

United Nations Development Programme

Country: FYR Macedonia

Project Document

Project Title

Restoration of Prespa Lake Ecosystem

UNDAF Outcome(s):

3. By 2015 central and local level authorities have improved capacities to integrate environment and disaster risk reduction into national and local development frameworks, while communities and CSOs participate more effectively in environmental protection and disaster risk reduction planning, implementation and monitoring

Expected CP Outcome(s):

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

3.2. By 2015 national capacities for management and sustainable use of natural resources improved

Expected Output(s):

(Those that will result from the project)

1) Water and soil quality within the Prespa Lake watershed are improved

2) Performance of authorities at national and local level for integrated watershed management is improved

Executing Entity:

United Nations Development Programme

Implementing Agency:

United Nations Development Programme

Brief Description

The overall objective of the project is to introduce a set of comprehensive measures that will significantly improve the Prespa Lake's overall health, strengthen its resilience, and ensure, in the long-run, control of the eutrophication processes.

The project is founded on the recommendations of the Prespa Lake Watershed Management Plan which is prepared in line with the EU Water Framework Directive.

The measures would aim at reducing the pressures from agriculture, forest land, polluted rivers, wastewaters and solid waste. In addition the project will create sustainable monitoring and watershed management capacities at local level.

Payment for ecosystem services principles are intended to be introduced to help establishing long-term financing mechanisms for the Lake protection.

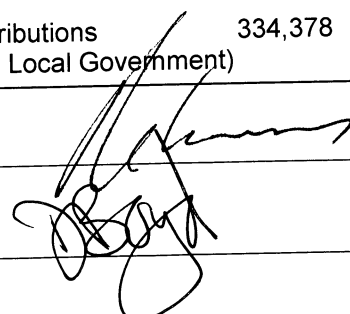
The project would not only have enormous positive environmental and socio-economic effects, but would also significantly increase the climate change resilience of the entire Prespa Lake ecosystem.

Programme Period:	2010 - 2015
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	00083375
Start date:	1 July 2012
End Date	30 June 2016
PAC Meeting Date	27 June 2012
Management Arrangements	DIM

Total resources required	4,284,221 USD
Total allocated resources:	4,284,221 USD
• Regular	_____
• Other:	_____
○ SDC	4,284,221 USD
○ Donor	_____
○ Donor	_____
○ Government	_____
Unfunded budget:	_____
In-kind Contributions (Central and Local Government)	334,378 USD

Agreed by (Local Government): Mihail Volkanovski, Mayor of Resen

Agreed by (UNDP): Deirdre Boyd, UNDP Resident Representative



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PAC Meeting Date	27 June 2012	o Donor	_____
Management Arrangements	DIM	o Donor	_____
		o Government	_____
		Unfunded budget:	_____
		In-kind Contributions	320,000 CHF
		(Central and Local Government)	

Agreed by (Local Government): Mihail Volkanovski, Mayor of Resen

Agreed by (UNDP): Deirdre Boyd, UNDP Resident Representative

LIST OF ACRONYMS/ABBREVIATIONS

EWS – Early Warning System
GAP – Good Agricultural Practices
GEF – Global Environment Facility
HAB – Harmful Algal Blooms
IRBM – Integrated River Basin Management
IWM – Integrated Watershed Management
LMoS – Lake Monitoring System
LMS – Lake Management Service
MoEPP – Ministry of Environment and Physical Planning
MoR – Municipality of Resen
NCRC – Natural Capital Resource Center
PMU – Project Management Unit
SDC – Swiss Development Cooperation Agency
SECO – State Secretariat for Economic Affairs
UNDP – United Nations Development Programme
WMC – Watershed Management Council
WMP – Watershed Management Plan

1. SITUATION ANALYSIS

1.1. BACKGROUND

Prespa is one of the world's ancient lakes. According to some data it is more than 5 million years old. Its basin is home to more than 2,000 species of animals, plants and birds, and the largest breeding colony of Dalmatian pelicans in the world.

The Prespa Lake is also a very unique hydrological system. Its hydraulic connection to the Ohrid Lake, through the karstic massif of Galicica, makes it the most important source of water for the Ohrid Lake. It contributes to its water balance with over 40%. The latest findings show that the travelling time for the water through the karstic system is only 16 hours, which means that any change in the Prespa Lake ecosystem would also have immediate effects on the Ohrid Lake.

Thirty years ago, Prespa was one of the region's most attractive tourist destinations. The Lake was constantly providing stable supplies of water for households and agriculture, ensuring sustainable development of the region.

Unfortunately, over the past years, the entire ecosystem has been facing with serious environmental challenges such as pollution, ineffective planning for land and water use, and poor preservation of the rare and threatened species. The unsustainable agricultural, fisheries, forest, water, wastewater and solid waste management practices had a harsh impact on the ecosystem's health.

Also, due to the unfavorable hydrological conditions, the system lost excessive quantities of freshwater which resulted in a 9 meters water level decline in a period of 25 years. This has not only severely affected the valuable shoreline habitats but has also intensified major degradation processes.

The pollution and eutrophication processes have not only affected the region's valuable biodiversity, but also the key sectors such as tourism, water and fisheries, all of which have been imperative in ensuring the local population's socio-economic well-being.

All of these processes are believed to be responsible for the today's negative demographic trends in the region. The local population's migrations, inside and outside the country, are an additional major concern. The authorities and the local communities are becoming increasingly aware that the restoration and maintenance of the ecosystem functions is of critical importance to ensure a sustainable future for the generations to come.

Because of its local and global significance, the Prespa Lake ecosystem has been in the focus of interest of all three countries that are sharing it. In year 2000 the three Prime ministers signed a landmark Declaration and vowed to make the region a model for cooperative conservation and habitat protection.

The international community has been generously supporting these processes ever since. Thanks to the technical and financial support from UNDP, the Swiss Development Cooperation Agency (SDC), the Global Environment Facility (GEF), KfW, GTZ and others, a variety of projects in the areas of agriculture, nature conservation, solid waste management, river restoration, infrastructure development, and forest regeneration have been successfully implemented. Numerous positive initiatives were and are still being piloted, to help modify the unsustainable management practices, and support the region's people with long term economic and social development, conserve the rich biodiversity and protect the waters of the Prespa Lake's Basin.

Major community action was mobilized, productive partnerships and networks have been established and visible results have already been achieved. At transboundary level, the signing of the International Agreement for Prespa in 2010 marks an important milestone in formalizing the governance processes.

However, besides the numerous positive effects, additional efforts need to be made to reverse the trends of the decades' long degradation processes for good.

1.2. PROBLEM ANALYSIS

Over a period of 2 years, a Prespa Lake watershed management planning process has been carried out, pursuant to the national Law on Waters. The purpose of this complex exercise, based on the EU Water Framework Directive (WFD), was to evaluate the results of all past efforts, and quantify the gap between the ecosystem's current state and its natural reference conditions. The exercise was supported by the UNDP/GEF Prespa project and consisted of the following:

- (a) Identification of main surface and groundwater bodies and their status;
- (b) Assessment of anthropogenic impacts to the surface and groundwater bodies;
- (c) Establishment of environmental objectives for the main surface and groundwater bodies and protected areas;
- (d) Economic analysis of water use;
- (e) Establishment of program of measures for achievement of environmental objectives;
- (f) Public information and consultation measures.

Its findings and recommendations are an excellent guide for future projects and activities aiming to improve the watershed's environmental status.

Key Findings

This comprehensive investigations of the Lake's ecological state helped to better understand and assess the environmental challenges and their root causes. One of the most acute problems that the entire ecosystem is currently facing with is '*eutrophication*'.

Eutrophication has also been identified as one of the key ecosystem stresses within the process of Transboundary Diagnostic Analysis (TDA) and preparation of the Strategic Action Programme (SAP) for Prespa¹.

Eutrophication is a process of enrichment of water by nutrients (nitrogen and phosphorus) and organic matter which accelerate the growth of algae and higher forms of plants, leading to undesirable disturbance of the ecosystem balance.

One of the main adverse effects of eutrophication is the increased prevalence of harmful algal blooms (*Figure 1*). They develop high biomass, cause fish kills, intoxicate many life forms, result in oxygen depletion (e.g. worrying anoxic layers in Prespa occur already at depths of above 12 m), diminish biodiversity and alter the entire ecosystem's dynamics.

The World Health Organization considers algal toxins associated with eutrophication to be a major health concern for people using the water for drinking or recreational purposes. In other words, eutrophication is a progressive lake illness with a life-threatening prognosis.

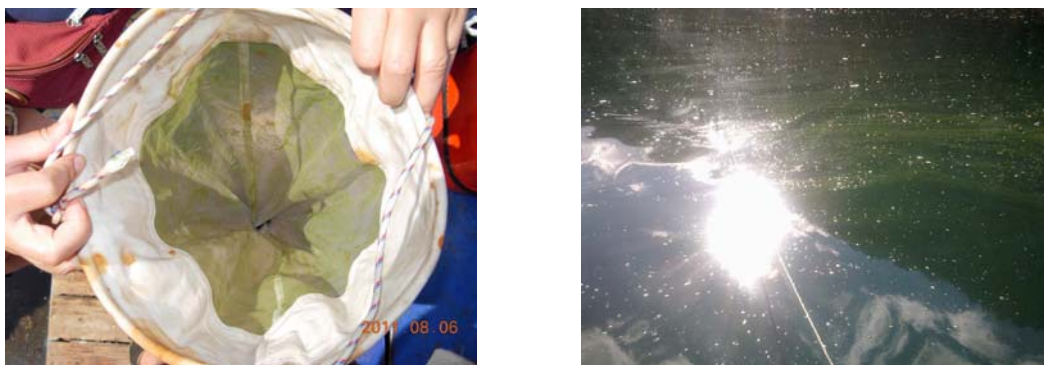


Figure 1 Evidence of recent algal blooms as an indicator of eutrophication processes in the Prespa Lake

¹ The SAP is the key transboundary document guiding future investments in meeting the ecosystem quality objectives agreed by the stakeholders from all three countries.

The nutrient levels of the lake, detected as part of the water quality monitoring programme present a firm evidence of the intensified eutrophication processes. The *total phosphorus concentrations* indicate a hyper-eutrophic state of the lake, based on the national and EU standards (Figure 2). Similar occurrences have also been observed in the main tributaries of the Prespa Lake (Golema Reka, Isočka Reka, Kranska Reka and Brajčinska Reka rivers).

The principle cause of eutrophication are the nutrient and organic inputs originating from agricultural runoff, watershed’s erosion processes and sediment transport, wastewater and solid waste. It is only by controlling these human-induced inputs and actively managing the Lake by extracting the excessive organic mater, that the its health can be improved and its resilience strengthened.

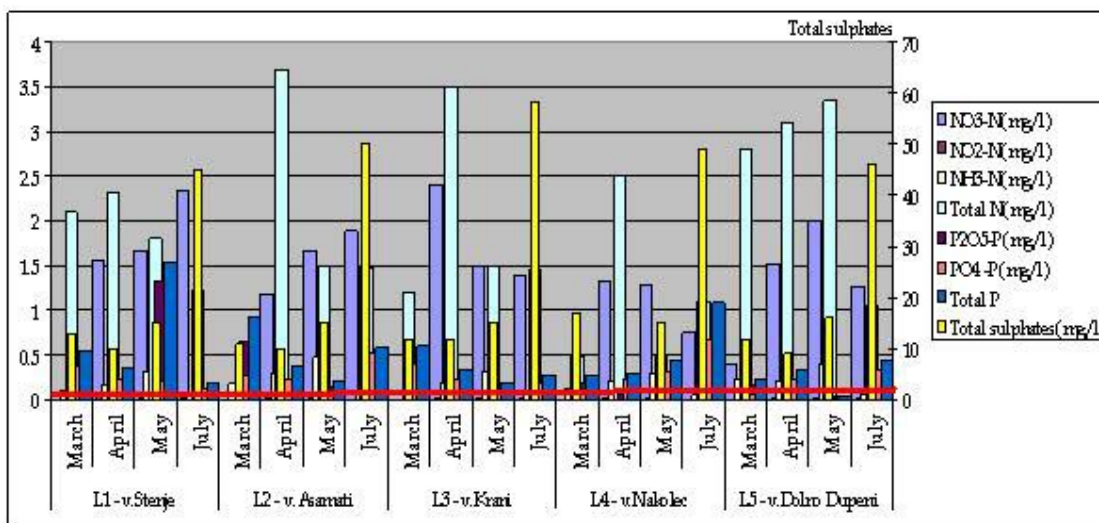


Figure 2 Nutrient levels detected in Prespa in 2011 – an indicator of hyper-eutrophic state (the horizontal red line presents the threshold value of total phosphorous (Total P) concentrations for waters of fifth category which correspond to hyper-eutrophic conditions)

The limited capacities for applying the integrated watershed management approach to restoring and maintaining water resources is amongst the key underlying causes for their current environmental status. Although the country’s water-related legal basis is relatively advanced, still, the responsible institutions at central and local level require further strengthening to be able to cope with the complexity of water management requirements.

The project will contribute to strengthening local capacity for restoring and maintaining the Lake’s ecosystem health by applying the integrated watershed management approach. In addition, the necessary legal, institutional and organizational improvements will be supported so that institutions are better prepared for the challenging task of integrated watershed management. Multiple stakeholders at local and national level are expected to benefit greatly from the project.

1.3. UNDP ASSISTANCE

BUILDING ON RESULTS AND LESSONS LEARNED

The project is not a standalone initiative to be implemented in isolation. It is actually a critically important segment of a multi-year programme aiming at introducing the integrated ecosystem management approaches within the key sectors in the Prespa Lake watershed. It presents a logical continuation and an upgrade of the ongoing programme implemented with the technical assistance of UNDP, and the financial support of SDC and GEF.

