ANNEXES
INDEPENDENT COUNTRY PROGRAMME EVALUATION: SERBIA

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Annex 1. TERMS OF REFERENCE

Cluster Evaluation of UNDP Country Programmes in Europe and the Commonwealth of Independent States

1. Background to the evaluation

The Independent Evaluation Office (IEO) of the United Nations Development Programme (UNDP) is undertaking a cluster evaluation of UNDP Country Programmes in 10 countries and 1 territory of Europe and the Commonwealth of Independent States (RBEC) each of which goes to the UNDP Executive Board in 2020 for the approval of their new Country Programme Documents (CPDs).

Each of the 11 countries (and territory) will undergo an Independent Country Programme Evaluation (ICPE), examining UNDP's work at the country level during the ongoing programme cycle 2016-2020. Results of the ICPEs are expected to provide a set of forward-looking recommendations as input to the new CPD development process for the next country programme development.

The UNDP programme countries under review, which can be grouped under three sub-regions based on their unique challenges and priorities, include:

- **Central Asia:** Kazakhstan, Tajikistan, Turkmenistan and Uzbekistan
- **South Caucus and Western CIS:** Armenia, Azerbaijan, Belarus and Georgia
- **Western Balkans & Turkey:** North Macedonia, Serbia and Kosovo*

The outputs of this cluster evaluation will include 11 Independent Country Programme Evaluation (ICPE) Reports and a Regional Synthesis Report building on the ICPEs.

2. RBEC Regional Context and UNDP Programme

The countries of Europe and the Commonwealth of Independent States have recorded upward human development progress and significantly improved states capacity over the past two decades. All countries have achieved middle income status and eradicated extreme poverty during this period. At the same time, region has witnessed growing disparities in terms of income distribution, gender, and access to quality and affordable public services.

While many countries have reached high and very high Human Development Indices, an estimated 70 million people in the region live on less than 10 USD/day and are vulnerable to poverty. According to the last regional HDR report for the region (2016), some countries identified up to 50 per cent of their workforce (particularly youth) as either long-term unemployed or engaged in precarious, informal employment. Social exclusion also affects ethnic minorities, including Roma communities, people living with disabilities and in ill-health. Some of the countries in the region have seen rapid growth in HIV infection rates.

The countries of the region face similar governance challenges. Many are in need of public management reform, greater recognition and enforcement of the rule of law and access to justice, improved compliance with human rights and other international conventions, as well as greater engagement of women and civil society in government policy setting and decision making. The region is vulnerable to natural disasters including climate change related issues such as flooding, droughts, seismic risks, and environmental risks, some of which are

* All references to Kosovo shall be understood to be in the context of the Security Council Resolution 1244 (1999)

exacerbated by human activities such as unsustainable water and land management practices, and high reliance on fossil fuels. All of these risks pose long terms threats to human security and biodiversity.

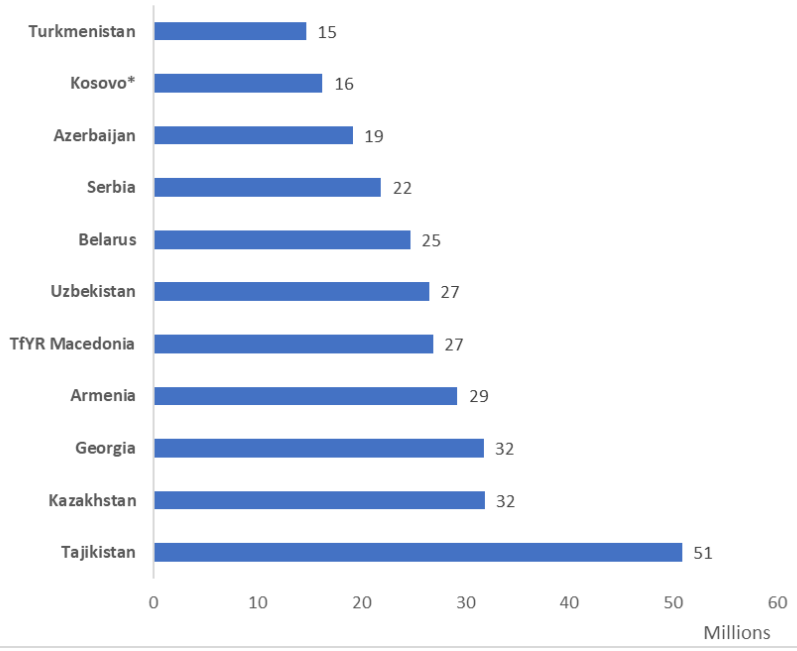
Geopolitical tensions continue to affect the region due to on-going conflicts and the heritage from past conflicts. This is exacerbated by the geographical position of this region located at the juncture between Western Europe, Asia, and the middle east, making the region an important transit area but also a source and destination for human migration.

Policy reforms at the sub regional level (Western Balkans, Central Asia, South Caucus and Western CIS) are influenced by the aspirations of countries to integrate with larger country groupings neighboring the regions, in particular the European Union.

UNDP Programming in the region

Between 2016-2018 (the review period), UNDP programmes in the 10 countries and 1 territory under review have aimed to contribute to sustainable and inclusive growth, accounting for almost 38% of the expenditure (core and non-core), followed by support to institutions to deliver on universal access to basic services (32%) and democratic governance (15%), and lowering the risk of natural disasters including from climate change (10%). Gender equality and women's empowerment cuts across all outcome areas, with evidence of explicit support to promote women's empowerment. Efforts are also being made to assist countries mainstreaming the SDGs. Figure 1 highlights the total programme expenditures by country for the 11 UNDP country programmes under review, the thematic distribution of which varies by country taking into account context, economic and social challenges in the three RBEC sub-regions.

Figure 1. Programme Expenditure by Country (2016-2018)



3. Scope of the evaluation

The focus of the evaluation is the current country programme cycle (2016-2020) in the 10 countries and 1 territory, covering activities until the end of 2018. It will also include any ongoing projects and activities from the previous programme cycle that either continued or conclude in the current programme cycle.

The scope of each of these ICPEs will include the entirety of UNDP's activities in the country and therefore will cover interventions funded by all sources, including core UNDP resources, donor funds, government funds. Each of the ICPEs will pay particular attention to their sub-regional and regional development context within which the UNPD programme has operated. The roles and contributions of UNV and UNCDF in joint work with UNDP will also be captured by the evaluation.

4. Key Evaluation Questions and Guiding Principles

The ICPEs will address the following three questions.:

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

ICPEs are conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programmes desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's progression, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at. The effectiveness of UNDP's country programme will be analyzed under evaluation question 2. This will include an assessment of the achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be assessed under evaluation question 3. They will be examined in alignment with the engagement principles, drivers of development and alignment parameters of the Strategic Plan[1], as well as the utilization of resources to deliver results and how managerial practices impacted achievement of programmatic goals. Special attention will be given to integrate a gender equality approach to data collection methods. To assess gender across the portfolio, the evaluation will use the gender marker[2] and the gender results effectiveness scale (GRES).[3]

The regional synthesis will build on the findings from the ICPEs to analyze UNDPs corporate-level programme policy issues in addressing the unique challenges and priorities in the region, with special consideration to similarities across the three RBEC sub-regions, to consider the contribution of UNDP through its advisory and programmatic support at the regional level.

5. Approach and Methodology

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards[4]. Methods for data collection will be both quantitative and qualitative. The evaluation will use data from primary and secondary sources, including desk review of documentation, surveys and information and interviews with key stakeholders, including beneficiaries, partners and project managers at the country level, Istanbul Regional Hub and at the UNDP Headquarters. Specific evaluation questions and the data collection method will be further detailed and outlined in an evaluation matrix.

[1] These principles include: national ownership and capacity; human rights-based approach; sustainable human development; gender equality and women's empowerment; voice and participation; South-South and triangular cooperation; active role as global citizens; and universality.

[2] A corporate tool to sensitize programme managers in advancing GEWE through assigning ratings to projects during project design to signify the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).

[3] The GRES, developed as part of the corporate evaluation on UNDP's contribution to gender equality and women's empowerment, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.

[4] http://www.uneval.org/document/detail/1914

Stakeholder Analysis: The evaluation will follow a participatory and transparent process to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase of each ICPE, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

Desk review of documents: The evaluation team will undertake an extensive review of documents. This will include, among others, background documents on the regional, sub-regional and national context, documents prepared by international partners and other UN agencies during the period under review; project and programme documents such as workplans, progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs) and project and programme evaluations conducted by the country office, regional bureau and partners, including the quality assurance and audit reports. All project, programme and background documents related to this evaluation will be posted on a dedicated IEO SharePoint website. IEO will share the link to this website with the Regional Hub and Country Offices.

Pre-mission survey: A pre-mission survey will be administered for the UNDP Country staff and their counterparts in the country; and one for the UNDP RBEC Regional Programme staff (at Headquarter and Istanbul Regional Hub) at the onset of data collection.

Project and portfolio analysis: A number of projects that represent a cross section of UNDPs work will be selected for in-depth review and analysis at both the country and regional level based on the programme coverage (projects covering the various thematic and cross-cutting areas); financial expenditure (a representative mix of both large and smaller projects); maturity (covering both completed and active projects); and the degree of "success" (coverage of successful projects, as well as projects reporting difficulties where lessons can be learned).

Country missions and Key Informant Interviews: Country missions for data collection will be undertaken to the UNDP programme countries to gather evidence and validate findings. Field visits will be undertaken to projects selected for in-depth review. A multi-stakeholder approach will be followed, and interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, and beneficiaries of the programme. Focus groups will be used to consult some groups of beneficiaries as appropriate.

Triangulation: All information and data collected from multiple sources will be triangulated to ensure its validity. The evaluation matrix will be used to guide how each of the questions will be addressed and organize the available evidence by key evaluation question. This will facilitate the analysis and support the evaluation team in drawing well substantiated conclusions and recommendations.

Evaluation quality assurance: Quality assurance for the evaluation will be ensured by a member of the International Evaluation Advisory Panel, an independent body of development and evaluation experts. Quality assurance will be conducted in line with IEO principles and criteria, to ensure a sound and robust evaluation methodology and analysis of the evaluation findings, conclusions and recommendations. The expert will review the application of IEO norms and standards to ascertain the quality of the methodology, triangulation of data and analysis, independence of information and credibility of sources. The evaluation will also undergo internal IEO peer review prior to final clearance.

6. Management arrangements

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the evaluation in consultation with the UNDP offices, the respective governments, the Regional Bureau for Europe and the Commonwealth of Independent States (RBEC) and other key partners at national, regional and international levels. IEO will lead and manage the evaluation and meet all costs directly related to the conduct of the evaluation.

