**Annex I - Description of the Action**

**EU for Infrastructure Improvements in the Prespa Area**

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| **Brief Description** |
| The Project “EU for Infrastructure Improvements in the Prespa Area” is an important part of the broader “EU for Prespa” Action, aiming at promoting the Green Agenda for the Western Balkans in the transboundary Prespa Lake area in line with the principle of "leaving no persons and regions behind."  The Project comprises a set of interrelated capital investments for infrastructure development and accompanying measures with far reaching beneficial impacts for the entire transboundary Prespa Lake basin/Prespa Park area.  The Project will contribute to the preservation and improvement of the ecological system in the Prespa Lake area through a series of interlinked capital investments to be implemented within the boundaries of the Municipality of Resen and accompanying capacity development measures. These initiatives are designed to enhance municipal wastewater and solid waste management systems, redirecting harmful pollutants away from natural ecosystems. The Municipality of Resen and the public utility “Proleter” will benefit from carefully planned capacity development efforts, ensuring the sustainability of the newly introduced systems, and resulting communal wastewater and solid waste management services.  Furthermore, the Project will contribute to enhancing transboundary cooperation and improving connectivity and mobility around the lake, through the opening of a new border crossing point with Greece, at Markova Noga. This, in turn, is expected to boost socio-economic and tourism development while fostering cooperation among the nations sharing the lake basin. All of this aligns with the main provisions of the International Agreement for the Protection and Sustainable Development of Prespa Park and the trilateral Strategic Action Plan for Prespa Park.  The partners and beneficiaries of the Project are the Customs Administration (for the border crossing), the Municipality of Resen, the public utility "Proleter" as well as communities, households, and businesses benefiting from the newly introduced systems. The Project shall be implemented in close collaboration with the Ministry of Environment and Physical Planning and multiple other stakeholders at national and local levels. |

# abbreviations

ACP- Advisory Committee on Procurement

ADKOM - Association of Communal Enterprises

AWP – Annual Work Plan

BoQ - Bill of Quantities

CAP - Contracts, Assets and Procurement Committee

CBA – Capacity Building Activities

CBC – Cross Border Cooperation

CO – Country Office

CPD – Country Programe Document

CSO – Civil Society Organization

DCM – Data Collection Methods

DD – Detailed Design

DIM - Direct Implementation Modality

DOO – Limited Liability Company

DPC - Direct Project Costs

EBRD – European Bank for Reconstruction and Development

EIA - Environmental Impact Assessment

EIB - European Investment Bank

ERC – Energy and Water Regulatory Commission

ERM - Enterprise Risk Management

EU – European Union

EUD – European Union Delegation

EU4EG – European Union for Economic Growth

EU MIS – European Union Management Information System

FAFA - Financial and Administrative Framework Agreement

GEF – Global Environment Facility

GEN – Gender Marker

GIS - Geographic Information System

GMS - General Management Services

HDPE - High Density Polyethylene

HQ – Head Quarters

IPA - Instrument for Pre-Accession Assistance

IISEE – International Institute of Seismology and Earthquake Engineering

IT – Information Technology

IWEM – Integrated Water Resources Management

MedWet - Mediterranean Wetlands Initiative

M&E – Monitoring and Evaluation

MoEPP – Ministry of Environment and Physical Planning

MRF - Materials Recovery Facility

MSW – Mixed Solid Waste

NIPAC – National Instrument for Pre-access Coordinator

NPSA - National Personnel Services Agreement

OAI - Office of Audit and Investigations

OPSYS - Operational System

PONT – Prespa-Ohrid Nature Trust

PPCC - Prespa Park Coordination Committee

PPMC - Prespa Park Management Committee

PR – Public Relations

PUC – Public Utility Company

PV – Photovoltaic

RACP - Regional Advisory Committee on Procurement

SBAA – Standard Basic Assistance Agreement

SC – Steering Committee

SCADA – Supervisory Control and Data Acquisition

SDC – [Swiss Agency for Cooperation and Development](https://www.eda.admin.ch/sdc)

SDG – Sustainable Development Goals

SESP – Social and Environmental Screening Procedure

SES – Social and Environmental Standards

SIDA – [Swedish International Development Cooperation Agency](https://www.sida.se/en)

SOP – Standard Operating Procedures

SRM – Stakeholder Response Mechanism

TOR – Terms of Reference

UNDP – United Nations Development Programme

UNESCO – United Nations Educational, Scientific and Cultural Organization

UNSDCF – United Nations Sustainable Development Cooperation Framework

UNSMS – United Nations Security Management System

WFD – Water Framework Directive

WWC – Wastewater Collection

9WWTF – Wastewater Treatment Facility

WWTP – Wastewater Treatment Plant

ZELS - Association of Local Self-Governments

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# Development Challenge

The ancient Prespa Lake comprises two interconnected lakes, Micro and Macro Prespa, shared among three countries: Greece, Albania, and North Macedonia. Long-standing unresolved historical and political issues had hindered these countries from finding sustainable solutions to their common environmental and economic challenges.

However, a significant turning point occurred with the signing of the Prespa Agreement between Greece and North Macedonia on the shores of Prespa Lake on June 17, 2018. This agreement opened a crucial window of opportunity for advancing transboundary cooperation and created a favourable political context for implementing the International Agreement for the Protection and Sustainable Development of the Prespa Park Region. The latter agreement was co-signed in 2010 by all three countries and the EU.

In May 2019, benefiting from this newfound momentum, the Agreement officially came into force, paving the way for the establishment of operational transboundary institutions and cooperation mechanisms. As a signatory of this agreement, the EU has committed to collaborating with national authorities to ensure the integrated protection of the ecosystem and the sustainable development of the Prespa Park Area[[1]](#footnote-2). The “EU for Prespa” Action allows the EU, jointly with UNDP, to deliver on this commitment.

## Environmental context

The Prespa Lake is among the oldest lakes both in Europe and globally. It is one of the most important wetlands in the Mediterranean, featuring very high diversity of habitats and species, high endemism, and hosting important populations of rare and threatened species.

In recognition of its ecological and conservation significance, at national level, the Prespa Lake basin hosts 4 protected areas – the Prespa Lake Monument of Nature, “Ezerani” Nature Park (natural wetland entirely within the Prespa basin and designated as Emerald site), the Galichica National Park (included in the boundaries of the World Natural and Cultural Heritage of the Ohrid region, inscribed on the UNESCO World Nature and Cultural Heritage List) and the Pelister National Park (designated as Emerald site, Important Plant Area and Prime Butterfly Area).

At international level, a Transboundary Prespa Park was established in 2000, covering around 1,370 km2, half of which encompasses the basin area extending across the territory of North Macedonia. On the Greek side, a large share of the park is designated as NATURA 2000 site. Both the Micro and Macro Prespa Lakes have been declared as Ramsar sites. Parts of Albania’s and North Macedonia’s share of the basin are included also in the Ohrid-Prespa Transboundary Biosphere Reserve.

Despite its extraordinary significance, the entire freshwater lake ecosystem is undergoing degradation processes in response to the combined influence of global and local (human-induced) pressures. While rapid degradation trends have been somewhat mitigated through the implementation of various measures over the past years, additional action seems necessary to address the remaining and new challenges.

Combined with the effects of climate change, the unique natural hydrological features of Prespa Lake emphasize its vulnerability to pressures stemming from unsustainable development practices. The constant loss of freshwater from Prespa Lake to the neighbouring Ohrid Lake through the karstic system of Galicica mountain results in a protracted downward trend in the lake's water level oscillations. Despite concerns regarding the rapidly changing shoreline conditions, this natural sensitivity of the system largely contributes to the amplification of degradation and eutrophication trends.

The overall situation necessitates the continuation and upgrade of past efforts to protect and restore the lake by reducing pollutant loading to levels that align with the ecosystem's naturally limited carrying capacity. In this regard, reducing the transfer of pollutants from land to water, including both the lake itself and its main tributaries, remains one of the key priorities. This is especially true for wastewater and solid waste management related challenges.

## Socio-economic context

The population of the Transboundary Prespa Park area totals 24,000 inhabitants, with approximately 14,737 residing in North Macedonia[[2]](#footnote-3). The boundaries of the basin/transboundary park area within North Macedonia align with the administrative boundaries of the Municipality of Resen. This places the municipality in a pivotal role for managing and safeguarding the natural environment. Various instruments have delegated these responsibilities to the Municipality of Resen, such as being declared the management authority for the Prespa Lake Monument of Nature and the Ezerani Nature Park, as well as the authority responsible for conducting water monitoring activities.

The municipality encompasses 1 urban (Resen) and 43 rural settlements. Approximately 23% of the administrative area is agricultural land (arable); 2% is urban areas; 27% is protected area included in the three existing national parks and the remaining 48% is mainly forests and pastures outside the National Parks. Around 500 businesses are registered in the territory of the Municipality of Resen, with the most important being in food processing, the textile industry, tourism, and trade.

The major economic activity is agriculture. The sector is dominated by apple orchards extending on an area of about 3,000 ha. Only a few hectares are under organic farming (less than 10 ha) and only 400 ha are cultivated under integrated crop management. In fact, the largest production of apples in the country is in the Municipality of Resen, with more than 60% of the total income in the area and 70% of the population occupied in apple production. Forestry and fishing are other important sectors for the local economy.

For many years, the Prespa Lake area held the distinction of being the country's second most significant tourist destination. However, the combined effects of the transition period and environmental challenges have notably reduced its prominence in the socio-economic landscape. The area's tourism development potential still exists, given its rich natural and cultural heritage. However, environmental challenges and limited cross-border connectivity and mobility remain the key obstacles to fully harnessing the tourism development potential.

Every year, approximately 100,000 people cross the border between North Macedonia and Albania in the lakeshore village of Stenje in both directions. Despite continuous requests from local self-governments and communities in the border region, there has been no border crossing with Greece in over 40 years.

## Problem analysis by areas of support

### Area of support #1: Ecological restoration through improving wastewater and solid waste management

The Prespa Lake basin is an area of rich biodiversity that has been subject to intense pressures from human activities over the past decades. Although fragmented, water quality monitoring programmes and earlier investigations into the ecological status of the Lake reveal that one of the most acute problems facing the ecosystem is eutrophication, a process that accelerates the growth of aquatic biomass and upsets the balance of the entire ecosystem.

The reasons behind this process include unsustainable farming practices, erosion, and the unregulated disposal of untreated waste, both solid and liquid. These factors, combined with the diminishing ecosystem absorption capacity resulting from land-use changes and the conversion of natural landscape elements for development needs (e.g., loss of wetland areas, riparian corridors), collectively disrupt the naturally established biogeochemical cycles (Figure 1). All of them have led to reduced health of the ancient lake and depleted the habitat of many rare endemic species, endangering a unique ecosystem that has evolved over millions of years. This has a severe impact on key sectors such as tourism, water, and fisheries, negatively affecting the socio-economic wellbeing of the local population.

While climate change and the complex basin hydrology contribute significantly to the problem, there is still much that can be done to address the substantial human-induced pressures. Improperly managed solid waste, the absence of wastewater management systems, especially in rural areas, along with unsustainable farming practices, are among the aspects that demand a targeted and decisive response.

A diagram of a river

Description automatically generated

**Figure 1.** Sources of pressure and patterns of pollutant, nutrient, and sdiment loading in Prespa Lake via its tributaries

North Macedonia has already implemented a series of ecosystem restoration and management initiatives, including strengthening legal, regulatory, and planning instruments, integrating ecosystem priorities, and piloting practical ecosystem-oriented concepts for resource and protected area management. Nevertheless, a long-term, multi-sectoral approach, grounded in expanding knowledge and applying it in conjunction with policy efforts and local stakeholder engagement, remains necessary to achieve lasting change.

Although historical monitoring and research data are limited, they indicate a significant risk to the ecosystem's ability to meet ecological status requirements, if further restoration and conservation measures are not undertaken. The business-as-usual scenario predicts further deterioration in water quality, habitat alteration, a decline in populations of endemic and native species at the expense of allochthonous and more invasive species, thereby endangering biodiversity conservation efforts.

The local municipally established public utility company “Proleter” is tasked with the responsibility of managing wastewater and solid waste. As such, it plays a crucial role in addressing pollution from these two sources. However, the current coverage and quality of services appear to be insufficient for ensuring robust environmental protection and facilitating high-value tourism development.

*Wastewater management*

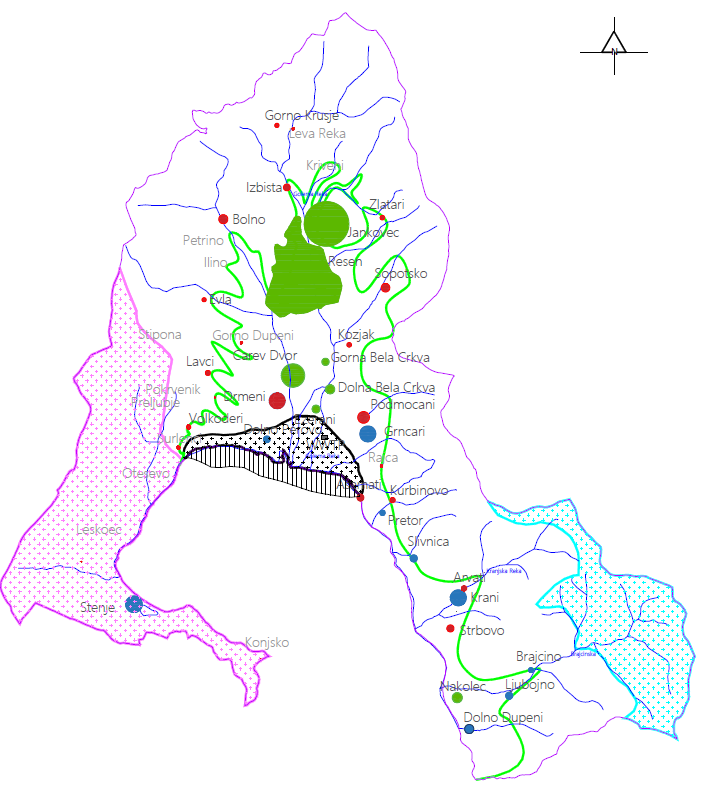
Of all settlements, only the town of Resen and five (5) adjacent villages have access to an organized wastewater collection and treatment system. All these are connected to the central municipal wastewater treatment plant located in the village of Ezerani.

Furthermore, two (2) additional villages have or are on the way of having access to their own decentralized wastewater treatment systems (Nakolec and Dolno Perovo[[3]](#footnote-4)). The remaining communities use septic tanks/seepage pits not built to standard, releasing untreated wastewater into receiving surface- and groundwater bodies.

The total untreated pollution associated with the discharge of untreated wastewater amounts in approximately 127.15 tons BOD[[4]](#footnote-5)/year and 4.00 tons P[[5]](#footnote-6)/year. Both the organic substances and nutrient (particularly phosphorus) are the main triggers of the eutrophication processes as found by earlier research projects and studies[[6]](#footnote-7).

Considering the significance of this environmental problem, earlier UNDP-backed efforts resulted in preparation of adequate technical documentation which serves as a foundation for construction of additional decentralized wastewater management systems for nine (9) more rural communities/villages comprising wastewater collection (sewerage) networks and treatment facilities that will enable the removal of 45.72 tons BOD/year and 1.44 tons P/year respectively.

The 9 communities are: Pretor, Stenje, Krani, Slivnica, Dolno Dupeni, Brajcino, Podmocani, Grncari and Arvati.



