



**PROMOTING PEACE-BUILDING AND INCLUSIVE LOCAL DEVELOPMENT (PBILD)
FINAL PROGRAMME¹ NARRATIVE REPORT
REPORTING PERIOD: FROM *January.2010* TO *March2013***

Programme Title & Project Number	Country, Locality(s), Priority Area(s) / Strategic Results ²
<ul style="list-style-type: none"> Programme Title: Promoting Peace Building in Southern Serbia (PPB) Strengthening Capacity for Inclusive Local Development (SCILD) Programme Number (PBILD/MDG-F) 00072368 MPTF Office Project Reference Number:³ <i>PPB: 00075685</i> <i>SCILD: 00075710</i> 	<p><i>Country/Region</i> South Serbia</p> <p><i>Priority area/ strategic results</i></p> <ul style="list-style-type: none"> Conflict prevention and peace-building Inclusive development
Participating Organization(s)	Implementing Partners
<ul style="list-style-type: none"> Organizations that have received direct funding from the MPTF/MDG-F Office under this programme UNDP (MPTF/MDG-F and BCPR) UNICEF (MPTF/MDG-F) ILO (MPTF) UNHCR (MDG-F) IOM (MDG-F) UNHABITAT (MDG-F) 	<ul style="list-style-type: none"> National counterparts (government, private, NGOs & others) and other International Organizations Serbian Government partners: Ministry of Public Administration & Local Self-Government, Ministry of Youth & Sports, Ministry of Education, Ministry of Human & Minority Rights, Ministry of Economy & Regional Development, Ministry of Labour & Social Policy, Ministry of Health, Co-ordination Body for South Serbia, Ombudsperson, Commissariat for Refugees and IDPs, Statistical Office of the Republic of Serbia, Social Inclusion and Poverty Reduction Unit of the Government of Serbia. 11 municipalities and two towns of south Serbia: Bujanovac, Presevo, Trgoviste, Surdulica, Vladicin Han, Bosilegrad, Vlasotince, Crna Trava, Lebane, Bojnik, Medvedja, Leskovac and Vranje. 13 municipal administrations (youth offices); 13 Centres for Social Welfare, Center for Development of Jablanica and Pcinja districts, Primary and Secondary schools from south Serbia, Primary Health care Centers from south Serbia, Police departments and stations NGO implementing partners: European Forum for Urban Safety (EFUS), Educational Center; Praxis; Vizija; Danish Refugee Council; Inter-SOS, MENA Group, SeCONS, . Center for Liberal and Democratic Studies, Center for Socio-democratic Studies, Young Researchers of Serbia/Voluntary Service of Serbia, Belgrade Open

¹ The term “programme” is used for programmes, joint programmes and projects.

² Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).

Programme/Project Cost (US\$)
Total approved budget as per project document: MPTF /JP Contribution ⁴ : • <i>by Agency (if applicable)</i> UNDP: 3,221,186 UNICEF: 1,421,208 ILO: 1,050,000 TOTAL: 5,692,394
BCPR contribution: UNDP: 600,000 TOTAL: 600,000
MDG-F Contribution • <i>by Agency (if applicable)</i> UNPD: 590,240 UNHCR: 773,005 UNICEF: 282,280 IOM: 204,126 UN-HABITAT: 650,349 TOTAL: 2,500,000
Government Contribution <i>(if applicable)</i>
Other Contributions (donors) <i>(if applicable)</i>
TOTAL:
Programme Assessment/Review/Mid-Term Eval.
Evaluation Completed <input type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>dd.mm.yyyy</i> Evaluation Report - Attached <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: <i>15/09/2011</i>

School, Center E8, Pediatric Association of Serbia, Institute for mental health, CeSID, Life AID, Initiative for Integration, CDA, Eko Centar, BFPE, Nexus, Pavlos, Youth Center Surdulica, Optimist, The Association of Roma Intellectuals, DER Surdulica, Rose- Lebane, Generator, AIM Center –Vranje, National Parliament-Leskovac.
• Media houses: Media Center – Belgrade, Synopsis – Nis, Initiative for Development and Cooperation Serbia (IDC), RTV ALDI Presevo, Dokukino- Belgrade, Gama, Media and Reform Center.
Programme Duration
Overall Duration (<i>months</i>): <i>41(MDG-F; 33 (MPTF)</i>
Start Date ⁵ <i>29/10/2009(MDG-F)</i> <i>02/07/2010 (MPTF)</i>
Original End Date ⁶ <i>28/10/2012(MDG-F)</i> <i>30/09/2012 (MPTF)</i>
Actual End date ⁷ <i>31/03/2013</i>
Have agency(ies) operationally closed the Programme in its(their) system? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Expected Financial Closure date ⁸ : Sept 30 th , 2013
Report Submitted By
<ul style="list-style-type: none"> ○ Name: Tatjana Strahinjic-Nikolic ○ Title: Deputy Programme Manager ○ Participating Organization (Lead): UNDP ○ Email address: tatjana.strahinjic.nikolic@undp.org

⁴ The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

⁵ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

⁶ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁷ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

⁸ Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

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EXECUTIVE SUMMARY

The Peace-Building and Inclusive Local Development (PBILD) programme is composed of two joint UN programmes, on which all partner agencies have worked together on implementation with a single approach:

- ‘Promoting Peace- Building in South Serbia’, funded by the Spanish Millennium Goals Achievement Fund (MDG-F), and implemented jointly by UNDP, UNHCR, UNICEF, UN-HABITAT and IOM
- ‘Strengthening capacity for Inclusive Local Development in South Serbia’, funded by contributions from the Swedish International Development Agency (SIDA), the Swiss Agency for Development and Cooperation (SDC), the Kingdom of Norway and UNDP, and implemented jointly by UNDP, UNICEF and ILO.

Designed from the outset to be paired and implemented together, the two joint programmes have shared an overall objective - to reduce the discrepancies that currently exist between Jablanicki and Pcinjski Districts and the remainder of Serbia. The two joint programmes have been implemented as one through joint annual and monthly planning, combined M&E framework, implementation, quarterly reporting, thus resulting in “developing a successful model for implementation of the complex multi-donor/multi-agency/multi-beneficiary interventions.” Therefore, this final report represents the combined final report of the two joint programmes.

Furthermore, due to the successful implementation, the programme received additional SDC funds in the amount of USD 444,384 to ensure better sustainability of the migration component.

The PBILD programme – addressing the legacy of Europe’s last armed conflict of 2000 -- helped Serbia fulfil a great many of its EU Acquis and Copenhagen criteria goals, a key strategic goal of the country in its pursuit of European Union entry; from human rights fulfilment to regional development and gender equality. PBILD joined people to their municipalities, to private businesses and helped implement national strategies in which the programme is well-anchored. PBILD was a cost effective way of doing business and drew on the UN’s strengths. It had the overwhelming consent of the local leaders and peoples. PBILD brought stability and very directly touched the lives of 500,000 people in south Serbia which borders Bulgaria, FYRo Macedonia as well as Kosovo.

Some of the ‘Promoting Peace- Building in South Serbia’ joint programme results are:

- 600,000 IDP State Registry records from Kosovo digitalized
- 262 IDPs moved out of Collective Centres and in village houses
- Eight gender and inter-ethnic related projects in Pcinja and Jablanica districts implemented and contributed to better integration and decrease of inter-ethnic tensions and risks of conflict.
- 4 Local Action Plans on gender equality adopted thus contributing to promoting of equal opportunities for men and women in South Serbia.
- The process of the revision/development of local development strategies with focus on gender and minority rights developed in 8 municipalities, developed M&E capacities which are also supported with the developed M&E manual.
- 13 Local Safety Diagnoses verified and finalised and Regional Safety Diagnosis formulated and adopted during Regional Validation Workshop.
- Eleven Local Safety Strategies finalised in partner municipalities and 11 urban safety Pilot Projects implemented.
- Capacities and skills of 30 representatives from key local institutions (Centres for Social Welfare, National Employment Service, primary and secondary schools, the media etc.) and CSOs and 30 young people were raised for conflict mediation processes.

Some of the ‘Strengthening capacity for Inclusive Local Development in South Serbia’ joint programme results are:

- 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. Out of that number, 96 Roma people were subsequently registered in the registry books (out of which 87 were children)
- 12 Roma Health Mediators provided 6,000 Roma with health care for the first time
- Two new Youth Offices, four Youth Clubs and four Voluntary services were established in 10 LSGs involving over 2,000 young men and women of different ethnic background in implementation of project activities, while more than 6,000 were reached through them.(this result was covered by both MDG-F and MPTF).
- Over 100 school teachers in multi-ethnic areas advanced modern inter-active techniques
- Three new Ombudsman Offices established in Presevo, Bujanovac and Medvedja
- Regional Development Agency won official Serbian government accreditation and helped Vladicin Han municipality win a €500,000 EU grant with Bulgaria, Sofia Chamber of Commerce, one of the first in south Serbia
- 105 of the most vulnerable apprentices taken off the unemployment registry with above-industry standard retention rates of 32%
- Over 160 SMEs use ICT to receive timely and transparent information on new financing and funding opportunities by SMS
- Surdulica municipal regional indoor sports hall has been equipped and the Vranje Theatre equipped with lighting after being burnt down. Both provide leisure opportunities to prevent migration, and are financially self-sustainable.
- Almost 1,000 people now receive home care through newly qualified and trainers home helpers
- Almost 100 young Roma and others at high risk of migration were trained and re-skilled as barbers, tailors and beauticians – all growth industries – with most in work
- The migration and asylum phenomena was highlighted through a number of ground-breaking films addressing the diverse aspects of migration watched by high level government and ambassadors of concerned countries. Booklets explaining Schengen rules in simple terms were published and widely distributed.
- Women empowered economically (27 Vlasina Housewives won the Nis Ethno Food Fair Gold Medal) and politically (local assemblies now have 32% women members compared to 18% before the 2012 elections)
- Built co-operation between NGOs and municipalities e.g. the “Tradition” bakery in Vranje. It created real jobs for single mothers and the company is growing at a rapid rate (66% annually) and it produces cakes to EU health and hygiene standards.
- Sustainability is at the heart of all PBILD’s efforts and a great number of projects have now been taken on budget by municipalities. From Business Start Up Centres to Citizens’ Advisory Service Outreach work.

PBILD has won blogging awards and demonstrates good governance through its transparent bi-lingual website. Numerous government officials (e.g. SIPRU) and embassy staff have visited PBILD and the projects to see best practice being delivered.

The UN at HQ in New York (MDG-F) has recognized the PBILD programme globally for its Results and Achievements. In particular for:

- **“Integrated multi-sectoral approaches:** PBILD stands out for creating a good synergy among key stakeholders, leading to integrated results that better serve the beneficiaries.”

- **Equity:** PBILD is one of three Joint Programmes that stand out in the area of addressing inequalities which was particularly successful in tackling inequities in marginalized communities.
- **Sustainability and Replicability:** PBILD was cited as providing one of the six most interesting practices. The reason for its success is the close collaboration with the government on ownership, visibility of results and impact. The root causes of conflict in the region are inequity, discrimination and economic issues. The JP projects targeting youth and women have been successful because they focus on creating economic opportunities for marginalized populations. These youth and gender initiatives have a good chance of being replicated across other vulnerable communities in Southern Serbia.
- **Key Conclusions and Recommendations:** The governance of solutions 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.

I. Purpose

- Provide a brief introduction to the programme/ project (*one paragraph*).
 Contrary to Europe, where there is a mild rise of population that stands at 0.5% annually since 2000, (and mostly stimulated by international immigration), Serbia has been constantly losing population, mostly due to negative birth rate and - in the past two decades - negative migration balance. Current situation in Serbia is additionally burdened by very unfavourable population trends, the significant de-population and aging of total population, particularly of able bodied generations. Bearing in mind the socio-economic context the citizens of South of Serbia live in (very old population, poverty, low living standards, unemployment, extremely poor municipalities), we can come to the conclusion that situation in the region is even more dramatic in comparison to the rest of Serbia. Relevant researches and migration registrations almost do not exist, so that exact figures about different migration of people are unknown (particularly those who were repatriated in the re-admission process).
 Analysis of situation in Jablanicki and Pcinjski districts, based upon recent researches, leads to the conclusion that young people are leaving their towns in large numbers, without intention to return. This was the reason for the PBILD programme to push some of municipalities in Pcinjski and Jablanicki districts to start researches on migration of youth in 2012, due to the fact that the main reason for migration was search for job; this is also why the municipalities and towns in the two districts are engaged in preparation and implementation of the adopted action plans for development of youth entrepreneurship, increasing employment opportunities through NES and from their own municipal budgets.
 Having all this in mind, 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. The Final Evaluation report best depicts the PBILD intervention: "*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.*"

- *Provide the main objectives and expected outcomes of the programme in relation to the appropriate Strategic UN Planning Framework (e.g. UNDAF) and project document (if applicable) or Annual Work Plans (AWPs) over the duration of the project.*

The overall objective of PBILD is to contribute to inclusive, peaceful and sustainable development in South Serbia and to reduce the discrepancies that currently exist between Jablanica and Pcinja Districts and the remainder of Serbia through delivering targeted interventions aiming at enhancing community cohesion and human capital, improving provision and equitable access to public services, strengthening economic development, and improving migration management in south Serbia. This is expected to be achieved through the 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 thus contributed to achieving many of the Serbia UN Development Assistance Framework (UNDAF) priorities:

UNDAF Outcome 1: Strengthened Good Governance – through interventions in the area of capacity building of the local governments on gender and minority rights, support for the Ombudsman’s Office, and capacity-building and funding for civil society, including partnership work with the local governments

UNDAF Outcome 2: Sustainable Development and Social Inclusion Enhanced – through improving provision and equitable access to education and health services for the most vulnerable groups, on capacitating and empowering vulnerable youth to take active participation in the local communities as well as the work on employment and upgrading vocational education training.

UNDAF Outcome 3: Increased Regional Stability and Co-operation- through promoting regional development and co-operation across the PBILD target area and between local and central government, through both research on and capacity-building for migration management, through economic development and inter-municipal projects, and through facilitating and promoting partnership between civil society and local government.

The PBILD interventions contributed to the progress in the attaining the following **National Millennium Development Goals**:

Goal 1: Eradicate extreme poverty and hunger - through work on employment and vocational education, and through work to provide IDPs in collective centres with sustainable accommodation solutions and legal assistance.

Goal 2: Achieve universal primary education – through improving access to education and primary school teaching for minority or vulnerable children

Goal 3: Promote gender equality and empower women - through work with municipal officials, gender mechanisms, political parties and civil society in the region to increase understanding and awareness of the importance of gender equity; through work on regional gender co-ordination and revision of selected local strategies through gender perspective; and through participatory work on ‘Safer Cities’ to address awareness of and issues of domestic violence in communities.

Goal 4: Reduce child mortality – through outreach activities to children from most excluded and vulnerable groups (such as Roma) and improving their access to health care and social welfare services.

Goal 7: Ensure environmental sustainability - through work to provide IDPs in collective centres with sustainable accommodation solutions.

- *Provide a brief introduction on the socio economical context and the development problems addressed by the programme.*

Years of conflict and economic downturn resulted in large-scale job losses and widening regional disparities in Serbia. The influx of hundreds of thousands of refugees and displaced persons exerted dramatic pressure on the country's labour market. The economic collapse due to the privatization and restructuring of enterprises and the regional conflicts worsened the situation at the labour market and in the south Serbia as a whole. Access to decent work remained difficult for low-educated individuals, especially for those living in less developed regions and in rural areas which triggered permanent and seasonal migration of significant percentage of south Serbia population (esp. from municipalities with ethnic-minorities).

Nine out of 13 municipalities 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 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 Presevo, 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 of them the rate of unemployment was over 50% - Vlasotince, Medvedja, Trgoviste, Bosilegrad, Vladicin Han, Presevo, Bojnik, Lebane.

Against this backdrop, the Programme was designed to contribute to the overall development of the country and to assist local institutions to deliver on the policy objectives established on poverty reduction, economic and regional development, social inclusion, human capital development, gender and minority rights as well as protection of vulnerable groups. The design of the Joint Programme built on the knowledge, experience and lessons learnt by the UN participating agencies and national/local institutions on gender and minority rights issues, employment, social services, migration management, education and health of vulnerable groups, safety issues and capacity development of local self-government.

Additionally, vulnerable children and youth and their families in South Serbia have limited access to public services. This is particularly true for Roma children who are faced with a lack of birth registration, lack of information about their rights, language barriers, and poor access to quality services and discriminatory attitudes of service providers. In addition, young people from different ethnicities in South Serbia face numerous challenges, including the legacy of conflict, lack of social inter-action among groups, and few opportunities to participate in actively shaping and developing their society. Minority children have poor knowledge of the Serbian language, limiting opportunity for inter-ethnic inter-action, and reducing their changes to study in Serbian and eventually find employment outside their minority communities.

- *List joint programme outcomes and associated outputs as per the final approved version of the joint programme Document or last agreed revision.*

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

- ✓ Output 1.1 - Increased confidence of local population in key institutions of local and national government

- ✓ Output 1.2 - Strengthened inter-ethnic understanding and collaboration among adolescents and young people

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

- ✓ 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
- ✓ Output 2.2 - Vulnerable and ethnic minority children have improved access to public services and benefits to which they are entitled
- ✓ Output 2.3 Improved quality of public services, especially in those sectors that have potential to increase inter-ethnic dialogue and reduce conflict risk
- ✓ Output 2.4 Support to capacity development and awareness raising of the role of Ombudspersons Outreach Office in South Serbia

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

- ✓ Output 3.1 - 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.
- ✓ Output 3.2 - Increased funding for regional and municipal level projects that will impact upon job creation

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.

- ✓ Output 4.1 Municipal Administrative Services better meet the needs of Migrants
- ✓ Output 4.2 Municipal Capacity Development to Manage Migration Issues

- *Explain the overall contribution of the joint programme to National Plan and Priorities*
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;
- *Describe and assess how the programme development partners have jointly contributed to achieve development results*
 The initial division of activities among UN agencies evolved into more integrated and coherent implementation. This was largely achieved through the flexible locally driven operational planning, facilitated by the JPMU. A number of activities were 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 polices and revision of local sustainable strategies.
 - ✓ UNICEF and ILO: Peer career informing through YOs
 - ✓ UNDP and ILO in employment promotion grants.