The specific project outputs elaborated below are either a follow-up, or are derived from the following relevant project implemented so far (Table 1):

Table 1 The Prespa integrated ecosystem management programme (projects so far)

	Project	Budget	Source of Funds	Period
1.	Integrated Ecosystem Management in the Transboundary Prespa Park Region (project development facility)	367,000 USD	GEF	Jan 2004 – Feb 2005
2.	Extension of the Solid Waste Management Service in the Rural Communities of Prespa	472,000 CHF	SDC	Feb 2005 – Feb 2006
3.	Reducing Environmental Impacts of Agriculture in the Prespa Region	220,000 USD	UNDP	Feb 2005 – May 2006
4.	Restoration of Golema Reka (Phase I)	2,000,000 CHF	SDC	Dec 2005 – Dec 2008
5.	Integrated Ecosystem Management in the Prespa Lakes Basin	4,135,000 USD	GEF	May 2006 – on-going
6.	Restoration of Golema Reka (Phase II)	1,000,000 CHF	SDC	Dec 2008 – Oct 2011
7.	Pilot Project on Biodegradable Waste Management in the Prespa Region	760,770 CHF	SDC	Jan 2011 – on-going

The prioritization of the different activities and measures was carried out within the watershed management planning process. This process, and also the involvement of the existing PMU in the project implementation is a guarantee for the relevance of the proposed measures, and preventing duplication and unnecessary overlapping.

The expected project results would also positively contribute to 6 out of 7 main priority concerns of transboundary importance identified within the transboundary Strategic Action Programme (2010 – 2020), namely: a) Nutrient pollution; b) Fishery management; c) Sediment transport; d) Deforestation and changes in forests; e) Organic pollution and f) Hazardous substances. As a result a wide support and recognition of its importance is expected at all levels (regional / transboundary, national, and local).

2. PROJECT STRATEGY

The overall objective of the 6-year project would be to introduce a set of comprehensive measures to significantly improve the Lake's overall health, strengthen its resilience, and ensure, in the long-run, control of the eutrophication processes.

Based on the Donor's requirements, the 6 years project (coincides with the validity period of the Prespa Lake Watershed Management Plan) is divided into two periods with different implementation arrangements. Namely, the 4 years period of UNDP assisted implementation will be followed by a transfer of implementation responsibilities to the Municipality of Resen. The whole transition process will be carried out in parallel to a gradual integration of the project supported structures into the municipal administration system (or other permanent structures). The Municipality will have full implementation responsibility during the last 2 years of implementation

The measures are based on the Watershed Management Plan's recommendations, aiming at reducing the pressures from:

- agriculture (through introduction of agro-ecological practices);
- forestry (erosion control by reforestation and control of torrents);

- polluted tributaries (wetland restoration techniques would be used for flood control and water filtering of the Golema Reka River);
- wastewaters (use of wetlands to upgrade the technology of the existing municipal wastewater treatment plant for nutrients removal), and
- solid waste (upgrade of the agricultural waste management systems)

In addition, the project proposes the establishment of a specialized lake management service and an environmental monitoring station. Once these new structures are put in place, they will be able to actively control the eutrophication and other degradation processes in the long run, and maintain the Lake's ecosystem health.

A small grants scheme would be established to support the implementation of on-farm environmentally friendly practices (agro-ecological measures), (such as for example, grassing of orchards), to trigger behaviour change among the local population.

The project philosophy is based on the integrated ecosystem management and integrated watershed management approaches and latest economic valuation methods (including payment for ecosystem services), which would be introduced to help establish long-term financing mechanisms for the lake protection.

The overall programme would not only have enormous positive environmental and socio-economic effects, but will also significantly increase the climate change resilience of the entire Prespa ecosystem. This project is designed to provide the most critical support to the municipality in fulfilling its responsibilities toward the Watershed Management Plan.

Given that the Prespa Lake Watershed Management Plan is the first of its kind, not only in the country, but also in the wider region, its successful implementation will make Prespa a model for integrated watershed management. Besides the direct benefits for Prespa, the implementation of the plan would provide valuable experience and know-how arising directly from the efforts for introducing WFD-based watershed management in Macedonian context.

The implementation of this programme would be supported by a wide range of stakeholders. Although the Municipality of Resen and the local communities would be the main beneficiaries, the implementation of this programme is of great national interest. With all proposed measures and activities deriving from the Prespa Lake Watershed Management Plan, the successful implementation of this project, would have a huge replication potential.

Based on the previous and ongoing positive experience with UNDP projects in the region, funded primarily by SDC and GEF, the existing management structures, mechanisms and tools that have already been successfully developed would be used for the project implementation.

The project management capacities built for the needs of the UNDP programme in Prespa, and the Natural Capital Resource Center (NCRC), would be adjusted to fit the implementation needs of the newly proposed project. However, the overall management responsibility would rest with the Municipality of Resen.

The municipality would be responsible and accountable for the success of the project implementation, although in a broader sense, although the owner of the Watershed Management Plan is the Government of Macedonia, i.e. the Ministry of Environment and Physical Planning (MoEPP) in particular.

The broader stakeholder participation during the project implementation would be provided through the Prespa Watershed Management Council (WMC). The body was established previously as an innovative cross-sectoral mechanism, to support the preparation of the WMP, but also to oversee its implementation. This multi-stakeholder advisory structure chaired by the MoEPP is composed of representatives of the

main sectors governing and/or influencing water quantity and quality within the watershed, including the MoR².

In order to strengthen its own capacities and to take a lead role in the implementation of current and future Watershed Management Plans, the Municipality of Resen would ultimately, over a period of four years, integrate both the Project Management Unit (PMU), the NCRC, and other project supported entities into its administrative structure (or other permanent structures).

The transition process would take part during the project implementation. It is believed that this approach would not only result in a successful project implementation, but also in creating sustainable local capacities for undertaking such complex endeavours in the future.

At the end of the project, a revision and an update of the WMP would take place, so that an adequate planning basis is provided for the next 6-years period.

3. PROJECT OBJECTIVES, INTENDED OUTPUTS AND ACTIVITIES

Impact / Overall Goal of the Project

Contribution to the improvement of the Prespa Lake's Ecological State and its Resilience
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PROJECT OUTCOMES

Outcome 1: Water and soil quality in the Prespa Lake watershed are improved
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This outcome encompasses a complex set of measures, designed to reduce the nutrient and organic inputs to the lake to control the eutrophication processes and improve the Lake's ecosystem health. A wide range of measures which can be readily implemented will be planned for the early stages of the project, while those which require further analysis will be proposed by the comprehensive technical documentation (Activity 1.1.1, Activity 1.2.1), and will be further integrated in the subsequent project work-plans.

The studies will include an in-depth analysis of the eutrophication processes, resulting from nutrient inputs by key sectors, providing a model for future active management of watershed processes (nutrient management programme at watershed scale).

The effects of the implementation of these measures, together with the effects of the Lake's active management will be verified with the help of the Lake Monitoring System.

Output 1.1 A solid basis for long-term active management of the Lake's eutrophication processes established at local level

Activity 1.1.1 Development of a comprehensive study to thoroughly investigate the eutrophication processes and their root causes

- The study will provide a model of the Lake's eutrophication processes, precisely identifying the contribution of the wide variety of natural and human factors (primarily the sources and quantity of nutrient inputs from agriculture, forestry, wastewater and solid waste). The model will enable simulation of the Lake's eutrophication based on the projected nutrient inputs and forecasted meteorological conditions, providing solid grounds for active management measures in the Lake itself,

² The WMC is comprised of representatives from: MoEPP, Municipality of Resen, Forest Enterprise, Ministry of Agriculture, Forestry and Water Economy, Farmers Association, Environmental NGO representatives, Protected Area Managers, Fishermen's Association, Public Utility Enterprise (water supply, wastewater and solid waste), Ministry of Transport and Communications, and Ministry of Internal Affairs, Scientific/Research Institutions (Hydrobiological Institute, Public Health Institute), Irrigation management (irrigation company and water-user groups), installations' operators (main polluters) and other.

but also at a watershed scale (control of the inputs by applying appropriate nutrient management programmes).

- In order to ensure successful implementation of this activity, available state-of-the-art eutrophication control practices will be comparatively assessed and the most appropriate one for Prespa will be selected. A comprehensive water quality monitoring programme will be carried out at watershed level to better quantify the nutrient inputs by sectors. The monitoring programme will be aligned with the one implemented under the WMP preparation process, and the transboundary pilot water quality monitoring system implemented under the UNDP/GEF Prespa project. The water monitoring programme will be implemented through active participation of the monitoring station to be established by with the project support (Activity 2.1.1).
- The work under this activity will feed into all subsequent outputs of Outcome 1 (in terms of specific measures to be implemented across various contributing sectors), as well as the Outcome 2 (in terms of the design of the Lake Monitoring System, the Lake Management Service, and other capacity development support to improve performance in the long-term operation of the watershed management system).
- The work under this activity will also elaborate on innovative financing mechanisms that will help to ensure the sustainability of the watershed management system and the Lake restoration efforts by applying innovative economic valuation methods and payment for ecosystem services (PES). The possibilities of establishing a 'Prespa Lake Fund' will also be explored. These economic methods will also be used to compare the feasibility of the different eutrophication control options.

Output 1.2 Erosion processes controlled and sediment load in the Lake reduced

Activity 1.2.1 Mapping priority erosion prone areas and quantifying the sediment transport rates to assess their impact on the eutrophication processes

- The study of the erosion/sediment transport processes in the watershed will be carried out in parallel with the study elaborated above (Activity 1.1.1). The quantification of the sediment rates and the associated nutrient loads (especially the phosphorous which is naturally found in considerable concentrations in the topsoil layers), relative to the other sources of inputs, will provide the basis for the design of the respective control measures. The results of this activity will feed into Activity 1.2.2.

Activity 1.2.2 Implementation of prioritized set of erosion / sediment control measures by improving the forest cover and regulating the main torrents in the watershed

- Considerable improvements of the forest cover are planned as an erosion control measure in the watershed. Besides the erosion control role, the forest regeneration (by reforestation / afforestation) will result in additional beneficial effects associated with healthy functioning forest ecosystems (e.g. providing valuable habitats, improving the watershed's hydrological conditions, production of timber, carbon sequestration and other).
- The relevant forest management authorities (Public Forest Enterprise) will be provided with capacity development assistance in terms of ecosystem-based management planning (a particular focus will be put on the erosion control functions), increasing the productivity of the existing nurseries of seedlings (to ensure a sufficient number of seedlings of native tree species to be used for future reforestation activities), and applying sustainable silvicultural techniques.
- One part of this activity will be concentrated on carrying out torrents control (hydraulic) works, based on previously prepared technical documentation (following the identification of priority torrents in the study on erosion risk assessment). This control measure would be particularly beneficial in reducing the sediment loads into the tributaries and the Lake during flood events, and regulating the hydrological processes in the watershed.

Output 1.3 Adverse impacts of apple farming reduced

Activity 1.3.1 Support in extending the apple production area with Good Agricultural Practices (GAP) and agro-ecological measures

- Building upon the multi-year programme on introducing GAP in apple production, the project will attempt to increase the agricultural area on which environmentally friendly agricultural practices will be implemented. The ultimate purpose of this activity would be to reduce the agricultural runoff (rich in nutrients and pesticide residues) and the erosion / sediment transport processes on agricultural land, as an eutrophication control measure.
- A small-grants scheme will be launched to provide direct support to farmers to shift from traditional, unsustainable farming toward more environmentally friendly practices. For that purpose they will receive training on the desired practices as well as for preparation of documentation to use the available funds. An objective eligibility criteria and a transparent procedure will be established to ensure optimal use and maximum effect of the small grants.

Activity 1.3.2 Modifying irrigation practices in apple production to reduce agricultural runoff and to ensure more sustainable use of water resources at watershed level

- The current irrigation practices are among the main water management related challenges in the region for a number of reasons. The general practice of over-irrigation of orchards, supported by the incomplete transition toward more efficient techniques (e.g. drip irrigation) is stimulating runoff and sediment transport from agricultural land. At present, neither the state of the ground waters (the main source of irrigation waters), nor their contribution to the Lake's hydrology, eutrophication and other degradation processes is known. The sustainable management of ground water resources is of critical importance to providing clean freshwater supplies to the Lake (important in dissolving the nutrients and other substances and decreasing their concentrations), maintaining environmental flows in the rivers, and controlling the runoff.
- This project activity foresees developing a hydro-geological study of the watershed, which besides the water quantity (e.g. mapping the number and productivity of existing irrigation wells) will also investigate the water quality related aspects. The findings will be used to support the efforts to implement agro-ecological measures, but also to improve the understanding of the entire watershed's hydrology, which is crucial to the sustainable management of the water resources. The study will be one of the key documents in defining the programme of measures for the new 6-years watershed management plan.
- As part of the efforts to introduce an integrated water resources management system, the project will also provide support in identifying sustainable irrigation solution that will contribute to the protection of water quality and quantity within the watershed. The findings will also feed into the subsequent watershed management plan to be prepared at the project's final stages.
- An early warning system for irrigation will be established by using the existing agro-meteorological system (established through the previous UNDP projects in Prespa). With a simple upgrade of the monitoring system with soil moisture detection sensors, the time of start and end of irrigation by micro-climate locations in Prespa will be established. This is of crucial importance for introducing effective water saving techniques in agriculture. The information will be disseminated among the farmers by using the existing information system (local media, agricultural associations, agricultural pharmacies, the display placed on the municipal building and other). The improved control of water use for irrigation purposes will result in the reduction of nutrient-rich runoff and improved protection of water resources.