**Figure 2.** Overview of coverage with wastewater management service

|  |  |
| --- | --- |
| Communities with access to collection and treatment |  |
| Communities with access to collection only |  |
| Communities without access to collection and treatment system |  |

When it comes to the share of population with access to such systems, about 80% of the total residents of the Municipality of Resen are connected to existing systems, with 20% remaining to be provided with such service. However, although limited, the communities with no access to such systems pose considerable environmental impacts considering their proximity to the water bodies and the overall natural vulnerability and sensitivity to Prespa Lake to organic pollutants.

Furthermore, the extension of the water[[7]](#footnote-8) and wastewater management systems will require strengthened capacities of the public utility “Proleter”, including additional human resources, increased knowledge, and adequate innovative tools (e.g., digitalization of operations, and accounting/billing, use of low-cost technological solutions to wastewater treatment, optimizing the operation of utility systems, improved business planning, meter management and improved leakage control).

*Solid waste management*

The public utility “Proleter” is currently collecting the household waste from the town of Resen and 28 out of 39 active villages (Figure 3). The waste collection is still not organized in 11 communities/settlements totalling 1,145 residents (or 6.11 % of the entire population) (Appendix A). The quantity of household waste that is not handled properly as a result of the incomplete coverage is estimated at 844.08 tons/year.

|  |  |
| --- | --- |
| A screenshot of a computer screen  Description automatically generated | |
| A screenshot of a computer screen  Description automatically generated | Communities without organized household waste collection service |
| A screenshot of a computer screen  Description automatically generated | Abandoned villages |

**Figure 3.** Overview of coverage with wastewater management service

Although the number of households and population without organized waste collection service is not very high, residents of these villages dispose their waste at several illegal dumpsites in their vicinity which cause significant environmental problems, particularly by soil, surface- and groundwater contamination. As a particularly harmful practice, considerable share of the household waste not collected by ‘Proleter’ is being deposited in riverbeds, enhancing the pollutant loading to the basin’s main receiving body – the Prespa Lake. There are 6 major identified illegal dump sites with volume ranging between 100 m3 and 600 m3, as well as several smaller ones.

Furthermore, the municipality lacks organized systems for managing construction and demolition waste, as well as handling bulk waste items not included in the regular household waste collection system (e.g., furniture, household appliances). Consequently, these types of waste are being haphazardly deposited across the basin, diminishing the value of natural landscapes critical for tourism development. In addition to the adverse environmental consequences, the absence of dedicated waste management systems results in missed opportunities for recycling (e.g., metals, wood, plastic), and the potential reuse of construction and demolition waste for creating construction fill and road base materials.

The public utility “Proleter” possesses equipment for collection of mixed solid waste (MSW) which only moderately satisfies the needs, although, their operations seem better in relation to other utility companies in the country. It consists of 48 containers of 1.1 m3 and about 2,050 bins of 120 l. Bins of 120 l are mainly used for the collection of waste from individual households in rural settlements where the waste collection exists, while containers with 1.1 m3 volume are placed for collection of waste from residential buildings and some smaller commercial users in the town of Resen.

Collection and transportation of waste is performed with 5 compaction type waste collection vehicles, 1 skip loader and 1 tractor with trailer. Garbage trucks with compaction (capacities of 13 m3 and 15 m3) are used for collection of mixed municipal waste from 1.1 m3 containers and 120l bins. One smaller compaction type of garbage truck with capacity of 5 m3 is used for collection of waste in small and narrow streets in the urban part of the city. On average, waste collection vehicles are 17 years old, and some are not fully functional.

Landfilling and open dumping have been the predominant method of waste management in Resen during the past decades. Except some activities for collection, transport and baling of source separated recyclable waste by “Proleter”, and partially established scheme for packaging waste collection by “Pakomak”, there are no other activities related to recycling of mixed solid waste in the Municipality of Resen.

The municipal landfill does not meet the minimum criteria laid down in the EU Landfill Directive. As such, it is planned to be properly closed, so that the site can be remediated. However, the landfill is expected to continue its operation for at least 2-3 years, i.e., until the establishment of a regional landfill that is planned to receive waste from communities within the Pelagonija and the Southwest Planning regions, including the Municipality of Resen. The project is financed with a loan from EBRD and a grant from the EU WBIF. This activity is outside the scope of the EU for Infrastructure Improvements in the Prespa Area project.

### Area of support #2: Enhancing transboundary cooperation

Recognizing the unique natural values, alongside the rich historical heritage, and the resulting prospects for sustainable development, the three co-basin countries (Greece, Albania, and North Macedonia) have consistently strived to enhance transboundary cooperation. Following the declaration of the Balkan region's first transboundary protected area—the Prespa Park, the trilateral Prespa Park Coordination Committee (PPCC) was established, comprising representatives from the countries' national governments (Ministries of Environment), local governments, and civil society organizations, as well as a permanent observer from the Ramsar Convention on Wetlands and the Mediterranean Wetlands Initiative (MedWet). On February 2, 2010, World Wetlands Day, and the 10th anniversary of the Prespa Park, the “International Agreement for the Protection and Sustainable Development of the Prespa Park Region” was signed by the Environment Ministers of the three countries and the EU, and the Prespa Park Coordination Committee was transformed into the Prespa Park Management Committee (PPMC). Upon its ratification, the Agreement legally bound the three states to establish a permanent management structure, develop a joint strategy, and implement coordinated measures with benefits extending beyond the national boundaries of the three co-signing countries.

Each of these initiatives echoes the voices of local stakeholders calling for the reopening of the border crossing between Greece and North Macedonia, which has been non-operational for over 40 years. Establishing the border crossing is widely acknowledged as key to improving cooperation, promoting exchanges, and intensifying joint efforts to protect the environment and catalyze sustainable tourism development. Moreover, the absence of a border crossing has also affected the economy exchange and influence the development of new businesses in the Prespa region. In this context, the lack of funds for completing the necessary border infrastructure compounds the historical lack of political will. Nevertheless, the ongoing cohesive forces create a unique momentum for the entire cooperation to be elevated to the next level, with the opening of the border crossing playing a central role.

# Strategy

### Area of support #1: Ecological restoration through improving wastewater and solid waste management

The Project will help greatly reduce the pressures to the vulnerable lake ecosystem from the current suboptimal wastewater and solid waste management approaches.

The *wastewater management* component of the Project comprises construction and commissioning of 6 decentralized wastewater management systems[[8]](#footnote-9) for priority rural communities. This is in line with earlier feasibility assessments and existing technical documentation prepared with the support of UNDP.

By building the new systems, a population totalling approximately 1,503 people residing in 6 villages will be provided with access to modern, low-cost, high-efficiency and affordable wastewater treatment solutions. Reducing the discharge of untreated wastewater to the receiving water bodies (e.g., streams, rivers and consequently the lake) will generate significant positive effects for the entire ecosystem.

The investment-heavy infrastructural interventions will be backed by a set of accompanying/capacity development measures targeting the public utility and responsible municipal departments/staff.

The long-term cumulative (positive) effects are expected to be captured by the ongoing regular water quality monitoring system run by the ongoing, parallel programmes run by the Municipality of Resen and complemented by the Ohrid-based Hydrobiological Institute. Moreover, the Hydrobiological Institute should implement a comprehensive monitoring of the ecosystem of the Prespa Lake within the Project “Restauration of the natural resource and enhancing sustainable agriculture and tourism” that is part of the overall EU for Prespa Action (the project has started in December 2023). The regular monitoring programme and the supplementary monitoring activities of the Hydrobiological Institute are outside the scope of this Project, but their results will support the reporting on the Impact Indicators for the overall EU for Prespa Action.

Besides the investments in the necessary equipment and infrastructure, the complementary wastewater management systems will benefit from the accompanying (‘soft’) capacity development support activities targeting “Proleter” and the municipal authorities.

When it comes to *solid waste management*, the Project will assist stakeholders in:

* Extending the solid waste collection services across the Municipality of Resen by including of 11 villages with a total population of 1,145 people. By this, the Project will directly contribute to the redirecting of the 267.93 tons/year household waste streams from the environment/water bodies to the centrally positioned (temporary) landfill operated by “Proleter”. This approach fits well with the overall regional waste management system for Pelagonia and Southwest planning region.
* Improving the operation of the current non-compliant landfill. A bulldozer will be provided to facilitate the landfilling and waste compaction operations. Upon closure of the landfill and the start of operation of the regional landfill, the bulldozer shall be used to the operation of the regional landfill.

Finally, the intention was to assist stakeholders in promoting recycling and reuse of waste streams by establishing an amenity site and a construction demolition site. However, at the time of signing this Contribution Agreement the Authorities had not reached technical maturity for the investments as the Municipality of Resen did not provid location for the site nor a technical documentation and EIA studies.

### Area of support #2: Enhancing transboundary cooperation

The opening of the new border crossing “Markova Noga” shall contribute to untap significant development prospects by providing for better mobility around the lake. Earlier tourism development strategies for Prespa[[9]](#footnote-10) suggest that, for maximum positive socio-economic impact, the entire region needs to be promoted as a single, distinctive, transboundary tourism product. Further to promoting the tourism development potential, the border crossing will help bring people, and businesses from the three countries together for a coordinated action along the shared vision for the area’s sustainable development[[10]](#footnote-11). The new border crossing shall also facilitate and ease up the trade of goods and services between the business in the wider Prespa region. It should also accelerate the opening of new businesses in the cross-border context of the wider Prespa region.

Hence the need for improved connectivity that will be achieved through the opening of the “Markova Noga” border crossing between North Macedonia and Greece.

The equivalent investment on the Greek side of the border crossing will be supported by the Interreg IPA-CBC strategic Programme 2021-2027 between Greece and North Macedonia[[11]](#footnote-12).

## 2.1. Overview of the key elements of the implementation context

The Project implementation will be led out by an implementation team comprising a Project Manager/Civil Engineer, Project Procurement Associate, Project Assistant (50%) and Communication Officer (40%). The Project Manager and the Project Assistant shall be based in Resen, while the Project Procurement Associate and the Communication Officer shall be based in UNDP premises in Skopje. The team will be supported by UNDP’s Programme and Operations that will also assure overall quality of implementation and results.

In implementing the activities, delivery the results and introducing the sustainability mechanisms, UNDP will rely on its knowledge, good practices and lessons learned throughout long-term presence in the region.

To catalyse implementation and the sustainability of its results, the Project implementation will largely depend on the role of the locally based implementation team that will be amalgamated with the responsible local authorities, notably, the Municipality of Resen and “Proleter”.

Important role in the implementation of the Project is played by the key partners/beneficiaries, i.e., the Municipality of Resen, “Proleter”, Customs Administration. In the project planning phase, these latter have demonstrated their commitment to the Project by contributing to the technical maturity of the investments (a precondition for Project’s start). Similar commitment is expected during and after the Project implementation as a key prerequisite for the sustainability of the achievements, including following the national and local elections in 2024 and 2025 respectively. Moreover, the beneficiaries must ensure the smooth operations and maintenance after commissioning of the facilities funded by the project. As the focus of the Project is capital improvements projects, its success largely depends on the quality of technical documentation, the efficiency of the permitting procedures (e.g., environmental, construction), and the viability of the (construction) project management approach. The later one presumes that the implementation will benefit from highly qualified construction and engineering supervision contractors. This applies to the construction activities contributing to both Areas of Support #1 and #2.

In this context, the Municipality of Resen and the public utility “Proleter” have fulfilled their share of responsibilities related to permitting and ensuring uninterrupted access to the planned construction sites. The same commitment is demonstrated by the Customs Administration when it comes to securing construction permit for the construction of the border crossing and expropriating necessary plots. Following a lengthy and complicated permitting procedure, the permits for the wastewater management system (Area of Support #1) and the border crossing (Area of Support #2) are provided, paving the way for smooth execution of the corresponding construction activities. The issuing of the construction permit was the last step in the process which also involved successfully overcoming land expropriation challenges.

Furthermore, to be able to assume responsibility for the management of the newly introduced systems, the Municipality of Resen and its public utility “Proleter” will engage in a capacity building process as a key to their long-term functionality. Moreover, the extension and the improvements in solid waste and wastewater management systems are expected to generate additional income for 'Proleter' by increasing the number of service users and payment rates. The improved revenue collection for the solid waste and wastewater management services will provide the necessary financial resources for their smooth operations. The capacity development support will specifically target these aspects in combination with awareness raising efforts among the communities.

Prior analyses on both solid waste and wastewater management consider the affordability principles based on understanding of household income. The EU-supported changes in the pricing of water and wastewater services and transferring of this function from the utility companies to the Energy and Water Services Regulatory Commission is particularly beneficial in securing the necessary revenues for the optimal running of the water supply and wastewater treatment systems[[12]](#footnote-13).

The public utility already demonstrates commitment to systemic changes that are reflected in their newly developed business plan covering a period of three years (2024-2026)[[13]](#footnote-14). The Plan is still waiting for approval of the State Regulatory Commission. The Project team shall closely monitor its implementation and provide additional support if needed.

The expected reform in waste management service pricing is also anticipated to enhance the functionality of the systems. This reform will involve replacing the current pricing model, which is based on house area (m2), with a model that considers the quantity of waste to be managed by the household waste management operator (in kilograms). This change will incentivize households and other waste generators to minimize the waste handled by the standard waste management system by diverting certain fractions to the newly introduced waste management systems. Furthermore, the reform is expected to involve correction of tariffs that will improve the revenue base of waste operators, facilitating sustainability of their operation.

The introduction of the new systems will be supported by enhanced local-level enforcement. The provision of waste management alternatives will eliminate excuses for continued harmful waste handling practices such as disposal of waste in the watercourses, creation of illegal dump sites, especially in the villages that are not part of the organized waste management system. Once these systems are established, municipal environmental and communal inspectors will be able to fully exercise their mandates. In the absence of such local alternatives, enforcement possibilities have proven to be severely limited.

The municipality, and the public utility company “Proleter” renewed the agreements with the collective waste companies – “Pakomak” for collection of glass, plastics and paper, and “Nulta Otpad” (Zero Waste) for electronic waste. This builds onto the momentum and the efforts for improving the overall solid waste management in the wider Pelagonija region, where the Municipality of Resen belongs, by ensuring more environmentally and economically sound approach to handling recyclables generated at local level.

The public utility “Proleter” commits to actively participating in the targeted capacity building efforts and to share the knowledge with other public utilities through their networks and specialized associations such as ADKOM, and on transboundary level.

The Mayor of Resen will ensure smooth implementation of the activities that require involvement of municipal administration, will engage in promotion of the project results, and together with the public utility “Proleter” will actively participate in the transboundary exchange on good practices and lessons learnt.

The Project team shall collaborate closely and coordinate activities with the Ministry of Environment and Physical Planning to ensure smooth implementation of the solid waste management activities, ensuring complementarity with the regional-level waste management activities financed through the EBRD loan.

The Project will proactively liaise with the cross-border cooperation programme with Albania on wastewater and solid waste management, in order to create synergies and limit the risk of duplication of efforts. The ongoing European Union's Cross Border Cooperation Programme MK-AL called ‘Prevention of risks for environmentally sustainable practices for agro-producers Prespa’ is designed to contribute towards the environment protection of the transboundary Prespa Lake basin through activities in the Municipality of Resen and the Municipality of Devoll (Albania). The project provides support for building of wastewater management systems in selected rural communities in the Prespa Lake basin (i.e., Dolno Perovo in North Macedonia and Devoll in Albania); introduction of new online monitoring system for water quality for those facilities; and corresponding public awareness and capacity building activities.