II. Assessment of Programme Results

- This section is the **most important in the Report** and particular attention should be given to reporting on **results / and changes** that have taken place rather than on activities. It has three parts to help capture this information in different ways (i. Narrative section; ii. Indicator based performance assessment; iii. Evaluation & Lessons learned; and iv. A specific story).

i. Narrative reporting on results:

From January to December 2012, respond to the guiding questions, indicated below to provide a narrative summary of the results achieved. The aim here is to tell the **story of change** that your Programme has achieved over its entire duration. Make reference to the implementation mechanism utilized and key partnerships.

- **Outcomes:** Outcomes are the strategic, higher level of change that your Programme is aiming to contribute towards. Provide a summary of progress made by the Programme in relation to **planned outcomes from the Project Document / AWP**s, with reference to the relevant indicator(s) in these documents. Describe if final targets were achieved, or explain any variance in achieved versus planned results. Explain the overall contribution of the programme to the Strategy Planning Framework or other strategic documents as relevant, e.g.: MDGs, National Priorities, UNDAF outcomes, etc . Explain who the main beneficiaries were. Highlight any institutional and/ or behavioural changes amongst beneficiaries at the outcome level.

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 the political representatives of the ethnic minority and majority, increased percentage of women members in local assemblies, adopted strategic documents recognizing existing gender and safety gaps and in strengthened infrastructure for local youth policy and programme implementation in the 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.

Improved cooperation between around 160 political representatives of the ethnic minorities and majority was done through the capacity development programme covering two topics: gender equality and minority rights issues. The pre and post evaluation showed that 95% of participants had their knowledge on gender, human and minority rights increased. Furthermore, the work of the PBILD programme on those two topics with various stakeholders such as gender mechanisms, CSOs, media etc. resulted in having 30% of women in the newly elected local south Serbia's assemblies. The percentage of women in local assembly at the beginning of the PBILD programme and during the previous government mandate was around 18,5 %. Additionally, at the beginning of the PBILD programme 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.

The work on the conflict risk reduction, engagement in conflict / violence prevention planning was done through the establishment of six new Safety Councils, whereas three were reactivated within Safer Cities activities as well as through conflict mediation training. Safety Councils' partnerships and coalition groups became formal part of the municipalities' structures by the end of the programme, including budget allocation for their work, making it fully sustainable. Capacity building process helped safety Councils to develop and upgrade strategies and plans, through participation and partnership building (including with police), which will address issues related to safety, conflict and security concerns at local level and integrate them within the development efforts, fostering social cohesion, and conflict management capacities. Fourteen Local Safety Diagnoses were formulated, including Regional Diagnosis, and eleven Safety Strategies.

Conflict mediation effected a real change not only with respect to beneficiaries in improving their skills and expertise in the field of conflict mediation, but 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 significant importance in polarized society such as Southern Serbia. It contributed to changing the common perception of conflict as something necessarily negative, within local population. The network of local professionals, trained in conflict mediation, is established and it makes significant local resource for different future initiatives towards peace building in this geographical area. The network is institutionalized in the form of local NGO Decendo. The NGO has been already recognized within PBILD project and 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 Centres (CC) in Serbia and during PBILD's life 2 collective centres (CC Motel Camping in Bujanovac and CC Motel Atina in Leskovac) out of 11 CC in Peinja and Jablanica districts were closed down with direct assistance from PBILD allowing for 262 IDPs out of 823 IDPs to move

from collective centres and reach acceptable accommodation standards through purchase of village houses, provision of building material and in kind and cash grants.

The beneficiaries of this outcome have not only enjoyed a sustainable solution to their housing issues but this intervention also enabled them to focus on other important matters as job hunting and paying for school fees, while extending their social networks and speeding up their full integration into society. Moreover, since the majority of the IDP families have an agricultural background, the village houses component enabled a more natural continuation of their lives. The free legal aid component has significantly helped families ease the 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.

Two new Youth Offices, four Youth Clubs and four Voluntary services were established in 10 LSGs. They offer a variety of programmes 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. Although research among young people that participated in the PBILD programme shows a reduction in social distance between different nationalities, this distance has largely remained the unchanged for those not involved in the programme. There has been a significant increase in the percentage of young people in south Serbia who express a 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 programme.

Youth involved in the activities of Youth Clubs, voluntary services and programs of Youth Offices are demonstrating and driving positive change in south Serbia, both for themselves and future generations of youth. Local self-governments and the Ministry of Youth and Sports have committed themselves to these new programmes 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 the development of inclusive, quality local services for youth, particularly youth clubs and voluntary services. In addition, the human and institutional capacities built through PBILD programming are being disseminated through peer-learning processes between Youth Offices and relevant civil society organisations.

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 importance of data use and their enhanced capacity to utilize data.

Firstly, 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 on 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. Secondly, this has been achieved through the revision of seven (Vlasotince, Bujanovac, Vladicin Han, 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 was assessed as very useful by municipal representatives. Pre- and post-test results revealed that the 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 are enabling easy comparison across municipalities and being accessible to all, are improving transparency and influencing accountability of local authorities. They are also 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 vulnerable groups face in accessing public services. Thanks to the provision of free legal 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. The programme also strengthened local self-governments to provide such support on a continuous basis. Practice documented through field work served as an important argument for the 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. Interventions by Roma health mediators and primary health care centers have resulted in a 12% increase in children with a selected pediatrician (74% to 82%), a 20% increase in women with a selected doctor (62% to 74%) and a 30% increase among men (57% to 73%). The share of immunized children rose from 49% to 90%. Almost 1,000 professionals from primary health centers are 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.

The quality of education, especially for children from minority groups, and those with disabilities, has been improved by investing in capacities of teachers and improving conditions for inclusive education (infrastructure and assistive technologies). Teachers' increased capacity for teaching Serbian as a non-mother tongue using active learning methods has directly benefited 2,240 pupils. 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 teachers to apply individualized approach in teaching. This package of support advanced the quality of education for 4,966 pupils. 13 primary schools are now physically accessible for children with disability and equipped with assistive technologies supporting teaching processes.

Better access to public services to all citizens, improvement of the level of human rights and promotion of better governance in the region 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 were the result of the 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 the on-the-job mentoring by the Ombudsman office.

As for the statistics, while for the entire Serbia there were 30% more citizen complaints lodged through Ombudsman's office in 2012, as compared to 2011, or 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 rights from pension and disabilities insurance which are not under Ombudsman's 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 programme focused on the work with National Employment Service, Regional Development Agency and 13 Local Self-Governments.

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

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 the 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 programme. 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 EUR, (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 the GIS software (PBILD initiative) 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.
- “Exchange of good practices for quality management of municipal administrations” the value of the project is 148.000,00 EUR (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).

Besides 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 programme. PBILD implemented successfully 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 a family's assets, hence evidence-based decisions on benefit entitlements became better targeted. Through projects, legal, health and psychosocial advisers, as well as the 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, lorry drivers, beauticians and hair-dressers.
- 3,630 advisory services were given to obtain personal documents or exercise given 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.

At the same time PBILD, in cooperation with Government Office for Human and Minority rights, capacities of local and national representatives of institutions on how to proceed within the readmission agreement were raised. Part of the capacity development programme focused on the revision of the 'Guidebook on how on proceed within the readmission agreement' which is a necessary tool for all stakeholders involved in the process of reintegration of returnees. Another booklet together with the same office was revised and reached returnees, titled as "Info booklet for returnees", which helped the returnees to re-integrate in Serbia upon their arrival by getting the necessary information on their rights and how to exercise them to assist in integration and reduce risk of secondary migration.

PBILD also delivered an information booklet known as "No problem" and is used to raise the readers' attention with respect to the 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 which have abolished to grant 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 faced in South Serbia. However, PBILD Inclusive Development survey which was conducted at the beginning of the programme in 2010 and repeated at the beginning of 2013 although was widely used as a reference and for evidence based advocacy showed:

- Migration potential in Jablanica and Peinja districts is still around 21% which is 1/5 of the total population older than 15. When this date is compared with the data from 2010 it can be seen that the migration potential has increase only for 1%. The survey showed that the biggest number comes from Presevo and Bujanovac.
- Potential migrants are young people (between 20 and 29).
- Migration potential can be divided into 2 groups: more than half of them (54%) would go abroad (European countries- up to 50%), and more than 2/5 (44%) would go in some bigger town in Serbia or surroundings.

Reasons for migrating are mostly of economic nature: people can not find a job and there is no possibility to find any kind of employment. This was also stated at two PBILD events a) 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; b) a 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 programmes since 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. 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.

- **Outputs:** Outputs are the more immediate results that your Programme is responsible for achieving. Report on the key outputs achieved over the duration of the Programme, in relation to **planned outputs from the Project Document / AWP**s, with reference to the relevant indicator(s) in these documents. Describe if final targets were achieved, or explain any variance in achieved versus planned results. If possible, include the number of beneficiaries. Report on how achieved outputs have contributed to the achievement of the outcomes and explain any variance in actual versus planned contributions to the outcomes.

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

MDG-F Output 1.1 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.

Smart Output 1.1a The baseline on participation of women and minority groups in policy and decision-making processes established by month 6 of the project timeframe

The baseline on participation of women and minority groups in policy and decision-making processes conducted and publication “Gender equality at the local level” in Serbian, Albanian and English produced. Recommendations provided in this publication represented the basis for all gender related activities within the PBILD programme.

Smart Output 1.1b During JP implementation at least 40 civil servants from 13 municipalities (min. two representatives per municipality) and representatives from Co-ordination Body will be trained how to formulate, implement and monitor gender and human rights responsive policies

Smart Output 1.1c Representatives of the main political parties in South Serbia trained how to formulate and advocate for inclusive development policies by the end JP month 18

This was achieved through the development of training curricula for the Pcinjski and Jablanicki Districts municipalities/political party representatives, CB and NMC (Albanian, Bulgarian and Roma). Around 100 representatives of south Serbia political parties, National Minority Councils (Albanian, Roma and Bulgarian), Local Self-Government, Civil Society Organizations and the Co-ordination Body completed the capacity building training in the field of gender equality and minority rights issue. Four training sessions each comprising of two days were organized between 29th February and 3rd March, thus allowing for a number of participants to attend both trainings over four days. A pre-evaluation was carried out at the very beginning of the training followed by a post-evaluation that was placed at the very end of the training sessions assessing the knowledge intake of the participants from the actual training sessions. The results showed that more than 95% of participants’ knowledge on gender, human and minority rights increased over the duration of the training course.

Based on the recommendations from the training special focus was given to more than 60 female members of local assemblies that led to the set of training aiming at empowering women in local assemblies in Jablanica and Pcinja districts. Training and mentoring at the job were used for strengthening women’s role

in local parliaments through: a) gaining better PR and communication skills; b) improving their knowledge on gender and minority mechanism and existing laws; c) and strengthening their role in political parties and assemblies.

Smart Output 1.1d Civil society organisations in South Serbia supported in development, implementation and monitoring of gender / inter-ethnic related projects

Gender and minority rights awareness and understanding rose through the implementation of gender and inter-ethnic projects. Although these projects were designed as small scale projects their impact was great in terms of outreach and target groups. Nearly all 13 municipalities were involved in these 8 projects and various audiences were targeted through project activities (around 5,000 pre-school and school children, parents, minorities, municipal officials, women, youth etc.). Equally important is the capacity development the involved CSOs underwent for their future activities geared towards enhancing inter-ethnic relations and gender equality. CSOs were supported to monitor results of their work and report on them through a set of common indicators and tools which were developed in partnership with the PBILD programme. This had enabled them to measure the contribution of their projects to the implementation of local inter-ethnic issues. Some of the results are:

- raised awareness of more than 280 citizens of Surdulica on the "Decade of Roma" through the presentation of sociological, health and cultural aspects and raised awareness of 125 Roma women in the municipality of Medvedja on the importance of breast self-examination, malignant diseases, domestic violence and STDs through workshops and lectures;
- 641 young people from Vranje, Bujanovac and Presevo increased understanding of multiethnic and multicultural identity through capacity development activities on gender equality and national minorities and involvement in youth actions;
- Increased capacities of 169 teachers, students and volunteers in Surdulica to recognize discrimination and react through workshops, forum theatre, round tables and photo exhibition;
- more than 3,000 citizens of Surdulica informed on discrimination and anti-discrimination of Roma in Surdulica through the public awareness campaign;
- raised awareness of more than 1,000 citizens of Bosilegrad on gender equality and women's rights through workshops, round tables, street actions, radio shows and dissemination of promo material;
- 16 children of Roma and Serbian nationality prepared theatre play "Green grass of my empire" and played it for more than 1,300 children in Lebane, Bojnik, Medvedja and Leskovac;
- 20 trained Roma mediators initiated process to obtain social welfare and child allowance for more than 200 Roma while 70 Roma, mostly old and women got preventive health care services

Smart Output 1.1 At least one strategic planning document in at least three selected municipalities revised to reflect particular needs to women and minorities

This Smart Output is covered under Activity 2.1.2

Smart Output 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

Smart Output 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

Training and mentoring support for the production of gender/minority/conflict sensitive TV, print and radio broadcasts provided to local media was successfully completed. The initial research on the situation of media in South Serbia was conducted in July and August 2011 through desk review and qualitative research (in-depth interviews with owners/managers, editors and journalists and key informants in the Pcinjski and Jablanicki districts) which provided recommendations of media that should participate in the project as well as the training curricula. This was followed by two two-day training sessions for directors, editors, owners and journalists of 16 local radio and television stations, a web portal and a weekly from Pcinjski and Jablanicki Districts in September 2011. Two months after the training some media refrained from participation and were not ready to continue cooperation. This caused the changes in subjects of TV and radio items and forced some of the media outlets to take over more than one item themselves. In such manner, they were additionally burdened as they had not had sufficient capacity to prepare such complex stories. Production with mentors' support was initiated in October 2011 with three mentors, thus resulting in TV magazine "Living together" covering 10 stories, radio magazine "Southern Stories" covering 8 stories and 3 print and 1 web stories from Jablanicki and Pcinjski. These productions were tackling the problems of vulnerable groups and ethnic minorities in South Serbia and are representing the proof that the journalists have been empowered to recognize problems existing in the society and have the integrity to draw attention on them as the first step in providing solutions.

Output 1.2 Inter-ethnic understanding and collaboration among both young men and young women of different ethnicities strengthened.

Smart Output 1.2a Institutional mechanisms for participation and development of young men and women (of different ethnic backgrounds) are strengthened in three selected municipalities

Smart Output 1.2b At least 600 young men and women are engaged in programmes that increase inter-ethnic understanding and collaboration and

Inter-ethnic understanding and collaboration among adolescents and young people were facilitated through strengthening of the youth offices and establishment of programmes.

PBUILD interventions were developed on the basis of the 2010 survey report "Youth in south Serbia". In partnership with the Ministry of Youth and Sports, local self-governments and non-governmental organizations, municipalities were supported to establish and strengthen youth office as a hub for the provision of programmes and services. New youth offices were established in Medvedja and Trgoviste, 8 more advanced youth offices established youth clubs or voluntary services and three youth offices were supported to provide additional programs.

PBUILD supported establishment of Youth Clubs in Presevo, Leskovac, Bujanovac and Vladicin Han by capacitating their management, equipping their space and helping to develop quality programs that engaged more than 800 youth in social and non-formal education activities.

Volunteer services were established in Vranje and Surdulica with more than 10 active volunteer programs (reading workshops, support to Roma education, activities with children with developmental difficulties etc.). These involved around 150 youth volunteers who worked with more than 300 school age children. Volunteer services in Bojnik and Vlasotince were established in 2013.

Five additional youth programmes were also designed and introduced in youth offices. Info services started operating in 4 youth offices. Peer career information programmes became active in 8 youth offices and 20 trained informers reached 1000 youth. Peer education teams on violence prevention were functional in 3 youth offices and virtual enterprises were supported in 6. Multi-ethnic interactive “Forum theatres” had been implemented in all 13 municipalities. More than 100 secondary school youth of different nationalities engaged in Forum theatres 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 to the implementation of local and national youth action plans. They also developed 6 policy briefs used for advocacy for sustainability of youth programmes.

Young people from municipalities in the south Serbia had opportunities to meet with young people, civil society organizations and youth workers from other parts of Serbia (Vojvodina, Sandzak, Belgrade), as well as European countries (Slovenia, Spain etc.) nurturing better understanding of different cultures and social cohesion.

In early 2013, the survey on Youth in south Serbia was repeated pointing to some progress (volunteering, ICT capacity, participation in youth programs) and areas that require longer commitment and investment (inter-ethnic distance and migration).

MDG-F Output 1.3 Strengthening capacities of local self governments, institutions and civil society to engage in conflict / violence prevention planning through conflict mediation training participation, dialogue, partnerships for improved safety for better understanding of local aspects of conflict and adequate solutions.

Smart Output 1.3a By the end of the first six months of the JP baseline safety diagnoses have been carried out in 13 municipalities

In cooperation with Educational centre from Leskovac (contracted partner) and European Forum for Urban Security EFUS, Safer Cities formulated Safety Diagnoses in all partner municipalities. Diagnoses were presented to local stakeholders in each municipality during validation workshops, where those were commented and adopted. Based on the findings of the 13 Safety Diagnoses, a Regional Safety Diagnoses was formulated and adopted later during the Project implementation. It was used as a basis for development of first Regional Safety Strategy in Serbia.

Smart Output 1.3b By the end of the JP LSGs have engaged in participatory planning processes and developed institutional mechanisms, instruments and tools (diagnosis, strategies and/or action plans, projects) to address community safety, conflict and violence prevention and integration

In the frame of capacity building activities for improved safety and prevention of violence in partner municipalities, Safer Cities Training Cycle was delivered, with a total of 46 training sessions, to partner municipalities across the Pcinjski and Jablanicki districts from February to June 2011. As per data gathered in the evaluation of the training cycle delivered, skills and knowledge of all training participants from eleven municipalities were improved for an average of 23%, having baseline average score of 1.84 increased to 2.54 after training cycle delivery.

Capacity building process helped safety Councils to develop and upgrade strategies and plans, through participation and partnership building (including with police), which addresses issues related to safety, conflict and security concerns at local level and integrate them within the development efforts, fostering social cohesion, and conflict management capacities. Fourteen Local Safety Diagnoses were formulated, including Regional Diagnosis, and eleven Safety Strategies.

Six new Safety Councils were established in Leskovac, Bojnik, Vlasotince, Surdulica, Trgoviste and Bosilegrad, and three were reactivated in Medvedja, Presevo and Lebane. These partnerships and coalition

groups became formal part of the municipals' structures by the end of the programme, including budget allocation for their work, making it fully sustainable.

