Mortality attributable to non-communicable diseases</p> <p>Baseline (2012):</p> <p>a) Cardiovascular diseases: 578.6/100,000</p> <p>b) Malignant neoplasms: 179/100,000; Endocrine diseases: 4.4/100,000; Respiratory diseases: 38.6/100,000</p> <p>Target (2020):</p> <p>a) 526.9 per 100,000</p> <p>b) No increase</p>	Global Action Plan 2013-2025	<p>Non-core/To be mobilized \$30,000</p> <p>UNFPA Core \$180,000 Non-core/To be mobilized \$140,000</p> <p>UNHCR Core: \$909,408 Non-core/To be mobilized \$1,184,195</p>	<p>UNFPA Core \$180,000 Non-core/To be mobilized \$140,000</p> <p>UNHCR Core: \$909,408 Non-core/To be mobilized \$1,184,195</p>	<p>Non-core/To be mobilized \$30,000</p> <p>UNFPA Core \$180,000 Non-core/To be mobilized \$140,000</p>	<p>UNFPA Core \$180,000 Non-core/To be mobilized \$140,000</p>	<p>Non-core/To be mobilized \$30,000</p> <p>UNFPA Core \$180,000 Non-core/To be mobilized \$140,000</p>
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OUTCOME 4: Environmental sustainability

National Development Priorities or Goals: Ensure sustainable use of natural resources and enhance environmental management in a manner that will increase the responsibility of the central and local government, simultaneously increasing the responsibility of industry by providing measures through which the latest technologies and practices in industrial processes will be applied. Promote an efficient, competitive and financially stable energy sector as a condition for a reliable, high-quality, stable and affordable supply of all types of energy for all energy consumers.								
Corresponding SDGs: SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture; SDG 3: Ensure healthy lives and promote well-being for all at all ages; SDG 6: Ensure availability and sustainable management of water and sanitation for all; SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all; SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable; SDG 12: Ensure sustainable consumption and production patterns; SDG 13: Take urgent action to combat climate change and its impacts; SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development; and SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.								
Partnership Outcome	Participating agencies and national counterparts:	Indicators, baselines and targets	Means of verification	Common budgetary framework				
				2016	2017	2018	2019	2020
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	UN agencies: UNDP WHO IOM UNFPA UNESCO UNEP UNISDR UNECE UNIDO FAO National counterparts: Ministry of Environment and	Indicator 1: Greenhouse gas (GHG) emissions Baseline (2012): 12,707.74 CO ₂ -eq kT Target (2020): 11,309.89 CO ₂ -eq kT	Biannual Update Reports of GHG inventory to UNFCCC, National Communication on climate change (2018)], Annual reports to energy community by the Ministry of Economy and SSO	UNDP Core: \$180,000 Non-core: \$4.5m To be mobilized \$4m WHO Core \$50,000 Non-core/To be mobilized \$100,000 IOM Core: \$6,000 Non-core/to be mobilized: \$20,000	UNDP Core: \$180,000 Non-core: \$3.2m To be mobilized \$1.5m WHO Core \$50,000 Non-core/To be mobilized \$100,000 IOM Core: \$6,000 Non-core/to be mobilized: \$20,000	UNDP Core: \$180,000 Non-core: \$1.4m To be mobilized \$1.5m WHO Core \$50,000 Non-core/To be mobilized \$100,000 IOM Core \$6,000 Non-core/to be mobilized: \$20,000	UNDP Core: \$180,000 Non-core: \$600,000 To be mobilized \$1.5m WHO Core \$50,000 Non-core/To be mobilized \$100,000 IOM Core \$6,000 Non-core/to be mobilized: \$20,000	UNDP Core: \$180,000 Non-core: \$600,000 To be mobilized \$1.5m WHO Core \$50,000 Non-core/To be mobilized \$100,000 IOM Core \$6,000 Non-core/to be mobilized: \$20,000
		Indicator 2: Economic loss from natural hazards and disasters as a share of GDP Baseline (2013): 2.6%	EM-DAT International disaster database; SSO					