With the support of the Communication Officer, the implementation team shall ensure that the public has timely, accurate and reliable information about the Project, the resultant socio-economic and environmental benefits, as well as the sustainability requirements.

The already established coordination mechanism – the PPMC and its Working Group on Water Management (WGWM) – shall also be used to ensure that the Project is in line with the overall goal of pursuing integrated approach for the Prespa Lake basin management and development.

## 2.2. Prior activities and lessons from past projects relevant to the implementation of the Action

The Project builds upon the results of earlier projects in the Prespa Lake basin primarily supported by UNDP, as well as lessons learnt and experience from the execution of infrastructure development projects countrywide. Throughout a period of over 18 years, UNDP implemented a set of measures that helped improved the Prespa Lake’s overall health and strengthen its resilience. Some of the main results achieved relevant to the Project are:

1. Establishing a sound basis for long-term active management of the basin that prioritizes eutrophication control through development of the Prespa Lake Watershed Management Plan and a eutrophication model.
2. Developing community-driven environmental infrastructure, including water supply systems for 7 communities, an integrated sewerage and storm water drainage project in Resen, two dumpsite remediation projects, two community-level irrigation systems, and one small-scale decentralized wastewater management system – altogether benefit a population of about 5,000 people.
3. Strengthening the performance of the authorities for integrated lake basin management through creation of a new municipal Sector on Environment, targeted training on different environmental management priorities.
4. Strengthening the sustainable water monitoring and management capacities at local level, including through the establishment of a fully functional lake monitoring station.
5. Minimizing and controlling the erosion process through creating an autochthonous tree nursery and implementation of targeted erosion control measures.
6. Supporting transboundary cooperation processes from their inception, which included the preparation of a Strategic Action Plan and several other transboundary strategic planning documents, including those related to sustainable tourism development.

Furthermore, a comprehensive analytical, planning, and technical documentation foundation has been secured for the region that informs priority investments. Among others, the Project builds on the findings and recommendations of the Pre-Feasibility Study for Water Supply and Wastewater Collection and Treatment in Villages along the Prespa Lake: Pretor, Stenje, Dolno Dupeni, Brajcino, Slivnica, Krani, Dolno Perovo funded by EU (2019)[[14]](#footnote-15); the Pre-feasibility Study for Solid Waste Management in Resen funded by EU (2019)[[15]](#footnote-16); and the Study for Sustainable Development for the Wider Prespa/Prespes Lakes Area funded by EU (2019)[[16]](#footnote-17).

In turn, the above pre-feasibility study builds on the 2016 UNDP-supported detailed technical documentation for wastewater collection and treatment for the very same villages. In preparation of the upcoming EU for Prespa Action, this technical documentation was reviewed and revised at the beginning of 2022[[17]](#footnote-18). The process involved an update of the investment costs estimates in line with the existing market situation and construction prices. The entire documentation is in possession of the Municipality of Resen and has already been made available for the future implementation needs.

When it comes to the construction of the border crossing, all the necessary conditions for commencing the work are in place, including up-to-date technical documentation[[18]](#footnote-19) and the issued construction permit.

All prior experiences/lessons, as well as the analytical and technical documentation base will enable the team to organize the implementation process. This involves experiences from planning, sequencing, and managing complex procurement procedures for the infrastructure projects[[19]](#footnote-20), in line with the pertaining UNDP procedures. The lessons and best practices from managing the construction and supervision contracts, and the knowledge of the overall construction market in the country/Prespa region will be used to ensure successful completion of the Project’s construction contracts.

One of the key lessons learnt from previous engagement in construction projects is that the risk of significant delays is the project implementation is high unless respective urban planning and construction permits are prepared upfront. This is particularly true if the permits are to be issued by the Ministry of Transport and Communication, which is the case for certain categories such as border crossings, dams, landslides, etc. Also, if longer time passed between the development of technical documentation and the realization of the construction works, differences of the estimated process in the Bill of Quantities and the actual costs during the implementation might be noticeable due to volatility of marked conditions.

To manage the available budget in a risk sensitive way, as a lesson learnt from previous projects, the tender for the construction works for the sewage systems and the wastewater treatment facilities will be launched at the same time so to verify at an early stage of project implementation whether any reserve project could be considered for financing within the project, through signing of an addendum to the Contribution Agreement.

## 2.3. Crosscutting issues

The Project is designed to contribute to gender equality / women’s and girl’s empowerment, in line with the EU Gender Equality Strategy 2020-2025, and UNDP Gender Strategy. This will be done by promoting a gender-balanced approach to the implementation of the Project at all levels, ensuring inclusivity in the planning and implementation phases. Gender-specific considerations will be integrated into the design and operation of wastewater and solid waste management systems. This includes addressing the distinct needs and roles of women and men in waste management practices and promoting gender-sensitive awareness campaigns. The project will also ensure that capacity development activities related to wastewater and solid waste management address the specific needs and capacities of both women and men. This includes tailored training sessions, and workshops. For this purpose, a local women's organization might be engaged to reach out to women and identify their specific needs. Moreover, communication and awareness raising activities will be inclusive of both women and men, and different communication channels and formats shall be used to effectively reach women and men in the communities. The Project will also strive to collect sex-disaggregated and gender sensitive data, carrying out gender sensitive analysis, training, review of standards, skills development and information.

The Project has a strong social inclusion dimension too. It is designed not to exclude any community and/or person on the basis of social status, ethnicity, or religion. The benefits and opportunities that will be created by the Action will be accessible to all people from the target communities, the entire transboundary Prespa region, and its visitors.

The investment cycle to be instigated by the Project is expected to bring short-term employment and income generation activities for the local workforce, and small companies (e.g., through involvement in the construction projects). It will also provide opportunities for new employments in the PE “Proleter” to serve the extended wastewater and waste management services.

The long-term effects of the Project have the potential to bring greater prosperity to the region, reviving its economy and helping local communities to benefit from the income generation opportunities and the greatly improved environmental quality.

# Results and Partnerships

## 3.1 Expected Results

Building upon earlier efforts, this Project aims to bring tangible environmental and socio-economic improvements to the transboundary Prespa Lake basin. It will do so through a series of interlinked capital investments to be implemented within the boundaries of the Municipality of Resen and accompanying capacity development measures.

Furthermore, the Project will lead to enhanced transboundary cooperation, improved connectivity, and mobility around the lake, facilitated by the opening of a new border crossing point with Greece (Markova Noga). This, in turn, is expected to boost socio-economic and tourism development while fostering cooperation among the nations sharing the lake basin.

The results of this Project will contribute to achieving multiple Sustainable Development Goals, including SDG 15 (Life on land), SDG 6 (Clean Water and Sanitation), SDG 8 (Decent work and economic growth), SDG 11 (Sustainable cities and communities), and SDG 12 (Responsible consumption and production).

At the national level, this Project will contribute to UNSDCF[[20]](#footnote-21) Outcome 3: 'Healthy Environment (People in North Macedonia benefit from ambitious climate action, sustainably managed natural resources and well-preserved biodiversity through good environmental governance and disaster resilient communities). This aligns with Output 3.2: 'Solutions are identified and scaled up at central and local levels for integrated, sustainable, and inclusive management of natural resources (water, land, forests, biodiversity).

## 3.2 Project Objectives and Activities

The ‘EU for Infrastructure Improvements in the Prespa Area Action” aims to bring tangible environmental and socio-economic improvements to the transboundary Prespa Lake basin through a series of interlinked capital investments to *i)* enhance municipal wastewater and solid waste management systems, and to *ii)* help enhance transboundary cooperation through the construction of a new border crossing point with Greece.

The Action is an important part of the broader “EU for Prespa” programme which aims to promote the Green Agenda for the Western Balkans in the transboundary Prespa Lake area in line with the principle of "leaving no persons and regions behind."

The overall goal of this Project will be achieved as per the following hierarchy of result areas / intervention logic and the corresponding activities:

|  |  |  |
| --- | --- | --- |
| **Overall Objective** | To promote the Green Agenda for the Western Balkans in the transboundary Prespa Lake area in line with the “no persons and regions left behind”. | |
| **Specific Objective** | To drive substantial change in wastewater and solid waste management practices by strengthening capacities of the PE “Proleter”, Resen and expanding the coverage of the wastewater and solid waste systems, as well as fostering transboundary cooperation in the Prespa region by supporting the establishment of a new border crossing with Greece. | |
| **Outcomes** | 1. The ecological system in Prespa lake area preserved and improved | 3. Enhanced cross-border cooperation |
| **Outputs** | * 1. Decreased pollution from human activities | 3.2 Established border crossing point with Greece (Markova Noga) |
| **Activities** | 1.1.1 Improvement of wastewater management in the Municipality of Resen  1.1.2: Improvement of the Solid Waste Management System in Resen | 3..2. 1 Construction of the administrative building of the Customs Administration |

**Figure 2.** Overview of Project’s intervention logic

The section below provides an overview of the main planned activities and the corresponding implementation processes structured around the Project’s intervention logic (in line with the above hierarchy of results). A more detailed Theory of Change Analysis is provided in Appendix E.

On the other hand, Appendix F presents the identified risks, their magnitude, and the probability of occurrence, along with the corresponding measures, also organized by the key areas of intervention.

### Project Outcome 1:

**The ecological system in Prespa Lake area preserved and improved**

The anticipated achievements are expected to materialize within approximately one decade primarily due to the substantial reduction in pollutant loading from solid waste and wastewater into the lake and the broader basin area[[21]](#footnote-22). The ongoing water monitoring activities in Prespa will play a crucial role in detecting these positive changes, which can then be reported to demonstrate the anticipated impacts.

#### Output 1.1 Decreased pollution from human activities

This output encompasses the tangible effects that will be delivered as a result of the investments aimed at improving wastewater and solid waste management systems in the Municipality of Resen. It also includes a set of accompanying/soft measures designed to increase local capacity, influence behaviour —factors crucial for achieving sustainability objectives.

**Activity 1.1.1 Improvement of wastewater management in the Municipality of Resen**

* *Construction measures*

The Project will support the construction of wastewater collection networks and corresponding wastewater treatment facilities for the following rural communities (in order of priority):

**Table 1**. Overview of prioritization of construction works

|  |  |  |  |
| --- | --- | --- | --- |
| **Community (population size)** | **Wastewater collection** | **Wastewater treatment** | **Treatment option** |
| Pretor (142) | 1 | 1 | New WWTP (SBR) |
| Stenje (438) | 1 | 1 | New WWTP (SBR) |
| Krani (416) | 1 | 1 | New WWTP (SBR) |
| Dolno Dupeni (235) | 1 | 1 | New WWTP (SBR) |
| Brajcino (134) | 1 | 1 | New WWTP (CW) |
| Slivnica (138) | / | 2 | New WWTP (SBR) |

**Legend:** 1 & 2– level of priority (each number represents different construction phase), / - the system is either available or will be funded by other funding sources, SBR – Sequencing Batch Reactor, CW – constructed wetland.

All priority projects in the above table are technically mature [[22]](#footnote-23). The construction of the Slivnica WWTP too will be launched along with the priority projects however, the award of the works contract will depend on the status of advancement of the parallel works for the sewerage network. Financed by TAV Airport Holding, the construction of the Slivnica sewerage network is underway[[23]](#footnote-24).

The procurement-intense processes require carefully planning and immaculate implementation to prevent delays and other implementation challenges. An outline of the procurement approach that is going to be applied is presented in Appendix C.

To ensure that best available construction and engineering supervision contractors are mobilized, UNDP will use a set of requirements regarding licenses/authorizations, years of experience and number of relevant projects of the companies and their individual offered experts (project managers & site engineers), as well as adequate educational background (e.g., hydraulic, geotechnical, structural, mechanical and electrical engineering as required for each individual project).

* *Non-construction/accompanying/soft measures*

The infrastructure development efforts will be supplemented by a series of accompanying (“soft”/non-construction) activities targeting primarily the public utility “Proleter”.

The core non-construction measures to be supported by the Project are designed in a way to ensure targeted capacity development support to “Proleter” as a key prerequisite for the future operation and maintenance of the newly introduced systems, including:

* 1. *Technical capacity.* On-the-job and formal training of utility’s technical staff and operators during the commissioning of the works and the first year of operation which corresponds to the Defects Notification Period of the works. To this end, “Proleter” will need to recruit, or appoint at least two employees and communicate the names of the appointed staff during the procurement of the works and latest by the award of the related works contacts. The training services will be delivered by personnel provided by the WWTP works contractors (own staff and/or from manufacturers/technology providers).
  2. *Financial capacity.* Non-revenue water reduction programme, aiming at releasing financial availability in order to partly offset the increased costs for operating the newly established wastewater infrastructure. While water supply network’s modernisation and repair will be covered with parallel financing from national and local authorities, this project will cover aspects such as network monitoring, pressure and flows management, active leakage control, meter management / revenue assurance, customer management, training and knowledge transfer. Purchasing of leak detection equipment will be considered as part of the support, conditional to the appointment of relevant personnel (at least two) from “Proleter” to be trained and regularly work on the issue throughout the full period of the implementation of this contribution agreement.
  3. *Commercial capacity.* Support under this component will focus on aspects such as organisational restructuring and consolidation; upgrade of the accounting software and training for the use of the upgraded software; introduction of billing software; on-the-job training and support for preparation of the next business plan (2027-2029); development of communication strategy with customers.

Trainings will be delivered by external contractors to be selected on a competitive procedure. IT experts will be contracted to develop specification for the necessary software.

Depending on the availability of budget, the capacity development programme may be further extended to include the following (reserve) activities:

* Expertise for assessment of the SCADA system coverage and functionality status with trainings on the identified gaps for efficient management.
* Support for GIS mapping of the distribution network, integration with the SCADA database and providing hands-on training on GIS mapping.

Finally, part of the budget of the 'soft' activities will be dedicated to support “Proleter” and the Municipality of Resen in engaging in transboundary knowledge and experience sharing with their counterparts in the two neighbouring countries. This will include some kind of short-term secondment of the staff from Proleter and the Municipality to the respective entities in the neighbouring countries.

***Activity 1.1.2 Improvement of the Solid Waste Management system in Resen***

Under this activity, the following key results are planned to be delivered as part of the Project:

* Extending solid waste collection coverage to additional 11 communities and improving the waste collection service across the entire municipality. To extend waste collection coverage, standardized equipment will be provided to “Proleter” and households in the 11 identified communities. This involves purchasing and distributing a sufficient number of 120-liter plastic bins for nearly 350 target households, employing a 'door-to-door' waste collection approach. Additionally, to standardize equipment at the municipal level, the Project will supply approximately 2,000 additional bins for households in Resen. This will streamline waste collection operations and reduce worker injury risks. To meet the additional, necessary waste collection capacity, the Project will deliver two waste collection vehicles (with a capacity of 13-15 m3).
* Cleaning up 6 illegal dumpsites. Following best engineering practices[[24]](#footnote-25) for small to medium-sized waste dumpsites (< 5,000 m3), the Project plans to clean up the six identified priority dumpsites. This clean-up operation involves removing and safely disposing of solid waste and contaminated soil at the existing municipal landfill. Each former dumpsite area will undergo remediation through landscaping, including levelling and re-vegetation. This will occur after the upgrade of the solid waste collection service to prevent future illegal waste deposition in these sites. In parallel, the Municipality of Resen will enhance enforcement to prevent reactivation of the former dumpsites.
* Improving the operation of the existing landfill. A bulldozer will be provided to facilitate the landfilling and waste compaction operations. Upon closure of the landfill and the start of operation of the regional landfill, the bulldozer shall be used to the operation of the regional landfill.

