



# FINAL EVALUATION

## - REPORT -

May 2013

**[Covering the ILO Contribution of Project SRB/10/01/UND - Strengthening capacity for inclusive local development in Serbia]**

Prepared by

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The views expressed are those of the author and do not necessarily reflect those of the UN Agencies involved in the Programme. This report has been prepared as a result of an independent assessment by the consultants.

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## **PREFACE**

This Final Evaluation covers assistance to the efforts of the Republic of Serbia by the Peace Building and Inclusive Development Programme (PBILD), implemented by the United Nations and funded by the Government of Spain under the Spanish MDG Achievement Fund (MDG-F), and the Governments Norway, Sweden and Switzerland under The Multi-Donor Trust Fund (MDTF).

The evaluation team is grateful to the many people who contributed to this report and wishes to acknowledge the time taken by all who were able to meet us during the field mission, despite many competing and often urgent demands. We also particularly want to thank the core staff of the Joint Programme who gave us their time and insights. They made our work significantly easier. We appreciate and celebrate the spirit of openness and constructive engagement encountered in all of our meetings. Many thanks to all who granted us their valuable time and insights during the interviews.

## GLOSSARY OF ACRONYMS

ADA	Austrian Development Agency
ALIE	Active learning for Inclusive education
ALMP	Active labour market programme
BEP	Business Enabling Project
CAC	Citizens' Assistance Centre
CB	Coordination Body
CBC	Cross Border Cooperation
CBT	Competency based training
CC	Collective Center
CREAM	Clear, Relevant, Economic, Adequate, Monitored
CRJPO	Center for development of Jablanicki and Pcinjski Districts
CSO	Civil Society Organizations
CSW	<i>Centers for Social Work</i>
DS	<i>Democratic Party</i>
GDP	<i>Gross Domestic Product</i>
HQ	Headquarters
IDP	<i>Internally Displaced Person</i>
ILO	International Labour Organization
IOM	International Organization for Migration
IPA	Instrument for Pre-Accession Assistance
IRB	Independent Regulatory Bodies
JP	Joint Programme
JPMU	Joint Programme Management Unit
LAP	Local Action Plan
LED	Local Economic Development

LSG	Local Self Government
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MDG-F	Millennium Development Goal Achievement Fund
MDTF	Multi Donor Trust Fund
MERD	Ministry of Economy and Regional Development
MIR	Municipal Improvement and Revival Program
MoH	Ministry of Health
MoYS	Ministry of Youth and Sport
MPALSG	Ministry of Public Administration and Local Self-Government
MPTF	Multi-Partner Trust Fund
MRDLSG	Ministry of Regional Development and Local Self-Government
NES	National Employment Service
NGOs	Non-governmental organizations
NMC	National Minority Council
NSC	National Steering Committee
ODA	Official Development Assistance
PHC	Primary health care centre
PMC	Programme Management Committee
PMU	Programme Management Unit
PRAG	<i>Practical Guide to Contract Procedures</i>
PRSP	<i>Poverty Reduction Strategy Paper</i>
PSC	Programme Steering Committee
RDA	Regional Development Agency
RHM	Roma health mediators
RTC	Regional Training Centers
RWG	Regional Working Groups
SAI	State Audit Institution
SCILD	Strengthening Capacity for Local Inclusive Development

SDC	Swiss Agency for Development and Cooperation
SIDA	International Development Cooperation Agency of Sweden
SLED	Sustainable Local Economic Development
SMART	Specific, Measurable, Attainable, Relevant, Time-related
SNP	Serbian Progressive Party
SORS	Statistical Office of the Republic of Serbia
SPS	Socialist Party of Serbia
ToR	Terms of Reference
UNCT	UN Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UN-HABITAT	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WG	Working Group
YC	Youth Club
YO	Youth Office

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## Executive summary

The “**Peace Building and Inclusive Local Development Program**” (**PBILD**) is a joint UN initiative, implemented in Southern Serbia in the period of 2009-2013. It consists of two projects: “Strengthening Capacity for Inclusive Local Development in South Serbia” (SCILD), financed by the Government of Norway, the International Development Cooperation Agency of Sweden (SIDA) and the Swiss Agency for Development and Cooperation (SDC) through the Multi Donor Trust Fund (MDTF); and “Promoting Peace Building in South Serbia” (PB), sponsored by the Government of Spain through the Millennium Development Goal Achievement Fund (MDGF). Six participating agencies – UNDP, UN-HABITAT, UNICEF, UNHCR, IOM and ILO implemented the program activities. The Program worked in partnership with the Ministry for Public Administration and Local Self-Government, Ministry of Finance and Economy; Ministry of Health; Ministry of Education, Science and Technological Development; Ministry of Labor, Employment and Social Policy; Ministry of Youth and Sports; institutions such as the Coordination Body, the Ombudsperson’s office, Commissariat for refugees and IDPs, 11 municipalities and 2 cities in the region, social service providers and a range of social agents from civil society, private sectors, other international and local organizations and citizens.

By implementation of the PBILD in a form of an integrated program, the UN responded to several fundamental issues currently existing in the Southern Serbia. The Southern Serbia refers to the 13 municipalities of the Pcinja and Jablanica Districts. Two of these municipalities have majority of Albanian population. Roma minority and IDP populations exist in all of them. The region faces a complicated matrix of adverse factors affecting social cohesion and economic development. It is the poorest area of Serbia. Problems persist over inequalities, between communities in Southern Serbia and other parts of Serbia. Therefore, **the overall objective of PBILD** was “to reduce the discrepancies that currently exist between Jablanicki and Pcinjski Districts and the remainder of Serbia through forming a comprehensive and long-term partnership of local institutions that guide the development of the region and mitigate factors with potential to fuel the emergence of conflict”. This was expected to be achieved through following **outcomes** as supported by the MDTF and the MDG-F:

- **Outcome 1** - Community Cohesion and Human Capital: Communities in South Serbia are stronger, more integrated, and better able to reduce inter-ethnic tensions and conflict risk
- **Outcome 2** - Public Services: More equitable and improved access to public services and welfare benefits (including basic registration documentation, health and education)
- **Outcome 3** - Economic Development: Increased overall economic prosperity of the region, and reduced discrepancies in wealth and employment between ethnic groups, and with other parts of the country
- **Outcome 4** – Migration Management: Migrants from the region fully participate in the social and economic life of the region and thereby contribute to the development of their wider communities and Serbia’s EU integration aspirations.

**Final evaluation of PBILD** presented in this document, was conducted with the purpose to inform the MDG-F, the Norwegian, Swedish, and Swiss governments and relevant aid institutions, involved UN agencies, Partners and stakeholders on the outcomes of this JP as well as different cooperation processes during its implementation; and to provide information on outcomes of the Peace-Building and Inclusive Local Development (PBILD) program with the view to ascertaining interest of scaling-up the initiative in a second phase. The methodology used in this evaluation was discussed and agreed with the JP based on the original terms of reference (ToR). Having in mind weaknesses of available quantitative data it was agreed to apply an integrated qualitative-quantitative methodology. **Main findings and conclusions** of the Final Evaluation, presented in the report, are:

- **Relevance and validity of design** - The JP contributes to the issue of internal and/or external migration, youth and gender specificities of the program context, fitting supportively in the contexts of the MDG and UNDAF and aligns with the Paris Declaration and the Accra Agenda for Action. Strong involvement of national partners in programming and project design ensured full alignment of targeted PBILD's impacts and outcomes with national development framework, as well as project logic and coherence on the level of impact and outcomes. Lack of local inputs in the programming stage was successfully solved with adjustments to local needs during the inception stage, as well as by efficient locally based operational planning. It ensured project's logic and coherence on the result level. Though the project was designed in 2008, its relevance stands the test of time. Weakest point of the project's design was M&E system. Nevertheless, even with weaknesses and justified failures to improve on time, the M&E system succeeded to provide sufficient inputs for operational planning and implementation management.
- **Effectiveness** - PBILD made a success in implementing two major and 66 grant sub-projects covering several areas of importance for communities and the entire region of Southern Serbia. Local Self-governments (LSG) capacities to reduce inter-ethnic tensions and conflict risk are enhanced by improvement of cooperation between political representatives of ethnic minority and majority, increased percentage of women members in local assemblies, adoption of strategic documents recognizing existing gender and safety gaps and in strengthened infrastructure for local youth policy and program implementation in the targeted regions. Sustainable housing solution and full access to public services has been provided for almost 32 % of IDP's in the region. Access to health care for vulnerable groups was improved. The share of immunized children was almost doubled, increasing from 49% to 90%. The quality of education, especially for children from minority groups, and those with disabilities, has been improved. Better access to public services to all citizens, improvement of the level of human rights and promotion of better governance in the region have been achieved, with special focus on the position of national minorities and gender equality. The ability of municipalities to formulate, implement and monitor public policies has been strengthened due to improved capacities and increased availability of data at municipal level by introduction of Devinfo system. While the rest of the country experienced rapid growth migration potential in last two years due to economic crisis, in Jablanicki and Pcinjski districts migration potential in the same period was increased for only 1%.



- **Efficiency and management** - Multifaceted intervention structure required an implementing structure that was extremely complex. Operative level and JPMU's functionality were key elements of the overall intervention efficiency. During its implementation PBILD succeeded to develop a model for implementation of the complex multi-donor/multi-agency/multi-beneficiary intervention. This model could be widely used for channeling of bilateral donors' aid. PBILD funds and activities have been delivered by participating agencies in a timely manner, but certain justified delays of planned activities had occurred due to the prolonged inception period and elections held in 2012. Still, the fact that, under approved non-cost extension of 6 months, PBILD succeeded to deliver not only initially planned, but also some additional results, proves overall project efficiency. Overachievement of PBILD targeted results and initially set c/b rate is to a large degree based on a well-structured budget and efficient implementation structure.

- **Impact** - The PBILD has been a very relevant vehicle for enhancing capacities for inclusive development and peace building in Southern Serbia. The program implemented positive policy and institutional measures to protect and empower socially excluded groups such as minorities, young people, children, women and potential and returning migrants. PBILD's investment in building evidence base on social indicators and current status of vulnerable groups in the region has become valuable resource for national partners to develop interventions and measures to improve the status of vulnerable groups. Locally based implementation led to significant increase of local capacities through the on-job-learning approach. Furthermore, PBILD created the missing link between state and local administrations. The program contributed to overall political stability in the region, to strengthening capacities of national and local partners, and to development of effective and sustainable framework for protection of vulnerable groups and migration prevention.

- **Sustainability** – The main sustainability pillar of PBILD results is a full national ownership over the process and achievements, which is strongly founded and built over the entire intervention life. While PBILD succeeded to strengthen political stability in the region, economical unfavourable conditions still could be a main obstacle to reach expected level of sustainability. Having in mind that PBILD provided effective development concept, efficient model for implementation, and result-based action models, the optimal way to continue on-going effort would be to continue supporting the group of bilateral donors and UN agencies for new interventions.

**Main conclusions and recommendations** - PBILD concept is proven as relevant and efficiently implemented. Developed implementation model through its complexity succeeded to derive strong synergy of involved donors and agencies, creating functional platform for utilizing bilateral donors' small-scale capacities. Good functional cooperation with national partners on both levels has been established. Therefore, further donor support in order to replicate and up-scale achieved results and to strengthen their sustainability by using developed PBILD model and mechanism, should be recognized as justified and recommendable.

# 1. Introduction

## 1.1 PBILD background information and review of implementation

PBILD was implemented in the districts of Jablanica and Pcinja. These districts are among the least developed parts of Serbia. Districts consist of 13 municipalities. Among them 9 are in the category of devastated municipalities according to the national statistics. GDP of devastated municipalities is below 50% of the average GDP of the Republic of Serbia. Regions have population of 470.000 inhabitants (6.5% of total population of Serbia). According to the 2002 Census, more than 12 per cent of the population of the region belongs to the Albanian minority – concentrated mostly in the municipalities of Preševo, Bujanovac and Medvedja. There is a significant Roma population, representing 4.7 per cent of total population. There are also 18,000 IDPs living in the region.

Unemployment in the region is 44.8%. In 2012 out of 13 municipalities in Jablanicki and Pcinjski districts in 8 them the rate of unemployment was over 50% - Vlasotince, Medvedja, Trgoviste, Bosilegrad, Vladicin Han, Presevo, Bojnik, Lebane.

Economically devastated and politically instable region has a history of donor support. UNDP intervened in the most sensitive period, immediately after elections in Serbia in early 2001 (Rapid Employment Program, REP, and South Serbia Municipal Improvement and Recovery Program, SSMIRP). REP's objective was to restore peace, stability and public confidence in local governance institutions in only 4 municipalities of Sothern Serbia – Bujanovac, Medvedja, Presevo and Vranje. SSMIRP's objective was to reinforce peace, prevention of conflict and increase livelihoods in multi-ethnic and minority regions in six municipalities (Presevo, Bujanovac, Medvedja, Vranje, Lebane and Leskovac). The government of Serbia suggested that projects would be extended and to incorporate more municipalities, in order to further improve ethnic cooperation (MIR I and MIR II). Both MIR projects were successfully implemented and positively evaluated. The government of Serbia insisted on the project continuation, but at the time of MIR II closure, there was no indication that the UNDP would continue with similar activities. UNDP and donors were informed of the request of the Government of Serbia and fundraising actions were taken.

In mid-2008 the Spanish Government made a decision to contribute 350 million dollars to the MDGF. Part of the contribution should have been implemented in Serbia. In order to utilize MDGF resources, a project proposal aimed at implementation of Millennium goals was requested. The MDGF Project was railed along gender equality, health care for women and children, economic empowerment of women. In parallel, bilateral donors made a decision to contribute to the resolution of problems of migrants, refugees, regional and sustainable development, promotion of peace building and inter-ethnic dialog, youth education, strengthening of CSO sector etc. where UNDP's multi-donor trust fund contractual model was

suggested. Time for both project preparations was short. The project was submitted as two parallel projects implemented under the umbrella of UN:

- The Spanish Millennium Development Goals Achievement Fund (MDG-F) supported 'Promoting Peace building in South Serbia' with USD 2.5 million
- The Swedish International Development agency (SIDA), Swiss Agency for Development and Cooperation (SDC), Kingdom of Norway and UNDP together supported 'Strengthening Capacity for Inclusive Local Development in South Serbia' with USD 6.3 million.

Implementing agencies were: UNDP, UNHCR, UNICEF, UNHABITAT, ILO and IOM.

The Government of Serbia participated in preparation of both projects. The PBILD is designed as direct response to issues identified in the EU Progress Report for Serbia in 2008 and support to the implementation of national developmental priorities as spelled out in the Sustainable Development Strategy, the Strategy for Regional Development, the Strategy for Economic Development, the PRSP, the Public Administration Reform Strategy, etc.

**The overall objective of PBILD** was "to reduce discrepancies that currently exist between Jablanicki and Pcinjski Districts and the remainder of Serbia through forming a comprehensive and long-term partnership of local institutions that guide the development of the region and mitigate factors with potential to fuel emergence of conflict". This is expected to be achieved through following outcomes as supported by the MDTF and the MDG-F:

**Outcome 1** - Community Cohesion and Human Capital: Communities in South Serbia are stronger, more integrated, and better able to reduce inter-ethnic tensions and conflict risk

**Outcome 2** - Public Services: More equitable and improved access to public services and welfare benefits (including basic registration documentation, health and education)

**Outcome 3** - Economic Development: Increased overall economic prosperity of the region, and reduced discrepancies in wealth and employment between ethnic groups, and with other parts of the country

**Outcome 4** – Migration Management: Migrants from the region fully participate in the social and economic life of the region and thereby contribute to the development of their wider communities and Serbia's EU integration aspirations.

PBILD consists of two projects:

- **Promoting Peace Building in South Serbia (MDG-F)**

The MDG-F project was focused on institutional strengthening of governance structures in Southern Serbia to facilitate participation of women and ethnic minorities in policy and decision-making processes. The program was aimed to: 1) develop capacities of local self-government, political parties, Co-ordination Body for municipalities Bujanovac, Medvedja and Presevo, Civil Society Organizations, Youth and Media on the gender, minority rights issues; 2)

develop safety diagnosis and institutional instruments/tools to address community safety, conflict mediation and violence prevention; 3) improve living conditions for IDPs.

The MDG-F project envisaged that UNHCR, UNHABITAT, IOM, UNICEF and UNDP should implement the project.

- **Strengthening Capacities for Inclusive Local Development in South Serbia (Multi-donors – MPTF fund)**

The MPTF project was aimed to increase confidence of local population in key institutions of local and national government by: 1) developing capacities of Co-ordination body; building partnership between Civil Society Organizations and local self-governments, developing capacities of youth clubs and youth offices.

The project was aimed to improve and enable more equitable access to public services through: 1) creation of regional working groups of specialized technical staff; 2) development of M&E tools through revision of strategies (and introduction of DevInfo database); 3) obtaining registration documents for Roma children and members of their families; 4) increase capacities of Roma Health Mediators and members of mobile teams in order to provide better health services for Roma population and vulnerable groups in Southern Serbia; 5) training teachers for teaching Serbian as non-mother language; 6) increase capacities and awareness of Ombudsman's offices at the local level.

Furthermore, it is aimed to increase overall economic prosperity of the region by: 1) improving NES capacities on the collection and analysis of labour market information and identifying priority occupations; 2) improving access of the most disadvantaged groups to employment services; 3) developing capacities of the Regional Development Agency and implementing key regional projects.

In the fourth component related to migration management to provide migrants in South Serbia with appropriate support: 1) Establishment of "Citizens Advice Bureau"; 2) Improvement of outreach services of Centers for Social Work; 3) Improvement of Citizens' Assistance Centers (CACs) services; 4) Review of existing strategies and include social policy actions through research grants; 5) raising awareness on migration issues.

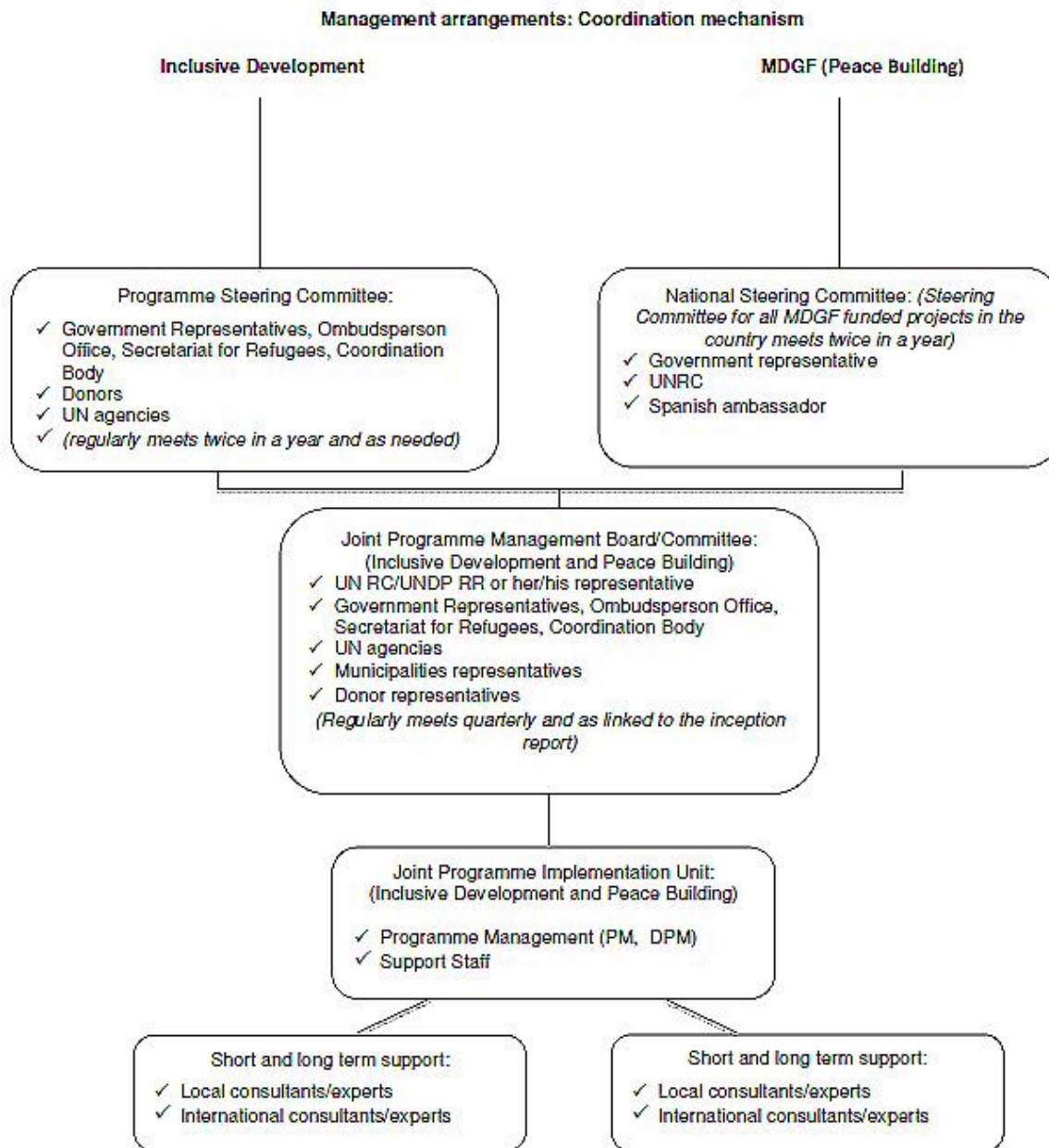
Coordination and management mechanism for implementation of the PBILD, presented on the Scheme 1, was structured with the aim to enable its efficient implementation of such complex intervention, as well as both projects included in it.

From the very beginning, it was decided to treat the two projects as one program, which was a decision made at the first Program Management Committee (PMC) held on 30 April 2010 in Leskovac. At the same meeting, proposal to hold meetings on the same day for greater streamlining was also approved of two PBILD higher-level management mechanisms, the

Programme Steering Committee (PSC – involving the Swiss, Swedish and Norwegian donors) and National Steering Committee (NSC – involving the Spanish Millennium Development Goals Achievement Fund).

As for the reporting, the decision was to use single quarterly report for two projects; M&E for the MDG-F was established on semiannual basis and annual reports were prepared only for the MDTF.

The PBILD logo was developed and approved and visibility was focused on PBILD actions.



**Scheme 1. Organizational structure – coordination mechanism**

Most of the revisions both programmatic and budgetary ones took place in 2010. The program was struggling with both wording and budget and this could be illustrated through the 1.1.17 Activity. The original activity was framed like this: “Organize workshops (including development of curricula) and mentoring for the affirmation of: gender sensitive media coverage, elimination of misogyny, stereotyped presentation of gender roles, ethnic aversion, election reporting, humanitarian issues and concerns, including disarmament and re-integration, conflict resolution, peace-building and mitigation, transitional justice processes and issues, including truth and reconciliation programs, justice tribunals.” This was rephrased into: “Organize workshops (including development of curricula) and mentoring to raise local media awareness of and capacity for gender- and minority rights-sensitive and conflict-sensitive reporting.” More specific wording and focus for capacity-building. Inception report was written and submitted by end of September 2010 together with the developed M&E framework.

By that time, most of the work with IDPs (providing sustainable accommodation solutions to support IDPs leaving CCs or living in sub-standard private accommodation), Safety Councils (advocating on their strengthening or establishment, followed by municipal and regional safety diagnosis), Regional Working Groups (identified together with municipalities and held initial meetings), with Center for Social Welfare (Call for Proposals advertised) and many others was initiated and in some aspects fully underway. As for projects and grants, the management team also made a rule that members of projects/grants selection committees would have to be relevant ministry representatives. Therefore, for the Regional Development projects State Secretary from the Ministry of Public Administration and Local Self-Government participated, for the Migration grants it was the Commissariat representative, and for youth grants that happened in 2011 the Ministry of Youth and Sport participated.

The PMC, which was held on 2nd of February 2011, covered detailed annual work plan for 2011, MDG-F and MDTF Year 2 funding requests, MDG-F semi-annual report, approval of NIMs and grant scheme and the plan for the Mid-term Evaluation, as well as responsibilities of the Evaluation Reference Group (proposal and template from the MDG-F). It was also the meeting when the Program Manager announced that she was leaving due to personal reasons. The new Program Manager arrived on 7 March 2011. From that point, modification of regional projects started and led to their contract signing in May 2011. Parallel to this, Evaluation Reference Group was established that dealt with ToR, advertising and selection. MDG-F provided one international consultant who had a very bad evaluation with UNDP and had to be replaced. Due to this reason, the process of selection dragged till summer and actual mid-term evaluation started in September. The PBILD program contracted a national consultant, who worked in a team with the MDG-F one.

At the end of June 2011, the work with IDPs was completed successfully. Savings and low implementation in one segment (due to low demand) were used for the purchase of village houses as this was the most wanted package by the IDPs from the CC. At the end of 2011, a cost extension in the amount of USD 444,383.84 was approved by the SDC to further support the Migration component and cover the time-frame till end of 2012. Also the work on conflict

mediation was completed. Due to harsh winter, the PMC meeting was held late in March 2012, which was the last of those meetings with previous Serbian government. Approved were the annual work-plan for 2012, Mid-term evaluation report as well as the improvement plan, and the MPTF and MDG-F 3 Year Funding request. From that point the PIU started its work on the improvement plan, focusing mainly on the revision of the PBILD log frame.

Elections had major impact on the PBILD program, especially at the national level and in term of identifying the lead Ministry. Since the Ministry for Regional Development and Local Self-Government did not see its role in the ongoing PBILD program, the Ministry of Labor, Employment and Social policy became the lead Ministry and finally the PMC was held in Trgoviste on 10 October 2012. The following were approved: quarterly reports 9 and 10, MDG-F M&E semiannual, no cost extension work plan 2012-2013 with budget from exchange rate gains and revised PBILD M&E matrix & Exit Strategy. The first quarter of 2013 was mainly about wrapping up and the financial closure of projects and grants. The Inclusive Development Survey that was conducted in 2010 was repeated in this quarter in order to compare findings at the beginning and end of the PBILD program. This survey shows some impressive results, one of them being that in 2010 the percentage of youth with voluntary experience was around 9%, whereas this percentage has increased 3 times in the last three years (3 voluntary services established during the PBILD implementation).

## 1.2 Description of the evaluation

This evaluation aims to provide insight into operations and performance of the JP “PBILD”. It also seeks to respond to JP and MDG-F needs for knowledge<sup>1</sup> that can contribute to future policy initiatives. The main purpose is to provide an independent in-depth assessment of program results and outcomes against planned results including aspects of efficiency and their contribution to tangible results and outcomes. Final Evaluation also assesses relevance, impact, efficacy and sustainability of the PBILD program and provides specific recommendations to government, donors and UN agencies for future initiatives that build on the program’s results.

### Purpose, objective and scope of the evaluation

The ultimate purpose of independent evaluation of PBILD - South Serbia UN Joint programme "Strengthening Capacity for Inclusive Local Development in South Serbia" and "Promotion of Peace Building in South Serbia" was:

- To inform MDG-F, Norwegian, Swedish, and Swiss Governments and relevant aid institutions, Partners and stakeholders on the outcomes of this JP as well as different cooperation processes during its implementation.

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<sup>1</sup> Ref: meeting on the draft of the evaluation report 08 March 2013

- To provide information on outcomes of the Peace-Building and Inclusive Local Development (PBILD) programs with a view to ascertaining desirability of scaling-up initiative in a second phase.

Along the evaluation process, and especially after the desk review phase, it became obvious that PBILD project, with its dynamic environment, complex design, flexible implementation structure, adaptability and responsiveness to changes, and finally with its ability to create ground for further interventions, represents a typical case for rather applying developmental<sup>2</sup> than development evaluation approach. Since it was detected during on-going process of evaluation, without possibility to change framework already set in ToR (Annex 1), an additional time for additional in-depth analysis was approved in order to explore some aspects of the project in the implementation area.

## Methodology

The methodology used in this evaluation was discussed and agreed with the JP based on the original terms of reference (ToRs). Having in mind weaknesses of available quantitative data it was agreed to use an integrated qualitative-quantitative approach. Based on Analytical Framework defined in ToR, and after careful analysis of quantitative data, Evaluation Matrix (Annex 4), was constructed as a base for fieldwork and gathering of qualitative inputs for analysis.

During a one week inception phase, a systematic review was done of secondary data sources (full list in Annex 2), including background documents on the JP, Mid-term evaluation report, documents related to the project region, and documents related to complementary activities, projects and programs in the project area.

During the three weeks inception phase, the theory of change approach (Strategy >Specific measures >outcomes >intermediate states> impact/objective) formed the basis for evaluation's overall methodology. It was a key element in generating guidelines for data collection at national and local levels and in analysing what was done, why and with what results, within and across the program, national partners and target municipalities. This process enabled data to be assembled and analysed to answer key evaluation questions and assess the performance of PBILD against the evaluation criteria.

Following an initial desk analysis of strategic project documents, progress reports and secondary sources, primary data was gathered through structured and semi-structured, open-ended, individual and group interviews with a total of 142 stakeholders from Government and local actors (List of interviewees Annex 5). Having in mind the extensive list of possible interviewees, special attention was given to sampling (Annex 6). The adopted sampling criteria were:

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<sup>2</sup> Ref to the "Developmental Evaluation – Applying Complexity Concepts to Enhance Innovation and Use", Michael Queen Patton (2011)



- role in the project (national organization/institution, local organization/institution, donor, implementing agency, contractor)
- territorial coverage (national, local by district)
- outcome coverage (1, 2, 3, 4)

Annex 4 provides the evaluation matrix as approved for the MTE, with only Q31 adapted to this evaluation, linking evaluation issues and questions to the main units of analysis, sources of information and methods of data collection. In answering analytical framework questions and combining them with those of the MTE evaluation framework the evaluator has drawn from the best available evidence across a range of sources. Interviews conducted and testimonies gathered were used to triangulate and support findings and conclusions of this report. All data were verified, triangulated and subjected to further analysis drawing on the theory of change to develop conclusions, recommendations and lessons learned about the JP and its interaction with national levels.

### **Stakeholder consultations**

Implementing agents as well as members of the national stakeholder group, the Office of the Resident Coordinator, local self-governments, sub-contracted agents, stakeholders and beneficiaries provided extensive comments considered in the finalization of the report. Nonetheless, the views expressed in the report are those of TARA International Consulting based on evidence collected by its team of evaluators.

### **Key evaluation questions**

On the basis of terms of reference for this independent evaluation, key evaluation questions of the Analytical Framework have formed the basis of the work.

### **Limitations**

The contractual period available for the evaluation was 30 working days, which included 10 working days in the project area. Field time constraints did not allow full quantitative verification of the large variety and number of activities. Hence, focus of the field visits was on processes, sustainability and possible impact expectations. Altogether, the initial time available for the analysis and incorporation in the triangulation of results, conclusions and recommendations of the field mission was too limited. Therefore, additional two-month period was approved for further in-depth analysis, which was helpful to overcome this constraint.

Information on program results and practices was in most cases readily available. Aggregation of data and triangulation of information from different sources were handicapped by inconsistencies in monitoring and evaluation between start and end of the program.

## 2. Presentation of findings

Findings presented in this chapter are based on key questions of the Analytical Framework, as it is requested in the ToR (Annex 1). This part of report is structured in accordance with key issues and questions from the Analytical Framework.

### 2.1. Relevance and strategic fit

Area of project implementation is burdened by economic, social and political tensions. Jablanicki and Pcinjski districts in Southern Serbia are the most devastated parts of the country. Underdeveloped region's economy is additionally weakened by structural imbalances and negative demographic trends, and above all with a fragile political stability caused by inter-ethnic tensions. These reasons made Southern Serbia notorious as region with devastating internal and external migrations (Annex 10 PBILD Development Context)

The objectives and strategies of the PBILD have been response to this situation, built on national and regional plans and programs as well as on national and local policies. The project includes strong references to **national policies and strategies** in the programming documents. Primarily, the PBILD corresponds with following country strategies:

- National Strategy for Accession to the European Union;
- Poverty Reduction Strategy;
- Strategy of Development in the Republic of Serbia in the period from 2009-2012;
- Strategy for Regional Development (2007-2012);
- National Sustainable Development Strategy (2008-2013);
- National Economic Development Strategy;
- Public Administration Reform Strategy;
- Social Protection Development Strategy;
- National Employment Strategy;
- Strategy of Development of Secondary Vocational Education;
- Strategy of Development of Adult Education;
- National Strategy for the Advancement of Position of Women and Gender Equality;
- Strategy for improving the position of Roma in Serbia;
- National Program of Health Care of Women, Children and Adolescents
- National Education Development Strategy
- The strategy of reintegration of returnees under the Agreement on Readmission;
- Revised National Strategy for the resolution of IDPs and Refugees;
- The national strategy for prevention and protection of children from violence;
- National Youth Strategy and Local action plans for youth;

- Strategy for long-term economic development of South Serbia - Presevo, Bujanovac and Medvedja; etc.

In addition, municipal strategies of all 13 municipalities had been consulted.

This created a national strategic framework and the project came as a tool to implement actions created on this ground.

Strong involvement of national partners in programing and project designing ensured full alignment of targeted PBILD's impacts and outcomes with national development framework. Nevertheless, on the level of outputs absence of local partners from the project preparation weakened relevance of planned outputs. Local authorities and institutions were not included in the project planning process due to the lack of capacities at the time of project preparation. Long lasting weakness of the Serbian administration is non-existing link between national and local levels, which disabled national partners to adequately represent **local priorities and needs** in project preparation. As a main measure to overcome this problem a substantial inception period was foreseen, aimed to provide more accurate and comprehensive local input for initial project planning. Important qualitative input was provided through locally based operational planning. It was the main mechanism to ensure high level of results relevance through PBILD implementation.

This socio-economic intervention was based on the national development framework, including Poverty reduction strategy document, with the aim to achieve some of **Millenniums goals**, especially in the area of health care, education, vocational trainings, inclusion, economic and political empowerment of women and vulnerable groups, promotion of gender equality policies. The program contributed to the achievement of a number of Millennium Development Goals: MDG 1 (eradicate extreme hunger and poverty), MDG 2 (achieve universal primary education), MDG 3 (promote gender equality and empower women), MDG 4 (reduce child mortality) and MDG 8 (develop a global partnership for development), MDG 7 (Ensure environmental sustainability).

Under the Conflict **Prevention and Peace Building thematic window**, focus was on two main thematic areas - Conflict and Violence Prevention and Enhancing Inter-Ethnic Community Dialogue. Within this framework, PBILD contributed to the promotion of peace building in Southern Serbia, providing support to a variety of stakeholders, including most vulnerable population, governmental institutions and agencies at national and/or local levels, and civil society, community and local leaders.

Overall, PBILD intervention, from the planning phase to its implementation, represents a good example of successful implementation of **Paris Declaration and Accra Agenda for Action** principles. Intervention was planned, programmed and designed on solid ground of national development platform and cooperation with national institutions. The PBILD succeeded to respond on national development priorities and their implementation at local level, and aligned country priorities of involved donors. Joint governing structure, based on full national

partnership, built on both national and local levels, which utilized good practices of Delivering-as-One approach of involved UN agencies, enabled efficient implementation of both projects and overall intervention. As result, the PBILD succeeded to build a potential good practice model for complex multi-donor/multi-agency/multi-beneficiary action. This model represents an example how Paris Declaration and Accra Agenda for Action principles could be successfully applied at the singular intervention level.

Although the project was designed in 2008, its problems and needs identification stands the test of time. It has been strongly based on thorough political analyses of multi-ethnic relations, understanding sensitivity of the problems and carefully designed actions to achieve the goal of peace building.

## 2.2. Validity of design

The project was logical continuation of the previous UNDP supported projects MIR I and II, about building capacities of local institutions, solving small infrastructural problems and supporting democracy development and peace building in the region. PBILD logically built its actions on positive legacy of these projects. Compared with previous interventions, PBILD introduced a **strategic approach shift** – it targeted broader territory, following the logic of sustainable inclusion of previously targeted municipalities in cooperation within two districts and with 13 municipalities. At the same time, PBILD was designed as a more complex intervention, aiming at: enhancing community cohesion and human capital, improving provision of and equitable access to public services, strengthening economic development, and improving migration management in South Serbia.

In spite of relatively short time for overall programming and project designing, all relevant national partners took proactive role in the preparatory stage. It led to successful PBILD aligning with country development needs and strengthened project **logic and coherency at the level of impact and outcomes**. On the outcome level, initial project's logic and coherency were to some degree limited for several reasons. First, local actors have not been involved in the process of PBILD designing, due to the lack of planning and programming capacities. This limited alignment of project results with local priorities and their adjustment to local needs. Second, two-projects structure of PBILD intervention, based on two different sources of funding, limited possibility to build coherence of the intervention as a whole. Third, design of particular activities and results under each of the outcomes mostly followed logic of clear separation of UN agencies tasks rather than their integration. This is visible from initial project documents of both projects.

During the implementation, all these initial weaknesses have been addressed and intervention **logic and coherency at the output level** were improved. Inception period at the beginning of the intervention was used to provide better insight into priorities and needs of the region. In addition, intervention increased planning capacities of local actors to the level that enable them

to identify and promote local priorities and needs. As result of the process, some adjustments, both programmatic and budget, have been introduced in the project Results Framework (Table 1). Most of these adjustments took place during 2010.