UNDP Country Offices in the RBEC region: Each of the UNDP offices in the 10 RBEC countries and a territory will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications to the draft report on a timely basis. The CO will provide support in kind (e.g. arranging meetings with project staff, stakeholders and beneficiaries; assistance for field site visits). To ensure the anonymity of interviewees, the country office staff will not participate in the stakeholder interviews. Towards the later part of the evaluation, the CO and IEO will jointly organize the final stakeholder meeting, ensuring participation of key government counterparts, through a videoconference, where findings and results of the evaluation will be presented. Once finalized, the CO will prepare a management response in consultation with the Regional Bureau and support the outreach and dissemination of the final evaluation report.

UNDP RBEC and its Regional Hub: IEO will work closely with the Istanbul Regional Hub in coordinating the implementation of the ICPEs. UNDP RBEC and its Regional Hub will make available to the evaluation team all necessary information regarding UNDP's Regional programming and Hub activities and provide factual verifications to the draft report on a timely basis. The Regional Hub and the Bureau will help the evaluation team identify and liaise with key partners and stakeholders and help in arranging meetings and interviews. To ensure the anonymity of interviewees, UNDP staff will not participate in the stakeholder interviews. Towards the later part of the evaluation, the regional Hub and Bureau will participate in discussions on emerging conclusions and recommendations from the regional synthesis and support the outreach and dissemination of the final report.

Evaluation Team: The IEO will constitute an evaluation team to undertake the RBEC cluster evaluation. The likely composition of the evaluation team will be as follows.

- IEO Evaluation Team: IEO will put together an evaluation team comprising of three Lead Evaluators. Each of the three Lead Evaluators will have the responsibility for leading and coordinating the ICPEs for the countries in their respective RBEC sub-regions. Working together with an external research/ consultancy firm, they will be responsible for the finalization of the ICPE reports for their assigned countries and finalizing the sub-regional synthesis reports for their sub-region and contribute in the finalization of the regional synthesis report. One of the Lead Evaluators will have the additional responsibility for the overall coordination of the entire cluster evaluation process and deliverables.
- External Consultancy Team: IEO will launch a 'Request for Proposals/ Expression of Interest' inviting consulting firms/ think tanks/ research institutions/ individual consultants and put together a team of evaluation experts with substantial work experience and knowledge of the countries in the region/ sub-region and bring to the team their evaluation expertise in one or more of the UNDP work areas in the region, which include:
  - **Governance and Inclusive Sustainable Development** (including rule of law, justice, public administration, service delivery, poverty reduction, economic transformation and related areas)
  - **Environment and Natural Resources Management** (including climate change adaptation, resilience and disaster risk reduction, environmental governance and related areas)

IEO will recruit up-to a maximum of three external consultancy teams to cover UNDP countries in each of the three sub-regions, with one Team Leader for each of the three sub-regions.

Under the direct supervision of the IEO Lead Evaluator, the recruited consulting teams will be responsible for research, data collection, analysis of findings, conclusions and recommendations leading to the preparation of the ICPE reports. The Team Leaders for the three sub-regions will also be responsible for drafting a sub-regional synthesis report and contribute in the finalization of the regional synthesis report.

7. Evaluation Process

The cluster evaluation will be conducted according to the approved IEO evaluation processes and methodologies. The following represents a summary of the key evaluation phases and the process, which will constitute the framework for conduct of the RBEC cluster evaluation.

Phase 1: Preparatory work. The IEO will prepare the TOR and evaluation design and recruit the external consultancy teams and finalize the Evaluation teams for the each of the three RBEC sub-regions. In order to allow for comparability and a strong high-level synthesis across the ICPEs, the evaluation design will identify and include the evaluation components to be used in the sub-regional synthesis. With the help of the UNDP country offices, IEO will initiate data collection. The evaluation questions will be finalized in an evaluation matrix containing detailed questions and means of data collection and verification to guide data collection, analysis and synthesis.

External Consultancy Teams on-boarding workshop (Skype Meeting): Following the finalization and recruitment of the external consultancy teams for the three RBEC sub-regions, IEO Lead Evaluators, will organize a virtual on-boarding orientation workshop for the Team Leaders and Members of the external consultancy teams. The purpose is to orient the Teams on the ICPE code of conduct, methodology and quality assurance procedures, evaluation templates and processes, clarification on the roles and responsibilities of the IEO team members and the external consultancy teams, expected outputs and the quality of deliverables and finalization of the detailed work-plans for the ICPEs in the three sub-regions.

Phase 2: Desk analysis. Evaluation team members will conduct desk reviews of reference material, prepare a summary of context and other evaluative evidence, and identify the outcome theory of change, specific evaluation questions, gaps and issues that will require validation during the field-based phase of data collection. The data collection will be supplemented by administering survey(s) and interviews (via phone, Skype etc.) with key stakeholders, including country and regional office staff. Based on the desk analysis, survey results and preliminary discussion with the regional and country level staff, the evaluation team will prepare an initial draft report on the emerging findings, data gaps, field data collection and validation mission plans.

Phase 3: Field data collection. This will be an intense 3-4 weeks period during which the evaluation teams will conduct the ICPE country missions (5-7 days per country) with back-to-back country missions. During this phase, the evaluation team will undertake missions to the ICPE countries to engage in data collection activities and validation of preliminary findings. The evaluation team will liaise with regional hub and the country office staff and management, key government stakeholders, other partners and beneficiaries. At the end of the mission, the evaluation team will hold a debriefing presentation of the key preliminary findings at the country office. IEO Lead Evaluators will join the External Evaluation Teams in most of the ICPE Country missions.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the IEO Lead Evaluators, together with the external consultancy team will initiate the analysis and synthesis process to prepare the ICPE report for each of the countries in their respective RBEC sub-region. The first draft (“zero draft”) of the ICPE report will be subject to peer review by IEO staff and then circulated to the

respective country office and the UNDP Regional Bureau for any factual corrections. The second draft will be shared with national stakeholders in each country for further comments. Any necessary additional corrections will be made, and UNDP country office management will prepare the required management response, under the oversight of the regional bureau. The report will then be shared at a final debriefing where the results of the evaluation will be presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Taking into account the discussion at the stakeholder event, the final country evaluation report will be published.

The individual ICPE reports will be used for preparing the three sub-regional evaluation synthesis reports and. IEO Lead Evaluators will lead the preparation of the overall regional synthesis report in consultation with the three sub-regional Team Leaders. Prior to finalization, this will be shared with the Regional Hub and the Bureau for any factual corrections and comments.

Phase 5: Publication and dissemination. The ICPEs and the Regional Synthesis Report with their brief summaries will be widely distributed in hard and electronic versions. The individual ICPE reports will be made available to the UNDP Executive Board at the time of approval of the new Country Programme Documents in June and September 2020. The UNDP country offices and the respective Governments will disseminate the report to stakeholders in each country. The individual reports with the management response will be published on the UNDP website[5] as well as in the Evaluation Resource Centre. The regional bureau will be responsible for monitoring and overseeing the implementation of follow-up actions in the Evaluation Resource Centre.[6]

The Regional Synthesis Report will be presented to the Executive Board at its Annual session in June 2020. It will be distributed by the IEO within UNDP as well as to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The RBEC Regional Bureau will be responsible for generating a management response, which will be published together with the final report.

8. Evaluation timeline and responsibilities

The timeframe and responsibilities for the evaluation process are tentatively[7] as follows:

Timeframe for the cluster evaluation of UNDP 11 Country Programmes in Europe and the CIS Region		
Activity	**Responsible party**	**Proposed timeframe**
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE	Sep 2018
Launch 'Request for Proposals/ Expression of Interest' for external consultancy teams	LE	Oct 2018
Finalization of the External Consultancy Team	LE	Nov-Dec 2018
On-boarding workshop for the Team Leaders of external consultancy teams (workshop date will depend on the recruitment of the external consulting teams)	IEO Evaluation Team	Jan-Feb 2019
Phase 2: Desk analysis		

[5] web.undp.org/evaluation
[6] erc.undp.org
[7] The timeframe and deadlines are indicative and may be subject to change.

Preliminary analysis of available data and context analysis	External Consulting Team/LE	Jan-Mar 2019
Launch of pre-mission surveys (Country offices, RBEC Regional Programme and Regional Hub)	External Consulting Team/LE	Jan/Feb 2019
Preparation of draft pre-mission country analysis papers	External Consulting Team/LE	15 Mar 2019
Phase 3: Data Collection and Validation		
Data collection and validation country missions (5-7 days per country over a period of 3-4 weeks with back-to-back country missions)	External Consulting Team/LE	May/ Early June 2019
Phase 4: Analysis, report writing, quality review and debrief		
ICPE Analysis and Synthesis	LE/External Consulting Team	Jun-Jul 2019
Zero draft ICPE report for clearance by IEO and EAP	LE/External Consulting Team	Aug 2019
First draft ICPE report for CO/RBEC review	CO/RBEC/LEs	Sep 2019
Final (Second draft) ICPE report shared with GOV	CO/GOV/LEs	Sep-Oct 2019
Sub-regional evaluation synthesis report	LE/TLs	Sep-Oct 2019
UNDP management response to ICPE	CO/RBEC	Oct 2019
Regional evaluation synthesis report (Draft)	LE/TLs	Oct 2019
Final ICPE debriefing with national stakeholders	CO/LEs	Nov-Dec 2019
Final Regional Synthesis Paper	LEs	Nov-Dec 2019
Phase 5: Production and Follow-up		
Editing and formatting	IEO	Dec 2019
Final report and Evaluation Brief	IEO	Jan 2020
Dissemination of the final report	IEO/CO	Feb 2020
Phase 6: Executive Board Presentation		
EB Paper	EM/LE	Feb 2020
EB Presentation	IEO	May-Jun 2020