The overall implementation approach for this activity aligns with the recommendations from the Pre-feasibility Study for Solid Waste Management in Resen (October 2019), as well as with the regional approach for managing solid waste that will be established with the EBRD loan (The Municipality of Resen will be part of the regional system merging the Southwest and the Pelagonija regions with a new regional landfill planned to be established in the Municipality of Novaci). The entire intervention will adhere to the relevant legal framework and national-level efforts to regionalize solid waste management[[25]](#footnote-26).

The process of repurposing the former dumpsites will receive support from the UNDP Acceleration Lab through stakeholder co-design events prior to the start of the cleaning of the sites. Feasible citizen-generated ideas may be considered for funding by the UNDP Acceleration Lab (e,g. planting trees and plants, small children playground, etc, ) while more complex ones will be promoted for future consideration by relevant authorities and potential donors. Activities related to the UNDP Acceleration Lab are budgeted outside the scope of this contribution agreement.

### Project Outcome 3:

**Enhanced cross-border cooperation**

This Project will contribute to enhance cross-border cooperation through the opening of a border crossing with Greece.

#### Output 3.2 Established border crossing point with Greece (Markova Noga)

The processes under this output will lead to the establishment of a border crossing infrastructure between the Republic of North Macedonia and Greece while the necessary equipment will be provided by the Customs Administration. This investment-intensive intervention will be carried out in accordance with the required standards for this type of buildings established in the national legislation.

**Activity 3.2.1 Construction of the administrative facility of the Customs Administration**

This activity entails the construction of an administrative building for the Customs Administration at the newly established border crossing point “Markova Noga” in the Municipality of Resen. The works shall include the construction of the administrative building, installation of control features, traffic, water supply, sewerage, electrical, telecommunications, and lighting infrastructure.

Up-to-date technical documentation for the construction of the Customs facilities has been commissioned by the Customs Administration and completed by the contracted design company in May 2023. Subsequently, in October 2023 the Customs Administration has obtained the construction permit by the Ministry of Transport and Communication. The permit became valid in November 2023.

The necessary procurement approach will be implemented in accordance with the process outlined in Appendix C.

A communication and visibility plan will be developed featuring key tools that will be used to promote the results of the project, as well as communication products such as videos, photo stories, etc. Targeted public awareness campaigns to promote new services provided by “Proleter” will be also carried out. These costs are stated under Output 4.1 in the budget (Annex III).

## 3.3 Resources Required to Achieve the Expected Results

The Project will mobilize funds and finance activities through a Contribution Agreement signed between the EU Delegation (EUD) in Skopje and UNDP. In addition, UNDP will also contribute with its own resources to support the implementation[[26]](#footnote-27). The Project funds will be used and prioritized in accordance with this document, and any changes will be done upon consultation or agreement by the EUD, according to the relevant contractual provisions of the Contribution Agreement.

Adequate resources, human and financial, and input from the relevant project partners are required to achieve the expected results. The PE “Proleter” and the Customs Administration will make assessments of additional resources (human and financial) required for operation and maintenance of the new infrastructure and adequately reflect it in their annual budgets and/or multiyear business plans.

The Municipality of Resen shall provide office space for the Project team, except for the Project Procurement Associate and the Communication Officer, and will cover part of the operational costs for the office (electricity, heating) as an in-kind contribution.

However, the office space and operational costs for the Project Procurement Associate and Communication Officer that will be based in UNDP’s premises in Skopje, will be covered by the project’s budget in proportion to the actual use (see Annex 3 for details).

To ensure effective and timely implementation, individual consultants, consulting companies, construction, and engineering supervision contractors will be engaged. All these services will be procured by UNDP as per its rules, regulations and policies, and in accordance with the procurement plan. The same will apply for equipment, goods, and other materials resources.

This Project will maintain in good order and organization the inventory of all assets purchased, as per UNDPs asset management policy.

The UNDP Country Office will provide programmatic and operational support (procurement, finance, monitoring and evaluation) in line with the Project’s needs, as well as quality control during the implementation. The costs related to this support are included in the Project’s budget.

All resources and input required are adequately estimated, costed, and included in the project budget.

It is to be noted that ff the preconditions for the construction of civil amenity site, the crushing station for mechanical treatment of C&D waste and rehabilitation of the composting plant are met on time allowing their realization within the project duration, an addendum to the contribution agreement will be signed, reflecting the new activities and additional EU funds.

## 3.4 Partnerships

At the level of specific project outcomes/outputs/activities of the Project, the following partnerships are planned to be pursued.

**Table 2**. Overview of the relevant partnerships

|  |  |  |  |
| --- | --- | --- | --- |
| **Outcomes** | **Outputs** | **Activities** | **Partnerships & Synergies** |
| 1. The ecological system in Prespa lake area preserved and improved | 1.1 Decreased pollution from human activities | 1.1.1 Improvement of wastewater management in the Municipality of Resen | TAV Airport Holdings is financing the construction of the sewerage network in the village of Slivnica. The completion of the wastewater collection network is a prerequisite for utilizing the Project's funds for the construction of a wastewater treatment facility.  The Municipality of Resen is expected to secure funding for the rehabilitation of critical sections of the water supply and sewerage networks in Resen.  Additionally, MoEPP is expected to allocate funding for optimizing the water supply systems in the villages of Pretor, Stenje, Slivnica, and Dolno Dupeni (e.g., through the MoEPP's Water Management Programme for 2023 or an EIB loan) and possibly for the renovation of the Ezerani WWTP . |
| 1.1.2: Improvement of the Solid Waste Management System in Resen | MoEPP will implement a waste separation system and operationalize the regional landfill for the Pelagonija and the Southwest planning regions. With the assistance of an EBRD loan and a WBIF grant, the Ministry will acquire various types of bins and collection vehicle[[27]](#footnote-29).  MoEPP will purchase equipment for the operation of the materials recovery facility[[28]](#footnote-30).  MoEPP shall issue tenders for the Regional Waste Management System (waste storage and collection) and for the Transfer Stations in Debar, Ohrid, Prilep, Kichevo, and Bitola, as well as the Landfill in Novaci.  The European Union Delegation (EUD) will implement a waste management public awareness program grant scheme in support of waste infrastructure activities, with the procedure for selecting the entity in charge is expected to start in the first quarter of 2024 |
|  |  |  |  |
| 3. Enhanced cross-border cooperation | 3.2. Established border crossing point with Greece (Markova Noga) | 3.2.1 Construction of the administrative facility of the Customs Administration | The Customs Administration will equip the border crossing point with all supplies required to operate it for which they will secure the necessary funding.  The Interreg IPA CBC Greece / North Macedonia Project foresees the reconstruction of the police station in Markova Noga, which is essential for ensuring the functionality of the border crossing; as well as complementary construction activities on the Greek side. |

The Project shall be implemented in close coordination with the parallel complementary Project “EU for Prespa – Restoration of the Natural Resource and Agriculture and Tourism”, which is also part of the overall “EU for Prespa” Action.

Other key relevant projects/activities with potential mutually reinforced interventions include, but are not limited to:

* *“EU for Sustainable Development of Prespa Lake”* will finance small-scale projects addressing environmental, social or economic challenges identified by the local communities. In line with the overall objective of the programme, the call should support the creation of green jobs for young people and women as well as people-to-people cross-border exchanges with neighbouring countries.
* EU’s *“Monitoring, Restoration, Management of Natural Resources*” shall support Ecology-focused scholarships education and training of teachers and students of different age groups in the wider Prespa region; research & monitoring of the natural resources by young scientists to allow the systemic study of the ecosystem in Prespa Lakes; conservation, restoration & management of habitats in at least three areas in Prespa; and Communication and awareness activities dealing with natural resources preservation and protection;
* The priority sectors for the *Cross Border Cooperation - CBC Albania/North Macedonia 2021-27* are 1) Environment protection, climate change adaptation and mitigation, risk prevention and management; 2) Tourism; cultural and natural heritage. The total available budget for the first call in 2023 is 2.89 ml and the size of the grants is between €400,000 to CBC ALB/MK 2021-27. Main target groups are Central and local authorities, National Parks, CSOs, Educational/Research organizations, tourist organizations, Business associations, Cooperatives, and Institutions in cultural heritage.
* The priority sectors for the *Cross Border Cooperation - CBC Greece/North Macedonia 2021-27* are 1) Transition to a low carbon economy/ nature protection / climate change; *2) Strategic focus on Prespa area*: construction of the border crossing point in Markova Noga and small interventions in the cross-border municipalities (Regeneration activities, signposts, etc.).; 3) Support and upgrade of Health and Social Services. The total available budget for 7 years is ~€ 30 million, out of which for Prespa € 8.5 million. The size of the grants is from € 500,000 to over € 1 million. Main target groups are Central and local authorities, National Parks, CSOs, Educational/Research organizations, tourist organizations, Business associations, Cooperatives, and Institutions in cultural heritage. Main target groups of the strategic project: Central and local Authorities, Ministry of Interior, Customs; Municipality of Resen (MK) and Prespes-Laimos (GR).

Overall, the Project will align its intervention with the efforts pursued by the Prespa Park Management Committee as the key transboundary cooperation mechanism.

Finally, the Project implementation and sustainability foundation will be reinforced through effective partnership building with organizations, ongoing and/or other planned initiatives. Close coordination will be established with the Swiss Agency for Development and Cooperation (SDC), PONT, the World Bank, and EBRD.

## 3.5 Risks and Assumptions

The risks and assumptions presented in this section are related to the development outcomes and outputs, while specific risks and assumptions on the level of activities are presented in Appendix F.

The key risks to the Project’s success, and the corresponding mitigation actions include:

**Table 3**. Project level/strategic risk assessment

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk** | **Probability** | **Impact** | **Explanation and mitigation action** |
|  |  |  |  |
| ***Organizational*** - Delays in opening of the border crossing due to delays on the completion of the corresponding activities on the Greek side | Medium | Medium | .  To address this, the Project will track the development on the Greek side, report about it to the key stakeholders and maintain the relevance of the issue in the transboundary cooperation processes through the relevant national entities and/or during the meetings of the PPMC.  The Project will synchronise the two procedures to the maximum extent possible, but the construction of the border crossing cannot be dependent on the commencement of the activities on the Greek side because there might be significant delays that will jeopardize timely completion of the border crossing “Markova Noga” and the 12 months warranty period. UNDP will maintain close communication with the Ministry of Foreign Affairs, the Secretariat for European Affairs and the Ministry for Local Self Government as the key entities coordinating the cross-border cooperation with Greece. |
| ***Strategic/Political*** - Political instability and elections might slow down the implementation | Medium | High | The Project shall closely monitor the development of the political situation and will keep acting in impartial way, taking into consideration only the interest of the citizens as the ultimate beneficiaries of the Action.  The Project will take into consideration the election cycle and shall plan the activities having in mind potential impact of the elections, and the most critical activities that require involvement of the central and/or local governments.  The next Parliamentarian elections are expected in May 2024, while the next local elections should happen in the second half of 2025. |
| ***Organizational*** - Insufficient human and financial capacities to manage the more complex and onerous wastewater and solid waste management systems put in place by the Project. | High | Medium | UNDP will invest in targeted capacity building of the local government of Resen and the public utility ‘Proleter’ which is expected to result in improved capacities of “Proleter” to manage the expanded wastewater and waste management systems, and to generate additional revenue from additional users of their services.  .  . |
| ***Reputational*** - Public perception, insufficient interest, or push-back for the new concepts instigated by the Project. | Medium | Medium | The Communication Officer will use different communication tools to promote the importance and the benefits of the new practices for waste management, and the expanded sewage network and wastewater treatment. The project staff will also use every opportunity when meeting with local communities to promote the project results and the benefits for the citizens of the Prespa region and for the protection of the natural values of the region. |
| ***Financial*** - Insufficient funding to realize infrastructure projects due to the increased construction costs due to the ongoing economic turmoil and/or any differences between the designed and actual BoQs. | Medium | Medium | Prioritisation of the interventions to ensure adaptive capacity and flexibility in managing the budget.  A contingency sum (incorporated in the Bills of Quantities for the respective individual construction projects) is foreseen to cover any justifiable possible increase of the volume of works/contracts value[[29]](#footnote-31). |

A significant portion of the Project's interventions are designed to be self-sufficient. In other words, they are expected to yield significant results (especially at output level) independently of other initiatives. However, for these achievements to be upgraded and sustained over time, producing the desired outcomes, several key assumptions must come to fruition. The most significant of these include:

* The country remains committed to the European Integration path and continues to align its legislation and practices with relevant EU Directives.
* The implementation of parallel activities to improve solid waste management at the regional level (Pelagonija and Southwest region, financed by the EBRD loan) proceeds as planned[[30]](#footnote-32).
* High political and institutional commitment to improving wastewater treatment from environmental and health care perspective.
* Availability of parallel funding for construction of additional sewage networks in several villages not covered by the project,
* Solid enforcement basis in the pricing regulations & revenue collection
* Genuine interest of the stakeholders at transboundary, national and local levels for opening of the border crossing.

## 3.6. Stakeholder Engagement

The Project will be implemented in close collaboration with the local government of the Municipality of Resen. The main beneficiaries of the Project are the citizens of the municipality of Resen, with a particular focus on those in rural areas. The public utility “Proleter” in Resen will be the primary beneficiary of activities related to wastewater and communal waste management. The Customs Office will be the main beneficiary and partner for the construction of the 'Markova Noga' border crossing.

The team will establish mechanisms for non-discriminatory/inclusive, effective formal and informal stakeholder engagement, ensuring the meaningful participation of beneficiaries and the main target groups. Various tools, including collective intelligence, design thinking, behavioural science, and foresight, will be used for stakeholder engagement.

The project implementation team, especially the one based in the project office in Resen, will maintain regular communication with the Mayor of Resen and the relevant departments of the local administration, as well as with the management staff of the public utility 'Proleter.' An open-door policy will be in place for all interested citizens seeking more information and/or advice.

The Project Steering Committee of the overall “EU for Prespa” Action will support UNDP in coordinating processes with other entities and implementing partners for the 'EU for Prespa' Action. The work within the Project will also align with the efforts of the transboundary Prespa Park Management Committee (PPMC) and the Working Group on Water Management (WGWM) of the Prespa Park Management Committee.