Smart Output 1.3c By the end of the JP partnerships have been established among key local partners, LSGs, Safety boards, local police, CSWs and CSOs, to improve community safety and interethnic dialogue through joint actions

Based on the findings of Local Safety Diagnoses and new skills and knowledge gained during training cycle, Safer Cities initiated the process of formulation of Local Safety Strategies with 11 Safety Councils of partner municipalities. Safety Strategies were developed in close collaboration with all interested local stakeholders, with Safety Councils as lead bodies, who followed the participatory approach and Safer Cities' methodology.

Small grants supported the implementation of key relevant pilot initiatives in eleven municipalities, through local partnerships, as identified in Local Safety Strategies, creating a fertile ground for further investments and continuation of Safety Councils' work. The overall objective of the Safer Cities Pilot Projects was to contribute to the enhancement of urban safety and social cohesion in PBILD partner municipalities through a range of short-term initiatives based on local safety partnerships, towards the implementation of local strategies and action plans.

Each Pilot Project was based on safety partnerships at municipal level involving local authorities, public institutions and organisations, Police, CSOs and communities, contributing to the enhancement of social cohesion and the implementation of local safety strategies and action plans. By supporting our partner municipalities, we are promoting good local practices for the improvement of local safety and the enhancement of social cohesion at the local level. Out of eleven financed Projects, six were implementing video surveillance in their municipalities, three were dealing with prevention of drug abuse, one with general safety of children and youth and the last one worked on prevention and reaction in crises situations.

During the non-cost extension period, Safer Cities provided support to partner municipalities in formulation of Regional Safety Strategy. The importance of the process was recognized by seven municipalities of south Serbia, namely Leskovac, Bojnik and Vlasotince from Jablanicki and Vranje, Vladicin Han, Surdulica and Trgoviste from Pcinjski district. The formulation process strengthened ties between municipalities, initiated the exchange of experiences and good practices, involving neighbouring municipalities to work together on the topics of joint interest. Regional Safety Strategy is the first of its kind in Serbia, which builds institutional capacities and cooperation in the area of urban safety and general security overall.

Vlasotince Municipal Assembly and Security Council Presevo unanimously adopted the Charter for the use of the democratic system of video surveillance, and became the first municipalities in Serbia to adopt such a document. Charter was developed by European Forum for Urban Security and introduced to cities in South Serbia that have established video surveillance system, by Safer Cities component of PBILD programme. Through the adoption of the Charter, these two municipalities are seeking 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.

Smart Output 1.3d At least 30 local professionals trained in conflict mediation approach

The first phase of the conflict mediation output was development and implementation of curriculum for Training of Trainers (ToT). Following modules were developed/implemented:

1. Conflicts and Mediation - Concept and Context
2. The role of a mediator – techniques and skills of mediation
3. Family and Partnership – Family Mediation
4. Peer mediation
5. Conflicts and mediation - teams and organizations
6. Conflicts and mediation in communities

7. Creative approach to mediation/The art of peace

8. Integrative ToT module

Tailored for professionals of different ethnic background from key local institutions (Centres for Social Work, National Employment Service, primary and secondary schools, health institutions, media etc.) and civil society organizations from the towns and municipalities of Jablanicki and Peinjski districts, these trainings enabled participants to acquire necessary skills and knowledge in the area of mediation between the parties in a dispute.

The conflict mediation capacity building process involved Training of Trainers, replication of the same training and peer mediation training which was added value to the project. It brought together 41 local professionals of Roma, Albanian and Serbian ethnicities who benefited from 14, that is, 16 days of specialized training in conflict mediation approach and 31 young people of different ethnic background who received a two-day training in peer mediation.

Moreover, 11 out of 41 trained professionals became junior trainers and had the opportunity to apply their skills immediately upon completing the Training of Trainers (ToT). They were already recognized by some other organizations as a non-formal group of trainers and hired to deliver some trainings in target districts out of the PBILD project activities.

CSO 'Decendo' founded by junior trainers provides significant contribution to sustainability of the PBILD conflict mediation component. Professionals gathered around this initiative increased capacities and extended area of competence through PBILD programme and are capable of engaging in new development projects, aimed at strengthening its self-sustainability.

Smart Output 1.3e Increased capacities of at least 10 PBILD staff engaged in South Serbia

During October 2010, in line with plans, training on conflict awareness and mediation for UN staff located in South Serbia engaged in PBILD project, was realized. 14 UN staff members were trained (10 was planned - Smart Output 1.3e Increased capacities of at least 10 UNCT staff engaged in South Serbia). The topics covered with the training were: conflict analysis and resolution, South Serbia conflict analysis, construction of conflict and mediation as an instrument of conflict management.

MDG-F Output 1.4 Reduced risk of inter-ethnic tensions through multi-faceted dialogue; improved living conditions for IDPs (especially female IDPs)

This output was finalised by July 2011, in line with its initially planned 18-month time frame and the set targets have been over achieved:

Smart Output 1.4a Provide legal assistance to IDPs

- 2,569 legal aid requests were solved instead of the initially planned 2,000. This was achieved by arranging for the service to be tax free. The free legal aid has enabled IDPs to easily obtain the documents they need to access state benefits, health care, building or marriage permits or jobs.
- Complete data entry of 565,227 records from dislocated registry books from four municipalities in Kosovo was finalised by June 2011. Use was made of 20 unemployed people for data entry, in close coordination with the National Employment Service. This has enabled IDPs to register, obtain documents and access services more easily.

Smart Output 1.4b Provide sustainable accommodation solutions to support IDPs leaving CCs or living in sub-standard private accommodation

- Due to savings made during purchase of building material, 12 (instead of 10) applications were approved, bringing the totals up to 33 (instead of 27) building material packages distributed. Building material packages distributed to IDP families enabled them to finish construction of their houses which they were not able to finish on their own due to their difficult economic situation. Thus they were able to concentrate on other important matters such as looking for a long term job, paying their children’s school fees, integrating into society more easily and extending their social networks.
- Due to savings made a total of 24 (instead of 14) village houses were purchased. Families which secured village houses were able to leave collective centers and become owners of their own property, integrate more easily in society and extend their social network; this obviously helped them economically too having helped them solve their housing problem which is fundamental. Moreover, since majority of IDP families assisted come from rural areas, village houses enable natural continuation of their lives. Through this intervention and the building material package intervention, CC ‘Hotel Atina’ in Leskovac and CC “Motel Camping” in Bujanovac could close their doors.
- 40 in kind and cash grants were distributed enabling IDPs to leave collective centres and move to private accommodation to start a new life on their own.

‘Inclusive Development’ JP Results and Activity Update

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.*

Output 1.1 Enhance political participation of women and ethnic minorities in South Serbia

Close cooperation between the Coordination Body and the PBILD programme produced great results in reducing inter-ethnic tensions and better inclusion of minorities in south Serbia. A study visit was organized for the representatives of the Co-ordination Body (CB), CB group for education, Albanian National Minority Council (ANMC) 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 establishment of the Faculty of Economy in Bujanovac, which delivers courses in both Albanian and Serbian language. Their accreditation was additionally supported through the equipping of their computer lab.

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 Albanian, Roma and Serbian students enrolled providing opportunity for the development of interethnic relations and counteracting the initial fears that this would attract only Albanian students.

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.

Implementation of 6 Local Partnership Grants through the PBILD programme showed that CSOs from Jablanicki and Peinjski district and Local Self-Governments can work together in solving the most sensitive

issues such as gender equality, national minorities and persons with disabilities. Furthermore this approach contributes to greater inclusion and understanding and fostering future cooperation of the civil sector and local government as the most effective means of citizens' participation in decision making and voicing their needs. Through project activities, 8,500 (single mothers and victims of domestic violence, national minorities, persons with disabilities, women, unemployed, youth and citizens in general) citizens of Vranje, Bujanovac, Presevo, Bosilegrad, Vranjska Banja, Medvedja, Lebane, Bojnik and Vlasotince were targeted. Some of the key results of these 6 projects were:

- Gender Local Action Plans were developed and adopted by Municipal Assemblies in Medvedja, Lebane and Bojnik. The same project covered the capacity development of local gender mechanism.
- 20 Roma promoters were educated on National Employment Service programmes for employment and self-employment which resulted in informing of more than 600 Roma and disseminated 4,000 brochures and 4000 pamphlets.
- More than 60 persons with disabilities from Vranje, Bujanovac and Presevo learned how to actively participate in society and how to overcome psychological barriers through a workshop on "Our rights". They were trained in photocopying through four courses to boost their employability in kiosks offering such sought-after services across town. Three clubs for people with disabilities were established and fully financially supported by LSG.
- 38 women, where most of them were single mothers and from socially disadvantaged groups, were supported in the self-employment process through initiating new production and sales facility 'Tradition – Bakery'. 3 women were directly employed whereas 35 women involved in agricultural production are producing vegetables, fruits and eggs for the Bakery "Tradition". Bakery "Tradition" is preparing around 1,300 meals per day (for Schools, Shelter for victims of violence and marginalized groups, Hospital, British American Tobacco and for selling). This kind of social networking and preservation of tradition enabled to members of newly established Association to gain the confidence of the wider community and participate at the „The days of Vranje“and „Etno fair“ events etc.

Output 1.2 Strengthened inter-ethnic understanding and collaboration among adolescents and young people

Please refer to MDG-F Output 1.2

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

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

In a participative process including all local and regional stakeholders, four key issues had been identified. In response to that, four regional working groups were established, gathering the expert human resources of South Serbia, appointed by municipalities, in order to maximize the potential for joint problem identification and solving. These were the four RWGs and their key activities supported by the PBILD programme:

1. Integrated Regional Development RWG: 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
2. Gender RWG: Strengthening of capacities of local gender mechanisms; development of Gender Local Action Plans, support to the days of women activism etc.

3. Migration RWG: Organization of a round table on false asylum seekers and general awareness raising on migration issues
4. Environment RWG: Awareness raising on environmental issues and solid waste management in south Serbia.

Seven municipalities (Vlasotince, Bujanovac, Vladicin Han, Surdulica, Crna Trava, Bosilegrad, Medvedja and Vranjska Banja) had their sustainable strategies revised through gender and minority rights perspective. Monitoring manual was developed during the revision process to support the implementation of those strategies. DevInfo database was used widely by the municipal official during this process.

The capacity of municipal officials in the area of data utilization and awareness on its importance were raised through a series of trainings and a peer review approach on the topic of evidence based policy making. Two rounds of tailor-made trainings covered topics such as data usage in decision making, policy development and implementation, monitoring and evaluation. A third round of training focused on use of DevInfo. These trainings included 230 municipal representatives (heads of departments for social affairs, finances and other relevant departments, members of local economic development offices, youth offices and centers for social work) and yielded highly positive results, with participants indicating their motivation to apply new knowledge in everyday work. Peer review events provided an opportunity to exchange good practice when it comes to use of data for policy making. The trainings were also used to identify data that were needed at the local level for inclusion in DevInfo. On the basis of that and additional consultations within working groups at the national level, the Statistical Office of the Republic of Serbia developed 142 indicators that were made available through an on-line interactive application to all municipalities in Serbia. The 13 PBILD municipalities also received computers.

Output 2.2 - Vulnerable and ethnic minority children have improved access to public services and benefits to which they are entitled

Free legal aid was provided to vulnerable populations through field visits, which had the added benefit of raising awareness among the Roma community of the importance of birth registration. Furthermore, it enhanced understanding among Roma of their rights to permanent and temporary residence, health care and social protection. Out of 732 clients supported in obtaining personal documents, 162 were children. Out of that number, 96 Roma people were subsequently registered in the registry books (out of which 87 were children). In addition, more than 527 Roma people from 41 Roma settlements received free legal assistance on various matters of concern. 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.

Access to and quality of health care for Roma and other vulnerable groups have been improved by enhancing the capacity of professionals in 13 Primary Health Centers (PHC) and 12 Roma Health Mediators (RHM). 885 health professionals have increased understanding of the 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.

Through these interventions 2,948 Roma (883 women, 820 men and 1245 children) 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 grants for outreach were used to improve health care and support to the most vulnerable families (169 families).

ICT equipment provided by UNICEF, enables RHMs to register every visited Roma individual and collect data about their social, educational and health status. PBILD supported the Ministry of Health to upgrade the database and to develop a list of indicators that 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 this data.

Output 2.3 Improved quality of public services, especially in those sectors that have potential to increase inter-ethnic dialogue and reduce conflict risk

Advances in minority students' knowledge and command of the Serbian language was supported through the capacity building of teachers in 19 schools in 4 municipalities (Bujanovac, Presevo, Medvedja and Bosilegrad). 84 teachers received basic training on Active learning/teaching Serbian as non-mother tongue language, while the 51 teacher who had the highest post-test results on the 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 all children into education, particularly children with disability was facilitated through improvements in physical accessibility, teacher capacities and provision of didactic materials. Capacity building had three components. The first was a 1-day seminar aimed at promoting the concept of inclusive education and raising awareness on its importance among relevant local stakeholders and 241 teachers, from 9 municipalities (Vladicin Han, Surdulica, Leskovac, Vlasotince, Bujanovac, Presevo, Vranje, Lebane and Medvedja). The second was in-depth training to apply the active learning methodology to create a supportive and inclusive school atmosphere. It was provided to 123 teachers from 16 primary schools from 4 municipalities (Presevo, Lebane, Bujanovac and Vladicin Han). 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. The third training was linked to the provision of didactic materials (assistive technologies) for inclusive education to 13 primary schools (one in each municipality). This nationally accredited training was held for 337 teachers on how to apply assistive technologies in school. The training was assessed as very unique, timely and much needed (average rating of 3.7 out of 4). Finally, physical access for children with disabilities has been improved in 13 primary schools through construction of ramps and reconstruction of toilets.

Output 2.4 Support to capacity development and awareness raising of the role of the Ombudsman's Outreach Office in South Serbia

Better access to public services to all citizens, improvement of the level of human rights and promotion of better governance in the region 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 was the result of this output. Three outreach offices (in Bujanovac, Presevo and Medvedja) were completely renovated and equipped in 2010. Capacities of both national and outreach offices staff was developed through the on-the-job mentoring by the Ombudsman office, study visits (to Sweden, Portugal and Croatia), summer course in England and International Legal English Course (in 2011 and 2012). Visibility of the Ombudsman institution and three outreach offices was increased through the specially organized 'Days of Ombudsman' (various meetings, round tables and TV shows) in Bujanovac, Presevo and Medvedja and preparation of various reports and

recommendations in Albanian, Roma and English as well as translation of Ombudsman's web presentation on Albanian and Roma language.

Statistics for three Outreach offices is as follows: No. of contacts in 2010 – 230; No. of contacts in 2011 – 324; No. of contacts in 2012 – 325 while number of complaints was: in 2010 – 32, in 2011 – 41 and in 2012 – 37.

While for the entire Serbia there were 30% more citizen complaints lodged through Ombudsman's office in 2012, as compared to 2011, or a total of 18,533, number of South Serbia complaints did not increase. Reason for this is that there are no many state institutions in these three municipalities and that citizens are facing problems that are not in jurisdiction of Ombudsman (lack of employment and bad material situation, long trials and difficulties in achieving rights from pension and disabilities insurance – cases of 'silent administration' and disrespect of legal deadlines are in Ombudsman's jurisdiction but Kosovo pensions cases are cases where Ombudsman Office cannot react).

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.

Output 3.1 The labour market disadvantages 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

PBILD's activities under this output centred on building the capacity of the local offices of the National Employment Service (NES) to profile those individual characteristics that had an impact on employment prospects and at the same time to detect the requirements of local labour markets. Such work was instrumental to: i) improve the delivery of employment services to disadvantaged individuals; and ii) develop employment programmes targeting labour supply and demand constraints.

The *Occupations and Skills Survey*, commissioned by the PBILD to the Statistical Office of Serbia at the end of 2010, identified emerging occupations and their skills content, as well as the skills gap of the Serbian workforce in the target districts. The findings of the survey indicated that the occupations most likely to create additional jobs in the short- to medium-term were: shop sales assistants; general office clerks; bakers, pastry cooks and confectionery makers; food and related products machine operators; woodworking-machine tool setters and operators; and metal working machine tool setters and operators. The competencies of these occupational profiles set the basis for the development of adult vocational training packages.

The services and programmes - as well their sequencing - geared to address vulnerability factors were detailed in the *Guidelines for the implementation of active labour market programmes*. These included: i) individualized employment counselling and job search assistance; ii) vocational training (combination of on- and off-the-job training) organized in occupations most demanded by local enterprises; and iii) employment subsidies. The *Guidelines* also detailed the duration and compensation levels of each programme, the procedures to grant priority access to those groups profiled as most at risk, as well as monitoring and evaluation approaches. A number of capacity building activities were organized for the staff of local employment offices on the sequencing of employment services and programmes targeting vulnerable groups and their implementation modalities. The treatment of clients at risk of long-term unemployment was assigned to a multi-disciplinary team of the employment service composed by: i) the employment mediator (initial screening and selection); ii) the psychologist (to assist clients in making life changes and solving problems, based on emotional behavioural therapy approaches); iii) the additional education and training counsellor (to conduct a vocational assessment) and iv) the employment

programmes counsellor (to carry out the final matching and monitor progress). As the provision of services based on emotional behavioural therapy approaches requires licensing, the Project supported the staff of the Vranje and Leskovac local offices to acquire the necessary qualifications.

The ALMPs piloted by the Joint Programme targeted both young men and women (15 to 24 years old) and prime age individuals (25 to 45 years old) with low educational level and long unemployment spells, e.g. considered "hard-to-place" and at risk of social exclusion. Employment services and programmes were sequenced to individual needs and envisaged the possibility for participants to be exposed to multiple interventions. The programmes offered included: i) intensive and individualized counselling and guidance accompanied by emotional behavioural therapy, when needed, and job search training; ii) labour market training (on- and off-the-job); and employment subsidies.