Physical Planning (MoEPPP); Ministry of Agriculture; Ministry of Health; Crisis Management Center; National Protection and Rescue Directorate; municipal administrations; NGOs; private sector	<p>Target (2020): 2.1%</p> <p>Indicator 3: Hectares of land that are managed sustainably as protected areas Baseline (2014): 79,433 hectares under a conservation, sustainable use or access and benefits sharing regime Target (2020): 120,000 hectares</p>	MoEPPP annual reports; National biodiversity Information System, SSO State of conservation reports for World heritage properties	<p>UNFPA Core \$10,000</p> <p>UNEP Core: \$40,000 Non-core \$900,000 To be mobilized 2.5m</p> <p>UNIDO Non-core: \$1,220,000</p> <p>UNESCO Core \$ 5,000 Non-core / to be mobilized: 250,000</p> <p>UNISDR Non-core/ to be mobilized: \$700,000</p> <p>UNECE Non-core/to be mobilized \$,500,000</p>	<p>UNFPA Core \$10,000</p> <p>UNEP Core: \$20,000 Non-core \$1.5m To be mobilized \$3.2m</p> <p>UNIDO Non-core: \$970,000</p> <p>UNESCO Core \$ 5,000 Non-core / to be mobilized: 250,000</p> <p>UNISDR Non-core/ to be mobilized: \$700,000</p>	<p>UNFPA Core \$10,000</p> <p>UNEP Core: \$60,000 Non-core \$2m To be mobilized \$2m</p> <p>UNIDO Non-core: \$720,000</p> <p>UNESCO Core \$ 5,000 Non-core / to be mobilized: 250,000</p>	<p>UNFPA Core \$10,000</p> <p>UNEP Core: \$50,000 Non-core \$500,000 To be mobilized \$1m</p> <p>UNIDO Non-core: \$620,000</p> <p>UNESCO Core \$ 5,000 Non-core / to be mobilized: 250,000</p>	<p>UNFPA Core \$10,000</p> <p>UNEP Core: \$20,000 Non-core/ To be mobilized \$1m</p> <p>UNESCO Core \$ 5,000 Non-core / to be mobilized: 250,000</p>	
	<p>Indicator 4: Number of deaths, missing people, injured, relocated or evacuated due to disasters per 100,000 people Baseline: TBD, disaggregated by sex and location Target (2020): TBD, disaggregated by sex and location</p>	TBD						
	<p>Indicator 5: Degree of integrated water resources management implementation on a scale of 0-100 Baseline (2015): TBD Target (2020): TBD</p>	TBD						

OUTCOME 5: Gender equality

National Development Priorities or Goals: Ensure efficient implementation of equal gender opportunities, as well as undertaking affirmative measures to address inequality. Tackle discrimination of all kinds.									
Corresponding SDG 5: Achieve gender equality and empower all women and girls									
Partnership Outcome	Participating agencies and national counterparts:	Indicators, baselines and targets	Means of verification	Common budgetary framework					
				2016	2017	2018	2019	2020	
By 2020, state institutions are fully accountable to gender equality commitments, and more women and girls lead lives free from discrimination and violence	UN agencies: UN Women UNFPA UNDP UNICEF IOM ILO National counterparts: Ministry of Labor and Social Policy; Ombudsman; Anti-Discrimination Commission; Equal Opportunities Commission; NGOs; Academy of Judges and Prosecutors; MoJ; MoJ; Parliament	Indicator 1: Council of Europe's Istanbul Convention ratified Baseline (2011): Convention signed in 2011 Target (2020): Convention ratified by Parliament	Parliament decision for ratification of the Convention	UN Women Core \$120,000 Non-core: \$ 400,000 To be mobilized \$200,000	UN Women Core \$120,000 Non-core: \$76,000 To be mobilized \$500,000	UN Women Core \$120,000 Non-core: \$76,000 To be mobilized \$400,000	UN Women Core \$120,000 Non-core: \$76,000 To be mobilized \$400,000	UN Women Core \$120,000 Non-core: \$76,000 To be mobilized \$400,000	
		Indicator 2: For cases of a) domestic violence and b) other forms of gender-based violence, the number of persons (disaggregated by gender) i) reported to police; ii) indicted; and ii) convicted (including nature/length of sanction) Baseline (2015): TBD Target (2020): TBD	Mol annual reports, public prosecutor reports, court data	UNICEF Core \$105,000 Non-core & to be mobilized \$140,000	UNICEF Core \$105,000 Non-core & to be mobilized \$140,000	UNICEF Core \$105,000 Non-core & to be mobilized \$140,000	UNICEF Core \$105,000 Non-core & to be mobilized \$140,000	UNICEF Core \$105,000 Non-core & to be mobilized \$140,000	UNICEF Core \$105,000 Non-core & to be mobilized \$140,000
		Indicator 3: % of gender-based discrimination complaints resolved by responsible institutions Baseline (2015): 1/14 (7.1%) Target (2020): TBD	Annual reports by Anti-Discrimination Commission, Ombudsman, Gender Equality Representative, Constitutional and Administrative Courts, CEDAW	IOM Core \$20,000 Non-core/ to be mobilized: \$50,000	IOM Core \$20,000 Non-core/ to be mobilized: \$50,000	IOM Core \$20,000 Non-core/ to be mobilized: \$50,000	IOM Core \$20,000 Non-core/ to be mobilized: \$50,000	IOM Core \$20,000 Non-core/ to be mobilized: \$50,000	IOM Core \$20,000 Non-core/ to be mobilized: \$50,000
				ILO Core \$25,000 Non-core/ To be mobilized \$50,000	ILO Core \$25,000 Non-core/ To be mobilized \$50,000	ILO Core \$25,000 Non-core/ To be mobilized \$50,000	ILO Core \$25,000 Non-core/ To be mobilized \$50,000	ILO Core \$25,000 Non-core/ To be mobilized \$50,000	