The table below presents a list of key stakeholders and their respective roles **in the Project implementation.**

**Table 4.** Project stakeholders and their role

|  |  |  |
| --- | --- | --- |
|  | **Stakeholder** | **Role** |
| **1.** | Ministry of Environment and Physical Planning | * Responsible for creation of policies related to protection of nature, waters, soil, biodiversity, and observing the condition of the environment; restoration of polluted areas of environment; proposing measures for solid waste management; physical planning; physical informative system; supervision within its competencies. * The Ministry is the lead institution responsible for the approximation and implementation of the EU environmental acquis across the sector and for overall coordination of assistance to the environmental sector. * The Ministry will be the supporting the improvement of the solid waste management by providing separate financing; the Ministry is also expected to support the construction of water supply network in in the village of Pretor. * The Ministry is responsible for approval of EIA studies (part of the permitting process). * The Ministry will participate in the Project Board of the Project and in the Steering Committee of the overall “EU for Prespa” Action. |
| **2.** | Local Government of Resen | * Main partner on local level. The local government is responsible for provision of the following services to the citizens of the municipality of Resen: potable water supply; technological water supply; drainage and purification of wastewaters; drainage and treatment of precipitation; collection, transport and treatment of municipal solid and technological waste; urban planning. * The municipality has an overall responsibility for the management of “Lake Prespa” Monument of Nature and “Ezerani” Nature Park. * The municipal administration will be responsible for issuing construction permits for the infrastructure Projects prior to project’s start (precondition for project implementation) |
| **3.** | PU “Proleter” Resen | * The main service provider for water supply, storm water and sewerage collection, sewerage treatment, waste collection, transport, and treatment. The utility company will be involved in all wastewater and solid waste management activities, will take over the management of the newly established facilities thus ensuring the sustainability of the Project results |
| **4.** | Customs Administration | * Main partner for the construction of facilities for the border crossing “Markova Noga” * Commissioning the technical documentation for construction of the administrative building at the border crossing “Markova Noga” and obtaining the construction permit from the Ministry of Transport and Communication. * Supplying the equipment necessary for the operationalisation of the border post and building |
| **5.** | Transboundary Prespa Park Management Committee | * Umbrella platform that will host the transboundary exchanges on aspects of relevance to the Program (e.g., wastewater, solid waste management) * Advocacy role for enhancing transboundary cooperation, pursuing joint development planning and facilitating the opening of the border crossing ‘Markova Noga.’ |

## 3.8 Compliance and response mechanisms

UNDP shall also ensure that potentially affected people have access to and are aware of mechanisms to submit concerns about the social and environmental impacts of a Project. The key instruments which will be used are UNDP’s Social and Environmental Compliance Review and Stakeholder Response Mechanism (<http://www.undp.org/content/undp/en/home/operations/accountability/secu-srm.html>).

UNDP’s Social and Environmental Standards (SES) underpin its commitment to mainstream social and environmental sustainability in its Programmes and Projects to support sustainable development. The objectives of the Social and Environmental Standards Procedure are to: (a) integrate the SES Overarching Principles (human rights, gender equality and environmental sustainability); (b) identify potential social and environmental risks and their significance; (c) determine the Project’s risk category (Low, Moderate, High); and (d) determine the level of social and environmental assessment and management required to address potential risks and impacts. The Social and Environmental Compliance Review is mandatory for all UNDP Projects worth more than USD 500,000, and therefore the Project completed this internal process with the support of external expertise. The results of the SESP show moderate risks.

The Stakeholder Response Mechanism (SRM), on the other hand, provides a supplemental, formal avenue for stakeholders to engage with UNDP. The SRM will be available to Project-affected stakeholders, government agencies and other partners to jointly resolve concerns and disputes when they believe that the Project may have adverse social or environmental impacts; they have raised their concerns with UNDP through standard channels for stakeholder consultation and engagement; and they have not been satisfied with the response. This mechanism can help the concerned parties to start or restart dialogue, facilitate discussions, mediate disputes, enhance understanding of the facts, and undertake other activities that might help resolve concerns and disputes.

## 3.9 Digital Solutions

Several software solutions for the public utility ‘Proleter’ shall be developed/upgraded. This includes upgrade of the accounting software and introduction of billing software. Depending on the availability of budget, the Project will also help map the water supply network in the town of Resen and the rural settlements using modern digital tools and extend the GIS database of the public utility.

## 3.10 Knowledge

Effective knowledge creation and sharing is particularly important given the type of the activities that will be implemented. In supporting the design of the knowledge products, the Project will draw on the best examples available internationally and encourage peer-to-peer sharing of experience with Greece and Albania. As the Project proceeds, regular efforts will be made to take stock of what is working well and what is not, to register and share promising ideas and practices for immediate incorporation in the Project. All lessons learned will be captured, evaluated, and shared with other relevant stakeholders, particularly the Ministry of Environment and Physical Planning, other public utilities managing the water supply, wastewater and solid waste, as well as with interested CSOs.

Results from the Project will be disseminated both among stakeholders and more widely through existing information sharing networks and forums in the country and globally.

**3.11 Sustainability and Scaling Up**

Sustainability is a core principle of the Project's strategy, both institutionally and financially. The entire Project is designed to create an enabling environment for institutions, structures, and processes to continue functioning beyond the project's lifespan.

MoEPP at the central level and the Municipality of Resen at the local level play pivotal roles in environmental protection policies and measures in the Prespa Lake basin. They allocate financial resources for water supply, wastewater, and waste management through specific programs and loans.

UNDP will actively involve key beneficiaries like the local government of Resen and the public utility ‘Proleter’ in planning and reporting, enhancing ownership of results. The Mayor of Resen will serve on the Project Board and the Steering Committee of the overall “EU for Prespa” Action, emphasizing local government's responsibility for achieving Project results.

The improvements in solid waste and wastewater management are expected to generate additional income for 'Proleter' by increasing the number of service users, payment rates, and future revenues. Simultaneously, these enhancements in wastewater management services are projected to lead to improvements in the water quality of Prespa Lake. In addition, as part of the action, cleaning and remediating illegal dumpsites will contribute to enhancing the region's image as a tourist destination. The newly introduced tariff models[[31]](#footnote-33) for communal services will ensure the necessary funding to cover the operation and maintenance costs for the newly built wastewater management systems as provided in the 2024-2026 business plan.

Improvements in rural area wastewater and waste management will directly enhance the well-being of rural communities. It will also foster tourism development and additional income generation in rural communities.

The Project induced changes are expected to enable the Municipality of Resen to deliver on some of its commitments to improving the environmental quality as foreseen in the multitude of legal and planning instruments (e.g., Local Environmental Action Plan, the management plans for Ezerani Nature Park and the Lake Prespa Monument of Nature).

The capacity building action for the public utility ‘Proleter’ will ensure institutional sustainability for managing water supply, wastewater networks, the Ezerani wastewater treatment plant, and solid waste collection and management ”Proleter” will have increased capacity for business plan development, and better operational capacity.

The introduction of waste separation at local level will contribute to the development of solid waste recycling over time.

UNDP has a policy for civil and construction works that aligns with sustainable development principles. The Project has substantial replication potential. Therefore, the Municipality of Resen and “Proleter” will share knowledge and experiences through available channels, and knowledge sharing will extend to Greek and Albanian municipalities bordering Prespa. UNDP will also share knowledge products and lessons learned with other projects in the country and globally through its communication channels and through the capacity4dev.eu web platform.

The assessment shows a high likelihood of scaling-up and sustaining Project’s results as a result of simultaneous influence by a multitude of favourable contextual features and sustainability forces.

# Project Management

## 4.1 Cost Efficiency and Effectiveness

The Project shall be implemented in close coordination with the UNDP team that will be responsible for implementation of the project “EU for Prespa – Restoration of the Natural resource and agriculture and tourism”, whose implementation has started in December 2023. Among others, the Project Assistant and the Communication Officer will be shared among the two project teams.

The Municipality of Resen shall provide office space for the project team and will cover part of the operational costs for the office (electricity, heating) as an in-kind contribution thus reducing the overall operational costs.

## 4.2 Project Management

**Project Office**

The Project’s day-to-day implementation will be carried out by the implementation team composed of a Project Manager/Civil Engineer who will have educational background and experience in civil engineering, Project Procurement Associate, Project Assistant (50%) and Communication Officer (40%). The Project Manager and the Project Assistant shall be based in the premises provided by the Municipality of Resen. The Project Procurement Associate and the Communication Officer shall be based in UNDP premises in Skopje. The Communication Officer shall travel often to Resen.

**Project Staff**

The Project team is composed of the following 4 positions:

**The Project Manager/Civil Engineer’s** (with a background in Civil Engineering) prime responsibility is to ensure that the Project produces the results (outputs) specified in this document, to the required standard of quality and within the specified constraints of time and cost. S/he will endure effective Project management by maintaining the delivery of appropriate technical, operational, financial, and administrative outputs, while tracking the Project progress by monitoring, evaluation and reporting. S/he shall also maintain collaborative working relationships among key Project partners, through effective communication, consultation, and reporting. In line with the overall responsibility, the position is classified under Project Manager – NPSA 9 in the UN Service Contract salary scale. Costs are calculated at the rate of 100% of work time for period of 40 months.

**The Project Procurement Associate** will be responsible to follow up on all Project procurement cases, including support for preparation of relevant documentation for announcement of the procurements, preparation of evaluation minutes, provision of advice to the potential bidders regarding UNDP procurement procedures, etc. S/he shall also provide input for updating the Project procurement plan and monitor its implementation and will monitor the timelines of the contract execution. In line with the overall responsibility, the position is classified under Project Specialist NPSA 7 in the UN Service Contract Salary scale. Costs are calculated at the rate of 100% of work time for a period of 30 months.

**The Project Assistant** will perform administrative and financial duties related to implementation of the Project (prepare requests of payments, assist in preparation of budget plans, budget revisions, financial reports, organize logistical support for the Project events, etc.). In line with the overall responsibility, the position is classified under Project Assistant – NPSA 5 in the UN Service Contract Salary scale. Costs are calculated at the rate of 50% of work time for a period of 40 months.

**The Communication Officer** will support the implementation of the communication activities and will ensure proper visibility of the Project in adherence to the Joint Visibility Guidelines for EC-UN Actions in the Field.  The Communication Officer will also cultivate good working relationships with participating entities and ensure a regular exchange of information, as well as promotion of the Project results with a broader public through different communication channels and social media. In line with the overall responsibility, the position is classified under Communication Officer – NPSA 8 in the UN Service Contract Salary scale. Costs are calculated at the rate of 40% of work time for a period of 40 months.

UNDP will make sure that the Project staff possess the necessary combination of skills and interdisciplinary expertise in response to the complexity of the Project actions. The requirements regarding the educational background, required experience and the skills for the positions shall be reflected in the TOR which will be publicly announced. The key staff involved in the Project implementation will be compensated for their services in line with UNDP’s rules and procedures and their contribution to the implementation of the Project activities as elaborated in the budget breakdown.

As per relevant UNDP policy for implementation of construction works, when UNDP is responsible for Works management, it is required to have at least one qualified and accredited engineer with experience in the type of proposed Works to be engaged as a staff or as an external expert. A Civil Engineer with relevant experience and authorization A will be engaged on NPSA contract as a consultant to support the project team. Her/His main role will be to review, verify, validate detailed Designs, Scope of Work (SOWs), Bill of Quantities (BoQ) and cost estimation documentations, provide advice for preparation of solicitation documents, review technical site reports produced during the execution of Works, etc.

## 4.3 OTHER PROJECT OFFICE COSTS

In order to implement this Project, there are other project office costs that are necessary and directly attributed to the implementation of this Project.

In addition to the Project staff, depending on the nature of the work and complexity a number of technical and administrative roles and services are covered by the UNDP Country Office and are cost-shared within the office.

Based on the needs of the Project and the projected inputs, the following positions are included, on a pro-rata basis for the time spent in carrying out activities related to this project:

* **The Programme Officer** in charge of the Energy, Environment and Disaster Risk Reduction Portfolio will provide strategic guidance, policy advice and technical input essential to deliver the development results and will also create synergies with other complementary interventions which contribute to the achievement of the overall Project goal.  The Programme Officer oversees the Project implementation, provides troubleshooting for any issues occurring during the implementation, serves as a quality assurance, and reports to the donor. She also reviews and approves the TOR (programmatic aspects), serves as a Chair of the Evaluation Committee, and facilitates decision making to ensure Project implementation proceeds in a flexible but efficient manner. She will be the key focal point for coordination between the Project, UNDP, EUD and the national partner authorities and other key Project stakeholders. The Programme Officer also ensures that the Project results are reported to UNINFO, a platform that captures the results of all UN agencies within the UN Sustainable Development Cooperation Framework. The Programme Officer shall also ensure smooth start of the project until the full Project team is on board. It is estimated that staff member will work 25% of work time for period of 42 months.
* **The Programme Associate** will ensure that the Project implementation is in line with UNDP programming and operational rules, regulations and policies, support analysis of the Project implementation, identification of bottlenecks, developing solutions in support of effective financial and substantive monitoring and evaluation of the Project, facilitation knowledge sharing, etc. The Programme Associate shall also ensure smooth start of the project until the full Project team is on board. It is estimated that staff member will work 45% of work time for period of 42 months.

The Project staff is expected to be on board two months after the signing of the Contribution Agreement[[32]](#footnote-34). The Programme Associate with the support of the Programme Officer shall ensure smooth start and implementation of the Project until the full Project staff is on board.

The UNDP Operations team that will support the project consist of an Operations Manager, Procurement Associate, Programme and Finance Associate, and Monitoring & Evaluation Associate.They will provide administrative support in terms of procurement, operations management, , financial management, and other administrative support that is required for the implementation of this Project.

* **The Operations Manager** will be directly involved in procurement and HR processes related to Project implementation in line with the Standard Operating Procedures ( SOP) including but not limited to reviewing and providing inputs to TOR for consultancy services and specifications for goods from an operational perspective and compliance with applicable rules and procedures, endorsing procurement and recruitment processes, and HR management for Project needs, and serves as a disbursement officer for payments. In addition, he will provide quality assurance of administrative/operational aspects, advise on procurement and HR processes for the need of the Project. He will manage external relations related to all operational aspects of the Project. It is estimated that staff member will work 2% of work time for period of 24 months.
* **The Procurement Associate** will assist Project implementation through facilitating quality, transparent, effective and fast procurement processes; reviewing and announcing procurement processes; provide direct advisory support in procurement/tender evaluation processes; support in negotiations with potential contractors (as needed); assisting the process of contracting analyzing procurement cases and contract execution, creating vendors and Purchase Orders. It is estimated that staff member will work 2% of work time for period of 24 months.
* **The Monitoring & Evaluation Associate** will provide technical and expert assistance in the implementation of the monitoring framework for the project; assist in the preparation, population, regular processing and analytical overview of project related indicators, as per the project log frame. It is estimated that staff member will work 1% of work time for period of 24 months.
* **The Programme and Finance Associate** will provide support in preparation of the budget revisions, support to overall financial monitoring and reporting for the project; will assist the project team in preparation of financial transactions and appropriate reports and will supervise preparation of payments and supporting documents. It is estimated that staff member will work 1% of work time for period of 24 months.

Financial transactions and financial statements will be subject to the internal and external auditing procedures laid down in the Regulations and Rules of UNDP.

The cost for the Project Procurement Associate and the Communication Officer that will be based in UNDP premises in Skopje, will include expenses for rent, electricity, heating, water, utilities, internet, security, cleaning and maintenance, telecommunication services, based on UNDP monthly average expenses for such services. The costs will be pro-rated. The proforma costs for rent are based on pro-rated occupancy, number of staff members/m2 of total office space. The costs for utilities and other joint expenses (security, internet) will be also shared based on the number of employees/ m2 occupying the office space. The costs for the Project office in Resen (rent, electricity, heating, water) shall be covered by the Municipality of Resen as in-kind contribution to the Project.

The Project office costs shall also include: office furniture for the Project staff (desks, chairs, drawers, shelves); IT Equipment (work stations, including laptops, docking station, monitors, printer/copier/scanner, based on UNDP estimations for similar assets); costs for office supplies for 42 months for the needs of the Project office (printing/copying paper, office stationary); communication costs (mobile telephones, telephone services and e-mail subscription services for Project staff); purchasing and maintenance of a Project vehicle that will be used for the implementation of the Project (fuel, insurance, regular servicing, technical inspection); per diems for missions local/travel. The furniture, IT equipment and the project vehicle shall be transferred to the public utility “Proleter” upon completion of the Project.

The Project will be implemented in the period of 42 months which is considered as optimal for completion of all Project activities.