**Table 1: Revisions of the Results Framework**

Original text	Revision proposed	Rationale
<b>Joint Program Outcome 1: Communities in South Serbia are stronger, more integrated and better able to reduce inter-ethnic tensions and conflict risk</b>		
<b>MDG-F project document – ‘Promoting Peace Building in Southern Serbia’</b>		
Smart Output 1.1f – By the end of the first 6 months of the JP, baseline on media reporting on gender and minority issues within the conflict prevention framework established	SO 1.1f - By the end of the first 6 months of the JP, assessment conducted of conflict-, gender- and minority-sensitivity of local media reporting	More specific wording.
Smart Output 1.1g – By the end of the JP, national and especially local broadcast and print media offer increased production of news, information and entertainment in local languages which contributes to peace-building	1.1g - By the end of JP, national and especially local broadcast and print media offer increased production of news, information and entertainment in local languages which is gender- and conflict-sensitive, thereby contributing to peace-building	More specific wording: defining gender- and conflict-sensitive media coverage and reporting as the objective.
Activity 1.1.17 - Organize workshops (including development of curricula) and mentoring for the affirmation of: gender sensitive media coverage, elimination of misogyny, stereotyped presentation of gender roles, ethnic aversion, election reporting, humanitarian issues and concerns, including disarmament and re-integration, conflict resolution, peace-building and mitigation, transitional justice processes and issues, including truth and reconciliation programs, justice tribunals.	Activity 1.1.17 - Organize workshops (including development of curricula) and mentoring to raise local media awareness of and capacity for gender- and minority rights-sensitive and conflict-sensitive reporting	More specific wording and focus for capacity building.
Activity 1.1.20 Establish partnership between local, national and international stakeholders to facilitate collaborative approaches for supporting local media in preventing or mitigating conflict and its effects in South Serbia	Activity 1.1.19 Establish partnerships between local and national media stakeholders to facilitate collaborative approaches for supporting conflict sensitive local media coverage	Correction numbering. More realistic and specific activity definition in relation to local-national media relationships.
Activity 1.1.21 Establish awards and recognition mechanism for best media report contributing to peace building (reports supported by the program will not be eligible)	Activity 1.1.20 Establish awards and recognition mechanism for local media for conflict-sensitive report and/or best media report on a sensitive or controversial gender of inter-ethnic theme	Correction numbering. More closely link awards to capacity-building activities above, and to leave open the option of including programs supported by PBILD (there is not a great

		deal of self-financed local media production in the target region).
Activity 1.3.5. - Design and implement conflict prevention capacity building program (conflict mediation skills and techniques) targeting local professionals from different ethnic groups working in local institutions and civil society organizations	Activity 1.3.16 Design and implement conflict prevention capacity building program (conflict mediation skills and techniques) targeting local professionals from different ethnic groups working in local institutions and civil society organizations	Correction numbering.
Activity 1.3.7. - Monitor and supervise replication of conflict prevention CB program in the target area	Activity 1.3.17. - Monitor and supervise replication of conflict prevention CB program in the target area	Correction numbering.
Smart Output 1.3e - Increased capacities of at least 10 UNCT staff engaged in South Serbia	Smart Output 1.3e - Increased capacities of at least 10 PBILD staff engaged in South Serbia	As very few / no UNCT (UN Country Team, i.e. heads of agencies) staff are engaged in the field, and work at the policy level, it was agreed to focus capacity-building efforts on the PBILD field team, covering conflict awareness and mediation skills.
Activity 1.3.6. - Carry out 3 sets of conflict mediation seminars for UNCT staff	Activity 1.3.18. - Carry out 3 sets of conflict awareness and mediation seminars for PBILD staff	Correction numbering. As per note above for SO 1.3e, focus of capacity-building on PBILD team rather than UNCT.
Output 1.4 - Reduced risk of inter-ethnic tensions through multi-faceted dialogue; improved livelihoods and living conditions for IDPs (especially female IDPs)	Output 1.4 - Reduced risk of inter-ethnic tensions through multi-faceted dialogue; improved living conditions for IDPs (especially female IDPs)	Revision to reflect focus on living accommodation options rather than livelihoods per se.
Activity 1.4.1 – Examine options for, and support sustainable livelihood solutions for IDPs	Smart Output 1.4b – Provide sustainable accommodation solutions to support IDPs leaving CCs or living in sub-standard private accommodation	Correction numbering / output and activity correlation.
Smart Outputs 1.4a to e	Activities 1.4.1 to 1.4.3	Correction numbering / output and activity correlation.
Smart Output 1.4b – 27 families reach an acceptable standard of living and accommodated through Partial Self Help	Smart Output 1.4b – Provide sustainable accommodation solutions to support IDPs leaving CCs or living in sub-standard private accommodation	Revision to reflect focus on living accommodation options rather than livelihoods per se.
<b>Joint Program outcome 4: Migration, social and economic life of the region</b>		
<b>Multi-donor project document: ‘Strengthening Capacity for Inclusive Local Development in South Serbia’</b>		
Original budget for Activities: 4.1.2 - \$100,000 4.1.3 - \$100,000 4.1.4 - \$20,000	Budget revision: 4.1.2 - \$169,500 4.1.3 - \$36,000 4.1.4 - \$34,500	Budget revision to reflect more accurate estimates of planned activity costs.

Activity 4.1.4 – Review existing strategies and include social policy actions <i>And,</i> Activity 4.2.4 - Municipal representatives participation in capacity and policy development activities that are organized at the national level	Activity 4.1.4 – Review existing strategies, include social policy action plans and link to relevant national policies	Revision to merge the two activities into one (4.1.4), as revision of strategies has been identified as the most appropriate way to link to national policy.
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In addition, initial clear separation of activities between agencies has been overcome and turned into more integrated and coherent implementation. That has been achieved through flexible locally driven operational planning and logical linking of activities, facilitated by JPMU. Number of activities have been jointly planned and implemented by different agencies:

- UNICEF and UNDP: Working with YO from 1) capacity development perspective; 2) implementation of grants; 3) regional projects perspective; 4) migration and research perspective; 5) conflict mitigation perspective
- UNHABITAT and IOM: training of trainers. Both agencies developed capacities of a group of 9 people from Southern Serbia in the area of strategic planning and conflict mediation which resulted in establishment of a new CSO in the region in order to provide those services on demand.
- UNICEF and UNDP: joint procedure of grant scheme for Local Partnership and Youth (Call with two lots)
- UNDP and UNICEF: joint administration of the Survey on Inclusive Development (at the beginning and at the end of the project consisting of Migration and Youth)
- UNHABITAT and UNDP: Round table on gender violence and safety.
- UNICEF and UNDP: Improvement of M&E system with LSGs related to creation and monitoring of local policies and revision of local sustainable strategies.
- UNICEF and ILO: Peer career informing through YOs
- UNDP and ILO in employment promotion grants.

M&E framework (Annex 3) was from the beginning the weakest point of the PBILD. Real **M&E system** should track both implementation (inputs, activities, outputs) and results (outcomes and impact). Each outcome has to have a number of indicators; each of them must have a clear baseline and target. A series of activities and strategies need to be implemented (coordinated and managed) in order to achieve these targets. Indicators should be SMART (specific, measurable, attainable, relevant, and time-bound) or even better CREAM (clear, relevant, economic, adequate and monitored). In addition, modern M&E systems are based on quantitative indicators, while qualitative ones could be used later, when M&E system is functional and more mature.

In the case of PBILD, initial project design failed to follow these basic principles and to set solid and adequate M&E system. Without entering into reasons for that, the initial Program Monitoring Framework simply had not set methodologically proper instruments for monitoring. In development practice it is still quite usual that project developers mix terms and contents of outputs, outcomes, indicators and make no difference between attribution and contribution. Usually it is caused by semantic problems and misunderstanding of terms meaning. Same weakness is visible in the first PMF and it is most noticeable in indicator definitions. “10 LSGs empowered to impact youth policy development and youth activation in reducing inter-ethnic tensions and conflict risk” is simply not an indicator. It is not provided with a baseline (value that shows status before or prior to intervention start, and this value can be zero), and it states only a targeted value. So, it could be accepted as output or in some cases outcome. “Improved cooperation between political representatives of ethnic minorities and majority demonstrated in multiethnic municipalities of the Pcinjski and Jablanicki Districts in the establishment of political coalitions among them” could be a qualitative indicator, but only with a clearly defined baseline and target characteristic and means of its verifications, etc.

Since beginning, the PBILD M&E system had been weak, and significant efforts, time and money had been invested to improve it. Anyway, despite initial weaknesses, the system provided a solid base for improvements:

- Causality of actions and results was well identified and defined;
- Inception phase had been foreseen at the beginning of the project, in order to provide input for implementation and monitoring;
- Annual Pulse Survey is incorporated in the implementation as an additional monitoring instrument.
- As for reporting, decision had been to use single quarterly reports for two projects; M&E reporting for the MDG-F was semiannual (template was provided by the MDG-F) and annual report was done only for the MDTF.

Together with regular mid-term evaluation (and consequent improvements), all these tools provided adequate frameworks for constant improvement of the M&E system. However, the impression is that these improvements were not fully exploited for project purposes and management. Project launching and inception periods were longer than planned, and mid-term evaluation was conducted later than initially foreseen. Consequently, MTE results came too late to be meaningful input for substantial improvements of the M&E system. Space for substantial changes in the Monitoring Framework was already limited by actual progress results; definition of methodologically proper set of indicators was decreased by poor sources on baseline values (caused by inadequacy and limited national and regional data sources) and short project implementing period. Adoption of some revisions coincided with traditionally sluggish electoral period, and there was no time to explore introduced improvements of revised Monitoring Framework. Having in mind inadequate use of additional tools, such as Pulse Survey, it could be said that final version of the M&E system became proper monitoring instrument, but insufficiently used as project evaluation instrument.



Nevertheless, even with these weaknesses and justified failures to improve on time, the M&E system succeeded to provide adequate input for operational planning and implementation management. Due to the fact that reporting and communication components of the system were well developed and exercised by locally based JPMU, weaknesses of the M&E system have not affected project implementation and overall project performance.

### 2.3. Progress and effectiveness

PBILD made a success in implementing two major and 66 grant sub-projects covering several areas of importance for the communities and the entire region of Southern Serbia. In spite of delayed start, PBILD achieved project goals, and for majority of activities the result is better than expected. Overall final evaluation is showing that the PBILD overachieved targets on both outcome and impact levels. As per outcome, most important achieved results are:

**Outcome 1** - *Community Cohesion and Human Capital: Communities in South Serbia are stronger, more integrated, and better able to reduce inter-ethnic tensions and conflict risk*

This outcome resulted in improved cooperation between political representatives of the ethnic minority and majority; increased percentage of women members of local assemblies; adopted strategic documents recognizing existing gender and safety gaps; strengthened infrastructure for local youth policy and program implementation in targeted regions; and improved inter-ethnic cooperation and social inclusion of the most vulnerable adolescents and young people in Southern Serbia. It directly contributed to enhancing Local Self-government (LSG) capacities in reducing inter-ethnic tensions and conflict risk.

Improved cooperation between 160 political representatives of ethnic minorities and majority was created through the capacity development program covering two topics: gender equality and minority rights issues. The pre and post evaluation showed that 95% of participants had increased their knowledge on gender, human and minority rights. The PBILD work with various stakeholders to create gender mechanisms, enhance cooperation with CSOs, media etc. At the beginning of the PBILD program 7 out of 13 municipalities did not have gender mechanism established, whereas at the end of the programme all 13 have well established either gender Councils/Committees or at least gender coordinator. The highlighted work with them and the gender Regional Working Group resulted in the production of strategic policy documents recognizing existing gender gaps and development of 13 action plans, out of which 8 were adopted by Municipal Assemblies. Furthermore, it resulted in 30% of women in the newly elected local assemblies in comparison with 18.5% from the previous period.

The work on conflict risk reduction, engagement in conflict / violence prevention planning was done through the establishment of six new Safety Councils, whereas three were reactivated by the end of the program Safer cities activities, as well as through conflict mediation training.

Safety Councils' partnerships and coalition groups became a formal part of municipal institutional structures, including budget allocation for their work, which made them fully sustainable. Capacity building process helped Safety Councils to develop and upgrade strategies and plans, through participation and partnership building (including police), which addressed issues related to safety, conflict and security concerns at local level and integrated them within development efforts, fostering social cohesion, and conflict management capacities. Fourteen Local Safety Diagnoses (including Regional Diagnosis), and eleven Safety Strategies were formulated and adopted.

Conflict mediation effected a real change, not only in respect to beneficiaries by improving their skills and expertise in the field of conflict mediation, but also in raising awareness and promotion of mediation as an instrument for conflict management. It also managed to bring together and network different sectors (institutions and organizations) and different ethnicities, which is of importance in polarized society such as Southern Serbia. The most common perception of conflict as something inevitably negative has changed within local population. The network of local professionals trained in conflict mediation is established as a significant local resource for different initiatives towards peace building in this geographical area. The network is institutionalized in the form of local NGO Decendo. The NGO has already applied, as partner, for the grant within safer cities project component (implementation of local safety strategies).

Moreover, this outcome directly contributed to the National Strategy for Closure of Collective Centers (CC) in Serbia. 2 out of 11 collective centers (CC Motel Camping in Bujanovac and CC Motel Atina in Leskovac) in Pcinja and Jablanica districts were closed down with direct assistance from PBILD. It allowed 262 IDPs out of 823 IDPs to move from collective centers and get acceptable accommodation through purchase of village houses, provision of building material and in kind and cash grants.

The beneficiaries of this outcome have enjoyed a sustainable solution to their housing problems but this intervention also enabled them to focus on other important everyday matters as job hunting and paying school fees. They extended their social networks and accelerated their integration into local society. Moreover, since the majority of IDP families have an agricultural background, village houses component enabled a more natural continuation of their lives.

The free legal aid component has significantly helped families to ease tension of living without necessary documents, enabling them to exercise their fundamental rights. The automated records from the municipalities of Gnjilane, Vitina, Kosovska Kamenica and Novo Brdo enabled IDP-s to exercise their fundamental rights and get an easier 1-minute access to public services.

The program also resulted in strengthened infrastructure for local youth policy and program implementation in target regions and improved inter-ethnic cooperation and social inclusion of the most vulnerable adolescents and young people in South Serbia. It directly contributed to

enhancing local self-governments (LSG) capacities to reduce inter-ethnic tensions and conflict risk.

Two new Youth Offices, 4 Youth Clubs and 4 Voluntary services were established in 10 LSGs. They offer a variety of programs that bring young men and women of different social and ethnic backgrounds together, providing them with new knowledge and skills, increasing their employability, and giving them opportunities to voice their opinions and participate in local development. Over 2,000 young men and women of different ethnic background from South Serbia were directly engaged in implementing project activities, while more than 6,000 were reached through them. More than 800 youth were engaged in social and non-formal education through the establishment of Youth Clubs in Presevo, Leskovac, Bujanovac and Vladicin Han that were supported by PBILD in capacitating their management, equipping their space and helping to develop quality programs that engaged activities. More than 10 active volunteer programs (reading workshops, support to Roma education, activities with children with developmental difficulties etc.) were initiated in Vranje and Surdulica through which around 150 youth volunteers worked with more than 300 school age children. Info services have started operating in 4 youth offices. Peer career information programs became active in 8 youth offices and 20 trained informers reached 1000 youth. Peer education teams on violence prevention are functional in 3 youth offices and virtual enterprises were supported in 6. Multi-ethnic interactive “Forum theaters” have been implemented in all 13 municipalities. More than 100 secondary school youth of different nationalities engaged in Forum theaters on minority rights, discrimination and social inclusion, reaching 800 youth and adults.

Youth Offices and NGO partners were supported to monitor results of their work and report on them. A set of common indicators and tools were developed to help them measure the contribution of their projects in the implementation of local and national youth action plans. They also developed 6 policy briefs used for advocacy for sustainability of youth programs.

Although research among young people that participated in the PBILD program shows reduction in social distance between different nationalities, this distance has largely remained unchanged for those not involved in the program. There has been a significant increase in the percentage of young people in Southern Serbia who express willingness to volunteer (in 2010 – 50% to 2013 – 67%) as well those reporting volunteering experience (2010 – 9% to 2013 – 26%). Although this cannot be attributed solely to the PBILD program, a contribution of the PBILD is provable, since this change of trends coincided exactly with the period of PBILD implementation.

Youth involved in the activities of Youth Clubs, voluntary services and programs of Youth Offices have been demonstrating and driving positive change in South Serbia, both for themselves and future generations of youth. Survey on Youth in South Serbia, repeated in early 2013, was pointing to some progress (volunteering, ICT capacity, participation in youth programs) and areas that require longer term commitment and investment (inter-ethnic distance and migration). Local self-governments and the Ministry of Youth and Sports have committed

themselves to these new programs and services, thus ensuring their sustainable continuation. The PBILD results and lessons learned will be used by the MoYS and other partners to design the national framework for development of inclusive, quality local services for youth, particularly youth clubs and voluntary services. In addition, human and institutional capacities built through PBILD programming are being disseminated through peer-learning processes between Youth Offices and relevant civil society organizations.

***Outcome 2 - Public Services: More equitable and improved access to public services and welfare benefits (including basic registration documentation, health and education)***

The ability of municipalities to formulate, implement and monitor public policies has been strengthened due to increased availability of data at municipal level, increased awareness of local authorities of data use importance and their enhanced capacity to utilize data. First, this has been achieved through the development of the Municipal DevInfo database, containing 142 indicators (disaggregated by gender and other variables) that have been recommended by local stakeholders in PBILD municipalities. The interactive user-friendly web application provides easy access to data, which is available in all municipalities in Serbia. The active role and engagement of the Statistical Office of the Republic of Serbia (SORS) in this process is a guarantee of its sustainability, as SORS will carry out bi-annual updating of the database for all municipalities. Second, this has been achieved through revision of seven (Vlasotince, Bujanovac, Vladaš, Surdulica, Crna Trava, Bosilegrad and Medvedja) and development of one (Vranjska Banja) local sustainable strategies.

The capacity-building program related to monitoring, evaluation and data utilization has been assessed by municipal representatives as very useful. Pre- and post-test results revealed that competencies and knowledge of participants in these trainings increased by 88%. Following provision of computer equipment and training on use of the DevInfo database, all 13 municipalities have begun utilizing data for preparation, monitoring and revision of municipal development strategic plans and budgets. DevInfo Municipal Profiles have been enabling easy comparison across municipalities and been accessible to all, have been improving transparency and influencing accountability of local authorities. They have also been providing very useful information to national level decision makers by revealing obvious disparities among municipalities.

Lack of birth registration and other personal documents is a key barrier that vulnerable groups face in accessing public services. Thanks to the provision of free legal support in civil registration through a specialized NGO partner, 732 Roma children and their family members obtained personal documents and with it, entitlements to public services and benefits. Out of 732 clients supported in obtaining personal documents, 162 were children. In addition, more than 527 Roma people from 41 Roma settlements received free legal assistance on various matters of concern. The program also strengthened local self-governments to provide such support on a continuous basis. Inter-sectoral and inter-departmental cooperation in solving

issues of birth registration and access to other rights were facilitated through a series of expert meetings of local authorities and service providers. Participants were sensitized, better linked and empowered to carry out their tasks in a professional and non-discriminatory manner. Practice documented through fieldwork served as an important argument for adoption of the new Law on Subsequent Birth Registration that enables easier registration procedures.

Access to health care for vulnerable groups has also been improved by enhancing the capacity of professionals in 13 Primary Health Centers (PHC) and 12 Roma Health Mediators (RHM).

Interventions by Roma health mediators and primary health care centers have resulted in 8 percentage points increase of children with selected pediatrician (74% to 82%), a 12 p.p. increase of women with a selected doctor (62% to 74%), and 16% of increase among men (57% to 73%). The share of immunized children rose from 49% to 90%. Through these interventions 2,948 Roma have been reached and identified in the health system for the first time. More than 3,000 Roma have been reached through individual and group health education activities of RHMs. In Trgoviste, Bosilegrad, Presevo, Medvedja and Crna Trava, municipalities without Roma health mediators, small outreach grants were used to improve health care and support to the most vulnerable families (169 families).

Almost 1,000 professionals from primary health centers have been more sensitized to the needs of vulnerable groups, particularly Roma, capacitated to support children's early development, detect developmental difficulties in a timely manner and address violence, abuse and neglect. 885 health professionals have increased understanding of rights, specific health care needs and cultural specificities of the Roma population and improved communication skills. In addition, knowledge and skills of 12 RHM, were strengthened, particularly in the areas of pre-natal care, early childhood development, nutrition, and protection of children from violence and trafficking. PHC expert teams for protection of children from abuse and neglect in all municipalities (101 health professionals) were trained to implement a special protocol in this area, with more than 90% of them confirming improved knowledge after the training. Pediatricians, pediatric and patronage nurses from 12 PHCs (83 health professionals) were equipped with knowledge, skills and tools for early childhood stimulation, early detection of developmental risks and counseling support to children and their parents.

The Ministry of Health was supported to upgrade the database and to develop the list of indicators, which provide information about the status of Roma and the effectiveness of work of the RHM. The data are processed on a monthly basis and present the richest data repository when it comes to the status of Roma population in Serbia. The intent of the Ministry of Health is to start publishing regular annual reports on the basis of these data.

The quality of education, especially for children from minority groups, and those with disabilities, has been improved by investing in teacher training and by improving conditions for

inclusive education (infrastructure and assistive technologies). Teachers' increased ability to teach Serbian as a non-mother language using active learning methods has directly benefited 2,240 pupils. 84 teachers received basic training on Active learning/teaching Serbian as non-mother language, while 51 teachers who had the highest post-test results on basic training also participated in Supervisory Active Learning training. This equipped them with higher competencies to design, implement, monitor and evaluate classes that apply active learning and to serve as support to other teachers of Serbian as non-mother tongue.

Inclusion of vulnerable groups into education was supported through improvements in physical accessibility of schools and provision of assistive technologies, as well as capacity building of 123 teachers from 16 primary schools from 4 municipalities (Presevo, Lebane, Bujanovac and Vladicin Han) to apply individualized approach in teaching. This package of support enhanced the quality of education for 4,966 pupils. Teachers showed high motivation and interest to apply the knowledge they gained in the classroom, with 90 percent of them assessing the content as very useful. 13 primary schools are now physically accessible for children with disability and equipped with assistive technologies supporting teaching processes Through nationally accredited training linked to provision of didactic materials (assistive technologies) 337 teachers learned how to apply assistive technologies in their schools. The training was assessed as unique, timely and much needed (average rating of 3.7 out of 4).

Better access to public services to all citizens, improvement of the level of human rights and promotion of better governance in the region, with special focus on the position of national minorities in the region, their access to rights, gender equality, and improvement of the whole culture of human rights were results of work with the Ombudsman's office. Three outreach offices (in Bujanovac, Presevo and Medvedja) were established in 2010 and capacities of both national and outreach offices staff were developed through on-the-job mentoring by the Ombudsman's office.

As for statistics, while for the entire Serbia there were 30% more citizen complaints lodged through Ombudsman's office in 2012 than in 2011 (a total of 18,533), number of South Serbia complaints was not increased. Reason for this lies in the fact that there are not so many state institutions in these three municipalities and that citizens are facing problems such as lack of employment and bad material situation, long trials and difficulties in achieving pension rights and disabilities insurance which are not under Ombudsman jurisdiction.

***Outcome 3 - Economic Development: Increased overall economic prosperity of the region, and reduced discrepancies in wealth and employment between ethnic groups, and with other parts of the country***

In order to reduce discrepancies in wealth and employment between ethnic groups and with other parts of the country the PBILD program was focused on work with National Employment Service, Regional Development Agency and 13 Local Self-Governments.

The PBILD employment interventions were accompanied by staff development program aimed at strengthening institutional capacity of the NES local offices to design, implement and monitor employment programs targeting disadvantaged groups of unemployed. By the end of February 2013, approximately 145 unemployed women and men had participated in active labor market programs. The monitoring of performance carried out in March 2013 found a placement rate at follow up of 46.2% (32.2% for men and 58.8% for women). Over two thirds (64%) of workers had been employed for over six months, mainly in the manufacturing sector (75% of all participants employed), while the remaining worked in retail trade, service and construction industries. The overwhelming majority (92.9%) was employed in the same occupation for which they received training.

Additionally, employment interventions with local Self-Governments resulted in supported access to employment for at least 600 people through:

- 35 new jobs created (support to women entrepreneurship through the establishment of two cooperatives of 27 Vlasina women)
- 58 start-up business supported
- 200 youth instructed in job search skills
- 160 youth gained English and IT skills
- 200 high school students trained in entrepreneurship

The work with the RDA i.e. the Center for the Development of Jablanica and Pcinja districts was focused on the improvement of RDA's capacities to attract funding for regional and local projects and in facilitating Regional Working Groups. Having this in mind, RDA's capacities were raised in the area of financial reporting, PRAG procurement procedures and Bulgaria-Serbia IPA Cross-border program. The latter resulted in RDA's getting two cross-border projects:

- "Center for exchange of information of cross border economic cooperation" the value of the project is €444,537.00 (Vladicin Han and Bulgarian Chamber of Commerce and Industry are partners in implementation, while the lead partner is the RDA; duration of the project is 18 months). Additional help was secured thanks to the installation of GIS software (PBILD initiative) and the updated maps developed through software, which enabled Vladicin Han to promptly select project sites with detailed information on water, sewage, telephone, electricity networks.
- "Exchange of good practices for quality management of municipal administrations" the value of the project was €148.000,00 (lead applicant for this project was the Agency for Economic Development Kostin Brod, Bulgaria; duration of the project is 12 months, while the Jablanica District municipalities are direct beneficiaries).

In addition to these two successful applications – 6 new applications have been put forth in response to the new call for proposals.

**Outcome 4 – Migration Management:** *Migrants from the region fully participate in the social and economic life of the region and thereby contribute to the development of their wider communities and Serbia’s EU integration aspirations.*

Partnership and coordination with and between local institutions in provision of social services for migrants, potential migrants, people affected by migration improved during the implementation of the PBILD program. PBILD successfully implemented 25 Social Partnership Projects in 12 municipalities, contributing to improved provision of home care services, health care and social protection to people affected by migration in the mountainous area. Leskovac, Medvedja and Bojnik have developed a database which provides information on family assets, hence evidence-based decisions on benefit entitlements became better targeted. Through projects, legal, health and psychosocial advisers, as well as trained home care providers (migrants and potential migrants), gained income and saw new opportunities to participate in the social and economic life of the region:

- 845 elderly persons with disabilities, Roma and people living in rural areas received home care assistance;
- 74 persons from 10 municipalities were trained and certified as home care providers,
- 50 persons from Crna Trava and Vranje were re-trained as barbers, truck drivers, beauticians and hairdressers.
- 3,630 advisory services were given to obtain personal documents or exercise some rights,
- 20,100 individual registry book records and certificates digitalized in Bujanovac from church and mosque records to enable easier access to documents;
- 1,003 social welfare cards created and entered into databases in Medvedja and Leskovac to ease access to entitlements from health care to welfare benefits.

Part of the capacity development program was focused on revision of the “Guidebook on how to proceed within the readmission agreement” which is a necessary tool for all stakeholders involved in the process of reintegration of returnees. The “Info booklet for returnees” helps returnees to re-integrate in Serbia upon their arrival by getting necessary information on their rights and how to exercise them. PBILD also delivered an information booklet known as “No problem” and it is used to raise the readers’ attention with respect to topics such as a) White Schengen List, b) Illegal stay abroad and c) Asylum. The three topics are depicted, more or less, with the same importance in the booklet. Moreover, it addresses the issue of return assistance, mentioning the Schengen countries that have stopped granting financial aid to Serbian citizens who return voluntarily. Additionally, round tables, research studies and research documentaries succeeded in raising awareness on the complexity of migration issues and problems in Southern Serbia. However, PBILD Inclusive Development survey, which was conducted at the beginning of the program in 2010 and repeated at the beginning of 2013, showed:

- Migration potential in Jablanica and Pcinja districts is still around 21% of the total population older than 15 years. The migration potential has increased only by 1% in comparison to 2010 and is lower than in the rest of Serbia.



- Potential migrants are young people (between 20 and 29).
- Migrants can be divided into 2 groups: 54% would go abroad (up to 50% of them to the European countries), and 44% would go in some bigger town in Serbia or surrounding countries.

Reasons for migrating are mostly of economic nature: prospects for employment are negligible. This was also stated at two PBILD events:

- high-level Ambassadorial conference “Asylum challenges vs. economic opportunities”, which brought discussion on false asylum seekers into the broader public domain and recommended further interventions based on mainstreaming migration;
- the round table discussed the film *People Without Dreams*, which premiered in July 2012 in Belgrade to raise awareness of the asylum challenge.

Migrants have better access to social protection programs since new social protection strategies were developed in Presevo, Trgoviste and Bosilegrad, which recognize migrants as a vulnerable group. The existing strategies were revised in another 7 municipalities to include migrants as target groups. The revision process led by the municipalities and supported by PBILD included public hearings.

Listed achievements, analyzed on the basis of targeted values, are clearly showing that PBILD overachievements at the level of outcomes are result of overachievements on the level of planned outputs. Actually, the Media capacity-building programme could be identified as the only real underachievement. The whole set of activities anticipated training of journalists and editors in themes promoting inter-ethnic dialog, gender equality, inclusion, etc., and financial support in the production of media outlets (in order to practice whatever they had learned). Although the program contracted the prominent journalist to do training and mentoring during the production of media outlets, final products were not satisfactory due to:

- Lack of interest of editors.
- In most of the cases media houses in Southern Serbia are operating only with one professional journalist, so the media house could not afford to send that person for one or two days training.
- Journalists did not want to be engaged in the production of media outlets since money for the production went directly to media house and not to them.
- Finally, the contracted party was CeSID in partnership with AMEDIA as the best bidder at the tender. Unfortunately, CeSID was engaged only for the initial TNA, and AMEDIA consultants were used for the rest of the activities; they were quite busy with their regular work, so it was very difficult to control the work of the consultants. Although the consultants were replaced (half way through the implementation on the insistence of the PBILD programme) the final result was not achieved. Media in south Serbia still do not use conflict-, gender and minority rights- sensitive reporting.

The underachievement is used as a learning-case, providing basis for improvements that could be applied in similar actions. From that point of view, successful actions with overachieved

targeted results also could be used to derive models of good practices, applicable in further interventions. Some examples of achievements which could be used for that purpose are given below:

- The area of economic development projects is the one with the best results. Different donors have been active in the Southern Serbia region, with their development assistance and projects, for more than a decade. Nevertheless, this was the first time that donors' program asked local beneficiaries and partners to consider and assess economic and employment needs; draft potential projects aimed at problem solution; provide them with funds (under condition that the suggested projects could not be infrastructural ones). This was also the first time that they had to come up with concrete projects, locally developed and driven, which successfully responded to specific economic development needs. Local partners were leading the entire process from project identification, through implementation and reporting. Local partners through joint work with the PBILD staff understood all phases of project cycle, and incorporated it into budget planning and allocation. In addition, local institutions from different municipalities were working jointly, and their communication and cooperation was improved. Jointly they participated in drafting the regional mid-term development plan and creating regional identity. This strengthened regional identity and increased capacities of local development institutions, and their communication with national institutions.
- One of the good practice examples in this area was support to the development of the GIS in municipality of Vladicin Han. The project Geographic Information System enabled the Municipality of Vladicin Han to promptly provide relevant information to domestic and foreign investors (land register information, building permits etc). Furthermore, it enabled them to successfully initiate implementation of cross border project with Bulgaria "Center for exchange of information of cross border economic cooperation" (total value of the project is €444,537.00 .
- PBILD also supported the access to public services and benefits for vulnerable ethnic minorities and children. Target was 600 Roma children and family members. The PBILD intervention resulted in 725 Roma people (of which 160 children) obtaining personal documents and 82 Roma people (of which 58 children) subsequently registered at the registry books, creating the basic precondition for them to access their other rights as Serbian citizens. Engagement of municipal offices and staff facilitated access to birth certificates and other personal documents, health care services and integration into pre-school and primary school education; increased inter-sector and inter-departmental cooperation. This process was facilitated through conducted meetings of staff/experts working in municipal services in this area, and inclusion of minority facilitators into this process.
- The work with Roma Health Mediators (RHM) and Primary Health Centers (PHC) on improving the quality of health care services and facilitating access to health services for

Roma children and families has also been one of areas with best results. Enhancing the capacity of professionals in PHC and RHM ended with increased number of Roma children and families with provided health care.

- The initiative of developing municipal profiles through DevInfo is another good practice. The majority of data that are now integrated into the DevInfo Municipal Profiles actually come from the local level and is available the local level. The issue of sustainability and regular updating of data was resolved through agreements signed between central data providing institutions and the Statistical Office of the Republic of Serbia that administers the DevInfo database.
- Simultaneously investing in improving the capacities of teachers and improving conditions for inclusive education (infrastructure and assistive technologies) is a good model/practice that ensures good inclusive atmosphere in schools, which directly contributes to better inclusion into education of most marginalized groups of children.
- The work with NES, has been based on preparation of "Occupational Skill Survey", development of the competency-based training packages, a profiling system to detect the risk of long-term unemployment, 105 beneficiaries (47.6% men and 52.6% women) were referred to on-job training programmes, ended with trained staff in integrated employment and social protection services.
- Establishing youth clubs and voluntary services and youth programs is an example of good practice and experiences. The program resulted in strengthened infrastructure for local youth policy and program implementation in target regions and improved inter-ethnic cooperation and social inclusion of the most vulnerable adolescents and young people in South Serbia. It directly contributed to enhancing Local self-government (LSG) capacities to reduce inter-ethnic tensions and conflict risk. The program was supposed to increase the number of young people who participate in activities aiming at improving interethnic relations. Target was 600 young men and women of different ethnicities. The PBILD intervention resulted in around 2000 young people.
- Municipality of Bujanovac implemented a project to support establishment of small enterprises. It started with basic trainings on business and market skills for future entrepreneurs, preparation of business plans and selection of economically viable project and grant award for acquisition of equipment (11 awards). Besides this aspect, project is interesting because it joined the PBILD, USAID and municipal funds. Experiencing the implementation of the grant scheme (call for proposals, assessment of projects, selection and awarding) the municipality acquired procedures and decided to incorporate the grant scheme into municipal budget plan and allocation.

Further examination of the result framework could demonstrate more examples of good practice with noticeable overachievements, which is one of the important value added items of PBILD results

## 2.4. Efficiency of resource use and effectiveness of management arrangements

PBILD	
<b>PROMOTING PEACE BUILDING IN SOUTHERN SERBIA</b>	<b>STRENGTHENING CAPACITY FOR INCLUSIVE LOCAL DEVELOPMENT IN SOUTHERN SERBIA</b>
FUNDING	
<b>MILLENNIUM DEVELOPMENT GOAL FUND</b>	<b>MULTI-DONOR TRUST FUND</b>
<b>SPAIN</b> <i>UNDP –administrative agent</i>	<b>GOVERNMENTS:</b> LIECHTENSTEIN NORWAY SWEDEN SWITZERLAND
REPORTING	
<b>MILLENNIUM DEVELOPMENT GOAL FUND</b>	<b>MULTI-DONOR TRUST FUND</b>
IMPLEMENTATION AGENCIES	
UNDP UNHCR UNICEF UN HABITAT IOM	ILO UNDP UNICEF
IMPLEMENTING TOOLS	
<b>SUB – PROJECTS GRANT SCHEMES</b>	<b>SUB – PROJECTS GRANT SCHEMES</b>
BENEFICIARIES	
DISTRICTS of JABLANICA and PCINJA	
<b>MUNICIPALITIES</b> Bojnik,Bujanovac Vladicin Han Vlasotince Lebane Medvedja Presevo Surdulica Trgoviste Crna Trava	
OTHER REGIONAL BENEFICIARIES	
Coordination Body for South Serbia Civil Society Organizations National Employment Service Centers for Social Work	
GOVERNMENTAL INSTITUTIONS	
Ministry of Public Administration and Local Self-government; Ministry of Education Ministry of Health, Ministry of Youth and Sport; Serbian European Integration Office;	

**Table 2: Project chart**

Complexity of PBILD intervention (2 projects, 5 donors, 6 implementing agencies, numerous national partners on national and local levels) was challenging for all three pillars of efficiency – cost efficiency, time efficiency and implementation structure. Multifaceted intervention structure requested an implementing structure which was extremely complex. The project was implemented by 6 different agencies with different internal rules. Each of the agency prepared sub-projects to cover different goals; needed to be coordinated first internally and later jointly within two projects. Each of the projects had to run grant schemes, which have been bringing lot of work related to projects selection and implementation control. The chart presented in Table 2 is showing complexity of the PBILD.

Second, project put together several donors' funds. Suddenly, advantages of donors' joint work turned into hurdle and work burden for overall PM structure. Donors prefer to join their funds with UN agencies as implementers, since UN is seen as politically neutral reliable implementer and joint funds are leading to the increased visibility of small-scale donations. PBILD shows that two projects could run two different budgets, not necessarily with the same reporting requirements. Joint programming, as a modality to implement complex and innovative interventions, is effective when underpinned by robust design logic, with clearly assigned responsibilities among participating UN Agencies, and an extensive involvement of national and local partners in all stages of the project cycle. Furthermore, the JPM Unit knowledge and experience also contributed to the improving concept of Delivering as One within UN agencies.

JPM Unit and bilateral donors were key players to address possible limitations in design and to introduce corrective actions. JPM Unit utilized UNDP's core expertise in development and successful initiatives in both transition economies and elsewhere of genuine area-based and community-based approaches that have been shown to be extremely successful in bringing together inter-ethnic communities around shared aims and values. It also inherited from MIR I and II mechanism of Inter-Agency Meetings (coordination of donors and project in South Serbia). It has already been proven in practice and in the case of PBILD has been utilized as base for successful coordination at the operational level. Together with flexibility, local position, well-developed communication with local players and ability to quickly respond to local needs it were main reasons of JPMU's central role in project implementation.

Operative level and its functionality were key elements of the overall intervention efficiency. However, it could be increased if the decision-making level was structured properly. For a multi-project intervention it is necessary to establish a joint "umbrella" governing body, which should enable functional synergy of separate projects. PBILD managing structure failed to provide that, putting instead additional burden of overall governance on the JPMC, as the only joint body at the decision-making level. It disabled JPMC to perform its core functions as "bridge" between decision at the strategic level-making and operational level. In order to enable optimal functioning of JPMC it was necessary to establish joint governing body, for strategic decision-making. PBILD can be an example lesson for similar projects in the future to avoid traps of overburdening JPM Unit by internal and external coordination.