Activity 1.3.3 Preserving the agro-biodiversity by (re)introducing varieties of fruits traditionally grown in the Prespa region

- Fruits production is more than a 100-years old tradition in Prespa. Its evolution had significant environmental side-effects. For example, in the past more than 100 varieties of apples, and about 60

varieties of pears were grown, but currently, all production is limited to no more than 10 commercial varieties. Not only there is a risk to irreversibly lose the autochthonous varieties as genetic resources, but also, the introduction of the new ones has resulted in an increased use of agrochemicals.

- The traditional varieties were fully adapted to the local environmental conditions, and as such resistant to local pests and diseases. Also, they required modest use of chemical fertilizers. The situation with the commercial varieties is the opposite. Their massive production has considerably increased the use of agrochemicals and consequently their concentration in the agricultural runoff.
- The project intends to establish a nursery of the traditional apple and pear varieties in Prespa, to preserve the valuable genetic resources, but also to provide for their future use by apple farmers. The nursery will also be used as a pilot orchard in which agro-ecological measures will be demonstrated. It will be used as a site for delivering hands-on trainings for the farmers interested in applying for the small-grants programme (Activity 1.3.1).

Output 1.4 Flood control, retention and filtering of polluted tributaries ensured and existing wastewater treatment technology for enhanced nutrient removal upgraded

Activity 1.4.1 Restoring the river delta of Golema Reka and turning the adjacent abandoned fish ponds into viable wetlands to support river restoration, flood control, retention and filtering of water

- Based on the recommendations of the revalorization study and management plan for the Ezerani protected area, the former river delta needs to be restored (within its remaining restoration potential), and the existing abandoned fish ponds should be turned into viable wetlands (as a compensation measure for the lost wetland area). With only a minor intake structure, high flows of Golema Reka (in event of floods) would be redirected for replenishment of the water of these abandoned ponds.
- The benefits of such an effort would result in an increase of wetland area with all ecosystem and economic opportunities that follow, such as: improved habitats diversity; development of fisheries; flood flow attenuation (including erosion control effect); decreased pollution load. To implement this activity all the necessary technical documentation will be previously developed in accordance to the latest development in the wetland restoration science (e.g. comparative feasibility assessment of available restoration options, basic designs, geodetic survey reports, Environmental Impact Assessment documentation and other).

Activity 1.4.2 Establishing wetlands in the abandoned fish ponds in the vicinity of Golema Reka River, to provide for nutrient removal from the existing municipal wastewater treatment system

- One of the ponds should be used to upgrade the existing municipal wastewater treatment technology to a tertiary / advanced treatment level, i.e. for nutrient removal needs. This wetland type of treatment is expected to almost completely remove the excess nitrogen and phosphorus from the secondary treated wastewaters. In addition, this will contribute to an enlargement of the wetland area, provide conditions for a number of wetland functions (e.g. birds habitat, water purification), and serve as a reserve wastewater treatment unit during wet periods when excess wastewater bypasses the wastewater treatment plant. The future use of the pond for development of fisheries is also a likely option.
- Since the proposed wetland based measures are part of the revalorization study and management plan for 'Ezerani', their implementation will be realized in parallel to the efforts of strengthening the protected area's management capacities. Namely, according to the recently adopted Law on re-establishment of 'Ezerani' as a Nature Park, the Municipality of Resen is mandated to assume management responsibility. Therefore, the project will also contribute to the operationalization of the new structure (in terms of providing adequate office space, necessary office and field equipment, training of the responsible personnel, and other technical support).

- These two activities (1.4.1 and 1.4.2) fully support the goals of the 'Restoration of Golema Reka' River project (funded by SDC). Namely, the establishment of a wetland area in the former river delta would present one of the most important river restoration measures.

Output 1.5 Agricultural waste management systems for reduction of organic load and prevention of input of pesticide residues to the Lake and its tributaries are upgraded

Activity 1.5.1 Support in extending the existing pesticide packaging and biodegradable waste management system in the Prespa Lake watershed

- Building upon the achievements of the SDC funded projects on pesticide packaging and biodegradable waste management, the new project will provide support in extending the network of collection sites across the territory of Prespa, including an upgrade of the composting facility. Community awareness raising campaigns and capacity development support will also be organized within the project. The ultimate objective of this exercise would be to reduce the organic load (one of the eutrophication factors) and prevent excessive pesticide concentrations in the runoff, while adding economic value to the waste (e.g. through compost generation).

Outcome 2: Performance of authorities at national and local level for integrated watershed management is improved

The outcome is designed to strengthen local capacity for restoring and maintaining the Lake's ecosystem health by applying the integrated watershed management concept (through preparation and implementation of watershed management plans). Appropriate monitoring and management capacities will be created as a response to the need for managing the Lake ecosystem adaptively. In addition, the necessary legal, institutional and organizational improvements will be supported to ensure capacities for the challenging task of integrated watershed management.

Output 2.1 Sustainable monitoring and management capacities at local level are created

Activity 2.1.1 Establishing and operationalizing monitoring system at watershed scale

- The specifications of the monitoring system (including type of equipment, necessary skills / qualifications and other) will be proposed by the previous studies (Activity 1.1.1). The monitoring system will be limited to a representative set of parameters that can be measured cost-effectively. An adequate space (building) will be provided by the Municipality of Resen for the establishment of this modest Lake Monitoring System (LMoS). The project will support the renovation and adaptation of this space, procurement of the necessary equipment and also, building capacity of the responsible personnel.
- Besides the basic water quality indicators, the project will support the monitoring of other parameters at watershed scale, which have influence on the processes in the Lake (e.g. erosion processes and sediment rates, hydrological parameters and other).
- For a limited period of up to 3 years, the basic costs for the operation of the monitoring system will be covered by the project. Afterwards, the responsibility over the system will be taken over by the responsible institutions (e.g. Municipality of Resen, the Ohrid-based Hydro-biological Institute, or other). The legal, institutional and organizational aspects of the LMoS operation will be comprehensively assessed and communicated with the key stakeholders. During the 3-year period of project support, the capacities of the personnel will be developed to a level which will enable them to independently run the system in the future.
- The long-term financing arrangements for the long-term operation of LMoS will be negotiated based on the recommendations deriving from the the PES and other financial analyses. The personnel of the newly established station will be fully involved in the water quality monitoring programme (to be

implemented as part of Activity 1.1.1) as it would provide an excellent capacity development opportunity.

Activity 2.1.2 Establishing a modest Lake Management Service

- Based on the study's findings and recommendations, Lake management capacities will be established at local level, with field work responsibilities (e.g. removing the surplus of primary produced organic matter in the form of algae, plants, exotic fish species and other, operation and maintenance of other systems established by the project, and similar). The Lake Management Service (LMS) will work under the direction of the LMoS (Activity 2.1.1), which will be tailoring active management measures based on the results generated by the eutrophication model (Activity 1.1.1). Besides the legal considerations, the possibilities of using the existing local capacities in the establishment of such service will be explored (e.g. municipal / public enterprises, different management bodies with relevant mandates, and other).
- The rationale for establishing the LMS is supported by the current concentrations of nutrients in the Lake (Figure 2). Even in a hypothetical scenario of total prevention of future inputs, the existing nutrients will remain trapped and will continue to circulate in the lake system, maintaining high eutrophication levels. The high concentrations of nutrients that are currently present in the Lake as a result of past and current inputs, can be controlled by removing the surplus of produced organic matter (algae, plants, exotic fish and other), before it dies off and releases the nutrients into the system. The organic material harvested from the Lake will gain an added economic value through composting, i.e. through the use of the biodegradable waste management system that is currently being established by SDC support. Other possible (economically viable) treatment options for the organic matter extracted from the Lake will also be considered. In order to function efficiently, this service will need to be equipped with boats upgraded with the necessary gear for removal of organic matter (harvesting of algae and macrophytes), and basic water quality measurement devices.
- Based on the findings of the study as well as the monitoring results, additional measures may also be implemented with the support of the LMS. The feasibility of measures for improving the dissolved oxygen levels (aeration) in the lake's deeper layers (by using mechanical means) will be specifically considered. If proved feasible (technically, financially, economically and environmentally) these measures will be implemented in conjunction with the watershed level nutrient management programme.

Output 2.2 Long-term watershed management capacities of the municipal administration and of the Watershed Management Council are strengthened

Activity 2.2.1 Strengthening the watershed management capacities through organizational maturation at local level and improving the cross-sectoral participatory mechanisms

- Building upon the previous achievements in introducing innovative cross-sectoral watershed management capacities (WMC), the project will further support their organizational strengthening. Previously WMC provided the main mechanisms for stakeholder participation in watershed management planning. During the project implementation it is intended to play an oversight role and provide advisory decision support to the relevant water authorities (primarily MoEPP). The capacity of WMC will be strengthened through trainings, involvement in specific project activities, study visits and exchange programs with similar watersheds.
- The project will create/support a few critically important local capacities (e.g. LMS, LMoS, NCRC, management body for 'Ezerani' protected wetland area, project management unit) whose sustainability can be ensured only if adequately incorporated in the existing systems (e.g. MoR, and/or other relevant local or national institutions). For that purpose the project will provide support by assessing the legal, institutional, organizational and financial possibilities for the most efficient integration process. These 'new institutions' actually present the key elements of a functional integrated watershed management system.

Output 2.3 Lessons learnt and best practices are shared and replicated at national and international level

Activity 2.3.1 Contribute to and participate in existing knowledge networks

- The project will share its lessons learned and best practices through various national and international networks and ensure active participation in global events in the areas of freshwater ecosystem restoration, watershed management and other relevant ones.
- A number of knowledge products (e.g. fact sheets, manuals, guidance documents, lessons learnt booklets) will be produced during the project lifespan. These knowledge products would have multiple purposes: they would be used as educational/training materials to help stakeholders improve resource management practices but also as material which will help promote the project achievements and results at different levels.

Activity 2.3.2 Support in strengthening the legal and regulatory enabling environment for integrated watershed management

- One of the mechanisms to scale-up and enable national level replication of the project achievements, models and best practices is through drafting various legal acts, best practice manuals for practitioners, decision makers, the local communities and other. For that purpose very close cooperation with the relevant water authorities will be maintained throughout the entire project implementation period, to identify needs and provide adequate support. Possibilities for upgrading the existing subsidiary legislation in the area of water management on different project related issues will be specifically considered.

Activity 2.3.3 Communication, education and public awareness raising for modifying resource management practices at local level

- The success of many project activities, as well as the sustainability of the IWM system, is directly or indirectly dependant on the support and active participation of local stakeholders. The introduction of agro-ecological measures and the operation of the agricultural waste management systems would require modification of the current practices and behavioural change amongst the farmer's community. For that purpose the project will pay special attention to the communication and education, to raise awareness and instigate the necessary changes.

Outcome 3: Watershed restoration and protection processes are further improved.
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The outputs under Outcome 3 comprise of activities that can be readily implemented if additional funds are made available at any stage of project implementation. Namely, they are designed either to upgrade or to complement the previous outputs. The necessary technical documentation is either completed, or will be prepared at the early stages of the project, so that they can be 'activated' immediately upon decision of additional possible financing.

The outputs 3.1, 3.2 and 3.4 (and their contributing activities) were previously elaborated in detail (mostly under Outcome 1), and therefore this section includes only brief description of the Outputs 3.3 and 3.5.

Output 3.1 Erosion control works are upgraded and sediment load further reduced

Activity 3.1.1 Upgrade of the erosion / sediment control measures by improving the forest cover and regulating the main torrents in the watershed

Output 3.2 Apple production area under agro-ecological farming practices is extended

Activity 3.2.1 Support in further extending the apple production area with Good Agricultural Practices (GAP) and agro-ecological measures

Output 3.3 Nature-based solutions (wetlands, river corridors, buffers) at watershed level are implemented

Activity 3.3.1 Improving the watershed's hydrological and ecological processes by applying nature-based systems

- By restoring of the so-called ecotones (wetlands, river corridors, buffer zones and similar), the project can contribute at improving the watershed's hydrological processes, enhancing landscape diversity, but also increasing its aesthetic and recreational values. These landscape elements also bring in water quality improvements through retention and filtering of runoff and nutrient rich sediments.
- Based on the previous analyses (Activity 1.1.1), proposals to restore / introduce such natural systems in the watershed will be developed, providing the necessary details for their implementation within this activity. Depending on the findings / recommendations of the study, similar activities may be implemented even if no additional resources are made available, as part of the measures to control runoff and sediment transport. This activity is complementary to the activities of Output 1.4

Output 3.4 Agricultural waste management systems for reduction of organic load and prevention of input of pesticide residues to the Lake and its tributaries are further upgraded

Activity 3.4.1 Support in further extending the existing pesticide packaging and biodegradable waste management systems

Output 3.5 Early warning system for harmful algal blooms is introduced

Activity 3.5.1 Designing and implementing a dynamic harmful algal blooms early warning system

The Harmful Algal Blooms (HAB), Early Warning System (EWS) is a valuable decision-support tool facilitating management responses to the eutrophication processes, and as such can be used to upgrade the LMoS. By helping in predicting the HAB, this EWS will provide timely information to specific actions to be taken to prevent these adverse processes. The EWS will also be considered in Activity 1.1.1, but its actual integration in the system will be possible if additional resources are made available.

Structured in such manner, the project is expected to yield in tangible results for a wide range of stakeholders at local, national and transboundary level. Besides the direct benefits for the local community, the implementation of the project would significantly support the national priorities for restoring the Prespa Lake ecosystem, as provided in the WMP. Given the transboundary character of the area, the benefits of the improved function of the Lake ecosystem will be felt across the national borders. A summary of the main stakeholders and project partners along with a description of their role in the project is presented in Table 2.