# Results Framework

| **Intended Outcomes as stated in the Action Document for the EU for Prespa:**  **Outcome 1: The ecological system in Prespa lake area preserved and improved**  **Outcome 2: Enhanced cross-border cooperation**  (UNSDCF Programme Results and Resource Framework: Outcome 3: People of North Macedonia benefit from ambitious climate action, sustainable managed natural resources and well-preserved biodiversity through good environmental governance and disaster resilient communities) |
| --- |
| **Relevant Outcome indicator of the Action Document for the EU for Prespa relevant for the Project:**  **Outcome 1**  *Indicator 1*. Percentage of solid waste separated collection (100 \* separated collection/total collection)  Baseline: 0 (2019); Target 30% (2027)  Means of Verification: Reports of the public utility “Proleter”, Resen  *Indicator 2.* Ecological status of the Macro Prespa Lake in North Macedonia @ water body 1 (littoral); water body 2 (pelagic zone)  Baseline: Poor or bad (2015); Target Good (2027)  Means of Verification: Reports of the Ministry of Environment and Physical Planning, Reports of the Hydrobiological Institute, Ohrid  (Relevant Outcome indicator as stated in the Country ProgrammeResults and Resources Framework, including baseline and targets:  Indicator 3: Degree of integrated water resources management implementation (0-100)  Baseline: 33 (2020)  Target: 60 |
| Applicable Output from the UNDP Strategic Plan: 4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods |

| **Project title: EU for Infrastructure Improvements in the Prespa Area** |
| --- |

| **EXPECTED OUTPUTS** | **OUTPUT INDICATORS** | **DATA SOURCE** | **BASELINE** | | **DATA COLLECTION METHODS & RISKS** | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Value** | **Year** | **Year 1** | **Year 2** | **Year 3 (18 months)** | **FINAL** |  |
| **Output 1.1** Decreased pollution from human activities | *1.1.1 Percentage of households connected to a sewerage network* |  | 66% | 2019 | 66% | 70% | 80% | *80% of the household in municipality of Resen are connected to sewerage network (cumulative value).* | ***DCM:*** *The data will be collected by the Public Utility “Proleter” on semi-annual basis. All newly households connected to the sewerage network will be registered in the Public Utility “Proleter”, and that data will be shared with the UNDP project team.*  *Additionally, construction companies will collect data from the field during performance of the construction works. This data together with the data from “Proleter” will be processed by the UNDP project team providing proper quality check and quality assurance of the data.*  ***Risks:*** *Due to the influence of the multidimensional crisis on the construction market prices , the Project must factor in possible price fluctuations/increases during the implementation period.*  *The phased approach to tendering, as well as allocating contingency budgets for each individual construction project will help mitigate these risks.* |
| *1.1.2 Number of wastewater treatment plants operated with and compliant to a permit* | *Public Utility Company* | *0* | *2019* | *0* | *2* | *6* | *Cumulative 6 wastewater treatment plants will be constructed and operational* | ***DCM:*** *The data will be collected by the Public Utility “Proleter” and from the construction companies from the field during performance of the construction works. This data together with the data from the “Proleter” will be processed by the UNDP project team providing proper quality check and quality assurance of the data.*  ***Risks:*** *Same as above* |
| *1.1.3 Number of illegal dumpsites in the territory of the municipality closed and remediated* | *Public Utility Company* | 0 | *2019* | *0* | *3* | *6* | *Cumulative 6 illegal dumpsites on the territory of the municipality are closed and remediated* | ***DCM:*** *The data will be collected by the UNDP project team on field during the construction works for closing and*  *Additionally, construction companies will collect data from the field during performance of the construction works.*  ***Risk: R****e-activation of the illegal dumpsites.**To address it, the clean-up/remediation works will start only after the solid waste management system is extended. The cleaned sites will be landscaped, and additional (social) content will be provided to avoid future dumping. The municipality is committed to enhancing enforcement including at the cleaned/remediated sites.* |
| **Output 3.2**  Established border crossing point with Greece | *3.2.1 Constructed border crossing Markova Noga* | *UNDP Reports* | *0* | *2019* | *0* | *0* | *Yes* | *Yes, border crossing constructed on the Macedonian part of the border* | ***DCM:*** “As Built Report” for the border crossing, projectreports.  ***Risk:*** *Delay in the construction of the border crossing on the Greek side.*  *The UNDP project team will maintain close communication with the Ministry of Foreign Affairs, the Secretariat for European Affairs and the Ministry for Local Self Government as the key entities coordinating the cross-border cooperation with Greece (e.g., CBC projects). Timing of the procurement/construction activities to be synchronized with the developments on the Greek side.* |

# Monitoring And Evaluation

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

**Monitoring Plan**

| **Monitoring Activity** | **Purpose** | **Frequency** | **Expected Action** | **Partners**  **(if joint)** |
| --- | --- | --- | --- | --- |
| **Track results progress** | Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the Project in achieving the agreed outputs. | At least quarterly, and on demand if necessary, depending on the indicator formulations. | Slower than expected progress will be addressed by Project management. | UNDP |
| **Monitor and Manage Risk** | Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log.  Audits will be conducted in accordance with UNDP’s audit policy to manage financial risk. | Quarterly | Risks are identified by Project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken. | UNDP |
| **Learn** | Actively engage in exchange of knowledge/lessons with other projects/initiatives pursuing similar objectives. | At least annually | Relevant lessons are captured by the Project team and used to inform management decisions. | UNDP |
| **Annual Project Quality Assurance** | The quality of the Project will be assessed against UNDP’s quality standards to identify Project strengths and weaknesses and to inform management decision making to improve the Project. | Annually | Areas of strength and weakness will be reviewed by Project management and used to inform decisions to improve Project performance. | UNDP |
| **Review and Make Course Corrections** | Internal review of data and evidence from all monitoring actions to inform decision making. | At least annually | Performance data, risks, lessons and quality will be discussed by the Project Board and used to make course corrections. | UNDP  Project Board |
| **Project Report** | A progress report will be presented to the Project Board and the Steering Committee of the overall “EU for Prespa” programme, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual Project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period. | Annually, and at the end of the Project (final report) | Any quality concerns or slower than expected progress on annual basis should be discussed by the Project Board, for decision, and the Steering Committee of the overall “EU for PRESPA” Action, for consultation. | UNDP  Project Board |
| **Project Review** | The Project’s governance mechanism (i.e., Project Board) will hold regular Project reviews to assess the performance of the Project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the Project. In the Project’s final year, the Project Board shall hold an end-of Project review to capture lessons learned and discuss opportunities for scaling up and to socialize Project results and lessons learned with relevant audiences.  The Steering Committee of the Action shall also review the progress of the Action to ensure the coordination with other components of the overall programme. | At least annually | Any quality concerns or slower than expected progress should be discussed by the Project Board in ad-hoc meetings as soon as the issue emerges, for decisions, and in the biannual meetings of the overall project steering committee, for consultation. | Project Board |
| **Site visits** | Programmes staff and the M&E Associate will visit the project sites to assess the progress of the project, and to discuss about relevant project issues with the main project partners and beneficiaries on local level | Quarterly | Slower than expected progress and/or problems raised by the project partners/beneficiary will be addressed by the Programme or the management as appropriate. | Programme Officer, Programme Associate and M&E Associate |
| **Project Evaluation** | To ensure accountability and learning and that the results are being achieved, and taking into consideration the planned budget or actual expenditures of more than $5 million, the Project must be evaluated | Midterm and Final Evaluation | The midterm evaluation should identify issues related to slower than expected progress and/or other bottlenecks and propose appropriate management response.  The final evaluation shall assess the overall achievements of the Projects and lessons learned | UNDP |

The monitoring of the Project performance, results, indicators and risks and collection of relevant data is a responsibility of the Project and Programme team, and these costs are incorporated under the Project management costs. In addition, the Programme Team and the CO Monitoring & Evaluation Associate will perform regular visits to the project sites in Resen, and the related costs are indicated in the project budget.

UNDP project team will support the EUD to collect data for the indicators of the overall EU for Prespa Action and to upload the data in the Electronic Exchange System (e.g. OPSYS) for the overall Action. The cost that will be incurred for this additional data collection activity for the indicators that are not part of the results framework for this project is reflected in the Project budget.

Moreover, UNDP has an online tool for collection and reporting of the Project monitoring data on annual bases, as part of the reporting of the overall results of the country office. The table below shows what kind of information is collected on annual basis.

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **EXPECTED OUTPUTS** | **INDICATOR** | **DEFINITION**  (How is it calculated or measured) | **BASELINE AND TARGET**  (What are the baseline and target values?) | **DATA SOURCES**  (Indicative on where/how to find data) | **ACTUAL 2024**  (Actual results for the year) | **ACTUAL 2025**  (Actual results for the year) | **ACTUAL 2026**  (Actual results for the year) | **ACTUAL 2027**  (Actual results for the year) | **COMMENTS** |
|  |  |  | Baseline:  Target: |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |

To ensure accountability and learning and that the results are being achieved, projects representing significant financial investment and extending over a certain period should be evaluated. Projects with planned budget or actual expenditures of more than $5 million must have midterm and final evaluation; therefore, the project will have a midterm and final evaluation. The costs for the evaluations are costed under the Project budget.

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# Multi-Year Work Plan

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  | Year 1 | | | | Year 2 | | | | Year 3 (18 months) | | | | | |
| **Output 1.1 Decreased pollution from human activities** | Activity | Description | Construction permit | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 |
| 1.1.1 Improving Wastewater Management in Resen | 1.1.1 WWC: Pretor | Issued December 2022 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.2 WWC: Stenje | Issued December 2022 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.3 WWC: Krani | Issued in September 2023 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.4 WWC: Dolno Dupeni | Issued December 2022 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.5 WWC: Brajcino | Issued in September 2023 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.6 Supervision services for all WWC |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  | Year 1 | | | | Year 2 | | | | Year 3 | | | | | |
|  | Construction permit | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 |
| 1.1.7 WWTF: Pretor | Issued November 2023 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.8 WWTF: Stenje | Issued December 2022 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.9 WWTF: Krani | Issued November 2023 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.10 WWTF: Dolno Dupeni | Issued December 2022 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.11 WWTF: Brajcino | Issued November 2023 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.12 WWTF: Slivnica | Issued November 2023 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.13 Supervision services for all WWTF | N/A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.14 National Consultant - Chief Technical Advisor | N/A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.15 Translation Services | N/A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Year 1 | | | | Year 2 | | | | Year 3 | | | | | |
|  |  |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 |
| 1.1.1 Enhancing Capacities of Proleter for water supply and WWTP-soft measures-IT tools and transboundary cooperation | 1.1.16 Capacity enhancement programme of the public utility “Proleter” and purchasing of leak equipment | N/A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.17 Developing/upgrade of IT tools for the public utility "Proleter" | N/A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.18 On-job training from secondments | N/A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.19 Translation Costs | N/A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  | Year 1 | | | | Year 2 | | | | Year 3 | | | | | |
|  |  |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 |
| 1.1.2 Improvement of the Solid Waste Management system in Resen (Extension of waste collection coverage) | 1.1.2.1 120l HDPE bins for 12 rural settlements without organized waste collection | N/A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.2.2 120 l HDPE bins for all individual households in Resen settlement | N/A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.2.3 Waste collection trucks (capacity 13-15m3) for extension of waste collection | N/A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.2.4 Waste collection trucks (capacity 13-15m3) for replacement of not fully operational | N/A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.2.5 New bulldozer for better maintenance of landfill | N/A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1.1.2.7 Closure and remediation of six illegal landfills | N/A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  | Year 1 | | | | Year 2 | | | | Year 3 | | | | | |
|  |  |  |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 |
| **Output 3.2 Established border crossing point with Greece (Markova Noga)** | 3.2.1 Construction of crossing border Markova Noga | 2.1.1 Construction of the administrative facility of the Customs Administration | Issued November 2023 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 3.2.2 Supervision | 2.1.2 Supervision | N/A |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  | Year 1 | | | | Year 2 | | | | Year 3 | | | | | |
|  |  |  |  | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 |
| **Output 4.1 Project Communication and visibility** | 4.1 Project Communication and visibility activities | 3.1.1 Project Communication and visibility activities | Procurement of services |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | 1 | Preparation for tender procedure |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | 2 | Tendering procedure for selection of construction company, supervision services for the works, services and goods |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | 3 | Execution of construction works for WWC and WWTFs, supervision, delivering of services and goods |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  | 4 | Notification period/warranty period |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

# Governance and Management Arrangements

The Project implementation will be governed by the Contribution Agreement which will be signed between the EU Delegation in Skopje and the UNDP Country Office and will be in line with UNDP’s Programme and Operations Policies and Procedures.

The Project is a Multi-Donor Action as the EU funds are pooled with the funds from UNDP.

Internally, the Project will be implemented under the Direct Implementation Modality (DIM). UNDP Country Office will be responsible for developing and managing the Project and ensuring that the Project results are delivered as planned and that the Project resources are used efficiently and effectively.

As per the Action Document for the “EU for Prespa”, a Steering Committee (SC) shall be established for the overall EU Action, to ensure coordination with other EU for Prespa financed actions. The Steering Committee will have an advisory function and composed of EU Delegation, Secretariat for European Affairs, Ministry of Environment and Physical Planning, Prespa Ohrid Nature Trust, Resen Municipality, Representatives of the National Parks and Hydro Biological Institute, apple farmers association, Local Action Group, UNDP and other implementing partners. The SC shall meet at least once per year, to discuss and analyse the progress of the overall Action, including the Project implemented by UNDP. The function of the technical Secretariat of the Steering Committee shall be performed by UNDP project staff, under the project “EU for Prespa – Restoration of the Natural resource and agriculture and tourism”. The technical Secretariat shall be responsible for preparing and/or distributing the provisional agenda and working materials, as well as for the preparing and distributing the minutes and supporting the logistics of the meetings.

A Project Board (PB) of the two UNDP-implemented Projects will be established as it is required by UNDP policies and regulations, and FAFA provides for UNDP to apply its own rules, regulations, policies, and procedures, which have been assessed positively by the EC.

The Project Board (PB) will be the main decision-making body responsible for the management of both projects implemented by UNDP, i.e. “EU for Infrastructure Improvements in the Prespa Area” and the “Restoration of natural resource and enhancing sustainable agriculture and tourism”. It will consist of high-level representatives of the UNDP Country Office, the Ministry of Agriculture, Forestry and Water Economy, the Ministry of Environment and Physical Planning, and the Municipality of Resen. The Project Board will be chaired by UNDP. The EUD will participate at UNDP’s Project Board meeting as an observer.

The Project Board is the group responsible for making management decisions by consensus when guidance is required by the Project Manager, including approval of Project Work Plans and revisions. In order to ensure UNDP’s ultimate accountability, the Project Board decisions are made in accordance with standards that ensure management for development results, best value-for-money, fairness, integrity, transparency and effective competition.

Project reviews by the Project Board are made at designated decision points during the running of the Project, or as necessary when raised by the Project Manager or by the Project Assurance. The Project Board meets at least ones a year, back-to-back with the Steering Committee meeting, but it could meet virtually and more often as needed.

During Project implementation, the Project Board assumes the following specific duties:

• Overall guidance and direction to the Project;

• Review of each stage and approval of progress to the next; and

• Review and approval of work-plans and any exception plan.

At the end of the Project, the PB will:

• Assure that all expected outputs have been delivered in a satisfactory manner;

• Approve the Final Project Report; and

• Approve the Lessons Learnt Report.