An additional problem was participation of national partners in the decision making bodies. First, it caused delays in the electoral period, since both PSC and NSC had been left without government representatives for more than 6 months. Second, the Government generally failed to provide an adequate leading National Partner. MPALSG (and later its successor in the new Government) performed formal role of leading partner, but failed to assume real functional leading role. This is the usual problem with Governments in transitional countries, with relative political instability and frequent changes on the political scene. Since parliament elections coincided with the project implementation period, even under PBILD's programming it was clear that at some point of the project implementation it could be expected that leading governmental partner will be immobilized or changed. Even at the beginning of the intervention, MPALSG was not the best choice, and succession of MRDLSG in newly appointed Government (2012) just continued the rather formal approach of its predecessor. On the contrary, other ministries represented in decision-making bodies assumed more active role. During the PBILD they had been real national partners, ensuring full national participation and ownership over the results

In generally, PBILD funds and activities have been delivered by participating agencies in a timely manner. Nevertheless, during the PBILD intervention two delays of planned activities had occurred. First delay was at the beginning of the project caused by differences in the modus operandi of different agencies that have not been taken into consideration during the project planning. Therefore, the launching process was longer than expected, because many issues related to the UN agencies must be decided in the headquarters. However, once all agencies had passed through launching periods and entered into implementation phase, overall delivery reached planned level and dynamics. This period had been successfully used for solving problems in cooperation and division of labor between implementing agents, identification of cross cutting issues of different actions and recalibration of the intervention logic. Second delay occurred in 2012 and it was caused mainly by electoral period, which slowed down disbursement of overall development aid to Serbia for more than 6 months. Having in mind that this problem affected all on-going donors' interventions, it could not be counted as the PBILD failure to deliver, nor as result of poor risk mitigation planning. On the contrary, taking into consideration that under approved non-cost extension of 6 months, PBILD succeeded to deliver not only initially planned achievements but also some additional results, it could be underlined as a proof of overall project efficiency.

Overachievement of PBILD is to a large degree based on a well-structured budget and efficient implementation structure, including financial implementation. Therefore, it could be stated that achieved results well justify costs of intervention. Overall approach and exercised principles of optimized financial management cannot be replaced by some other approach, which could enable achievement of the same results with fewer investments of resources. During the project life, except of additional SDC allocation of around \$440,000, budget surplus of around \$500,000 occurred due to favourable exchange rate. As it is shown in Table 3, both amounts have been disbursed to the SCILD project. Exact allocation of additional amount to the particular outcomes/outputs is presented in Table 4.

**Table 3: Budget overview**

	Initial budget	SDC cost extension	Exchange rate gain	Total
MDGF	2,500,000			2,500,000
MDTF	5,430,330	444,384	481,421	6,356,135
PBILD total \$	7,930,330	444,384	481,421	8,856,135

**Table 4: Disbursement of additional funds \$**

	SDC cost extension	Exchange rate gain	Total
<b>Outcome 1</b>			
<b>Outcome 2</b>			53,500
2.1.3 - Develop a standard DevInfo database at local level			
2.2.2 - Inclusion of socially excluded children into the health care system		15,000	15,000
2.3.1 - Provide teachers with in-service training in skills which promote inclusive and child-centered education		18,500	18,500
2.3.2 - Better provision of teaching in Serbian to children from the region whose mother tongue is not Serbian and returnee children who have a poor command of the language of instruction		20,000	20,000
<b>Outcome 3</b>			196,439
3.1.3 In collaboration with MERD, establish a flexible entry/exit competency based system within NES for training and retraining to provide skills leading to employment (network of methodologists, trainers and curricula developers; curricula and training packages for emerging occupations; flexible and employment-oriented training programs)		37,001	
3.2.3 - Implementation of key regional projects		159,438	
<b>Outcome 4</b>	<b>377,924</b>		<b>377,924</b>
<b>PMU</b>	<b>62,060</b>	<b>62,060</b>	<b>294,042</b>

Additional allocations with time extension could lead to the conclusion that the overachievement of the intervention is caused with simple adding of time and funds to the initially planned ones. However, when this additional allocation is analyzed together with achieved results (Annex 3) it becomes obvious that PBILD overachieved targeted results not only on activities for which additional time and amounts have been allocated, but also on the majority of other activities. It means that the initially set c/b rate of the PBILD is overachieved primarily because of well-planned and coordinated activities (evidence of overlapping between different agencies) and well-structured budget, as well as of the flexible and cost-effective approach to financial management.

In the process of project development, budgets of both projects have been designed with distinctively low rate of managerial/backstopping costs in overall intervention amount. For MDGF only 11.48% of overall project costs has been allocated to management cost, while for SCILD that rate was 18.22%. At the end of the project (according to the last available Quarterly

Report), achieved rates have been 11.84% and 23.6% respectively. These changes occurred due to extended implementation period, but also because of the fact that the international project manager (costs of whom are assigned to the SCILD budget) was changed, which caused additional costs. Having in mind the complexity of overall intervention and that one management unit managed both projects, it indicates that initially planned costs were optimized and provided solid basis for efficient financial implementation.

## 2.5. Impact orientation and sustainability

The PBILD Programme was developed as a relevant intervention aimed to enhance capacities for inclusive development and peace building in South Serbia, through comprehensive approach to the regional specificities. As a complex two-project intervention, PBILD covered two less developed districts of Serbia, and directly involved broad range of beneficiaries, as it is shown in Table 5.

Indicate Beneficiary type	Expected number of Institutions	Number of Institutions to date	Expected Number of Women	Number of Women to date	Expected number of Men	Number of men to date	Expected number of individuals from Ethnic Groups	number of individuals from Ethnic Groups to date
National Institutions	4	4						
Local Institutions	151	157						
Urban			134	80	140	55	Serb: 228 Albanian: 0 Roma: 36 Bulgarian: 0	Serb:117 Albanian:46 Roma:25 Bulgarian: 0
Rural			18,202	17,710	18,240	17,700	Serb:25,504 Albanian:300 Roma:10,565 Bulgarian: 81	Serb:24,659 Albanian:96 Roma:10,488 Bulgarian:17
<b>Total</b>	<b>155</b>	<b>161</b>	<b>18,336</b>	<b>17,790</b>	<b>18,380</b>	<b>17,755</b>	<b>Serb:25,732 Albanian:300 Roma: 10,601 Bulgarian: 81</b>	<b>Serb:24,514 Albanian:112 Roma:10,447 Bulgarian:7</b>

**Table 5: Population groups directly involved in PBILD implementation**



The programme succeeded to target and promote positive policy and institutional measures adequately in order to protect and empower socially excluded groups such as minorities, young people, children, women and potential and returning migrants. One of the examples of changes to which PBILD directly contributed is a fact that, after the PBILD intervention, the region sees an increased number of women in local assemblies and taking up business activities and youth is more involved in CSOs than before. Furthermore, the programme's investment in building evidence base on social indicators and current status of vulnerable groups in the region has become valuable resource for local and national government, but also international partners and social agents, to develop interventions and measures to improve the status of vulnerable groups. Similar examples of positive changes, directly affected by PBILD interventions, could be noticed in the field of economic development, inclusive social development or in other fields tackled by PBILD intervention:

- Local Self-governments (LSG) capacities to reduce inter-ethnic tensions and conflict risk are enhanced by improvement of cooperation between the political representatives of the ethnic minority and majority, increase of the percentage of women members in local assemblies, adoption of strategic documents recognizing existing gender and safety gaps and in strengthened infrastructure for local youth policy and program implementation in the target regions, and improvement of inter-ethnic cooperation and social inclusion of the most vulnerable adolescents and young people in South Serbia.
- Almost 32 percent of IDP's on the territory covered by PBILD intervention are moved from collective centres by providing them with sustainable housing solution and full access to public services.
- Access to health care for vulnerable groups was improved. Interventions by Roma health mediators and primary health care centers have resulted in a 12% increase of children with a selected pediatrician, a 20% increase of women with a selected doctor, and a 30% increase among men. The share of immunized children was almost doubled, increasing from 49% to 90%.
- The quality of education, especially for children from minority groups, and those with disabilities, has been improved by investing in capacities of teachers and by improving conditions for inclusive education (infrastructure and assistive technologies).
- Better access to public services to all citizens, improvement of the level of human rights and promotion of better governance in the region are achieved, with the special focus on the position of national minorities in the region, their access to rights, gender equality, and improvement of the whole culture of human rights.
- The capacity-building program provided for municipal representatives related to monitoring, evaluation and data utilization increased their competencies and knowledge by 88%. Also, the ability of municipalities to formulate, implement and monitor public

policies has been strengthened due to increased availability of data at municipal level, increased awareness of local authorities of importance of data use and their enhanced capacity to utilize data. RDA's capacities were raised in the area of financial reporting, PRAG procurement procedures and Bulgaria-Serbia IPA Cross-border programme, while in NES local offices are built capacities to design, implement and monitor employment programmes targeting disadvantaged groups of unemployed.

- Migration potential in Jablanica and Pcinja districts is still around 21% which is 1/5 of the total population older than 15. Nevertheless, when this data is compared with the data from 2010 it can be seen that the migration potential in the region has increase only for 1%, while rest of the country in last two years due to economic crisis experienced rapid growth migration potential (close to 90's, when it reach its peak).

Nevertheless, PBILD's contribution to the overall political stability in the region could be underlined as a one of the most important. As it is seen in the Good Governance Indicators (see Table 5), a political stability is the most fragile factor in Serbia, though it is growing over the time. Serbian progress towards negotiation on EU membership is positively affecting the regional stability. Serbia became candidate country in the spring of 2012. Candidacy status was acquired after thorough examination of the country reform processes in the area of rule of law, democracy development, honoring of human and minority rights, market economy strengthening etc. Candidacy status was the first accomplishment of the Copenhagen criteria. Serbia made good progress on EU and reform agenda. It is important to stress that those reforms were followed by the institution and capacity building and Serbia established functional new independent regulatory bodies (IRBs): Ombudsman, The Commissioner for Free Access to Information of Public Interest, State Audit Institution (SAI), the Anti -Corruption Agency and the Equality Protection Commissioner. There are no data or ratings that cover municipalities, but an overview at a country level is useful to indicate the overall trends.

Figure 1: Governance in Serbia: 2008

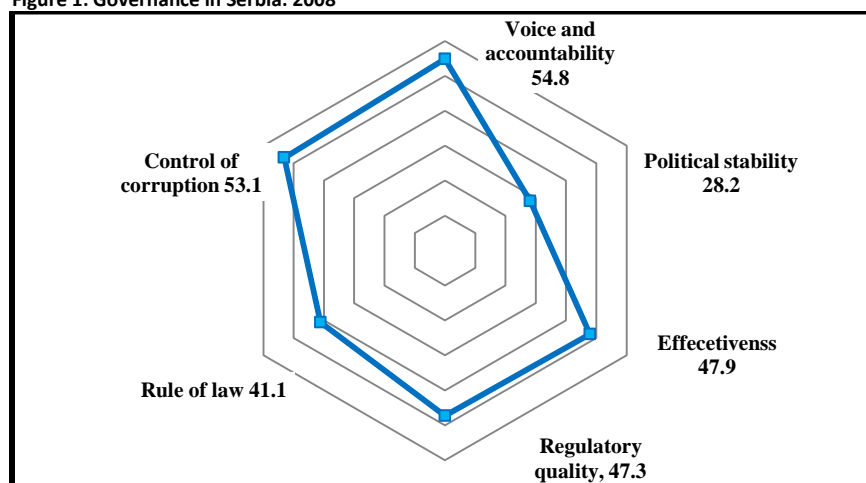


Figure 2: Governance in Serbia 2012

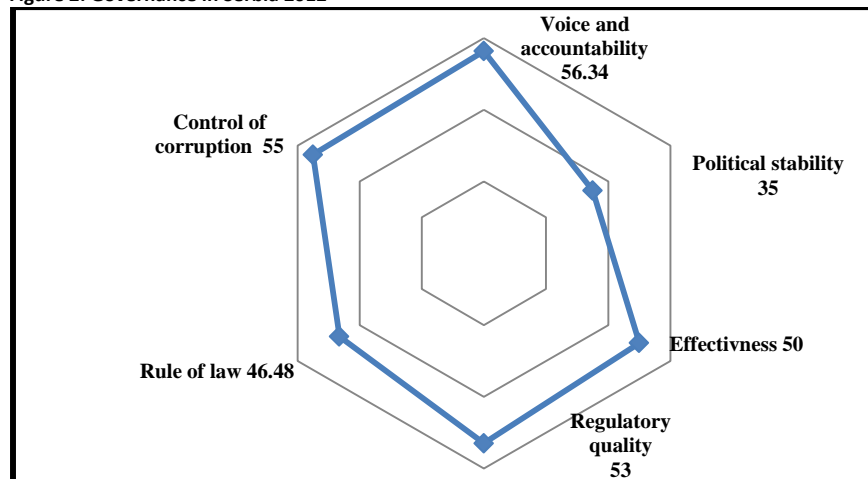


Table 5: Comparison of the Good Governance Indicators; Serbia 2008-2011

Indicator	2008	2011
Voice and Accountability	54.8	56.34
Political Stability	28.2	35
Effectiveness	47.9	50
Regulatory Quality	47.3	53
Rule of Law	41.1	46.48
Control of Corruption	53.1	55

Source: The World bank –Worldwide Good Governance Indicators 2012

All good governance indicators have showed improvement for Serbia over time but the rate varied per indicator. These improvements affected the region, namely Jablanicki and Pcinjski districts.

Over the life of the PBILD two major political events happened. First is establishment and enhancement of political dialog and peace building in the region in spite of some tensions related to the sensitive relations between Belgrade and Pristina. Second are elections on national and local levels. Political developments in the region are improving. Dialog between ethnic groups is ongoing, definitely, the PBILD contributed to the peace in the region. It is still fragile; there are some outbursts but strong support of donor community made the foundation for stability. Ethnic groups are railing together and strong efforts and incentives are needed to keep dialog until the communities rebuild their social cohesion. Dialog has to become a normal way of communication which is not the case yet.

In 2012 border disputes with Kosovo related to the custom issues are solved in dialog between Belgrade and Pristina with Brussels facilitation. Undisrupted flow of people and goods is established. Disruptions in trade and communication negatively influenced the regional economy. Under the pressure from foreign partners, by EU foremost, so-called technical negotiations were initiated on everyday problems: cross border movement of people and goods, car license plates, personal documents, school diplomas, customs controls etc.

Elections in Serbia have strong influence in every aspect of everyday life and regions of Jablanica and Pcinja are not an exemption. Elections were held in the spring of 2012 and they brought major changes on political scenes. Rare are cities in which new coalition is not established. Electoral year, put politics highly on daily work agenda and any other activity was either canceled or postponed. Economic issues were of less importance, but they wiped back, by drop of GDP of 2%. Local administration was and still is under, political pressures. Two of the most developed municipalities Vranje and Leskovac changed political environment. In Vranje, coalition is made with SNP; though political agreement between Socialists and DS existed. In Leskovac, after through political shakings, new coalition between SPS and SNP is in power.

Political stability increased a lot in the period, but not sufficiently in comparison to the high base values of the other indicators. In the interviews, the importance is clearly stressed: “there was a considerable level of cooperation with national institutions before 2012 and after the elections”. This is clearly pointing the fact that political risks are high in the country and influence regular governmental operations. Risk is mostly related to the political influence on stability of civil and local public servants.

PBILD with its interventions covered local level – municipalities and local institutions, CSO sector; and created the missing link between state and local administration. It is usual syndrome that national level does not easily transfer knowledge to the local level. The case in Serbia was that at the start of the PBILD, there were no legislation regulated positions of local administration nor human development plans as it was the case on national level. PBILD was managing learning curve of the local administration in the Southern Serbia, and by that to achieve much broader impact in the region than it was initially planned.

Since core implementation of the PBILD was locally based, local participation and implementation led to the significant increase of local capacities trough the on-job-learning approach. It gradually enabled them to take more proactive role in operational planning. It is additionally supported by the fact that local authorities were familiar with the UN methods of work and communication. UN actions were accepted as politically neutral and balanced in approach, communication and territorial fund disbursements.

However, local administrations strongly participated in projects and co-financed them. Some of them decided to replicate actions taken by PBILD and finance them out of their budgets. Implementation was strongly based on the local partners’ participation and on-job-learning approach. Therefore, PBILD succeed to develop local capacities up to the level that will enable

them to take participation in any further intervention planning. It will in general ensure high relevance of any further action.

PBILD actions linked local and national institutions. Regional branches of national institutions were “far and distant” and PBILD linked them in joint activities. As a coordinated and participative exercise, PBILD succeed to build and strengthen missing national-local level links with functional operational coordination practice. It secured continuous relevance of the PBILD intervention, but also created solid basis for a relevance of further development projects.

In accordance with the principle of national participation, both national and local partners, supported by donors and agencies engaged on the intervention, through all projects implementation build foundations for full national ownership over PBILD results. Participating in the project monitoring and management committees, representatives of the Serbian ministries were contributing to the coordination of national policies and priorities with the implementation on the local level<sup>3</sup>. It is of importance to stress that Serbian government did not allocated directly any funds from national budget to support donor activities in the PBILD project. However, local communities were co-financing their projects out of local revenues.

National budget was not able to support the PBILD with additional transfers to local budgets, but it provided institutional and legal framework necessary to sustain achieved results after project’s ending. Measures undertaken in order to ensure full national ownership and sustainability of project achievements are elaborated in Exit Strategy, and presented in Annex 7. It demonstrates full commitment of both national and local partners to continue efforts not only in sustaining of achieved results, but also in eventual replication and up-scaling of models developed by PBILD.

Overview of targeted and achieved sustainability indicators (Table 6), given in the Exit Strategy, provides more details about sustainability background and measures undertaken in order to achieve sustainability of the PBILD results.

**Table 6: PBILD Sustainability Indicators**

Programme Outputs	Outcome and	National partners	Sustainability indicators
<b>Outcome 1</b> - Community Cohesion and Human Capital: Communities in South Serbia are stronger, more integrated, and better able to reduce interethnic tensions and conflict risk Output 1.1 - Increased confidence of local		<ul style="list-style-type: none"> <li>13 municipalities in South Serbia</li> <li>The Coordination Body for South Serbia,</li> <li>The Ministry of Youth and Sport,</li> <li>Ministry of Public Administration and Local Self Government</li> </ul>	<ul style="list-style-type: none"> <li>Institutional mechanisms for participatory policy making established and functional</li> <li>Improvement of service delivery and strengthening of the service providers at the local level</li> <li>Institutionalisation of youth programming through</li> </ul>

<sup>3</sup> According to the Committee of the Regions more than 75% of national policies and legislation are implemented by the local authorities.

<p>population in key institutions of local and national government</p> <p>Output 1.2 - Strengthened inter-ethnic understanding and collaboration among adolescents and young people</p>	<ul style="list-style-type: none"> <li>Ministry of Human and Minority Rights</li> <li>Ministry of Labour and Social policy</li> <li>Youth offices and local schools</li> <li>Centers for Social Work (CSW)</li> <li>Civil society organizations.</li> </ul>	<p>strengthening of the Youth offices and Youth centres</p> <ul style="list-style-type: none"> <li>Sustainable and functional partnerships at the local level and between the local and the national stakeholders</li> </ul>
<p><b>Outcome 2</b> - Public Services: More equitable and improved access to public services and welfare benefits (including basic registration documentation, health and education)</p> <p>Output 2.1 - Municipalities have strengthened ability to formulate, implement and monitor policies in relation to public service provision, and in particular, develop an awareness of the differential impact of policies on different ethnic groups</p> <p>Output 2.2 - Vulnerable and ethnic minority children have improved access to public services and benefits to which they are entitled</p> <p>Output 2.3 Improved quality of public services, especially in those sectors which have potential to increase interethnic dialogue and reduce conflict risk</p> <p>Output 2.4 Support to capacity development and awareness raising of the role of Ombudspersons Outreach Office in South Serbia</p>	<ul style="list-style-type: none"> <li>Municipal authorities in South Serbia</li> <li>The Coordination Body for South Serbia</li> <li>The Ministry of Youth and Sport</li> <li>The Ministry of Education</li> <li>The Ministry of Health</li> <li>The Ministry of Public Administration and Local Self-government</li> <li>The Ombudsman Office</li> <li>Schools in South Serbia</li> <li>Health care providers in South Serbia</li> </ul>	<ul style="list-style-type: none"> <li>Institutions in South Serbia continuously improve capacities to deliver services in line with the needs of citizens</li> <li>Municipalities in South Serbia have adopted platform for development of policies and strategies in line with the needs of the community</li> <li>Modernization of the education system and access to education in South Serbia continues</li> <li>Municipalities in South Serbia are supporting and further developing concept of schools as a Centre for Community Development in the rural areas</li> <li>Access to and the quality of work of the civil registration offices improved</li> </ul>
<p><b>Outcome 3</b> - Economic Development: Increased overall economic prosperity of the region, and reduced discrepancies in wealth and employment between ethnic groups, and with other parts of the country</p> <p>Output 3.1 - The labour market</p>	<ul style="list-style-type: none"> <li>National Employment Service (NES)</li> <li>Municipalities in South Serbia</li> <li>Ministry of Economy and Reg. Development</li> <li>Ministry of Education</li> <li>Regional Development Agency (RDA)</li> <li>Ministry of Public Administration and Local Self-</li> </ul>	<ul style="list-style-type: none"> <li>The NES offices in South Serbia continue to deliver employment services and active labour market programs targeting to the most disadvantaged groups of the population</li> <li>The RDA is capacitated to facilitate socio-economic development of the region</li> </ul>

disadvantage of population groups and geographical areas (i.e. municipalities) reduced through more and better access to targeted active labour market programs that respond to labour market requirements.  Output 3.2 - Increased funding for regional and municipal level projects that will impact upon job creation	government	and to program and implement regional development funding sources, through instruments such as IPA and NIP.
<b>Outcome 4 – Migration Management:</b> Migrants from the region fully participate in the social and economic life of the region and thereby contribute to the development of their wider communities and Serbia's EU integration aspirations.	<ul style="list-style-type: none"> <li>▪ Municipalities in South Serbia</li> <li>▪ Ministry of Public Administration and Local Self-government</li> <li>▪ The Coordination Body for South Serbia</li> <li>▪ Commissariat for Refugees</li> </ul>	<ul style="list-style-type: none"> <li>▪ The „Citizens Advice Bureaus” in 2 municipalities are functioning and providing support to the migrants</li> <li>▪ The Centers for Social Work in South Serbia are working to address the specific needs of migrants</li> <li>▪ Administrative capacities of municipalities in South Serbia have been improving</li> <li>▪ Local governments in South Serbia are defining policies to address the needs of migrants in accordance with existing National Policies</li> </ul>

Following this comprehensive approach to the ownership and sustainability building, the PBILD team also identified good practices, lessons learned and transferable examples, which could be used in similar interventions. They are elaborated in the Lessons Learned document, developed towards the end of the intervention. List of **recommendable approaches and solutions**, applicable in further practice, includes the following:

- Migration management mainstreaming in social service delivery is a beneficial concept, enabling launch of services for general population, while focusing on vulnerable migrants. This concept should be looked into detail and replicated whenever possible, as it is known to local municipalities (even those least developed), and it is already proven in the PBILD practice.
- Continuous support to local actions similar to those funded in grant schemes “Social Partnerships 2011 and 2012” is of high importance. Sustainability prospects at the end of the previous grant scheme were not promising, while at the end of the 2012 program there are already 75% services which reached sustainability in financial terms. Thus, this program has shown that even the least developed municipalities (i.e Trgoviste, Crna Trava) with multiple socio-economic challenges and very limited local budgets are able to allocate funds for community based services correspondent to local needs.

- Local Ownership: Pursue locally owned solutions and the principle of 'do no harm'. Local ownership starts with ensuring that peace building priorities, needs and approaches are determined locally.
- The governance of actions needs to be localized. Increased access by vulnerable communities to social services and legal aid is crucial, as is better access to information about their rights and about services. The example of PBILD showed how this approach helps vulnerable and ethnic communities be less marginalized.
- Foster trust: Enabling factors within the program approach include outreach to communities. Design of capacity building initiatives and selection of trainees—adapted to the local context and to beneficiaries - is also crucial. Multi-sectoral partnerships and dialogues are essential. Ensuring that programs create mechanisms to bring local actors together for dialogue and co-operation helps build trust and social cohesion as well as resilience of communities.
- Empowering and strengthening capacities of individuals, communities and institutions to manage conflicts is essential to peace building. Focus is at community level to increase resilience in local institutions and civil society.
- Ensure inclusive participation at all stages. Community participation fosters ownership and accountability.
- Leverage equity to build peace. Redressing inequalities is crucial to peace building.
- Pursue innovative partnerships. The scale and multidimensionality of peace building demands collective engagement.
- Mainstream gender in all peace building interventions, including gender disparities and GBV; strengthen peace building roles of women and girls.
- Open dialogue between participating Agencies and national and local partner institutions ensures ownership of outcomes achieved. Participatory approach allowed constant involvement of stakeholders. This enabled the establishment of cooperation agreements and municipal financing extending beyond the life of the project.
- Peer learning and exchange has been recognized as extremely efficient and effective methodology for capacity building. Unlike conventional training, it opened more space for exchange among municipalities and learning from concrete examples, successes and failures of their peers. This model also fostered constructive competition among municipalities, inspired by good practice in some.
- Outreach services are the most effective way of reaching the most vulnerable groups and they should be organized in a way to allow inter-sectoral cooperation and referral thus enabling a holistic approach in services provision to the most vulnerable.

Since ownership over PBILD results is strongly founded and built over whole intervention life, sustainability stays as an issue of political and economical environment. While PBILD succeeded to strengthen political stability in the region, unfavourable economic conditions are still main obstacle to reach the expected level of sustainability.

Reshaping of the political landscape of Serbia has been going on. Midterm outcome to large extent depends on overall performance of the new government in dealing with key social,



economic and political issues. Nevertheless, it is important to stress that in South Serbia these elections, including pre- and post-electoral periods, have been conducted in a peaceful atmosphere and that PBILD peace-building efforts contributed to that. Therefore, unlike national level actions, delay of local activities in the electoral period had not been so drastic. It indicates that in the forthcoming period, political environment, at least at local level, should be supportive, if not optimal, to the up-scaling, replication and continuations of PBILD's actions. Thus, the only real obstacle to possible interventions are economic conditions, which are heavily affected by overall economic crisis. As already stressed, Southern Serbia is less developed region of the country and local budgets are too weak to support in the long run any substantial measures. The national budget would not be able to increase transfers to local budgets for next mid-term period. Therefore, external development aid remains the only viable source of support to actions in the region. Having in mind that PBILD provided effective development concept, efficient model for implementation, and result-based action models, the optimal way to continue on-going effort would be again to provide support of the group of bilateral donors and UN agencies to new intervention.

### 3. Conclusions

#### 3.1 Relevance and Design

- 1. PBILD is a highly relevant programme, successfully aligned with country and region development framework, donors' country strategies, as well as with MDG and UNDAF targets.*
- 2. Two tiers project structure successfully demonstrated implementation of the Paris Declaration and Accra Agenda for Action principles on a complex multi-donor/multi-agency/multi-beneficiary intervention*
- 3. Initial weaknesses of the project design had been overcome during the implementation by strong national participation at all levels and efficient operational planning and JPMU flexible and strong follow up of field implementation*
- 4. M&E system of intervention was the weakest initial point of project design, and even if it was revised and substantially improved during the implementation, it failed to provide necessary inputs for project management and final evaluation.*

National and local authorities and CSOs succeeded to make regional needs visible to donors and attract them to act in the region. Clear national policy framework and dedication of national and local authorities in synergy with CSOs to support regional development and improve life of the citizens have mobilized bilateral donors to merge their funds and support joint actions within the umbrella of UN implementation. Project preparations were strongly supported by relevant governmental institutions of that time. Governmental institutions were crucial to link **national policies** with the PBILD goals and funds necessary for their implementation. The Government has full control of the planning process, and has been guiding the process to avoid overlapping with already existing donor programs or projects. Participation of governmental institutions provided for harmonization of governmental policies within Roma decade, National strategy for gender equality, and prevention of violence against women, National strategy for youth, reforms of vocational education, labor market, solution of the problems of refugees and internally displaced people.

PBILD planning and implementation had shown that donor country strategies and particular projects can be linked. Several donors can allocate relatively small funds for certain interventions and act independently. Costs of such small independent activities are higher than if small funds are joined and used for implementation of jointly agreed strategic policies within host country. Also, synergy between donors' interventions stays questionable. PBILD bilateral donors successfully linked their interventions at the national level with implementation at the local level. Within PBILD, they were supporting **local actions contributing to the implementation of their country development strategies** (gender equality, sustainable development, support to the youth, migration). The JP contributes to the issue of internal and/or external migration, youth and gender specificities of the program context, fitting supportively in the contexts of the **MDG** and **UNDAF** and aligns with the **Paris Declaration and the Accra Agenda for Action**.

From the relevance point of view, PBILD demonstrated two major strengths. The first one have been successful targeting of the main regional specificities and tailor-made approach to the problem solutions. Southern Serbia is an endemic external and internal migrant region, economically devastated and heavily affected by longstanding ethnic tensions. Targeting both aspects of migration grounds, PBILD succeeded to respond to problem's complexity and to achieve impact, overcoming the comparatively unfavourable intervention environment, overburdened by economic crisis and fragile political stability.

Second, acting on the principles of the Paris Declaration and the Accra Agenda for Action, PBILD succeeded to create a functional platform for complex multi-donor/multi-agency/multi-beneficiary intervention. Its applicability should be further explored as a good practice model. Combined with UN principles of Delivering-as-one, it provides base for efficient and harmonized ODA interventions. It is creating base for single donors gathering under the umbrella of a project and integration of their funds and territorial intervention. Support to improvement of material conditions is fundamental to social cohesion, particularly employment, income, health, education and housing. These basic life necessities are foundations of a strong social fabric and

important indicator of social progress. The JP tackled issues as tolerance, order and peace and fostered positive social interaction. Integrated functioning of PBILD contributes most to the main goal of the overall project. Exploiting opportunities for cooperation and synergies facilitates integrated functioning.

PBILD also brought new quality in the overall country aid delivery. As it can easily be seen, EU has been the major and stable contributor to Serbia over long period. However, EU aid has been targeted at national level institutions, especially in the area of capacity building. PBILD with its interventions covered local level – municipalities and local institutions, CSO sector; and created the missing link between national and local administrations. Still, the PBILD stayed supportive to the alignment of the acquis, as well as to a conglomerate of outcomes of soft measures which each separately are taken into ownership by different national institutions.

As it has been already pointed out, the **overall intervention logic was relevant and coherent**. However, project had several structural deficiencies. First, initial design was stronger and more coherent at impact and outcomes level, than at the level of results. Second, initial M&E Framework had not been strong enough to support management, monitoring and reporting requirements. From that point of view, the Project had been initially weak in design but strong in execution. Nevertheless, well used space for improvements during the implementation led to considerable improvements of all weaknesses and to final results, outcomes and impacts, relevance and coherency. The final version of the M&E framework evolved into solid monitoring tool, while overall M&E system still was not able to provide full basis for evaluation of achieved impacts and outputs.

The assessment of the programme outcomes by activities leaves the impression that some activities have been developed independent from each other, reflecting individual approach of some agencies following their respective country's strategies and goals. Also, absence of local level actors in the process of programming and project design affected coherence of the result framework and project design in whole, especially at the level of outputs and outcomes. From that point of view, an initially planned inception phase, even it was prolonged compared to the planned duration, was done in cooperation with local partners and contributed to optimization and adjustments of the project documents in respect with regional specificities, priorities and needs. In addition, during implementation, involved agencies jointly planned and implemented local actions, adding to overall result coherency.

In the case of PBILD, initial failure to define a proper basis for **M&E system** - first of all a set of indicators, especially quantitative ones. It left space only for result indicators, for which a consistent set of baseline values have not been necessary. However, during the program implementation the management and follow-up mechanisms have been significantly strengthened and dedicated to improve monitoring framework, as well as the whole M&E system. It enabled them to overcome to satisfactory degree M&E initial weakness and to perform efficiently and effectively under given limitations. Data were disaggregated by sex and other relevant characteristics inherent to JP activities and relevant target groups. Means of verification were appropriate. Indicator values were systematically collected, systematised and

shared through the reporting system, and results of monitoring process have been successfully used for program management and planning, especially at the operative level. The possible follow-up intervention could create an opportunity to apply these lessons in order to establish an optimal M&E system.

Therefore, PBILD should be considered a good example how flexible approach and locally based national implementation mechanism could be used for improvement of intervention coherence and project's logic. Still, intervention in the form of single project would be recommendable, as a better basis for sound project's logic and initial coherence.

### 3.2 Efficiency and Implementation

- 1. PBILD succeeded to generate successful structural model/platform for an implementation of a complex multi-donor/multi-agency/multi-beneficiary intervention and for creating synergy with other donor interventions in the region*
- 2. Strongest point of the managerial structure was locally based JPMU, which demonstrated high level of flexibility and ability to react promptly to identified needs*
- 3. Overall project structure, including JPMU as a focal point of coordination, succeeded to create vertical and horizontal synergies between participants and actions at all levels*
- 4. Time extension was justified and additional funds were used in line with project goals and contributed to overall project's delivery and results*
- 5. Initial budget structure and efficient financial implementation resulted with c/b rate higher than planned*

The implementation of a broadly set program framework and large scope of activities posed significant challenges to the programme in keeping its focus; avoidance of overburden of its counterparts and beneficiaries by large amounts of activities, measures and related administration. Development projects like PBILD, which have been involving many partners, covering many municipalities and targeting various groups are, by their nature, complex and difficult to present in the generally rigid results framework. By adjustments and improvements made during the implementation, PBILD succeeded to develop functional and efficient model/platform, tailor made for implementation of complex multi-donor/multi-agency/multi-beneficiary intervention.

PBILD had been managed in a manner which enables to overcome the “stress” of changing basic indicators and log-frame as the main managing tool. PBILD positively changed and adjusted to new circumstances. That was achieved primarily through creation and fine adjustments of adequate managerial structure (Scheme 1), operationally based on highly functional JPMU.

The JPMU was operating from the project area, serving as a focal point for coordination and network building. The PBILD team was configured to the smallest size possible, which contributed to close team cooperation and closer contact with the targeted population. By time, JPMU become coordinative focal point of the organizational structure, enabled to function flexibly, react quickly on both partner needs and external changes, and through optimized operational planning, to ensure effectiveness of overall intervention. The JPMU established a system of complex reporting to the main financial contributors of the program. Coordination between donors, national and local authorities and institutions were satisfactory. In addition, JPMU was coordinating the work of UN agencies. All participants had proactive role in monitoring and implementation of PBILD. Bilateral donors were actively supporting changes in the mode of management.

Efforts had been made to improve inputs of individual UN agencies into the Delivering as One framework. The issue was outside of JPMU responsibilities and it was transferred to the HQs as input for UN Reform and moved towards greater Delivering as One. Nevertheless, JPMU increased internal communication and transfer of information with the aim of improving coordination. JPMU improved planning and time frame of actions, and introduced post knowledge testing mechanism in the capacity building efforts (trainings, workshops etc.). Results had been measured and knowledge level followed up.

The governance structure was heavy and many seats were changed after the national elections in 2012. Even the Lead National Partner changed from the then Ministry of Public Administration and Self Government to the Ministry of Labour, Employment and Social Policy. The role of the Leading National Partner in a governance structure has not been exploited in full. Members, national representatives of different governance bodies could be more and actively involved in the process. Some of the representatives experienced PSC and NSC as pure information channels with little space for constructive input from their side.

The difference in ethnic composition of municipalities, more specifically where the national minority is the majority and national majority a factual minority, creates need for a different approach in implementation. Therefore, an additional effort was invested to establish a good cooperation with local authorities and other local partners. Local authorities had been supporting PBILD activities by co-financing. Implementation of the grant scheme was smooth and project beneficiaries were satisfied with easy access to funds and good identification of needs. Thanks to that cooperation, elections at local level had not affected PBILD implementation so distinctively as was the case with national elections.

Implementation platform was successfully used not only to create synergies between involved donors and agencies, but also to establish synergetic cooperation with other donors and projects in the region (Annex 9). Potential synergies between program components and other relevant programs implemented in Southern Serbia were achieved in reasonable manner. Programs in Southern Serbia were planned before certain donor harmonization efforts were accepted as usual practice and some of the projects have strict rules. Wherever it was possible, PBILD approached partners and some of them were able to create synergy in several interventions. On-going monthly co-ordination meetings between all development programs operating in Southern Serbia were used to increase synergies and coordination with EU & USAID programs.

Overall c/b rate of the intervention was satisfactory. Beside of an initial optimized budget structure, with managerial/backstopping cost rate lower than in project of similar grade, and additional donors' allocations (SDC allocated additional amount around 440.000 USD), main reason for effective c/b rate was efficient financial implementation. First, at the overall intervention level some around 500.000 USD was realized as an additional financial gain caused by favorable currency rates, and used as a ground for non-cost extension of the most effective actions of each of agencies. Second, on the level of sub grants, it was applied a principle that eventual surplus of finances on sub grant should be returned to sub grant fund, and used by grantees for implementation of other actions. Thanks to that flexible and cost-effective approach, PBILD over achieved initially set c/b rate.

### 3.3 Effectiveness and Impact

- 1. Effects of intervention at both outcomes and impact levels are overachieved – most of the outcome indicators are significantly higher than targeted values.*
- 2. In addition to overall structural model of complex intervention, good practice models for actions are created at operative level, widely replicable under similar conditions (supporting LSG in project preparation, implementation, co-financing and incorporation of grant schemes procedures into LSG rule of procedures, channeling unspent funds into new projects.).*
- 3. By exercising principles of strong local participation and on-job-learning, local capacities are created, capable to streamline further regional development and actively participate in forthcoming donor interventions from the programming stage.*

- 4. On same principles was built a functional network of local capacities within a region, which was during and after intervention successfully utilized to foster broader regional cooperation and coherence.*
- 5. Project provided knowledge and services for the benefit of vulnerable groups. Specific, innovative services have been created for migrants, Roma youth and women. Rights of these groups have been protected and enhanced.*
- 6. Peace building and city security have been achieved, though further support to institutions is needed. Political inter-ethnic dialog has been enhanced.*
- 7. Media and CSO sectors have been strengthened through education and trainings, contributing to political stability of the region. Their actions have been supported by grant schemes.*
- 8. Better communication between local, regional and national authorities has been established.*

According to the latest Program Monitoring Framework as of 1<sup>st</sup> March 2013 (Annex 3), all outcomes have been achieved and some of them even overachieved. In M&E practice it leads to two possible hypothesis – M&E framework has not been adequately designed (indicators are not adequately defined or targeted values are underestimated) or intervention is a strong candidate for the Best Practice Case. As it has been already elaborated, the PBILD's M&E framework indeed failed to provide an adequate instrument for a realistic quantitative assessment of intervention achievements. Nevertheless, present evaluation, based on the integrated qualitative-quantitative model, has shown that all targeted outcomes have been achieved and that PBILD demonstrated tangible impact in the areas of intervention. Only in some segments at the activity/outcome level, elaborated in Chapter 2.3, quality of achieved results is less than expected.

