| **Hierarchy of objectives**  **Strategy of Intervention** | **Key Indicators** | **Data Sources Means of Verification** | **External Factors**  **(Assumptions & Risks)** |
| --- | --- | --- | --- |
| **Impact (Overall Objective)** | **Impact Indicators** |  |  |
| Democratic and credible election processes that facilitate political participation and social integration by enabling voters to select their representatives and to hold them accountable. | . |  |  |
| **OUTCOMES** | **Outcome indicators** |  |  |
| 1: Strengthened institutions conduct fair and efficient election processes | *Indicator 1. Number of election administration areas that show improvement based on international assessments.*  Baseline: OSCE/ODIHR reports of the 2016 Parliamentary Elections and 2017 Local Elections  Target 2023:  OSCE/ODIHR report of the 2020 Parliamentary Elections notes improvement in one area (inclusiveness, transparency or effectiveness) of the administration of elections.  OSCE/ODIHR report for the 2021 Local Elections notes improvement in two areas (inclusiveness, transparency, effectiveness) of the administration | OSCE/ODIHR reports of 2020 Parliamentary Elections and 2021 Local Elections;  Joint opinions of OSCE/ODIHR and CoE/Venice Commission  EC Progress Reports | Stable political environment;  Parliamentary and local elections are announced and conducted as anticipated,  The SEC and other key election stakeholders commit to implement the proposed Project interventions and fulfil their responsibilities  The influence of political parties on the functioning of SEC and lower election management bodies is reduced |
| 2: Internally democratized political parties present citizen-oriented policies and election programs | *Indicator 1: Percent of parties participating in the project that incorporate citizen -oriented policies in their platforms.*  Baseline: 10% [[1]](#footnote-1)  Target: By 2023, 30% of the parties participating in the Project will include citizen-oriented policies in the party programs | CSO monitoring reports of the political party programs for the parliamentary and local elections;  Internal Project reports; | Assume political parties are committed to embrace change and democratic principles, standards.  Assume political parties will dedicate sufficient capacities to involve in the project activities;  Assume political parties’ leadership will accept the results of the evidence-based researches and of the proposed policy-based programs. |
| 3: Empowered citizens hold political parties and elected officials accountable. | *Indicator 1: Number of reports that monitor central or local government performance issued by local citizen initiatives.*  Baseline: 20[[2]](#footnote-2)  Target: By the end of 2023, the number of citizen initiatives monitoring and reporting upon government performance increased with 30% | EC Progress Reports  Freedom House and domestic CSOs reports and analyses;  Media articles, press releases  Internal Project reports; | Assume political environment is democratic and supportive to citizen initiatives and requests for accountability;  Assume civil society and citizens will be enthusiastic and embark in using project tools aimed to hold political parties and elected officials accountable;  Assume political parties and elected officials will react to citizen’s initiatives and improve their performance as per campaign promises. |

| **Outcomes (per outcome) and costs** | **Output Indicators** |  |  |
| --- | --- | --- | --- |
| **Outcome 1** |  |  |  |
| 1.1. SEC implements strengthened innovative systems and tools for election management | *Indicator 1. Number of new tools, systems, or procedures adopted by the SEC based on IFES assistance*  Baseline: 5[[3]](#footnote-3)  Target 2023: 10 [[4]](#footnote-4) | CSO’s Monitoring Reports from the elections;  Internal Project reports; | Assume, SEC is committed to, and dedicates resources for, use innovative systems and tools; |
| 1.2. Officials at central level administering key election processes acquire greater practical knowledge and skills | *Indicator 1: Percent of trainings implemented by IFES for the SEC which are assessed as effective*  Baseline: Functional review report 2017/2018[[5]](#footnote-5)  Target 2023: at least 70% of the officials at SEC and ROs exposed to training and learning opportunities assess the training as effective | Internal Project reports; | Assume, central officials express and maintain interested in learning opportunities offered by the project;  Assume, central officials use knowledge tools and products developed by the project and continue upgrading/updating them |