This intervention would create short-, mid- and long-term beneficial effects not only for the Prespa ecosystem, but also for the local economy. The successful project implementation and the sustainability of its achievements would positively affect the main sectors responsible for the region's well-being: tourism development, agriculture, fisheries development, health protection and water supplies. The project will actually strengthen the enabling environment for ensuring the region's sustainable development.

It is a meso-level project focusing on the Prespa Lake watershed as the geographical area of intervention. Since the boundaries of the watershed coincide with the administrative boundaries of Municipality of Resen, it is clear that the main benefits of the project will be felt by the local communities.

Table 2 Stakeholder involvement plan

	Stakeholder	Role in Project
1.	Municipality of Resen	<ul style="list-style-type: none"> • Responsible for project implementation and main beneficiary (Executive and Beneficiary role in the Project Board) • Member of the WMC and the transboundary Prespa Park Management Committee (PPMC) • Management authority of Prespa Lake (according to the Law on Designation of Prespa Lake as a Monument of Nature) • New management authority of Ezerani protected area (according to the Law on Re-designation of “Ezerani” as Nature Park) • Process of decentralization gives it an increased role in environmental management and economic development. • Main partner of MoEPP in the implementation of the environmental laws at the local level
2.	Ministry of Environment and Physical Planning (MoEPP)	<ul style="list-style-type: none"> • ‘Owner’ of the WMP (on behalf of the Government) • Chairs the WMC • Member of the transboundary PPMC • Responsible for reporting progress in improving the status of water bodies according to the Law on Waters, but also toward the EU integration
3.	UNDP (Resen based Project Management Unit)	<ul style="list-style-type: none"> • Will provide technical support in the first 4 years of project implementation • Will be integrated in the municipal administration as responsible unit for future work in the area of environment and water management (responsible mainly for the implementation of the watershed management plans)
4.	Natural Capital Resource Center	<ul style="list-style-type: none"> • A hub for information and education, as well as organization of seminars and workshops • Marketplace of knowledge regarding the Prespa environment, as well as a visitor information center. • Will be integrated in the municipal administration together with the UNDP locally based PMU on a mid-term
3.	Farmers Association of Resen	<ul style="list-style-type: none"> • Main stakeholder organization for project’s work in reducing impacts of agriculture on water quality (role in implementation of agro-ecological measures, establishing nursery of important agro-biodiversity and other)
4.	Watershed Management Council (WMC)	<ul style="list-style-type: none"> • The main cross-sectoral stakeholder body involved in the preparation of the WMP • Advisory and oversight role during the implementation of the WMP (mainly toward the responsible MoEPP) • Integrates all sectors contributing to and/or affected by water quantity and quality in Prespa
5.	Public Forest Enterprise (branch office in Resen)	<ul style="list-style-type: none"> • Responsible for forest management in Prespa • Will take part in the implementation / supervision of the forest regeneration / erosion control works • Beneficiary of project support in adopting better forest management practices to control the impact of forest land to the lake ecosystem
6.	Hydrobiological Institute, Ohrid	<ul style="list-style-type: none"> • Responsible for monitoring the health of Prespa aquatic ecosystem • Will take part in the establishment and operationalization of the lake management service and monitoring system • Involved in the ongoing transboundary level activities in water and fisheries management
7.	NGOs, CBOs and individuals	<ul style="list-style-type: none"> • Beneficiaries of the project results (environmental, agricultural, tourism NGOs and similar) • Partners and supporters to the project implementation.

The project is designed so as not exclude any stakeholder based on gender, age, ethnicity, or religion. It will particularly attempt to mainstream gender aspects in different interventions by recognizing the differential impact on the gender groups. The project will consider the latest relevant strategies, policies and

incentives to address the gender issues and enable both men and women to benefit equally from the efforts. Besides the obvious environmental effects, the project will also be an excellent capacity development exercise for the municipal administration, thus contributing strongly to improving governance processes.

Sustainability measures, scaling-up and exit strategy

The activities elaborated in the project are designed to fully respond to the sustainability requirements. Achieving sustainability at the environmental, social, institutional and financial levels is an ongoing long-term process in the Prespa Lake watershed. The project is designed to support the stakeholders in applying practical models to anticipate ecosystem changes and manage the anthropogenic impacts accordingly. This is recognized as a key prerequisite for the long-term sustainability of past, current and future efforts.

The analysis of the sustainability aspects of the different proposed activities organized by project outputs is provided in the table below:

Table 4 Sustainability considerations of the project

Project Outcome	Project Output	Sustainability measures
OUTCOME 1	Output 1.1 A solid basis for long-term active management of the Lake's eutrophication processes established at local level	This output refers to the necessary studies and expertise for the establishment of the eutrophication control system
	Output 1.2 Erosion processes controlled and sediment load in the Lake reduced.	The economic benefits of the improved forest management (including forest regeneration and control of torrents) will support the sustainability of the project results
	Output 1.3 Adverse impacts of apple farming reduced	Being designed to help reduce the use of agrochemicals and irrigation water, the activities in the agriculture field, will also result in reduction of the production costs, and better marketability of the products
	Output 1.4 Flood control, retention and filtering of polluted tributaries ensured and existing wastewater treatment technology for enhanced nutrient removal upgraded.	The wetland based systems are a low-cost alternative to the conventional systems (e.g. for flood control, wastewater treatment, habitats improvements), and therefore have much better sustainability prospects (low investment and O&M costs)
	Output 1.5 Agricultural waste management systems for reduction of organic load and prevention of input of pesticide residues to the Lake and its tributaries are upgraded.	The positive economic effects of the final product of the system (high value compost) support its sustainability Possibilities of introducing local fees to support the long-term operation of the waste management systems will be explored
OUTCOME 2	Output 2.1 Sustainable monitoring and management capacities at local level are created	The sustainability of the monitoring system would be supported by its cost-effectiveness (minimum possible operation and maintenance costs; avoid using too sophisticated equipment with high maintenance costs)

		<p>MoR in cooperation with the existing responsible institutions (e.g. Hydrobiological Institute) will provide the financial and technical support for the long-term operation of the system</p> <p>The engaged personnel will be trained to be able to run the system in a sustainable way</p> <p>Possibilities for government funding will be explored</p> <p>Financing mechanism founded on the Payment for Ecosystem Services principles will be explored and applied</p>
	Output 2.2 Long-term watershed management capacities of the municipal administration and of the Watershed Management Council are strengthened	The existing legislation establishes the financial mechanisms to support the sustainability of the integrated watershed management system
	Output 2.3 Lessons learnt and best practices are shared and replicated at national and international level.	The locally established capacities will continue participating in different knowledge networks and partnerships beyond project closure
OUTCOME 3	Output 3.1 Erosion control works are upgraded and sediment load further reduced.	Same as Output 1.2
	Output 3.2 Apple production area under agro-ecological farming practices is extended	Same as Output 1.3
	Output 3.3 Nature-based solutions (wetlands, river corridors, buffers) at watershed level are implemented	Same as Output 1.4 and 1.2
	Output 3.4 Agricultural waste management systems for reduction of organic load and prevention of input of pesticide residues to the Lake and its tributaries are further upgraded.	Same as Output 1.5
	Output 3.5 Early warning system for harmful algal blooms is introduced	Same as Output 2.1

The plans to integrate the PMU and the NCRC in the municipal administration will further strengthen its capacities, contributing in this way to the overall sustainability of the project results. The WMP also provides a legal basis and creates legal responsibilities for the implementation of the proposed measures.

The proposed project has a great scaling-up and replication potential which is considered throughout the project design. The practices to be developed and demonstrated are directly relevant to the existing or emerging challenges faced at national level, but also in much broader context. The project is going to set-up an effective model for improving the ecological status of freshwater ecosystems by introducing eutrophication control systems in accordance to the integrated watershed management concept. Designed in such a way, the project will provide direct support and know-how required for demonstrating progress in water management at national level.

The lessons learnt and best practices will be shared in a way that contributes to the latest international developments in the field of freshwater ecosystems restoration and management by applying an integrated approach. For that purpose, effective cooperation and networks will be established with similar watersheds and projects. A number of publications, guidance materials and other knowledge products will be produced to improve visibility, knowledge and awareness on the project issues.

In the final project stages, a thorough assessment of the achievements against the project indicators and the watershed's environmental objectives will be carried out. This assessment of the progress will serve as a basis for the formulation of the next 6-years watershed management plan. Such an approach, supported by the capacities established at local level, would ensure the continuity of the efforts towards the watershed's vision expressed in the Watershed Management Plan and other relevant strategic documents. This exit strategy is considered the most appropriate given the complexity of the efforts.

The project is designed to ensure maximum use of the existing country systems, such as the municipal administration, WMC, different institutions / organizations (e.g. agricultural associations, forest management authorities, institutions responsible for environmental monitoring, and others). However, given the size and complexity of the project, a period of so-called assisted implementation is foreseen for its early stages (Table 3). The integration of the PMU, NCRC, LMoS/LMS and other project supported bodies into the municipal administration will ensure full functionality of the local system in terms of capacities to respond to such complex efforts in future.

4. MANAGEMENT ARRANGEMENT

The overall project management structure is presented in Figure 3. It clearly displays the role of the MoR in the project implementation. While the MoR has the executive and beneficiary function, the role of the UNDP mainly consists in supplying skills, knowledge and project assurance. The Ministry of Environment and Physical Planning is also involved in the Project Board as one of the beneficiaries. In addition, MoEPP will be directly involved in the project implementation by providing the necessary technical support through their relevant (water related) departments.

The more specific composition of the project management structure, based on the latest result based management systems, is presented in Figure 4.

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 accountability, the Project Board decisions are being made in accordance with standards that shall ensure the project's integrity and transparency.

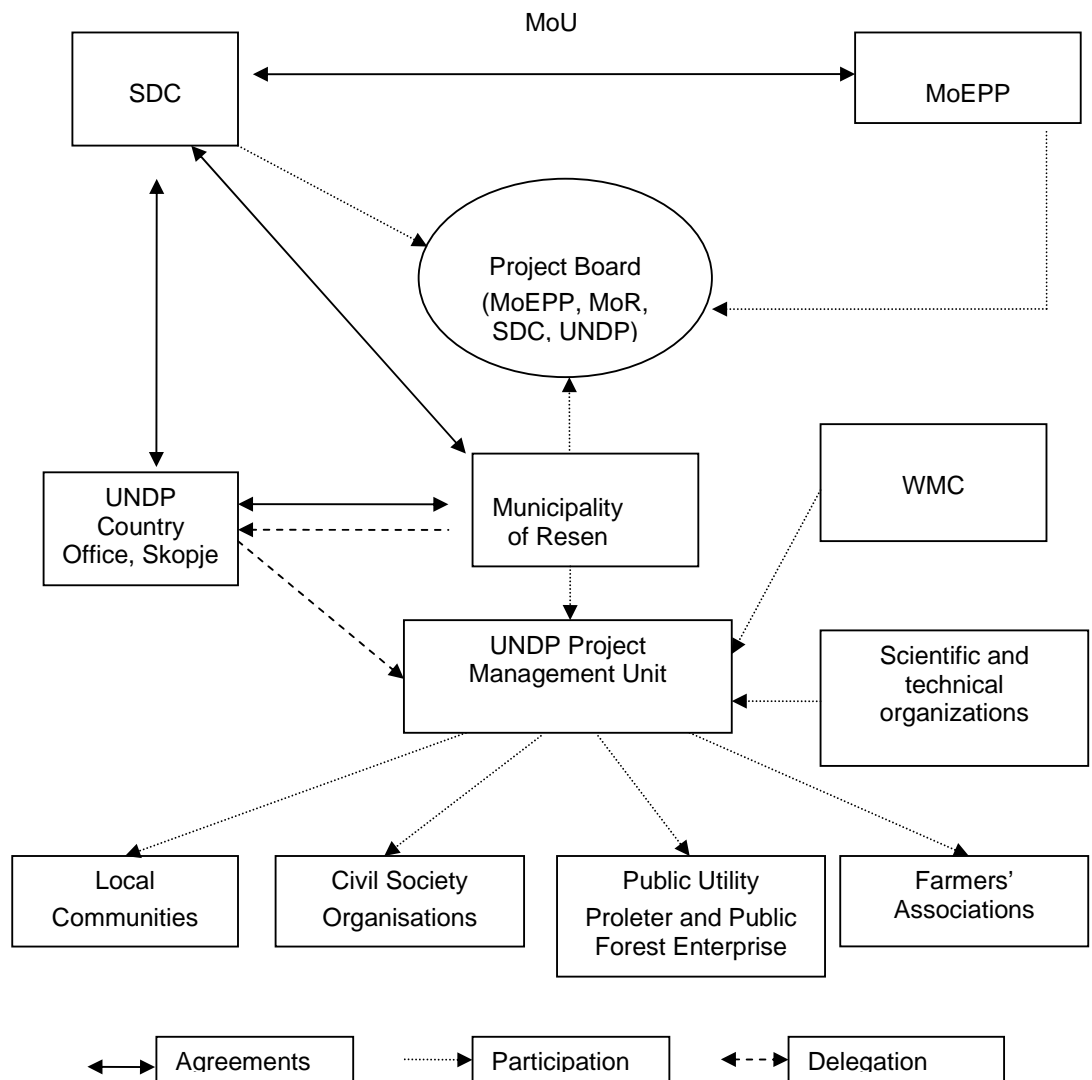
The Project Board approves the Annual Work Plans (AWP). It also reviews and approves quarterly project plans when required, and authorizes any major deviation(s) from the agreed quarterly plans. While the Project Board practices authority to sign off the completion of each quarterly plan and start the next quarterly plan, it also ensures that required resources are committed, and arbitrates any conflicts within the project or negotiates a solution to any problems between the project team and external bodies. In addition, it approves any delegation of Project Assurance responsibilities.