By end February 2013, approximately 145 unemployed women and men had participated to active labour market programmes funded by the ILO component of the PBILD Programme. The monitoring of performance carried out in March 2013 found a placement rate at follow up of 46.2 per cent (32.2 per cent for men and 58.8 per cent for women). Over two thirds (64 per cent) of workers had been employed for over six months, mainly in the manufacturing sector (75 per cent of all participants employed), while the remaining worked in retail trade, service and construction industries. The overwhelming majority (92.9 per cent) was employed in the same occupation they received training for. There was some dispersion in the informal economy (14.3 per cent of all beneficiaries employed). This figure, however, is below that recorded by standard NES active labour market programmes (around 18.7 per cent). The majority of participants employed (48 per cent) earned a salary ranging from 20,000 to 30,000 RSD, while 44 per cent were in the wage bracket 10,000 to 20,000 RSD per month. Only 8 per cent earned less than 10,000 RSD per month (e.g. below the minimum wage). The wage levels recorded by participants to the ILO-funded programmes are above those reported by beneficiaries of the standard NES programmes (36 per cent earned between RSD 20,000 and 30,000 and another 45.4 per cent between RSD 10,000 and 20,000 per month). The data shows that 32 per cent of disadvantaged individuals referred to active labour market programmes piloted under the aegis of the ILO Project were employed in decent work after participation.

The work on the design and implementation of integrated employment interventions was accompanied by a staff development programme aimed at strengthen the institutional capacity of the NES local offices to design, implement and monitor employment programmes targeting disadvantaged groups of unemployed. Capacity building of NES caseworkers continued throughout the implementation of the Project.

The Project also worked on career information, counselling and guidance with a view to expand the availability of these services at local level. The interest of unemployed clients - especially first labour market entrants - in job search workshops and career counselling was very high. The limited number of staff available at the NES local offices to provide such services, however, meant that often the supply of these services did not match demand. The Project, therefore, adopted a double pronged strategy to expand service provision. First, the tool used by the NES (*Vodic za izbor zanimanja/Guide to career choices*) was updated and expanded with additional materials, so as to make it interesting also for students, teachers and parents. Second, the *Guide* was made available as a printed booklet, as an electronic file (downloadable at www.vodiczaosnovce.nsz.gov.rs) and as an interactive CD-Rom and web-based tool (www.vodiczaosnovce.nsz.gov.rs) to be used by more market-ready clients on a self-service basis, as well as by education and training institutions to provide career information to their students/trainees. The *Guide* offers an easy to use tool for young people to explore career paths and make informed career decisions. It helps youth learn more about themselves, find education and work opportunities and pursue careers that aligned to their skills and abilities. By early 2013, the staff of the NES local offices had used the materials

provided by the *Guide* to organize five career guidance sessions for over 300 primary school students in the Jablanicki and Pcinjski Districts.

Output 3.2 Increased funding for regional and municipal level projects that will impact on job creation

In consultancies with other RDA donors/partners, it was decided that the most appropriate learning modality for the RDA staff in future attracting of EU funds be “on the job” learning. Three consultancies were provided to the RDA as per their request and identified needs:

- European Delegation Financial Reporting Specialist
- European Delegation Procurement and PRAG Specialist
- Bulgaria-Serbia IPA Cross-border Programme procurement and PRAG Specialist

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. At the same time 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.

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).

The ultimate result of the capacity building efforts of the RDA was their national accreditation (2nd in the State) by the NARR.

The RDA is implementing two Serbia-Bulgaria CBC projects:

1. “Center for exchange of information of cross border economic cooperation” the value of the project is 444.537,00 EUR, (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.
2. “Exchange of good practices for quality management of municipal administrations” the value of the project is 148.000,00 EUR (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).

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

Applying EU funding procedures within the PBILD inter-municipal economic development projects, where out of 18 project proposals that were received (16 of them were technically eligible), 8 project proposals were selected for funding in the value of 500.000,00 USD. 12 municipalities were involved in project implementation. The created partnerships between the municipalities in Pcinja and Jablanica districts were used to promote regional economic development and contribute to job creation. Four of these regional projects received further support with the aim of adding value to the achieved results and ensuring sustainability. At least 600 people from South Serbia were supported in accessing the employment. Some of the results were:

- 35 new jobs created through direct support to women entrepreneurship and the establishment of two cooperatives of 27 Vlasina women in Vlasotince and Crna Trava
- 58 start-up business supported through newly established Entrepreneurs offices in Medvedja, Vladicin Han and Lebane
- 200 youth instructed in job search skills and 160 youth gained English and IT skills in Presevo and Bujanovac
- 200 high school students trained in entrepreneurship in both districts

- LED offices established in 4 municipalities and 18 LED office staff members trained in methods of attracting investments and creating business friendly municipalities
- GIS installed in 2 municipalities, while 12 municipality employees trained in GIS maintenance and upgrading
- Leskovac and Lebane established Local Action Plan for entrepreneurs and software which enables them to inform SME sector on benefits given by the Serbian government or Donors' funds.
- 40 people employed in Bujanovac through NES programme and 15 local small business supported through the business plans programme.

A training needs assessment for the Center for Development of Pcinja and Jablanica districts staff members was conducted which provided bases for a Workshop on Advocacy and Policy. An Advocacy action plan for the promotion of the region was developed and approved by the CDJP (RDA) Founding Assembly. The implementation has commenced through the redesign of the RDA website.

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.

Output 4.1 Municipal Administration Services better meet the needs of migrants

Partnerships created between local authorities and institutions through implementation of 25 projects in Pcinjski and Jablanicki districts. Employment of migrants seen as priority and local authorities recognized Social Partnership Projects (SPPs) as mechanisms for possible employment in future. Representatives of LSG, institutions and CSOs had their capacities increased in migration management.

Two grant schemes were implemented, "Social Partnerships 2011" and "Social Partnerships 2012" and both aimed at launching/improving services for vulnerable migrants, mainstreamed into current available supporting programmes targeting "general" population. SPP scheme through which financial support was provided to local projects led by municipalities from Jablanicki and Pcinjski districts, in partnership with local Centres for Social Welfare and other local stakeholders, included civil society organizations. Both schemes initiated/improved Citizen Advisory Services and direct support services. PBILD implemented successfully 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 a family's assets, hence evidence-based decisions on benefit entitlements became better targeted. Through projects, legal, health and psychosocial advisers, as well as the 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 areas⁹ received home care assistance; 74 persons from 10 municipalities¹⁰ were trained and certified as home care providers, while 50 persons from Crna Trava and Vranje were re-trained as barbers, lorry drivers, beauticians and hair-dressers. 3,630 advisory services were given to obtain personal documents or exercise given 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.

At the same time PBILD, in cooperation with Government Office for Human and Minority rights, raised capacities of local and national representatives of institutions on how to proceed within the readmission

⁹ Vladicin Han, Vlasotince, Bojnik, Bosilegrad, Trgoviste, Medvedja, Crna Trava, Lebane and Surdulica

¹⁰ Trgoviste, Vladicin Han, Bojnik, Leskovac, Vlasotince, Bosilegrad, Medvedja, Crna Trava, Lebane and Surdulica

agreement.¹¹ As part of the capacity building, a revised *Guidebook on how on proceed within the readmission agreement*¹² today is a necessary tool for all stakeholders involved in the process of reintegration of returnees. Another booklet together with the same office was revised and reached returnees, titled “*Info booklet for returnees*”¹³, which helped the returnees to re-integrate in Serbia upon their arrival by getting the necessary information on their rights on how the exercise them to assist in integration and reduce risk of secondary migration.

PBILD also delivered an information booklet known as “*No problem*” and is used to raise the readers’ attention with respect to the 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 which have abolished to grant financial aid to Serbian citizens who return voluntarily. 3200 copies of “No problem” brochure, 3200 flyers and 50 posters in Serbian, Albanian and Roma were delivered for dissemination to CSWs, Youth Offices, CAC/CABs and other stakeholders at the local and national level.

Migrants have better access to social protection programmes since 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. The revision process led by the municipalities and supported by PBILD included public hearings which were assured also through Social Partnership Projects as one of the activities.

Output 4.2 –Capacity Development to Manage Migration Issues

Raised awareness on the complexity of migration issues and migration problems faced in South Serbia. PBILD programme conducted Inclusive Development Survey at the beginning 2010 and at the en of the programme in 2013 which showed that migration potential in Jablanica and Pcinja districts is around 21% which is 1/5 of the total population older than 15. When this date is compared with the data from 2010 it can be seen that the migration potential increased only for 1%. The survey showed that the biggest number comes from Presevo and Bujanovac. PBILD survey on migration was widely used as a reference and for evidence based advocacy.

Research studies were commissioned to collect data on migration in southern Serbia, to discover the reasons for migrating, but also to find out the needs of migrants. PBILD delivered 6 researches: 1) Inclusive Development Social Survey, 2) Youth and Migration, 3) Youth rural out Migration, 4) Returnees and Migration (Should I stay or Should I go), 5) National minorities and Migration (Triangle), 6) Economic Migration (People without Dreams) together with 4 Documentary TV investigative reportages Gender and migration 1) “A woman’s burden” 2) “No house lies on the ground – women and migration” and Youth and migration 3) This is South Calling and 4) Search for a better tomorrow). TV documentaries (“Should I stay or Should I go”, “People without Dreams” and “Triangle”) were 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 were shown to the “Friends of South Serbia” ambassadorial group, “The Golden Begger” 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 the means to prevent the further depopulation of this region.

¹¹ By January 2008, the European Community has concluded visa facilitation agreement with Serbia. Visa liberalization for Serbian citizens travelling to the Schengen area was granted by the Council as of 19 December 2009. These visa facilitation agreements come as a package together with readmission agreements and create reciprocal duties and obligation for both sides. The Agreement between the European Community and the Republic of Serbia on the readmission of persons residing without authorization was signed on 18 September 2007. Upon the adoption, this readmission agreement took primacy over the formerly existing bilateral agreements between Serbia and EU Member States. Besides this readmission agreement with the EU, Serbia has signed bilateral readmission agreements with Norway, Switzerland, Croatia, Bosnia and Herzegovina, Canada and FYR Macedonia, amongst others.

¹² <http://rs.one.un.org/organizations/12/PRIRUCNIK%20za%20postupanje%20u%20okviru%20integracije%20povratnika.pdf>

¹³ <http://rs.one.un.org/organizations/12/Informator%20PBILD%20Engleski.pdf>

The JP enabled YOs to identify the migration potential and counteract irregular migration among the youth of South Serbia through a relevant training. 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.

High-level round tables, conferences and outreach campaigns were 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.

35 children, migrants (Roma, the Serbian and Albanian) in Vranje, Bujanovac and Presevo in various workshops learnt how to recognize and understand the value of respecting human and children's rights. 128 young persons, migrants and potential migrants from Vranje, Bujanovac and Presevo learnt of the dangers of illegal migration, Serbia's visa liberalization, were encouraged to adopt and promote healthy lifestyles, re-integration of returnees, and to develop the feeling of belonging to the group.¹⁷ returnees from Vranje and Bujanovac were informed, through workshops on the services that relevant institutions could provide to them to exercise their rights.

More than 160 staff from local and regional authorities, institutions and NGOs gained knowledge and raised awareness of migration and, in particular, on asylum and the consequences of poor economic development for migration. PBILD delivered workshops and various street campaigns. 128 young persons, migrants and potential migrants from Vranje, Bujanovac and Presevo learned on the dangers of illegal migration. They were informed on Serbia's visa liberalization and encouraged to adopt and promote healthy lifestyles, to socialize with fellow young people from the returnee population and to develop the feeling of belonging to the group. PBILD was successful in educating young people from all three communities, as the vital way to bring changes in attitudes.

- **Qualitative assessment:** Provide a qualitative assessment of the level of overall achievement of the Programme. Highlight key partnerships and explain how such relationships impacted on the achievement of results. Explain cross-cutting issues pertinent to the results being reported on. Has the funding provided by the MPTF/MDG-F to the programme been catalytic in attracting funding or other resources from other donors? If so, please elaborate. For Joint Programmes, highlight how UN coordination has been affected in support of achievement of results.

As confirmed by the final project evaluation and based on the integrated qualitative-quantitative model, all targeted outcomes have been achieved and some of them even overachieved and that the PBILD demonstrated tangible impact in the areas of intervention. "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."

Interventions were planned and implemented in close collaboration with relevant actors, tailor made to the local needs and circumstances. For example, all activities targeting providers of services for children, youth,

women, employment, migrants, and minority rights issues were developed on the basis of a previous situation and needs assessment. Key partnerships were created on both local and national level:

- ✓ local partners were fully supported through the implementation process
- ✓ national level partnership were ensured through planning, approval and implementation phases. This involvement resulted into development of services and programmes with high potential for replication and scaling up (Ministry of Youth and Sport, Ministry of Health, Ministry of Education, Ministry of Labour, Employment and Social Issues, Commissariat for Refugees and IDPs etc)

Several cross-cutting themes emerged during the planning and implementation processes which were relevant to PBILD's work, namely: social inclusion, minority issues and inter-ethnic relations; youth; gender; and, civil society. These cross-cutting themes were targets for greater co-ordination, and were promoted and explored where opportunities arose – for example in the selection of themes or priorities for media productions, employment opportunities, CSOs, youth and migration grants.

The PBILD programme got additional donors' funds from SDC in the amount of 444,383.84USD. The funds were used in the area of migration management to secure sustainability of the ongoing activities and projects. Furthermore, the programme benefited from the exchange rate gain in the amount of 481,421 USD which was used for the following activities:

- Based on the results of prior activities, employment services and programmes were developed to target up to 40 disadvantaged individuals from Bujanovac Municipality in addition to 40 individuals from other municipalities of Pcinjnski and Jablanicki Districts.
- Expanded some of the ongoing activities such as training for the health professionals in the area of early childhood development by adding additional modules;
- Introduced new activities - based on the school assessment of the needs related to inclusive education, in all 13 municipalities, didactic materials (assistive technologies) were provided to 13 schools and accompanied with the training on how to use provided goods.
- Call for proposal for Regional Economic projects was repeated and supported 5 additional projects in Bujanovac (employment of 40 individuals through National Employment Service programme), Leskovac and Lebane (support to SME sector), Trgoviste (employment of 20 individuals through public works), Vranje (support to regional cultural theatre), Surdulica (support to regional sport center).

The final evaluation commented on this as following: "Thanks to that flexible and cost-effective approach, PBILD over achieved initially set cost/benefit rate." The final PBILD evaluation also found that "The programme's work on strengthening capacities of national and local authorities, social service providers, regional development agencies, civil society and representatives of socially excluded groups themselves is a significant contribution to developing social capital, networks and links between social partners, but also contribution to developing effective and sustainable frameworks for protection of vulnerable groups."

The programme's investment in building an evidence base of social indicators on the current status of vulnerable groups in the region has become a valuable resource for local and national government. It has also assisted international partners and social actors to develop interventions and measures to improve the status of vulnerable groups.

Service providers across sectors became better linked thanks to multiple initiatives that brought them together and facilitated their cooperation to advance the status of vulnerable groups. Vulnerable groups were also provided with a holistic package of support ranging from birth registration to education enrollment.

The programme brought together and connected representatives of different ethnic groups around joint interventions, which significantly contributed to building confidence and dialogue among these groups. Their equal engagement in youth programmes contributed to social cohesion and inclusion.

- Describe the extent of the contribution of the joint programme to the following categories of results:
 - a) Paris Declaration Principles
- Leadership of national and local governmental institutions

The JP had the full backing of all ministries and government bodies involved in the programme as well as the management and staff of the 13 LSGs, NES, CSWs, Safety Councils, Gender Committees and many others involved and connected to the programme. The Ministry of Public Administration and Local Self-Government was the lead Ministry for two years where the Ministry of Labour, Employment and Social Policy for the remaining year. These as well as the other relevant ministries such as Ministry of Youth and Sport, Ministry of Health and the other ministries involved in the programme were directly involved in programming, developing of grant scheme and in the selection committees as well. The final evaluation best depicts the national and local institutions involvement: “National implementation by central and local levels resulted in high relevance of achieved results, but also in building local capacities”.

- Involvement of CSO and citizens
Local Civil Society Organizations were involved in the implementation of youth grants as partners of Youth offices. They also actively participated in the establishment and implementation of the Youth Clubs, voluntary services and other programmes for youth. Some CSOs from the national level with expertise in the fields of youth, health, education and free legal aid were involved as implementing partners, providing tailor-made capacity building and/or mentoring programs. Young people were active participants in the development, implementation and monitoring of the youth grants projects. Furthermore, young people were engaged in the creation of programmes and activities of Youth Clubs and Voluntary services. The participation of young Roma, other ethnic minorities and/or socially deprived youth in the establishment and implementation of youth services and programs was secured through partnerships with formal and non-formal youth groups, as well as Centre for Social Work.

CSO, Roma, ward and minority representatives were actively involved in the work of Local Safety Councils in certain partner municipalities, especially in multi-ethnic ones. Their active participation was secured through their active membership in Safety Councils.

Involvement of CSOs was secured through partnership grants between south Serbia CSOs and Local Self-Governments in order to improve their cooperation and working relationship. Prior to this a Directory of all active CSOs was produced together with analysis of their capacity development this. Based on this gender and minority capacity development programme was implemented followed by the grants which enabled them to practice the topics learned at the training. The CSOs projects although very small in the financial terms made big impact in the area on cultural, health, educational needs and problems of vulnerable and gender issues.

Moreover, four CSOs, two local and two international were directly involved in implementing the IDP activities, thus enabling smooth delivery of housing solution packages to the IDPs in Collective Centers in south Serbia.

- Alignment and harmonization
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.

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

- Innovative elements in mutual accountability (justify why these elements are innovative)
Mutual accountability was ensured through a number of mechanisms set at the very early stage of the JP’s implementation. One of the mechanisms established within the JP was Project Implementation Unit meetings held regularly at the local level and twice a year with representatives from participating Agencies at the national level for the planning purposes. The combination of expertise of participating Agencies remained an advantage of PBILD as a joint programme. Developing synergy in activities within various components might have been challenging but had created added value.

Over time, 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.

b) Delivering as One

- Role of Resident Coordinator Office and synergies with other MDG-F joint programmes
- Innovative elements in harmonization of procedures and managerial practices (justify why these elements are innovative)
- Joint United Nations formulation, planning and management

In Serbia, three joint programmes were implemented. The other two JP were Sustainable Tourism for Rural Development and Youth Employment and Management of migration. Close coordination around these three JPs was established at all levels:

- RC/RCO ensured overall coordination of the three JPs and took active part in overseeing the overall processes;
- JP Managers of three MDG-F programmes worked closely with RCO and RC. They took active part in the work of the UNCT and UNCT inter-agency thematic groups relevant for the topics of the respective programmes (ie youth, gender, Roma etc);
- JPMs worked directly with individual Agency Heads as required, in particular with the lead Agency (each MDG F JP had one lead Agency and lead Ministry selected to support the overall coordination and management of the project). Lead Agency most often was the one that recruited the JPM;
- JPM worked directly with MDG F Secretariat as required;
- Joint MDG F Communications and Advocacy Officer was recruited to support the C&A work of the MDG Fs.
- There was regular horizontal communication between the three JPMs who discussed complementarities and occasionally even implemented some activities jointly. This was most often

the case between the PBILD and YEM since the two programmes overlapped geographically in one district.