As already noticed in Chapter 2.4, the main reason for overachievement lays in genuine national participation and consequent ownership of results. Programming and project development process were based on close cooperation with national partners at central level. National implementation by central and local levels resulted in high relevance of achieved results, but also in building local capacities. Furthermore, some of the greatest achievements can be found in outreach activities directly dealing with vulnerable groups: youth, women and children. The regional approach through different Working Groups was highly appreciated in the field. It allowed exchange of experience and common suggestions for regional development as well as the start of new partnerships between municipalities for joint project development and action. Therefore, by applying this kind of comprehensive participative approach, the PBILD

succeeded to deliver expected results and to derive them into outcomes. Broad participation of national partners, mainly local ones, was demonstrated by numerous actions, such as:

- Support to strengthening local gender mechanisms and production of Gender Local Action Plans. Initially in 2010, the PBILD program supported establishment of the Regional Working Group on Gender (GRWG), which gathered representatives from all 13 municipalities and local CSOs. The GRWG identified as its priority development of Gender Action Plans for each municipality and served as driving force in each municipality. Gender AP were developed and approved by Municipal Assemblies in 8 municipalities. Gender equality has been incorporated into regional development plan as horizontal action.
- A similar process was conducted in the revision of 7 sustainable strategies and development of a new one (Vranjska Banja municipality) which was run by the Center for Development of Jablanica and Pcinja districts. The working groups gathered people of various profiles plus the staff which was involved in the DevInfo database.
- NES, municipality of Bujanovac and the PBILD program. Employment program for 40 unemployed from Bujanovac municipality through NES programs, by providing training for companies, on the job training for unemployed (gender balanced) and making sure that they are kept on job for minimum 6 months.
- Good practice and experiences in establishing youth clubs and voluntary services and programs have already been used and processes replicated by some other youth offices around Serbia. The good results have enabled additional funding from the Ministry of Youth and Sport for youth services (youth clubs, voluntary services) in South Serbia and in other regions. Lessons learned will be used in setting up the national framework for development of quality inclusive local youth services.
- Close partnership and advocacy with the MoH resulted in additional budgetary allocations for capacity building of health professionals in early childhood development in other parts of Serbia, largely relying on training modules and tools developed through the PBILD programme.
- DevInfo Municipal Profiles have been prepared for and are available to all municipalities in Serbia and will be updated twice annually by the Statistical Office of the Republic of Serbia.
- Nationally accredited trainings for health professionals (early childhood development and stimulation, child abuse and neglect, sensitization to the needs of vulnerable population) and teachers (active learning for inclusive education and assistive technologies) have been widely implemented across Serbia.



In further practice, such examples should be used for broader replication and up scaling. All trends noticed in the PBILD region, and elaborated in the Exit Strategy, are demonstrating that sustainability and even replication of these models are ensured by full national ownership. Nevertheless, having in mind regional and country economic trends, external development support would be recommendable.

Additional aspect of PBILD overall effectiveness could be observed if intervention is assessed at the overall national background. Period of the PBILD implementation had been overburdened by economic crisis and political instability, especially at the regional level. As these circumstances have been directly harmful to projects outcomes and impact, it could be expected that PBILD would show justifiable underachievement. In cases like that, potentially successful intervention could be changed into effort to slow down negative trends, instead to build positive ones. Even well designed, with deep risk analysis and reviewing during implementation, this kind of interventions are in most cases failing to achieve even reviewed outcomes and impacts. The PBILD does not belong to that number, and this underlines advantages of its approach. This issue deserves deeper analysis, in order to provide base for defining a good practice intervention model, still at this level of evaluation, as main strengths could be identified:

- Participatory approach to both programming and implementation. Although local participation was not possible in the process of the PBILD designing, national level partners ensured full aligning with national development framework. In a further process, operational planning and gradually increased partnership with local partners ensured adjustment to local needs
- Flexible implementing mechanism, highly responsive to local needs. It had been based on well-designed managerial structure, with locally based JPMU as coordinative focal point. It created a platform for optimal participation of all actors and for continual adjustment to changes in project's environment
- National ownership as the main success criteria. This approach was exercised from the programming phase and successfully concluded by the Exit Strategy at the end of implementation

This model should be further examined and on some points improved. Together with action models developed through implementation of the PBILD activities, it could be a base for planning of next successful interventions.

PBILD interventions were perceived as politically neutral, contributing to peace building and stability of the region. Dialog initiated by PBILD has been developed between different levels. First, local authorities, through joint work and identification of the needs, have been building regional identity and understanding the strength of "one voice" policy goals. Dialog was established between national and local institution in the field of support and implementation of national policies.

The PBILD Programme has been a very relevant vehicle for enhancing capacities for inclusive development and peace building in South Serbia. The program adequately targets and promotes positive policy and institutional measures to protect and empower socially excluded groups such as minorities, young people, children, women and potential and returning migrants. The program's investment in building evidence base of social indicators and current status of vulnerable groups in the region has become a valuable resource for local and national governments, but also for international partners and social agents to develop interventions and measures to improve the status of vulnerable groups.

The program's work on strengthening capacities of national and local authorities, social service providers, regional development agencies, civil society and representatives of socially excluded groups has been contribution to develop social capital, networks and links between social partners, but also to development of effective and sustainable frameworks for protection of vulnerable groups and migration prevention. While the rest of the country in last two years due to economic crisis experienced rapid growth of migration potential, in Jablanicki and Pcinjski districts migration potential in the same period was increased by only 1%.

Elections were implemented without conflicts. Multi-ethnic dialog suppressed the outburst of protests when a monument dedicated to Albanians killed in the Kosovo conflict was removed from Preshevo. Crises induced by closing administrative crossings with Kosovo practically did not reach expected degree. In addition, from the macroeconomic point of view, the project was started in the very sensitive period of time. In 2008 Kosovo unilaterally proclaimed independence. In 2009 Serbia experienced the first economic slump after several years of robust growth. One of severe saving measures was the cut of transfers to the devastated municipalities by 50%. This measure unbalanced their revenues. The PBILD came just in time to provide additional funds necessary for the implementation of national strategies and action plans. Later in the period (end of 2011), new law on fiscal decentralization was adopted and revenues of local municipalities increased. Still it is not sufficient for the region and further external support is needed. PBILD increased local capacities to seek budgetary and other funds. Knowledge acquired by local administrations and institutions through PBILD capacity building initiatives improved budget planning and appropriations, building a basis for further sustainable development.

### 3.4 Sustainability

- 1. Overall results of the PBILD are demonstrating higher level of sustainability expectance than similar donors' interventions in the region*
- 2. Basis for results' sustainability are developed primarily through strong local participation and ownership, including local capacity building approach*
- 3. Under unfavorable conditions, primarily economic, in the region as well as in the country in general, it is necessary to provide longer and continuous external development support in order to ensure full sustainability of the results*

One of the pillars of the sustainability of the PBILD effectiveness and achieved impact is full national ownership over the process and results, exercised on both levels. It has been applied from the beginning of the project cycle, through strong involvement of national partners in project development. At that point, local partners have not been able to participate in the process, due to a lack of adequate capacities. Nevertheless, active participation of local partners in implementation led to development of necessary capacities, which enabled them to increase effects of national partnership and to participate in programming of further interventions and to undertake proactive measures in order to ensure sustainability of PBILD results. Together with active participation of partners at national level and reinforcement of their capacities, it fostered national ownership over PBILD results.

As proven in ODA practice in Serbia, sustainability of intervention expectance is highly dependable of overall economic and political developments in the period following donor's intervention. Only in cases when external support lasted enough, either in the form of continuous intervention or as line of follow-up interventions, results achieved had a chance to attain the level of "maturity" and stability, sufficient to make them adaptable and sustainable in the changeable environment of a country in transition. From that point of view, a number of cases of PBILD results already demonstrated "maturity". That is not expected after 3.5 years long intervention, but it is still necessary to underline that in such a short period of time full sustainability of achievements could not be ensured.

Key to PBILD's results sustainability is that they were already rooted in local environment. As it was proved in the election period, PBILD operations and achievements were much more affected with changes in the national administration than in local administrations in Pcinjski and Jablanicki districts. Cooperation with local authorities and all other local partners has been good through all PBILD implementation. Local authorities have been supporting PBILD activities by co-financing, even under heavy transfer restrictions caused by national budget crisis and overall

economic crisis. Implementation of the grant scheme was good and project beneficiaries stressed easy access to funds and good identification of needs. It is important that national authorities participate fully in programme design and implementation since the beginning of the programme. Intervention strategy has been sufficiently adaptive to changing and new needs of target groups. The targets set have been ambitious and presented a long-term commitment which will require longer programmatic support for their full achievement.

Therefore, even if it is clear that political environment is supportive to the PBILD results sustainability, and that it is already exercised at least at local level and to some degree at the national level, the problem of favourable economic environment remains. Fact is that the PBILD approach and results can be replicated and scaled up by national partners. However, a question of availability of sufficient resources and implementation capacities remains open. In the forthcoming period, the increase in transfers to local budgets is unlikely, and thus the local economy will not be capable to support additional budget expenses in the long run. Therefore, continuation of external assistance should be ensured, especially taking into consideration migration trends and overall background of the targeted region.

In that respect, there is a solid argumentation to continue with PBILD, since the concept has proved to be relevant and efficiently implemented. Developed implementation models through its complexity succeeded to derive strong synergy of involved donors and agencies, creating functional platform for utilizing bilateral donors' small-scale capacities. The holistic approach and the UN Delivering as One principle is the best option to respond to such development challenges. The combination of expertise of participating Agencies remains an advantage of PBILD as a joint program. Developing synergy in activities within various components might be challenging but creates added value. Good functional cooperation with national partners at both levels has been already established. Therefore, further donor support to PBILD, in order to replicate and up-scale intervention and to strengthen sustainability of results, should be recognized as justified.

## 4. Lessons learned

1. *In cases of social inclusion and peace building interventions in “neuralgic” regions, intervention in broader territory creates added value through building of local partnerships*
2. *It is possible to implement and coordinate two projects as one intervention, but it would be much more effective and efficient to design it from the outset as one joint intervention.*
3. *Under the PBILD two types of good practice models are developed:*
  - a) *Structural model for implementation of complex multi-donor/multi-agency/multi-beneficiary intervention*
  - b) *Tailor made action-models at the level of outputs and outcomes*
4. *Programing should be based on balanced participation of both national and local partners*
5. *Satisfactory level of intervention’s results sustainability could be achieved during the intervention. For durable solution under adverse intervention environment (devastated region, overall economic crisis, political tensions, strong migration trends) continual support over a longer period of time is necessary.*

1. PBILD concept and approach was developed taking into consideration that one of the main issues of South Serbia, affecting all aspects of regional developments, has been the problem of national population structure. Therefore, in order to build stronger regional coherence, PBILD was developed to cover two major districts (Jablanicki i Pcinjski) of the region, with different national population structure , unlike previous similar interventions, clearly focused on the 3 municipalities with distinctive national tensions (Medvedja, Bujanovac, Presevo). Also, following the same principles, implementation structure and approach was designed in order to create platform for proactive participation of all 13 municipalities. Proactive and continuous participation of local partners led to another value-added result, essential in the overall context of PBILD project. Because of such “inclusive” approach to the inclusion actions, **strong and functional cooperation and network of participant LSG was built as a sustainable result of the PBILD project.** As the project implementation period covered also one round of local (and national) elections, after which this network stayed unaffected, continuing to function in a post-electoral period without substantial changes, its sustainability should not be questioned.

2. Implementation of the PBILD and exploitation of the model have shown that the main weakness in the initial model structure was not fully developed structure of the decision making level, adequate for the two-project intervention. It led to an inadequate distribution of competences between management levels and overburdened JPMU with unnecessary coordination and decision-making functions. Although overall performance of the JPMU responded to this task, further improvement of the model could remove this problem, even in the case of multi-projects interventions. It is enough to introduce new decision-making body/level of overall interventions Steering Committee (or similar body), and to disburse competencies between PMC and newly introduced body. The present PMC should get more operative and functional decision-making, while strategic leadership of the overall intervention should be assigned to the Joint Steering Committee. With strengthening horizontal and vertical synergies between all actors, it should lead to more efficient implementation of the intervention. This problem is closely connected with the fact that PBILD is multi-project intervention, since in the **one-project intervention** there is no necessity for complex implementation structures. From that point of view, for further action is certainly recommendable to make an attempt to develop one-project intervention. Nevertheless, having in mind differences between donors and objective limitations in their harmonization, it is not expectable and from the model development point of view even not recommendable, to insist on the one-project approach in order to optimize present model performances.
3. Despite the initial problems caused by limitations during programming stage, during its implementation PBILD succeeded to develop different **models of good practice**. The most important one from an organizational learning point of view is the model for implementation of complex multi-donor/multi-agency/multi-beneficiary intervention. This model is based on the organizational structure, which enables all participants to take proactive participation on both operational and decision-making level, turning mutual differences from potential weakness to strength. Built of the Paris Declaration and Accra Agenda for Action principles, it provided for donors, agencies and national partners on both levels, a functional platform for harmonization and aid efficiency, not only at the stage of programming, but also during implementation. In accession countries, such as the Republic of Serbia, in which overall development aid has been strongly driven by EU accession process needs, this model could be widely used for channeling bilateral donors aid. EU, as the biggest donor in these countries, targeting its development assistance mainly to the national level and to development needs focused to structural adjustments, is tackling local needs and development of local capacities only in that context. That leaves local development and local capacity building actions to bilateral donors' support, which usually stays smaller, fragmented and not focused due to lack of local capacities in a field of donor coordination and harmonization. PBILD model proves that complex multi-donor intervention could be developed and implemented at the local level too, providing initial implementing capacities and a structure in the form of deliver-as-one group of UN agencies. They are capable to provide necessary implementing capacities at the beginning of intervention, while in the same time trough participative approach and on-job-learning are

enabling newly developed local capacities to take their role in on-going implementation and future programming.

4. Evaluation of the PBILD has shown that in cases of complex interventions based on national implementation, but focused on a specific limited country territory, **national participation in programming and project design should not be limited only to national level participants**. In case of PBILD, it caused protracted inception period and necessity of “fine tuning” and revisions of project documents during the implementation, but also put additional burden to the JPMU and operation planning. Finally, it had not affected intervention results, but only due to extremely efficient operational planning capacities and abilities of JPMU and general participatory peer-learning approach to designing and implementation of concrete local action. One “side-effects” of such on-job-learning approach to local partners was that, along the process, their capacities had been increased to the level which enabled them to participate from equal basis, and even to lead, in a process of further interventions programming. Since their absence from initial PBILD programming was caused exactly by the lack of such capacities, relevance of further actions could be substantially improved by their full participation in the process of programming and designing.
5. Sustainability prospects of the PBILD components have been satisfactory, but not optimal. Sustainability depends largely on the factors such as technical and financial capacities of the local and national government partners. Local governments still have limited capacities (both financial and technical) to ensure following new approaches, policies and services established by the PBILD program. There is a need to continue support to capacities of local partners, primarily through mentoring and on-job training to acquire and familiarize with new approaches as promoted by the program. This is especially relevant for new measures, policies, structures and services for vulnerable groups. Sustainability relies largely on ownership and on anchoring results in local and national institutions. Nevertheless, putting the project’s results in the broader context, it is incorrect to say that PBILD itself in any sense failed to secure sustainability of its results. In any step of the intervention life cycle, the issue of sustainability was kept in consideration, and all necessary measures have been undertaken in order to make projects results sustainable after ending intervention. Therefore, most of the results at the moment could be assessed as sustainable, but the question of their durability could not be avoided, having in mind overall economic crisis and financial capacities of national and local partners. Having in mind similar examples, as well as overall ODA practice, it should be pointed out that in cases of interventions planned and implemented in highly unfavorable environments (devastated regions, overall economic crisis, transitional countries), such the PBILD, for achievement of full sustainability of project results, it is necessary to provide **continuous external support**, either in the form of longer multi-phase programs or multiple coherent donor interventions over mid-term/long-term periods of time.

## 5. Recommendations

1. *PBILD is on the verge of the Best Practice Case – it should be continued, with the same concept (based predominately on soft actions), as a single project*
2. *Having in mind economic crisis and economic and political sensitivity of Southern Serbia region, new intervention should be developed in the shortest possible time as replication and up-scaling of models already developed under PBILD, and may incorporate some new actions based on good practices and good governance principles.*
3. *Capacities of LSG are now developed to the level that enables them to be included in programming, planning and development of future intervention, at least at the level they have been involved in the implementation*
4. *PBILD represents successful model-platform for complex multi-donor/multi-agencies/multi-beneficiary intervention, and its application should be further promoted.*
5. *For the new stage of PBILD, implementation structure should be improved with introduction of new decision making levels and horizontal synergies at all levels should be strengthened.*
6. *Investment in new M&E system is strongly recommended. M&E system should be capable to follow and prove achievements to the level of the impact (more normative indicators on both outcomes and impact levels, system of continuous following and adjustments of reporting formats).*

1. On the ground of adverse economic and demographic situation, developing political dialog in the region, and vicinity of the border with Kosovo, **there is need for strong donor support to South Serbia in the forthcoming future.** Economic growth is not catching, national economic problems and fiscal deficits are not allowing substantial budgetary support and economic problems and competition for scarce funding can provoke disputes on financial allocations. New political development between Belgrade and Pristina, and possible specific administrative solution for the municipalities of North Kosovo, is claiming for synchronized donor activities. PBILD has started a number of activities which had been establishing inter-ethnic communication and creation of joint regional integrity based on joint planning of regional development; common problems solving especially in the area of economy, youth, women and Roma engagement in social and economic life; creation of new job opportunities based on local resources and knowledge; social integration of



vulnerable groups, better media reporting etc. These actions established the framework for further interventions and project life time was not long enough neither to have broader impact nor to support regional and local self-sustainability. That region is one of most underdeveloped parts of Serbia, and PBILD's good results, at this moment, cannot be sustainably incorporated into local and regional policies due to the level of poverty.

2. Heavily hit by economic crisis, most Serbian municipalities are interested to get donor support for their further development. Nevertheless, most of them identify as priority economic activities, development of infrastructure and only a few have experience and knowledge of new, innovative methods of delivering social services, importance of public services quality and development of social cohesion.. Most projects submitted for donor support in SLAP – project base of the cities and municipalities of Serbia - are related to infrastructure and economic growth. Due to the lack of capacities and experience in planning and prioritizing, most Serbian municipalities have been reluctant to develop soft type of projects related to social cohesion and social background, staying focused only on economic and investment aspect of the migration issue. However, in Jablanicki and Pcinjski districts PBILD, through strong national implementation model and on-job-learning cooperation with LSG of South Serbia, succeeded to develop local partner's capacities to the level on which their further development, social cohesion, quality and versatility of accessible social and public services are clearly associated with priority needs of the peace building and local development. Therefore, most logical continuation of the PBILD intervention is to enter in the new stage of **replication and up-scaling of soft measures models**, developed under the first stage, with further development of new models of good practices in the field of peace building and inclusive local development.
3. PBILD, as a two-tier project intervention, was planned and developed in close cooperation with key national institutions, but with absence of local partners from the process. The main reason for that was a lack of LSGs capacities at the time of project preparation. As shown in this report, this created ground for some obstacles in the implementation, which have been solved by revisions of key documents and highly capable, flexible and responsive field management. Effectiveness and impact were not jeopardized, and the intervention have overachieved targeted results. Furthermore, along the implementation it succeeded to significantly improve capacities of the LSG. Present Southern Serbia LSGs are capable to take an important role in planning and designing of new intervention, together with national institutions. Its participation in planning process of future actions will **strengthen overall programming process** of next intervention.
4. As the biggest donor in the country, EU only partially supports country development efforts, due to the character of the pre- accession instruments (IPA). EU assistance in pre-accession and candidate countries is aimed at supporting national institutions and their capacities to fulfill Copenhagen criteria – alignment with aquis communautaire, development of competitive market economy and political criteria - rule of law and democracy. EU support is mainly aimed to create legal and institutional framework and administrative capacities necessary for accession process. At the moment, it responds to local needs only

sporadically, mostly supporting development of infrastructural projects, aligned with overall accession requirements. Though EU accession political agenda promotes peace building, its implementation is not area based and does not support community actions. Soft measures supporting peace building, social cohesion and inclusion targeted at specific region are not expected to be taken by EU as part of local development IPA portfolio.

With decreasing transfers from the national budget and with IPA support targeting mainly economic development and infrastructure, Southern Serbia municipalities in the next midterm period will continue to be highly dependent on bilateral donor support. Having in mind that PBILD succeed to create an **efficient platform for complex multi-donor/multi-agency/multi-beneficiary intervention**, further synergy of bilateral donors support to Southern Serbia could be ensured through its continuation. In the future, already efficient PBILD platform could be improved mainly in planning/programming, simplification of organizational structure and M&E.

5. High efficiency of the PBILD implementation, based mainly on efficiency of the field management, is pointing to some weaknesses in the project's organizational structure, which could be avoided in next interventions. Based on PBILD experience, if next interventions will include multiple projects, a new joint governing umbrella body should be created. It would be counterpart to the JPMU at the decision making level. It should be some form of joint steering committee, as a governing body of overall interventions. It would enable functional redistribution of decision making functions between this new body and JPMC, leaving to JPMC space for more operative composition and functioning. With further redistribution of authorization between operative and decision level (enabled by introduction of the new joint body) and strengthening of the horizontal coordination and synergies at all levels, the **improved organizational structure** will be established to manage implementation of next complex interventions.
6. Finally, timely implementation of the PBILD has certain obstacles inherent in M&E project system. The initial M&E framework was not set up in satisfactory manner. Therefore, it was not possible to create and exercise a **robust and reliable M&E system**, necessary for implementation of the complex project. Though revised and improved, the quality of the M&E system was still below the optimal for a complex project with long-term impact. It hampered project implementation. Although improved M&E system succeeded to provide satisfactory inputs for operational planning, it did not have clear and formatted inputs for strategic planning. This deficiency has been overcome solely by flexibility and ability of the JPMU and rest of the managing structure. JPMU was able to react promptly only due to their good knowledge of area, experience collected in other projects and strict field monitoring and reporting of activities. Therefore, from the stage of project planning and developing for possible next interventions, a more coherent and sound M&E system has to be developed. New system should stay integrated, but with higher rate of clearly defined quantitative indicators, and should introduce more structured mechanism of continuous following and improved reporting procedures and formats.

## 6. Annexes

Annex 1.	PBILD Final Evaluation Terms of Reference
Annex 2.	Documents for desk study
Annex 3.	PBILD Programme Monitoring Framework per 01 March 2013
Annex 4.	Evaluation matrix
Annex 5.	List of interviews
Annex 6.	Sampling table
Annex 7.	Overview of undertaken sustainability supporting measures
Annex 8.	Donor contributions
Annex 9.	Synergies with other donors
Annex 10.	Development context

## **Annex 1**

### **PBILD Evaluation Terms of Reference (TOR)**

<b>Title:</b>	Final Programme Evaluation
<b>Project:</b>	PBILD - South Serbia UN Joint programme "Strengthening Capacity for Inclusive Local Development in South Serbia" <u>and "Promotion of Peace Building in South Serbia"</u>
<b>Reporting to:</b>	PBILD Programme Manager
<b>Duty Station:</b>	Bujanovac
<b>Duration:</b>	04 February – 27 March 2013
<b>Contract Type:</b>	Contract for professional services

#### **Background**

##### **a. Purpose**

The purpose is to undertake a Final Evaluation which provides information on the results of the Peace-Building and Inclusive Local Development (PBILD) programme with a view to ascertaining the desirability of scaling-up the initiative in a second phase.

##### **b. Objective**

The objective of the Final Evaluation is to assess to what extent and how programme outputs were achieved, including aspects of efficiency and their contribution to tangible results and outcomes. The Final Evaluation will also assess the relevance, impact and sustainability of the PBILD programme and provide specific recommendations to government, donors and UN agencies for future initiatives that build on the programme's results.

##### **c. Background Information**

The PBILD programme is composed of two UN joint programmes: 'Promoting Peace-building in South Serbia' and 'Strengthening Capacities for Inclusive Development in South Serbia. Six UN agencies deliver the programme -- UNDP, UNICEF, UNHCR, UN-HABITAT, ILO and IOM – and work together from the UN PBILD Office in Bujanovac. The PBILD programme began implementation in October 2009 and is due to finish by the end of March 2013.

Five international donors fund PBILD:

- The Spanish Millennium Development Goals Achievement Fund (MDG-F) supports 'Promoting Peace building in South Serbia' with USD 2.5 million
- The Swedish International Development agency (SIDA), Swiss Agency for Development and Cooperation (SDC), Kingdom of Norway and UNDP together support 'Strengthening Capacity for 'Inclusive Local Development in South Serbia' with USD 6.3 million.

### ***PBILD's National Partners***

Until the elections of May 2012, the Ministry of Public Administration & Local Self-Government at national level was PBILD's lead ministry partner. Following the restructuring of ministries, the lead Ministry now is the Ministry of Labour, Employment and Social Policy. Other national level partners involved in the programme are: the Ministry for Youth & Sports, Ministry of Education, Ministry of Health, the Directorate for Human & Minority Rights, the Ombudsman's Office, the Co-ordination Body for Presevo, Bujanovac and Medvedja and the Commissariat for Refugees.

PBILD works in Jablanica and Pcinja districts of south Serbia which are comprised of the 11 municipalities of Bojnik, Crna Trava, Lebane, Vlasotince, Medvedja, Bosilegrad, Bujanovac, Presevo, Surdulica, Trgoviste and Vladicin Han, and the two cities of Vranje and Leskovac.

**PBILD's goal** is to contribute to inclusive, peaceful and sustainable development in south Serbia. The four outcomes, or focus areas, of PBILD's work are:

**Outcome 1** - Community Cohesion and Human Capital: Communities in South Serbia are stronger, more integrated, and better able to reduce inter-ethnic tensions and conflict risk. *(This outcome is achieved through a combination of MDG-F and multi-partner funded activities; other outcomes are funded only by multi-partners, i.e. fall only under the 'Inclusive Development' joint programme.)*

**Outcome 2** - Public Services: More equitable and improved access to public services and welfare benefits (including basic registration documentation, health and education)

**Outcome 3** - Economic Development: Increased overall economic prosperity of the region, and reduced discrepancies in wealth and employment between ethnic groups, and with other parts of the country

**Outcome 4** – Migration Management: Migrants from the region fully participate in the social and economic life of the region and thereby contribute to the development of their wider communities and Serbia's EU integration aspirations.

## **Description of Responsibilities**

### **a. Scope of work**

PBILD invites applications from qualified companies to perform a Final Evaluation of the programme.

The purpose is to provide information about the results of the PBILD Programme in order to:

- Measure to what extent PBILD has implemented their activities, delivered outputs and attained outcomes, with a special focus on measuring development results and assessing transformational change;
- Generate substantive evidence-based knowledge by identifying best practices and lessons learned that could be useful to other development interventions at local or national (scale up) and international level (replicability).

The Final Evaluation will focus on measuring development results and potential impacts generated by PBILD, based on the scope and criteria included in these terms of reference. The unit of analysis or object of study for this Final Evaluation is PBILD, understood to be the set of components, outcomes, outputs, activities and inputs that were detailed in the PBILD programme documents and in associated modifications made during the implementation. Under the guidance of the PBILD Evaluation Reference Group (ERG) and in close co-ordination with the members of the PBILD team in south Serbia, the company will be required to review the progress made in the production of the PBILD outputs since its onset and appraise their relevance for the achievement of the PBILD outcomes.

The work of the Evaluators will be guided by the PBILD Programme Documents (in particular the revised result framework and the annual work plans), the Monitoring Framework agreed upon by participating UN Agencies and the analytical framework in Annex III.

The Evaluators will be specifically required to:

- Appraise the quantitative and qualitative information collected to measure the impact of the activities implemented, including but not limited to cost benefit and cost effectiveness reflections of the programme;
- In collaboration with the members of the PBILD team, interview stakeholders and conduct field visits to gather information on the performance of PBILD;
- Systematize and analyse the data and information stemming from the implementation of the activities under the responsibility of each participating UN agencies;
- Assess the relevance, effectiveness, efficiency, sustainability and impact of the activities carried out according to the analytical framework provided;
- Draft a summative evaluation report that:

- Summarize the overall development results and achievements;
- synthesizes the overall performance of PBILD;
- describes innovative practices implemented;
- identifies challenges encountered and the strategies deployed to address them;
- provides recommendations and lessons learnt during implementation for further action.
- Finalize the report on the basis of the comments received by the PBILD Evaluation Reference Group.

The Evaluators will also review, analyze and provide conclusions and recommendations on the following:

- The status of the corresponding Country Programme Strategy (UNDAF) outcome and estimate the degree of programme's contribution to it;
- The degree to which the programme activities listed in the Project Document have been successfully implemented and desired outputs and impact achieved;
- What factors contributed to its effectiveness or ineffectiveness;
- The efficiency of the programme approach in delivering outputs and impact;
- Assessment of external factors affecting the programme, and the extent to which the programme has been able to adapt and/or mitigate the effects of such factors;
- The approach to project management, including the role of stakeholders and co-ordination with other development projects in the same area;
- The extent to which the target beneficiaries have benefited from the programme activities;
- The level of beneficiaries' and partners' satisfaction with programme implementation and results;
- The contribution of PBILD to the objectives of the MDG-Fund peace-building window as well as the overall MDG-Fund objectives at local and national level. (MDGs, Paris Declaration and Accra Principles and UN reform);
- Assessment on how gender and human rights issues were considered throughout the programme implementation;
- Assessment on how the results-based management strategies were applied for achieving programme objectives;
- The potential for continuation or scaling up of the initiative
- Specific gaps and needs (relevant in the programme context) that remain unattended to, and which require and justify scale-up or replication interventions.

## **b. Methodology**

The Final Evaluation approach should be in accordance with standard international practices in project evaluation. The proposed steps in conducting the evaluation will be:

- Review of programme documentation, monitoring records and progress and other relevant reports, analysing impact of measures from municipal strategies/action plans facilitated by PBILD;
- Initial meeting with the PBILD Team and Evaluation Reference Group to agree the specific design and methods for the evaluation, what is appropriate and feasible to meet the evaluation purpose and objectives. Agree on the evaluation questions that will need to be answered, given limitations of time and extant data;
- Organization of interviews with key staff involved in the programme implementation;
- Prepare inception report with evaluation matrix (format will be provided at the mission outset);
- Discussions with members of the PBILD team and partners to assess the programme's relevance and effectiveness of implementation, noting their perceptions of accomplishments and potential for further development and provide suggestions for management's response to evaluation findings. Objectively verifiable data should be collected whenever available to supplement evidence obtained through interviews and focus group discussions;
- Prepare Draft Report and present it to the PBILD Team;
- Incorporate received feedback from the ERG into the Final Evaluation;
- Prepare the Final Evaluation with an Executive Summary.

The following set of information sources on PBILD will be made available to the Evaluators:

- PBILD Programme documents;
- Progress and technical reports;
- Mid-term evaluation report;
- Key documents (policy analyses, research, surveys, monitoring reports) produced by PBILD;
- Training tools, learning packages and other publications.

The evaluation has to be carried out in line with these ToRs.

### **General considerations**

The methodology of the PBILD evaluation will be in line with the United Nations Evaluation Group (UNEG) Norms and Standards [UNEG Norms and Standards www.uneval.org/normsandstandards/index.jsp;jsessionid=BF5B67B9BD7B90E3998ECF1BBCD3CA5A?doc\\_cat\\_source\\_id=%3C%25=UnevalConst.UNEG NORMS STD%25%3E](http://www.uneval.org/normsandstandards/index.jsp;jsessionid=BF5B67B9BD7B90E3998ECF1BBCD3CA5A?doc_cat_source_id=%3C%25=UnevalConst.UNEG+NORMS+STD%25%3E) . The Evaluation



Team will also ensure that the evaluation process is ethical, in line with UNEG Ethical Guidelines. The evaluation will rely, to the extent possible, on already available data.

### **c. Deliverables and Timeline**

It is expected that the evaluation will last 30 working days from 04 February 2013 to 27 March 2013. The following deliverables will be due:

<b>Deliverables</b>	<b>Duration</b>	<b>Date</b>
Inception Report including desk review, work plan and evaluation matrix prepared and accepted	5 days	Submitted by 11 February Accepted by 15 February 2013
Belgrade meetings Field mission to south Serbia	4 days 10 days	12-15 February 2013 18 February – 01 March 2013
Draft Evaluation Report (DER) (see Annex II) submitted, presented to the PBILD Team and comments incorporated	7 days	8 March 2013 – presentation and submission, Belgrade 12 March – PBILD submits written comments 15 March – revised DER submitted
Final Evaluation report with Executive Summary prepared, presented to and accepted by ERG in Belgrade	4 days	PBILD feedback Presented: 20 March Accepted: 27 March

**Travel:** The evaluators are expected to travel to south Serbia and interview national partners in Belgrade:

04 February 2013	Briefing with PBILD team in Belgrade
12-15 February 2013	Belgrade meetings (with Donors and national partners)
18 February – 01 March 2013	Mission in connection with interviews (10 working days in Jablanica & Pcinja districts where PBILD operates)
15 March 2013	Presentation of results and debriefing to PBILD Team in Belgrade
20 March 2013	The final report presented to ERG and Donors

The criteria of utility, credibility, relevance and appropriateness will be used for assessing the quality of the evaluation report:

- The Final Evaluation has to be written in clear, concise and highly readable English;
- The Executive Summary should highlight the evaluation's key findings, conclusions and recommendations in no more than 3 pages;
- The information in the report has to be complete, well-structured and well-presented;
- The information in the report has to be reliable, well-documented and supported by findings;
- The information in the report has to address programme priorities strategically;
- Recommendations have to be concrete and implementable;
- Human rights and gender equality perspectives must be taken into account.

## **Requirements**

Potential bidders should be a professional services firm/organization/consortium with the following characteristics:

- a) a team of three comprised of a team leader, economic expert and social expert;
- b) a minimum 5 years of relevant professional experience, preferably in international/multilateral development context in the region of south Serbia;
- c) Experience in evaluating and monitoring, technical co-operation and development activities and projects.

The team leader shall meet at least the following requirements:

- The team leader should be an experienced evaluator who has a track record of implementing evaluations on large complex projects in field of Municipal Development
- Experience with public administration reform at the local government level
- Understanding of current policies and legislation on local self-government, gender, minority rights, migration
- Experience with the implementation of municipal and CSO projects
- Experience with local economic development (LED) and the role of local authorities in LED.
- Experience with citizen participation in decision making at the local level
- Knowledge on the approach to Peace-Building and Inclusive Local Development
- Prior experience of work with UN agencies and on joint programmes would be an asset.
- Superior English language writing skills

The economic expert shall meet at least the following requirements:

- Excellent understanding of south Serbia's economic situation and migration policies and legislation
- Knowledge of Pcinja and Jablanica districts capacities and the trends of economic development in the region is an asset.
- Good knowledge of economic development issues and past interventions in south Serbia would be a great advantage;
- Experience in the field of Strategic Planning, especially in the area of Sustainable Development in Serbia including municipal-level action plans and strategies for sustainable and economic development
- Prior experience of work with UN agencies and on joint programmes would be an asset.

The social expert shall meet at least the following requirements:

- Excellent understanding of south Serbia's minority rights, gender, social inclusion situation, social cohesion and integration challenges, policies and legislation
- Knowledge of the existing systems of social welfare and education operating in Serbia, and insight into how these systems function and the challenges they face, especially from the migration, gender and minorities perspective.
- General high level of awareness and understanding of social, cultural, economic and political situation in Serbia, particularly south Serbia and the particular inter-cultural aspects of societies in the target area, Jablanicki and Pcinjski districts.
- Experience in the field of Strategic Planning, especially in the area of Social Protection in Serbia, Gender Equity including municipal-level action plans and strategies for social protection and gender equity.
- Prior experience of work with UN agencies and on joint programmes would be an asset.

The team as a whole should possess the following requirements:

### **Skills and competencies**

- Excellent analytical skills
- Ability to synthesize research and reach empirically-based conclusions
- Strong and highly readable English writing skills
- Proven capacity to produce high-quality reports
- Displays capacity to provide experienced advice based on best practices
- Possesses knowledge of inter-disciplinary development issues
- Focuses on result for the client and responds positively to feedback
- Good application of Results-Based Management
- Good communication, co-ordination and facilitation skills
- Consistently ensures timeliness and quality of work
- Treats all people fairly without favouritism
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Demonstrates integrity by modelling ethical standards

## Qualifications

- Masters or equivalent in relevant field of Public Administration/Economic development

### *Knowledge*

- Excellent understanding of Serbia's socio-economic situation in southern areas;
- Understanding of current policies and legislation on local self-government, gender, minority rights, migration
- Familiarity with the UN evaluation policy, norms and standards;
- Knowledge in the use of computers and office software packages and handling of web based monitoring systems.

### *Personal qualifications*

- Ability to deliver when working under pressure and within changing circumstances
- Consistently approaches work with energy and a positive, constructive attitude
- Excellent interpersonal skills

### *Languages:*

- Excellent spoken and clear, concise and succinct written English
- Serbian

## ANNEX II

### (Integral part of the ToR)

#### Evaluation Report

#### **Purpose/Description of the Evaluation Report:**

The evaluation report is the key product of the evaluation process. Its purpose is to provide a transparent basis for accountability for results, for decision-making on policies and programmes, for learning, for drawing lessons and for improvement.

<b>Executive summary</b>	Approximately 3 pages, this part of the report should summarize the main finding, conclusions and recommendations of the monitoring exercise.
<b>1. Recommendations</b>	Recommendations should be presented in a concise and actionable manner, making concrete suggestions for improvements.
<b>2. Conclusions</b>	Concluding assessment derived from the findings of the evaluation

	and main messages.
<b>3. Introduction</b>	Brief description of purpose of the evaluation and of the methodological approach used. Remarks on the limitations of the methodology and problems encountered in information gathering and analysis.
<b>4. Review of implementation</b>	Description of the development intervention carried out. PBILD strategy at approval and during implementation, including agreed revisions. Highlights main milestones and challenges encountered. Status of implementation, delivery of activities, production of outputs and attainment of outcomes.
<b>5. Presentation of findings</b>	Based on the key questions of the analytical framework, this part of the report should concentrate on key issues and provide clear indication on whether the outcomes of PBILD were achieved.
<b>6. Lessons learned</b>	Observations, insights, and innovative practices extracted from the evaluation exercise that are of general interest and contribute to wider organizational learning. This part should also highlight any good practices implemented during PBILD.
<b>7. Annexes</b>	Any additional information deemed relevant for the comprehension of the report. It should also include also a glossary of terms.