| 1.3. Improved education materials, tools and methodologies increase performance of election administration; | *Indicator 1: Number of educational materials, tools, and methodologies developed to improve election administration performance*  Baseline: 5[[6]](#footnote-6)  Target 2023: 10[[7]](#footnote-7) | Internal Project reports;  Project mid-term evaluation and final evaluation;  OSCE/ODIHR election reports;  CSOs election monitoring reports | Assume, election administration supports project activities and express interest and willingness in development and use for knowledge products (education materials, tools and methodologies) |
| 1.4. Informed stakeholder discussion and increased cooperation on electoral reform topics lead to policy actions; | *Indicator 1: Number of electoral reform policy actions defined in collaborative manner.*  Baseline: 1[[8]](#footnote-8)  Target 2023: 5[[9]](#footnote-9) | On-going project reports;  Project mid-term evaluation and final evaluation | Assume involved political parties and governmental institutions support participatory policy actions;  Assume civil society and government institutions will demonstrate willingness for dialogue and collaboration. |

| **Outcome 2** |  |  |  |
| --- | --- | --- | --- |
| 2.1. Political party policies are informed by improved party research, analytical and legal drafting skills; | *Indicator 1: Number of political parties that have increased capacity for research-based policy development*  Baseline: 1[[10]](#footnote-10).  Target 2023: at least 5 political parties will have in place capacities for research -based policy development. | Internal Project reports;  Political party election programs; | Assume political parties will dedicate sufficient human and financial resources to development of capacities for research and analysis |
| 2.2. Young political leaders are experienced in drafting policies that respond to citizens’ needs | *Indicator 1: Number of young political party leaders that demonstrate increased capacity to draft citizen-oriented party policies*  Baseline: No available data[[11]](#footnote-11), political party youth do not develop party policies.  Target 2023: at least 10 young political leaders from 4 political parties have increased capacities to draft citizen-oriented policies. | Internal Project reports;  Political party election programs; | Assume political parties will show interest in nominating capable young leaders to attend training opportunities;  Assume political party leadership will use the acquired capacities for citizen-oriented policy development. |
| 2.3. Political parties increase outreach to local communities, including vulnerable groups to advance policy solutions; | *Indicator 1: Number of political parties conducting outreach initiatives in local communities, including vulnerable groups*  Baseline: 1[[12]](#footnote-12).  Target 2023: at least 5 political parties implement outreach initiatives to local communities including vulnerable groups (through meetings, Public opinion research, public forums etc) | Internal Project reports;  Mid-term and end evaluation of the project;  Media news;  CSOs reports; | Assume political parties recognize the importance of social inclusion and the needs for inclusion of vulnerable groups;  Assume political parties will dedicate sufficient human and financial resources to implement outreach initiatives. |

| 2.4. Awareness about women representation and participation in electoral and political processes furthers | *Indicator 1: Percentage of political party candidate lists that fulfil gender quota*  Baseline: 93% Political Parties (PP) candidate’s list for local election 2017[[13]](#footnote-13)  Target 2021: 95% PP candidate lists for municipal election fulfil quota requirements.  *Indicator 2: Number of policy recommendations for strengthening women participation*  Baseline: 4 policy recommendations (IFES policy paper developed in 2017)  Target 2021: 7 policy recommendations | Political party candidate lists; OSCE/ODIHR reports;  Internal Project reports;  SEC reports;  Policy papers and recommendations drafted by IFES. | Assume the legal framework regulating quota remains the same;  Assume there is no political interference during quota verification of the candidates’ lists; |