Annex 2. EVALUATION MATRIX

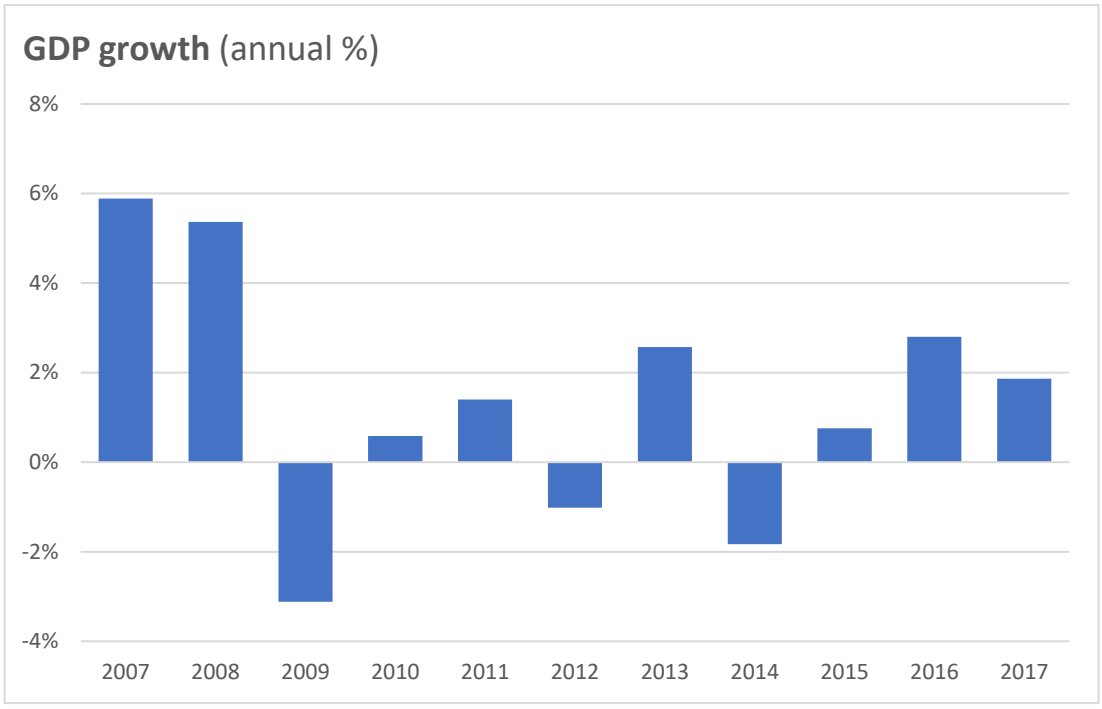
Evaluation Questions	Sub-questions	Data/Info to be collected	Data collection methods and tools (e.g.)	Data analysis (e.g.)
EQ 1. **What did the UNDP country programme intend to achieve during the period under review?**	1.1 What are UNDP's outcomes as defined in the CPD?	UNDP's specific areas of work and approaches for contribution under CPD/UNDAF outcomes UNDP's interventions strategy, e.g. theory of change that maps an expected pathway of change, logic and assumptions; including plans detailing required financial resources and capacity for programme implementation (and evidence of their provision) Evidence of design tailored to meeting development challenges and emerging needs of the country Evidence of design *based on a clear and comprehensive risks analysis*	1. Desk/literature review of relevant documents (including problem analysis conducted by the CO) 2. -Semi-structured interviews/focus groups with relevant stakeholders 3. -Field studies/visits to beneficiaries 4. -Survey(s) to cover gaps or validate preliminary findings -Other as appropriate	1. Map a theory of change to identify the logic, sequence of events and assumptions behind the proposed programme 2. Problem/risk analysis of underlying development challenges 3. Stakeholders analysis 4. SMART analysis of CPD indicators 5. Triangulate data collected from various sources and means (e.g. cross check interview data with desk review to validate or refute TOC).
	1.2 If there have been any changes to the programme design and implementation from the initial CPD, what were they, and why were the changes made?	Evidence of existence and application of r*elevant measures to respond to the changes put and their coordination/consistency across the implemented activities.*		
EQ 2. **To what extent has the programme achieved (or is likely to achieve) its intended**	2.1 To what extent and with which results did UNDP achieve its specific objectives (CP outputs) as defined	Progress towards achievement of intended objectives per sector (including a list of indicators chosen for the CPD and those used for corporate reporting, baselines, targets; and status)	-Desk/literature review of relevant documents	1. Contribution analysis against TOC assumptions; 2. Counterfactual analysis to check whether results could have been delivered without UNDP

objectives?	in the CPD and other strategies (if different)?	Evidence of achievement of results within the governance - poverty-environment/energy-climate nexus	-Code in NVivo ROARs, GRES as well as indicators status to assess progress and trends -Project QA data extraction -Semi-structured interviews/focus groups with relevant stakeholders -Field studies/visits to beneficiaries -Survey(s) to cover gaps or validate preliminary findings -Other as appropriate	3. Analysis of evaluations and audits; 4. Summary of outcome indicator and status 5. Analysis of corporate surveys 6. Trend analysis of ROARs & GRES 7. Triangulate data collected from various sources and means.
	2.2 To what extent did the achieved results contribute to the outcome?	Clear linkages between UNDP's specific interventions and UNDAF-defined outcome level changes Evidence of contribution to GEWE Evidence of contributions to the SDGs		
EQ 3. **What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?**	3.1 What programme design and implementation-related factors have contributed to or hindered results?	Key factors affecting the results (Typology of key factors to be created, e.g.): **1.** Degree of alignment with national priorities **2.** Programme focus/design and implementation approach (e.g. mix of interventions, up/downstream, short/long-term, appropriateness of indicators) **3.** Business environment to promote GEWE **4.** Use of partnerships (incl. UNV/UNCDF, PUNS, IFI, CSO, Private sector, think tanks) **5.** Innovation and knowledge management **6.** Use of SSC to enhance results **7.** Measures to ensure efficient use of resources **8.** M&E capacity	-Project QA data extraction -Semi-structured interviews/focus groups with relevant stakeholders - focus on validating or refuting lines of inquiry - collecting perceptions and observations on the "why" and factors that influence or impede effectiveness; -Field studies/visits to beneficiaries -Spot check status of implementation of	1. Completion of a template of 'factors' with analysis of 'strength of influence (extent the factors affect UNDP's ability to achieve its objectives)' 2. Contribution analysis against TOC assumptions; 3. Counterfactual analysis to check whether results could have been delivered without UNDP 4. Analysis of evaluations and audits; 5. Analysis of corporate surveys 6. Trend analysis of ROARs & GRES 7. Cross-check interview data with desk review to validate or refute lines of
	3.2 How have the key principles of the Strategic Plan been applied to the country programme design[8]			

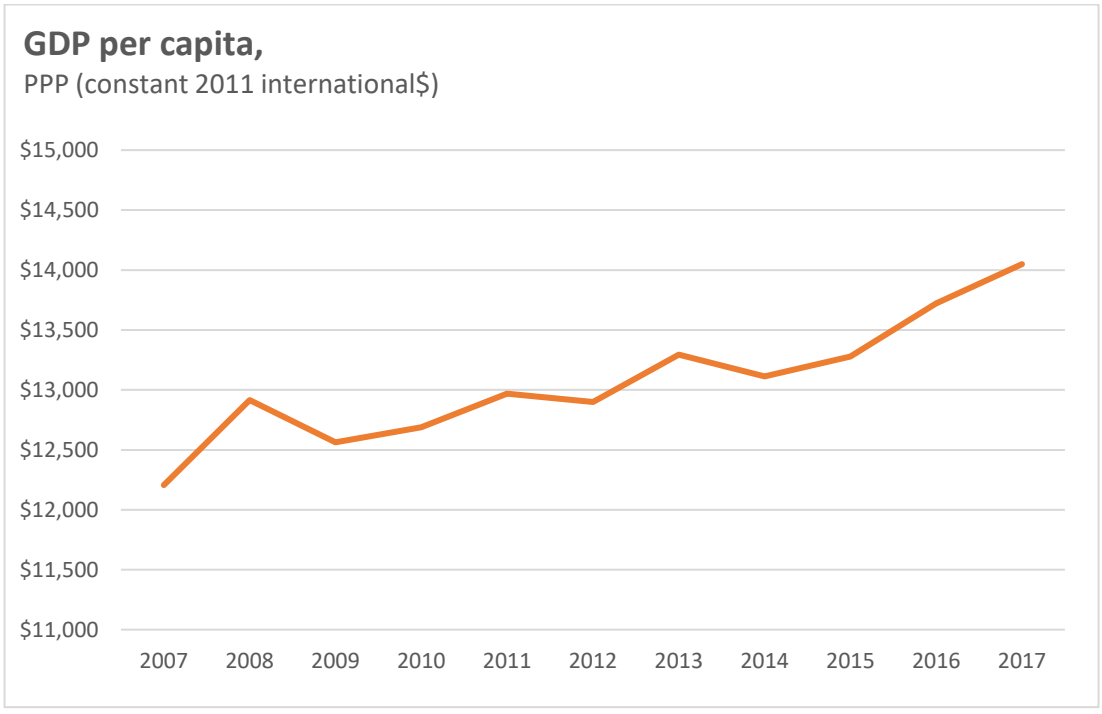
[8] As the CPDs under review may be based on the previous Strategic Plan (2014-2017), we should select a set of key principles reflected in both old and new Strategic Plan for our purpose, to examine how they have been reflected in programme design and used to enhance the results). For example, in the new Strategic Plan 2018-2021, the key issues include: (1) 'Working in partnership': i) Within UN System; and ii)Outside UNS (South-South; civil society; private sector; and IFIs); (2) 'Helping to achieve the 2030 Agenda'; (3) '6 Signature Solutions': i) Keeping people out of poverty; ii) Strengthen effective, accountable, inclusive governance; iii) enhance prevention and recovery for resilient society; iv) promote nature-based solutions for sustainable plant; v) close the energy gap; and vi) strengthen gender equality; (4) 'Improved business models (Performance; and Innovation)

		9.9. 'Social & Environment Standards' (incl human rights, environment sustainability) **10.** Project delivery modality (NIM/DIM)	recommendations from previous ADR/ICPE -Tabulation of corporate surveys data -Survey(s) to cover gaps or validate preliminary findings -Other as appropriate	inquiry – highlighting data on the "why" and factors that influence or impede effectiveness; (check for unintended outcomes); 8. Triangulate data from desk review and interviews with survey to close gaps and findings
	3.3 What mechanisms were put in place at the design and implementation stage to ensure the sustainability of results, given the identifiable risks?	Level of capacity of partner institutions/organisations/beneficiaries Supported government policies and mechanisms encourage continuation Government mechanisms and budgets in place for managing, operating and maintaining set of supported institutional measures Evidence of appropriate sustainable results at project level with typology of **"**lessons learnt**"** and **"**best practices**"** Evidence of further funding and implementation of activities following up on results achieved with support of UNDP		

Annex 3. COUNTRY AT A GLANCE



Source: World Bank, WDI (2018)