The Executive function (to be held by the Mayor of Resen) is ultimately responsible for the project. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The Executive has to ensure that the project gives value for money, ensures a cost-conscious approach to the project and balances the beneficiary-supplier demands.

The existing UNDP PMU will be adjusted to fit the needs of project implementation. Initially, the PMU will consist of a Project Manager, a Project Specialist and 2 Project Assistants. In addition, the NCRC will also be included as part of the management structure. The PMU will be responsible for the day-to-day management of the project, preparation and submission of work-plans and progress reports to the Project Board.

To further strengthen the capacities of the Natural Capital Resource Center, additional qualified local staff will be engaged to support the most important project areas - such as agriculture, forestry, rural development and/or environment. The locally recruited staff will be integrated into the municipal structures, as per the project's transition plan.

Figure 3 Composition and structure of the overall project management



The actual project management will be aligned with the transition plan presented in Table 2. Particularly important would be the Project Specialist position, which should provide specific expertise in the area of limnology, eutrophication control and water quality monitoring and management. Based on the previous analyses such a profile is very much needed not only for the project, but also for the administration of MoR. The Project Specialist will remain in the MoR administration as the most responsible for the project implementation (upon closing the UNDP assisted period of implementation), supported by the staff of the NCRC, and other project supported structures (LMOs/LMS and other).

Given that for the needs of the new project, the existing project management capacities are planned to be engaged, the new project will be organically integrated into the existing programme. In order to provide for maximum use of the human resources, the following HR schedule throughout the project implementation is proposed:

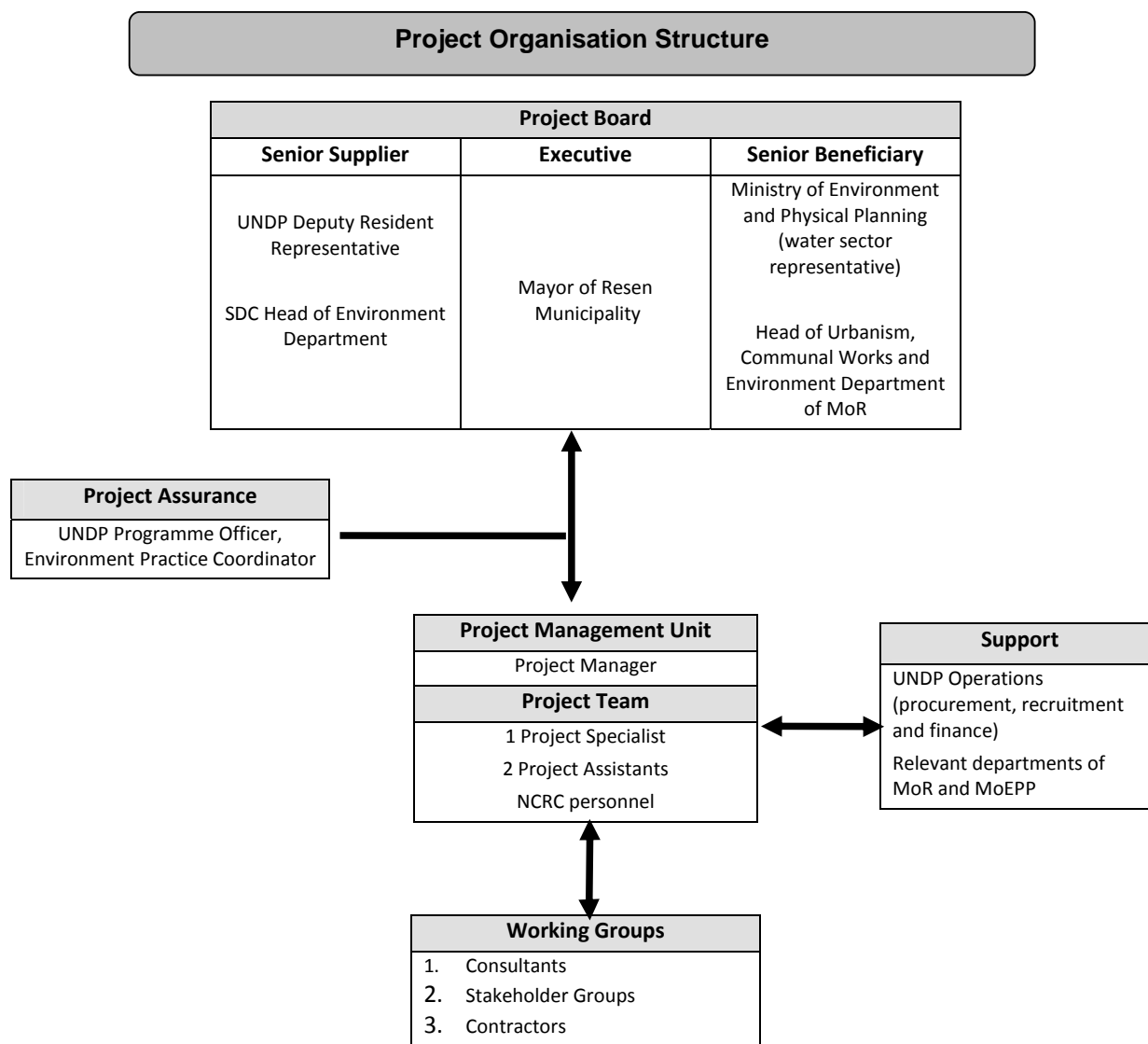
Table 2 HR schedule within the PMU

	2012	2013	2014	2015	2016	2017	2018
Project Manager	X	X	X	X	X		
Project Specialist¹	X	X	X	X	X	X	X

Project Assistant 1	X	X	X	X	X		
Project Assistant 2	X	X	X	X	X		
NCRC¹	X	X	X	X	X	X	X

¹ In the year 2015, the transfer of project personnel into the MoR administration will be initiated. Firstly the NCRC will be incorporated into the municipal system. In the last two years of project implementation the Project Specialist, together with the NCRC and the other relevant departments of MoR, will assume full responsibility over the project implementation and its successful completion.

Figure 4 Project organization structure



Because of the specifics of the proposed transitional project management system, different operational procedures (financial management, procurement, recruitment and similar) will apply at different implementation stages. While in the first four years of assisted implementation, the existing UNDP support services will be used, the relevant national procedures will be applied upon the full transfer of the project (the last two years of implementation).

Table 3 Phased approach to the project management arrangements

Phase	Period	Project Management arrangement
1 st	July 2012 July 2015	Assisted implementation by active technical support of the locally based UNDP PMU (funds are channeled through UNDP, but the ownership and control over project implementation rests within the Municipality of Resen. UNDP only provides technical and capacity development assistance, as well as basic finance and procurement procedures)
2 nd	July 2015 July 2016	Transition toward greater responsibility of the Municipality of Resen in the project implementation (funds are still channeled through UNDP, but the project personnel from the UNDP PMU and the NCRC are being partly incorporated into the municipal administration, and continue working on the project)
3 rd	July 2016 July 2018	The project management structure is integrated in to Municipality of Resen's administration. The project and the NCRC personnel are employed by the Municipality of Resen, which then assumes full responsibility over the project implementation. In this phase the Municipality of Resen will no longer use the technical assistance of UNDP.

The 6-years long project implementation will be divided into the following stages regarding the proposed management of the project (Table 3):

Such an approach is believed to be the most appropriate because of the following reasons:

- The local UNDP PMU is fully staffed and operational. It also possesses the necessary capacity to immediately start with project implementation (the PMU was also coordinating the process of preparation of the WMP, and has been successfully implementing a number of similar initiatives).
- Using the UNDP mechanism for a limited period, will give the Municipality of Resen the necessary time to finally resolve the functionality of its budget / financing system. In addition, the early stages of project implementation would provide an excellent opportunity for the municipal personnel, specially assigned to take part in the project implementation, to be effectively trained to manage and cope with the necessary procedures required for such complex projects (also in terms of transparency, accountability and other).
- The Municipality of Resen already has a plan to integrate the UNDP PMU, NCRC, and other project supported structures into the municipal administration. It also holds the mandate for implementing many of the Prespa Lake WMP's measures, and other work in the environment field (e.g. management of the Ezerani protected area, operation of the LMoS , LMS and other)

5. MONITORING FRAMEWORK AND EVALUATION

Project Inception Stage (PIS) will be conducted at the project start-up, with the participation of the project team, the relevant counterparts at different levels, the financing partners and supporters. The fundamental objective of the PIS will be to assist all project partners and the project team to understand and take ownership of the project's goals and objectives, as well as to finalize the preparation of the project's first annual work plan on the basis of the project's logframe matrix.

This will include review of the logframe (indicators, means of verification, risks & assumptions), imparting additional details as needed, and on the basis of this exercise ensure finalization of the Annual Work Plan (AWP) with precise and measurable performance indicators, in a manner consistent with the expected project outputs.

This stage will also provide an opportunity for all parties to understand their roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines. The Terms of Reference for project staff, and other planned contractors will be discussed, as needed, in order to clarify each party's responsibilities during the project's implementation phase. PIS will provide a

detailed overview of the reporting and monitoring and evaluation (M&E) requirements, with particular emphasis on the annual reporting requirements, the mid-term and final evaluation.

A consolidated Project Inception Report will provide all the details which will ensure smooth implementation of the project throughout the entire lifespan. Both international and domestic expertise will be used to successfully finalize the PIS and to prepare the report.

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually

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

The project will be subject to at least two independent external evaluations, as presented below:

Mid-term Evaluation

An independent Mid-Term Evaluation will be undertaken by mid of the third year of implementation. The MTE will determine progress being made towards the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; it will highlight issues requiring decisions and actions; and it will present initial lessons learned about project design, implementation and management.

The findings of this review will be incorporated as recommendations for enhanced implementation during the next half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document.

Terminal Evaluation

An independent Final Evaluation will take place close to the project conclusion, focusing on the same issues as the MTE. The final evaluation will also look at the impact and sustainability of results, including the contribution to capacity development and the achievement of the set environmental goals. It will particularly focus on the transfer of responsibilities from UNDP to MoR, including the integration of the project supported structures (including the PMU) into the municipal structures. The Final Evaluation should also provide recommendations for follow-up activities (to be considered in the preparation of the new WMP).

Besides the programmatic monitoring and evaluation, the project will be subject to an audit (focusing also on the financial aspects), at least once in the course of its implementation.

6. LEGAL CONTEXT

This project document shall be the legal instrument as referred in Article 1 of the Standard Basic Assistance Agreement (SBAA) between the Government of FYR Macedonia and the United Nations Development Programme, signed by the parties on 30 October 1995. The host country-implementing agency shall, for the purpose of the SBAA, refer to the government-cooperating agency described in that agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objections to the proposed changes:

- Revisions in, or addition of, any of the annexes of the project document.
- Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation.
- Mandatory annual revisions which rephrase the delivery of agreed project inputs or increased experts or other costs.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

7. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:				
<i>Assign a number to each outcome in the country programme (1, 2,...).</i>				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
Applicable Key Result Area (from 2008-11 Strategic Plan):				
Partnership Strategy				
Project title and ID (ATLAS Award ID): Restoration of Prespa Lake Ecosystem (Implementation of the Prespa Lake Watershed Management Plan)				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1</p> <p>Water and soil quality within the Prespa Lake watershed are improved</p> <p><u>Baseline:</u> High proportion of the delineated water bodies in the Prespa Lake watershed doesn't meet the requirement of having 'good' ecological status according to the existing regulations</p> <p>The current nutrient loads of anthropogenic origin exceed the levels the lake ecosystem can absorb without further degrading</p> <p>The necessary technical documentation for establishing long-term watershed management system doesn't exist at present</p> <p>The current level of erosion in the watershed results in unsustainable loads of nutrients rich sediment to the</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Preparation of comprehensive studies and other technical documentation for establishing long-term watershed management system <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Finalization of the studies and other technical documentation - Implementation of prioritized set of measures to control nutrient and other loads to the lake and its tributaries (erosion control, agricultural runoff, enhanced retention and filtering of polluted waters, waste 	<ol style="list-style-type: none"> 1 Establishing a solid basis for long-term active management of the Lake's eutrophication processes <ul style="list-style-type: none"> ▪ Development of a comprehensive study to thoroughly investigate the eutrophication processes and their root causes 2 Controlling the erosion processes and reducing sediment load to the Lake <ul style="list-style-type: none"> ▪ Mapping priority erosion prone areas and quantifying the sediment transport rates to assess their impact on the eutrophication processes ▪ Implementation of prioritized set of erosion / sediment control measures by improving the forest cover and regulating the main torrents in the watershed 3 Reducing adverse impacts of apple farming 	<p>UNDP, MoR, MoEPP, WMC</p>	<p>3,996,000 CHF</p> <p>National and international experts</p> <p>Consulting companies</p> <p>Contractors (civil works)</p> <p>Suppliers</p>