The representatives of the Beneficiaries in the Project Board represent the interests of those who will ultimately benefit from the Project. Their primary function within the Board is to ensure the realization of Project results from the perspective of Project beneficiaries taking into consideration the long-term sustainability and impact.

Project Assurance is the responsibility of UNDP’s Resident Representative and of each Project Board member who may delegate this function. The Project assurance role supports the Project Board by carrying out objective and independent Project oversight and monitoring functions. This role ensures that Project management milestones are met.

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

A UNDP Programme Officer holds the Project Assurance role on behalf of UNDP. S/he ensures that funds are made available to the Project and are managed efficiently and in line with their stated purpose; ensures that the Project makes progress towards intended outputs; and performs regular monitoring activities, such as periodic monitoring visits and “spot checks.”

The Project organization structure is as follows:

**Project Management Units**

* Project Managers
* Project Assistant
* Project Procurement Associate
* Communication Officer

**Project Assurance**

* UNDP Programme Officer, Head of Environment Unit

**Administrative Support**

UNDP Operations Team

(Procurement, HR,Finance)

**Steering Committee for the overall “EU for Prespa” Action**

**Project Board for this specific Project implemented by UNDP**

# APPENDICES

**Appendix A**. **Overview of current and future solid waste and wastewater management coverage**

| **No.** | **Community**  **/ Settlement** | **No. of households** | **Population** | **Solid waste collection system** | **Wastewater treatment system** |
| --- | --- | --- | --- | --- | --- |
| 1. | Arvati | 35 | 137 | SWM | / |
| 2. | Asamati | 45 | 175 | SWM |  |
| 3. | Bolno | 74 | 237 | SWM |  |
| 4. | Brajčino | 61 | 134 | SWM | **EU4Prespa** |
| 5. | Volokoderi | 30 | 114 | SWM |  |
| 6. | Gorna Bela Crkva | 44 | 187 | SWM | Ezerani WWTP |
| 7. | Gorno Dupeni | 25 | 59 | **EU4Prespa** |  |
| 8. | Gorno Krušje | 35 | 107 | **EU4Prespa** |  |
| 9. | Grnčari | 107 | 417 | **EU4Prespa** | / |
| 10. | Dolna B. Crkva | 59 | 237 | SWM | Ezerani WWTP |
| 11. | Dolno Dupeni | 89 | 235 | **EU4Prespa** | **EU4Prespa** |
| 12. | Dolno Perovo | 61 | 175 | SWM | IPA CBC project |
| 13. | Drmeni | 130 | 416 | SWM | Ezerani WWTP |
| 14. | Evla | 33 | 106 | EU | / |
| 15. | Ezereni | 55 | 203 | SWM | Ezerani WWTP |
| 16. | Zlatari | 39 | 118 | EU | / |
| 17. | Izbišta | 48 | 176 | EU | / |
| 18. | Ilino | 0 | 0 | / | / |
| 19. | Jankovec | 352 | 1169 | SWM | Ezerani WWTP |
| 20. | Kozjak | 26 | 117 | / | / |
| 21. | Konjsko | 2 | 3 | / | / |
| 22. | Krani | 112 | 416 | SWM | **EU4Prespa** |
| 23. | Kriveni | 11 | 27 | **EU4Prespa** | / |
| 24. | Kurbinovo | 33 | 137 | / | / |
| 25. | Lavci | 30 | 134 | **EU4Prespa** | / |
| 26. | Leva Reka | 20 | 60 | **EU4Prespa** | / |
| 27. | Leskoec | 4 | 12 | **/** | / |
| 28. | Ljubojno | 86 | 186 | SWM | / |
| 29. | Nakolec | 79 | 262 | SWM | Own WWTP |
| 30. | Oteševo | 0 | 0 | / | / |
| 31. | Petrino | 0 | 0 | / | / |
| 32. | Podmočani | 90 | 306 | **EU4Prespa** | / |
| 33. | Pokrvenik | 22 | 65 | / | / |
| 34. | Preljubje | 9 | 16 | **EU4Prespa** | / |
| 35. | Pretor | 39 | 142 | **EU4Prespa** | / |
| 36. | Rajca | 18 | 66 | / | / |
| 37. | Resen | 2451 | 8,748 | SWM | Ezerani WWTP |
| 38. | Slivnica | 48 | 188 | EU | Sewerage network: TAV  WWTP: **EU4Prespa** |
| 39. | Sopotsko | 73 | 222 | SWM | / |
| 40. | Stenje | 129 | 438 | **EU4Prespa** | **EU4Prespa** |
| 41. | Stipona | 0 | 0 | / | / |
| 42. | Carev Dvor | 161 | 605 | SWM | Ezerani WWTP |
| 43. | Štrbovo | 63 | 184 | SWM | / |
| 44. | Šurlenci | 21 | 89 | SWM | / |
| **TOTAL** | | **4,849** | **16,825** | **/** |  |
| **SWM existing coverage** | | **4,315** | **14,963** | **19 communities** |  |
| **SWM EU4Prespa** | | **756** | **2,541** | **11 communities** |  |
| **WWTP existing coverage** | | **3,392** | **12,002** |  | **9 communities** |
| **WWTP EU4Prespa** | | **623** | **2,083** |  | **7 communities** |

**Legend**: **SWM** – existing solid waste management coverage; **EU4Prespa** – to be supported by the Project; **/** - no coverage is planned (abandoned, too small community or unfeasible)

**Appendix B.** **Status of permitting steps/documents implementation as of 31/12/2023**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | 1. Sewerage networks | 1. WWTPs | 1. Slivnica WWTP | 1. Border crossing |
| Feasibility study, including CBA | Done | Done | Done | N/A |
| Urban planning for infrastructure design | Done | Done | Done | Done |
| Geodetic Elaborate for numerical data | Done | Done | Done | Done |
| Conditions from the Road Authority | Done | Done | Done | Done |
| Environmental Elaborate | Done | Done | Done | Done |
| Conceptual design | Done | Done | Done | N/A |
| Detailed design (DD) | Done | Done | Done | Done |
| Technical audit of DD (“revizija") | Done | Done | Done | Done |
| Clearance from land property issues | Done | Done | Done | Done |
| Water consent / discharge permit | Shall be issued after the completion of the construction works, agreed with the Ministry of Environment and Physical Planning | Shall be issued after the completion of the construction works, agreed with the Ministry of Environment and Physical Planning | Shall be issued after the completion of the construction works, agreed with the Ministry of Environment and Physical Planning | N/A |
| Construction permit | Issued for all villages | Done | Done | Done |
| Technical specifications | Done | Done | Done | Done |
| Bill of quantities / price schedules | Done | Done | Done | Done |
| Other requirements | N/A | N/A | Construction of the sewerage network in 2024\* | N/A |

**Appendix C.** **Outline of the procurement approach to be applied for the construction projects.**

UNDP will organize the competitive procurement processes to Construction Contractors and Supervision Engineers in the early stage of project implementation. An early procurement of the investment projects will enable to assess whether any reserve project set out in the bilateral financing agreement of the “EU for Prespa” Action between the EU and the Republic of North Macedonia could be considered for financing within this contribution agreement, through an addendum.

*Wastewater management projects*

As a first step (first year of implementation), UNDP will open one procurement procedure for the 5-priority wastewater collection and corresponding 6 wastewater treatment systems for the villages of Pretor, Stenje, Krani, Dolno Dupeni, Brajcino, and Slivnica[[33]](#footnote-35).

All 11 separate structures will be defined as lots in the tender. All 5 wastewater collection systems and the 1 Constructed Wetland will be defined as separable lots. In other words, bidders may decide to bid for one or more of them without the limitation in the number of lots that they can win. However, for each next lot they need to prove increased cumulative capacity in terms of the following key criteria:

* Annual turnover of at least 3 times the total cumulative bid value regardless of the number of lots.
* Minimum 1 different Site Engineer per lot, and 1 Project Manager for every two lots.
* Work- and resource plan for each lot separately that will demonstrate ability to complete every individual lot independently.

The 6 remaining structures (SBR WWTPs) will be offered as 6 non-separable lots in a single construction contract. This approach will ensure standardization of the used technology in all 6 villages that will make the future Operation and Management an easier task for “Proleter”[[34]](#footnote-36).

*Border crossing*

The timing of this tender will be flexibly adjusted within tolerable limits in relation to the complementary developments on the Greek side. However, any delay in tendering/contracting procedure will need to be mindful of the time limitations of the Project. One single tender shall be announced for the construction of the border crossing “Markova Noga”. The overall construction, considering the volume and complexity of works, will be safely planned for one year.

*Criteria for Contractors*:

Contractor selection criteria will vary for each lot or combination of lots, with clear, non-discriminatory criteria related to the contract scope. These include financial, technical, and professional capacity, licenses, and experience. The requirements will be progressively higher in relation to the number of lots for which the bidders intend to apply.

*International Companies*:

International companies must obtain national permits before signing the contract, as per the national Law on Construction, Article 42.

*Awarding Contracts*:

Contracts will be awarded to the bidders with the lowest financial offers meeting all mandatory criteria.

*Construction Supervision*:

Supervising Engineers for sewerage networks and wastewater facilities will be selected based on their experience and licenses. Domestic and international companies complying with mandatory requirements can apply. A single Supervising Engineer will be hired to cover all structures related to Activity 1.1.1 (all wastewater collection and treatment systems). The Supervising Engineer will need to provide at least 2 Project Managers (one for three villages) and 3 Site Engineers (one for two villages), providing supervision services for the wastewater collection and wastewater treatment structures.

Separate Supervising Engineer, providing one Project Manager and one Site Engineer, will be hired for the needs of construction of the border-crossing (Activity 2.1.1).

The following Appendix D provides an overview of the duties and responsibilities of the Supervising Engineers on all construction projects.

*Procurement Review Committees*:

Procurement cases may be reviewed and approved by Procurement Review Committees at different levels, ensuring compliance with UNDP regulations, eligibility, fairness, competitiveness, transparency, financial implications, evaluation process, risks, and available funds.

**Appendix D**. **Roles and legal responsibilities of the supervising engineers**

While the legal relationship between the contractor and UNDP shall be governed solely by the Works Contract, the Works must be conducted in accordance with, and comply with, the applicable national regulatory framework, including applicable building, environmental, labor, and safety regulations. The Law on Construction requires that the works are verified by a Supervising Engineer (company) with appropriate licenses and engineers with appropriate authorization depending on the type of works (license/authorization A or B).

**Scope of Work:**

To ensure high-quality construction work in full compliance with engineering design, technical specifications, and other contract documents.

**Designation of Site Supervisors:**

The selected company will appoint a Main Supervising Engineer[[35]](#footnote-37), with a backup in case of absence. The Supervisor will oversee the construction on behalf of UNDP, establishing organizational procedures for quality control, progress monitoring, expense analysis, and environmental criteria adherence. They will also handle administrative matters during construction and the Defect Liability Period.

**Duties and Responsibilities:**

**Pre-Construction Period:**

* Establish proper work supervision procedures.
* Outline procedures for inspection, verification, reporting, and approval.
* Ensure quality assurance and control.
* Maintain a transparent document filing system.
* Verify the validity of contractor documents.
* Check time and activity schedules.
* Assess technical documentation sufficiency.

**Construction Period:**

* Supervise project stages, quality, and safety.
* Administer and coordinate the Works Contract.
* Organize and lead weekly progress meetings.
* Communicate regularly with UNDP implementation team.
* Ensure document validity.
* Approve tests on materials and equipment.
* Conduct mandatory site inspections.
* Provide instructions for modifications.
* Administer and verify contractor payments.
* Advise on cost reduction and quality improvement.
* Approve as-built documentation.
* Witness tests on completion.
* Perform due taking-over inspection.
* Ensure machinery and equipment compliance.
* Report deviations and suspension if needed.
* Collect necessary permits.
* Supervise unforeseen activities.
* Approve final documentation.

**Post-Construction Period:**

* Carry out inspections during the Defect Liability Period.
* Report defects and damages.
* Organize incidental missions.
* Submit the Final Completion Report.

**Deliverables:**

1. Site visit reports.
2. Minutes of site technical meetings.
3. Monthly progress reports.
4. Periodical reports after each construction phase.
5. Comprehensive Final Completion Report.

**Appendix E.** Theory of Change

**EU for Infrastructure Improvements in the Prespa Area: Theory of Change**

To promote the Green Agenda for the Western Balkans in the transboundary Prespa Lake area in line with the “no persons and regions left behind”.

**Overall objective**

To drive substantial change in wastewater and solid waste management practices by strengthening capacities of the PE “Proleter”, Resen and expanding the coverage of the wastewater and solid waste systems, as well as fostering transboundary cooperation in the Prespa region, by supporting the establishment of a new border crossing with Greece.

**Specific objective**

Strengthened Strategic Vision on the development of Prespa Trans-boundary Area

Established border crossing point with Greece

Construction of the administrative facility of the Customs Administration

Improvement of wastewater management in the Municipality of Resen Resen

Improvement of Solid Waste Management in the Municipality of Resen

**Project activities**

Decreased pollution from human activities

**Project outputs**

**Key Outcomes**

The ecological system in Prespa lake area preserved and improved.

Enhanced cross-border cooperation.

Customs Administration

Prespa Park Management Committee

**Partners**

Public Enterprise “Proleter”, Resen

Local Government of Resen of Resen

**Key Assumptions**

|  |  |
| --- | --- |
| Outcome 1. The ecological system in Prespa lake area preserved and improved | Outcome 3. Enhanced cross-border cooperation |
| Activity level:   * High-quality technical documentation – *available* * Efficient permitting procedure – *completed* * Efficient procurement process – *appropriate procedures and management capacity is in place (UNDP).* * High-quality construction – *to be ensured through the contracting process*   Output/Outcome level:   * Improved management capacity of ‘Proleter’ and the Municipality of Resen – *underway and to be further strengthened through the ‘soft’ component of the Project, as well as through other complementary projects/initiatives.* * Efficient enforcement – *political will is in place. Additional capacity development to be achieved with the support of Project and other complementary projects/initiatives.* * Affordability of the newly introduced services – *accounted for as part of the design and selection of the wastewater and solid waste management solutions.* * Adequate pricing – *successfully regulated through the Energy and Water Services Regulatory Commission[[36]](#footnote-38) , confirmed by the City Council, and enforced by “Proleter”* * Revenue collection – *The Municipality of Resen stand well above the country average in revenue collection for communal services. Additional capacity to be developed as part of the ‘soft’ component of the Project.* * Complementarity with other initiatives/projects – *addressed and to continue throughout Project implementation. The new systems will become integral parts of the broader efforts to improve wastewater and solid waste management* | **Activity level:**   * High-quality technical documentation – *available* * Efficient permitting procedure – *completed .* * Efficient procurement process – *appropriate procedures and management capacity is in place (UNDP).* * High-quality construction – *to be ensured through the contracting process.* * Commitment by authorities – *continued and demonstrated throughout Action preparation.*   **Output/Outcome level:**   * Available funding for running the new border crossing – *confirmed.* * Continued good cooperation between the neighbouring countries – *the Project builds upon the ongoing good cooperation and builds on the existing transboundary cooperation mechanisms.* |