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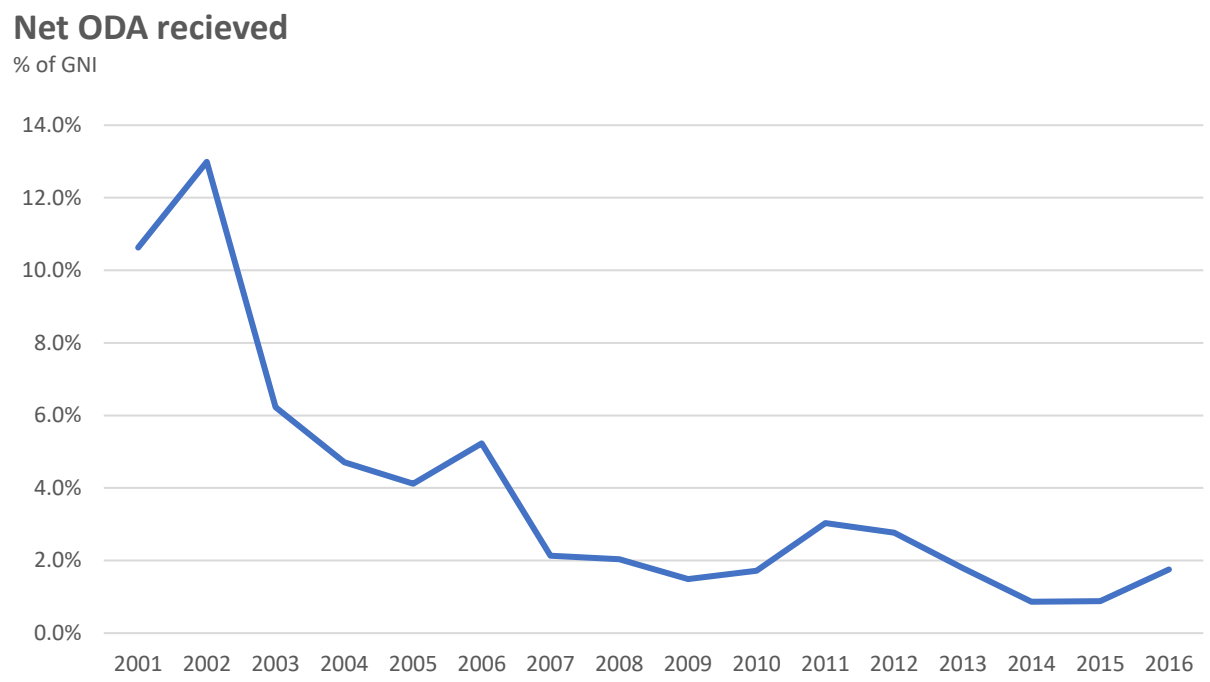

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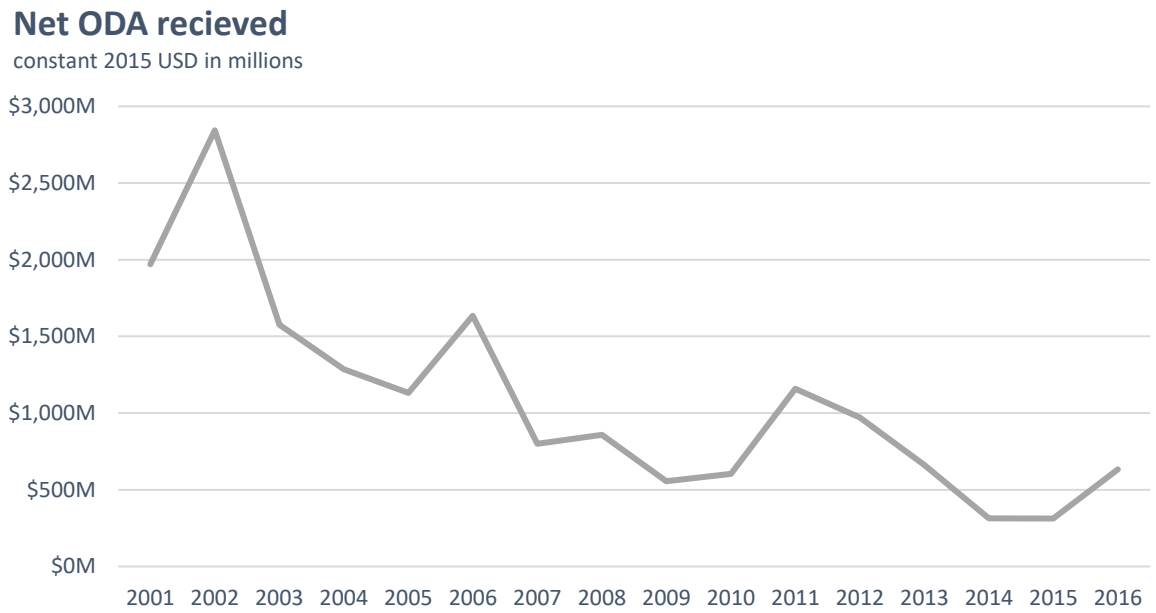

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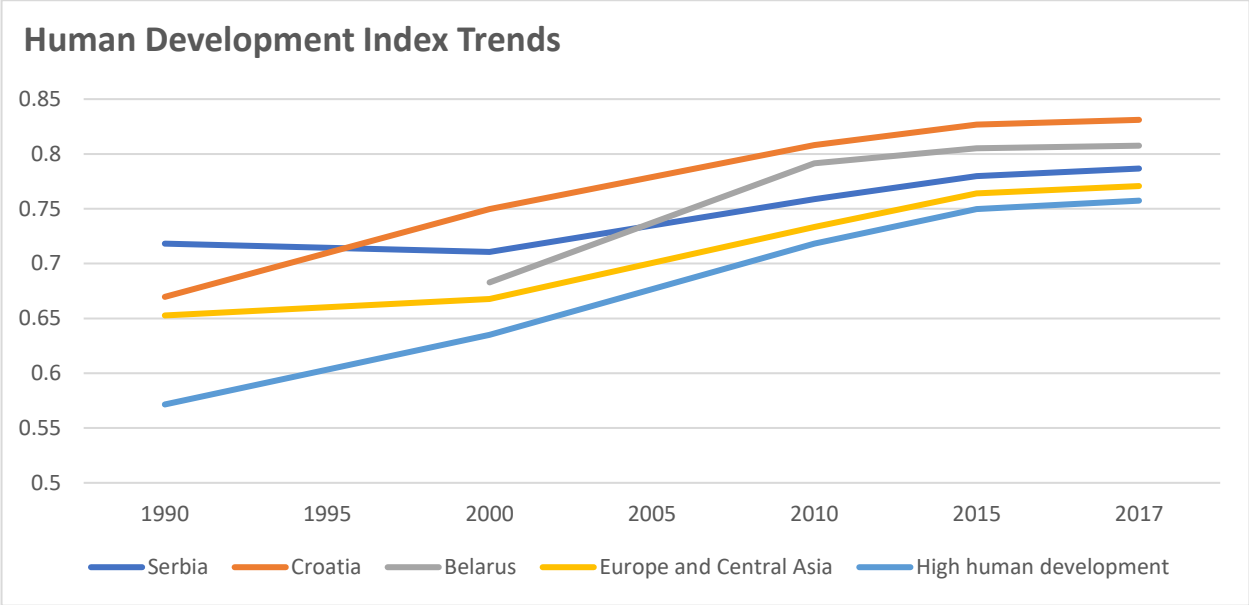
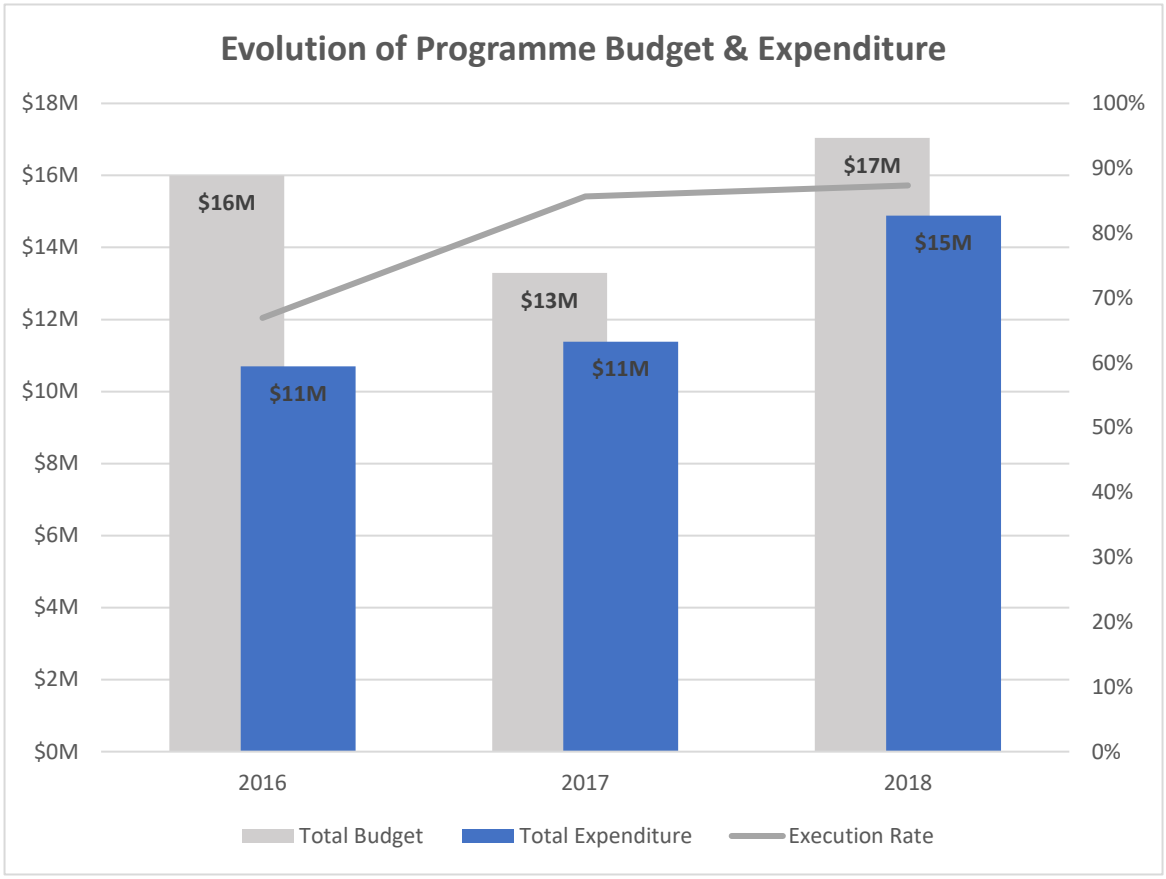
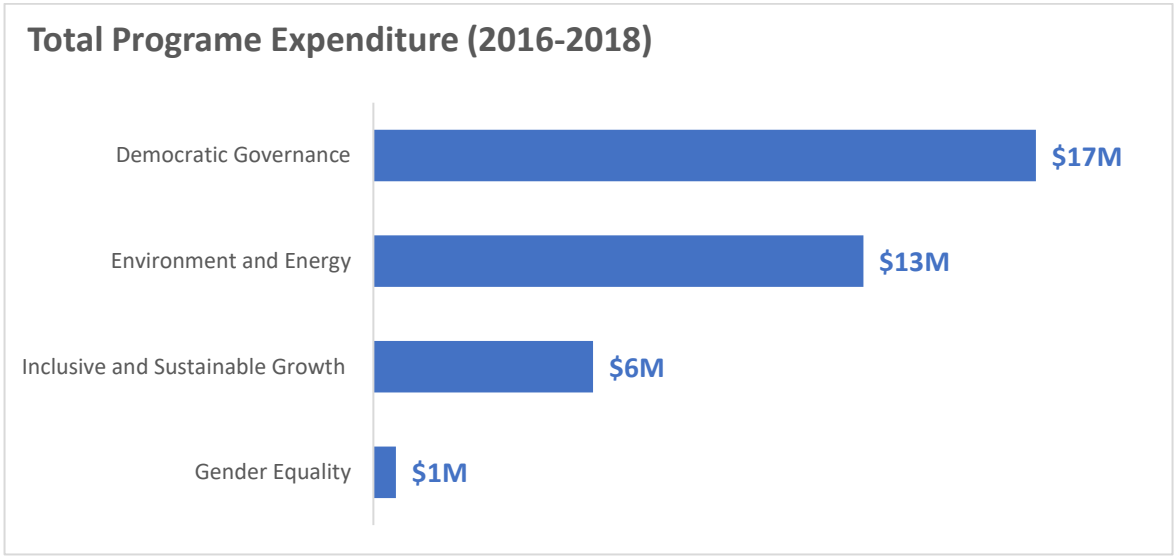