<p>lake and its tributaries</p> <p>The existing farming practices (especially pesticides, fertilizers and irrigation water) are the considered to be the main source of pressure to the lake ecosystem</p> <p>The former wetland area in the delta of Golema Reka was lost as a result of (illegal) conversion for other purposes (e.g. sand extraction, apple farming, timber)</p> <p>Considerable quantities of pesticide packaging and biodegradable waste are disposed in the watershed's rivers and lakeshore</p> <p><u>Indicators:</u></p> <p>Measurable reduction of nutrient loads (and other substances) to the lake as a result of the gradual increase of project supported measures</p> <p>Comprehensive studies and other technical documentation for establishing long-term watershed management system completed by EoY 2</p> <p>Comprehensive erosion control measures are elaborated by EoY 2</p> <p>Selected priority erosion control measures are implemented by the end of the project (to be defined in the study)</p> <p>Area (in hectares) under GAP and/or agro-ecological measures (the size to be defined by EoY 1)</p> <p>Detailed technical documentation</p>	<p>management)</p> <p>Targets (year 3)</p> <ul style="list-style-type: none"> - Continuation of implementation of the prioritized set of measures <p>Targets (year 4)</p> <ul style="list-style-type: none"> - Finalization of all prioritized measures (responsibility of UNDP) 	<ul style="list-style-type: none"> ▪ Support in extending the apple production area with Good Agricultural Practices (GAP) and agro-ecological measures ▪ Modifying irrigation practices in apple production to reduce agricultural runoff and to ensure more sustainable use of water resources at watershed level ▪ Preserving the agro-biodiversity by (re)introducing varieties of fruits traditionally grown in the Prespa region <p>4 Ensuring flood control, retention and filtering of polluted tributaries and upgrading the existing wastewater treatment technology for enhanced nutrient removal</p> <ul style="list-style-type: none"> ▪ Restoring the river delta of Golema Reka and turning the adjacent abandoned fish ponds into viable wetlands to support river restoration, flood control, retention and filtering of water ▪ Establishing wetlands in the abandoned fish ponds in the vicinity of Golema Reka River, to provide for nutrient removal from the existing municipal wastewater treatment system <p>5 Upgrading the agricultural waste management systems for reduction of organic load and prevention of</p>		
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<p>elaborating irrigation impacts on water resources including improvement proposals completed by EoY 3</p> <p>Early warning system for irrigation introduced by EoY 2</p> <p>A demonstration orchard / nursery of important agro-biodiversity established by EoY 3</p> <p>Wetland based system resulting from the adaptation of the abandoned fish ponds and ecological restoration of former river delta established by EoY 4</p> <p>Increase of the quantity of collected pesticide packaging and biodegradable waste (to be specified by EoY 2)</p>		<p>input of pesticide residues to the Lake and its tributaries</p> <ul style="list-style-type: none"> ▪ Support in extending the existing pesticide packaging and biodegradable waste management system in the Prespa Lake watershed 		
<p>Output 2</p> <p>Performance of authorities at national and local level for integrated watershed management is improved</p> <p><u>Baseline:</u></p> <p>The management capacities and financial resources to support them are insufficient to support long-term integrated watershed management</p> <p>No sufficient monitoring and management capacities exist at present</p> <p>The current organizational structure and capacity of MoR and other responsible organizations / institutions doesn't meet the needs of an integrated watershed management system</p>	<p>Targets (year 1)</p> <ul style="list-style-type: none"> - Adaptation of the necessary space and purchasing the necessary equipment for the LMoS and LMS - Identifying and engaging local personnel for LMoS and LMS - Capacity building support (trainings, involvement in project activities) <p>Targets (year 2)</p> <ul style="list-style-type: none"> - Continuation of capacity building support <p>Targets (year 3)</p> <ul style="list-style-type: none"> - Integration of LMoS and LMS into the municipality 	<ol style="list-style-type: none"> 1 Creating sustainable monitoring and management capacities at local level <ul style="list-style-type: none"> ▪ Establishing and operationalizing monitoring system at watershed scale ▪ Establishing a modest Lake Management Service 2 Creating long-term watershed management capacities of the municipal administration and the Watershed Management Council <ul style="list-style-type: none"> ▪ Strengthening the watershed management capacities through organizational maturation at local level and improving the cross-sectoral participatory mechanisms 3 Sharing and replicating lessons learnt 	<p>UNDP, MoR, MoEPP, WMC</p>	<p>1,000,400</p> <p>National and international experts</p> <p>Consulting companies</p> <p>Contractors (civil works)</p> <p>Suppliers</p>

<p>The WMC operates as an informal stakeholder involvement mechanism because the necessary subsidiary legislation isn't adopted by the authorities</p> <p>Insufficient number of knowledge products to raise awareness and raise the profile of the watershed both nationally and internationally</p> <p><u>Indicators:</u></p> <p>Functional dynamic watershed management system supported by adequate financial mechanisms established at local level by EoY 3</p> <p>Reorganization of the existing municipal and/other structures to integrate project created / supported capacities by EoY 4</p> <p>WMC becomes formal cross-sectoral participatory mechanism for integrated watershed management</p> <p>Number of knowledge products (manuals, guidance documents, lessons learnt booklets, fact sheets and articles) shared</p>	<p>(or other permanent) structures</p>	<p>and best practices at national and international level.</p> <ul style="list-style-type: none"> ▪ Contribute to and participate in existing knowledge networks ▪ Support in strengthening the legal and regulatory enabling environment for integrated watershed management ▪ Communication, education and public awareness raising for modifying resource management practices at local level 		
<p>Output 3 (conditional)³</p> <p>Watershed restoration and protection processes are further improved</p> <p><u>Baseline:</u></p> <p>Same as for Output 1</p>	<p>Targets</p> <p>N/A</p>	<p>1 Upgrading the erosion control works and further reducing sediment load</p> <ul style="list-style-type: none"> ▪ Upgrade of the erosion / sediment control measures by improving the forest cover and regulating the main torrents in the watershed 		<p>As available</p>

³ Following the Donor's request, the Project foresees a third (conditional) Output which can be 'activated' if additional funds are provided at any stage of project implementation.

<p>Important natural landscape elements (ecotones) are being destroyed over the past decades as a result of development pressures</p> <p>No Early Warning System for harmful algal blooms for Prespa Lake is currently in place</p> <p><u>Indicators:</u></p> <p>Increased reduction of nutrient loads and more advanced restoration of the watershed's natural functions towards the WMP's reference conditions</p> <p>Total area under nature-based systems (wetlands, river corridors, buffers)</p> <p>EWS for HAB is integrated in the LoMS and LMS</p>		<ol style="list-style-type: none"> 2 Extending the apple production area under agro-ecological farming practices <ul style="list-style-type: none"> ▪ Support in further extending the apple production area with Good Agricultural Practices (GAP) and agro-ecological measures 3 Implementing additional nature-based solutions (wetlands, river corridors, buffers) at watershed level <ul style="list-style-type: none"> ▪ Improving the watershed's hydrological and ecological processes by applying nature-based systems 4 Further upgrading the agricultural waste management systems for reduction of organic load and prevention of input of pesticide residues to the Lake and its tributaries <ul style="list-style-type: none"> ▪ Support in further extending the existing pesticide packaging and biodegradable waste management systems 5 Introducing early warning system for harmful algal blooms <ul style="list-style-type: none"> ▪ Designing and implementing a dynamic harmful algal blooms early warning system 		
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8. ANNUAL WORK PLAN

Year: 2012 (July – December)

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (CHF)
<p>Output 1</p> <p>Water and soil quality within the Prespa Lake watershed are improved</p> <p><u>Baseline:</u> The current nutrient loads of anthropogenic origin exceed the levels the lake ecosystem can absorb without further degrading</p> <p><u>Indicators:</u> Measurable reduction of nutrient loads (and other substances) to the lake as a result of the gradual increase of project supported measures</p> <p><u>Targets:</u> Preparation of comprehensive studies and other technical documentation for establishing long-term watershed management system</p> <p><u>Related CP outcome:</u></p>	<p>Establishing a solid basis for long-term active management of the Lake's eutrophication processes</p> <ul style="list-style-type: none"> Development of a comprehensive study to thoroughly investigate the eutrophication processes and their root causes 			X	X	UNDP, MoR, MoEPP, WMC, experts	SDC	71200 72100	70,000
	<p>Controlling the erosion processes and reducing sediment load to the Lake</p> <ul style="list-style-type: none"> Mapping priority erosion prone areas and quantifying the sediment transport rates to assess their impact on the eutrophication processes Preparation of necessary technical documentation (study and basic designs) 			X	X	UNDP, MoR, MoEPP, WMC, experts, contractors	SDC	72100	100,000
	<p>Reducing adverse impacts of apple farming</p> <ul style="list-style-type: none"> Modifying irrigation practices in apple production to reduce agricultural runoff and to ensure more sustainable use of water resources at watershed level (upgrade of the agro-meteorological monitoring system) Preserving the agro-biodiversity by (re)introducing varieties of fruits traditionally grown in the Prespa region (raising pilot/demonstration orchard) 			X	X	UNDP, MoR, MoEPP, WMC, experts, contractors	SDC	71300 72100 72300 72600	85,000

	<p>Ensuring flood control, retention and filtering of polluted tributaries and upgrading the existing wastewater treatment technology for enhanced nutrient removal</p> <ul style="list-style-type: none"> ▪ Support the authorities in overcoming the outstanding land ownership issues within the boundaries of Ezerani protected area ▪ Adaptation of suitable space for the Management body of Ezerani ▪ Purchase of basic equipment for the needs of Management body of Ezerani 			X	X	UNDP, MoR, MoEPP, WMC, experts, contractors	SDC		50,000
	<p>Upgrading the agricultural waste management systems for reduction of organic load and prevention of input of pesticide residues to the Lake and its tributaries</p> <ul style="list-style-type: none"> ▪ Support in extending the existing pesticide packaging and biodegradable waste management system in the Prespa Lake watershed 					UNDP, MoR, MoEPP, WMC, experts, contractors	SDC	72100 72300	0
<p>Output 2 Performance of authorities at national and local level for integrated watershed management is improved</p> <p><u>Baseline:</u> The management capacities and financial resources to support them are insufficient to support long-term integrated watershed management</p> <p><u>Indicators:</u></p>	<p>Creating sustainable monitoring and management capacities at local level</p> <ul style="list-style-type: none"> ▪ Establishing and operationalizing monitoring system at watershed scale ▪ Establishing a modest Lake Management Service 			X	X	UNDP, MoR, MoEPP, WMC, experts, contractors	SDC	71300 72100 72300	270,000
	<p>Creating long-term watershed management capacities of the municipal administration and the Watershed Management Council</p> <ul style="list-style-type: none"> ▪ Strengthening the watershed management capacities through organizational maturation at local level and improving the cross-sectoral participatory mechanisms 			X	X	UNDP, MoR, MoEPP, WMC, experts, contractors	SDC		10,000

<p>Functional dynamic watershed management system supported by adequate financial mechanisms established</p> <p><i>Targets:</i> Adaptation of the necessary space and purchasing the necessary equipment for the LMoS and LMS Identifying and engaging local personnel for LMoS and LMS Capacity building support (trainings, involvement in project activities)</p> <p><i>Related CP outcome:</i></p>	<p>Sharing and replicating lessons learnt and best practices at national and international level.</p> <ul style="list-style-type: none"> ▪ Contribute to and participate in existing knowledge networks ▪ Support in strengthening the legal and regulatory enabling environment for integrated watershed management ▪ Communication, education and public awareness raising for modifying resource management practices at local level 			X	X	<p>UNDP, MoR, MoEPP, WMC, experts, contractors</p>	SDC	<p>71200 71300 72100</p>	15,000
<p>TOTAL</p>									<p>600,000 CHF</p>

ANNEX 1 RISK LOG

#	Description	Type	Impact & Probability	Countermeasures / Mngt response	Owner
1	MoR and the relevant government institutions fail to introduce long-term financing mechanisms to support the active management of the Prespa Lake ecosystem (including the operation of the project supported structures / bodies, provision of adequate space and other)	Environmental Financial Operational Organizational Political Regulatory Strategic Other	P = 4 I = 4 Critical	<p>Early involvement of MoR and MoEPP in the project design stages (to ensure the roles and responsibilities in the project are clearly understood)</p> <p>The project provides support to the implementation of the Prespa Lake Watershed Management Plan, that provides a strong legal basis for future government financing</p> <p>The Donor (SDC) signed an MoU with the MoR that clearly states the responsibilities of MoR in terms of financing and sustainability of project results (including milestones)</p> <p>The financing mechanisms will be further elaborated in different project supported plans (e.g. Management Plan for Lake Prespa Monument of Nature)</p> <p>The financing issue will be regularly raised at the highest level throughout the entire project lifespan</p>	Project Board Project Manager
2	The MoR and the other responsible institutions fail to resolve the outstanding land-ownership related issues in a timely manner	Environmental Financial Operational Organizational Political Regulatory Strategic Other	P = 5 I = 4	<p>The resolution of the land-ownership related issues (especially within Ezerani wetland area) are part of the key project related documents agreed by the key stakeholders (MoU between SDC and MoR, Project Document and others)</p> <p>Detailed analysis of the land-ownership structure will be prepared for the authorities in accordance to the existing regulations so that the necessary</p>	Project Board Project Manager

				<p>documentation will be in place in a timely manner</p> <p>The resolution of the land-ownership issues has been included as an important action within the key planning documents governing the project design (Management Plan for 'Ezerani' protected area, Watershed Management Plan)</p> <p>A new management authority for 'Ezerani', that will deal with these issues on a daily basis, is in a process of establishment</p>	
3	The pesticide packaging and biodegradable waste management systems (introduced by the SDC funded pilot project) are not established and made operational prior to the new project	Environmental Financial Operational Organizational Political Regulatory Strategic Other	<p>The success of the project activities that deal with agricultural waste management systems depends upon the achievements of the on-going UNDP/SDC project on biodegradable waste management (scheduled to be closed by end of 2012).</p> <p>P=3 I=3</p>	Closely monitor the implementation of the project on biodegradable waste management, to ensure gradual transfer of the activities to the new project	Programme Officer Project Manager
4	Additional finances are not made available by the donor or through other sources to support on-going or other similar measures (refers to Outcome 3 only)	Environmental Financial Operational Organizational Political Regulatory Strategic Other	<p>The Outcome 3 of the project is a conditional one – will be activated only if additional funds are allocated by the donor. Its impact is evaluated as relatively low, because the success of the other two outcomes doesn't depend on Outcome 3.</p> <p>P = 3 I = 2</p>	Maintain close relations with the Donor throughout entire project to explore possibilities of mobilizing additional funding	Programme Officer Project Manager

Annex 2 TERMS OF REFERENCES OF PROJECT PERSONNEL

Terms of Reference Project Manager (full-time)

Project Title & Number:	Restoration of Prespa Lake Ecosystem (Implementation of the Prespa Lake Watershed Management Plan)
Post Title:	Project Manager
Duty Station:	Project Office, Skopje with frequent travel to Resen
Duration of initial contract:	12 months, with a possibility of extension
Type of contract:	Service Contract
Contract Level:	SC10

BACKGROUND / CONTEXT:

Prespa, one of the world's ancient lakes presents a very unique ecological and hydrological system of global conservation significance. Unfortunately, over the past years, the entire ecosystem has been facing with serious environmental challenges such as pollution and eutrophication caused primarily by the ineffective planning for land and water use and unsound resource management practices.