- MDG-F National Steering Committee was formed and it was fully coordinated by the RCO. It consisted of RC, Spanish Ambassador, Government representative. It met once-two times per year officially, had several meetings per year as informal gatherings hosted by the RC (lunches, receptions etc) and communicated in between by e-mail very efficiently (approving funds transfers, reports etc).
- Each MDG F JP had its own PMC. The PMCs were chaired by UN Agencies in rotation and lead Ministry and it included all participating UN agencies and additional 6 Ministries (Ministry of Youth and Sport, Ministry of Health, Ministry of Education, Ministry of Human and Minority Rights, Ministry of Economy and Regional Development, Ministry of Labour and Social Policy) and three government bodies: Coordination Body for Presevo, Bujanovac and Medvedja, Ombudsman office and Commissariat for IDPs and Refugees), 13 mayors and the Donors. The observers were NES and RDA representatives.

PBILD PMC was chaired by the MoERD and rotating UN agency and it was very active and operated very well. National ownership in the management and implementation of this programme was at the very good level. Given the fact that MoERD chaired all PMCs till election, a delegation from the Ministry participated at the MDG-F conference in Morocco, on which occasion they met with representatives from MDG F Secretariat HQ.

In order to further strengthen, extend and expand some of the good results achieved during the PBILD JP, the team developed a six-month no cost extension which was submitted to Spanish Government and bilateral donors for review and approval.

ii. Indicator Based Performance Assessment:

Outcome 1 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

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
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<p>MDG-F Output 1.1 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>MDG-F Indicators</p> <ul style="list-style-type: none"> • Number of representatives of all ethnic groups, including women from each ethnic group, participate actively in local political life • % of local policies developed taking into consideration the needs of marginalised groups; women and men • Number of articles published/broadcasted through local/national media affirming the gender, social inclusion issues and easing the inter-ethnic tensions • Number civil servants trained, by gender • Level of citizens satisfaction on local media reporting, by gender • Number of strategic documents selected for revision • Number of CSOs supported • Number of editors and journalists trained, by sex • % of population willing to vote (disaggregated by gender and ethnicity) <p>ID Output 1.1 Increased confidence of local population in key institutions of local and national government</p> <p>ID Indicators:</p> <p>- Perceptions on Coordination Body effectiveness in municipalities of</p>	<p>The baseline on participation of women in policy and decision-making processes 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 was confirmed in order to identify the problems and possible solutions in the field of gender equality in South Serbia.</p> <p>The RWG-Gender was 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 had continuously been supported through the provision of technical support in the development of the Regional Working Group Action Plan for the Promotion of Gender Equality (AP).</p> <p>At the end of the programme 8 LAPs on gender equality were adopted and the development of LAPs on gender equality completed in 5 municipalities.</p> <p>As identified in the RWG-Gender AP a training package on gender equality and gender budgeting was developed and delivered to local gender mechanisms (GEMs). 24 members of the RWG-G participated from the following 8 municipalities: Vladicin Han, Presevo, Leskovac, Lebane, Bojnik, Medvedja, Vlasotince and Crna Trava.</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 establishment of the Faculty of Economy in Bujanovac, which delivers courses in both Albanian and Serbian language. 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>Brochure “Gender equality at the local level, RWG ToR, Action plan, RWG-Gender meeting minutes, GEM training package</p> <p>CSOs reports with supporting documentation; CB progress report;</p>
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<p>Bujanovac, Presevo and Medvedja</p> <ul style="list-style-type: none"> - Number of instances where lobbying and advocacy by CB at central level has resulted in direct action by Central Government - Number of instances where lobbying and advocacy by CB at local level have resulted in changes or action by stakeholders at the local level - CSOs working in partnership with local government - CSOs from the region applying for and accessing funds available at national level <p>Baseline:</p> <ul style="list-style-type: none"> • Weak confidence in local institutions and non-balanced inter-ethnic and gender representation in local institutions and political life • Low level of women representation in municipal bodies ; only 4/100 are Presidents and 27/100 are local board members • Low level of professional media reporting as a mean for reducing inter-ethnic tensions <p>Planned target:</p> <ul style="list-style-type: none"> • 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 • Demonstrated improved provision of national minority services catering to the needs (education and culture) through the capacity development of local stakeholders 	<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>A review of media in South Serbia was 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 production of gender/ minority/conflict sensitive TV, print and radio broadcasts 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. 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 attention to them as the first step in providing solutions.</p> <p>The mapping of CSOs in Pcinjski and Jablanicki districts completed and the CSO directory published widely distributed</p>		<p>Report on media in South Serbia; Media training report; Media productions (TV magazine, radio magazine, print and web stories).</p> <p>CSO Directory, CSOs reports with supporting documentation, training reports;</p>
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<ul style="list-style-type: none"> • 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 • 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. • At least 40 civil servants, representatives of political parties, CB, and NMCs trained in the areas of gender and minority rights 	<p>and is available online. Support to partnership of CSOs and local self-governments provided through the support to the implementation of 6 joint projects tackling gender equality, national minorities' issues and rights of persons with disabilities. Support provided in M&E training for the selected CSOs to improve their reports based reporting.</p> <p>Additional 8 CSOs in South Serbia were supported in the development, implementation and monitoring of gender/inter-ethnic related projects through capacity building in these areas and grants for project implementation coupled with project implementation mentoring.</p> <p>Over 3000 citizens of the region were reached through these 14 projects and thus been sensitized in the relation to gender equality, national minorities issues and rights of people with disabilities.</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 trainings to 100 representatives of the above mentioned target group.</p> <p>As a result of these trainings the participants drew significant conclusions that would 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</p>		<p>TNA report, Published RfP, BFPE reports including list of participants</p>
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	<p>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 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.</p> <p>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.</p> <p>One of the results of the training was the formulation of an action plan, the implementation of which was closely monitored.</p>		
<p>Output 1.2 MDG-F Output 1.2 Inter-ethnic understanding and collaboration among both young men and young women of different ethnicities strengthened</p>	<p>Youth in South Serbia: Inclusive development social survey report completed and served as a baseline and guidelines for the Youth Grants Scheme.</p> <p>12 Youth offices and 20 NGOs sensitised on the situation of youth and inter-ethnic relations in the region and encouraged to contribute to the improvement of these situations through</p>		<p>Grantees reports, PBILD reports, Reports of site visits monitoring</p>

<p><u>MDG-F Indicators</u></p> <ul style="list-style-type: none"> • Attitudes and experience of young men and women in relation to inter-ethnic collaboration • No of young men and women from each ethnic group, participating actively in programme events <p>ID Output 1.2 Strengthened inter-ethnic understanding and collaboration among adolescents and young people</p> <p>ID Indicators:</p> <ul style="list-style-type: none"> - Number of Youth Offices and Youth Centres who has been newly established or strengthened in the programme priority areas - Number of youth of different ethnicities that have undergone relevant programmes organised for them locally - Number and type of concrete advocacy, peer education and other activities initiated by youth groups and number of positive small-scale social change achievements made and other young people reached. - Number of exchanges and events involving mix ethnicity groups from the region - Number of peer mediators trained, no. of networks established, no. of cases which have been addressed through peer mediation. <p><u>Baseline</u></p> <ul style="list-style-type: none"> -11 of 13 municipalities have youth offices. -4 of 13 municipalities have documented specific Youth Co-ordinator's position. 	<p>projects supported through the Grants scheme for inter-ethnic relationship-building. Out of these 8 YO and 3 NGOs were awarded grants.</p> <p>In addition to improving inter-ethnic relationships, the implementation of these grants also contributed to youth cohesion and the inclusion of other vulnerable youth.</p> <p>Up to date approximately 1930 young people of different ethnic belonging reached through (out of which 200 were directly involved as YO and NGO volunteers in project implementation) 10 youth grants 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 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>Grantees reports, PBILD reports, Reports of site visits monitoring</p> <p>IP reports, training reports, PBILD reports, Youth Office reports, PBILD site and monitoring visits and reports, Youth Office reports</p>
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<p>-2 of 11 Co-ordinators are permanent municipal employees. - 0 of 13 municipalities have fully functioning Youth Clubs.</p> <p>Planned Target:</p> <ul style="list-style-type: none"> • 8 Youth Offices involved in grants implementation to promote inter-ethnic relationship building • Up to date approximately 1930 young men and women of different ethnic belonging participate in activities aiming at improving interethnic relations. • 2 new Youth Offices Office established to create a venue for youth of different background to meet and exchange opinions. • Capacity of 8 YOs strengthened through the establishment of 4 Youth Clubs, 3 voluntary services and provision of training programmes to over 30 YO coordinators and activists 	<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. 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>Support has been provided in the establishment of 1 new Youth Office in Trgoviste and support is continuously provided for the establishment of the Medvedja YO. Both YO are provided with necessary IT equipment.</p> <p>4 Youth Clubs have been established through the Grants Scheme (see above). 3 voluntary services have been established through the Grants Scheme (see above). 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. Approximately 50 YO coordinators and activists have been trained in the areas of local youth policy development, the youth situation in two Districts, and development of youth clubs and volunteering.</p>		<p>PBILD reports, Reports of site visits monitoring</p>
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	<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>Two M&E trainings for 8 YOs have been delivered to 16 coordinators and activists and the staff of 3 NGOs and improved their capacities to use and analyse data, develop project M&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>Training for peer career informers delivered to 18 young people (activists 7 YO: 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 over 95 vulnerable youth have undergone such informing 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: 12 young people / Vladicin Han YC activists (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 15 young people/ Vlasotince and Bojnik YO activists trained to be informers/animators for work on "mobile info desks" in informing and counselling other young people on the value of</p>		
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	<p>volunteering, career development, information on volunteering seminars, events etc</p> <p>21 young people/Vranje YO activists, improved their skills in the field of youth participation and learned about the significance of youth voluntarism in local communities</p>		
<p>MDG-F Output 1.3 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</p> <p>Indicators</p> <ul style="list-style-type: none"> • People`s perception of conflict / violence risk, feelings of belonging / integration • Representatives of all ethnic groups, including migrants from each ethnic group, participate actively in implementing programme components • Number of municipal staff and civil society organizations representatives from all ethnic groups trained on conflict and violence prevention and participatory planning for improved municipal safety • Number of Municipalities engaged in inclusive and participatory planning for improved inter-ethnic dialogue and municipal safety • Number of safety strategies and action plans formulated through inclusive participatory process and adopted by Municipalities • Number of local partnerships involving different ethnic groups actively engaged 	<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. 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.</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>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>13 Local Safety Diagnoses in each partner municipality have been formulated and adopted by the Safety Councils and an overarching Regional Safety Diagnosis has been developed based on the findings of the Local Diagnoses. These have served as basis to 11 Local Safety Councils in their development of Local Safety Strategies for each of their municipalities 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, 11 municipalities have been supported in the formulation of Pilot Project Proposals and their implementation through a grants scheme. All municipalities have successfully finalised activities within their Pilot Projects, as follows: six</p>		<p>Training cycle report and participants` evaluation, test/re-test scores</p> <p>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</p>

<p>in safety and conflict prevention pilot initiatives</p> <ul style="list-style-type: none"> • Number of officials included in the training on violence against women (MDG 3,Target 4) <p>Baseline To be defined through the baseline safety diagnosis/assessment</p> <ul style="list-style-type: none"> ▪ Negative perception of safety and personal security among local population ▪ Low level of trust in local government institutions and police in providing appropriate mechanisms to address conflicts and improve multi-ethnic dialogue and representation ▪ Violence and crime rates ▪ Inequalities in accessing basic services, education and employment ▪ Physical and spatial organization of communities, preventing dialogue, integration and equal access to services <ul style="list-style-type: none"> • Only 50 officials included in training on violence against women in 2006 (MDG 3 baseline year, target is 1,000) <p>Planned target:</p> <ul style="list-style-type: none"> • 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 • At least 10 Municipalities engaged in inclusive and participatory planning for improved inter-ethnic dialogue and municipal safety • Training in conflict mediation provided to at least 30 local 	<p>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 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>The training programme has been designed and 12 trainers have been trained to deliver the training. 30 local professionals have undergone the conflict mediation training programme 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>available in Serbian and English (two Albanian versions will be available soon) ; 11 Agreements of Cooperation signed between UN-HABITAT and partner municipalities on implementation of Pilot Projects. Regional Safety Strategy available in Serbian and English in mid March.</p> <p>PBILD reports</p>
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professionals			
<p>MDG-F Output 1.4 1.4 Reduced risk of inter-ethnic tensions through multi-faceted dialogue; improved living conditions for IDPs (especially female IDPs);</p> <p>Indicators</p> <ul style="list-style-type: none"> • Sustainable livelihood solutions provided to IDPs in South Serbia. • Necessary documentation / legal counselling provided to IDPs • Dignified housing solutions provided to IDPs. <p>Baseline</p> <ul style="list-style-type: none"> • Living conditions in CCs are far from dignified; hosted people are usually the ones who have not so far succeeded in finding an alternate solution to the CC, or they had found the solution but not the support they needed for its realization. • IDPs are in need of free legal assistance with regard to local integration: access to basic socio-economic and property rights, problems with personal documentation and other unresolved legal issues. • IDP LSMS findings show that housing is one of the most pressing 	<p>2,569 requests for legal aid have been processed. All dislocated registry books from the Kosovo municipalities (Gnjilane, Vitina, Kosovska Kamenica and Novo Brdo) have been computerized – a total of 565,227 records.</p> <p>40 IDPs have left CCs through support from PIKAP grants. 33 IDP families reached acceptable accommodation standards through building material grants. 24 IDP left CCs to village houses and provided with Dependency Reduction Grant.</p>		<p>PBILD reports</p> <p>PBILD reports</p>

concerns. More than 10% of IDP households live in dwellings that are not intended for housing and housing conditions are at a basic level.

Planned Target:

- At least 2,000 IDPs successfully obtain necessary documentation for access to entitlements or public services through the assistance of PBILD supported activities
- At least 80 IDP households are relocated from collective centres or sub-standard housing to appropriate and secure housing

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%
- % of children with selected pediatrician rose from 74% to 82% (12%)
- % of women with selected doctor rose from 62% to 74% (20%)
- % of men with selected doctor rose from 57% to 73% (30%)

Percentage of visited Roma children immunized in the Pcinjski and Jablanicki Districts rose by 30%
- % of immunized children was 49% and grew to 90% thanks to RHM intervention

At least 600 Roma children and family members obtained personal documents
732 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

Improved provision of multiethnic and inclusive education to 7206 children (demonstrated in all municipalities of Pcinjski and Jablanicki Districts (2240 pupils exposed to the delivery of higher quality teaching of Serbian as a non-mother tongue + **4966 pupils exposed to the delivery of higher quality inclusive education**)

<p>and revised with integrated M&E tools -13 municipalities have functioning DevInfo systems established with produced municipal profiles</p> <p>-60 local civil servants trained in use of data in policy formulation, implementation and monitoring.</p>	<p>Municipal Working groups for the revision/development of the strategies have been re-established after the elections.</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, the DevInfo database was created, as well as the municipal profiles for all 13 municipalities.</p> <p>Computer equipment with installed DevInfo databases have been delivered to all 13 municipalities, including usage instructions.</p> <p>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 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>47 municipal employees (Head of municipal administration, Department for education, health and social affairs, LED offices and YO) and representatives from CSW from all 13</p>		<p>PBILD reports, Implementing partner reports, Transfer of title for computer equipment</p> <p>PBILD reports, Implementing training partner reports</p>
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	<p>municipalities have successfully completed the training on Functional use of data in monitoring and evaluation.</p> <p>A peer learning programme on evidence based policy making (advanced M&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 participation of 23 representatives of municipal administration and CSW (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>Output 2.2 Vulnerable and ethnic minority children have improved access to public services and benefits to which they are entitled</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Number and percentage of children with required identity documents, and number and percentage of children who have received the required documentation; - Number of migrant children identified and provided with adequate services - Number and percentage of children and women included in the health system : 	<p>The implementation of the Roma birth registration plan is conducted in all 13 Municipalities.</p> <p>During the provision of free legal aid to Roma community members throughout South Serbia, 732 clients have been supported in obtaining personal documents (out of which 162 children). A total 1392 requests were successfully solved and resulted in the issuance of documents.</p> <p>In addition, 96 Roma people were subsequently registered at the registry books (out of which 87 children)</p> <p>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</p>		<p>PBILD reports, Implementing partner reports, site visits</p>

	<p>As many as 1845 Roma (523 woman, 433 man and 889 children) have been reached and identified in the health system for the first time;</p> <p>678 Roma have selected their chosen doctor;</p> <p>238 women have selected their chosen gynaecologist</p> <p>465 women had systematic check-ups</p> <p>266 pregnant women received full check-ups</p> <p>1055 children have been vaccinated</p>		
<p>Output 2.3 Improved qualities of public services, especially in those areas that have potential to increase inter-ethnic dialogue and reduce conflict risk</p> <p>Indicators:</p> <ul style="list-style-type: none"> - Numbers of teachers trained through inservice trainings - Number of teachers trained through in-service trainings - Percentage of minority children enrolled in preschool and school programmes - Number of migrant children enrolled and provided with education opportunities - Number of schools in rural areas involved in a School as a Centre for Community Development Programme <p>Specific education events targeted at improving Albanian childrens Serbian language skills</p> <ul style="list-style-type: none"> - Specific education events targeted at improving migrant children Serbian 	<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;</p> <p>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>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).</p> <p>An assessment made by the teachers will provide insight into the impact this training had on the knowledge gain.</p>		<p>Number of obtained licenses;</p> <p>Education Forum report – documentation records; PBILD reports; Project monitoring visits and reports;</p> <p>Teachers self-assessment report</p> <p>Education Forum report – documentation records; PBILD reports; Project; Teachers</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>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.</p>		
<p>Output 2.4 Support to capacity development and awareness raising of the role of of Ombudspersons Outreach Office in South Serbia</p> <p>Indicators: -Number of Registered cases - Number of cases resolved -Number of trainings for staff</p> <p>Baseline: -35% unaware of the Ombudsman’s existence -40% not at all satisfied with work of Ombudsman -52 cases from PBILD target region in 2009.</p> <p>Planned targets: -3 Ombudsperson’s Outreach offices in South Serbia established -Capacity development of both staff members of the Ombudsman’s Outreach offices in South Serbia conducted. -The number of registered complaints is increased by at least 50% on a year to year</p>	<p>3 outreach offices have been established, 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>Three staff members of the Outreach Offices included in capacity development performed through on the job training 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>Three study visits 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>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</p>		<p>Ombudsman office progress report</p> <p>Ombudsman office progress report, Ombudsman’s report in Albanian and</p>