Source: UNDP Human Development Report, 2017

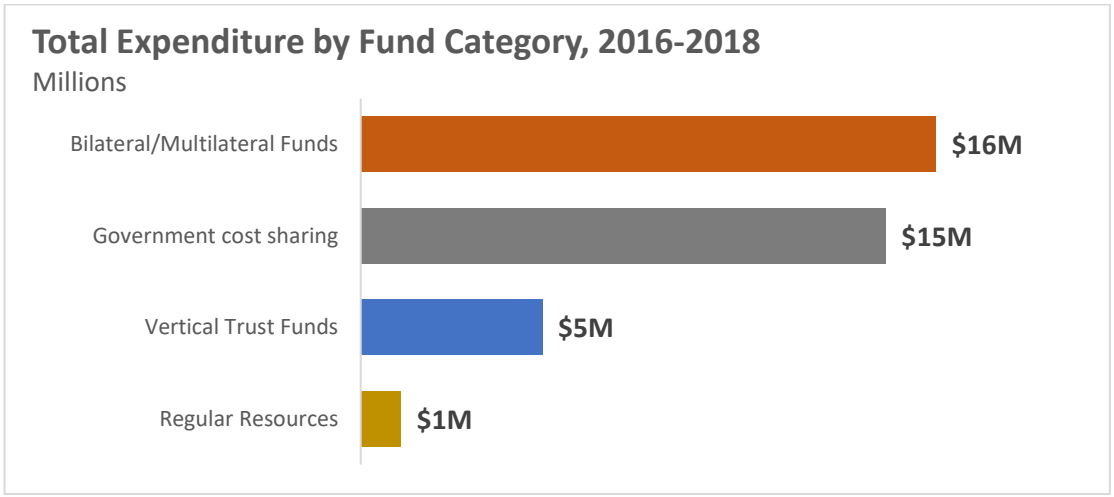
Annex 4. COUNTRY OFFICE AT A GLANCE



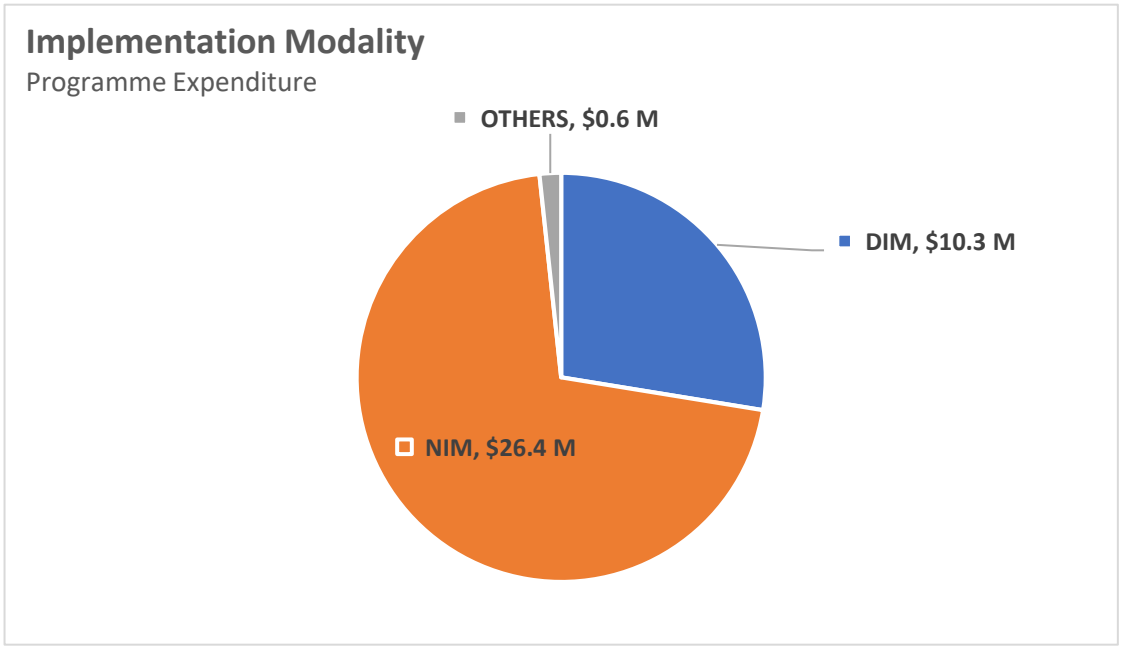
Source: UNDP ATLAS, Power BI, Feb 2019



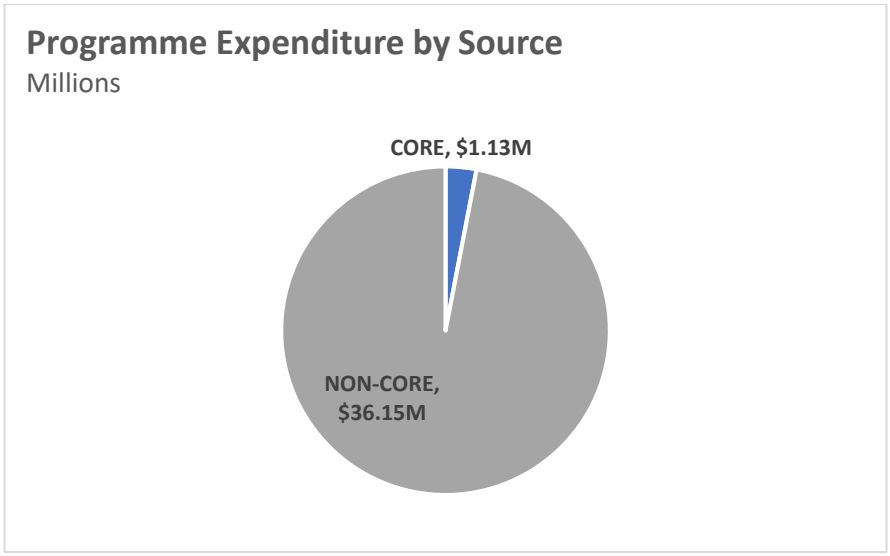
Source: UNDP ATLAS, Power BI, Feb 2019



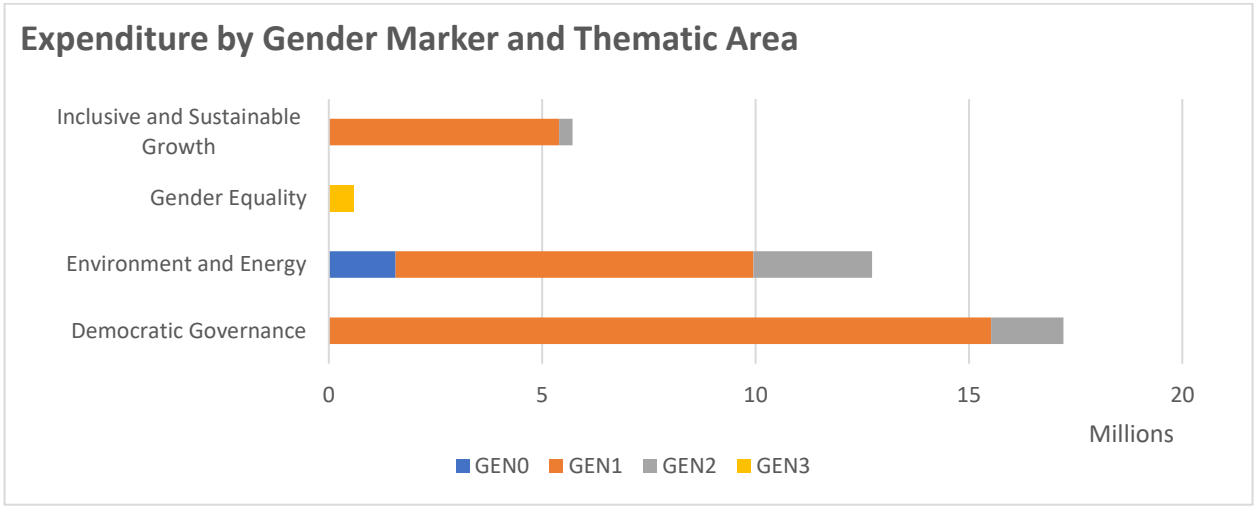
Source: UNDP ATLAS, Power BI, Feb 2019



Source: UNDP ATLAS, Power BI, Feb 2019



Source: UNDP ATLAS, Power BI, Feb 2019



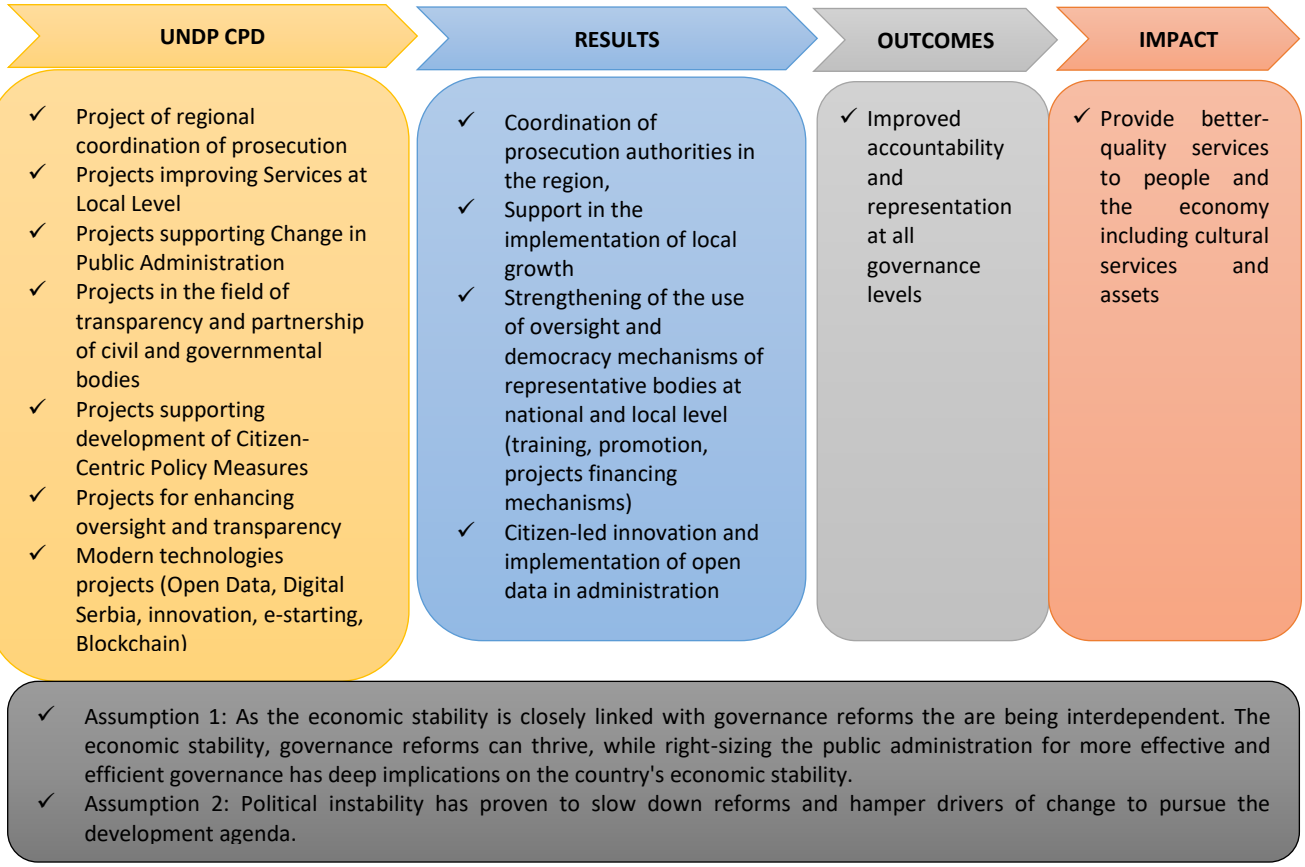
Source: UNDP ATLAS, Power BI, Feb 2019

Annex 5. RECONSTRUCTED THEORY OF CHANGE PER OUTCOME AREA

1. Democratic Governance

The Theory of Change on this Democratic Governance was set around different governance levels to improve accountability and representation and provide better-quality services to people and the economy including cultural services and assets. This should take into account process of the accession of the country towards EU and problems due to the hit of the global economic crises in 2008-2009. The change also tackles issues with irregularities in public finances, weak competitiveness and fiscal sustainability of the country. Dependency of the judiciary system to the executive government is another issue that was in the focus of the UNDP while the citizens not being able to identify with the governance bodies is seen as a key platform for the improvement of the transparency and oversight. The UNDP was able to develop and implement projects in all problem areas defined in the programming phase.

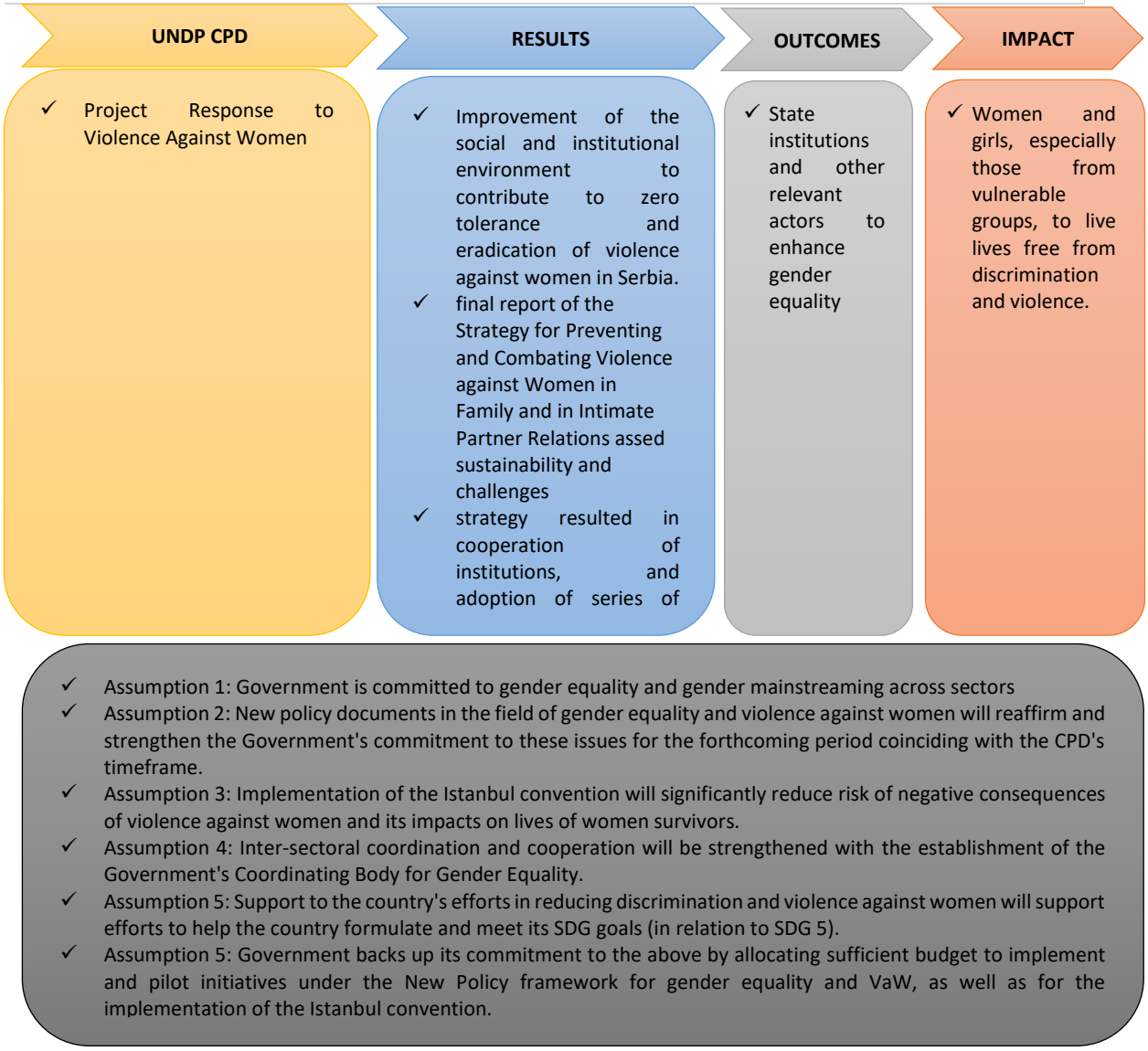
Figure 1 UNDP Serbia Theory of Change Democratic Governance



2. Gender Equality