| --- | --- | --- | --- |
| 2.5 Smaller political parties are better equipped to comply with legal requirements of elections | *Indicator 1: Percent of smaller political parties that meet legal requirements*  Baseline: 79%[[14]](#footnote-14)  Target 2021: 10% increase from baseline  *Indicator 2: Percent of smaller political party complaints rejected by SEC on formal grounds*  Baseline: 10% complaints for 2017 local elections were submitted by smaller political parties[[15]](#footnote-15)  Target 2021: 10% decrease from baseline | OSCE/ODIHR reports;  Internal Project reports;  SEC reports; | Assume political parties attend capacity development opportunities offered by the project;  Assume developed capacities within political parties are utilised to fulfil legal requirements (trained people are involved in the preparation of necessary documentation for elections) |

| **Outcome 3** |  |  |  |
| --- | --- | --- | --- |
| 3.1. Profile demographic reports are developed for more effective civic education | *Indicator 1: Number of stakeholders groups exposed to demographic reports.*  Baseline: No available data  Target 2021: 10 | SEC Reports,  Internal Project reports; | Assume SEC, political parties and civil society are interested and committed to use the findings from the demographic reports and tailor civic education campaign accordingly; |
| 3.2. Active citizens and civil society are mobilized to promote civic education, inclusion, monitoring and advocacy in local communities | *Indicator 1: Number of civil society activists enabled to promote community mobilization*  Baseline: 25[[16]](#footnote-16)  Target 2023: 50 activists throughout the country | Internal Project reports/follow-up with activists;  Project news feed;  Media reports | Assume CSOs are supportive to project activities and willing (optimistic) to engage in civic education and monitoring efforts resulting in advocacy based civic mobilization. |
| 3.3. Innovative mechanisms help civil society and citizens to monitor political promises, rhetoric and performance | *Indicator 1: Number of mechanisms used by civil society and citizens to monitor public officials’ performance*  Baseline: 1[[17]](#footnote-17)  Target 2023: at least 3 different types | Internal Project reports/follow-up with activists;  Project website | Assume CSOs are supportive to project activities and interested to apply new tools to engage in civic education and monitoring efforts |
| 3.4. Greater citizen engagement, including of vulnerable groups leads to improved political accountability and transparency in local communities | *Indicator 1: Number of civil society activists engaged in monitoring and advocacy for community mobilization pre and post-election period.*  Baseline: 8 staffers, portion of their time, within one civil society[[18]](#footnote-18).  No organized and structured capacity building for monitoring takes place in the country.  Target 2023: 20 (in addition to existing ones, at least two in each of the 6 electoral districts) | Internal Project reports/follow-up with activists;  Project website  Media reports;  Mid-term and final evaluation report | Assume, existing CSOs capacities are at needed level of development to respond to the project concept on community mobilization  Assume parties and governments are open to citizen engagement and respond to their demands for accountability |

| Activities | Inputs | |
| --- | --- | --- |
| **Outcome 1: Strengthened institutions conduct fair and efficient election processes** | |  |
| **1.1. SEC implements strengthened innovative systems and tools for election management** | | |
| 1.1.1 Development of feasibility study and software solutions for the SEC | -Procurement of the company/organization for feasibility study on SEC software needs and to develop software specifications on prioritized needs;  -Procurement of the company to develop prioritized software solutions/applications;  -Procurement of hardware equipment for the needs of SEC and RO | |
| 1.1.2 Roadmap for introducing voter identification using fingerprints | -International Consultant conducting feasibility study on biometrics;  -Local consultant supporting international;  -Event promoting findings of feasibility study; | |