<p>basis since the Outreach Office has been established demonstrating the raised awareness of their role</p>	<p>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 data for 2011 indicates 340 contacts made by the citizens of South Serbia, out of which 320 in person and 20 via phone.</p>		<p>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>
<p>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. Indicators: 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.</p>			
<p>Output 3.1 The labour market disadvantage of population groups and geographical areas (i.e. municipalities) reduced through more</p>	<p>The Occupational Skills Survey conducted in cooperation with the Statistical Office of Serbia, identified the occupations, and their skills content, most demanded by the labour market in the District of Pcinjski and Jablanicki. Based on the findings</p>		<p>Report of the Statistical Office of Serbia;</p>

<p>Planned target:</p> <ul style="list-style-type: none"> -At least 6 occupational profiles are identified as most demanded in the local labour market and fully fledged competency-based training packages are developed. -At least 100 disadvantaged individuals receive employment services and are referred to active labour market programmes leading to gainful jobs -At least 20% of disadvantaged individuals referred to active labour market programmes are employed in decent work 6 months after the programme's end -At least 20 previously inactive individuals from the Jablanicki District registered with the employment services and covered with individualized services for the first time. - At least 300 students from the target region received career information and guidance 	<p>labour market programmes (ALMPs) were designed to target disadvantaged youth and prime age workers in the Districts of Pcinjski and Jablanicki. These measures include vocational guidance, individual employment planning, and employment counselling, vocational training and employment subsidies.</p> <p>A total of 41 members of staff of the NES Vranje and Leskovac local employment offices were trained to implement these programme and services on the basis of the Guidelines prepared under the aegis of the PBILD joint Programme.</p> <p>105 beneficiaries (47.6% men and 52.6% women) were referred to on-the-job training programmes organized in 15 expanding businesses and SMEs in Vranje and Leskovac. Most beneficiaries are in the age group 25 to 45 years of age (85.7% of participants), with less than secondary educational attainment (99%) and with very long unemployment spells (58% had been unemployed for 24 months and over). Over a third of participants belonged to population groups at a disadvantage in the labour market (namely persons with disabilities, ethnic minorities, individuals of Roma populations groups, single mothers). The average progression rate of participants through the various programmes put at disposition under the PBILD JP is around 25.7%.</p> <p>A performance monitoring exercise, based on the system established in collaboration with the NES, was carried out in February 2013. The results in terms of employment of programme beneficiaries at any time after participation was 55.4% (38.9% men and 61.1% women). At the time of the follow up survey, the employment rate was 46.2% (32.2% men and 58.8% women). Over two thirds (64%) of those employed at follow-up had been employed for over 6 months. Most workers (75%) are employed in the manufacturing sector, while the remaining work in retail, services and construction. Almost all respondents (92.9 per cent) report on working in the same occupation they have been trained for. There is some dispersion in the informal economy (14.3%). This figure, however, is below that recorded by active labour</p>		<p>(NES), Profiling labour market disadvantage; Performance measurement of active labour market programmes targeting disadvantaged individuals: Key findings.</p> <p>Performance measurement of active labour market programmes targeting disadvantaged individuals: Key findings.</p>
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	<p>market programmes (around 18.7%).</p> <p>The majority of participants employed at follow-up (48%) receive a salary ranging from 20,000 to 30,000 RSD, while 44% were in the wage bracket 10,000-20,000 RSD. Only 8% earn less than 10,000 RSD per month. These wage levels are above those reported by participants to other active labour market programmes implemented by the NES (36% earned between RSD 20 and 30,000 per month and 45.4% between RSD10 and 20,00 per month). The data shows that 32% of disadvantaged individuals referred to active labour market programmes were employed in decent work after having participated to integrated ALMPs.</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. A number of 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, 25 social welfare beneficiaries (15 from Vlasotince and 10 from Bojnik) received individualized employment counselling and guidance resulting in an individual employment plan being drawn and the participation to active labour market programmes available at the employment service.</p> <p>A Guide to Career Choices was developed by the NES with the technical assistance of the PBILD joint programme. This career guidance tool, addressing young people, uses four main delivery modes, e.g. career choice sessions in schools, 25,000 copies of printed booklet, interactive CD-Rom, and web-based tool www.vodiczaosnovce.nsz.gov.rs). 5 career guidance sessions were delivered to over 300 primary school</p>		<p>NES IT monitoring system; Centre for Social Work reports. Performance measurement of active labour market programmes targeting disadvantaged individuals: Key findings.</p> <p>Project documents; NES IT monitoring system; reports of the Counselling and Guidance Department of the NES.</p>
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	<p>students and 40 teachers in 11 primary schools based in the Jablanicki and Peinjski Districts.</p> <p>The web-based tool has recorded, to date, more than 67,000 hits (of which 24,000 are repeat visit to the site). This shows the demand for career guidance services both at national level and beyond (hits are registered from over 25 countries including other countries in the Western Balkan region, but also from EU countries, USA and Canada). A Regional Conference on Career Guidance and Counselling was organized on 14th March 2013 to offer a platform for career counselling experts to share experiences in what works in service delivery for young people as well as increasing the competencies of practitioners.</p>		
<p>Output 3.2 Increased funding for regional and municipal level infrastructure projects that will impact upon job creation</p> <p>Indicators: Technically stronger staff in the RDA</p> <ul style="list-style-type: none"> - Number of pipeline of future projects for region developed - Number of key infrastructure projects implemented <p>Planned target: -The RDA has demonstrated increased capacities to attract funding for regional and local projects in the future</p> <ul style="list-style-type: none"> - At least 8 inter-municipal projects approved for PBILD funding featuring partnerships of at least 10 municipalities 	<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"> - European Delegation Financial Reporting Specialist - European Delegation Procurement and PRAG Specialist - Bulgaria-Serbia IPA Cross-border Programme procurement and PRAG Specialist <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</p>		<p>Capacity building reports, project applications, project documentation</p>

<p>- At least 600 people from South Serbia supported in access to employment.</p> <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>	<p>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 examples of the pre-accession phase. The ultimate result of the capacity building efforts of the RDA is their national accreditation (2nd in the State) by the NARR.</p> <p>The RDA is implementing two Serbia-Bulgaria CBC projects:</p> <ol style="list-style-type: none"> 1. "Center for exchange of information of cross border economic cooperation" the value of the project is 444.537,00 EUR, (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. 2. "Exchange of good practices for quality management of municipal administrations" the value of the project is 148.000,00 EUR (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). <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>Applying EU funding procedures and close mentoring of the applicants, out of 18 project proposals that were received (16 of</p>		<p>Request for proposals, Guidelines for applicants, Meeting minutes, Received project proposals (applications), Implementing agency (Center for Development</p>
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	<p>them were technically eligible), 8 project proposals were selected for funding in the value of 500.000,00 USD). 12 municipalities were involved in project implementation. 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>All projects supported (see above) have an employment promotion component:</p> <ul style="list-style-type: none"> - 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 <p>In addition:</p> <ul style="list-style-type: none"> - LED offices established in 4 municipalities and 18 LED office staff members trained in methods of attracting investments and creating business friendly municipalities - GIS installed in 2 municipalities, while 12 municipality employees trained in GIS maintenance and upgrading 		<p>of Pcinja and Jablanica districts) reports, Financial and contracts documentation, project reports</p> <p>Project reports, Implementing agency (Center for Development of Pcinja and Jablanica districts) reports</p> <p>TNA report on advocacy, Advocacy Action Plan</p>
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	<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>An Advocacy action plan for the promotion of the region has been developed and approved by the CDJP (RDA) Founding Assembly. The implementation has commenced through the redesign of the RDA website.</p>		
<p>ID Outcome 4 Migrants in South Serbia are provided with appropriate support to participate in the social and economic life of the region</p> <p>Indicators:</p> <p>Local municipalities provided tools and knowledge to better manage migration.</p> <p>Enhanced employment opportunities and social services for migrants and other vulnerable groups.</p> <p>Awareness of policy makers on migration issues raised.</p>			
<p>Output 4.1 Municipal Administrative Services Better Meet the needs of Migrants</p> <p>Indicator:</p> <ul style="list-style-type: none"> - Number of Bureaux established that provide advice and legal support to migrants - CSW outreach services developed - CACs develop services that cater for the needs of migrants - Number of strategies adapted to meet the needs of migrants <p>Baseline:</p> <ul style="list-style-type: none"> -49% of migrants unemployed -26% of migrants inactive 	<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 13 social partnership projects have been selected for PBILD funding and are implemented through 10 social partnerships (10 municipalities with local service providers and institutions (NGOs, NES, CSW, Health Centres, etc.)) in 2011. In 2012, 13 Social Partnership projects initiated (8 providing outreach services and 5 projects providing advisory services to migrants, potential migrants and vulnerable groups).</p> <p>5 Social Partnership Projects completed in 4 municipalities.</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</p>		<p>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>

<p>Planned target:</p> <ul style="list-style-type: none"> - 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 - At least 1000 beneficiaries provided information on migration through PBILD support - At least 300 new beneficiaries receive municipal services as a result of outreach services - At least 10 strategies adapted to meet the needs of migrants - 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>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>Citizens from Vladicin Han, Vranje, Bujanovac and Medvedja, and in particular vulnerable groups (Roma, elderly, children of migrants, refugees and IDPs, returnees) have access to information on migration and received over 2,000 services of legal aid, psychosocial support and healthcare assistance.</p> <ul style="list-style-type: none"> • 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. • 497 elderly persons with disabilities, Roma and people living in rural areas of Vladicin Han, Vlasotince, Bojnik, Bosilegrad, Trgoviste, Medvedja, Crna Trava, Lebane and Surdulica receive home care assistance. • 68 persons from Trgoviste, Vladicin Han, Bojnik, Leskovac, Vlasotince, Bosilegrad, Medvedja, Crna Trava, Lebane and Surdulica trained and certified as home care providers. • Families living in social housing in Crna Trava are now able to independently monitor their electricity consumption thanks to the installation of individual meters. • 63 persons from Crna Trava and Vranje have re-trained as barbers, lorry drivers, beauticians and hair-dressers. <p>Migrants have better access to social protection programmes since 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. The revision process led by the Municipalities and supported by</p>		<p>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> <p>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>
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	<p>PBILD included public hearings which have been assured also through Social Partnership Projects as one of the activities.</p> <p>47 representatives from Pcinja and Jablanica district informed on how to proceed within the readmission agreement.</p> <p>The Guidebook on how to proceed within the readmission agreement has been revised, updated and published</p>		<p>Midterm monitoring report, Monitoring and evaluation report of the SPPs, Short video on Migration Management activities within PBILD.</p> <p>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>Output 4.2 Capacity Development to Manage Migration Issues</p> <p>Indicator:</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 6 researches have been conducted: <i>Inclusive Development Social Survey</i>, <i>Youth and Migration</i>, <i>Youth rural</i></p>		<p>Inclusive Development Social Survey – Migration publication</p>

<p>Reviews of existing data and identification of data gaps</p> <ul style="list-style-type: none"> -Migration issues incorporated into Municipal Plans - Local level policies developed that have a positive impact upon migrants at the local level - Number of training events and seminars held at both the local and national level <p>Baseline: Lack of data and analytical information on migrants</p> <p>Planned target:</p> <ul style="list-style-type: none"> - Improved availability of data and information on migration issues and migrant’s needs specific to South Serbia through at least 6 researches. - Awareness raised on importance of better migration management of at least 3000 people. 	<p><u><i>out Migration, Returnees and Migration (Should I stay or Should I go), National minorities and Migration (Triangle), Economic Migration (People without Dreams). An additional 4</i></u> Documentary TV investigative reportages are under development: <u><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></u></p> <p>TV documentaries (“<i>Should I stay or Should I go</i>”, “<i>People without Dreams</i>” and “<i>Triangle</i>”) 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>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 International conference “Development opportunities vs</p>
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	<p>More than 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. 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, 128 young persons, migrants and potential migrants from Vranje, Bujanovac and Presevo learnt of the dangers of illegal migration. 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, 17 returnees from Vranje and Bujanovac learnt about the services that they are entitled to. Outreach material aimed at potential migrants and returnees from readmission agreements have been updated and published in 4,500 copies. The materials have been distributed through the Youth offices, Citizens assistance centres, Centres for Social Works and CSOs.</p>	<p>Asylum challenges'' report</p> <p>Monthly reports on the conducted campaign</p> <p>YO's reports on conducted researches.</p> <p>More than 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. In nine workshops, 35 migrant children (Roma, Serbians and Albanians) from Vranje, Bujanovac and Presevo learnt how to recognize</p>
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		<p>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, 17 returnees from Vranje and Bujanovac learnt about the services that they are entitled to.</p> <p>Outreach material aimed at potential migrants and returnees from readmission agreements have been updated and published in 4,500 copies. The materials have been distributed</p>
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			through the Youth offices, Citizens assistance centres, Centres for Social Works and CSOs.
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iii. Evaluation, Best Practices and Lessons Learned

- Report on any assessments, evaluations or studies undertaken relating to the programme and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no programme evaluation have been done yet?

An assessment of municipal practices, capacities and training needs in the area of monitoring and evaluation has been conducted in order to design a training programme aligned with the needs of local municipalities. The findings pointed to numerous weaknesses related to data use, data collection and organization structures that would support these functions. This was followed by revision of 8 local sustainable strategies through the gender and minority perspective, thus allowing the municipalities involved to practice using and analyzing data from the established DevInfo database.

In order to create a baseline for monitoring social change, the PBILD programme conducted an Inclusive development survey in 2010 and again in 2013 focusing on three areas: youth, migration and inter-ethnic relations. Data from this survey on youth and vulnerable groups in south Serbia have become available for youth, policy makers and the wider public, serving as evidence for the development of local policies and programmes, including PBILD projects.

Implementation of the youth component was accompanied by intensive mentoring support in the area of monitoring and evaluation to build capacities of youth offices to adequately develop and implement M&E plan. The same model was used with CSOs and grant scheme support during the implementation of gender and inter-ethnic projects.

As already mentioned, development of CSOs Directory was also used as an assessment tool for identification of CSOs development gaps for which later on training were developed which was followed and practiced through specific projects. The work with Media was also initiated through an assessment which gave basis for later on training, media products and coaching/mentoring.

The final evaluation was conducted at the end of the PBILD programme and the main findings were:

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.*

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 cost/benefit rate higher than planned*

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.*

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*

- Explain challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources etc. What actions were taken to mitigate these challenges? How did such challenges and actions impact on the overall achievement of results? Have any of the risks identified during the project design materialized or were there unidentified risks that came up?

There was delay in starting activities due to administrative problems which were resolved through re-issuing of contracts among UN agencies and bilateral donors. JP design had also for some outcomes lacked up-to-date or detailed activity planning, which was regulated through additional field mapping to identify the most appropriate activities and modalities for achieving outputs.

The establishment of this field office had taken more time than envisaged, and this had delayed the start of the field activities. Equally, recruitment was also slow – a combination of late advertisement and the lack of qualified candidates available for field postings (several positions went to re-advertisement).

The change of Programme Manager, which happened during implementation of the programme, also had an effect on the programme as a whole. The PBILD programme was without PM for a month and a half, but the implementation continued smoothly having Deputy Programme Manager in charge (bearing in mind that the request for second tranches for both the MDG-F and MDTF projects were happening at that time).

The Mid-Term Evaluation happened rather late during the course of the programme due to lack of consultant that was supposed to be provided by the MDG-F. Consequently, MTE results came too late to be meaningful input for substantial improvements in the programme implementation. Adoption of some revisions coincided with traditionally sluggish electoral period, and there was no time to explore introduced improvements.

2012 started with harsh weather conditions which prevented municipalities (especially the mountainous ones) from normal functioning and kept them focused on cleaning the roads, helping the elderly etc. Companies, municipalities and public institutions did not work for a few weeks. Another big delay in 2012 was caused mainly by election 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” (taken from the FE report).

- Report key lessons learned and best practices that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc. Please also include experiences of failure, which often are the richest source of lessons learned.
 - Open dialogue between participating Agencies and national and local partner institutions ensures ownership of the outcomes achieved. The participatory approach allowed for the constant involvement of stakeholders. This enabled the establishment of cooperation agreements and municipal financing extending beyond the life of the project. The support and engagement of LSG in project implementation is crucial for the overall success of projects aiming at bringing about change at the level of local communities. This means efforts must be made to develop the capacities within the municipalities and to encourage partnership relations. This may be achieved through traditional means of capacity development such as, training programmes, peer exchange and study visits, but also through initiatives such as partnership grants, as it was the case of the PBILD programme.
 - **Peer learning and exchange** was recognized as an 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.

Some of the Peace-building lessons learned and best practices are:

- **Pairing up the Albanian minority representatives with those of the Hungarian minority** which has more experience and success in advancing the position of their ethnic minority in Serbia has proven to be an excellent mechanism through the study visit to Vojvodina, resulting in the establishment of the Bujanovac based bi-lingual Faculty of Economy.
- In tackling cross cutting issues such as **gender equality** it is necessary to assume an overarching multifaceted approach. The most successful approach, yielding tangible results combines awareness raising efforts, knowledge generation (international practices, legal frameworks, etc.) and surveying of current situation in the society, capacity development of all stakeholders (government, political parties, public institutions, CSOs and media), generation of commitment and responsibility assuming of both the national and (particularly) the local government and the established mechanisms, development of appropriate policy documents and adaptation of existing documents (strategies and/or action plans) and inclusion of this dimension into all local planning and development plans and projects as well as into all protocols of operation of key public institutions (CSW, NES, education and health care institutions, judicial institutions and police), introduction of gender sensitive budgeting and finally, the development of appropriate monitoring indicators and systems coupled with securing sex disaggregated data as a first step for analyses and progress monitoring.
- **Safety Strategies**, as others, can be feasible, valid and sustainable only if all relevant stakeholders and citizens take an active part in the process of formulation and implementation. It should not be insisted that each municipality, regardless of size and needs develops a Safety Strategy. Safety Councils should be established to assure safety issues are tackled properly and required activities are synchronized with other municipal needs.