## ANNEX III

### ANALYTICAL FRAMEWORK

#### (Integral part of ToR)

#### 1. Relevance and strategic fit

- Did the PBILD activities address a relevant need? Were the needs identified continuously checked for relevance? How much and in what ways did PBILD contribute to solving the (socio-economical) needs and problems identified in the design phase?
- To what extent was PBILD designed, implemented and monitored jointly?

- To what extent was PBILD the best option to respond to development challenges identified?
- Have implementing partners taken ownership of PBILD since the design phase? To what extent did implementing partners add value to solve the development challenges stated in the programme document?
- How is PBILD aligned to Serbia's cross-cutting and sectoral strategies?

## **2. Validity of design**

- Were the planned outputs and outcomes relevant and realistic to the situation on the ground? Did they need to be adapted to specific needs or conditions?
- Was the intervention logic coherent and realistic? What was adjusted?
- To what extent did PBILD have a useful and reliable M&E strategy that contributed to measure development results?
- How effectively was PBILD in monitoring performance and results?
- How appropriate and useful were the indicators described in the PBILD document in assessing progress and results?
- Were the targeted indicator values systematically collected and systematized? Was data disaggregated by sex and by other relevant characteristics? Were the means of verification for the indicators appropriate?
- Was information regularly analyzed to feed into management decisions?

## **3. Progress and effectiveness**

- Were the SMART outputs achieved? Were they achieved in the quantity and quality specified in the PBILD design?
- Are PBILD partners using the outputs? Are the outputs being transformed by PBILD partners into outcomes?
- How effective was PBILD in establishing national ownership? Was project management and implementation participatory and did it contribute towards the achievement of PBILD objectives? Was PBILD appropriately responsive to the needs of the national partners and changing priorities?
- Was PBILD appropriately responsive to economic and institutional changes in the project environment?
- Did the PBILD approach produce demonstrated successes and impact?
- In which areas is PBILD having the greatest achievements? How is PBILD building on and expanding these achievements?
- In which areas is PBILD having the least achievements? What are the constraining factors and why? How could they be overcome?

- What, if any, alternative strategies would be more effective in achieving the PBILD objectives?

#### **4. Efficiency of resource use and effectiveness of management arrangements**

- Were resources used efficiently? Were the activities implemented cost-effective? In general, did the results achieved justify the costs? Could the same results have been attained with fewer resources?
- Were PBILD funds and activities delivered in a timely manner by participating agencies?
- To what extent the governance at programme (PMC) and national level (NSC) contributed to efficiency and effectiveness of PBILD? To what extent were these governance structures useful for development purposes, ownership and for working together? Did they enable management and delivery of outputs and results?
- What type of (administrative, financial and managerial) obstacles did PBILD face and to what extent have this affected its efficiency?
- To what extent and in what ways did the mid-term evaluation have an impact on PBILD? Was it useful? Did PBILD implement the improvement plan?
- Have the national partners a good grasp of the project strategy? How are they contributing to the success of PBILD?
- How effective is communication between PBILD and their partners?

#### **5. Impact orientation and sustainability**

- To what extent did PBILD contribute to the attainment of the development outputs and outcomes stated in the programme document?
  - a) To what extent and in what ways did PBILD contribute to the Millennium Development Goals at national level?
  - b) To what extent and in what ways did PBILD contribute to the goals set in the peace-building thematic window?
  - c) To what extent (policy, budgets, design, and implementation) and in what ways did PBILD contribute to improve the implementation of the principles of the Paris Declaration and Accra Agenda for Action?
  - d) To what extent and in what ways did PBILD contribute to the goals of working together at country level?
- What types of effects are resulting from PBILD in accordance with the sex, ethnic belonging, rural or urban setting of the beneficiary population?
- To what extent has PBILD contributed to fostering national ownership processes and outcomes (the design and implementation of National Development Plans, Public Policies, UNDAF)

- To what extent have the PBILD decision-making bodies and implementing partners undertaken the necessary decisions and course of actions to ensure the sustainability of the effects of PBILD?
- At local and national level:
  - a) To what extent did national and/or local institutions support PBILD?
  - b) Did these institutions show technical capacity and leadership commitment to keep working with PBILD or to scale it up?
  - c) Have operating capacities been created and/or reinforced in national partners?
  - d) Sustainability – to what extent have migration solutions provided or facilitated by PBILD been institutionalized or taken over by the local structures? What are the lessons learned?
  - e) Impact – to what extent are migration related measures integrated in municipal strategies and action plans? And are the measures being implemented?
  - f) Impact – What is the impact of local government measures and programme activities to the end beneficiary (prone to migration)? Migration trends before PBILD and after (programme attribution to changes)?
  - g) Effectiveness – To what extent are outcomes producing positive changes? Document these by using cost effectiveness and cost benefit reflections.
- Have any good practices, success stories, lessons learned or transferable examples been identified? Please describe and document them.
- Are the PBILD results, achievements and benefits likely to be durable and sustainable? Are results anchored in national institutions?
- Can the PBILD approach and results be replicated or scaled up by national partners? Is this likely to happen? What would support their replication and scaling up?
- Were there any unintended or unexpected positive or negative effects as a consequence of the PBILD interventions? If so, how was the PBILD strategy adjusted?



## ANNEX 2 List of documents for desk research

	Basic Documents	PROVIDED BY
	United Nations Country Partnership Strategy Republic of Serbia 2011 – 2015 United Nations Development Assistance Framework (UNDAF) in the Republic of Serbia for the period 2011-2015 <a href="http://www.undp.org.rs/download/UNDAF%202011-2015%20ENG.pdf">http://www.undp.org.rs/download/UNDAF%202011-2015%20ENG.pdf</a>	UNDP Serbia
	Norway Re:Request for no-cost extension Extensions\Norway no cost extension 11 July.pdf	UNDP Serbia
	PBILD: Request for no-cost extension - signed – Norway Extensions\Norway request signed.pdf	UNDP Serbia
	Sweden Re:Request for no-cost extension Extensions\SIDA PBILD-no-cost-extention 10 July 2012.pdf	UNDP Serbia
	PBILD: Request for no-cost extension - signed – Sweden Extensions\Sweden request signed.pdf	UNDP Serbia
	File for the Joint Programme Improvement Plan Extensions\MDG-F no cost request\PBILD Improvement Plan DRAFT 24 Feb 2012 NH.docx	UNDP Serbia
	Request for one time no cost extension of joint programme and the third year as well as no cost extension funding Extensions\MDG-F no cost request\PBILD Request for No-cost extension and 3YF.docx	UNDP Serbia
	PBILD-Peace Building and Inclusive Local Development Results Framework Extensions\MDG-F no cost request\PBILD Results Framework with financials.xls	UNDP Serbia
	Eighth PBILD Programme Management Committee Meeting - Agenda and Minutes Extensions\MDG-F no cost request\PMC Minutes ENG.pdf	UNDP Serbia
	MDGAF no-cost extension request Extensions\MDG-F no cost request\Serbia_CPPB-No_Cost_Extension_Memo_04June12.pdf	UNDP Serbia
	PBILD WORKPLAN 2012 Overview Extensions\MDG-F no cost request\Work Plan 2012 final TSN 180112.xlsx	UNDP Serbia
	SDC - UNDP Addendum No.1 Extensions\SDC cost extension\Extension 2012 Addendum.pdf	UNDP Serbia
	Cost extension of sdc funding in inclusive development budget Extensions\SDC cost extension\SDC 2012 cost extension budget FINAL with comparison - reduced TSN 181011.xlsx	UNDP Serbia
	Intended outputs - indicators - indicative activities - responsible parties – budget Extensions\SDC cost extension\SDC 2012 cost extension Migration results framework final.docx	UNDP Serbia
	PBILD Migration MAnagement SDC extension 2012	UNDP Serbia

	Extensions\SDC cost extension\SDC cost extension requestTSN 290911 NH 290911 final.docx	
	PBILD team organigram	PBILD team
	<b>PBILD municipalities Safety strategies</b>	
	Local safety strategy of the City of Vranje <a href="http://www.pbildprogramme.org/dokumenti/en/11_177_SLB_Vranje_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/11_177_SLB_Vranje_ENG.pdf</a>	PBILD team
	Local safety strategy of the municipality of Vlasotince <a href="http://www.pbildprogramme.org/dokumenti/en/10_177_SLB_Vlasotince_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/10_177_SLB_Vlasotince_ENG.pdf</a>	PBILD team
	Local safety strategy of the municipality of Vladičin Han <a href="http://www.pbildprogramme.org/dokumenti/en/9_177_SLB_Vladicin_Han_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/9_177_SLB_Vladicin_Han_ENG.pdf</a>	PBILD team
	Local safety strategy of the municipality of Trgoviste <a href="http://www.pbildprogramme.org/dokumenti/en/8_177_SLB_Trgovi%C5%A1te_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/8_177_SLB_Trgovi%C5%A1te_ENG.pdf</a>	PBILD team
	Local safety strategy of the municipality of Surdulica <a href="http://www.pbildprogramme.org/dokumenti/en/7_177_SLB_Surdulica_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/7_177_SLB_Surdulica_ENG.pdf</a>	PBILD team
	Local safety strategy of the municipality of Preševo <a href="http://www.pbildprogramme.org/dokumenti/en/6_177_SLB_Presevo_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/6_177_SLB_Presevo_ENG.pdf</a>	PBILD team
	Local Safety Strategy of the City of Leskovac <a href="http://www.pbildprogramme.org/dokumenti/en/5_177_SLB_Leskovac_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/5_177_SLB_Leskovac_ENG.pdf</a>	PBILD team
	Local safety strategy of the municipality of Lebane <a href="http://www.pbildprogramme.org/dokumenti/en/4_177_SLB_Lebane_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/4_177_SLB_Lebane_ENG.pdf</a>	PBILD team
	Local safety strategy of the municipality of Bujanovac <a href="http://www.pbildprogramme.org/dokumenti/en/3_177_SLB_Bujanovac_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/3_177_SLB_Bujanovac_ENG.pdf</a>	PBILD team
	Local safety strategy of the municipality of Bosilegrad <a href="http://www.pbildprogramme.org/dokumenti/en/2_177_SLB_Bosilegrad_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/2_177_SLB_Bosilegrad_ENG.pdf</a>	PBILD team
	Local safety strategy of the municipality of Bojnik <a href="http://www.pbildprogramme.org/dokumenti/en/1_177_SLB_Bojnik_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/1_177_SLB_Bojnik_ENG.pdf</a>	PBILD team
	<b>PBILD Fact-sheet</b>	
	PBILD Fact sheet – English <a href="http://www.pbildprogramme.org/dokumenti/en/1_164_PBILD_fact_sheet_Nov_2012_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/1_164_PBILD_fact_sheet_Nov_2012_ENG.pdf</a>	PBILD team
	<b>11th PBILD Board Meeting</b>	
	Ministry of Health presentation - Health Mediators <a href="http://www.pbildprogramme.org/dokumenti/en/2_170_PBILDVranje.ppt">http://www.pbildprogramme.org/dokumenti/en/2_170_PBILDVranje.ppt</a>	Ministry of Health RS
	PM presentation <a href="http://www.pbildprogramme.org/dokumenti/en/1_170_PM_Presentation_Vranje_281112.pptx">http://www.pbildprogramme.org/dokumenti/en/1_170_PM_Presentation_Vranje_281112.pptx</a>	PBILD team

	<b>Programme document</b>	
	PBILD Prodoc - strenghtening capacity for inclusive local development in south serbia <a href="http://www.pbildprogramme.org/dokumenti/en/2_24_Prodoc_for_South_Serbia_final_signed.pdf">http://www.pbildprogramme.org/dokumenti/en/2_24_Prodoc_for_South_Serbia_final_signed.pdf</a>	UNDP Serbia
	PBILD prodoc - promoting peace building in southern Serbia <a href="http://www.pbildprogramme.org/dokumenti/en/1_24_Final_Prodoc_MDGF_South_Serbia_01-06-2009_signed.pdf">http://www.pbildprogramme.org/dokumenti/en/1_24_Final_Prodoc_MDGF_South_Serbia_01-06-2009_signed.pdf</a>	UNDP Serbia
	<b>Quarterly reports</b>	
	PBILD Quarterly Report 11 July - September 2012 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/12_25_QR_11_report_July_-September_DRAFT_ENG_final.pdf">http://www.pbildprogramme.org/dokumenti/en/12_25_QR_11_report_July_-September_DRAFT_ENG_final.pdf</a>	PBILD team
	PBILD Quarterly Report 10 April - June 2012 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/11_25_QR_10_report_April_-June_2012.pdf">http://www.pbildprogramme.org/dokumenti/en/11_25_QR_10_report_April_-June_2012.pdf</a>	PBILD team
	PBILD Quarterly Report 9 Jan - March 2012 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/10_25_QR_9_report_January_-_March_2012.pdf">http://www.pbildprogramme.org/dokumenti/en/10_25_QR_9_report_January_-_March_2012.pdf</a>	PBILD team
	PBILD Quarterly Report 8 Report Oct - Dec ENG 2011 <a href="http://www.pbildprogramme.org/dokumenti/en/9_25_PBILD_Quarterly_Report_8_Report_Oct_-_Dec_ENG_2011.pdf">http://www.pbildprogramme.org/dokumenti/en/9_25_PBILD_Quarterly_Report_8_Report_Oct_-_Dec_ENG_2011.pdf</a>	PBILD team
	PBILD Quarterly Report 7 Report July - Sept ENG 2011 <a href="http://www.pbildprogramme.org/dokumenti/en/8_25_PBILD_Kvartalni_izvestaj_7_jul_-_sept_SERB.pdf">http://www.pbildprogramme.org/dokumenti/en/8_25_PBILD_Kvartalni_izvestaj_7_jul_-_sept_SERB.pdf</a>	PBILD team
	PBILD Quarterly Report 6 April- June 2011 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/7_25_PBILD_Quarterly_Report_6_April-_June_2011_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/7_25_PBILD_Quarterly_Report_6_April-_June_2011_ENG.pdf</a>	PBILD team
	PBILD Quarterly Report 5 Jan-Mar 2011 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/5_25_PBILD_Quarterly_Report_5_Jan-Mar_2011_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/5_25_PBILD_Quarterly_Report_5_Jan-Mar_2011_ENG.pdf</a>	PBILD team
	PBILD Quarterly Report 4 Oct-Dec 2010 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/4_25_PBILD_Quarterly_Report_4_Oct-Dec_2010_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/4_25_PBILD_Quarterly_Report_4_Oct-Dec_2010_ENG.pdf</a>	PBILD team
	PBILD Quarterly Report 3 July - Sept 2010 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/3_25_PBILD_Quarterly_Report_3_July_-_Sept_2010_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/3_25_PBILD_Quarterly_Report_3_July_-_Sept_2010_ENG.pdf</a>	PBILD team
	PBILD Quarterly Report 2 April - Jun 2010 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/2_25_PBILD_Quarterly_Report_2_April_-_Jun_2010_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/2_25_PBILD_Quarterly_Report_2_April_-_Jun_2010_ENG.pdf</a>	PBILD team
	PBILD Quarterly Report 1 Oct 2009 - Mar 2010 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/1_25_PBILD_Quarterly_Report_1_Oct_2009_-_Mar_2010_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/1_25_PBILD_Quarterly_Report_1_Oct_2009_-_Mar_2010_ENG.pdf</a>	PBILD team
	<b>Minutes</b>	
	PBILD PMC 9 Minutes October 2012 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/9_26_PMC_9_Trgoviste_Minutes_ENG_final.pdf">http://www.pbildprogramme.org/dokumenti/en/9_26_PMC_9_Trgoviste_Minutes_ENG_final.pdf</a>	PBILD team
	PBILD PMC 8 Minutes March 2012 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/8_26_PMC8_minutes_22_March_2012.pdf">http://www.pbildprogramme.org/dokumenti/en/8_26_PMC8_minutes_22_March_2012.pdf</a>	PBILD team
	PBILD PMC 7 Minutes November 2011 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/7_26_PBILD_PMC_7_minutes_10_November_2011_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/7_26_PBILD_PMC_7_minutes_10_November_2011_ENG.pdf</a>	PBILD team

	PBILD PMC 6 Minutes July 2011 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/6_26_PBILD_PMC_6_Minutes_28_July_2011_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/6_26_PBILD_PMC_6_Minutes_28_July_2011_ENG.pdf</a>	PBILD team
	PBILD PMC 5 Minutes May 2011 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/5_26_PBILD_PMC_5_Minutes_05_May_2011_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/5_26_PBILD_PMC_5_Minutes_05_May_2011_ENG.pdf</a>	PBILD team
	PBILD PMC 4 Minutes Feb 2011 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/4_26_PBILD_PMC_4_Feb_2011_Minutes_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/4_26_PBILD_PMC_4_Feb_2011_Minutes_ENG.pdf</a>	PBILD team
	PBILD PMC 3 Minutes Oct 2010 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/3_26_PBILD_PMC_3_Oct_2010_Minutes_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/3_26_PBILD_PMC_3_Oct_2010_Minutes_ENG.pdf</a>	PBILD team
	PBILD PMC 2 Minutes July 2010 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/2_26_PBILD_PMC_2_July_2010_Minutes_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/2_26_PBILD_PMC_2_July_2010_Minutes_ENG.pdf</a>	PBILD team
	PBILD PMC 1 Minutes April 2010 ENG <a href="http://www.pbildprogramme.org/dokumenti/en/1_26_PBILD_PMC_1_April_2010_Minutes_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/1_26_PBILD_PMC_1_April_2010_Minutes_ENG.pdf</a>	PBILD team
	<b>Annual reports</b>	
	PBILD Annual report 2010 <a href="http://www.pbildprogramme.org/dokumenti/en/2_27_JP_SCILD_2010_Annual_report_-_Narrative_and_Financial_30-05-11.pdf">http://www.pbildprogramme.org/dokumenti/en/2_27_JP_SCILD_2010_Annual_report_-_Narrative_and_Financial_30-05-11.pdf</a>	PBILD team
	PBILD Annual Progress Report 2011 <a href="http://www.pbildprogramme.org/dokumenti/en/1_27_JP_Serbia_Annual_Progress_Report_2011-1.pdf">http://www.pbildprogramme.org/dokumenti/en/1_27_JP_Serbia_Annual_Progress_Report_2011-1.pdf</a>	PBILD team
	<b>Semi-annual reports</b>	
	MDGF Jan -June 2010 Monitoring Report CPPB - as submitted by RCO	PBILD team
	PBILD July - Dec 2010 MDGF M&E Report Final - as submitted to MDGF	PBILD team
	PBILD_MDGF_Jan - June ME_Report ENG FINAL 20 Jul 2011 uploaded by Milica	PBILD team
	July - Decem 2011 PBILD_MDGF_ME_Report ENG FINAL sent to Milica	PBILD team
	Jan - June 2012 PBILD_MDGF_ME_Report ENG ZL	PBILD team
	<b>Inception report</b>	
	PBILD Inception report <a href="http://www.pbildprogramme.org/dokumenti/en/1_28_PBILD_Inception_report_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/1_28_PBILD_Inception_report_ENG.pdf</a>	PBILD team
	<b>Mid-Term Evaluation</b>	
	PBILD Mid-Term Evaluation <a href="http://www.pbildprogramme.org/dokumenti/en/1_30_PBILD_Mid-Term_Evaluation.pdf">http://www.pbildprogramme.org/dokumenti/en/1_30_PBILD_Mid-Term_Evaluation.pdf</a>	PBILD team
	PBILD Improvement PPlan	PBILD Team
	<b>M&amp;E documents</b>	
	UN PBILD SOUTH SERBIA output indicators monitoring matrix revised June 2012	PBILD team

	UN PBILD SOUTH SERBIA output indicators monitoring matrix revised June 2012, updated 09/2012	PBILD team
	UN PBILD SOUTH SERBIA output indicators monitoring matrix revised June 2012, updated 01/2013	PBILD team
	<b>Error! Use the Home tab to apply Title 2 to the text that you want to appear here.</b> rev 10/2010	PBILD team
	PBILD Scorecard sheets in xls	PBILD team
	RA Pulse questionnaire analysis worksheets in xls	PBILD team
	PBILD Pulse questionnaire	PBILD team
	Conflict Prevention and Peace Building: MDG-F Thematic Study: Review of Key Findings and Achievements <a href="http://www.mdgfund.org/sites/default/files/CPPB_Thematic%20Study.pdf">http://www.mdgfund.org/sites/default/files/CPPB_Thematic%20Study.pdf</a>	MDG F
	Review of MDG-F Joint Programmes Key Findings and Achievements: <i>executive Summaries</i> <a href="http://www.mdgfund.org/sites/all/themes/custom/undp_2/docs/thematic_studies/English/Compilation_executive_summariesfinal.pdf">http://www.mdgfund.org/sites/all/themes/custom/undp_2/docs/thematic_studies/English/Compilation_executive_summariesfinal.pdf</a>	MDG f
	<b>Publications</b>	
	15 January 2013 European Charter for a democratic use of video surveillance <a href="http://www.pbildprogramme.org/dokumenti/en/1_178_CCTV_Charter_EN.pdf">http://www.pbildprogramme.org/dokumenti/en/1_178_CCTV_Charter_EN.pdf</a>	European Forum for Urban Security
	25 October 2012 Booklet on illegal migration, schengen and asylum “No problem” <a href="http://www.pbildprogramme.org/dokumenti/en/1_99_No_Problem_brochure_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/1_99_No_Problem_brochure_ENG.pdf</a>	PBILD team
	15 September 2011 Report on Migration and Local Government <a href="http://www.pbildprogramme.org/dokumenti/en/1_108_Report_on_Migration_and_Local_Government_FINAL.pdf">http://www.pbildprogramme.org/dokumenti/en/1_108_Report_on_Migration_and_Local_Government_FINAL.pdf</a>	PBILD team
	15 September 2011 Return and Development - Report <a href="http://www.pbildprogramme.org/dokumenti/en/1_107_Final_Report_Return_and_Development_FINAL.pdf">http://www.pbildprogramme.org/dokumenti/en/1_107_Final_Report_Return_and_Development_FINAL.pdf</a>	PBILD team
	16 August 2011 Youth in South Serbia ENG <a href="http://www.pbildprogramme.org/dokumenti/en/1_84_Youth_in_South_Serbia_Eng.pdf">http://www.pbildprogramme.org/dokumenti/en/1_84_Youth_in_South_Serbia_Eng.pdf</a>	PBILD team
	Migration, inclusive development social survey (2010)	
	Youth in Serbia: Inclusive Development Social Survey in Jablanicki and Pcijski Districts (June 2011)	UNICEF
	DevInfo Wizard Card	UNICEF
	Profilisanje nepovoljnog položaja na tržištu rafa	ILO
	Vodič za izbor zanimanja; planiranje karijere posle osnovne škole	ILO
	Revizija nacionalne službe za zapošljavanje Srbije	ILO
	Anketa o poslovnim veštinama 2011; Glavni nalazi u južnoj Srbiji	ILO
	<b>Newsletters</b>	
	Results and Impact November December 2012 <a href="http://www.pbildprogramme.org/dokumenti/en/1_183_Results_and_Impact_Nov_Dec_2012_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/1_183_Results_and_Impact_Nov_Dec_2012_ENG.pdf</a>	PBILD team
	04 November 2012 Results & Impact September - October 2012	PBILD team

	<a href="http://www.pbildprogramme.org/dokumenti/en/1_165_Results_and_Impact_Sep_Oct_2012.pdf">http://www.pbildprogramme.org/dokumenti/en/1_165_Results_and_Impact_Sep_Oct_2012.pdf</a>	
	06 September 2012 Results & Impact May - August 2012 <a href="http://www.pbildprogramme.org/dokumenti/en/1_105_PBILD_newsletter_May-August_ENG.pdf">http://www.pbildprogramme.org/dokumenti/en/1_105_PBILD_newsletter_May-August_ENG.pdf</a>	PBILD team
	30 April 2012 Results & Impact March - April 2012 <a href="http://www.pbildprogramme.org/dokumenti/en/1_40_mart_april_2012_FINAL_12_eng.pdf">http://www.pbildprogramme.org/dokumenti/en/1_40_mart_april_2012_FINAL_12_eng.pdf</a>	PBILD team
	29 February 2012 Results & Impact January - February 2012 <a href="http://www.pbildprogramme.org/dokumenti/en/1_69_Jan_-_Feb_2012_PBILD_newsletter_Eng.pdf">http://www.pbildprogramme.org/dokumenti/en/1_69_Jan_-_Feb_2012_PBILD_newsletter_Eng.pdf</a>	PBILD team
	31 December 2011 Results & Impact November - December 2011 <a href="http://www.pbildprogramme.org/dokumenti/en/1_70_Nov-Dec_2011.pdf">http://www.pbildprogramme.org/dokumenti/en/1_70_Nov-Dec_2011.pdf</a>	PBILD team
	31 October 2011 Results & Impact September - October 2011 <a href="http://www.pbildprogramme.org/dokumenti/en/1_71_Sep-Oct_2011.pdf">http://www.pbildprogramme.org/dokumenti/en/1_71_Sep-Oct_2011.pdf</a>	PBILD team
	<b>Video clips</b>	
	PBILD original <a href="http://youtu.be/fSE3-V_czWY">http://youtu.be/fSE3-V_czWY</a>	Youtube
	USAID cooperation agreement <a href="http://youtu.be/4zjlt_H_uWg">http://youtu.be/4zjlt_H_uWg</a>	Youtube
	<b>Other documents</b>	
	Lessons Learned and best Practices: Peace Building and Inclusive Local Development (Feb 2013)	PBILD team
	Exit Strategy: Peace Building and Inclusive Local Development (Feb 2013)	PBILD team
	Report from the courses early development	Pediatric Association
	Jacanje kapaciteta primarne zdravstvene zastite u podrsci ranog razvoja dece	Pedriatic association
	Otvorena kancelarija za preduzetnike početnike: Press clip emission "Ovo je Srbija" RTS1 <a href="http://www.pbildprogramme.org/dokumenti/en/1_182_20130210_PBILD_14-11-50.PDF">http://www.pbildprogramme.org/dokumenti/en/1_182_20130210_PBILD_14-11-50.PDF</a>	PBILD Team

## Annex 3

### UN PBILD SOUTH SERBIA OUTPUT INDICATORS MONITORING MATRIX Updated up to January 2013

#### Joint Programme Outcome 1: Communities in South Serbia are stronger, more integrated and better able to reduce inter-ethnic tensions and conflict risk

##### Indicators:

Improved cooperation between the political representatives of the ethnic minority and majority demonstrated in the multiethnic municipalities of the Pcinjski and Jablanicki Districts in the establishment of political coalitions among them

Percentage of women members of assembly in Pcinjski and Jablanicki Districts municipalities rose to 30%.

Strategic policy documents recognising existing gender gaps and providing action plans for the promotion of gender equality adopted in all municipalities of Pcinjski and Jablanicki Districts for the first time

10 LSGs empowered to impact youth policy development and youth activation in reducing inter-ethnic tensions and conflict risk

OUTPUTS	INDICATORS WITH TARGETS	RESULTS ACHIEVED AND STATUS
<p><b>MDG-F Output 1.1</b> Provide support to institutional strengthening of the governance structures in South Serbia to facilitate participation of women and ethnic minorities in policy and decision-making processes</p> <p><b>ID Output 1.1</b> Increased confidence of local population in key institutions of local and national government (not found in the Q reports)</p>	<p>1 regional policy document and at least 8 local policy documents recognising existing gender gaps and providing an action plan for the promotion of gender equality developed and adopted</p>	<p><b>STATUS: Ongoing</b></p> <p>The baseline on participation of women in policy and decision-making processes is completed and represents the basis for all gender related activities within the PBILD programme. On the basis of this the need for the establishment of a RWG-Gender has been confirmed in order to identify the problems and possible solutions in the field of gender equality in South Serbia.</p> <p>The RWG-Gender has been established (22 representatives of all South Serbia LSG and 4 local NGOs) on the basis of the adopted ToR. Up to date 4 RWG-G meetings have taken place. This RWG has continuously been supported through the provision of technical support in the <b>development of the Regional Working Group Action Plan for the Promotion of Gender Equality (AP).</b></p> <p>Currently, <b>5 LAPs on gender equality have been adopted</b> and the development of <b>LAPs on gender equality is completed in 7 municipalities.</b></p> <p>As identified in the RWG-Gender AP a training package on gender equality and gender budgeting has been developed and delivered to local gender mechanisms (GEMs). 24 members of the RWG-G participated from the following 8 municipalities: Vladican Han, Presevo, Leskovac, Lebane, Bojnik, Medvedja, Vlasotince i Crna Trava;</p>

		<p><b>Means of verification/products:</b> Brochure “Gender equality at the local level, RWG ToR, Action plan, RWG-Gender meeting minutes, GEM training package</p>
	<p>Demonstrated improved provision of national minority services catering to the needs (education and culture) through the capacity development of local stakeholders</p>	<p><b>STATUS: Completed</b></p> <p>Capacity building of 24 representatives of the CB, Albanian NMC and 3 municipalities (Bujanovac, Medvedja, Presevo) on culture and educational policies through a 3-day training programme.</p> <p>A study visit was organized for the representatives of the CB, CB group for education, NMC and representatives of local and national academic community to map the successful model of education in minority languages and minority policy development in Vojvodina. The ultimate result of which was the <b>establishment of the Faculty of Economy in Bujanovac, which delivers courses in both Albanian and Serbian language</b>. Their accreditation was additionally supported through the equipping of their computer lab. Additional support was provided in the second academic year through partial funding of equipment for the new Faculty premises in Bujanovac.</p> <p>The demand for such an educational institution is demonstrated through the exceptionally high application rates. Last year 50% more students applied compared to the number of scholarships available, and this year there are also self-paying students indicating the value ascribed to the education gained at this Faculty. It is also worth noting, that there are both Albanian and Serbian students enrolled providing opportunity for the development of interethnic relations and counteracting the initial fears that this would attract only Albanian students.</p> <p>Training in culture, educational and minority policies and gender equality delivered to representatives of 14 CSOs as a result of which 4 applied for financial support to implement projects in this area. One CSO was selected to implement a project in Eco-culture reaching 137 pupils and their teachers and parents and fellow citizens of Bujanovac.</p> <p><b>Means of verification/products:</b> CSOs reports with supporting documentation; CB progress report;</p>
	<p>At least 12 print/audio and video productions published/broadcasted through local/national media tackling the most problematic issues preventing the integration of vulnerable groups and weighing on interethnic relations</p>	<p><b>STATUS: Ongoing</b></p> <p>A review of media in South Serbia has been conducted providing a comprehensive list of active media in South Serbia and identifying potential project partners for the production of gender/ minority/conflict sensitive reporting publications/broadcasts.</p> <p>24 editors and journalists took part in a workshop on gender/minority/conflict sensitive reporting; Mentoring support for the <b>production of gender/ minority/conflict sensitive TV, print and radio broadcasts is completed. TV magazine “Living together” covering 10 stories, radio magazine “Southern Stories” covering 8 stories and 3 print and 1 web story from Jablanicki and Pcinjski district were produced.</b> These productions are tackling the most prominent problems faced by vulnerable groups and ethnic minorities and prove that the journalists have been empowered to recognize problems existing in the society and have the integrity to draw</p>



		<p>attention to them as the first step in providing solutions.</p> <p><b>Means of verification/products:</b> Report on media in South Serbia; Media training report; Media productions (TV magazine, radio magazine, print and web stories).</p>
	<p>At least 10 CSOs supported through grants distribution and capacity development to tackle gender equality, national minorities' issues and rights of people with disabilities of which at least 5 cooperate with the local governments.</p>	<p><b>STATUS: Ongoing</b></p> <p>The mapping of CSOs in Pcinjski and Jablanicki districts completed and the CSO directory has been published widely distributed and is available online. Support to <b>partnership of CSOs and local self-governments</b> is ongoing through the support to the implementation of <b>6 joint projects tackling gender equality, national minorities issues and rights of persons with disabilities</b>. Support provided in M&amp;E training for the selected CSOs to improve their reports based reporting.</p> <p><b>Additional 8 CSOs</b> in South Serbia are supported in the development, implementation and monitoring of <b>gender/inter-ethnic related projects</b> through capacity building in these areas and grants for project implementation coupled with project implementation mentoring.</p> <p>Over 3000 citizens of the region have been reached through these 14 projects and have thus been sensitized in the relation to gender equality, national minorities issues and rights of people with disabilities</p> <p><b>Means of verification/products:</b> CSO Directory, CSOs reports with supporting documentation, training reports;</p>
	<p>At least 40 civil servants, representatives of political parties, CB, and NMCs trained in the areas of gender and minority rights</p>	<p><b>STATUS: Ongoing</b></p> <p>A training needs assessment was conducted to identify the capacity development needs in the areas of gender and minority rights for the Pcinjski and Jablanicki Districts municipalities/political party representatives, CB and NMC (Albanian, Bulgarian and Roma).</p> <p>Based on this assessment the training curricula was developed and the Belgrade fund for Political Excellence was selected to develop the training programme and deliver the <b>trainings to 100 representatives</b> of the above mentioned target group.</p> <p>As a result of these trainings the participants drew significant conclusions that will in the future improve gender equality and minority rights in their local communities. These include the needs for networking among different municipalities and NGOs, the training of municipal officials and administration staff, the establishment of legal bodies in charge of minority rights, strengthening local mechanisms for gender equality, developing protocols of cooperation between institutions at the local level and establishing local working groups for gender equality in different sectors, awareness raising and education for local authorities and officials at the higher levels, work with political parties, partnerships in project implementation, sharing experience and exchanging good practices, establishing regional working bodies for different topics consisted of different experts and local self-governments representatives, etc.</p> <p>Following the conclusions and recommendations of the municipalities/political party representatives, CB and NMC (Albanian, Bulgarian and Roma) which participated in the gender</p>

		<p>and minority rights capacity development the PBILD has initiated a capacity development programme. The objective of this programmes is to increase the capacities of female members of local assemblies to formulate, implement and monitor gender responsive policies and at the same time to strengthen their role in the local assemblies. Following a training needs assessment, a training package was developed and offered to all 161 female local assembly members. Three two-day training sessions were organized with more than 60 members of local assemblies participating at each session. The training topics were: indicators of gender equality, life of women and men in Serbia, discrimination and gender-based discrimination, strategies for achieving equality, international and domestic legislation, the introduction of gender perspective in policies and gender analysis, public presentation/communication etc. One of the results of the training will be the formulation of an action plan, the implementation of which will closely be monitored.</p> <p><b>Means of verification/products:</b> TNA report, Published RfP, BFPE reports including list of participants</p>
<p><b>MDG-F Output 1.2</b> Inter-ethnic understanding and collaboration among both young men and young women of different ethnicities strengthened</p> <p><b>ID Output 1.2</b> Strengthened inter-ethnic understanding and collaboration among adolescents and young people</p>	<p>At least 6 Youth Offices involved in grants implementation to promote inter-ethnic relationship building</p>	<p><b>STATUS: Ongoing</b> Youth in South Serbia: Inclusive development social survey report has been completed and served as a baseline and guidelines for the Youth Grants Scheme.</p> <p>12 Youth offices and 20 NGOs have been sensitised on the situation of youth and inter-ethnic relations in the region and have been encouraged to contribute to the improvement of these situations through projects supported through the Grants scheme for inter-ethnic relationship-building. Out of these <b>8 YO</b> and 3 NGOs <b>were awarded grants</b>. In addition to improving inter-ethnic relationships, the implementation of these grants will also contribute to youth cohesion and the inclusion of other vulnerable youth</p> <p><b>Means of verification:</b> Grantees reports, PBILD reports, Reports of site visits monitoring</p>
	<p>At least 600 young men and women of different ethnic belonging participate in activities aiming at improving interethnic relations.</p>	<p><b>STATUS: Ongoing</b></p> <p>Up to date approximately <b>1930 young people of different ethnic belonging reached through</b> (out of which 200 were directly involved as YO and NGO volunteers in project implementation) <b>10 youth grants</b> involving 8 youth offices (each of the 8 municipalities contributed by providing space, equipment and human resources): establishment of 4 youth clubs (Presevo, Bujanovac, Leskovac and Vladicin Han) and 3 volunteer services (Surdulica, Vranje and Vlasotince/Bojnik); and 3 NGOs delivering youth programmes (2 forum theatres and 1 virtual enterprise).</p> <p>Through the project implementation, over 100 high-school aged Albanian, Roma and Serbian from south Serbia have been empowered through participation in Forum theatre plays that promote</p>

		<p>inter-ethnic understanding, while over 800 young people and adults were reached through the theatre performances and public campaigns on minority rights, discrimination and social inclusion; 180 young people improved their skills in English and German language, 60 participated in music, theatre workshops and entertaining workshop organised within the Youth Clubs, 900 young people visited mobile info desk evens and informed themselves about the value of volunteering, employment possibilities through NES etc;</p> <p>Around 150 young volunteers were engaged in the implementation of voluntary programs and actions (literary evenings, art workshop, support programs in education for Roma children, art exhibitions, actions which promote ecology, etc ), over 300 children and school- age young people were reached through the mentioned activities</p> <p>Volunteer services are centred around outreach and the delivery of programmes to reach vulnerable youth, particularly Roma and increase interethnic understanding, break existing prejudices. Each Youth Club is lead by representatives of each ethnic group enhancing interethnic relations in the involved municipalities. Their activities support activism and education of youth of all ethnicities. Activities of NGOs include education and senzitation of youth with respect to interethnic relations.</p> <p>One of the most important achievements is the 'apolitization' of the youth clubs which were in the past heavily perceived as being run by single political parties. This significantly enhances the sustainability prospects of the established youth clubs.</p> <p>.</p> <p><b>Means of verification:</b> Grantees reports, PBILD reports, Reports of site visits monitoring</p>
	At least 1 new Youth Office established to create a venue for youth of different background to meet and exchange opinion.	<p><b>STATUS: Ongoing</b></p> <p>Support has been provided in the establishment of 1 <b>new Youth Office in Trgoviste</b> and support is continuously provided for the establishment of the Medvedja YO.</p> <p>Both YO are provided with necessary IT equipment.</p> <p><b>Means of verification:</b> PBILD reports, Reports of site visits monitoring</p>
	Capacity of 8 YOs strengthened through the establishment of at least 3 Youth Clubs, 2 voluntary services and provision of training programmes to at least 30 YO coordinators and activists	<p><b>STATUS: Ongoing</b></p> <p><b>4 Youth Clubs have been established</b> through the Grants Scheme (see above).</p> <p><b>3 voluntary services have been established</b> through the Grants Scheme (see above).</p> <p>Mentoring support is continuously provided in the establishing and managing the YCs and Voluntary Services. In addition, through provision of mentoring support, YO /YC/VS co-ordinators and activists have been supported in establishing Info centers for youth , developing and initiating Voluntary programs with local institutions and NGOs.</p>