The Theory of Change in this outcome area was set around **state institutions and other relevant actors** to **enhance** gender equality and enable women and girls, especially those from vulnerable groups, to live lives free from discrimination and violence.

Figure 2 UNDP Serbia Theory of Change Gender Equality

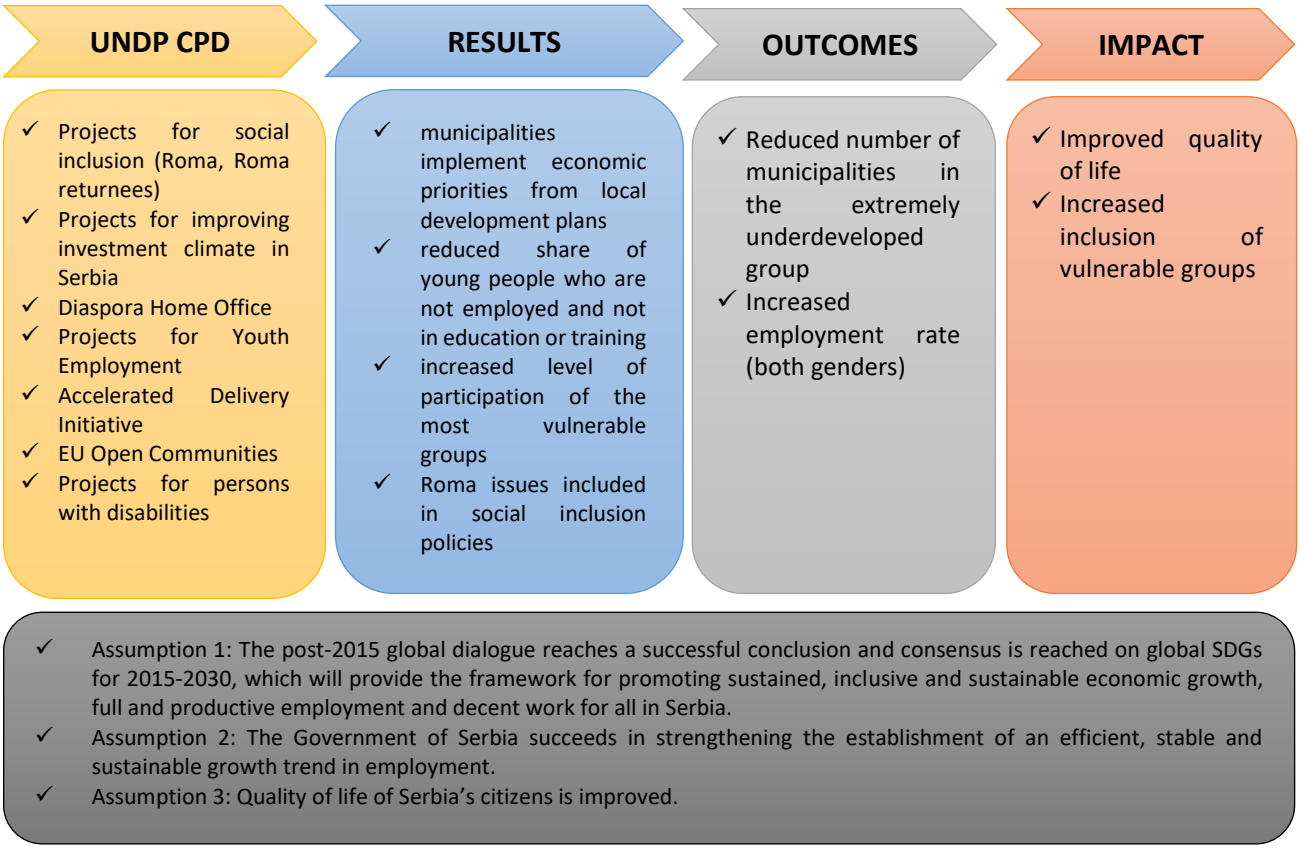


3. Inclusive and Sustainable Growth

The Theory of Change in this outcome area was set around four key issues/topics that can be roughly summarized as follows: municipal development programme for equal regional development, Improved employability (vulnerable groups, new innovative employment opportunities), needs of local self-governments and development of capacities to absorb the upcoming EU funds and social inclusion (focus on national authorities; sharing of best practices, provision of policy advice).

The focus of interventions in this outcome area is the provision of support both to national and local authorities to cope with poverty, decline of rural areas, high unemployment and inclusion of vulnerable groups. Support intended to provide framework for actions and build capacity, especially in the municipalities, to cope with the development issues. At the same time, support for private initiative and investments on local level was planned as a mechanism for increasing employment and improving the services in local communities. The sustainability addressed in this outcome area is related largely to socio-economic, not environmental sustainability, i.e. long-term improvement of socio-economic conditions. The issues addressed are closely related to the issues addressed in the outcome area “Democratic governance”.