| 1.1.3 Creation of an election portal | -Local consultant to develop TOR for procurement of company to develop election portal;  -Procurement of the company to develop election portal;  -International expert on inclusion aspects of election portal;  -Events to promote election portal. | |
| **1.2. Officials at central level administering key election processes acquire greater practical knowledge and skills** | | |
| 1.2.1 Development of Strategic Plan | -International consultant supporting development of strategic plan;  -local consultant supporting strategic plan development. | |
| 1.2.2 Capacity building for the SEC and its Regional Offices | -Local consultant to develop legal capacities of SEC department;  -local consultant to assess RO needs and develop TOR for company/organization;  -Procurement of company/organization to undertake Capacity development for ROs;  -Capacity development events; | |
| 1.2.3 Proposals for improved methodology in the selection of EBs and MECs members | -International consultant;  -Local consultants;  -Printing materials;  -Events | |
| **1.3 Improved education materials, tools and methodologies increase performance of election administration** | | |
| 1.3.1 Development of feasibility study for setting up training academy | -International expert to develop TOR for feasibility study, and support development of feasibility study;  -Procurement of company/organization to conduct feasibility study; | |
| 1.3.2 Assistance in establishing the academy | -Procurement of company to support set-up of Academy (same company as above)  -Study visit; | |
| 1.3.3 Online courses | -International Expert on e-learning  -Procurement of company to develop on-line courses platform; | |
| 1.3.4 Education materials | -Local consultant  -Printing and design of materials | |
| **1.4. Informed stakeholder discussion and increased cooperation on electoral reform topics lead to policy actions;** | | |
| 1.4.1 BRIDGE workshops | -International Consultants (3)  -Local Consultants 2;  -Events; | |
| 1.4.2 Roundtables discussions with relevant stakeholders | -Local consultant;  -Annual conference | |
| Outcome 2: Internally democratized political parties present citizen-oriented policies and election programs |  | |
| **2.1. Political party policies are informed by improved party research, analytical and legal drafting skills;** | | |
| 2.1.1 Drafting and signing of MoUs with political parties | -International Consultant | |
| 2.1.2 Technical assistance in the set up and development of RACs | -Hardware for Party Research Analytical Centres | |
| 2.1.3 Quantitative and qualitative research for parliamentary and local elections | -International Consultants,  -Public opinion Research on national level;  -Municipality public opinion survey; | |
| 2.1.4 Training and capacity building for RACs on evidence-based research and policy based programs | -Procurement of company/organization for capacity development programme;  -Events | |
| 2.1.5 Study mission | -Study visit for Party Research Analytical Centres | |
| **2.2. Young political leaders are experienced in drafting policies that respond to citizens’ needs** | | |
| 2.2.1 Training for political party youth on public policy development and outreach to communities | Local Consultants | |
| 2.2.2 Technical assistance in developing and presenting policy briefs | -Workshops;  -Regional Roundtables; | |
| 2.2.3 Study mission(s) | -Study visit for young leaders; | |
| **2.3. Political parties increase outreach to local communities, including vulnerable groups to advance policy solutions** | | |
| 2.3.1 Support for political party youth initiatives related to communication and outreach to local communities and vulnerable groups.  2.3.2 Implementation of actions to reach out to local communities and vulnerable groups | Support for innovative initiatives of party youth/Action plans | |
|  | |
| 2.3.3 Town hall discussions | -Local consultant;  -Events town hall discussions (12) | |
| 2.3.4 Bi-annual conferences on policy development and implementation | -Conferences (2) | |
| **2.4. Awareness about women representation and participation in electoral and political processes furthers** | | |
| 2.4.1 Technical assistance to the SEC in revising candidates registration instruction to ensure gender representation | -International Consultant; | |
| 2.4.2 Analysis, debates, proposals on women representation and participation in elections | -Local Consultant;  -Events | |
| **2.5 Political parties are better equipped to comply with legal requirements of elections** | | |