		<p>Approximately <b>50 YO coordinators and activists have been trained in the areas of local youth policy development, the youth situation in two Districts, development of youth clubs and volunteering.</b></p> <p>As a result of this the youth are able to voice their needs and engage in the policy development process in their communities.</p> <p><b>Two M&amp;E trainings for 8 YOs have been delivered to 16 coordinators and activists</b> and the staff of 3 NGOs and improved their capacities to use and analyse data, develop project M&amp;E frameworks and reports. In addition, the capacities of over 15 coordinators and activists from Youth Offices Leskovac, Vranje, Presevo, Bujanovac, Vladicin Han, Surdulica, Vlasotince and Bojnik in monitoring and measuring the effects of projects and their contribution in achieving both the projects' and the PBILD program goals as well as developing monitoring tools continuously increased through a series of mentoring support provided.</p> <p><b>Training for peer career informers delivered to 18 young people (activists 7 YO:</b> Vranje, Medvedja, Lebane, Surdulica, Trgoviste Bojnik and Vlasotince) to act as peer carrier informers in order to enhance the future employability of vulnerable youth. Up to date <b>over 95 vulnerable youth have undergone such informing</b> through the workshops conducted by peer career informers</p> <p>Through the provision of mentoring support and a series of trainings, the capacity of 4 Youth Offices/Youth Clubs from Leskovac, Presevo, Vladicin Han and Bujanovac have been additionally strengthened to collect and analyze data on the needs and resources of the young people at the local level and develop activities and other responses on the basis of such analysis, as well as to develop partnerships/ coalitions around YC which bring together various organizations working with different youth.</p> <p>Through the youth grants implementation:</p> <p><b>12 young people / Vladicin Han YC activists</b> (of which 3 are Roma were trained in order to increase their skills in project cycle management, youth activism and volunteerism (principles of youth work, the code of ethics in youth work and types of work) and on the establishment of Info service/centre</p> <p><b>15 young people/ Vlasotince and Bojnik YO activists</b> trained to be informers/animators for work on "mobile info desks" in informing and counselling other young people on the value of volunteering, career development, information on volunteering seminars, events etc</p> <p><b>21 young people/Vranje YO activists</b>, improved their skills in the field of youth participation and learned about the significance of youth voluntarism in local communities</p> <p><b>Means of verification/products:</b> IP reports, training reports, PBILD reports, Youth Office reports, PBILD site and monitoring visits and reports, Youth Office reports</p>
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<b>MDG-F Output 1.3</b> Strengthening capacities of local self governments, institutions and civil society to engage on conflict/violence prevention planning through participation, dialogue and partnerships for improved safety in municipalities	The capacity of at least 300 staff members of local self-governments, institutions, and civil society organisations developed in the sphere of conflict/violence prevention planning	<p><b>STATUS: Complete</b></p> <p>A training needs assessment had been conducted on the basis of which a training programme has been developed (four one-day trainings) in the following areas: Conflict resolution, communication and negotiation, Participatory planning, Stakeholder analysis and Action Planning. <b>A total of 46 trainings delivered to over 500 participants from Local Safety Councils, Pcinja District Police Officers and Bujanovac Municipal Administration. The test/re-test indicates a 23% point improvement in competencies.</b></p> <p>This capacity development aided the participants to develop the safety diagnoses in a democratic and participatory manner, voicing the safety concerns of the citizens for the first time.</p> <p><b>Means of verification/products:</b></p> <p>Training cycle report and participants' evaluation, test/re-test scores</p>
	At least 10 Municipalities engaged in inclusive and participatory planning for improved inter-ethnic dialogue and municipal safety	<p><b>STATUS: Ongoing</b></p> <p>The establishment of six new Local Safety Councils has been supported and an additional three have been reactivated, while another three were already functional.</p> <p><b>13 Local Safety Diagnoses in each partner municipality have been formulated and adopted by the Safety Councils</b> and an overarching Regional Safety Diagnosis has been developed based on the findings of the Local Diagnoses. These have served as basis to <b>11 Local Safety Councils in their development of Local Safety Strategies for each of their municipalities</b> through a participatory process, including various service providers (police, CSW, etc), and the citizens themselves identifying problems. Through the provision of local responses to local problems, the community confidence in the Police has been enhanced.</p> <p>Additionally, <b>11 municipalities have been supported in the formulation of Pilot Project Proposals and their implementation through a grants scheme.</b>All municipalities have successfully finalised activities within their Pilot Projects, as follows: six implemented video surveillance in their municipalities, three dealt with primary prevention of substance abuse, one with general safety of children and youth and one worked on prevention and reaction in crises situations.</p> <p>The Regional Safety Strategy Working Group was established by representatives of eight municipalities. Their capacities for strategic planning and team work were improved during two Trainings held in November and December in the field of: Participatory Planning and Good Governance. As part of their capacity building, study visit to Vojvodina was organised, to exchange experiences and good practices with northern municipalities. Regional Safety Strategy first draft will be formulated during two-day formulation workshop in early February. Charter for democratic use of video surveillance was promoted by PBILD Safer Cities and adopted in Preševo by Local Safety Council (as an recommendation) and in Vlasotince by Municipal Assembly (first municipality in Serbia to adopt it as an official document). The Charter will serve as the basis for effective and appropriate use of video surveillance system, which was recently introduced in these communities, through the technical and financial support of PBILD Safer Cities. Through the adoption of the</p>

		<p>Charter, Municipalities of Preševo and Vlasotince seeks to establish European labels and certification, but also initiates and supports the formulation and adoption of new Law in Serbia on the use of video surveillance.</p> <p><b>Means of verification/products:</b> Municipal decisions of establishment of Local Safety Councils: 13 Local Safety Diagnoses available in Serbian and English; Regional Safety Diagnosis available in Serbian and English; 11 Local Safety Strategies available in Serbian and English (two Albanian versions will be available soon) ; 11Agreements of Cooperation signed between UN-HABITAT and partner municipalities on implementation of Pilot Projects. Regional Safety Stragey available in Serbian and English in mid March.</p>
	Training in conflict mediation provided to at least 30 local professionals	<p><b>STATUS: Complete</b></p> <p>The training programme has been designed and 12 trainers have been trained to deliver the training. <b>30 local professionals have undergone the conflict mediation training programme</b> and know have a higher degree of confidence in their capacity to mediate conflicts.</p> <p>In addition to this, 13 staff members of the PBILD team have undergone two workshops on conflict awareness and mediation.</p> <p><b>Means of verification/products:</b> PBILD reports</p>
<b>MDG-F Output 1.4</b> Reduced risk of inter-ethnic tensions through multi-faceted dialogue; improved living conditions for IDPs (especially female IDPs);	At least 2,000 IDPs successfully obtain necessary documentation for access to entitlements or public services through the assistance of PBILD supported activities	<p><b>STATUS: Complete</b></p> <p><b>2,569 requests for legal aid have been processed.</b></p> <p><b>All dislocated registry books</b> from the Kosovo municipalities (Gnjilane, Vitina, Kosovska Kamenica and Novo Brdo) have been <b>computerized – a total of 565,227 records.</b></p> <p><b>Means of verification/products:</b> PBILD reports</p>
	At least 80 IDP households are relocated from collective centres or sub-standard housing to appropriate and secure housing	<p><b>STATUS: Completed</b></p> <p><b>40 IDPs have left CCs through support from PIKAP grants.</b></p> <p><b>33 IDP families reached acceptable accommodation standards through building material grants.</b></p> <p><b>24 IDP left CCs to village houses and provided with Dependency Reduction Grant.</b></p> <p><b>Means of verification/products:</b> PBILD reports</p>

**ID Outcome 2: Improved and more equitable access to public services and welfare benefits (including basic registration documentation, health and education) reduce feelings of exclusion and inter-ethnic tension**

**Indicators:**

Percentage of visited Roma women, children and men with selected doctor in primary health care in the Pcinjski and Jablanicki Districts rose by 30%

Percentage of visited Roma children immunized in the Pcinjski and Jablanicki Districts rose by 30%

At least 600 Roma children and family members obtained personal documents

Improved provision of multiethnic and inclusive education to at least 4000 children demonstrated in all municipalities of Pcinjski and Jablanicki Districts

OUTPUTS	INDICATORS	RESULTS ACHIEVED AND STATUS
<p><b>ID Output 2.1</b> Municipalities have strengthened ability to formulate, implement and monitor policies in relation to public service provision, and in particular, develop an awareness of differential impact of policies on different ethnic groups</p>	<p>At least 3 regional working groups established to serve as a consulting body to the Municipalities in their formulation, implementation and monitoring of policies in relation to public service provision in the areas of their expertise.</p>	<p><b>STAUS: Ongoing</b> In a participative process including all local and regional stakeholders four key issues have been identified. In response to that, <b>four regional working groups have been established</b>, gathering the expert human resources of South Serbia, appointed by municipalities, in order to maximise the potential for joint problem identification and solving. These are the four RWGs and their key activities supported by the PBILD</p> <ol style="list-style-type: none"> <li>1. <b>Integrated Regional Development RWG:</b> Study tour to Poland for all LED Office Managers and Mayors to gain insight into EU funding mechanisms from of similar characteristics; identification and development of key regional projects</li> <li>2. <b>Gender RWG</b> (see above output 1.1.)</li> <li>3. <b>Migration RWG:</b> Organization of a round table on false asylum s seekers and general awareness raising on migration issues</li> <li>4. <b>Environment RWG:</b> On the 2<sup>nd</sup> meeting of the RWG, details of the awareness campaign on waste management have been defined. The campaign will be implemented during the period November 2012 – February 2013</li> </ol> <p>All four regional working groups have had their initial meetings, RWG action plans and ToRs have been developed. These RWGs provided advisory services to the Municipalities while identifying strategic documents in need of revision and during the</p>

		<p>process of revision itself.</p> <p><b>Means of verification/products:</b> RWG action plans, RWG ToRs, RWG meeting minutes</p>
	At least 5 municipal strategies reviewed and revised with integrated M&E tools	<p><b>STATUS: Ongoing</b></p> <p>The Center for development of Pcinja and Jablanica districts (RDA) has been selected as the organization to lead the process of <b>revision/development of strategic plans in the following 8 municipalities:</b> Vlasotince, Bujanovac, Vladicin Han, Surdulica, Crna Trava, Bosilegrad, Medvedja and Vranjska Banja. Seven municipalities applied for revisions of their sustainable development strategies and one applied for support in the development of this document. All revised and newly developed strategic documents will reflect gender and minority rights. Municipal Working groups for the revision/development of the strategies have been re-established after the elections.</p> <p><b>Means of verification/products:</b> Strategies revision RfP, Financial and contract documentation, Meeting minutes, Strategies revision action plans, revised and developed strategies, M&amp;E booklet</p>
	All 13 municipalities have functioning DevInfo systems established with produced municipal profiles.	<p><b>STATUS: Ongoing</b></p> <p>In cooperation of the Statistical Office of the Republic of Serbia (SORS) and working groups established to define the necessary indicators for informed policy making (comprised of municipality, Ministry and other relevant institutions representatives) the final list of indicators for the DevInfo database has been defined. In data entry according to these indicators, <b>the DevInfo database was created, as well as the municipal profiles for all 13 municipalities.</b></p> <p>Computer equipment with installed DevInfo databases have been delivered to all 13 municipalities, including usage instructions. 47 municipal employees and representatives from the Centers for social work from all 13 municipalities were instructed in DevInfo data base usage.</p> <p>In addition, new municipal DevInfo databases and municipal profiles were developed and made available through a user-friendly, interactive web application. The developed databases contain 142 socio-economic indicators disaggregated by gender and other</p>



		<p>variables for all 178 municipalities in Serbia, and provide insight and opportunity to analyse the multiple and significant regional disparities, as well as conduct monitoring at the local and national level.</p> <p>Over 160 representatives of LSGs and institutions from south Serbia were empowered on how to use the DevInfo database through database presentations conducted in municipalities. This directly facilitates the process of evidence based policy making at the local level.</p> <p>Municipalities began to use the data in the process of drafting municipal development strategic plans and budgets, as well as monitoring.</p> <p><b>Means of verification:</b> PBILD reports, Implementing partner reports, Transfer of title for computer equipment</p>
	At least 50 local civil servants trained in use of data in policy formulation, implementation and monitoring.	<p><b>STATUS: Completed</b></p> <p><b>47 municipal employees</b> (Head of municipal administration, Department for education, health and social affairs, LED offices and YO) and representatives from CSW from all 13 municipalities <b>have successfully completed the training on Functional use of data in monitoring and evaluation.</b></p> <p>A peer learning <b>programme on evidence based policy making</b> (advanced M&amp;E training) has been developed in partnership with the Social Inclusion and Poverty reduction Unit (SIPRU) of the Government of Serbia and the Centre for Liberal and Democratic Studies (CLDS) and has been delivered through two two-day interactive workshops.</p> <p>The ability of municipal administration for responsible planning and decision making has been increased through the <b>participation of 23 representatives of municipal administration and CSW</b> (Head of municipal administration, Department for education, health and social affairs, LED offices and YO) to this inter-active workshop. The test/re-test indicates 88% point improvement (the average level) in both competences and knowledge applicability.</p> <p><b>Means of verification/products:</b> PBILD reports, Implementing training partner reports</p>

<p><b>ID Output 2.2</b> Vulnerable and ethnic minority children have improved access to public services and benefits to which they are entitled [health]</p>	<p>At least 600 Roma children and family members obtained personal documents</p>	<p><b>STATUS: Completed</b> The implementation of the Roma birth registration plan is conducted in all 13 Municipalities. During the provision of free legal aid to Roma community members throughout South Serbia, <b>732 clients have been supported in obtaining personal documents (out of which 162 children)</b>. A total 1392 requests were successfully solved and resulted in the issuance of documents. In addition, <b>96 Roma people were subsequently registered at the registry books (out of which 87 children)</b> <b>Means of verification/products:</b> PBILD reports, Implementing partner reports, site visits</p>
	<p>The capacity of 13 PHC and 12 RHMs have been enhanced to provide health care to Roma and other vulnerable groups</p>	<p><b>STATUS: Ongoing</b> Education programmes for health professionals on Roma culture, rights and health status and protecting children from abuse and neglect have been accredited and became part of continuous medical education while additional programmes on early childhood development are under preparation.  <b>885 health workers</b> from 10 PHC from Leskovac, Lebane, Vranje, Medvedja, Vlasotince, Vladicin Han, Crna Trava, Surdulica, Bosilegrad i Lebane municipalities have been <b>trained in order to better understand the health care needs and the cultural specificities of the Roma population</b>, and their communication skills with vulnerable groups has been enhanced. This, complemented by the work of Roma Health Mediators, resulted in a heightened number of Roma accessing health services 12 health mediators are engaged by the Ministry of Health (MoH) and have been capacitated to support the Roma population in accessing health care services and to provide them with relevant health care education through 9 training sessions.  The database and system for reporting and calculation of relevant health status indicators is being improved in support to the MoH and the reporting of the 12 RHM is improved in relation to the data base requirements.</p>

		<p>In addition, <b>health teams for the Prevention of Child Abuse and Neglect from all 13 Primary Health Centers</b> were empowered to work proactively on prevention and protection of children from abuse and neglect within the health system, while <b>30 health workers gained</b> improved knowledge and skills in the promotion of early childhood development, early detection of disorders and communication skills for the counselling of parents whose children have difficulties in early childhood development and behavioural disorders during the two training sessions held.</p> <p><b>Means of verification:</b> PBILD reports, MoH reports</p>
	At least 2000 Roma children and family members have improved health care access.	<p><b>STATUS: Ongoing</b></p> <p><b>Up to date more than 8400 visits of RHMs to Roma families and family members have been conducted</b></p> <p><b>More than 3000 Roma have been reached through the individual and group health education activities.</b></p> <p>As many as <b>1845 Roma</b> (523 woman, 433 man and 889 children) <b>have been reached and identified in the health system for the first time;</b></p> <p><b>678 Roma have selected their chosen doctor;</b></p> <p><b>238 women have selected their chosen gynaecologist</b></p> <p><b>465 women had systematic check-ups</b></p> <p><b>266 pregnant women received full check-ups</b></p> <p><b>1055 children have been vaccinated</b></p> <p><b>Means of verification/products:</b> PBILD reports, Ministry of Health reports, Ministry of Health data base</p>

<b>ID Output 2.3</b> Improved qualities of public services, especially in those areas that have potential to increase inter-ethnic dialogue and reduce conflict risk [education]	The skills and ability of at least 60 teachers to teach Serbian as non-mother tongue has been improved	<p><b>STATUS: Completed</b></p> <p>4 training sessions on Basic Supervisory Active learning delivered to 84 teachers from 19 schools from Bujanovac, Presevo, Medvedja, Bosilegrad and Dimitrovgrad. 90 % of teachers assess the training as very useful or useful;  A self-assessment of the trained teachers will be conducted revealing their capacity development and their estimation of the impact of the AL method.</p> <p>3 training sessions on Advanced Supervisory Active learning delivered to 51 teachers from 17 schools from Bujanovac, Presevo, Medvedja and Bosilegrad. 100 % of teachers assess the training as very useful or useful.</p> <p>13 most motivated teachers additionally trained to provide support to other teachers in AL methods implementation in schools.</p> <p><b>Means of verification/products:</b> Number of obtained licenses; Education Forum report –documentation records; PBILD reports; Project monitoring visits and reports; Teachers self-assessment report</p>
	At least 2000 children have access to improved quality of Serbian as non-mother tongue teaching	<p><b>STATUS: Completed</b></p> <p>A total of 2240 pupils have been exposed to the delivery of higher quality teaching of Serbian as a non-mother tongue in 10 schools by 60 teachers trained (see above).  An assessment made by the teachers will provide insight into the impact this training had on the knowledge gain.</p> <p><b>Means of verification/products:</b> Education Forum report – documentation records; PBILD reports; Project; Teachers assessment report</p>
	At least 13 schools are accessible for children with disability and equipped with didactic materials needed for education of children with special needs	<p><b>STATUS: Ongoing</b></p> <p>The situation analysis in the area of inclusive education completed. The aim of this research was to assess the situation and challenges in the realisation of inclusive education in 13 municipalities and define what kind of support need be provided.</p> <p><b>The conditions for inclusive education in 13 schools from south</b></p>

		<p><b>Serbi hasa improved through the conducted reconstruction/rehabilitation works in 13 schools (one per municipality).</b></p> <p>In addition, in order to ensure a supportive and inclusive school atmosphere for the development and education of all students as well as the elementary children's right to high quality education with a focus on the vulnerable groups of children, a new concept of Active learning for Inclusive education (ALIE) was developed.</p> <p>4 training sessions on Basic ALIE training delivered to 123 teachers from 16 primary schools from 4 municipalities (Presevo, Lebane, Bujanovac and Vladicin Han). 74 teachers assess the training as very usefull, while 38 of them assess the training as useful .</p> <p>4 training sessions on Advanced Supervisory ALIE training delivered to 111 teachers from 16 schools from municipalities. 67 teachers assesses the training as very useful, while 40 of them assess the training as useful .</p> <p>In order to promote Active learning as a framework for inclusive education and strengthen the stakeholders in providing inclusive educational environment, 9 one day Active learning seminars were held during November 2012. The seminars were delivered in 9 municipalities (Vladicin Han, Surdulica, Leskovac, Vlasotince, Bujanovac, Presevo, Vranje, Lebane i Medvedja) and gathered more than 241 teachers, municipal and SCOs representatives .</p> <p>The both training sessions was interactive and tailored to fit teachers and students' needs. The teachers were able to learn more about the concept of Active learning and to apply active learning methodology.</p> <p><b>A total of 4966 pupils ( of which 908 are children with disabilities) have been exposed to the delivery of higher quality inclusive education by the 111 teachers trained.</b></p> <p><b>Means of verification/products:</b> Education Forum report – documentation records; PBILD reports; Project; Evaluation report</p>
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<b>ID Output 2.4</b> Support to capacity development and awareness raising of the role of Ombudsman's Outreach Office in South Serbia	3 Ombudsperson's Outreach offices in South Serbia established	<p><b>STATUS: Completed</b></p> <p><b>3 outreach offices have been established</b>, with 2 revolving staff members. Support has been provided in office refurbishment and the provision of vehicles and IT equipment. Additional support was provided to inform the citizens of South Serbia about the role of the Ombudsman office and the importance of the three outreach offices through organizing "Days of Ombudsman" that included round tables, meetings and TV shows.</p> <p><b>Means of verification/products:</b> Ombudsman office progress report</p>
	Capacity development of both staff members of the Ombudsman's Outreach offices in South Serbia conducted.	<p><b>STATUS: Completed</b></p> <p><b>Three staff members of the Outreach Offices included in capacity development performed through on the job training</b> in the Head Office and mentoring support by the staff of the Head Office. One of the Outreach Offices' staff has been promoted to the Belgrade Office testifying to the quality of the capacity development performed.</p> <p><b>Three study visits</b> for the staff of the Outreach Offices and Head Office (a total of 16) have been conducted to exchange experience with other well functioning and peer Ombudsman's institutions in Europe (Sweden, Portugal and Croatia). An additional fellowship was supported for 2 Ombudsman's Office staff members to the UK, as well as the provision of ILEC to 10 staff members.</p> <p><b>Means of verification/products:</b> Ombudsman office progress report</p>
	The number of registered complaints is increased by at least 50% on a year to year basis since the Outreach Office has been established demonstrating the raised awareness of their role	<p><b>STATUS: Completed</b></p> <p>The implementation of an information and awareness campaign to inform people about the role of the Ombudsperson office is completed including the production of visibility materials and publications. The 'Days of Ombudsman' public awareness campaign was organized including a round table on the position of media in Bujanovac with representatives of media and civil society organizations; in Presevo, Ombudsman office representatives met with the civil society sector to discuss human and minority rights problems; Two TV shows with Ombudsman Sasa Jankovic and local representatives on the state of human rights in South Serbia were broadcasted. During three days, the Belgrade based staff was receiving complaints in the three outreach offices.</p>

		<p>As the Outreach Office has been established at the end of 2010, the <b>data for 2011 indicates 340 contacts</b> made by the citizens of South Serbia, out of which 320 in person and 20 via phone.</p> <p><b>Means of verification/products:</b> Ombudsman office progress report, Ombudsman's report in Albanian and Roma; Ombudsman's recommendations (Albanian and Roma); Law on Ombudsman (Albanian and Roma); Brochure "Ombudsman's mandate to citizens"; Good governance code; Ombudsman website translation (Albanian and Roma), Ombudsman office progress report, Minutes of the 'Days of Ombudsman' awareness campaign.</p>
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<b>ID Outcome 3 Increased overall economic prosperity of the region, and reduced discrepancies in wealth and employment between municipalities, between ethnic groups and between women and men</b>		
<b>Indicators:</b> The RDA has demonstrated increased capacities to attract funding for regional and local projects Disadvantaged groups of the population living in the Pcinjski and Jablanicki Districts have access to reliable labour market information, vocational guidance and labour market training geared to increase their employability The development of at least 15 SME from Pcinjski and Jablanicki Districts supported through the HR development of their employees belonging to the most disadvantaged groups on the labour market.		
OUTPUTS	INDICATORS	RESULTS ACHIEVED AND STATUS
<b>ID Output 3.1</b> The labour market disadvantage of population groups and geographical areas (i.e. municipalities) reduced through more and better access to targeted active labour market programmes that respond to labour market requirements.	At least 6 occupational profiles are identified as most demanded in the local labour market and fully fledged competency-based training packages are developed.	<p><b>STATUS: Ongoing</b></p> <p>An Occupational Skills Survey was conducted (and published) to identify the occupations and skills most demanded by local labour markets. On the basis of the findings of this research, <b>7 occupational profiles were identified</b> for the development of competency-based training packages to bridge skills gaps.</p> <p>16 staff members of the Regional Training Centres (RTC) of Zrenjanin, Novi Sad, Novi Beograd, Sabac, Sremska Mitrovica, Kraljevo, Pozarevac and Pozega were trained on the development of competency-based training packages for adult learners.</p> <p>Each of the RTC was assigned the development of a CBT training package for adult learners including: <i>curriculum</i> development, preparation of competency standards, design of training packages and monitoring and evaluation of adult training programmes delivered as part of active labour market programmes.</p> <p>The packages are complete, and 32 providers (mainly enterprises) have been trained to further apply the developed methodology. They will pilot the delivery of the training packages to 80 low skilled unemployed in South Serbia.</p> <p><b>Means of verification/products:</b> Report of the Statistical Office of Serbia; competency lists and training packages for adults; Reports of Ministry of Education and Science.</p>
	At least 100 disadvantaged individuals receive employment services and are referred to active labour market programmes leading to gainful jobs	<p><b>STATUS: Ongoing</b></p> <p>A profiling system to detect the risk of long-term unemployment and other poor labour market outcomes was developed and published. Sequenced active labour market programmes (ALMPs) were designed to target disadvantaged youth and prime age workers. These</p>



		<p>measures include employment counselling services, training and employment subsidies. A total of 41 members of staff from both the Vranje and Leskovac local employment offices were trained on the basis of Guidelines for the implementation of active labour market programmed targeting disadvantaged groups.</p> <p>To date <b>89 beneficiaries</b> (38 men and 51 women) have participated to on-the-job training programmes in Vranje and Leskovac organized in 15 expanding businesses and SMEs producing world class brands.</p> <p><b>Means of verification/products:</b> Guidelines for the implementation of ALMPs targeting disadvantaged individuals, Reports of the National Employment Service of Serbia (NES), Profiling labour market disadvantage.</p>
	<p>At least 20% of disadvantaged individuals referred to active labour market programmes are employed in decent work 6 months after the programme's end</p>	<p><b>STATUS: On-going</b></p> <p>A performance monitoring system to measure employment and earnings at follow-up has been already designed. The actual monitoring exercise will take place in the next leg of the PBILD programme.</p>
	<p>At least 20 previously inactive individuals from the Jablanicki District registered with the employment services and covered with individualized services for the first time.</p>	<p><b>STATUS: Complete</b></p> <p>11 caseworkers of the Centres for Social Work (CSWs) and National Employment Service staff assigned to the selected municipalities in the Jablanicki District (Vlasotince and Bojnik) were trained in the provision of activation services (integrated employment and social protection services) to recipients of social assistance benefits.</p> <p>Partnership Agreements were concluded at municipal level to guide the cooperation among the various providers of public services targeting the most vulnerable groups of the population.</p> <p>As a result of the activation services deployed, <b>25 social welfare beneficiaries</b> (15 from Vlasotince and 10 from Bojnik) <b>received individualized employment counselling resulting in an individual employment plan being drawn and the participation to active labour market programmes available at the employment service.</b></p> <p>The monitoring of this initiative has been completed.</p> <p><b>Means of verification/products:</b> Reports of the NES; NES IT monitoring system; Centre for Social Work reports, Final Monitoring report.</p>

	At least 300 students from the target region received career information and guidance	<p><b>STATUS: Ongoing</b></p> <p>A Guide to Career Choices was developed and is being delivered in 4 modes ( career choice sessions for students, <b>25,000 copies of printed booklet</b>, interactive CD-Rom, and web-based tool: <a href="http://www.vodiczaosnovce.nsz.gov.rs">www.vodiczaosnovce.nsz.gov.rs</a>). To date, <b>4 career guidance sessions were delivered to 268 primary school students</b> and 39 teachers in 14 primary schools based in the Jablanicki and Pcinjski Districts.</p> <p><b>The web-based tool registered 30,525 hits</b> demonstrating the demand for such a tool at national level and beyond (hits are registered from over 25 countries including other countries in the Western Balkans region, but also from EU states, USA and Canada).</p> <p>A final event will take place in mid-March discussing career planning for youth with a focus on the beneficiaries and the providers with an aim to improve NES' provision of career planning.</p> <p><b>Means of verification/products:</b> Project documents; Feasibility studies; Report of the Statistical Office of Serbia; Report of the Ministry of Economy and Regional Development; NES IT monitoring system ; Performance monitoring of employment promotion programmes; Reports of the Ministry of Labour and Social Protection; Centre for Social Work reports.</p>
<p><b>ID Output 3.2</b></p> <p>Increased funding for regional and municipal infrastructure projects that will impact on job creation</p>	The RDA has demonstrated increased capacities to attract funding for regional and local projects in the future	<p><b>STATUS: Ongoing</b></p> <p>In consultancies with other RDA donors/partners, it has been decided that the most appropriate learning modality for the RDA staff in future attracting of EU funds be “on the job” learning. Three consultancies have been provided for the RDA (from which all 5 staff members benefited) as per their request and identified needs:</p> <ul style="list-style-type: none"> <li>– European Delegation Financial Reporting Specialist</li> <li>– European Delegation Procurement and PRAG Specialist</li> <li>– Bulgaria-Serbia IPA Cross-border Programme procurement and PRAG Specialist</li> </ul> <p>The PBILD's grants administering role awarded to the Center, has enabled the Center to generate income by independently providing professional services for the first time, and as such, coupled with mentoring provided by PBILD, served as a valuable learning opportunity.</p> <p>The involvement of the Center in facilitating the RWG's (see above) has increased RDA staff's capacities in the fields of: gender, migrations, environment and integrated regional development.</p> <p>The RDA has additionally applied to the tender published by the PBILD programme and was awarded a bid for the revision of the sustainable development strategies (see above).</p> <p>One member of RDA staff has also participated to the study tour to Poland organized by the PBILD upon request of the Integrated Regional Development RWG has provided the RDA the opportunity to understand how similar institutions function in EU states, including project</p>

		<p>examples of the pre-accession phase.</p> <p>The ultimate result of the capacity building efforts of the RDA is their national accreditation (2<sup>nd</sup> in the State) by the NARR.</p> <p>The <b>RDA is implementing two Serbia-Bulgaria CBC projects:</b></p> <ol style="list-style-type: none"> <li>1. "Center for exchange of information of cross border economic cooperation" the value of the project is <b>444.537,00 EUR</b>, (Vladicin Han and Bulgarian Chamber of Commerce and Industry are partners in implementation, while the lead partner is the RDA; duration of the project is 18 months). This project has largely been secured thanks to the installation of the GIS software (PBILD initiative – see below) and the updated maps developed through the software which enabled Vladicin Han to promptly select the project site with detailed information on water, sewage, telephone, electricity networks.</li> <li>2. "Exchange of good practices for quality management of municipal administrations" the value of the project is <b>148.000,00 EUR</b> (lead applicant for this project is the Agency for Economic Development Kostin Brod (Bulgaria); duration of the project is 12 months, while the Jablanica District municipalities are direct beneficiaries).</li> </ol> <p>Besides these two successful applications – 6 new applications have been put forth in response to the new call for proposals (results end of 2012)</p> <p><b>Means of verification/products:</b> Capacity building reports, project applications, project documentation</p>
	<p>At least 8 inter-municipal projects approved for PBILD funding featuring partnerships of at least 10 municipalities.</p>	<p><b>STATUS: Ongoing</b></p> <p>Applying EU funding procedures and close mentoring of the applicants, out of 18 project proposals that were received (16 of them were technically eligible), <b>8 project proposals were selected for funding</b> in the value of 500.000,00 USD). <b>12 municipalities were involved in project implementation.</b> The created partnerships between the municipalities in Pcinja and Jablanica districts have been used to promote regional economic development and contribute to job creation. Four of these regional projects have received further support with the aim of adding value to the achieved results and ensuring sustainability.</p> <p>A new call for proposal was published in September enabling all 13 LED Offices of Pcinja and Jablanica districts to apply. The overall aim of the PBILD Local Economic Development Projects is to promote balanced socio-economic development of South Serbia. Four projects have been selected. The total value of these Agreements is USD 215,262.50 and the time frames for the implementation of the newly approved projects and the ongoing regional development projects is from November 2012 to February 2013 latest.</p> <p><b>Means of verification/products:</b> Request for proposals, Guidelines for applicants, Meeting</p>

		minutes, Received project proposals (applications), Implementing agency (Center for Development of Pcinja and Jablanica districts) reports, Financial and contracts documentation, project reports
	At least 600 people from South Serbia supported in access to employment.	<p><b>STATUS: Ongoing</b></p> <p>All projects supported (see above) have an employment promotion component:</p> <ul style="list-style-type: none"> <li>– <b>35 new jobs created (support to women entrepreneurship through the establishment of two cooperatives of 27 Vlasina women)</b></li> <li>– <b>58 start-up business supported</b></li> <li>– <b>200 youth instructed in job search skills</b></li> <li>– <b>160 youth gained English and IT skills</b></li> <li>– <b>200 high school students trained in entrepreneurship</b></li> </ul> <p>In addition:</p> <ul style="list-style-type: none"> <li>– LED offices established in 4 municipalities and 18 LED office staff members trained in methods of attracting investments and creating business friendly municipalities</li> <li>– GIS installed in 2 municipalities, while 12 municipality employees trained in GIS maintenance and upgrading</li> </ul> <p><b>Means of verification/products:</b> Project reports, Implementing agency (Center for Development of Pcinja and Jablanica districts) reports</p>
	Policy document developed and adopted recognizing the role of the CDJP (RDA) in promoting the region and its investment potential as a way of creating job opportunities	<p><b>STATUS: Ongoing</b></p> <p>A training needs assessment for the Center for Development of Pcinja and Jablanica districts staff members has been conducted on the basis of which a Workshop on Advocacy and Policy has been organized.</p> <p><b>An Advocacy action plan for the promotion of the region has been developed and approved by the CDJP (RDA) Founding Assembly.</b> The implementation has commenced through the redesign of the RDA website.</p> <p><b>Means of verification/products:</b> TNA report on advocacy, Advocacy Action Plan</p>

**ID Outcome 4 Migrants in South Serbia are provided with appropriate support to participate in the social and economic life of the region (shorter formulation comparing to the Q reports)**

**Indicators:**

Local municipalities provided tools and knowledge to better manage migration.

Enhanced employment opportunities and social services for migrants and other vulnerable groups.

Awareness of policy makers on migration issues raised.