Some of the SCILD joint programme lessons learned and best practices are:

- The initiative of developing municipal profiles through DevInfo brought a number of useful lessons learned. Although the majority of data that are now integrated into the DevInfo Municipal Profiles actually come from the local level, they were not widely available or used by municipalities. The key learning was that data need to be transferred into relevant indicators identified by municipalities, and then provided in a **user-friendly** format. 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.
- In tackling complex and difficult issues such as the access of Roma to personal documentation, **inter-sectoral cooperation** is essential. Expert meetings that facilitated inter-sectoral and inter-departmental cooperation proved to be useful both in terms of solving individual cases, and empowering local service providers through sharing best practices.
- **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. Most of the outreach activities in the area of migration which were initiated by the PBILD programme were continued through direct support of LSG and/or Ministry of Labour, Employment and Social Issues.
- The design of targeted employment services and programmes needs to build on reliable labour market information and on monitoring and evaluation results on what works for whom. The availability of reliable statistical data on labour supply, labour demand and the performance of employment programmes is of the essence to: i) understand the cause-effect relations of labour

market problems; ii) develop targeting approaches (e.g. the identification of groups most affected by employment problems and the matching of these to those employment interventions most likely to be effective); iii) select the type, duration and compensation levels of programmes; and iv) set indicators to monitor the performance of employment services and programmes. The bridges that were built between the data collected by the National Employment Service and those of the National Statistical Office allowed to design interventions that address the specificities of local labour markets.

- Measures aimed at addressing the most vulnerable groups among the unemployed need to be based on tiering approaches and be offered as a comprehensive package of employment programmes and services. This is one of the most important lessons for labour market institutions facing the challenge to develop measures to "treat" hard-to-place jobseekers in the presence of negative ratios between unemployed and employment service personnel. The failure to identify groups at risk of labour market exclusion early in the unemployment spells through profiling techniques, the use of individual employment planning as a universal service (e.g. available to all those who register with the NES) rather than as a gateway to more intensive and tailored assistance, combined with a rigid design of labour market measures (in terms of duration and levels of compensation) vanish the versatility of employment interventions in improving the employment prospects of disadvantaged clients.
- The development of competency-based approaches and the use of job analysis tools allows a more effective matching of unemployed to jobs and to training programmes. The new approaches to skills surveys and forecasting piloted at district level was instrumental to steer limited human and financial resources of labour market institutions towards those sectors, occupations and skills most likely to create new jobs and offer lasting employment opportunities. Before the implementation of the Project, the practice of local employment office was to let employers' demands drive the matching with available programmes and the characteristics of individuals registered as unemployed. Conversely, in an individualized employment service delivery system it is both the characteristics of the individual and the requirements of the labour market that determine the type and scope of the services and programme to be provided. This is an important shift in the provision of employment services, as their delivery is guided by what is needed and not by what is immediately available.
- The creation of inter-ethnic teams to organize joint events to which an inter-ethnic public will attend, establishment of multiethnic project teams, provision of opportunity for members of different nationalities to get organised on issues of the same interest such as YC or sport events, establishment of mixed youth groups that aimed at inter-ethnic understanding, value setting, behaviour change and similar do contribute to the improvement of **inter-ethnic understanding and relations**.

- **Describe and assess how the monitoring and evaluation function has contributed to the:**

- a. Improvement in programme management and the attainment of development results

The JP team managed a range of monitoring and evaluation processes throughout the life of the programme to ensure the quality, relevance and effectiveness of the technical assistance provided to national and local partners. These processes included regular performance monitoring exercises focused on the technical aspects of the Joint Programme; a mid-term evaluation that appraised also management arrangement, synergies and coordination among implementing agencies; and a final summative evaluation conducted in March/April 2013.

- b. Improvement in transparency and mutual accountability

Accountability and transparency was ensured through a number of mechanisms set at the very early stage of the JP's implementation. Such mechanisms include regular PIU meetings where day to day activities and issues were discussed and coordinated, meetings with Donors, Ministries and 13 LSGs which ensured that all activities related to operation of the PBILD ran smoothly, Project Management Committee which governed and steered JP implementation etc.

c. Increasing national capacities and procedures in M&E and data

The capacity building of municipal officials in the area of monitoring and evaluation equipped them with the basic knowledge and skills needed for data management and raised their awareness on the importance of evidence based policy making.

DevInfo Municipal Profiles and indicators are enabling easy comparison across municipalities and being open and accessible to all. They are at the same time improving the transparency and influencing accountability of local authorities. They are also providing very useful information to the national level decision makers by revealing obvious disparities among municipalities. At the same time municipalities had undergone a process of revision of local sustainable strategies which allowed them to put their M&E in practice. During this process and in the partnership with municipalities the PBILD programme developed the M&E manual as well.

Additional M&E work with youth offices built their capacity for data collection and reporting and enabled development of youth program indicators and monitoring tools that will improve monitoring of implementation of the National Youth Strategy and Action Plan.

During the implementation of grants (both social and partnership ones), the PBILD programme paid special attention on M&E work with CSOs to build their capacities for data collection and reporting and supported them in setting the indicators and monitoring tools that would improve their overall implementation.

d. To what extent was the mid-term evaluation process useful to the joint programme?

Following the MTE recommendations, the PBILD's internal monitoring system was revisited so as to serve as an effective project management tool.

The first step which was taken was related to revising of the monitoring matrix. The newly developed set of indicators were adopted by the PMC, were formulated clearly, were SMART and corresponded to both the PBILD's output and outcome level reflecting the actual activities. Realistic targets were incorporated into the indicators themselves to allow for easy progress monitoring. The structure of the matrix itself had been simplified and featured a concise overview of project results as they contributed to the achievement of the related output formulated so as to provide information on progress as defined in the related indicator. This matrix had been updated regularly and served for progress benchmarking and fine-tuning of activities. Unfortunately, the revised monitoring system was approved in the autumn of 2012 due to elections and non-functionality of national/local government for at least six months.

• **Describe and assess how the communication and advocacy functions have contributed to the:**

e. Improve the sustainability of the joint programme

During the course of the JP programme implementation, an exit strategy was developed which represented a plan describing how the PBILD planned the withdrawal of its resources while assuring the sustainability of impacts and activities after the programme closure and even enable further progress toward the programme's development goals. The exit strategy was also designed to set the grounds for PBILD II to complement, build on and expand the results achieved under the initial

PBILD programme. The key concepts which had been addressed in this Exit Strategy were national ownership and capacity development of local actors (mainly local self governance and other institutions providing services locally) to take up and further the accomplishments achieved by PBILD. This strategy had also been updated regularly, in order to verify and fine-tune progress towards sustainable project exit.

Additionally, advocacy with the Local self-governments for the continued financial, HR and technical support of the LSG/YO, Citizens` Advisory Services, Start-up offices etc resulted in increasing the LSG budget for mentioned activities and services initiated through the PBILD programme.

Investment in capacity building of RHM resulted in their better position and acceptance within primary health care centers and will have a lasting impact on the quality of services they provide. Availability of data on the status of Roma and achievements of RHM are providing strong arguments for the continuation of their work and full institutionalization of their function.

Charter for democratic use of video surveillance was adopted officially by Vlasotince Municipal Assembly. The cities having signed this charter should make every effort to ensure its application and the dissemination of its principles in their local contexts. By adopting the Charter, they committed to continued exchanges regarding developments in the field of crime prevention. Most of the Safety Councils got allocation of funds through their own municipalities in order to implement the Safety Strategies/Action Plans developed through the PBILD programme.

- f. Improve the opportunities for scaling up or replication of the joint programme or any of its components

Donor community and other financing partners have been well informed about PBILD's activities by exchange of programme information through governance mechanisms (via PBILD PMC/NSC meetings, presentations and reports), provision of additional information in ad hoc meetings as required, production of factsheets as summary information products, promotion of web-page etc. As they were regularly supplied with progress reports and informed about the achievements of the programme, representatives of donor community expressed their satisfaction with the programme on many occasions, which contribute to potential provision of financial support for the replication of the programme.

Good practice and experiences in establishing youth clubs and voluntary services and programmes have already been used and processes replicated by some other youth offices around Serbia. The good results have enabled additional funding from the MoYS for youth services (youth clubs, voluntary services) in south Serbia and in other regions. Lessons learned will be used in setting up a national framework for the development of quality inclusive local youth services.

The 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 the training modules and tools developed through the PBILD programme.

The work on the gender issues as a cross-cutting element of the PBILD programme was fully supportive and replicated by the Gender Directorate at the national level. Developed capacities on the local level were used by the Gender Directorate in other part of Serbia as the example of best practice.

- g. Providing information to beneficiaries/right holders

Communication and advocacy had ensured that the beneficiaries/right holders were well-informed about PBILD's activities and continuously updated on overall achievements of the programme. This was achieved through production of factsheets as summary information products, proactive work to

ensure local and regional media appearances and presence with success stories and overall positive coverage, advocacy and awareness-raising campaigns in relation to youth, migration, inter-ethnic relations, health, education, regional development etc, outreach activities in order to disseminate relevant information to all beneficiaries, as well as through promotion of PBILD web-page as an information hub.

In addition, certain JP activities such as activities of LSGs targeting gender based violence, vulnerable groups, returnees and IDPs, environmental issues, were throughout the implementation followed by a comprehensive information campaign which included posters, leaflets addressing beneficiaries and providing detailed information on various programmes offered, regional presentations and round tables, info-packages for beneficiaries on services they could obtain etc. All this productions ensured JP visibility and well informed beneficiaries and right holders.

- **Please report on scalability of the joint programme and/or any of its components**

- h. To what extent has the joint programme assessed and systematized development results with the intention to use as evidence for replication or scaling up the joint programme or any of its components?

A Lessons Learned and Best Practice Report had been prepared to assure the valuable experience gained through PBILD's implementation may be transferred and replicated in future similar interventions and especially so in the planned PBILD II. The lessons learned had been drawn from the overall programme implementation and as such overpass the demarcations set by project components and implementing UN agencies. The goal was to extract and generalize the gained knowledge in order to enhance its applicability.

- i. Describe example, if any, of replication or scaling up that are being undertaken

MoYS supported replication of the process of the establishment of youth clubs in two additional municipalities (Krupanj and Zrenjanin).

DevInfo Municipal Profiles as well as the M&E manual are available to all municipalities in 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) are being widely implemented across Serbia.

The PBILD programme also extended the integrated employment and social welfare service delivery system - piloted by the Youth, Employment and Migration (YEM) joint programme - to two additional municipalities in South Serbia (Vlasotince and Bojnik). The capacity of caseworkers of the Centre for Social Work and of the NES local offices assigned to selected municipalities was built to improve the activity level of social welfare recipients. Such work was instrumental to: i) gather additional data on the effectiveness of the integrated service delivery model to feed lessons learned and good practice into the design of operational procedures of the 2011 *Law on Social Welfare*, ii) extend the scope of the system to education and training facilities, and iii) include measures to prevent early school-leaving and "second chance" programmes for youth who abandoned the education system without a qualification. A number of partnership agreements were established at the municipal level to guide the cooperation among the various service providers.

- j. Describe the joint programme exit strategy and asses how it has improved the sustainability of the joint program

The PBILD developed exit strategy with the aim of ensuring the sustainability of impacts and activities after the programme departs. The goal was not only to maintain benefits achieved, but also to enable further progress toward the programmes's development goals. The exit strategy included the following elements:

1. Identification of approaches to be used for different program components;
2. Specific criteria for exit;
3. Measurable benchmarks for assessing progress toward meeting the criteria;
4. A time line, recognizing flexibility which may be required;
5. Identification of action steps to reach the stated benchmarks and identification of parties responsible for taking these steps; and
6. Mechanisms for periodic assessment of progress toward exit and for possible modification of the exit plan.

This exit strategy was based on a realistic assessment of government capacity, commitment and resources. The PBILD developed partnership with the relevant government agencies early in the programme cycle and assured their sense of ownership in order to build both commitment and technical capacity prior to exit, ultimately leading to the sustainability of the programme's results.

- Continued provision of the PBILD established youth services (4 youth clubs, 4 voluntary services, etc.) within the Youth Offices was secured through support of Local Self Government budget.
- DevInfo database regular updating (semi-annually) is ensured through the adopted Decision that stipulates the obligation of the SORS to continuously update the DevInfo data-base.
- Start – up offices in Lebane, Vladicin Han and Medvedja are secured through LSG's budget and plan for self-sustainability. The same system is used for all regional development projects related to job creation.
- Work of the regional working groups is secured through the leadership and support of Regional Development Agency.
- National Ombudsman office has completely taken over the functioning and further development of the three Ombudsman's offices (Medvedja, Bujanovac and Presevo) established through PBILD support.
- Access to primary health care for vulnerable children and families is secured through the continuation of work of the RHM and commitment of the Ministry of Health and Primary health care centres (PHC) to reach-out to vulnerable children and their families and provide improved health and early-childhood services.

ANNEX 1: PBILD FINAL EVALUATION REPORT



FINAL EVALUATION

- REPORT -

May 2013

Prepared by
A consortium of evaluators under supervision of TARA IC d.o.o, Novi Sad

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.

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>
<i>DS</i>	<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 (MDG-F). 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 exists 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 IDPs 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, Preševo, 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, Preševo and Vranje. SSMIRP's objective was to reinforce peace, prevention of conflict and increase livelihoods in multi-ethnic and minority regions in six municipalities (Preševo, 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 MDG-F. Part of the contribution should have been implemented in Serbia. In order to utilize MDG-F resources, a project proposal aimed at implementation of Millennium goals was requested. The MDG-F 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, UN-HABITAT, 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 Preševo, 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, UN-HABITAT, 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 labor 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.

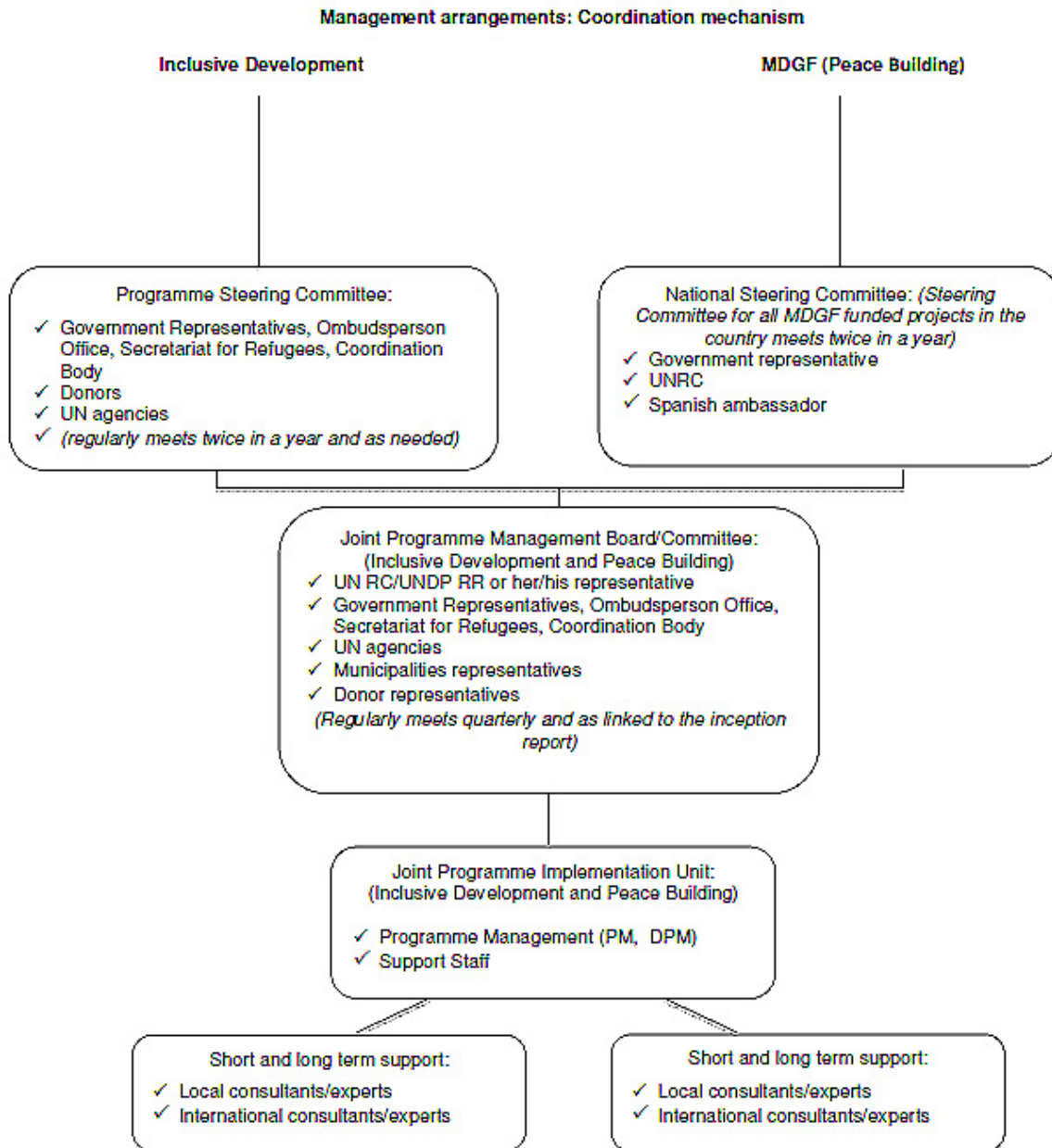
Coordination and management mechanism for implementation of the PBILD, presented on the Scheme 1, was structured with the aim to enable its efficient implementation of such complex intervention, as well as both projects included in it.

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 those 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 National Implementation (NIM) modality 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, an 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 knowledge¹ 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.

¹ 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 developmental² 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:

² 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 - Preševo, 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 programming 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 a 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
Joint Program Outcome 1: Communities in South Serbia are stronger, more integrated and better able to reduce inter-ethnic tensions and conflict risk		
MDG-F project document – ‘Promoting Peace Building in Southern Serbia’		
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	Activity 1.3.16 Design and implement	Correction numbering.