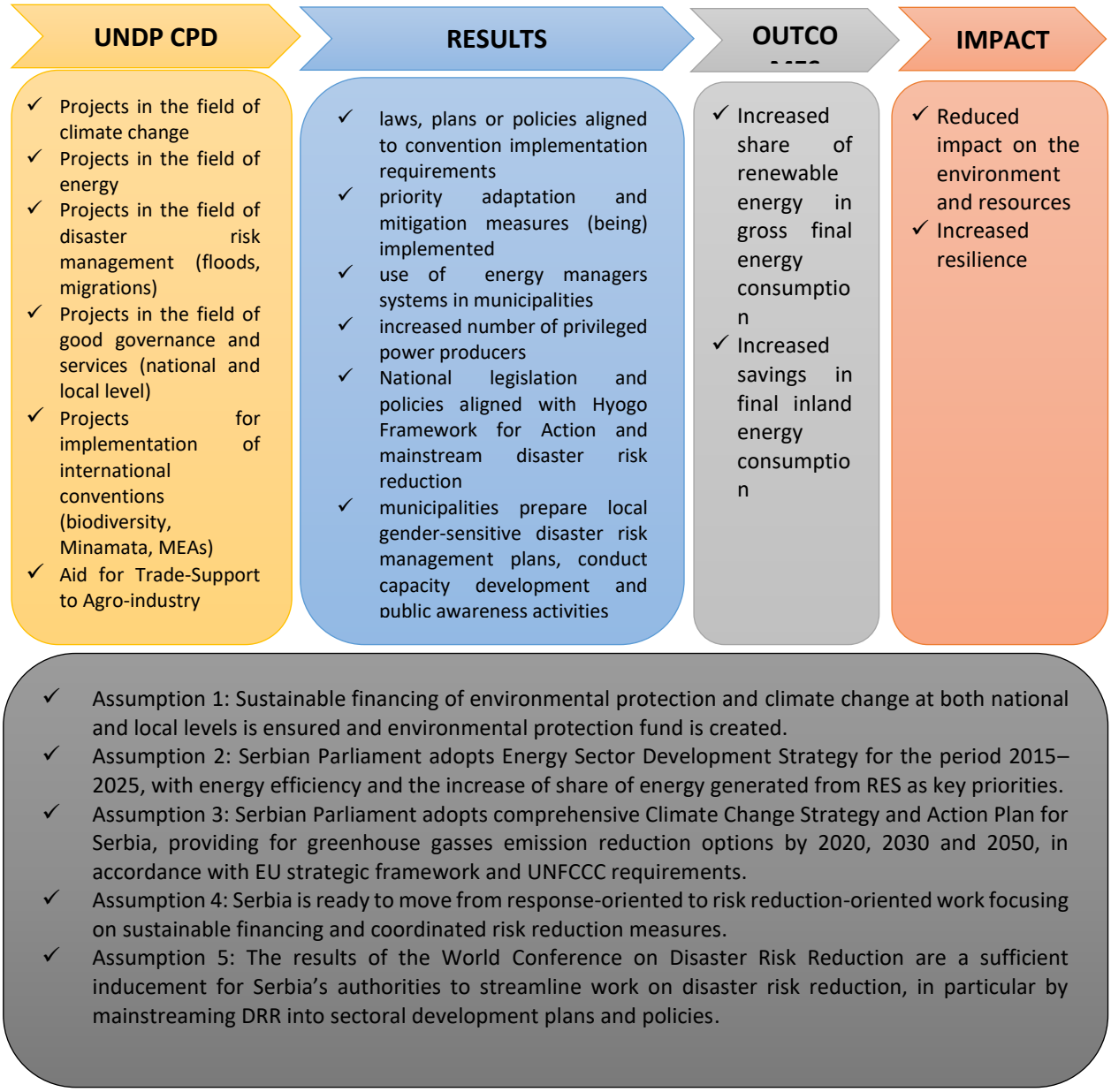
Figure 3 UNDP Serbia Theory of Change Inclusive and Sustainable Growth



4. Environment and Energy

The Theory of Change in this outcome area was set around four key issues/topics: sustainable energy use (renewable energy use, energy efficiency), environmental policy, climate change (both mitigation and adaptation) and risk management. For sustainable energy use and climate change, the focus is both on policymaking on local and national level as well as support for showcase projects and private investment. Concerning environmental policy, the focus is on strengthening the legislative framework, while risk management deals with reduction, recovery and reconstruction to help handle the consequences of natural and man-made disasters.

Figure 4 UNDP Serbia Theory of Change Environment and Energy



Annex 6. PROJECT LIST

N.	Project title	Implementation Period	Grant amount ($)	Implementation Modality	Expenditure ($) 2016-2018
	Outcome Area Democratic Governance				
1	Regional War Crimes Mechanism	2015-2017	$97,632	DIM	$75,575
2	Cajetina: Municipal Services	2012-2018	$5,864,693	NIM, DIM	$2,504,325
3	National Assembly Representation	2015-2019	$523,900	NIM	$511,943
4	IT&innovative industry growth	2017-2021 (ongoing)	$1,638,856	NIM	$1,436,112
5	Fostering Local Democracy	2018-2019	$55,492	DIM	$27,749
	Outcome Area Gender Equality				
6	Response to Violence phase II	2015-2018	$938,791	NIM	586.891,89
	Outcome Area Inclusive and Sustainable Growth				
7	Roma Returnees Reintegration	2016-2018	$324,975	DIM	$234,007
8	Social Impact Bond Youth Employment	2017	$28,000	DIM	$27,994
9	Accelerated Delivery Initiative	2017-2021 (ongoing)	$2,125,654	NIM	$1,941,672
	Outcome Area Environment sustainability and Resilience				
10	Belgrade preparedness	2015-2018	$672,311	GEN1	$248,976
11	Climate Smart Urban Development	2016-2021 (ongoing)	$1,028,216	GEN2	$954,137
12	Increased Resilience to Respond to Emergency Situations (Japan)	2015-2016	$1,051,687	GEN2	$1,051,581
13	Local Resilience	2016-2018	$1,376,589	GEN1	$1,298,497
	Other				
14	National Academy Building	2018-2020 (ongoing)	$79,825	GEN1	$71,295
15	War Crimes and the Search for Missing Persons	2017-2018	$27,305	GEN1	$15,303

Annex 7. DOCUMENTS CONSULTED

1. Country Context:

- Nacionalna implementacija preporuka CEDAW komiteta Ujedinjenih nacija i CAHVIO Konvencije Saveta Evrope (Istanbulska konvencija)
- Implementation of Recommendations Third Cycle of the Universal Periodic Review
- Decision adopted by the Human Rights Council on 29 June 2018, Outcome of the universal periodic review: Serbia
- Women and Men in the Republic of Serbia, Belgrade, 2017
- Action Plan for Implementing the Public Administration Reform Strategy in the Republic of Serbia for 2015-2017
- Result Oriented Annual Report – SRB - 2018
- Annual report on the implementation of PAR 2018
- The Worldwide Governance Indicators, 2018 Update, Aggregate Governance Indicators 1996-2017
- Human Development Report. Serbia 2016. Social Capital: The Invisible Face of Resilience, UNDP Serbia, 2016
- Serbia Progress Report, European Commission, 2014
- Serbia Progress Report, European Commission, 2018
- Serbia country briefing - The European environment, state and outlook 2015, European Environment Agency, 2015
- Second National Report on Social Inclusion and Poverty Reduction in The Republic Of Serbia, government of the Republic of Serbia, 2014
- National Gender Equality Strategy 2016 – 2020, government of the RS, 2016
- Significance of effective use of remittances in Serbia, National Bank of Serbia, Economic Analyses and Research Department
- Serbian Labor market 2011-2018, Statistical Office of the Republic of Serbia, 2019
- Serbia Diagnostics: Assessing Progress and Challenges in Developing a Sustainable Market Economy, EBRD, 2017
- Bridging the gap: the Serbian struggle for good governance, Journal of Contemporary Central and Eastern Europe, Teresa Cierco, 2016
- Serbia Systematic Country Diagnostic, World Bank, 2015
- Republic of Serbia Country Partnership Framework 2016-2020. Report No. 100464-YF. World Bank Group, May 2015
- Transparency international, Corruption perceptions index, 2013
- Corruption in the western Balkans: Bribery as experienced by the population, United Nations Office on Drugs and Crime, 2011
- Rule of Law Project, 2019

2. UN strategic and programming framework

- *UNDP Strategic Plan, 2014-2017*
- *Development Partnership Framework 2016-2010, government of the RS and UNCT, 2017*
- *Country Programme Document Serbia 2016-2020, UNDP, 2016*

3. Organisation and implementation

- *Project portfolio, UNDP CO (excel file)*
- *Project Documents by Outcome, UNDP CO*
- *Organigram, UNDP CO*

4. Monitoring & evaluation, audit and self-assessments

- *ROAR report, UNDP, 2015*

- *ADRs*
- *Project reports for the projects selected for review.*

Annex 8. PEOPLE CONSULTED

Government

Name	Institution	Function
Ljiljana Lončar	Office of the Deputy Prime Minister and Minister of Construction, Transport and Infrastructure, Coordination Body for Gender Equality	Adviser to the Deputy Prime Minister for Gender Equality
Ljiljana Krstić	Serbian Commission on Missing Persons	Chief of Section on Missing Persons
Maja Vasović	Serbian Commission on Missing Persons	Advisor
Vojkan Tomić	City of Belgrade, Office of the Mayor	Head of Department for Assistants Mayor's Affairs
Andreja Mladenović	City of Belgrade	Deputy Mayor
Branko Marinković	Parliament of the Republic of Serbia	Deputy Secretary General and National Project Director
Milorad Mijatović	Parliament of the Republic of Serbia	Head of the SDGs Focus Group
Aleksandra Tomić	Parliament of the Republic of Serbia	Head of Finance Committee
Neda Maletić	Public Investment Management Office (PIMO)	Acting Assistant Director for International Cooperation Assistance and Projects
Bojan Kostić	Sector for Emergency Management	
Milos Radovanović	Srbijavode	
Svetlana Bacević	Srbijavode	
Stefan Badza	Office for IT and e-government	
Ivan Gerginov	MDULS	Assistant Commissioner
Svetlana Velimirović	MDULS	Deputy Commissioner
Ivan Bosnjak	MDULS	State Secretary
Žarko Stepanović	Office for Cooperation with Civil Society of the Government of Serbia	Director
Dusan Jović	Ministry of Agriculture and Environmental Protection, Directorate of Forests	Senior Adviser
Antonela Solujić	Ministry of Mining and Energy	Head of the Department for Energy Efficiency