OUTPUTS	INDICATORS	RESULTS ACHIEVED AND STATUS
<b>ID Output 4.1</b> Municipal administrative services better meet the needs of migrants	At least 10 municipalities have improved cooperation with local service providers and institutions in meeting the needs of migrants, potential migrants and people affected by migration	<p><b>STATUS: Ongoing</b></p> <p>In consultation with all 13 South Serbia municipalities the need for the establishment of advisory services in provision of direct outreach services to migrants and potential migrants has been identified. As a result of this <b>13 social partnership projects have been selected for PBILD funding and are implemented through 10 social partnerships</b> (10 municipalities with local service providers and institutions (NGOs, NES, CSW, Health Centres, etc.)) in 2011. In 2012, <b>13 Social Partnership projects initiated (8 providing outreach services and 5 projects providing advisory services to migrants, potential migrants and vulnerable groups).</b></p> <p><b>5 Social Partnership Projects completed in 4 municipalities.</b></p> <p>In order to provide better social services and finalize the successful implementation of their projects, a cost extension for 5 projects has been signed (Vlasotince, Lebane, Vranje, Bujanovac and Trgoviste). A non-cost extension for the Vranje project “A new profession - a new opportunity: vocational retraining and additional training” and Bosilegrad has been signed in order to complete project activities.</p> <p><b>Means of verification/products:</b> Municipal financial and narrative reports of SPPs, Midterm monitoring report, and Monitoring and evaluation report of the SPPs, and Short video on Migration Management activities within PBILD.</p>
	At least 1000 beneficiaries provided information on migration through PBILD support	<p><b>STATUS: Ongoing</b></p> <p>Citizens from Vladicin Han, Vranje, Bujanovac and Medvedja, and in particular vulnerable groups (<b>Roma, elderly, children of migrants, refugees and IDPs, returnees</b>) have access to information on migration and received over 2,000 services of legal aid, psychosocial support and healthcare assistance.</p> <p><b>Means of verification/products:</b> Municipal financial and narrative reports of SPPs, Midterm monitoring report, Monitoring and evaluation report of the SPPs, Short video on Migration Management activities within PBILD.</p>

	At least 300 new beneficiaries receive municipal services as a result of outreach services	<p><b>STATUS: Ongoing</b></p> <ul style="list-style-type: none"> <li>• Leskovac, Medvedja and Bojnik have developed a database which provides information on a family's assets so evidence-based decisions on benefit entitlements are better targeted.</li> <li>• <b>497 elderly persons with disabilities, Roma and people living in rural areas</b> of Vladicin Han, Vlasotince, Bojnik, Bosilegrad, Trgoviste, Medvedja, Crna Trava, Lebane and Surdulica <b>receive home care assistance</b>.</li> <li>• <b>68 persons</b> from Trgoviste, Vladicin Han, Bojnik, Leskovac, Vlasotince, Bosilegrad, Medvedja, Crna Trava, Lebane and Surdulica <b>trained and certified as home care providers</b>.</li> <li>• Families living in social housing in Crna Trava are now able to independently monitor their electricity consumption thanks to the installation of individual meters.</li> <li>• <b>63 persons</b> from Crna Trava and Vranje have <b>re-trained as barbers, lorry drivers, beauticians and hair-dressers</b>.</li> </ul> <p><b>Means of verification/products:</b> Municipal financial and narrative reports of SPPs, Midterm monitoring report, Monitoring and evaluation report of the SPPs, Short video on Migration Management activities within PBILD.</p>
	At least 10 strategies adapted to meet the needs of migrants	<p><b>STATUS: Completed</b></p> <p>Migrants have better access to social protection programmes since <b>new social protection strategies were developed in Presevo, Trgoviste and Bosilegrad, which recognise migrants as a vulnerable group, while the existing strategies were revised in another 7 municipalities to include migrants as target groups</b>. The revision process led by the Municipalities and supported by PBILD included public hearings which have been assured also through Social Partnership Projects as one of the activities.</p> <p><b>Means of verification/products:</b> Midterm monitoring report, Monitoring and evaluation report of the SPPs, Short video on Migration Management activities within PBILD.</p>
	At least 30 representatives of LSG (CAC officials, trustees, CSW representatives, Roma coordinators, and representatives of CSO, police, health and education) capacitated to manage the process of readmission.	<p><b>STATUS: Completed</b></p> <p><b>47 representatives</b> from Pcinja and Jablanica district <b>informed on how to proceed within the readmission agreement</b>.</p> <p>The Guidebook on how to proceed within the readmission agreement has been revised, updated and published</p> <p><b>Means of verification/products:</b> Midterm monitoring report, Short video on Migration, Management activities within PBILD, Reports from trainers, Guidebook on how to proceed within the readmission agreement (In Serbian and Albanian)</p>

<p><b>ID Output 4.2</b></p> <p>Awareness raising on the importance of better migration management (not exactly like in the Q reports)</p>	<p>Improved availability of data and information on migration issues and migrant's needs specific to South Serbia through at least 6 researches.</p>	<p><b>STATUS: Ongoing</b></p> <p>Research studies have been commissioned to collect data on migration in southern Serbia, to discover the reasons for migrating, but also to find out the needs of migrants.</p> <p>The following <b>6 researches have been conducted:</b> <i>Inclusive Development Social Survey, Youth and Migration, Youth rural out Migration, Returnees and Migration (Should I stay or Should I go), National minorities and Migration (Triangle), Economic Migration (People without Dreams)</i>. An additional <b>4 Documentary TV investigative reportages</b> are under development: <i>Gender and migration (A woman's burden and No house lies on the ground – women and migration) and Youth and migration (This is South Calling and Search for a better tomorrow)</i>.</p> <p>TV documentaries ("Should I stay or Should I go", "People without Dreams" and "Triangle") have been produced to elaborate on the issue of migration from the perspective of youth, members of national minorities, returnees and migrants from rural areas. These films have been shown to the <i>Friends of South Serbia</i> ambassadorial group, <i>The Golden Begger</i> film festival and to 100 policy makers at a film projection in Belgrade, followed by a discussion producing the best policy options to improve the economic situation of South Serbia as a means to prevent the further depopulation of this region.</p> <p>Training for YOs has been organized to enable them to identify the migration potential and counteract irregular migration among the youth of South Serbia. As a result of this, YOs developed project proposals focusing on National Minorities, Gender and Migration. Three projects have been selected and modified for implementation: 1) "Social and Psychological Reintegration of the Migration Potential" – YO Surdulica in partnership with YO Vranje; 2) "Keep the youth" – YO Presevo in partnership with YO Bosilegrad and 3) "Migration of young women from Municipality of Trgoviste" – YO Trgoviste. The researches are completed and draft reports have been prepared for 5 municipalities.</p> <p>High-level round tables, conferences and outreach campaigns have also been held to raise awareness on the risk economic asylum seekers pose to the decision on Serbia's visa liberalization and to build awareness on migration and discuss the issues leading to migration.</p> <p><b>Means of verification/products:</b> Inclusive Development Social Survey – Migration publication printed in Serbian, Albanian and English, Financial and Narrative reports from the grantees, Research "Youth an Migration" publication, Documentary TV investigative reportage "Should I stay or should I go", DVD in Serbian, Albanian and English, Documentary TV investigative reportage "People without dreams" DVD in Serbian, Albanian and English, Migration and Development survey report , Regional round table report on migration management</p> <p>International conference "Development opportunities vs Asylum challenges" report</p> <p>Monthly reports on the conducted campaign</p> <p>YOs reports on conducted researches.</p>
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	<p>Awareness raised on importance of better migration management of at least 3000 people.</p>	<p><b>STATUS: Completed</b></p> <p>More than <b>160 staff from local and regional authorities, institutions and NGOs have expanded their knowledge and raised awareness of migration, and in particular on asylum and the consequences of poor economic development for migration.</b></p> <p>In nine workshops, 35 migrant children (Roma, Serbians and Albanians) from Vranje, Bujanovac and Presevo learnt how to recognize and understand the value of respecting human and children's rights. They also learnt the importance of learning a language which is not their mother tongue, and of the social integration of returnees in the wider community.</p> <p>In eight workshops and various street campaigns, <b>128 young persons, migrants and potential migrants from Vranje, Bujanovac and Presevo learnt of the dangers of illegal migration.</b> They learnt about Serbia's visa liberalization, were encouraged to adopt and promote healthy lifestyles, to socialize with fellow youngsters from the returnee population, and to develop the feeling of belonging to the group. Educating young people from all three communities is a vital way to bring about changed attitudes.</p> <p>In five workshops, <b>17 returnees</b> from Vranje and Bujanovac learnt about the <b>services that they are entitled to.</b></p> <p><b>Outreach material aimed at potential migrants and returnees from readmission agreements have been updated and published in 4,500 copies.</b> The materials have been distributed through the Youth offices, Citizens assistance centres, Centres for Social Works and CSOs.</p> <p><b>Means of verification/products:</b> Inclusive Development Social Survey – Migration publication printed in Serbian, Albanian and English, Financial and Narrative reports from the grantees</p> <p>Research "Youth an Migration" publication, Documentary TV investigative reportage "Should I stay or should I go", DVD in Serbian, Albanian and English, Documentary TV investigative reportage "People without dreams" DVD in Serbian, Albanian and English, Migration and Development survey report, Regional round table report on migration management , International conference "Development opportunities v.s Asylum challenges" report, Monthly reports on the conducted campaign, Info booklet for returnees according to the readmission agreement (in Serbian, Roma, Albanian and English), Brochure "No problem" in Serbian, Albanian, Roma and English</p>
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## Annex 4 Evaluation matrix

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
RELEVANCE	EQ 1. Is the identification of the problems, with their respective causes, clear in the Joint Programme?	JC 1.1. The identification of problems and causal relationships is clear.	1.1. The Programme documents lay out clear presentation of the problems and their root causes.	The Programme documents	Desk review.
	EQ 2. Does the Joint Programme take into account the particularities and specific interests of women and men, specific age groups, ethnic minorities and other disadvantaged groups in the areas of intervention?	JC 2.1. Level of gender-mainstreaming by programme partners and relevant government institutions JC 2.2. The interests of women and men, ethnic minorities and disadvantaged groups are clearly defined and well elaborated in the programme	2.1. Gender is mainstreamed throughout the programme  2.2. Objectives on the strategic level reflect support for interests of women and men and disadvantaged groups, and respect for and protection of minorities.	The program document Reports Interviews with relevant stakeholders and representatives of target groups	Desk review. Field work

<i>EVALUATION CRITERIA</i>	<i>EVALUATION QUESTIONS (EQ)</i>	<i>JUDGEMENT CRITERIA (JC)</i>	<i>INDICATORS</i>	<i>SOURCES OF INFORMATION (SOI)</i>	<i>EQ SPECIFIC METHODOLOGY</i>
	EQ 3. To what extent has the intervention strategy been adapted to the areas of intervention in which it is being implemented? What actions does the programme envisage, to respond to obstacles that may arise from the political and socio-cultural background with special emphasis on multi-cultural context and the EU accession process?	<p>JC 3.1. The intervention strategy and use of financial assistance are relevant to and respond to the needs in the area of intervention.</p> <p>JC 3.2. The Programme develops strong partnerships and mediation actions to respond to obstacles that may arise.</p> <p>JC 3.3. The programme objectives are relevant to the European Commission strategies and EU accession process.</p>	<p>3.1.1. The objectives of the Programme have been reflected in the allocation of financial assistance over the evaluation period 2009-10, overall and on national level.</p> <p>3.2.1. The Programme is based on strong logical framework. The programme allows for accurate and timely participation of a range of partners from different sectors and other key stakeholders in:</p> <ul style="list-style-type: none"> <li>- Needs assessment</li> <li>- Strategy selection</li> <li>- Other key steps of the programming cycle</li> </ul> <p>3.3.1. Objectives on the program level reflect support for human rights and respect for and protection of minorities. There is consistency between the way the EU accession priorities are reflected in the objectives on the different levels</p>	<p>Programme documents. Reports from various sources. Interviews with relevant actors. Interviews with programme staff and core partners.</p>	<p>Desk review.</p> <p>Field work.</p>

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
Ownership in the design: Effective exercise of leadership by the country's social agents in development interventions	EQ 4. Are the follow-up indicators relevant and do they meet the quality needed to measure the outputs and outcomes of the Joint Programme?	JC 4.1. Indicators are used in relevant programming and monitoring and are SMART	4.1.1. Indicators are Specific, Measurable, Achievable, Relevant and Time-bound Percentage of relevant monitoring reports containing indicators 4.2.1. SMART indicators are systematically referred to and uniformly applied	Programming documents	Review of objectives comprised in the programming documents and assessment of their quality, clarity and specificity in view of the described sector and context needs.
	EQ 5. To what extent do the intervention objectives and strategies of the Joint Programme respond to national and regional plans and programmes, to identified needs, and to the operational context of national politics?	JC 5.1. The intervention is informed about and has considered the existing national authorities' policies and strategies. JC 5.2. Strategies and programme activities coherently and comprehensively address identified needs	5.1.1. References to national policies and strategies in the programming documents 5.2.1. Absence of contradiction between the priorities of the programming documents and of national policies and strategies	Programming documents Country/regional strategies Relevant studies, publications, documents by donors, international and local agencies, etc. EU Progress reports Interviews with UN Agencies and relevant stakeholders	Analysis of the SCILD programming documents and national policies and strategies in order to identify consideration, interconnectedness, absence of it or contradiction.

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 6. To what extent have the country's national and local authorities and social agents been taken into consideration, participated, or have become involved, at the design stage of the development intervention?	JC 6.1. Design stage of the programme ensured adequate and timely participation of a range of actors coming from national and local governments, social agents and other key stakeholders	<p>6.1.1. The design stage of the programme allowed for accurate and timely participation of a range of other key stakeholders in:</p> <ul style="list-style-type: none"> <li>- Needs assessment</li> <li>- Strategy selection</li> <li>- Other key steps of the programming cycle</li> </ul> <p>6.2.1. Programming documents contain references to participation by a range of national and local government actors, social agents and other key stakeholders</p>	<p>Program documents pertaining needs assessments, strategy selection and other key steps of the programming cycle.</p> <p>Program documents including strategies, and results framework.</p>	Review of the programme design process and its products (programme document) in order to determine if and to what extent programming ensures representative participation by relevant actors in needs assessment, strategy selection and other key steps in the programming cycle.

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
Efficiency: Extent to which resources/inputs (funds, time, etc.) have been turned into results	EQ 7. To what extent does the Joint Programme's management model (i.e. instruments; economic, human and technical resources; organizational structure; information flows; decision-making in management) contribute to obtaining the predicted products and results?	JC 7.1. The administrative and organizational structures are in place ensuring the effective implementation of the Programme	7.1.1. Performance by administrative and organizational structures vis-à-vis agreed targets 7.1.2. Flexibility of administrative and organizational structures in adapting to changing external conditions 7.1.3. Contribution by administrative and organizational structures to ensuring visibility of the Programme	Programme documents. Progress and monitoring reports Reporting by National Authorities, Civil society and the media. Structured interviews with Programme staff, UN Agencies, national authorities, programming and implementing actors, and beneficiaries of the Programme	Mapping of administrative and organisational targets as per r agreement and financing agreement  Mapping of administrative and organisational achievements vis-à- vis targets  Field work including structured interviews and focus groups

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 8. To what extent are the participating agencies coordinating with each other, with the government and with civil society and other programmes/projects implemented in the area of intervention? Is there a methodology underpinning the work and internal communications that contributes to the joint implementation?	JC 8.1. Programme implementation is based on well-developed coordination lines between participating agencies. JC 8.2. The Programme takes accurately and timely account of other interventions promoted by government, civil society and other key donors JC 8.3. Internal communications methodology is clear and logical.	8.1.1. Programme contains strong reference too coordination mechanisms between participating agencies. 8.2.1. The programme procedures allow for accurate and timely integration of information on other interventions promoted by government, civil society and by donors 8.2.2. Programme document contains reference to other interventions promoted by government, civil society and donors 8.3.1. Programme documents contain elaborated internal communications strategy	Review of the programme documents. Other donors' programming documents, progress reports, and monitoring and evaluation reports. Interviews with representatives of government, civil society and donors.	Review of the programme document, monitoring and progress reports in order to determine whether programme implementation prevents duplication and overlap and promotes synergy with interventions (strategies, policies, programmes, projects) that are promoted by other stakeholders.

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 9. Are there efficient coordination mechanisms to avoid overloading the counterparts, participating population/actors?	JC 9.1. Programme implementation is based on well-developed coordination lines between participating agencies.	9.1. Programme contains strong reference too coordination mechanisms between participating agencies.	Review of the programme documents.	Review of the programme document, monitoring and progress reports in order to determine whether programme implementation prevents duplication and overlap and promotes synergy.

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 10. Is the pace of implementing the products of the programme ensuring the completeness of the results of the Joint Programme? How do the different components of the Joint Programme interrelate?	JC 10.1. The programme procedures are in place ensuring the efficient implementation of the programme. The programme implementation procedures are characterized by: clear and formal assignment and division of responsibilities, staffing and budgeting arrangements, and systematic monitoring data collection and analysis mechanisms. JC 10. 2. The implementation of different components effectively contributes to achievement of results.	10.1.1. Programme structure in place through formal appointment of staff and adoption of program implementation procedures 10.1.2. Performance by organizational structures vis-à-vis agreed targets as per inter-agency agreements and financing agreement 10.1.3. Amount of financial, human and other resources used by the Programme 10.2.1. Progress and monitoring reports demonstrate satisfactory level of efficiency of the programme implementation	Revision of program documents, agreements; administrative data (procedures, staffing arrangements and structures) Progress reports Monitoring reports	Mapping of administrative structures; Mapping of organisational structures Mapping of data collection and analysis mechanisms Review of administrative and organisational structures vis-à-vis “benchmarks” as per agreement Field Missions including semi - structured interviews with relevant stakeholders



EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 11. Are work methodologies, financial instruments, etc. shared among agencies, institutions and Joint Programmes?	JC 11.1. The programme contains clear reference to division of responsibilities between agencies, work methodologies, financial instruments, etc. ensuring the efficient implementation of the programme.	11.1.1. Programme structure in place through adoption of formal programme implementation procedures	Revision of programme documents, agreements; administrative data (procedures, staffing arrangements and structures) Progress reports, Monitoring	Mapping of organisational structures Field Missions including semi - structured interviews with relevant stakeholders
	EQ 12. Have more efficient (sensitive) and appropriate measures been adopted to respond to the political and socio-cultural problems identified?	JC 12.1. The Programme is evidence based with a focus on the nature, scope and meaning of the political and socio-cultural problems. JC 12.2. The programme approach is flexible and allows adoption of efficient and sensitive measures based on recognised changing and/or arising needs of the target groups.	12.1.1. The programme allows for collection, analysis and integration of evidence on the political and socio-cultural problems in the target region and wider context. 12.2.1. The programme builds on evidence on the political and socio-cultural problems in the target region and wider context	Country/sector reports. Third party evaluations and studies Interviews with relevant programme staff, UN Agencies, civil society, key governmental actors and other donors	Review of the programme implementation process in order to determine if and to what extent the programme ensures quality needs assessment, on-going monitoring of the external factors, etc.

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 13. In what way has the Joint Programme contributed to EU accession agenda?	JC 13.1. The programme contributes to the EU accession strategic objectives and agenda	13.1.1. Evidence of planned concerted action in relation to the programme contribution to EU accession strategic objectives	<p>Programme documents</p> <p>EU progress reports</p> <p>Structured interviews with UN Agencies, national authorities, programming and implementing actors, and beneficiaries</p>	<p>Desk study of internal and external information sources</p> <p>Field Missions including interviews and focus groups</p>
	EQ 14. To what extent the intervention strategy responded to interethnic tensions (design and results level)?	JC 14.1. The programme strategy responds to the interethnic needs and pressures.	<p>14.1.1. Evidence of planned concerted action to respond to interethnic needs and pressures.</p> <p>14.1.2. Evidence of developed risks/assumptions framework and mediation measures.</p>	<p>Programme documents</p> <p>Programme progress reports</p> <p>Structured interviews</p>	<p>Desk study of internal information sources</p> <p>Field Missions including interviews with staff members and beneficiaries</p>

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
Effectiveness : Extent to which the objectives of the development intervention have been achieved or are expected to be achieved, bearing in mind their relative importance.	EQ 15. Is the programme making progress towards achieving the stipulated results?	JC 15.1. The programme is making identifiable impacts so far in its implementation.	15.1.1. Documented results acknowledge progress towards achievement of results set up by the programme.	Basic project documentation Project Progress Reports Interviews with direct and non- direct project stakeholders Interviews with relevant stakeholders	The progress towards achievement of results will be based on the evaluation team's validation of the progress. The investigation of this will focus on a number of sampled municipalities, beneficiaries and partners of the Program within different components, in accordance with the evaluation methodology. The work on this EQ will be based on interviews with direct and non-direct stakeholders
	EQ 16. To what extent and in what ways is the Joint Programme contributing to the Millennium Development Goals at the local and national levels?	JC 16.1. The programme contributes to achievement of MDGs at local and national levels.	15.1.2. Results of the Programme support are acknowledged by and benefit the society at large 16.1.1. Documented results acknowledge progress towards achievement of results that contribute to MDGs at local and national level.	Basic programme documentation Project Progress Reports Interviews with direct and non- direct project stakeholders Interviews with relevant stakeholders	Desk study of internal information sources  Field Missions including interviews with staff members and beneficiaries

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 17. Is the stipulated timeline of outputs being met? What factors are contributing to progress or delay in the achievement of the outputs and outcomes?	JC 17.1. The programme is implemented within agreed timeframe.	17.1.1. Documented progress in achievement of outputs within the agreed timeframe.	<p>Programme documents</p> <p>Progress reports</p> <p>Structured interviews with UN Agencies, national authorities, programming and implementing actors, and beneficiaries</p>	<p>Desk study of internal and external information sources</p> <p>Field Missions including interviews and focus groups</p>
	EQ 18. Do the outputs produced meet the required high quality?	<p>JC 18.1. The programme set quality standards for outputs to be achieved.</p> <p>JC 18.2. The outputs of the programme meet the quality standards.</p>	<p>18.1.1. Documented quality standards for outputs to be produced.</p> <p>18.2.1. The programme and its partners approve outputs based on quality standards.</p>	<p>Programme documents</p> <p>Progress reports</p> <p>Structured interviews with UN Agencies, national authorities, programming and implementing actors, and beneficiaries</p>	<p>Desk study of internal and external information sources</p> <p>Field Missions including interviews and focus groups</p>

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 19. Does the programme have follow-up mechanisms (to verify the quality of the products, punctuality of delivery, etc.) to measure progress in the achievement of the envisaged results?	JC 19.1. The formal and operational monitoring system is in place ensuring the efficient monitoring of the programme. The Monitoring system is characterized by: clear and formal assignment and division of monitoring responsibilities, staffing and budgeting arrangements, and systematic monitoring, data collection and analysis mechanisms.	19.1.1. Monitoring structures in place through formal appointment of a monitoring post and adoption of monitoring procedures 19.1.2. Quality data collection, analysis and disbursement mechanisms in place and in use.	Programme documents Internal structures Organisational data on monitoring procedures, staffing arrangements and structures Programme Progress reports	Mapping of organisational structures Mapping of data collection and analysis mechanisms Review of monitoring framework and progress reports Field Missions including semi - structured interviews with relevant monitoring staff.

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 20. Is the programme providing coverage to beneficiaries as planned?	<p>JC 20.1. The programme implementation responds to the needs of all envisaged beneficiary groups.</p> <p>JC 20.2. Quality needs assessment and response formulation are providing timely, accurate and comprehensive inputs to the planning and implementation based on problem analysis and budgetary and financing requirements</p>	<p>20.1.1. Evidence of coverage to all envisaged beneficiary groups.</p> <p>20.2.1. Sector/beneficiary group needs assessments are acknowledged and given an effective and appropriate follow up in implementation of the programme</p>	<p>Programme documents</p> <p>Progress reports</p> <p>Structured interviews with UN Agencies, national authorities, programming and implementing actors, and beneficiaries</p>	<p>Desk study of internal and external information sources</p> <p>Field Missions including interviews and focus groups</p>

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 21. In what way has the programme come up with innovative measures for problem-solving?	JC 21.1. The programme has evidenced flexibility to adapt its approach to respond to raising needs during its implementation.	<p>21.1.1. Records of programme revisions whereby new approaches and innovative measures were introduced to problems and needs arising during the implementation.</p> <p>21.1.2. There is evidence of innovative measures developed by the programme.</p>	<p>Programme documents</p> <p>Progress reports</p> <p>Structured interviews with UN Agencies, national authorities, programming and implementing actors, and beneficiaries</p>	<p>Desk study of internal and external information sources</p> <p>Field Missions including interviews and focus groups</p>
	EQ 22. Have any good practices, success stories, or transferable examples been identified?	JC 22.1. The programme's knowledge management contains evidence of good practices, success stories, or transferable examples for wider use and institutional memory.	22.1.1. Records of good practices, success stories, or transferable examples available and easily accessible via internet or other communication sources.	<p>Programme website</p> <p>Progress reports</p> <p>Structured interviews with UN Agencies, national authorities, programming and implementing actors, and beneficiaries</p>	<p>Desk study of internal and external information sources</p> <p>Field Missions including interviews and focus groups</p>

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 23. In what ways has the Joint Programme contributed to the issue of decent employment?	JC 23.1. The programme contributes to the issue of decent employment.	23.1.1. Documented results acknowledge progress towards achievement of results that contribute to the issue of decent employment.	Basic programme documentation Project Progress Reports Interviews with direct and non- direct project stakeholders	Desk study of internal information sources  Field Missions including interviews with staff members and beneficiaries
	EQ 24. In what ways has the Joint Programme contributed to the issue of conflict/violence prevention? In what ways has the Joint Programme contributed to the improvement of living conditions for IDPs and returnees?	JC 24.1. The programme contributes to the issue of conflict/violence prevention.  JC 24.2. The programme contributes to the issue of improvement of living conditions for IDPs and returnees.	24.1.1. Documented results acknowledge progress towards achievement of results that contribute to the issue of conflict/violence prevention.  24.2.1. Documented results acknowledge progress towards achievement of results that contribute to the issue of improvement of living conditions for IDPs and returnees.	Basic programme documentation Project Progress Reports Interviews with relevant stakeholders	Desk study of internal information sources  Field Missions including interviews with staff members and beneficiaries



EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 25. In what ways has the Joint Programme contributed to the issue of internal and/or external migration, youth and gender specificities of the programme context?	JC 25.1. The programme contributes to the issue of internal and/or external migration, youth and gender specificities of the programme context.	25.1.1. Documented results acknowledge progress towards achievement of results that contribute to the issue of internal and/or external migration, youth and gender specificities of the programme context.	Basic programme documentation Project Progress Reports Interviews with direct and non- direct project stakeholders Interviews with relevant stakeholders	Desk study of internal information sources  Field Missions including interviews with staff members and beneficiaries
	EQ 26. In what ways has the Joint Programme contributed to economic and regional inclusive development?	JC 26.1. The programme contributes to economic and regional inclusive development.	26.1.1. Documented results acknowledge progress towards achievement of results that contribute to economic and regional inclusive development.	Basic programme documentation Project Progress Reports Interviews with direct and non- direct project stakeholders	Desk study of internal information sources  Field Missions including interviews with staff members and beneficiaries
	EQ 27. What types of differentiated effects are resulting from the Joint Programme in accordance with the sex, age, ethnic group, rural or urban setting of the beneficiary population, and to what extent?	JC 27.1. The programme has positive effects on different groups, relevant to their sex, age, ethnic group, rural or urban setting of the beneficiary population.	27.1.1. Documented results acknowledge positive effects on different groups, relevant to their sex, age, ethnic group, rural or urban setting of the beneficiary population.	Basic programme documentation Project Progress Reports Interviews with relevant stakeholders	Desk study of internal information sources  Field Missions including interviews with staff members and beneficiaries

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
Sustainability: Probability of the benefits of the intervention continuing in the long term.	EQ 28. Are the necessary premises occurring to ensure the sustainability of the effects of the PBILD programme?	JC 28.1. Produced outputs of the programme are endorsed by government counterparts.	28.1.1. Evidence of support and endorsement of program outputs by the government counterparts.	Project Progress Reports Interviews with relevant stakeholders	Desk study of internal information sources  Field Missions including interviews with staff members and beneficiaries
	EQ 29a. Is the programme supported by national and/or local institutions?	JC 29a.1. National and local government counterparts support and endorse the programme.	29a.1.1. Evidence of governments' support and endorsement of the program	Programme documentation Interviews with government stakeholders	Desk study of internal information sources  Field Missions including interviews with staff members and beneficiaries
	EQ 29b. Are these institutions showing technical capacity and leadership commitment to keep working with the programme and to repeat it?	J.C. 29b.1. Local government institutions have technical capacity and commitment to follow up on the achievements of the programme.	29b.1.1. Evidence of application of knowledge and skills of the government counterparts that were acquired from the participation in the program activities in their work.	Adopted and revised Strategies adopted by relevant government counterparts with support by the programme. Programme Progress reports and other relevant studies and documents Interviews with relevant Government and CS representatives	Mapping of adopted and revised strategies supported by the programme Mapping of governmental mechanisms administrative and management structures that have participated in the programme Interviews and focus groups with government representatives to discuss the application of acquired knowledge.
			29b.1.2. Recommendations from the programme effectively used		

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 29c. Have Operational capacities been created and/or reinforced in national partners?	J.C. 29c.1. National partner government institutions have technical to follow up on the achievements of the programme.	<p>29b.1.1. Evidence of application of knowledge and skills of the government counterparts that were acquired from the participation in the program activities in their work.</p> <p>29b.1.2. Recommendations from the programme effectively used</p>	<p>Adopted and revised Strategies adopted by relevant government counterparts with support by the programme. Programme Progress reports and other relevant studies and documents</p> <p>Interviews with relevant Government and CS representatives</p>	<p>Mapping of adopted and revised strategies supported by the programme</p> <p>Mapping of governmental mechanisms administrative and management structures that have participated in the programme</p> <p>Interviews and focus groups with government representatives to discuss the application of acquired knowledge.</p>

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 29d. Do the partners have sufficient financial capacity to keep up the benefits produced by the programme?	J.C. 29c.1. Government institutions have sufficient capacity to follow up on the achievements of the programme.	29c.1.1. Evidence of commitment and budget allocations for follow up on adopted strategies, approaches to work and measures developed with support of the programme.	Adopted and revised Strategies adopted by relevant government counterparts with support by the programme. Programme Progress reports and other relevant studies and documents Interviews with relevant Government and CS representatives	Mapping of adopted and revised strategies supported by the programme Mapping of governmental mechanisms administrative and management structures that have participated in the programme Interviews and focus groups with government representatives to discuss the application of acquired knowledge.
	EQ 30. To what extent are the visions and actions of the partners consistent or divergent with regard to the Joint Programme?	JC 30.1. Programme partners have consistent vision of the programme and its envisaged approach and achievements.	30.1.1. Chronicles of joint vision of the partners regarding the programme and its envisaged approach and achievements.	Basic programme documentation Project Progress Reports Interviews with relevant stakeholders	Desk study of internal information sources Field Missions including interviews with staff members and partners.

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	EQ 31. Where can the impact of the joint programme be seen as most significant?	Response to the EQ 31 will be derived from the conclusions, based on the EQs 1-30.			

## Annex 5

## List of Interviews

	Belgrade		
	Name	Institution / organisation	Location date
1	J. Protic	ILO	Belgrade 12/02/13
2	S. Tilger	ILO	Belgrade 12/02/13
3	J. Savic	ILO	Belgrade 12/02/13
4	M. Terzan	UNHCR	Belgrade 12/02/13
5	D. Kunovski	UNHCR	Belgrade 12/02/13
6	D. Varga	UNDP	Belgrade 12/02/13
7	J. Staudenman	UNDP	Belgrade 12/02/13
8	B. Jeremic	RC Office	Belgrade 12/02/13
9	S. Stanivukovic	Praxis	Belgrade 13/02/13
10	A. Jovic	UNICEF	Belgrade 13/02/13
11	J. Zajeganovic	UNICEF	Belgrade 13/02/13
12	p. Vasilev	SDC	Belgrade 14/02/13
13	J. Mihajlovic	SDC	Belgrade 14/02/13
14	J. Irazoqui Gonzalez	Embassy of Spain	Belgrade 14/02/13
15	T. Svenungsson	Embassy of Sweden	Belgrade 14/02/13
16	S. Nenadovic	Embassy of Sweden	Belgrade 14/02/13
17	L. Markovic	IOM	Belgrade 14/02/13
18	B. Jeremic	Office of RC	Belgrade 15/02/13
19	N. Hercules	PBILD programme manager	Belgrade 15/02/13
20	R. Jankov	Education Forum	Belgrade 17/02/13
21	S. Glamocak	Education Forum	Belgrade 17/02/13
22	S. Antic	Education Forum	Belgrade 17/02/13
23	Z. Labudovic	Ministry of Youth and Sports	Belgrade 18/02/13
24	T. Azanjac	Ministry of Youth and Sports	Belgrade 18/02/13
25	M. Rodic	Co-ordination Body	Belgrade 18/02/13
26	J. Krunic	Secons	Belgrade 18/02/13
27	A. Skarep	Ministry of Education	Belgrade 18/02/13
28	B. Maksimovic	Ministry of Education	Belgrade 18/02/13
29	D. Djordjevic	Ministry of Health	Belgrade 18/02/13
30	V. Kacarevic	Ministry of Health	Belgrade 18/02/13
31	D. Lozanovic	Pediatric Association Serbia	Belgrade 19/02/13
32	Z. Bogdanovic	Pediatric Association Serbia	Belgrade 19/02/13
33	L. Rakic	Commissariat for IDPs	Belgrade 19/02/13
34	R. Grubacic	Ombudsman Office	Belgrade 19/02/13
35	W. Infante	RC	Belgrade 20/02/13
36	P. Pelaez	MDG F (New York)	New York (Skype) 21/02/13
37	L. Duver	MoLabour Employment and Social Policy	Belgrade 22/02/13
38	D. Janjic	Serbian Office for European Integration	Belgrade 01/03/13
39	V. Jankovic	Republican Statistical Office	Belgrade (Tel) 07/03/13
40	G. Djokovic	Republican Statistical Office	Belgrade (Tel) 07/03/13
41	S. Paunovic	Safer Cities component coordinator (UNHABITAT)	Bujanovac (Tel) 07/03/13
42	A. Veselinovic	Safer Cities component coordinator (UNHABITAT)	Leskovac (Tel) 07/03/13

South Serbia

	Name	Institution / organisation	Location	date
43	B. Stankovic	Center for the Development of Jablanica and Pcinj	Leskovac	20/02/13
44	M. Stankovic	Youth Office	Leskovac	20/02/13
45	P. Jovic	Youth Office	Leskovac	20/02/13
46	I. Sacirovic	Youth Office	Leskovac	20/02/13
47	I. Dentic	Youth Office	Leskovac	20/02/13
48	L. Vidosavljevic	Youth Office	Leskovac	20/02/13
49	M. Nesic	Youth Office	Leskovac	20/02/13
50	O. Jovic	Youth Office	Leskovac	20/02/13
51	A. Veselinovic	Safer Cities component coordinator (UNHABITAT)	Leskovac	20/02/13
52	I. Stamenkovic	Educational Center	Leskovac	20/02/13
53	N. Kamberovic	Educational Center	Leskovac	20/02/13
54	A. Kadric	Educational Center	Leskovac	20/02/13
55	S. Nikolic	National Employment Service	Leskovac	20/02/13
56	S. Tilger	ILO	Leskovac	20/02/13
57	D. Stankovic	Local Economy Development office	Leskovac	20/02/13
58	V. Vukosavljevic	Local Economy Development office	Leskovac	20/02/13
59	A. Tomicic	RHM	Leskovac	20/02/13
60	D. Milenkovic	RHM	Leskovac	20/02/13
61	L. Saitovic	RHM	Leskovac	20/02/13
62	D. Ibisevic	RHM	Leskovac	20/02/13
63	S. Arifovic	RHM	Leskovac	20/02/13
64	N. Jovanovic	Business Start-Up Office	Lebane	21/02/13
65	S. Jovic Mikic	Business Start-Up Office	Lebane	21/02/13
66	Z. Mirkovic	Business Start-Up Office	Lebane	21/02/13
67	S. Smiljkovic	Geronto domacice	Lebane	21/02/13
68	M. Stojanovic	Geronto domacice	Lebane	21/02/13
69	D. Smiljkovic	Geronto domacice	Lebane	21/02/13
70	B. Nikolic	Civil Society Organization	Lebane	21/02/13
71	D. Ljubic	Civil Society Organization	Lebane	21/02/13
72	M. Cvetanovic	Local Economy Development office	Medvedja	21/02/13
73	M. Radenkovic	Local Economy Development office	Medvedja	21/02/13
74	M. Vukovic	Local Economy Development office	Medvedja	21/02/13
75	Z. Stankovic	Local Economy Development office	Medvedja	21/02/13
76	R. Vlahovic	Local Economy Development office	Medvedja	21/02/13
77	Lj. Milovanovic	Bakery "Tradition" and Life AID	Vranje	22/02/13
78	M. Jovic	Municipality Vranje (Digitalization of dislocated reg	Vranje	22/02/13
79	N. Ljubic	Municipality Vranje (Digitalization of dislocated reg	Vranje	22/02/13
80	Z. Peric	Municipality Vranje (Migration component)	Vranje	22/02/13
81	B. Vujinovic	Municipality Vranje (Migration component / final	Vranje	22/02/13
82	R. Lazic	Municipality Vranje (Migration component / final	Vranje	22/02/13
83	A. Ajredinovic	Municipality Vranje (Migration component / final	Vranje	22/02/13
84	N. Dejanovic	Youth office (Voluntary services)	Vranje	22/02/13



85	B. Kanacbi	Youth office (Voluntary services)	Vranje	22/02/13
86	J. Ristic	Youth office (Voluntary services)	Vranje	22/02/13
87	N. Stanojevic	Youth office (Voluntary services)	Vranje	22/02/13
88	D. Jasarevic	Youth office (Voluntary services)	Vranje	22/02/13
89	T. Jovanovic	Youth office (Voluntary services)	Vranje	22/02/13
90	D. Dimitrijevic	Youth office (Voluntary services)	Vranje	22/02/13
91	M. Andjelkovic	Youth office (Voluntary services)	Vranje	22/02/13
92	D. Nakic	National Employment Service	Vranje	22/02/13
93	Z. Antic	National Employment Service	Vranje	22/02/13
94	M. Jovic	National Employment Service	Vranje	22/02/13
95	V. Veljkovic	Youth office	Vladicin Han	25/02/13
96	M. Ivanovic	Youth office	Vladicin Han	25/02/13
97	M. Jovanovic	Youth office	Vladicin Han	25/02/13
98	D. Antic	Youth office	Vladicin Han	25/02/13
99	I. Kosnjak	Youth office	Vladicin Han	25/02/13
100	J. Ajdarevic	Youth office (Leskovac)	Vladicin Han	25/02/13
101	N. Stanojevic	Youth office	Vladicin Han	25/02/13
102	M. Evtimov	Youth office	Vladicin Han	25/02/13
103	J. Kostic	Youth office	Vladicin Han	25/02/13
104	J. Dendic	Youth office (Leskovac)	Vladicin Han	25/02/13
105	M. Mladenovic	Youth office (Leskovac)	Vladicin Han	25/02/13
106	D. Rethapi	Youth office (Presevo)	Vladicin Han	25/02/13
107	A. Ajeti	Youth office (Presevo)	Vladicin Han	25/02/13
108	T. Milovanovic	Local Economy Development office	Vranje	25/02/13
109	J. Petrovic	Local Economy Development office	Vranje	25/02/13
110	S. Taskovic	Centre for social work	Vranje	25/02/13
111	S. Stanojevic	Centre for social work	Vranje	25/02/13
112	S. Nasic	Centre for social work	Vranje	25/02/13
113	T. Mladenovic	Centre for social work	Vranje	25/02/13
114	S. Tilger	ILO	Vranje	26/02/13
115	M. Stoilkovic	Minex	Vranje	26/02/13
116	Z. Covic	Minex	Vranje	26/02/13
117	A. Zegarac	Local Economy Development office	Surdulica	26/02/13
118	M. Vucic	Local Economy Development office	Surdulica	26/02/13
119	V. Nestorovic	Youth office	Surdulica	26/02/13
120	S. Stankovic Aleksic	Youth office	Surdulica	26/02/13
121	A. Ilic	Youth office	Surdulica	26/02/13
122	A. Stankovic	Youth office	Surdulica	26/02/13
123	P. Stamenkovic	Youth office	Surdulica	26/02/13
124	J. Mihajlovic Mijovic	Youth office	Surdulica	26/02/13
125	A. Aliu	PBILD Co-ordinator for strategic planning and Regi	Bujanovac	27/02/13
126	L. Selmani	PBIDL Co-ordinator for IDPs and returnees	Bujanovac	27/02/13
127	J. Despotovic	PBILD Co-ordinator for Children and Youth	Bujanovac	27/02/13
128	M. Skenderi	PBILD Communication assistant	Bujanovac	27/02/13
129	M. Babovic	PBILD Co-ordinator for Social Inclusion	Bujanovac	27/02/13
130	S. Paunovic	Safer Cities component coordinator (UNHABITAT)	Bujanovac	27/02/13
131	J. Stanojkovic	Primary school "Vuk Karadzic"	Presevo	28/02/13
132	B. Djordjevic	Primary school "Vuk Karadzic"	Presevo	28/02/13
133	D. Ristic	Primary school "Vuk Karadzic"	Presevo	28/02/13
134	S. Azirovic	Primary school "Vuk Karadzic"	Presevo	28/02/13



135	R. Ljatifi	Assembly President	Presevo	28/02/13
136	V. Arifi	Safety Council President	Presevo	28/02/13
137	Xh. Hasani	PBDA Presevo and Bujanovac Development Agency	Presevo	28/02/13
138	F. Azemovic	LED office	Bujanovac	28/02/13
139	N. Beljulji	LED office	Bujanovac	28/02/13
140	J. Savic	ILO	Vranje	28/02/13
141	P. Stosic	NGO for conflict prevention/trainig	Leskovac	28/02/13
142	J. Visic	NGO for conflict prevention/trainig	Leskovac	28/02/13
143	O. Stojkovic Lepojevic	Health Center	Vlasotince	01/03/13
144	M. Stankovic Mitrovic	Health Center	Vlasotince	01/03/13
145	Lj. Cvetanovic	Center for Social Welfare	Vlasotince	01/03/13
146	M. Ignjatovic	Center for Social Welfare	Vlasotince	01/03/13