| 2.5.1 Crash course and workshops for ‘minor’ political parties | -Procurement of company/Organization to develop capacity development programme and its delivery;  -Workshops (18); | |

| **Outcome 3: Empowered citizens hold political parties and elected officials accountable** |  |
| --- | --- |
| **3.1. Profile demographic reports are developed for more effective civic education** | |
| 3.1.1 Research to inform design and delivery of civic education | -International Consultant  -Procurement of the company/organization to develop TOR for Research company and monitor its implementation;  -Procurement of research company; |
| 3.1.2 Presentation of research results/findings | -Events to promote research findings (9)  -Printing and translation of the findings, |
| **3.2. Active citizens and civil society are mobilized to promote civic education, inclusion, monitoring and advocacy in local communities** | |
| 3.2.1 Selection, training and capacity building of community mobilizers | -Local Consultants;  -Capacity Building Events; |
| 3.2.2 Selection and coaching to NYCM mentors for community mobilizers | -Grants to NYCM Regional Office for mentors for community mobilization |
| 3.2.3 Study mission(s) | -Study Visit for community mobilization |
| **3.3. Innovative mechanisms help civil society and citizens to monitor political promises, rhetoric and performance** | |
| 3.3.1 Development of monitoring matrix and of capacities to report on monitoring findings; | -Procurement of the Company to develop, analyse and update monitoring matrix |
| 3.3.2 Technical assistance for creating monitoring tools – video production, project website, | -Procurement of the company/Organization to develop monitoring tools/video production;  -Procurement of the company/Organization to develop project web site |
| 3.3.3 Presentation of results from monitoring | -Events aimed to present findings from monitoring |
| **3.4. Greater citizen engagement, including of vulnerable groups leads to improved political accountability and transparency in local communities** | |
| 3.4.1 Implementation of small grants scheme for community mobilizers actions; | Grants for community mobilization |
| 3.4.2 Town halls discussions with vulnerable groups | -Local Consultant |
| 3.4.3 Bi-annual conferences on community mobilization | -Conferences on community mobilization |

| **Management and administration of the project Office Costs (HQ and Filed)** |  |
| --- | --- |
| IFES Head Quarters support | -Programme Director;  -Senior Program Manager;  -Program Officer  -Senior Program Administrator;  -Logistics/Procurement HQ;  -Senior Monitoring & Evaluation Expert;  -Monitoring and Evaluation Officer |
| IFES Field Office | -Team Leader  -Program manager and Social Inclusion Specialist  -Finance and Grants Manager;  -Project Coordinator; |
| NYCM | -Project Coordinator;  -Grants Coordinator;  -Finance Manager;  -Project Assistant |
| Monitoring and Evaluation | Internal and/or external support with baseline, mid-term evaluation and final evaluations to assure adequate program data collection, management and presentation. |

1. Out of at least 10 political parties anticipated to be included in the project, only one political party (Social Democratic Union of Macedonia -SDSM incorporated citizen-oriented policies that were developed based on the field research and issue-based policy paper. This was done as part of the project financed by Fredrich Ebert Foundation (FES) in Skopje and implemented by Progress Institute during 2016- 2018. This initiative did not continue in 2019. Some of the policy documents developed within this project can be found on the following web site: https://www.fes-skopje.org/publications/ [↑](#footnote-ref-1)
2. The baseline is a rough estimation of various reports issued during 2017 -2018 by various civil society organizations, as a result of project based activities supported by SDC funded -Civica Mobilitas<https://civicamobilitas.mk/resources/page/2/?resource_category=131&resource_type=146&resource_org=all&search_filter&resource_lng=all&filter=%D0%A4%D0%B8%D0%BB%D1%82%D1%80%D0%B8%D1%80%D0%B0%D1%98>; and USAID, Civic Engagement Project (<https://cep.mk/grants/usaid-cep-partnership-grants>). [↑](#footnote-ref-2)