Because of its local and global significance, the Prespa Lake ecosystem has been in the focus of interest of the three states sharing the basin, but also of the international community. As a result, various initiatives were supported over the past years with the aim to build sustainable capacities for overcoming the region's environmental challenges.

Thanks to the technical and financial support from UNDP, the Swiss Agency for Development and Cooperation (SDC) and the Global Environment Facility (GEF), a variety of projects in the areas of agriculture, forestry, fisheries, water and land-use management, nature conservation, solid waste and wastewater management, river restoration, pollution prevention and control, and many others, have been successfully implemented.

Major community action was mobilized, productive partnerships and networks have been established and visible results have already been achieved in reducing the pressures to the lake ecosystem. However, additional efforts need to be made to reverse the trends of the decades' long degradation processes for good, and to ultimately improve the ecological status and functions of the ecosystem.

The recent comprehensive investigations of the Lake's ecological status, carried out within the UNDP/GEF Prespa project, greatly helped in understanding and 'quantifying' the environmental challenges and their root causes. Perhaps one of the most acute problems that the entire ecosystem is currently facing with is the '*eutrophication*', caused by the nutrient and organic inputs originating from agricultural runoff, watershed's erosion processes, wastewaters and solid waste.

In order to address the ongoing lake's degradation processes, UNDP, financially supported by SDC, is launching a new project that will introduce a set of comprehensive measures to significantly improve the Lake's overall health, strengthen its resilience, and ensure, in the long-run, control of the eutrophication processes. The project would actually provide critical support to the authorities in implementing the first ever Prespa Lake Watershed Management Plan (prepared in accordance to the EU Water Framework Directive principles), developed within the UNDP/GEF Prespa project.

Besides introducing a watershed-wide nutrient management programme, and carrying out remediation works within the lake, the project is expected to build sustainable capacities that will ensure the operation of the newly introduced systems in future. The entire project is founded on the integrated ecosystem management and integrated watershed management approaches and the latest economic valuation methods, which are planned to be introduced to help establish long-term financing mechanisms for the lake protection.

Conceptualized in such manner, it presents a particularly complex, multilayer project whose implementation would require specific knowledge in the related fields of expertise and extensive understanding of the local setting. Moreover, the successful project implementation is subject to using and further upgrading the existing networks and communication channels established over the past years by UNDP through its locally based project office in Prespa. Building partnerships and ensuring synergies with the multitude of stakeholders and similar initiatives, by applying the principles of inclusiveness and participation, with sensitivity over the water management related issues would be the key to the project success.

To be able to effectively implement the project, UNDP is seeking to engage a senior Project Manager who will be responsible to effectively manage and implement the SDC funded project 'Restoration of the Prespa Lake Ecosystem' ('Implementation of the Prespa Lake Watershed Management Plan'). S/he will work under direct supervision of the UNDP Head of Environment and Energy Practice Area and daily coordination with the relevant authorities and project partners.

The Project Manager will lead and supervise a broad-based team of national project staff, international and national experts, consulting companies and contractors, coordinating the complex inputs, with an aim to achieve the project's multiple objectives. The national team will comprise of 1 environmental specialist and 2 administrative assistants, but also several staff at the Natural Capital Resource Center, Lake Monitoring Station and Lake Management Service, Management body of 'Ezerani' protected area, and others that will be engaged at different stages of project implementation.

The Project Manager will be responsible for the administrative, financial and the overall project management and implementation ensuring that the project is efficiently managed to fulfil its mission and objectives as set out in the relevant project documents, and in accordance with the UNDP standards and best practices. In addition, the Project Manager is expected to maintain and further promote the cooperation with all project partners in a particularly diverse multi-stakeholder environment. S/he will be expected to ensure the participation of the project in the national and international networks of knowledge (e.g. in the areas of freshwater ecosystem restoration, watershed management and other relevant ones).

DUTIES AND RESPONSIBILITIES:

Summary of Key Functions:

1. Effectively manage the project to ensure timely and quality delivery of project outputs
2. Maintain collaborative working relations and partnership with the national counterparts, as well as international organizations, the transboundary partners in the watershed, donors and other relevant partners through effective communication, consultation and reporting
3. Ensure provision of high quality policy advice and technical assistance to the main project partners and stakeholders, facilitating knowledge building and awareness raising on a variety of watershed management aspects
4. Ensure substantive expert input in conceptualizing, designing and monitoring the implementation of state-of-the-art innovative solutions to address the main watershed issues

Specific tasks and responsibilities:

S/he will:

1. Effectively manage the project to ensure timely and quality delivery of project outputs;
 - Supervise and coach the project staff, the short-term external consultants and expert teams to ensure timely achievement of project results and undertake credible performance assessment
 - Develop detailed work-plans for implementation of project activities, ensuring active engagement of all relevant stakeholders
 - Mobilize goods and services to implement project activities, including drafting TORs and work specifications
 - Prepare regular progress and annual reports of the project (progress against planned activities, financial expenditures etc.) by using an agreed format
 - Ensure timely submission of progress reports and background documentation to the Project Board members
 - Manage and monitor the delivery of the financial resources
 - Ensure appropriate filing and availability of required documentation for the audit purposes
 - Perform tasks in ATLAS Management Information System
 - Prepare background documents and ensure timely organization of project board meetings
 - Assist the UNDP Energy and Environment Practice Area in the resource mobilization efforts

2. Maintain collaborative working relations and partnership with the national counterparts, as well as international organizations, the transboundary partners in the watershed, donors and other relevant partners through effective communication, consultation and reporting
 - Maintain close working relations with the key national partners (e.g. the numerous institutions / organizations governing the water sector, the Prespa Lake Watershed Management Council, the local authorities and others), including through preparation and sharing of timely and high quality project progress reports by using an agreed format
 - Prepare thematic reports that analyze specific issues emerging from the project implementation
 - Ensure effective communication of the project results in close collaboration with UNDP CO communication unit
 - Maintain effective linkages with the international organizations (especially those active in the Prespa region), including by preparing project briefs, attending various thematic events, presenting project achievements
 - Determine relevant areas of cooperation, based on strategic goals of UNDP, country needs and donors' priorities in the area
 - Analyze and research information on donors, preparation of substantive briefs on possible areas of cooperation, identification of opportunities for cost-sharing in the relevant areas
 - Establish effective linkages with other UNDP programmes and projects and with other initiatives in the sector with a view to developing substantive partnerships and generating synergies

3. Ensure provision of high quality policy advice and technical assistance to the main project partners and stakeholders, facilitating knowledge building and awareness raising on a variety of watershed management aspects
 - Provide capacity development support to the main project counterparts through transfer of knowledge (e.g. manuals, guidelines and other resource material, trainings on specific project-related issues)
 - Take lead in the creation and implementation of a system for systematic monitoring and impact assessment of the project interventions throughout the project lifespan (e.g. through designing and monitoring indicators related to the institutional development / capacity building, ecosystem stress reduction and long-term ecological improvements)

4. Ensure substantive expert input in conceptualizing, designing and monitoring the implementation of state-of-the-art innovative solutions to address the main watershed issues
 - Constantly upgrade knowledge on the latest developments in the main scientific fields dealing with issues related to integrated watershed / ecosystem management, restoration of freshwater ecosystems, eutrophication control measures, and similar, and apply the knowledge throughout the project implementation
 - Provide substantive input by feeding back data from implementation and monitoring of project activities, needs of project beneficiaries, targeted communities and vulnerable groups that will inform the development and fine tuning of the project methods and approaches
 - Organize and ensure analytical reporting and project evaluations and collect, capture and share lessons learned from the project implementation at different levels (local, national and international).

PERFORMANCE INDICATORS FOR EVALUATION OF RESULTS:

The incumbent performance will be measured based on the following indicators of success:

- Timely and efficient delivery of project outputs;
- Steady and high delivery rate (85%) of project funds compared to annual project work plans and budget projections;
- Effective supervision of the project team;
- Timely and high quality submission of project reports to UNDP and project partners;
- Efficient and proactive cooperation and building partnerships with all project stakeholders and counterparts, donors, other projects;

- Project activities executed in line with UNDP corporate policies and procedures;

COMPETENCIES

Corporate Competencies:

- **Integrity:** Demonstrates commitment to UN's values and ethical standards; promotes the vision, mission, and strategic goals of UNDP
- **Respect of Diversity:** Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability; treats all people fairly without favoritism

Core Competencies:

- **Team Work:** Manages teams effectively and shows conflict resolution skills
- **Relationship Building:** Builds strong relationships with the project counterparts and relevant stakeholders
- **Client Orientation:** Focuses on impact and results for the project partners and project beneficiaries and responds positively to feedback

Functional Competencies:

- **Development and Operational Effectiveness:** Ability to lead strategic planning, results-based management and reporting; Ability to contribute to formulation, implementation, monitoring and evaluation of development programmes and projects, mobilize resources; Experience in managing project work plans and budgets
- **Judgment/Decision Making:** identifies key issues in a complex situation and proposes course of action for overcoming those

Technical Competencies:

- Experience in implementing/managing environmental projects dealing with water management, aquatic ecosystems, watershed management and similar)
- In-depth knowledge on development issues, and particularly environment and water management;
- Promotes knowledge sharing and management practices in areas of environment and water management, ecosystems, watershed management, relevant EU environmental regulations, and relevant contemporary scientific fields (e.g. freshwater ecosystem restoration, eutrophication control, sustainable agriculture, nutrients management, ecohydrology and biogeochemical processes in watersheds, environmental economics and etc.).

RECRUITMENT REQUIREMENTS

Education:

- BA in relevant field (Environmental Science, Environmental Engineering, Environmental Management, Water Resources Management, Hydrobiology, Ecohydrology or similar), MA a strong asset.

Professional experience:

- Senior professional, with minimum 5 (7 for candidates with BA) years of relevant experience, preferably in developing and managing similar initiatives
- Experience in environmental projects dealing with water management, aquatic ecosystems, watershed management and similar)
- Management of project teams
- Knowledge of national environmental and water policies and regulations and comparative experiences and international models; Knowledge of the EU water-related regulations (e.g. Water Framework Directive)
- Demonstrated experience in cooperating with relevant partners at different levels (national, local and international), academic and research institutions, especially in the areas of environment and water management
- Excellent communications, report writing and analytical skills
- Knowledge of the environmental challenges and stakeholders in the Prespa region

Language Requirements:

Language proficiency in both written and oral English and Macedonian. Knowledge of languages of local communities shall be considered an asset.

Terms of Reference Project Specialist (full-time)

Project Title & Number:	Restoration of Prespa Lake Ecosystem (Implementation of the Prespa Lake Watershed Management Plan)
Post Title:	Project Specialist
Duty Station:	Project Office Resen
Duration of initial contract:	12 months, with a possibility of extension
Type of contract:	Service Contract

BACKGROUND / CONTEXT:

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Thanks to the technical and financial support from UNDP, the Swiss Agency for Development and Cooperation (SDC) and the Global Environment Facility (GEF), a variety of projects in the areas of agriculture, forestry, fisheries, water and land-use management, nature conservation, solid waste and wastewater management, river restoration, pollution prevention and control, and many others, have been successfully implemented.

Major community action was mobilized, productive partnerships and networks have been established and visible results have already been achieved in reducing the pressures to the lake ecosystem. However, additional efforts need to be made to reverse the trends of the decades' long degradation processes for good, and to ultimately improve the ecological status and functions of the ecosystem.

The recent comprehensive investigations of the Lake's ecological status, carried out within the UNDP/GEF Prespa project, greatly helped in understanding and 'quantifying' the environmental challenges and their root causes. Perhaps one of the most acute problems that the entire ecosystem is currently facing with is the 'eutrophication', caused by the nutrient and organic inputs originating from agricultural runoff, watershed's erosion processes, wastewaters and solid waste.

In order to address the ongoing lake's degradation processes, UNDP, financially supported by SDC, is launching a new project that will introduce a set of comprehensive measures to significantly improve the Lake's overall health, strengthen its resilience, and ensure, in the long-run, control of the eutrophication processes. The project would actually provide critical support to the authorities in implementing the first ever Prespa Lake Watershed Management Plan (prepared in accordance to the EU Water Framework Directive principles), developed within the UNDP/GEF Prespa project.

Besides introducing a watershed-wide nutrient management programme, and carrying out remediation works within the lake, the project is expected to build sustainable capacities that will ensure the operation of the newly introduced systems in future. The entire project is founded on the integrated ecosystem management and integrated watershed management approaches and the latest economic valuation methods, which are planned to be introduced to help establish long-term financing mechanisms for the lake protection.