## Annex 6 Sampling Table

	Organisation/Institution	Role in the project	Level of action	PBILD Outcome
1	ILO	Implementing agency	Center - Belgrade	3
2	UNHCR	Implementing agency	Center - Belgrade	1
3	UNDP	Implementing agency	Center - Belgrade	1, 2, 3, 4
4	Praxis	Contractor	Center - Belgrade	1, 2
5	UNICEF	Implementing agency	Center - Belgrade	1, 2,
6	SDC	Donor	Center - Belgrade	4
7	Embassy of Spain	Donor	Center - Belgrade	1
8	Embassy of Sweden	Donor	Center - Belgrade	1, 2
9	IOM	Implementing agency	Center - Belgrade	1
10	Office of RC	Charing the National Steering Committee and Project Steering Committee	Center - Belgrade	1,2,3,4
11	PBILD programme manager	PMU	Center - Belgrade	1, 2, 3, 4
12	Education Forum	Local organisation/institution	Center - Belgrade	2
13	Ministry of Youth and Sports	National organisation/institution	Center - Belgrade	1, 2
14	Co-ordination Body	National organisation/institution	Center - Belgrade	1, 2,
15	Secons	Local organisation/institution	Center - Belgrade	1,2
16	Ministry of Education	National organisation/institution	Center - Belgrade	2, 3
17	Ministry of Health	National organisation/institution	Center - Belgrade	2
18	Pediatric Association Serbia	Local organisation/institution	Center - Belgrade	2
19	Commissariat for IDPs	National organisation/institution	Center - Belgrade	1,4
20	Ombudsman Office	National organisation/institution	Center - Belgrade	2
21	MDG F (New York)	Donor	Center - New York (Skype)	1
22	MoLabour Employment and Social Policy	National organisation/institution	Center - Belgrade	1,3
23	Serbian Office for European Integration	National organisation/institution	Center - Belgrade	1, 2, 3, 4
24	Republican Statistical Office	National organisation/institution	Center - Belgrade	2
25	Safer Cities component coordinator (UNHABITAT)	Implementing agency	Local - Jablanica District	1
26	Center for the Development of Jablanica and Pcinja	Local organisation/institution	Local - Jablanica District	2, 3
27	Youth Office	Local organisation/institution	Local - Jablanica District	1,4
28	Educational Center	Local organisation/institution	Local - Jablanica District	1
29	National Employment Service	Local organisation/institution	Local - Jablanica District	3
30	Local Economy Development office	Local organisation/institution	Local - Jablanica District	2,3
31	RHM	Local organisation/institution	Local - Jablanica District	2
32	Business Start-Up Office	Local organisation/institution	Local - Jablanica District	3
33	Geronto domace	Local organisation/institution	Local - Jablanica District	4
34	Civil Society Organization	Local organisation/institution	Local - Jablanica District	1, 4
35	Bakery "Tradition" and Life AID	Local organisation/institution	Local - Pcinja District	2
36	Municipality Vranje (Digitalization of dislocated reg)	Local organisation/institution	Local - Pcinja District	1
37	Municipality Vranje (Migration component)	Local organisation/institution	Local - Pcinja District	4
38	Youth office (Leskovac)	Local organisation/institution	Local - Jablanica District	1,4
39	Youth office (Presevo)	Local organisation/institution	Local - Pcinja District	1, 4
40	Centre for social work	Local organisation/institution	Local - Pcinja District	2, 3, 4
43	Minex	Local organisation/institution	Local - Pcinja District	3
44	Primary school "Vuk Karadzic"	Local organisation/institution	Local - Pcinja District	2
45	Assembly President	Local organisation/institution	Local - Pcinja District	1
46	Safety Council President	Local organisation/institution	Local - Pcinja District	1
47	PBDA Presevo and Bujanovac Development Agency	Local organisation/institution	Local - Pcinja District	3
48	LED office	Local organisation/institution	Local - Pcinja District	3
49	NGO for conflict prevention/trainig	Local organisation/institution	Local - Jablanica District	1
50	Health Center	Local organisation/institution	Local - Jablanica District	2
51	Center for Social Welfare	Local organisation/institution	Local - Jablanica District	4
52	Safer Cities component coordinator (UNHABITAT)	Implementing agency	Local - Pcinja District	1
53	National Employment Service	Local organisation/institution	Local - Pcinja District	3
54	Local Economy Development office	Local organisation/institution	Local - Pcinja District	3
55	PBILD Co-ordinator for...	PMU	Local - Pcinja District	1, 2, 3, 4

## Annex 7      Overview of undertaken sustainability supporting measures (according to the Exit Strategy)

Implementation of Local Action Plans (LAPs) on Gender Equality	
<b>Sustainability criteria:</b> Resources for the implementation of LAPs on Gender Equality secured  This represents a significant advancement of the PBILD envisaged result. The monitoring framework output indicator related to this achievement stipulates 1 regional and at least 8 local policy documents recognizing existing gender gaps are developed and adopted providing an action plan for the promotion of gender equality. As the final result, 12 LAPs on gender equality developed in 12 municipalities (out of 13) and 1 Action plan of Regional Working Group developed and in use.	
<b>Type of Exit:</b> Phase over, forwarding the PBILD planned results	
<b>Transfer of Responsibility:</b> Local Self Government (LSG)	
<b>Funding:</b> Budget of the LSG	
<b>Monitoring:</b> Regular monitoring procedures of the LSG	
<b>National and Local Partners' support:</b> Full support of the LSG	
Benchmarks:	Reached
Regional Working Group – Gender established	<input checked="" type="checkbox"/>
Regional Working Group Action Plan developed and adopted	<input checked="" type="checkbox"/>
At least 8 local Action Plans (LAPs) on gender equality developed in at least 8 municipalities	<input checked="" type="checkbox"/>
At least 8 local Action Plans (LAPs) on gender equality adopted in at least 8 municipalities	<input type="checkbox"/>
Local Self Governments, of at least 4 municipalities (Lebane, Bojnik, Vlasotince and Medvedja), allocated funding for the implementation of LAPs in the 2013 municipal budget	<input type="checkbox"/>
Action steps:	Time Line
Facilitate the process of adopting the remaining 8 LAPs	March 2013
Continue lobbying for the LSG budgetary allocation for LAPs' implementation	March 2013
<b>Additional information:</b> The process of LAPs development is completed in 12 municipalities, additionally advancing the planned PBILD achievement (of 8 municipalities)	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Governance and Social Inclusion	

Operation of the Bujanovac based Faculty of Economy	
<b>Sustainability criteria:</b> The Faculty of Economy is fully operational and delivers courses in both Albanian and Serbian language	
<b>Type of Exit:</b> Phase out The specific support provided by the PBILD was limited to capacity development and financial support in providing equipment.	
<b>Transfer of Responsibility:</b> University of Subotica	
<b>Funding:</b> Budget of Republic of Serbia and tuition fees of self-paying students	
<b>Monitoring:</b> Regular monitoring procedures of the Ministry of Education and University of Subotica	
<b>National and Local Partners' support:</b> Full support of the LSG and National Government	
Benchmarks:	Reached
Capacity of the representatives of the Coordination Body (CB), CB group for education, (National Minority Council) NMC and representatives of the local and national academic community developed in mapping the successful model of education in minority languages and minority policy development in Vojvodina	☑
The Faculty of Economy in Bujanovac, which delivers courses in both Albanian and Serbian language, established	☑
The Faculty's computer lab equipped	☑
The Faculty received national accreditation	☑
Action steps:	Time Line
No further actions required	
<b>Additional information:</b>	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Governance and Social Inclusion	

Provision of youth services	
<b>Sustainability criteria:</b> Continued provision of the PBILD established youth services (4 youth clubs, 3 voluntary services, etc.) within the Youth Offices (YO)	
<b>Type of Exit:</b> Phase over	
<b>Transfer of Responsibility:</b> Local Self Government (LSG) through YO	
<b>Funding:</b> Budget of the LSG	
<b>Monitoring:</b> Regular monitoring procedures of the LSG and YO	
<b>National and Local Partners' support:</b> Full support of the LSG	
Benchmarks:	Reached
4 Youth Clubs (YC) established	<input checked="" type="checkbox"/>
3 Voluntary Services established	<input checked="" type="checkbox"/>
Capacity of YO coordinators and activists developed	<input checked="" type="checkbox"/>
Signed Partnership Agreements stipulating the continual support of the YC	<input checked="" type="checkbox"/>
Signed Letters of Agreement with partner institutions on the realization of voluntary programmes	<input checked="" type="checkbox"/>
Developed and adopted YC Activity Plans	<input checked="" type="checkbox"/>
Developed and adopted procedures for the management of voluntary services and YC	<input type="checkbox"/>
Financial, HR and technical support of the LSG/YO obtained	<input type="checkbox"/>
Action steps:	Time Line
Develop and facilitate adoption of procedures for the management of voluntary services and YC	March 2013
Continue lobbying for the continued financial, HR and technical support of the LSG/YO and services	February 2013
<b>Additional information:</b>	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Children and Youth	

Operation of Safety Councils	
<p><b>Sustainability criteria:</b> Established Safety Councils continue operating in at least 5 municipalities (Vlasotince, Lebane, Bojnik, Leskovac, Presevo)</p> <p>The target set has been surpassed, as the established Safety Councils will continue operating in 8 municipalities (5 were set as target). The additional three are: Surdulica, Vranje, and Trgoviste.</p>	
<b>Type of Exit:</b> Phase over	
<b>Transfer of Responsibility:</b> Local Self Government (LSG)	
<b>Funding:</b> Budget of the LSG	
<b>Monitoring:</b> Regular monitoring procedures of the LSG	
<b>National and Local Partners' support:</b> Full support of the LSG	
Benchmarks:	Reached
Local Safety Councils established and functioning in at least 10 municipalities	<input checked="" type="checkbox"/>
The capacity of the Local Safety Councils developed	<input checked="" type="checkbox"/>
Local Safety Diagnosis formulated and adopted in each municipality	<input checked="" type="checkbox"/>
Local Safety Strategies developed and adopted in at least 10 municipalities	<input type="checkbox"/>
LSG ascribed funding for the Local Safety Councils in at least 5 municipalities	<input type="checkbox"/>
Action steps:	Time Line
Continue lobbying for the allocation of funds to the Local Safety Councils	March 2013
Strengthen networking between partner municipalities through formulation of Regional Safety Strategy – share costs on safety priorities of joint concern	Jan – March 2013
<p><b>Additional information:</b> The existing regulation that 50% of the traffic violation penalties be returned to the municipalities from where they originate could be a stable source of financing of the Safety Councils in addition to other funds. Three municipalities are already allocating these funds for the continual operation of their Safety Councils.</p>	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Safer Cities	

Functioning of the Regional Working Groups	
<b>Sustainability criteria:</b> At least 2 established Regional Working Groups (RWG) continue functioning	
<b>Type of Exit:</b> Phase over	
<b>Transfer of Responsibility:</b> Regional Development Agency (RDA) of Jablanicki and Pcinjski Districts	
<b>Funding:</b> No costs are involved	
<b>Monitoring:</b> Regular monitoring procedures of the RDA	
<b>National and Local Partners' support:</b> Full support of the LSG	
Benchmarks:	Reached
4 RWG established	<input checked="" type="checkbox"/>
RWG ToRs and Action Plans developed	<input checked="" type="checkbox"/>
Letter of intent signed by the RDA	<input type="checkbox"/>
Action steps:	Time Line
Prepare the Letter of intent to be signed by the RDA	February 2013
Continue lobbying for the RDA to continue conveying the RWG as necessary	March 2013
<b>Additional information:</b> The Centre is already active in the work of the RWG and has committed to continue conveying them and support their functioning.	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Regional Development and Strategic Planning	

Implementation of the municipal sustainable development strategies	
<p><b>Sustainability criteria:</b> Resources for the implementation of sustainable development strategies in at least 5 municipalities secured</p> <p>The monitoring framework output indicator related to this achievement stipulates at least 5 municipal sustainable development strategies shall be reviewed and revised. The implementation of the strategy in 8 municipalities therefore represents a significant advancement of the PBILD envisaged result.</p>	
<b>Type of Exit:</b> Phase over, forwarding the PBILD planned results	
<b>Transfer of Responsibility:</b> Local Self Government (LSG)	
<b>Funding:</b> Budget of the LSG	
<b>Monitoring:</b> Regular monitoring procedures of the LSG	
<b>National and Local Partners' support:</b> Full support of the LSG	
Benchmarks:	Reached
At least 5 municipalities applied for the review and revision of their sustainable development strategies	<input checked="" type="checkbox"/>
At least 5 sustainable development strategies have been revised to reflect gender and minority rights and adopted	<input type="checkbox"/>
LSG of at least 5 municipalities envisage budgetary allocations for the implementation of the revised sustainable development strategies	<input type="checkbox"/>
Action steps:	Time Line
Provide technical support to finalize the revision of the strategies	February 2013
Facilitate the process of adopting the strategies	February 2013
Continue lobbying for the LSG budgetary allocation for the strategies implementation	March 2013
<b>Additional information:</b>	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Regional Development and Strategic Planning	



DevInfo database updating	
<b>Sustainability criteria:</b> DevInfo database regularly updated (semi-annually)	
<b>Type of Exit:</b> Phase over	
<b>Transfer of Responsibility:</b> Statistical Office of the Republic of Serbia (SORS)	
<b>Funding:</b> Budget of the Republic of Serbia	
<b>Monitoring:</b> Regular monitoring procedures of the SORS	
<b>National and Local Partners' support:</b> Full support of the LSG	
Benchmarks:	Reached
DevInfo data base indicators defined	<input checked="" type="checkbox"/>
DevInfo municipal profiles for all 13 PBILD municipalities created	<input checked="" type="checkbox"/>
Action steps:	Time Line
No further actions required	
<b>Additional information:</b> An adopted Decision stipulates the obligation of the SORS to continuously update the DevInfo data-base.	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Children and Youth	

Provision of Personal Documentation to Roma and other vulnerable groups	
<b>Sustainability criteria:</b> The continuation of effective support to vulnerable groups in obtaining personal documentation	
<b>Type of Exit:</b> Phase out The support provided by the JP should be sufficient to assure the continuous provision of support to vulnerable groups in obtaining personal documentation	
<b>Transfer of Responsibility:</b> LSG	
<b>Funding:</b> Budget of the LSG	
<b>Monitoring:</b> Regular monitoring procedures of the LSG	
<b>National and Local Partners' support:</b> Full support of the LSG	
Benchmarks:	Reached
Legal changes simplifying subsequent registration	<input checked="" type="checkbox"/>
Capacity development of LSG officials to better provide services of birth registration	<input checked="" type="checkbox"/>
Digitalization of Birth Records	<input checked="" type="checkbox"/>
Action steps:	Time Line
No further steps required	
<b>Additional information:</b> Roma health mediators play a role of outreach workers that are raising awareness of Roma and other vulnerable groups on a need to have personal IDs and helping them navigate through the system.	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Children and Youth	

Access to primary health care to vulnerable children and families	
<b>Sustainability criteria:</b> 13 Primary health care centres (PHC) continue to reach-out to vulnerable children and their families and provide improved health and early-childhood services	
<b>Type of Exit:</b> Phase over The support provided by the JP consisted of capacity development of health professionals and Roma health mediators (RHM), development and granting of outreach models for PHC that do not have RHM and development and distribution of education and communication materials for health professionals and families. It also included support to further sophistication of the RHM database to enable close monitoring of the Roma health status, effects of the work of mediators, thus enabling further shaping of the program by the Ministry of Health.	
<b>Transfer of Responsibility:</b> selected Primary Health Care centres and Ministry of Health	
<b>Funding:</b> Budget of the Republic of Serbia	
<b>Monitoring:</b> Regular monitoring procedures of the Primary Health Care centres and Ministry of Health directly through RHM/database and via relevant Institutes of public health	
<b>National and Local Partners' support:</b> Full support of the MoH and LSG	
Benchmarks:	Reached
Health professionals from 13 primary health care centres, sensitized in Roma issues (culture, rights and health status), child protection and early childhood development issues	<input type="checkbox"/>
Roma health care mediators engaged by the MoH support health professionals from 13 primary health care centres in reaching out to vulnerable children and families together with local institutions and NGOs	<input checked="" type="checkbox"/>
Education programmes(Roma culture, rights and health status, Protection of children from child abuse and neglect, Early childhood development) accredited and became part of continuous medical education of health professionals	<input checked="" type="checkbox"/>
Sophisticated Data base on Roma Health produces indicators on Roma health and coverage with health services on a regular basis	<input checked="" type="checkbox"/>
Action steps:	Time Line
Delivering capacity development trainings for health professionals and RHM	March 2013
<b>Additional information:</b>	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Children and Youth	

Access to Inclusive education	
<b>Sustainability criteria:</b> Persons with disability have access to 13 schools which are also equipped with didactic materials needed for the education of children with special needs	
<b>Type of Exit:</b> Phase out The support provided by the PBILD consisted of capacity development, structural adjustments to school buildings and financial and technical support in providing equipment. These by their nature remain permanently within the selected schools.	
<b>Transfer of Responsibility:</b> Primary Schools	
<b>Funding:</b> Budget of the LSG	
<b>Monitoring:</b> Regular monitoring procedures of the Ministry of Education, Local Self Government (LSG) and Primary Schools	
<b>National and Local Partners' support:</b> Full support of the LSG	
Benchmarks:	Reached
13 primary schools have been adapted so as to provide access to PWD	<input checked="" type="checkbox"/>
13 primary schools have been equipped with didactic material necessary for the education of children with special needs	<input type="checkbox"/>
The capacity of the school teachers on inclusive education developed	<input checked="" type="checkbox"/>
Action steps:	Time Line
Provide didactic equipment	February 2013
<b>Additional information:</b> Regular maintenance is the responsibility of the LSGs by law	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Children and Youth	

Functioning of the Ombudsman's Outreach Offices	
<b>Sustainability criteria:</b> Established Ombudsman's Outreach Offices continue operating	
<b>Type of Exit:</b> Phase over	
<b>Transfer of Responsibility:</b> Ombudsman's Office	
<b>Funding:</b> Budget of the Republic of Serbia	
<b>Monitoring:</b> Regular monitoring procedures of the Ombudsman's Office	
<b>National and Local Partners' support:</b> Full support of the Central Government and the LSG	
Benchmarks:	Reached
3 Ombudsman's Outreach Offices established	<input checked="" type="checkbox"/>
3 Ombudsman's Outreach Offices have been refurbished and equipped	<input checked="" type="checkbox"/>
Capacity of the 2 revolving staff members developed	<input checked="" type="checkbox"/>
Budget allocations made in the Ombudsman's Office budget for the functioning of the Outreach Offices	<input checked="" type="checkbox"/>
Action steps:	Time Line
No further steps required	
<b>Additional information:</b>	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Governance and Social Inclusion	

Provision of competency based vocational training	
<b>Sustainability criteria:</b> Competency based training (CBT) packages developed for at least 6.occupational profiles demanded by the labour market continue to be applied. The target has been surpassed, as 8 packages have been piloted.	
<b>Type of Exit:</b> Phase over	
<b>Transfer of Responsibility:</b> Regional Training Centres (RTC) and National Employment Service (NES)	
<b>Funding:</b> Budget of the Republic of Serbia	
<b>Monitoring:</b> Regular monitoring procedures of the NES and RTCs	
<b>National and Local Partners' support:</b> Full support of the NES, Ministry of Labour Employment and Social Policy and Ministry of Education, Science and Technological Development	
Benchmarks:	Reached
8 profiles demanded by the labour market identified	<input checked="" type="checkbox"/>
The capacity of the RTC to develop CBT packages developed	<input checked="" type="checkbox"/>
The RTC created RTC training packages for the identified occupations	<input checked="" type="checkbox"/>
Local providers trained to apply and use the CBT methodology and developed training packages programmes	<input checked="" type="checkbox"/>
Procedures for the NES' procurement of CBT prepared	<input checked="" type="checkbox"/>
CBT delivered to unemployed of low education attainment	<input type="checkbox"/>
Action steps:	Time Line
Continue facilitating the cooperation between the NES and RTC	March 2013
Continue lobbying for the application of the CBT approach to standard NES ALMPs	March 2013
<b>Additional information:</b> The NES has already expressed their interest in furthering the cooperation with the RTC and using the CBT training packages in the delivery of ALMPs	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Employment	

Provision of Career Information, Counselling and Guidance	
<b>Sustainability criteria:</b> The NES applies the improved career information, counselling and guidance services established	
<b>Type of Exit:</b> Phase out The PBILD has created a contemporary tool accessible through various media, including the internet. This tool remains in the possession of the NES improving their regular provision of career counselling, information and guidance. Additionally it is accessible to other service providers, increasing the number of final beneficiaries.	
<b>Transfer of Responsibility:</b> National Employment Service (NES)	
<b>Funding:</b> No additional funding required	
<b>Monitoring:</b> Regular monitoring procedures of the NES	
<b>National and Local Partners' support:</b> Full support of the NES and the Ministry of Labour Employment and Social Policy	
Benchmarks:	Reached
A Guide to Career Choices developed in 4 modalities	<input checked="" type="checkbox"/>
The NES assumes full ownership of the Guide	<input checked="" type="checkbox"/>
Career guidance sessions delivered to teachers and students in primary schools	<input checked="" type="checkbox"/>
The printed booklet and interactive CD-ROMs distributed and promoted	<input checked="" type="checkbox"/>
The NES developed a Guide to Career Choices targeting secondary school students on the basis of the PBILD developed Guide to Career Choices	<input type="checkbox"/>
Action steps:	Time Line
Continue delivering guidance sessions	March 2013
Continue promoting the printed booklet and CD-Rom	March 2013
Organize a regional conference Career Guidance	March 2013
<b>Additional information:</b> The Guide to Career Choices is already used by a wide range of service providers and will be adopted to the needs of neighbouring countries	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Employment	

Provision of Business Start-up support	
<b>Sustainability criteria:</b> The Business Start-up Support continues to be available for the unemployed of at least 2 municipalities (Lebane, Vladicin Han and Medvedja)	
<b>Type of Exit:</b> Phase over	
<b>Transfer of Responsibility:</b> Local Self Government (LSG)	
<b>Funding:</b> Budget of the LSG	
<b>Monitoring:</b> Regular monitoring procedures of the LSG	
<b>National and Local Partners' support:</b> Full support of the LSG	
Benchmarks:	Reached
Business start-up support established	<input checked="" type="checkbox"/>
1 full time business start-up counsellor employed	<input checked="" type="checkbox"/>
The LSGs made municipal budget allocations for the continued provision of business start up support through the employment of the counsellor	<input type="checkbox"/>
Action steps:	Time Line
Continue lobbying for the LSGs to allocate funds for the provision of business start-up support	March 2013
<b>Additional information:</b>	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Regional Development and Strategic Planning	



Provision of citizen advisory and direct outreach services to migrants, potential migrants and people affected by migration	
<b>Sustainability criteria:</b> Citizen advisory and direct outreach services continue to be available in at least 2 municipalities (Vladicin Han, Bujanovac)	
<b>Type of Exit:</b> Phase over	
<b>Transfer of Responsibility:</b> Local Self Government (LSG)	
<b>Funding:</b> Budget of the LSG	
<b>Monitoring:</b> Regular monitoring procedures of the LSG	
<b>National and Local Partners' support:</b> Full support of the LSG	
Benchmarks:	Reached
Citizen advisory and direct outreach services' needs identified	<input checked="" type="checkbox"/>
Social partnerships established in at least 10 municipalities providing citizen advisory and outreach services (one person employed for this purpose)	<input checked="" type="checkbox"/>
At least 2 LSG included allocations for the continuation of the provision of these services in the municipal budgets (including the employment of the person employed).	<input type="checkbox"/>
Action steps:	Time Line
Continue lobbying for remaining LSG to incorporate the financing of these services into regular budget	March 2013
<b>Additional information:</b>	
<b>Responsible PBILD Team Member:</b> Project Coordinator for Migration& Project Coordinator for Governance and Social Inclusion	

## Annex 8 Overview of PBILD donor contributions by UN partner agency and activities

Implementing Agencies	Donors					Total
	MDG-F	BCPR	SIDA	NOR	SDC	
UNDP	Capacity building of local actors on gender and minority rights	Capacity building of local actors on gender and minority rights	Regional Working Groups Support for Ombudsman's Office in South Serbia	Regional Development – support to RDA and grants	Migration management	USD 4,508,549
UNICEF	Youth capacity and inter-ethnic work	Youth capacity and inter-ethnic work	Education and child health, with minority focus			USD 1,373,871
IOM	Mediation capacity-building					USD 204,126
UNHCR	IDP/refugee support					USD 773,005
UN-HABITAT	Safer Cities					USD 650,349
ILO				Active labour market measures		USD 1,015,409
<b>Total contributions</b>	USD 2,500,000	USD 600,000	SEK 17,000,000	NOK 11,000,000	USD 1,377,717	<b>USD 8.5 million <sup>2</sup></b>

## **Annex 9      Synergies with other donors**

In the area of South East Serbia, in previous years several donors participated in aid delivery. First and most important was UNDP support through MIR I and MIR II. PBILD was logical continuation of these projects and inherited goodwill and trained staff of these projects. On the ground of the positive experience of these projects, similar actions were replicated in South-West Serbia (PRO I-III), replaced by EU Progress. Bilateral donors are acting either as a single donor (ADA, USAID), or jointly, like was the case in the PBILD. Project was logical continuation of the UNDP supported projects MIR I and II, which were building capacities of local institutions, solving some small infrastructure problems (rapid, targeted interventions), and supporting democracy development and peace building in the region. PBILD continued its actions on the positive legacy of these projects. Local authorities were familiar with the UN methods of work and communication. UN actions were accepted as politically neutral and balanced in approach, communication and territorial fund disbursements.

Donors are present in the region through several projects, within their national programs and projects. Most influential is EU assistance through IPA I component of assistance – for building capacities of local and regional institutions, infrastructure projects, Roma decade inclusion projects, support to the CSOs etc. second and very visible EU arm are projects related to cross border cooperation (IPA II component) with Bulgaria. Due to political issues region was not able to participate in similar projects with Macedonia and Kosovo.

Austrian Development Agency (ADA) has strong presence in the region targeted at the regional economic strengthening, through support to establishment organic food production, rural tourism and small infrastructure, trainings for tourism services and establishing cooperation with Austrian regional development agencies and business infrastructure. Austrian support was delivered to the one of the local RDA certified as regional agent of National Regional Development agency – Centar for development of Jablanicki and Pcinjski Districts (CRJPO). Through this RDA PBILD and ADA created synergy of projects. Namely, PBILD supported trainings and research works for preparation of Regional Development plan for period 2013 – 2018.

USAID have been supporting PBILD actions. In the region USAID has participated in several projects related to economic growth through trainings of potential entrepreneurs on business development tools, supporting competitiveness through clusters etc. UASAIID was adding its financial resources to some of the PBILD projects financed out of grant schemes. In that manner PBILD attracted other donors to support same goals.

**Table: Main donor projects in Jablanicki and Pcinjski districts**

<b>DONORS</b>	<b>PROJECTS</b>
<b>EU</b>	EU PROGRESS, New textile coalition Establishment of Technological and Food Processing Park New Opportunities for Women Entrepreneurs Value Chain Leskovac Waste Water Collection and Treatment Project Debating Serbian EU Future- the voice of civil society Study of Flood Prone Areas Garden of Serbia
<b>ADA</b>	Organic food production, Strengthening institutional capacities of RDA- Center for Development Jablanicki and Pcinjski Districts
<b>USAID</b>	Sustainable Local Economic Development - SLED Business Enabling Project - BEP South SAEF
<b>UN</b>	Promoting Peace Building in Southern Serbia  Strengthening Capacity for Inclusive Local Development in Southern Serbia
<b>Other Donors</b>	Projects in the area of Tourism Environment protection Local infrastructure

*Different donor data*

## Annex 10 PBILD Development Context

Districts of Jablanica and Pcinja are one of the least developed parts of Serbia. Regions consist of 13 municipalities. Among them 9 are in the category of devastated municipalities according to the national statistics. GDP of devastated municipalities is beyond 50% of the GDP of the Republic of Serbia. Regions have combined population of 470.000 inhabitants (6. 5% of total population of Serbia). This corresponds to a NUTS level 2 region in line with EU criteria. According to the 2002 Census, more than 12 per cent of the population of the region belongs to the Albanian minority – concentrated mostly in the municipalities of Preševo, Bujanovac and Medvedja. There is a significant Roma population, representing the 4.7 per cent of the total population. There are also 18,000 IDPs living in the region. The region faces a complicated matrix of adverse factors impacting on social cohesion and economic development. It is the poorest area of Serbia, has the country's only population of ethnic Albanians, and must contend with the legacy of recent conflict. Further, problems persist over inequalities, actual and perceived, between communities in South Serbia (including Serb, Albanian, Roma, and IDPs from Kosovo), and between South Serbia and other parts of Serbia.

**Table1: Municipalities according to the level of development**

<b>II group</b> (GDP 80-100% of the average of Serbia)	<b>III group</b> (GDP 60-80% of the average of Serbia)	<b>IV group</b> (GDP beyond 60% of the average of Serbia)	<b>Devastated Municipalities</b> (GDP beyond 50% of the average of Serbia)
Vranje (88.3%)	Leskovac (49.2%)		<b>Bojnik (40.4%)</b> <b>Bujanovac (27.8%)</b> <b>Vladicin Han (31.8%)</b> <b>Vlasotince (24.8%)</b> <b>Lebane (29.7%)</b> <b>Medvedja (16.9%)</b> <b>Presevo (14.0%)</b> <b>Surdulica (38.1%)</b> <b>Trgoviste (26.7%)</b> <b>Crna Trava (53.7%)</b>

*Source: Ministry for regional development and local self-government -2013*

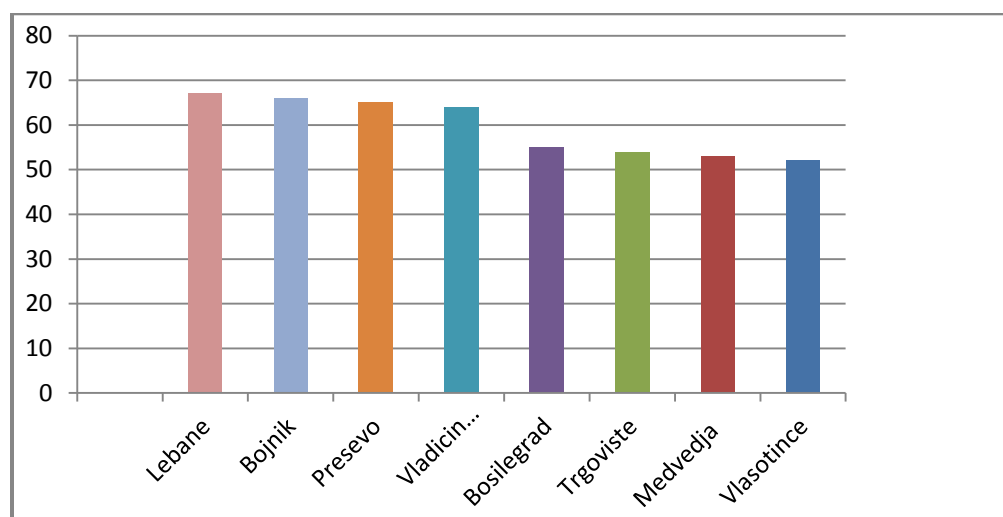
Economy of the region is obsolete with protracted transitional problems. It is overburdened by unemployment, structural imbalances and ageing population. In the past economic growths was primarily based on agriculture, textile industry and construction works. Textile industry could not compete with cheap imports from Turkey and Asia; construction sector never recovered from the slump in nineties and now is suffering from the global economic crises; agriculture has growth potentials but aging population and adverse migrant trends are not contributing towards that end. Transition process is complex and, above all, painful for a large section of the population. How successful it will be and how long it will take depends primarily of the political leadership. In many respects in previous period local authorities failed in dealing with consequences. Privatization was pushed forward with necessary resolve, but without proper strategy. As a result large industries in the region, modern section of agriculture, were

destroyed even those companies who had potentials to survive. Instead of developing new capacities, bringing new technologies, and strengthening economy competitiveness, privatization process was misused for all sorts of speculations, shady financial dealings, rampant tax evasion, real estate dealings, bringing staggering redistribution of wealth, concentrated in few hands. Political parties became a part of this process, either by offering political favors and protection, particularly if they were on power. State administration was used as an instrument or simply neutralized with disastrous consequences. All pervasive corruption spread far and wide, in many instances from the political top to the bottom.

Regional economy is shrinking and employment is decreasing. In comparison to 2002 in Jablanicki and Pcinjski districts employment is falling. In the municipalities of Crna Trava, Trgoviste and Lebane employment fell by 47%, in Vladicin Han by 45%, Surdulica 43% and Bosilegrad by 42%. Employment rate is 18% and it is far beyond the average for Serbia (24.3%).

Unemployment in the region is 44.8%. In 2012 out of 13 municipalities in Jablanicki and Pcinjski okrug in 8 of them rate of unemployment is over 50% - Vlasotince, Medvedja, Trgoviste, Bosilegrad, Vladicin Han, Presevo, Bojnik, Lebane . In the period from 2001 every other inhabitant ceased to work.

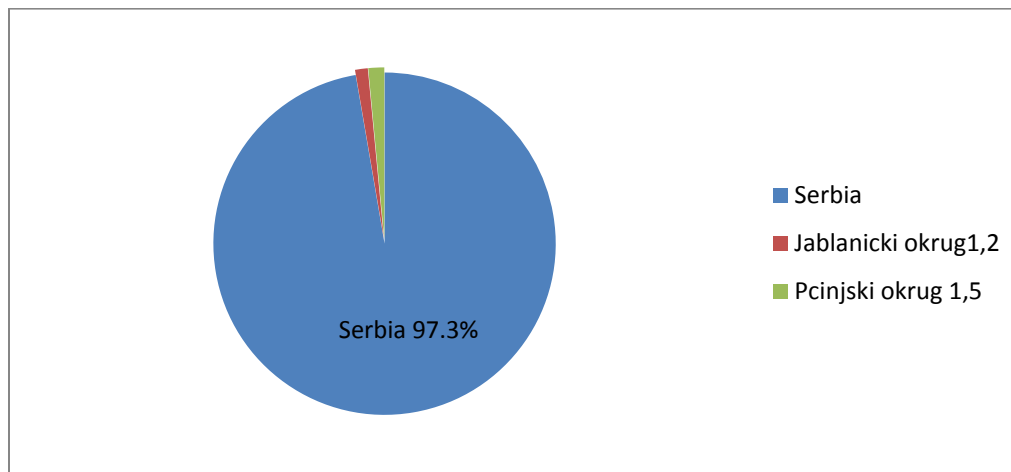
**Table 2: Municipalities in South Serbia with unemployment above 50%**



*Source: Ministry for regional development and local self-government -2013*

In Jablanicki and Pcinjski districts operate around 4,500 enterprises, which is 2.7% of the total number in Serbia. All enterprises employ around 40.000 of people. Income in the region is only 64% of the average income in Serbia.

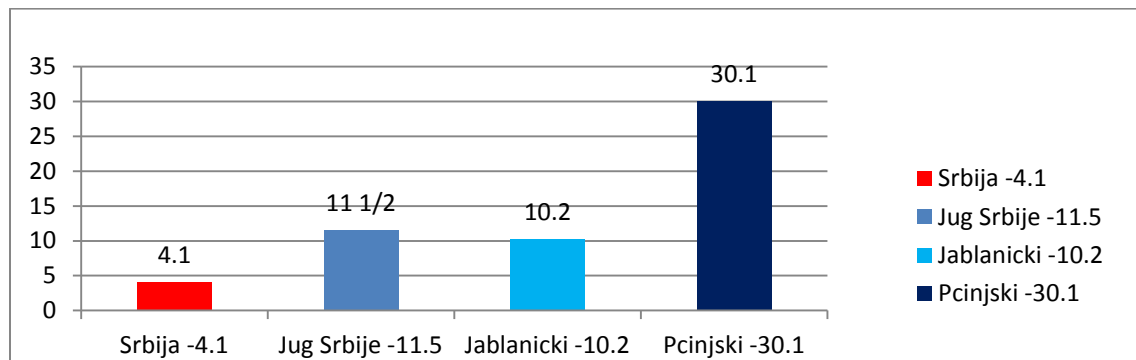
**Table 3: Number of enterprises**



*Source: Ministry for regional development and local self-government -2013*

Region has negative demographic trends. In Crna Trava population dropped by 41.5%. South of Serbia has problem of ageing population and constant migrations towards more developed areas in Serbia and abroad. In spite the efforts to make region more attractive for business, this trend is adverse and strong. Jablanicki district has migration of over 30% in the decade 2002-2012. Demographic trends influence overall economic situation in the region. Agriculture cannot get the impetus of strong demand for the local products, due to the ageing rural households. One fifth of rural population is over the age of 65, and economically non-active. In 80% of the villages there is drop in the number of inhabitants. This trend influence growth potentials. Labor force is not sufficient to boost growth in the future. Ageing rural population is very vulnerable – poverty is chronicle and no alleviation based on self-employment is sustainable. Services, especially medical are not easily accessible. Accessibility of medical services is beyond 60% of Serbia. Young persons are leaving education process 7 times more than the average of Serbia. Labor market is disrupted and under heavy pressure of unemployed. Active labor measures are in place and some of them PBILD supported successfully. Poverty alleviation is a high priority. After a decade of poverty reduction, it started to rise as a consequence of global economic crises.

**Table 4: Migrations outside the regions in South Serbia**



Global economic crises only made the situation worse. All municipalities in the region are dependent on financial transfers from the national budget. In 2009 due to severe budget cuts (50% across the board) region had huge problems to finance essential public services. Under strong public and political pressure, MoF changed this decision. However, the level of transfers is lower in comparison to the years before the outburst of crises. Public services and administration are under the huge pressure to employ more people. Leskovac became notorious by its public administration of close to 900 people. Quality of services is not proportional to the number of employees. On the other hand, some of the least developed municipalities are not able to fulfill its obligations due to lack of educated and trained local administration.