3. The following key tools, systems and procedures are included: Voter Management Information System, On-line Voters List application, Out of Country Registration Application, Complaints Tracking Application, Instruction on the manner and procedure for deciding upon complaints, On-line application for accessibility of polling stations [↑](#footnote-ref-3)
4. This may change after the initial survey with stakeholders to be conducted in the first six months of the Project. [↑](#footnote-ref-4)
5. Based on Functional Review reports 2016/2018, there are limited learning opportunities for SEC and ROs apart from generic on-line trainings dedicated to public administration. [↑](#footnote-ref-5)
6. Pocket Manual for Electoral Boards during 2017 local elections, Obligatory Manual for Municipal Election Commissions; Obligatory Manual for Electoral Boards, Instruction on the manner and procedure for deciding upon complaints, User Manuals for different software applications. [↑](#footnote-ref-6)
7. This may change after the initial survey with stakeholders to be conducted in the first six months of the Project. [↑](#footnote-ref-7)
8. In 2018, the Ministry of Justice jointly with NGO Most and with the support of OSCE/ODIHR and IFES initiated participatory process to amend the Electoral Code. Recommendations from the process are still to be considered by political parties. [↑](#footnote-ref-8)
9. This may change after the initial survey with stakeholders to be conducted in the first six months of the Project. [↑](#footnote-ref-9)
10. As per previous footnote, SDSM has some capacities in developing policy based programs, as developed during the FES supported project. Three other biggest political parties stated that they do not have in house expertise for research -based policy development (Inception Phase interviews with VMRO-DPMNE, DUI, Besa; November 2018) [↑](#footnote-ref-10)
11. Inception Phase interviews with 6 parliamentary political parties - SDSM, VMRO-DPMNE, DUI, Alliance for Albanians, Besa (Alternativa), Besa Movement, DPA- their youth are not included in development of citizen-oriented party policies. There are three different schools for young leaders: <http://www.crpm.org.mk/school-of-public-policy/>, <http://www.oi.org.mk/novosti/zavrshijaprvitedvatsiklusiodshkolatazamladipolitichari.html>, <http://www.president.mk/en/school-for-young-leaders/project-description.html>. However, there is no available data on the demonstrated capacities of party youth to draft citizen-oriented party policies as the aforementioned schools do not assess their capacities at the end of the learning process. [↑](#footnote-ref-11)
12. SDSM presented policy solutions to vulnerable groups supported through the project financed by FES in Skopje and implemented by Progress Institute during 2016- 2018. This initiative did not continue in 2019. Other parliamentary political parties present their election platforms only to their members during election campaign (Interviews with political parties, November 2018 Inception Phase) [↑](#footnote-ref-12)
13. 26 candidates’ lists for the local elections in 2017 did not fulfill the legal requirements for ensuring the gender quota [↑](#footnote-ref-13)
14. For local elections 19 lists of candidates were submitted out of which 15 from smaller political parties <https://drive.google.com/file/d/0B8ZpCwro9h-zUzhQaUNjYV9aWG8/view>. OSCE/ODIHR Report Local Elections 2017 https://www.osce.org/odihr/elections/fyrom/348211?download=true [↑](#footnote-ref-14)
15. 39 complaints for local elections were reviewed by SEC out of which 4 from smaller political parties (10%), http://www.sec.mk/reshenija-po-prigovori-za-lokalni-izbori-15-10-2017-godina/ OSCE/ODIHR Final report Local Elections 2017 https://www.osce.org/odihr/elections/fyrom/367246?download=true [↑](#footnote-ref-15)
16. 40 people that enrolled in NYCM’s LEAD MK Fellowship Program (<https://cep.mk/grants/usaid-cep-lead-mk-fellows-lead-01/>). Some attrition rate is anticipated as not all of them are expected to complete the program and not all of them will continue to be actively engaged. [↑](#footnote-ref-16)
17. The only existing ‘centralized’ mechanism for monitoring political party promises is vistinomer.mk / <http://truthmeter.mk/about-truthmeter/> . Vistinomer.mk is aimed to analyse the promises of the political subjects and presenting them in an easy-to-read and an aggregated form, alongside with systematic statistic data. [↑](#footnote-ref-17)
18. Program Staff of Metamorphosis as the organization that manages Vistinomer application (see above) [↑](#footnote-ref-18)