Nenad Ivanisević	Coordination Body for Monitoring the Implementation of the Roma Inclusion Strategy	
Stana Pantelić	Ministry of Interior	Head of, Prevention from Domestic Violence Unit
Snežana Antonijević	National Academy for Public Administration	Assistant Director
Marko Blagojević	Public Investment Management Office of Republic of Serbia	Director
Darko Djukić	Public Investment Management Office of Republic of Serbia	Project Manager
Dragana Radulović	Ministry of Environmental Protection, Sector for Nature Protection and Climate Change, Climate Change Department	Head of Group for Mitigation
Darinka Radojević	Government of the Republic of Serbia, Public Policy Secretariat	National Project Director of Climate Smart Urban Development in the period Sept. 2017 – Dec. 2018
Gorjana Mircić Ćaluković	Ministry of Justice	Deputy Public Prosecutor seconded to MoJ
Biljana Mladenović	Government of the Republic of Serbia	Social Inclusion and Poverty Reduction Unit (SIPRU)

United Nations

Name	Institution	Function
Francine Pickup	UNDP	Head of CO
Daniel Varga	UNDP	Head of Monitoring and Evaluation Unit
Jelena Ćolović	UNDP	
Danijela Sever Radovanović	UNDP	
Jelena Manić Petronikolos	UNDP	Former Governance Analyst
Jelena Tadzić	UNDP	Programme Analyst, Social Inclusion
Zarko Petrović	UNDP	Governance Analyst, Program Analyst Resilient Development
Maja Matejić	UNDP	Portfolio Manager - Energy
Željka Topalović	UNDP	Governance National Officer
Tatjana Strahinjić – Nikolić	UNDP	Portfolio Manager
Nina Topić	UNDP	Project Manager
Biljana Ledenican	UNDP	Portfolio Manager for Inclusive Political Processes
Nenad Grsić	UNDP	Project Manager for Local Assemblies
Bogdanka Tasev Perinović	UNDP	Project Coordinator
Miroslav Tadić	UNDP	Portfolio Manager
Katarina Kosmina	UNDP	Project Manager
Sonja Mazibrada	UNDP	Portfolio Assistant
Irena Cerović	UNDP	Portfolio Manager

Ana Seke	UNDP	Project Manager, CSUD Project Coordinator
Vera Kovaćević	UNDP	ReLOaD Project Manager
Maja Brankovic Djundić	UNDP	JP Coordinator
Ivan Jovanović	UNDP	Project Manager
Vesna Dejanović	UNICEF	
Ana Prodanović	UNICEF	
Marija Raković	UNFPA	
Nevena Sović	UNFPA	
Jelena Milovanović	UN Women	
Vera Dragović	UNHCR	
Borka Jeremić	RC Coordination Specialist	

International cooperation

Name	Institution	Function
Snezana Vojcic	Swedish International Development Cooperation Agency (SIDA)	
Ursula Läubli	SDC - Swiss Cooperation Office Serbia (SDC)	Director
Petar Vasilev	SDC	National Programme Officer for Governance
Siniša Čađo	USAID Serbia	Office of Democratic and Economic Growth

Beneficiaries

Name	Institution	Function
Sanja Pavlović	Journalists against Violence	
Masa Mileusnić	Journalists against Violence	
Sandra Jovanović	OPNA-work with Perpetrators Programme Network	
Nevena Petrusić	IZ KRUGA-support to Disabled Women Victims of Violence OSVIT-support to Roma Women Victims	
Osman Balić	Standing Conference of Roma Associations of Citizens -League of Roma and Yurom Centre from Nis	
Stevan Nikolić	Roma Education Centre from Subotica	
Djulijeta Sulić	Association of Roma Coordinators in Serbia	
Jasmina Radovanović	Assembly of Pančevo	
Marko Radin	Assembly of Novi Sad	
Aleksandra Sremčev	SRH	
Jelena Marinković	Romski Centar Daje	
Zoran Milićević	Association of Serbian Agro-Economy Producers (SPAS)	Administrative Board Chair

Jelena Kodić	Balkans, Let's Get Up! Organization	Partnership Coordinator
Tanja Volarev	NALED	
Dragana Ilić	NALED	
Danica Kovač	SEE ICT	
Ana Milićević	Faculty of Organizational Sciences (FON)	
Marko Petrović	FON	
Zoran M. Marjanović	FON	
Lazar Velimirović	MISANU	
Zorica Stanimirović	Faculty of Mathematics	
Darko Trifunović	Institute for National and International Security	
Marija Blagojević	Faculty of Technical Sciences, Čačak	
Danijela Milošević	Faculty of Technical Sceinces, Čačak	
Marko Marković	Business Incubator, Valjevo	
Mimica Živadinović	Center for Independent Living of Persons with Disability (CILS)	
Dragan Zukić	Udruženje Biogas	Member of the Board
Lena Bratić	Balkan Energy and Forest Tends	
	Faculty of Mining	
	Women's Association of Kolubara District (ZUKO)	
	Mountain Rescue Service Serbia	
	UG Zajedno, Zajedno	

Annex 9. STATUS OF COUNTRY PROGRAMME INDICATORS

Source: UNDP Corporate Planning System, May 2020.

Outcome	Output	Indicator	Baseline	2016	2017	2018	2019	Target (2020)	Source
CPD Outcome 1: By 2020, governance institutions at all levels have enhanced accountability and representation to provide better quality services to people and the economy.		1.1 Government effectiveness index	0.08 (2015)	0.08	0.18	0.11	0.11	0.1	
		1.2 Regulatory Quality index	0.14 (2015)	0.06	0.01	0.01	0.01	0.44	
	CPD Output 1.1: Governance institutions operate in a more open and effective manner	1.1.1 Public administration reform action plan implemented	No	No	No	No	No	Yes	EC Progress Report
	CPD Output 1.2: Management of public funds is improved at all levels	1.2.1 Open budget index	39 (2012)	47	43	43	43	55	International Budget Partnership
	CPD Output 1.3: Representation and accountability at all levels strengthened	1.3.1 Corruption perceptions index	40 (2015)	42	41	41	39	50	Transparency International
		1.3.2 Percentage of citizens declaring trust in Parliament	34% (2013)	26%	29%	29%	29%	45%	UNDP Serbia
	CPD Output 1.4: Actions taken to improve the enjoyment of human rights and strengthen rule of law following recommendations stemming from the Universal Periodic Review	1.4.1 Percentage of implementation of Universal Periodic Review recommendations							Note: UNDP does not support implementation of UPR recommendations and is not able to provide the evidence
	CPD Output 1.5: Governance institutions address people's safety and security concerns effectively	1.5.1 Number of firearms related incidents	369 (2015)	317	303	334	276	290	Armed Violence Monitoring Platform (SEESAC)
CPD Outcome 2: By 2020, state institutions and other relevant actors enhance gender equality and enable women		2.1 Number of convictions for domestic violence	1,451 (2013)	1,778	2,065	2,713	2,974	2,000	Adult perpetrators of criminal offences (RSO)
	CPD Output 2.1: Improved national and community-level capacities to implement the Istanbul convention's	2.1.1 Number of Istanbul Convention articles to which compliance is reported	0	0	0	0	0	81	Note: Information will be available upon GREVIO recommendations are adopted by the

Outcome	Output	Indicator	Baseline	2016	2017	2018	2019	Target (2020)	Source
and girls, especially those from vulnerable groups, to live lives free from discrimination and violence.	provisions to respond to violence against women								Committee of the Parties in 2020.
	CPD Output 2.2: Increased participation of women in decision-making	2.2.1 Percentage of women actively participating in political and economic decision-making positions at national and local level							Statistical Office (Women and Men in Serbia & Gender Equality Index)
		2.2.1.1 Ministers	14% (2015)	22%	22.5%	22.5%	22.5%	30%	
		2.2.1.2 Mayors/Municipality Presidents	5% (2015)	6.6%	6.6%	6.6%	6.6%	10%	
		2.2.1.3 Local MPs	29% (2015)	31.2%	31.2%	36%	31.2%	30%	
CPD Outcome 3: By 2020, there is an effective enabling environment that promotes sustainable economic development, focused on an inclusive labour market and decent job creation.		3.1 Ease of Doing Business ranking	93 (2013)	59	43	48	72	80	
		3.2 Employment rate	42.7% (2013)	45.5%	46.3%	47.4%	49.2%	60%	
	CPD Output 3.1: Improved implementation of local development plans and applied sustainable solutions	3.1.1 Number of municipalities supported to implement economic priorities from local development plans	6 (2015)	10	50	109	110	12	UNDP Serbia
	CPD Output 3.2: Women and men in vulnerable situations have greater access to services training and innovative employment opportunities (including green jobs)	3.2.1 Percentage of young people who are not employed and not in education or training	19.9% (2015)	17.7%	17.2%	16.3%	16.5%	15%	Labour force survey, Statistical Office
	CPD Output 3.3: Voice and participation of the most vulnerable in policy processes ensured	3.3.1 Extent of inclusion of Roma issues in social inclusion policies (1-4 - no/ to some extent/ to great extent/ yes)	1 - No	2	2	3	2	3 - to great extent	UNDP Serbia
CPD Outcome 4: By 2020, there are improved		4.1 Share of renewable energy in gross final energy consumption	21.2% (2015)	21.2%	21.2%	23.5%	23.5%	27%	

Outcome	Output	Indicator	Baseline	2016	2017	2018	2019	Target (2020)	Source
capacities to combat climate change and manage natural resources, and communities are more resilient to the effects natural and human-induced disasters.	CPD Output 4.1: Capacities for policymaking and implementation of international agreements improved	4.1.1 Number of laws, plans or policies aligned to convention implementation requirements	0 (2015)	2	3	3[9]	7	7	UNDP Serbia
	CPD Output 4.2: Climate change mitigation and adaptation measures implemented in key sectors at national and local level	4.2.1 Number of priority adaptation and mitigation measures started and under implementation	0 (2015)	0	1	4	6	6	UNDP Serbia
	CPD Output 4.3: Improved capacity for energy management in sectors of final energy consumption	4.3.1 Number of municipalities that use energy managers systems	0 (2015)	0	3	9	10	30	Ministry of Mining and Energy
	CPD Output 4.4: Renewable energy market developed applying the principles of competition transparency and non-discrimination	4.4.1 Number of privileged power producers (power producers from renewable energy that obtained the right to feed-in tariff)	246 (2015)	313	351	352	352	300	Ministry of Mining and Energy (Open Data)
	CPD Output 4.5: The National Disaster Risk Management System is implemented at central and local levels	4.5.1 National legislation and policies aligned with 2015 successor document to the Hyogo Framework for Action and mainstream disaster risk reduction (1-4 - no/some extent/great extent/yes)	2 - to some extent (2015)	3 - to great extent	4 - yes	4 - yes	4 - yes	3 - to great extent	UNDP Serbia

[9] UNDP Serbia comment: 3 (biodiversity) + 2 (climate change) + 2 (disaster risk reduction)