**Appendix F.** **Detailed risk assessment per result areas**

**Outcome 1 / Output 1.1**

**Activity 1.1.1 Improvement of wastewater management in the Municipality of Resen**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Risk Factor** | **Description of risk** | **Likelihood** | **Impact** | **Risk response** |
| Environmental | The risk might occur If the sewerage networks are completed but not connected to the wastewater treatment plant in Ezerani, or to the decentralized wastewater treatment facilities. | Low | High | UNDP team shall ensure the right sequencing of construction projects to prevent this risk of occurring. The construction of the wastewater collection networks will be synchronized with the construction of the respective WWTPs. |
| People/organizational | Limited capacity of public utility “Proleter”, Resen | Moderate | Moderate | Targeted capacity building programmes will be implemented to ensure that ‘Proleter’ will be able to run the newly introduced systems. |
| Legality and regularity | No risk identified | Low | High | During the permitting process, the relevant department of the Municipality of Resen checked the completeness of the technical documentation and its compliance with the applicable laws and regulations. The documents were found to be in order, providing a solid basis for the upcoming implementation. |
| Financial | Insufficient project funding to complete all works due to increased prices in the construction sector | Low | Moderate | Phased / priority-based implementation approach that will secure adequate adaptive capacity for implementation (e.g., through precise budget planning and execution)  Specific contingency budget[[37]](#footnote-39) for the construction contracts is incorporated in the project budget |
| Information and communication | No risk identified | Low | Low | The Project team will regularly inform the key partners and the public about the progress of the activities. The results of the Action will be communicated through the national and local media, including the social media. |
| Planning, process and systems | Risk 1: Unsuccessful tendering process for the selection of a contractors for the construction works. | Low | Moderate | UNDP shall ensure that the information about the announced tender is shared broadly through different communications channels and not only announced at the procurement web site.  Site visits and pre-biding conferences shall be included in the tender documents to provide for potential bidders to get familiar with the Project site, and to clarify unclear issues regarding the announced technical documentation and/or the requirements and the criteria of the tenders |

**Activity 1.1.2 Improvement of the Solid Waste Management System in Resen**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Risk Factor** | **Description of risk** | **Likelihood** | **Impact** | **Risk response** |
| Environmental | The cleaning of the illegal dumpsites and depositing of the waste at the municipal landfills, might have some negative impact on the environment. | Low | Moderate | The cleaning and the depositing of the waste shall be done under the supervision of “Proleter” and the environmental and communal inspectors.  Additional measures to reduce the risk shall be determined in the Social and Environmental Screening Procedure (SESP) for the Project |
| Planning, process and systems | Risk 1: Delays in the operationalization of the regional landfill for Pelagonija and the Southwest region due to unsuccessful tendering procedures of MoEPP. This may postpone the closure of the existing municipal landfill in Resen which might further impact the effectiveness of the extended waste management system in the municipality. | Moderate  Moderate | Moderate  Moderate | Close cooperation with MoEPP shall be established to synchronize all activities related to waste management in the municipality of Resen. Regular quarterly (and ad-hoc) meetings shall be organized between the Ministry of Environment and Physical Planning, local government of Resen and the Project staff during the implementation of the Project. |
| People/organizational | Insufficient human capacities of “Proleter” to manage the expanded waste management system. | Moderate | Moderate | The increased price for the services of “Proleter” (waste/wastewater), as well as the expected changes in the waste management service charging model, will help ‘Proleter’ generate additional income. This income is planned to be utilized for new employment of qualified staff as required. |
| Legality and regularity | No risk identified | Low | Law | Tendering and contract management will be done in accordance with the relevant national legislative and UNDP rules and procedures. |
| Financial | No risk identified | Low | Low | / |
| Information and communication | No risk identified | Low |  | The project team will regularly inform the key partners and the public about the progress of the activities. The results of the Project will be communicated through various (social) media. |
| Planning, process and systems | Risk 1: Unsuccessful tendering process for the selection of a contractors for the construction works. | Low | Moderate | UNDP shall ensure that the information about the announced tender is shared broadly through different communications channels and not only announced at the procurement web site.  Site visits and pre-biding conferences shall be included in the tender documents to provide for potential bidders to get familiar with the Project site, and to clarify unclear issues regarding the announced technical documentation and/or the requirements and the criteria of the tenders |

**Outcome 3/ Output 3.2**

**Activity 3.2.1 Construction of the administrative facility of the Customs Administration**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Risk Factor** | **Description of risk** | **Likelihood** | **Impact** | **Risk response** |
| Environmental | No risk identified.  Prior to issuing the construction permits, the Ministry of Transport and Communication will check the completeness of the technical documentation and its compliance with the applicable laws and regulations. The EIA study is part of the technical documentation. | Law | Low | The EIA study which is approved by the Ministry of Environment and Physical Planning, includes proposed measures for mitigation of eventual negative impact on the environment if identified, and responsible entities to implement the measures. The project team shall monitor the implementation of the monitoring plan. |
| Planning, process and systems | Risk 1: Unsuccessful tendering process for the selection of a contractors for the construction works. | Low | Moderate | UNDP shall ensure that the information about the announced tender is shared broadly through different communications channels and not only announced at the procurement web site.  Site visits and pre-biding conferences shall be included in the tender documents to provide for potential bidders to get familiar with the Project site, and to clarify unclear issues regarding the announced technical documentation and/or the requirements and the criteria of the tenders |
| People/organizational | While no risks are identified for the construction of the administrative building for the Customs Administration, the operationalization/ functioning of the border crossing has operational risk as it requires complex organization on several administrative levels. Also, there is parallel financing from another programme for the construction of the Greek side of the border | Moderate | Moderate | Track the development on the Greek side, report about it to the key stakeholders and maintain the relevance of the issue in the transboundary cooperation processes.  To the extent possible the Project will try to synchronize the two procedures (e.g., by timing the tendering period of the works until the corresponding procedure for the Greek border post is launched).  UNDP will maintain close communication with the Ministry of Foreign Affairs, the Secretariat for European Affairs and the Ministry for Local Self Government as the key entities coordinating the cross-border cooperation with Greece. |
| Legality and regularity | No risk identified | Low | Low | The tendering and the contract management will be done by UNDP and in accordance with respective procurement rules and procedures.  The construction works will be implemented in line with the national Law on Construction. |
| Financial | Risk 1: Significant increase of the contract value because of additional and/or unforeseen works  Risk 2. Higher financial offers than the internal estimates due to the increase in prices of construction materials and of the costs for qualified workers. This might result in insufficient budget for the realization of all planned construction works. Taking into consideration already high estimate value of the construction works this represents a serious risk for the implementation | Moderate  Moderate | High  High | UNDP Project Manager shall closely monitor the contract execution and timely notify if an increase of the contract value is expected to occur. Project budget will be scrutinized to identify savings which can be reallocated with a budget revision if the Supervising Engineer confirmed that the increased amounts are justifiable. If there are no savings, reallocating budget between budget lines, based on prioritization exercise done already at planning level will be considered.  1) Divide scope of work in lots, with Lot 1 to include all finite, essential work that is to be completed first and put in lot 1 ancillary work that should be completed towards the end of the project (e.g., road works; connection to the electricity network; etc.)  2) Request all tenderers to submit both a tender for Lot 1 only, and one for Lot 1+Lot 2 together (and for Lot1+Lot 2+ … +Lot N, N being the number of lots).  3) To award the lot or combination of lots that match the available budget.  4) In case some of the Lots may not be awarded, due to budgetary constraints, consider their relaunching, contract award and execution by the Customs office, or other relevant institution, with their parallel funds. |
| Information and communication | No risk identified | Low | Low | The Project team will regularly inform the key partners and the public about the progress of the activities.  The results of the Project will be communicated through the national and local media, including the social media |

1. The Prespa Park was symbolically declared through a Memorandum of Understanding among the three co-basin states in 2000. Following a decade of extensive support from international organizations and projects, the transboundary Prespa Park concept was further solidified by a legally binding international agreement. This agreement was signed by the respective Ministers of Environment from the three countries and co-signed by the EU. [↑](#footnote-ref-2)
2. Based on the 2021 Census, which currently provides only aggregate municipal data. The State Statistics Office has not yet released population or other data disaggregated by specific communities. Therefore, in all other sections of the document, population data from the old 2002 census are used, in accordance with the studies and technical documentation prepared prior to the new census. [↑](#footnote-ref-3)
3. Through the on-going EU-funded project “Prevention of risks for environmentally sustainable practices” [↑](#footnote-ref-4)
4. Biochemical Oxygen Demand (BOD) - is an indicator of organic pollution, commonly used as a gauge of the effectiveness of wastewater treatment plants regarding organic pollution. [↑](#footnote-ref-5)
5. Phosphorus (P) has been found to be the limiting factor for the Prespa Lake’s eutrophication processes. As such its removal from the water bodies justifies the investments in appropriate management responses such as building of wastewater treatment plans and better handling organic waste. [↑](#footnote-ref-6)
6. *Sources*: Prespa Lake Watershed Management Plan; Prespa Lake Eutrophication Study (Application of a coupled SWAT-BATHTUB model to evaluate phosphorus critical source areas and land management alternatives on the water quality of Lake Prespa, 2015); Krstic, Svetislav. (2012). Environmental Changes in Lakes Catchments as a Trigger for Rapid Eutrophication - A Prespa Lake Case Study. [↑](#footnote-ref-7)
7. By parallel financing from state budget outside the scope of this Project. [↑](#footnote-ref-8)
8. Comprising wastewater collection/sewerage networks and wastewater treatment facilities. [↑](#footnote-ref-9)
9. Transboundary Tourism Strategy and Action Plan for Prespa - https://archive.iwlearn.net/prespa.iwlearn.org/prespa.iwlearn.org/prespa.iwlearn.org/tri-lateral-tourism-strategy-development/transboundary-tourism-strategy-and-action-plan-for-prespa/view.html [↑](#footnote-ref-10)
10. The shared vision for the area’s sustainable development is set out in the Strategic Action Plan for the Sustainable Development of the Prespa Park and will be updated by the concurrent project titled “Restoration of Natural Resources, Agriculture, and Tourism”; this latter project started in December 2023. [↑](#footnote-ref-11)
11. On the Macedonian side, the Interreg IPA-CBC strategic Programme are expected to be used for the reconstruction/renovation of the State border security police station at Markova Noga, next to where the future border crossing point will be established. In parallel, the project will support promotional activities including the studies of the Prespa Destination Branding and the Management Plan for the touristic flows. [↑](#footnote-ref-12)
12. <https://www.erc.org.mk/page_en.aspx?id=403> [↑](#footnote-ref-13)
13. “Proleter” has submitted to the Energy and Water Regulatory Commission a 3-year Business Plan (2024-2026). The Plan includes staffing and financial resources upgrades required to take on responsibilities to manage the new water, wastewater and solid waste infrastructure. Based on this, they have prepared a new Rulebook on Internal Organization and adjustment of the Ordinance of Systematization of Jobs. The implementation of this plan will provide the minimum organizational capacity to assume responsibility over the Project Action-supported investments. [↑](#footnote-ref-14)
14. <https://undp-my.sharepoint.com/:f:/g/personal/darko_crvenkovski_undp_org/EgDWD2twvQlOrBmFr3r_vdABYb-fl4-FQeY5e_L1ICd3bQ?email=anita.kodzoman%40undp.org&e=dfyEVn> [↑](#footnote-ref-15)
15. <https://undp-my.sharepoint.com/:f:/g/personal/darko_crvenkovski_undp_org/EgDWD2twvQlOrBmFr3r_vdABYb-fl4-FQeY5e_L1ICd3bQ?email=anita.kodzoman%40undp.org&e=dfyEVn> [↑](#footnote-ref-16)
16. <https://undp-my.sharepoint.com/:f:/g/personal/darko_crvenkovski_undp_org/EgDWD2twvQlOrBmFr3r_vdABYb-fl4-FQeY5e_L1ICd3bQ?email=anita.kodzoman%40undp.org&e=dfyEVn> [↑](#footnote-ref-17)
17. The review/update of the technical documentation was done by the initial designer of the wastewater management systems – Hidro Energo Inzenering DOO, Skopje. [↑](#footnote-ref-18)
18. Comprehensive technical documentation was completed in 2023 by the design company Prima Inzenering, Skopje. [↑](#footnote-ref-19)
19. Important share of these experiences was gained throughout the implementation of the EUR 10 million EU Flood Recovery Programme that comprised a large number of infrastructure projects dispersed across the country. [↑](#footnote-ref-20)
20. United Nations Sustainable Development Cooperation Framework [↑](#footnote-ref-21)
21. *Sources*: Prespa Lake Watershed Management Plan, Eutrophication Modeling Study, Feasibility study on biodegradable waste management. [↑](#footnote-ref-22)
22. The technical documentation of the priority projects, financed by UNDP, was made by the company Hidro Energo Inženering DOO, Skopje in 2016. In 2022/2023, the Municipality of Resen developed the technical documentation for the village of Slivnica. [↑](#footnote-ref-23)
23. The wastewater collection system for Slivnica is financed by TAV Airport Holding. According to latest information, the construction contractor has been engaged for quite some time, and works are underway. The municipal authorities confirmed that it is expected the works to be completed in 2024. [↑](#footnote-ref-24)
24. Sources: <https://www.epa.gov/cleanups>; <https://susproc.jrc.ec.europa.eu/product-bureau/sites/default/files/inline-files/WasteManagementBEMP.pdf> [↑](#footnote-ref-25)
25. The original regional approach for managing solid waste was updated recently to reduce the number of regional landfills in response to the EBRD loan requirements that will provide the main capital investment funds. The Municipality of Resen will be part of the regional system merging the Southwest and the Pelagonija regions with a new regional landfill planned to be established in the Municipality of Novaci. [↑](#footnote-ref-26)
26. UNDP contribution: EUR 305,000 [↑](#footnote-ref-27)
27. Specifically, plastic HDPE 120l bins for residual waste, plastic HDPE 240l bins for recyclables, metal 1.1 m3 containers for residual waste, plastic HDPE 1.1 m3 containers for co-mingled recyclables, plastic HDPE 1.5 m3 "bell-shaped" containers for glass waste, and two 2-axle collection vehicles with a capacity of 13-15 m3 for recyclables. [↑](#footnote-ref-29)
28. Specifically, including feed-in, pre-sort line, and main sorting line with six working places, a magnetic separator for ferrous metal removal, an eddy current separator for aluminium removal, a baler press, a forklift, and a small front-end loader [↑](#footnote-ref-30)
29. This does not refer to contingency reserve for the Project as intended by the General Conditions of the EU Contribution Agreement. [↑](#footnote-ref-31)
30. There are ongoing procurements procedures taking place to provide the necessary equipment in support to the waste management regionalization efforts. The necessary detailed design documentation is scheduled to be commissioned in 2024. The construction of the new landfill is currently planned to take place in 2025. [↑](#footnote-ref-32)
31. The existing ones on water supply and wastewater management services, and the anticipated ones on waste management services. [↑](#footnote-ref-33)
32. As regards the project staff who will be based in Resen, there is a risk that the recruitment process may be prolonged if no suitable candidates apply for the Project Manager and/or the Project Assistant positions. [↑](#footnote-ref-34)
33. The signing of the contract for the Slivnica WWTP will be aligned with the works for construction of the wastewater collection system through the TAV funding. [↑](#footnote-ref-35)
34. For example, easier staff specialization in one brand/model of WWTP, better planning of maintenance and spare parts, and easier servicing. [↑](#footnote-ref-36)
35. This applies for all construction projects to be supported by the Project. [↑](#footnote-ref-37)
36. In place for water/wastewater management services; in progress for solid waste management services. [↑](#footnote-ref-38)
37. The contingency for the construction works does not refer to contingency reserve as intended in the General Conditions of the EU-UNDP Contribution Agreement. [↑](#footnote-ref-39)