Conceptualized in such manner, it presents a particularly complex, multilayer project whose implementation would require specific knowledge in the related fields of expertise and extensive understanding of the local setting. Moreover, the successful project implementation is subject to using and further upgrading the existing networks and communication channels established over the past years by UNDP through its locally based project office in Prespa. Building partnerships and ensuring synergies with the multitude of stakeholders and similar initiatives, by applying the principles of inclusiveness and participation, with sensitivity over the water management related issues would be the key to the project success.

To be able to effectively implement the project, UNDP is seeking to engage a Project Specialist who will support the implementation of the SDC funded project 'Restoration of the Prespa Lake Ecosystem' ('Implementation of the Prespa Lake Watershed Management Plan'). S/he will work under direct supervision of the National Project Manager and daily coordination with the relevant authorities and project partners.

The Project Specialist will work closely with the Project Manager and the local and national stakeholders, and will provide technical expertise in the areas of implementation of the project such as hydrobiology, ecology, water quality monitoring and management, eutrophication control and similar. S/he is expected to work toward a higher result through effective communication, coordination and will provide crucial input to the project's work to demonstrate new and innovative solutions to pressing environmental and sustainable development challenges in Prespa.

DUTIES AND RESPONSIBILITIES:

Function / Expected Results:

1. Organize, facilitate and support the work of expert consultants and sub-contracted companies;
2. Work closely with the Municipality of Resen and other local and national stakeholders;
3. Provide high quality advisory and technical services in the areas of hydrobiology, ecology, water quality monitoring and management, eutrophication control and similar;
4. Provide strategic guidelines
5. Carry out data analyzes and researches in the relevant project-related areas and prepare special technical;
6. Keeps abreast of changes of the local legal framework and provides interpretation and advices;
7. Prepare TORs and provide guidance to national and international consultants in carrying out their respective assignments;
8. Take part in the development of annual and/or semi-annual workplans that specify tasks undertaken and specify indicators of success.
9. Work with financial/admin officer to prepare managerial and financial reports as needed.
10. Take leadership role in implementation of his/her portion of the work plan and be responsible to PM for this work;
11. Emphasize the project's results oriented approach in all activities undertaken. Ensure the project is able to measure results of activities under the PS's responsibilities.
12. Submit quarterly reports of relevant project progress, successes and failures to the PM.
13. Contribute to the project assessment of best practices as it gains experience. This will include encouraging an atmosphere of adaptive management in the project, (*i.e.* organizing round table discussions on project successes and failures) where people focus on meaningful results "on the ground", rather than generating reports.
14. Contribute to the development of lessons learned derived from the project's experience;
15. Performs other duties as required;

REQUIRED SKILLS AND EXPERIENCE

1. University degree in Biology, Ecology, Environmental Science or related field. Advanced degree (MSc) will be considered as an asset (e.g. in hydrobiology, ecohydrology, lake ecosystems and similar).
2. At least five years of professional experience in related field; familiarity with UNDP programme and projects would be an asset;
3. Excellent analytical skills, as well as communication and presentation skills;
4. Ability to work well among a wide range of colleagues from municipalities to national stakeholders and ministries, resource users, consultants;
5. Must be a self-starter who is able to work with little supervision
6. Language proficiency in both written and oral English and Macedonian. Knowledge of Albanian language will be an asset.
7. Excellent computer literacy (MS Office; Windows XP).

Project Assistant

I. Position Information

Project name: "Restoration of the Prespa Lake Ecosystem - Implementation of the Prespa Lake Watershed Management Plan".

Job Code Title: **Project Assistant**

Position Number:

Department: Environment

Reports to: Project Manager

Position Status: *non-Rotational*

Current Grade:

Approved Grade:

Position Classified by:

Classification Approved by:

II. ORGANIZATIONAL CONTEXT

Prespa, one of the world's ancient lakes presents a very unique ecological and hydrological system of global conservation significance. Unfortunately, over the past years, the entire ecosystem has been facing with serious environmental challenges such as pollution and eutrophication caused primarily by the ineffective planning for land and water use and unsound resource management practices.

The recent comprehensive investigations of the Lake's ecological status, carried out within the UNDP/GEF Prespa project, greatly helped in understanding and 'quantifying' the environmental challenges and their root causes. Perhaps one of the most acute problems that the entire ecosystem is currently facing with is the 'eutrophication', caused by the nutrient and organic inputs originating from agricultural runoff, watershed's erosion processes, wastewaters and solid waste.

In order to address the ongoing lake's degradation processes, UNDP, financially supported by SDC, is launching a new project that will introduce a set of comprehensive measures to significantly improve the Lake's overall health, strengthen its resilience, and ensure, in the long-run, control of the eutrophication processes. The project would actually provide critical support to the authorities in implementing the first ever Prespa Lake Watershed Management Plan (prepared in accordance to the EU Water Framework Directive principles), developed within the UNDP/GEF Prespa project.

The project is expected to build sustainable capacities that will ensure the operation of the newly introduced systems in future. The entire project is founded on the integrated ecosystem management and integrated watershed management approaches and the latest economic valuation methods, which are planned to be introduced to help establish long-term financing mechanisms for the lake protection.

Conceptualized in such manner, it presents a particularly complex, multilayer project whose implementation would require specific knowledge in the related fields of expertise and extensive understanding of the local setting. Moreover, the successful project implementation is subject to using and further upgrading the existing networks and communication channels established over the past years by UNDP through its locally based project office in Prespa.

To be able to effectively implement the project, UNDP is seeking to engage a Project Specialist who will support the implementation of the project. S/he will work under direct supervision of the Project Manager and will closely coordinate with the relevant authorities and project partners.

The Project Specialist will provide technical expertise in the areas of implementation of the project such as hydrobiology, ecology, water quality monitoring and management, eutrophication control and similar. S/he is expected to work toward a higher result through effective communication, coordination and will provide crucial input to the project's work to demonstrate new and innovative solutions to pressing environmental and sustainable development challenges in Prespa.

III. FUNCTIONS / KEY RESULTS EXPECTED

Summary of key functions:

1. Perform financial duties related to implementation of the project activities;
2. Assist with organizing operational and administrative processes for project needs and provides support to office maintenance;
3. Support implementation of project strategies focusing on achieving the project results;
4. Manage the project documentation in an appropriate and satisfactory manner;
5. Support knowledge building and knowledge sharing across Unit's projects, particularly in finance and

administrative/ATLAS matters.

1. Function/Expected Results: Perform financial duties related to implementation of the project activities

16. Prepares payments (vouchers and requisitions), upon conducting proper control of the supporting documentation and ensuring that the supporting documentation meets the requirements and standards of UNDP rules and procedures;
17. Assist in preparation of budget plans, budget revisions, financial reports, payments and status of funds and expenditures;
18. Assist in analysis of financial information, availability of funds, readjustment of funds, monitoring of delivery of funds;
19. Prepare the necessary documentation for timely VAT reimbursement, if relevant;
20. Backstop the Project Manager and other project staff (if applicable) in performing tasks in ATLAS in conjunction with the functions/roles given (creating requisitions, vouchers, preparation of budget plans, budget status of funds, drafting budget revisions, uploading project - related documents particularly with reference to RMG requirements, generate various reports, etc.).

2. Function/Expected Results: Assist with organizing operational and administrative processes for the needs of the projects and provides support to office maintenance

1. Assist in the human resources administrative processes, including recruitment of short-term consultants and temporary assignments, evaluation processes, minutes-taking;
2. Create a roster of potential consultants/consultancy companies that work on issues relevant to the project(s);
3. Assist with procurement of goods and services;
4. Initiate procurement cycle in ATLAS and assist the preparation of receiving reports for the procurement of equipment, other goods and services;
5. Maintain records on assets management and prepare asset reports;
6. Responsible for overall management of project premises and assets;
7. Make travel and logistics arrangements, as needed;
8. Initiate routine correspondence relating to the implementation of project and drafting of official documents;
9. Organize meetings, workshops and conferences;
10. Draft meeting minutes, translate and interpret from local language/s into English and vice-versa.
11. Serves as a focal point for the audit exercises of the projects and provides the relevant documentation and actions to respond to auditors' questions/requests.
12. Proposes solutions to any administrative issues, whenever relevant and possible.

4 Function/Expected Results: Support implementation of project strategies focusing on achieving the project results

- Assist in preparation of project work-plans through providing support in data collection, systematization and analysis of information, inter-action with institutions in data collection;
- Preparation of relevant background materials for use in discussions, correspondence and briefing sessions;
- Contribute to the preparation and implementation of variety of progress reports, by providing information, preparation and analysis of financial data, etc.

4. Function/Expected result: Manage the project documentation in an appropriate and satisfactory manner

- Maintain files and ensure proper records of projects working files and permanent retention files in line with corporate requirements (project audit, evaluation and operational and financial closure);
- Perform tasks in ATLAS in conjunction with the functions/roles given (uploading project - related documents particularly with reference to RMG requirements, generating various reports etc.);
- Compile, copy and distribute project products.

5. Expected Result: Support knowledge building and knowledge sharing across Unit's projects, particularly in finance and administrative/ATLAS matters, and transfer Of knowledge to the partners on local level

- Participate in the training for the operations/project staff on administration;
- Advise counterparts and consultants on applicable administrative procedures and ensure their proper

- implementation;
- Provide recommendations on ways to improve project implementation systems.
- Provide capacity building opportunities for the staff of the local government of Resen and other project partners
- Ensure transfer of knowledge among the project partners and stakeholders, especially on project management issues

IV. IMPACT OF RESULTS	
<ul style="list-style-type: none"> • Effective and timely fulfilment of all financial steps by ensuring due diligence and respecting the UNDP rules and regulations; • Effective fulfilment of administrative, logistical and organizational requirements for the projects; • Establishment of effective document management system for the projects; • Timely management of ATLAS requirements in terms of asset and document management systems; • High quality maintenance of files and records and efficient response to queries. • As further detailed in the work plan of the incumbent. 	
V. COMPETENCIES	
<p>Corporate Competencies:</p> <ul style="list-style-type: none"> • Integrity: Demonstrates commitment to UNDP’s mission, vision and values. • Respect of diversity: Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability. <p>Core Competencies:</p> <ul style="list-style-type: none"> • Client Orientation: Focuses on impact and results for the client and responds positively to feedback • Team Work: Participates in teams effectively and shows conflict resolution skills • Relationship Building: Builds strong relationships with clients and external actors • Stress Management: Remains calm, in control and good humoured even under pressure • Demonstrates openness to change and ability to manage complexities • Consistently approaches work with high energy and positive and constructive attitude. <p>Functional Competencies:</p> <ul style="list-style-type: none"> • Development and Operational Effectiveness: Ability to perform a variety of specialized tasks related to Results Management, including support to planning and implementation of the project, managing data, and clear and accurate reporting. Ability to provide input to business processes re-engineering, implementation of new systems, including new IT based systems <p>Technical Competencies:</p> <ul style="list-style-type: none"> • Experience in general project administration and financial operations; • Experience and skills in logistical and organizational matters; • Experience in development-related projects. 	

VI. Recruitment Qualifications	
Education:	Secondary Education. University degree in finance, economy, business administration, public administration shall be considered an asset
Experience:	<ul style="list-style-type: none"> • At least 5 years (3 years for candidates with University Degree) of professional experience in project administration, logistical and financial operations. • Previous experience in similar development projects shall be

	<p>considered an asset, preferably in the area of anti-corruption. Familiarity with UNDP programme, as well as previous experience in the UN system and projects would be an asset;</p> <ul style="list-style-type: none"> • Excellent computer (MS Office; Windows XP, Internet), communication, negotiation, report writing and analytical skills. • Ability to work well among a wide range of stakeholders from national Ministries to municipalities, local communities and consultants.
Language Requirements:	Language proficiency in both written and oral English and Macedonian. Knowledge of Albanian language would be an asset.

Agreements. Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs⁴ (where the NGO is designated as the “executing entity”) should be attached.

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

Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

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

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph []above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) [...%]cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

⁴ For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

The ultimate goal of the project is to improve the Lake’s ecological status and strengthen its resilience by introducing an effective eutrophication control system, which will ensure conservation of the globally significant biodiversity and provide a sustainable basis for the watershed’s development.

The project will be implemented by using state-of-the-art practices and international models of Integrated Ecosystem Management, Integrated Watershed (River Basin) Management, the EU Water Framework Directive and others. The existing successful similar initiatives will be thoroughly studied and adapted to the local settings. The project is actually a major effort in achieving the environmental objectives stipulated in the recently developed Prespa Lake WMP, which provides a strong legal basis to support its implementation.

The project encompasses the implementation of a wide variety of field measures that will also demonstrate the practical aspects of integrated watershed management. The project will actually turn the Prespa Lake watershed into a model for implementing WFD-based watershed management plans in a national context, with a great potential for replication on national, regional and international levels.

It is designed so as to fully use and further upgrade the existing structures and implementation capacities. A wide range of stakeholders will be involved in the project implementation throughout the project life. The WMC would be the main multi-stakeholder participation mechanism, providing cross-sectoral contribution and support. The locally based NCRC will serve as a knowledge hub for the project and also, for the Prespa Lake ecosystem as a whole.

The project will be implemented during a 4 year period. It will start in July 2012 and will last until July 2016, when the Municipality of Resen takes over the full implementation responsibility. The whole 6 years project will be closed by preparation of a WMP for the subsequent 6-years period.

For many of the project activities, there is already a considerable technical documentation (studies, engineering designs and similar) that will support their early implementation. Additional measures will be elaborated in the follow-up studies that will be carried out at the initial stages.