		<p>Indicator 4: Number of new civic or institutional initiatives inspired by women and girls that are translated into national and local policies or decisions</p> <p>Baseline (2015): a) local: 5 municipal council decisions that reflect women’s needs b) national: 4 policies and 2 parliamentary decisions that reflect women’s needs</p> <p>Target (2020): a) local: 10 new policies/decisions b) national: 5 new policies/decisions</p>	TBD	UNFPA Core \$50,000 Non-core/ To be mobilized \$20,000	UNFPA Core \$50,000 Non-core/ To be mobilized \$20,000	UNFPA Core \$50,000 Non-core/ To be mobilized \$20,000	UNFPA Core \$50,000 Non-core/ To be mobilized \$20,000	UNFPA Core \$50,000 Non-core/ To be mobilized \$20,000
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ANNEX B: Indicative budget (excluding funding for refugee/migrant crisis)

	UN Agency	Core (secured)	Non-core (secured)	To be mobilized	Total USD
Outcome 1: Employment					
	UNDP	900,000		20,000,000	20,900,000
	ILO	265,000	700,000	1,700,000	2,665,000
	IOM	180,000		1,500,000	1,680,000
	UNECE			345,000	345,000
	UNISDR			200,000	200,000
	UNESCO	35,000		500,000	535,000
Total		1,380,000	700,000	24,245,000	26,325,000
Outcome 2: Good Governance					
	UNDP	900,000	4,830,000	7,720,000	13,450,000
	UN Women	120,000	60,000	600,000	780,000
	IOM	200,000		1,250,000	1,450,000
	UNFPA	300,000		200,000	500,000
	UNECE			50,000	50,000
	UNESCO		150,000		150,000
Total		1,520,000	5,040,000	9,820,000	16,380,000
Outcome 3: Social Inclusion					
	UNICEF	3,750,000		9,300,000	13,050,000
	UNDP	565,000		500,000	1,065,000
	IOM	250,000		7,000,000	7,250,000
	WHO	250,000		500,000	750,000
	IAEA	1,350,000		90,000	1,440,000
	UNFPA	900,000		700,000	1,600,000
	UNHCR	1,818,816		2,368,390	4,187,206
Total		8,883,816		20,458,390	29,342,206

Outcome 4: Environmental Sustainability					
	UNDP	900,000	10,000,000	10,000,000	20,900,000
	WHO	250,000		500,000	750,000
	IOM	30,000		100,000	130,000
	UNFPA	50,000			50,000
	UNEP	190,000	4,900,000	9,700,000	14,790,000
	UNIDO		3,530,000		3,530,000
	UNECE			500,000	500,000
	UNISDR			1,400,000	1,400,000
	UNESCO	25,000		1,250,000	1,275,000
Total		1,445,000	18,430,000	23,450,000	43,325,000
Outcome 5: Gender Equality					
	UN Women	600,000	704,000	1,900,000	3,204,000
	UNICEF	525,000		700,000	1,225,000
	IOM	100,000		250,000	350,000
	ILO	125,000		250,000	375,000
	UNFPA	250,000		100,000	350,000
Total		1,600,000	704,000	3,200,000	5,504,000
		14,828,816	24,874,000	81,173,390	
GRAND TOTAL 120,876,206					

ANNEX B1: Refugee/migrant funding needs of contributing agencies, 2016

Agency	Financial requirements
UNHCR	6,324,190
UNICEF	3,007,957
UNDP	3,000,000
IOM	5,600,000
UNFPA	184,148
WHO	30,000
UN WOMEN	90,000
OHCHR	40,000
Total	18,276,295

Source: Regional Refugee and Migrant Response Plan, 2016 (revised May 2016).