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	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 1.3.7. - 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.
Joint Program outcome 4: Migration, social and economic life of the region		
Multi-donor project document: ‘Strengthening Capacity for Inclusive Local Development in South Serbia’		
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.

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
- UN-HABITAT 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)
- UN-HABITAT 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 Preševo, 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, Preševo, 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 (Preševo, 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, Preševo 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 Preševo, 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 projected 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	
<i>PROMOTING PEACE BUILDING IN SOUTHERN SERBIA</i>	<i>STRENGTHENING CAPACITY FOR INCLUSIVE LOCAL DEVELOPMENT IN SOUTHERN SERBIA</i>
FUNDING	
MILLENNIUM DEVELOPMENT GOAL FUND	MULTI-DONOR TRUST FUND

SPAIN <i>UNDP –administrative agent</i>	GOVERNMENTS: LIECHTENSTEIN NORWAY SWEDEN SWITZERLAND
REPORTING	
MILLENNIUM DEVELOPMENT GOAL FUND	MULTI-DONOR TRUST FUND
IMPLEMENTATION AGENCIES	
UNDP UNHCR UNICEF UN HABITAT IOM	ILO UNDP UNICEF
IMPLEMENTING TOOLS	
SUB – PROJECTS GRANT SCHEMES	SUB – PROJECTS GRANT SCHEMES
BENEFICIARIES	
DISTRICTS of JABLANICA and PCINJA	
MUNICIPALITAS Bojnik, Bujanovac Vladicin Han Vlasotince Lebane Medvedja Preševo Surdulica Trgoviste Crna Trava	
OTHER REGIONAL BENEFICIARIES	
Coordination Body for South Serbia Civil Society Organizations National Employment Service Centres 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
MDG-F	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
Outcome 1			
Outcome 2			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
Outcome 3			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	
Outcome 4	377,924		377,924
PMU	62,060	62,060	294,042

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 MDG-F 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
Total	155	161	18,336	17,790	18,380	17,755	Serb:25,732 Albanian:300 Roma: 10,601 Bulgarian: 81	Serb:24,514 Albanian:112 Roma:10,447 Bulgarian:7

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

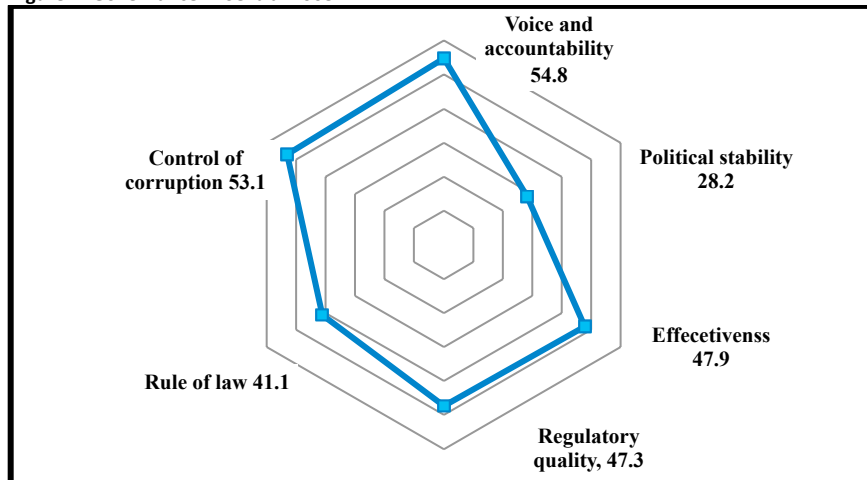


Figure 2: Governance in Serbia 2012

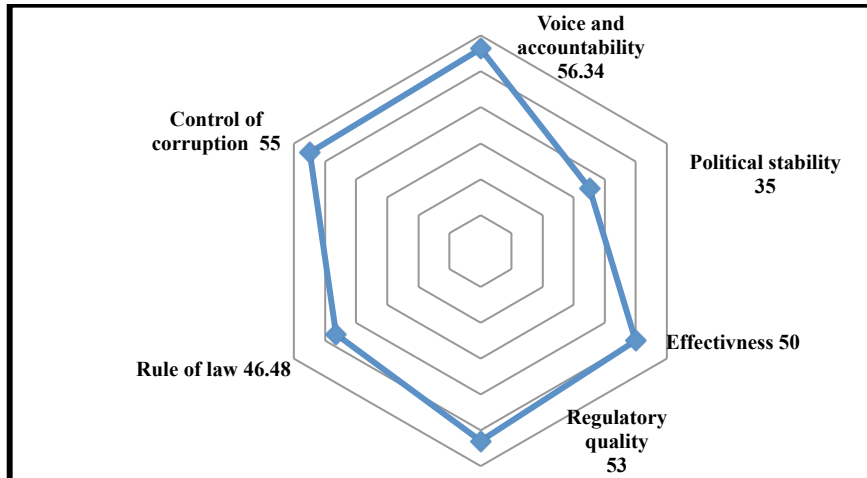


Table 5: Comparison of the Good Governance Indicators; Serbia 2008-2011

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. Ethnical 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 succeeded 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 level³. 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 Outcome and Outputs	National partners	Sustainability indicators
<p>Outcome 1 - Community Cohesion and Human Capital: Communities in South Serbia are stronger, more integrated, and better able to reduce interethnic tensions and conflict risk</p> <p>Output 1.1 - Increased confidence of local population in key institutions of local and</p>	<ul style="list-style-type: none"> ▪ 13 municipalities in South Serbia ▪ The Coordination Body for South Serbia, ▪ The Ministry of Youth and Sport, ▪ Ministry of Public Administration and Local Self Government ▪ Ministry of Human and Minority Rights 	<ul style="list-style-type: none"> ▪ Institutional mechanisms for participatory policy making established and functional ▪ Improvement of service delivery and strengthening of the service providers at the local level ▪ Institutionalisation of youth programming through strengthening of the Youth offices and Youth centres

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

<p>national government Output 1.2 - Strengthened inter-ethnic understanding and collaboration among adolescents and young people</p>	<ul style="list-style-type: none"> ▪ Ministry of Labour and Social policy ▪ Youth offices and local schools ▪ Centers for Social Work (CSW) ▪ Civil society organizations. 	<ul style="list-style-type: none"> ▪ Sustainable and functional partnerships at the local level and between the local and the national stakeholders
<p>Outcome 2 - 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"> ▪ Municipal authorities in South Serbia ▪ The Coordination Body for South Serbia ▪ The Ministry of Youth and Sport ▪ The Ministry of Education ▪ The Ministry of Health ▪ The Ministry of Public Administration and Local Self-government ▪ The Ombudsman Office ▪ Schools in South Serbia ▪ Health care providers in South Serbia 	<ul style="list-style-type: none"> ▪ Institutions in South Serbia continuously improve capacities to deliver services in line with the needs of citizens ▪ Municipalities in South Serbia have adopted platform for development of policies and strategies in line with the needs of the community ▪ Modernization of the education system and access to education in South Serbia continues ▪ Municipalities in South Serbia are supporting and further developing concept of schools as a Centre for Community Development in the rural areas ▪ Access to and the quality of work of the civil registration offices improved
<p>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</p> <p>Output 3.1 - The labour market disadvantage of population groups and geographical areas (i.e.</p>	<ul style="list-style-type: none"> ▪ National Employment Service (NES) ▪ Municipalities in South Serbia ▪ Ministry of Economy and Reg. Development ▪ Ministry of Education ▪ Regional Development Agency (RDA) ▪ Ministry of Public Administration and Local Self-government 	<ul style="list-style-type: none"> ▪ 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 ▪ The RDA is capacitated to facilitate socio-economic development of the region and to program and implement regional

<p>municipalities) reduced through more and better access to targeted active labour market programs that respond to labour market requirements.</p> <p>Output 3.2 - Increased funding for regional and municipal level projects that will impact upon job creation</p>		<p>development funding sources, through instruments such as IPA and NIP.</p>
<p>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.</p>	<ul style="list-style-type: none"> ▪ Municipalities in South Serbia ▪ Ministry of Public Administration and Local Self-government ▪ The Coordination Body for South Serbia ▪ Commissariat for Refugees 	<ul style="list-style-type: none"> ▪ The „Citizens Advice Bureaus” in 2 municipalities are functioning and providing support to the migrants ▪ The Centres for Social Work in South Serbia are working to address the specific needs of migrants ▪ Administrative capacities of municipalities in South Serbia have been are improving ▪ Local governments in South Serbia are defining policies to address the needs of migrants in accordance with existing National Policies

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 strength 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 do 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 1st 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, Preševo). 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 Acquis 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)

Title:	Final Programme Evaluation
Project:	PBILD - South Serbia UN Joint programme " <u>Strengthening Capacity for Inclusive Local Development in South Serbia</u> " and " <u>Promotion of Peace Building in South Serbia</u> "
Reporting to:	PBILD Programme Manager
Duty Station:	Bujanovac
Duration:	04 February – 27 March 2013
Contract Type:	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](http://www.uneval.org/normsandstandards/index.jsp;jsessionid=BF5B67B9BD7B90E3998ECF1BBCD3CA5A?doc_cat_source_id=%3C%25=UnevalConst.UNEG_NORMS_STD%25%3E) 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:

Deliverables	Duration	Date
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.

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

	and main messages.
3. Introduction	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.
4. Review of implementation	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.
5. Presentation of findings	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.
6. Lessons learned	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.
7. Annexes	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 http://www.undp.org.rs/download/UNDAF%202011-2015%20ENG.pdf	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
PBILD municipalities Safety strategies	
Local safety strategy of the City of Vranje http://www.pbildprogramme.org/dokumenti/en/11_177_SLB_Vranje_ENG.pdf	PBILD team
Local safety strategy of the municipality of Vlasotince http://www.pbildprogramme.org/dokumenti/en/10_177_SLB_Vlasotince_ENG.pdf	PBILD team
Local safety strategy of the municipality of Vladičin Han http://www.pbildprogramme.org/dokumenti/en/9_177_SLB_Vladicin_Han_ENG.pdf	PBILD team
Local safety strategy of the municipality of Trgoviste http://www.pbildprogramme.org/dokumenti/en/8_177_SLB_Trgovi%C5%A1te_ENG.pdf	PBILD team
Local safety strategy of the municipality of Surdulica http://www.pbildprogramme.org/dokumenti/en/7_177_SLB_Surdulica_ENG.pdf	PBILD team
Local safety strategy of the municipality of Preševo http://www.pbildprogramme.org/dokumenti/en/6_177_SLB_Presevo_ENG.pdf	PBILD team
Local Safety Strategy of the City of Leskovac http://www.pbildprogramme.org/dokumenti/en/5_177_SLB_Leskovac_ENG.pdf	PBILD team
Local safety strategy of the municipality of Lebane http://www.pbildprogramme.org/dokumenti/en/4_177_SLB_Lebane_ENG.pdf	PBILD team
Local safety strategy of the municipality of Bujanovac http://www.pbildprogramme.org/dokumenti/en/3_177_SLB_Bujanovac_ENG.pdf	PBILD team
Local safety strategy of the municipality of Bosilegrad http://www.pbildprogramme.org/dokumenti/en/2_177_SLB_Bosilegrad_ENG.pdf	PBILD team
Local safety strategy of the municipality of Bojnik http://www.pbildprogramme.org/dokumenti/en/1_177_SLB_Bojnik_ENG.pdf	PBILD team
PBILD Fact-sheet	
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PM presentation http://www.pbildprogramme.org/dokumenti/en/1_170_PM_Presentation_Vranje_281112.pptx	PBILD team

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	PBILD Prodoc - strenghtening capacity for inclusive local development in south serbia http://www.pbildprogramme.org/dokumenti/en/2_24_Prodoc_for_South_Serbia_final_signed.pdf	UNDP Serbia
	PBILD prodoc - promoting peace building in southern Serbia http://www.pbildprogramme.org/dokumenti/en/1_24_Final_Prodoc_MDGF_South_Serbia_01-06-2009_signed.pdf	UNDP Serbia
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	PBILD Quarterly Report 11 July - September 2012 ENG http://www.pbildprogramme.org/dokumenti/en/12_25_QR_11_report_July_-September_DRAFT_ENG_final.pdf	PBILD team
	PBILD Quarterly Report 10 April - June 2012 ENG http://www.pbildprogramme.org/dokumenti/en/11_25_QR_10_report_April_-June_2012.pdf	PBILD team
	PBILD Quarterly Report 9 Jan - March 2012 ENG http://www.pbildprogramme.org/dokumenti/en/10_25_QR_9_report_January_-March_2012.pdf	PBILD team
	PBILD Quarterly Report 8 Report Oct - Dec ENG 2011 http://www.pbildprogramme.org/dokumenti/en/9_25_PBILD_Quarterly_Report_8_Report_Oct_-Dec_ENG_2011.pdf	PBILD team
	PBILD Quarterly Report 7 Report July - Sept ENG 2011 http://www.pbildprogramme.org/dokumenti/en/8_25_PBILD_Kvartalni_izvestaj_7_jul_-sept_SERB.pdf	PBILD team
	PBILD Quarterly Report 6 April- June 2011 ENG http://www.pbildprogramme.org/dokumenti/en/7_25_PBILD_Quarterly_Report_6_April_-June_2011_ENG.pdf	PBILD team
	PBILD Quarterly Report 5 Jan-Mar 2011 ENG http://www.pbildprogramme.org/dokumenti/en/5_25_PBILD_Quarterly_Report_5_Jan-Mar_2011_ENG.pdf	PBILD team
	PBILD Quarterly Report 4 Oct-Dec 2010 ENG http://www.pbildprogramme.org/dokumenti/en/4_25_PBILD_Quarterly_Report_4_Oct-Dec_2010_ENG.pdf	PBILD team
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	PBILD Quarterly Report 1 Oct 2009 - Mar 2010 ENG http://www.pbildprogramme.org/dokumenti/en/1_25_PBILD_Quarterly_Report_1_Oct_2009_-Mar_2010_ENG.pdf	PBILD team
	Minutes	
	PBILD PMC 9 Minutes October 2012 ENG http://www.pbildprogramme.org/dokumenti/en/9_26_PMC_9_Trgoviste_Minutes_ENG_final.pdf	PBILD team
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	PBILD Annual report 2010 http://www.pbildprogramme.org/dokumenti/en/2_27_JP_SCILD_2010_Annual_report_-_Narrative_and_Financial_30-05-11.pdf	PBILD team
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	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
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	Inception report	
	PBILD Inception report http://www.pbildprogramme.org/dokumenti/en/1_28_PBILD_Inception_report_ENG.pdf	PBILD team
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	PBILD Improvement PAn	PBILD Team
	M&E documents	
	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
	Error! Style not defined. 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 http://www.mdgfund.org/sites/default/files/CPBPB_Thematic%20Study.pdf	MDG F
	Review of MDG-F Joint Programmes Key Findings and Achievements: <i>executive Summaries</i> http://www.mdgfund.org/sites/all/themes/custom/undp_2/docs/thematic_studies/English/Compilation_executive_summariesfinal.pdf	MDG f
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	25 October 2012 Booklet on illegal migration, schengen and asylum "No problem" http://www.pbildprogramme.org/dokumenti/en/1_99_No_Problem_brochure_ENG.pdf	PBILD team
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	DevInfo Wizard Card	UNICEF
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	Vodić za izbor zanimanja; planiranje kerijere posle osnovne škole	ILO
	Revizija nacionalne službe za zaposlavanje Srbije	ILO
	Anketa o poslovnim veštinama 2011; Glavni nalazi u južnoj Srbiji	ILO
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	04 November 2012 Results & Impact September - October 2012	PBILD team

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	06 September 2012 Results & Impact May - August 2012 http://www.pbildprogramme.org/dokumenti/en/1_105_PBILD_newsletter_May-August_ENG.pdf	PBILD team
	30 April 2012 Results & Impact March - April 2012 http://www.pbildprogramme.org/dokumenti/en/1_40_mart_april_2012_FINAL_12_eng.pdf	PBILD team
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	31 October 2011 Results & Impact September - October 2011 http://www.pbildprogramme.org/dokumenti/en/1_71_Sep-Oct_2011.pdf	PBILD team
	Video clips	
	PBILD original http://youtu.be/fSE3-V_czWY	Youtube
	USAID cooperation agreement http://youtu.be/4zjlt_H_uWg	Youtube
	Other documents	
	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 podršci ranog razvoja dece	Pediatric association
	Otvorena kancelarija za preduzetnike početnike: Press clip emission "Ovo je Srbija" RTS1 http://www.pbildprogramme.org/dokumenti/en/1_182_20130210_PBILD_14-11-50.PDF	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>MDG-F Output 1.1 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>ID Output 1.1 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>STATUS: Ongoing</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 development of the Regional Working Group Action Plan for the Promotion of Gender Equality (AP).</p> <p>Currently, 5 LAPs on gender equality have been adopted and the development of LAPs on gender equality is completed in 7 municipalities.</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: Vladicin Han, Presevo, Leskovac, Lebane, Bojnik, Medvedja, Vlasotince i Crna Trava;</p>

		<p>Means of verification/products: 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>STATUS: Completed</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. 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 establishment of the Faculty of Economy in Bujanovac, which delivers courses in both Albanian and Serbian language. 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. 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>Means of verification/products: 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>STATUS: Ongoing</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 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. 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>Means of verification/products: 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>STATUS: Ongoing</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 partnership of CSOs and local self-governments is ongoing through the support to the implementation of 6 joint projects tackling gender equality, national minorities issues and rights of persons with disabilities. Support provided in M&E training for the selected CSOs to improve their reports based reporting.</p> <p>Additional 8 CSOs in South Serbia are supported in the development, implementation and monitoring of gender/inter-ethnic related projects 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>Means of verification/products: 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>STATUS: Ongoing</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 trainings to 100 representatives 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>Means of verification/products: TNA report, Published RfP, BFPE reports including list of participants</p>
<p>MDG-F Output 1.2 Inter-ethnic understanding and collaboration among both young men and young women of different ethnicities strengthened</p> <p>ID Output 1.2 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>STATUS: Ongoing 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 8 YO and 3 NGOs were awarded grants. 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>Means of verification: 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>STATUS: Ongoing</p> <p>Up to date approximately 1930 young people of different ethnic belonging reached through (out of which 200 were directly involved as YO and NGO volunteers in project implementation) 10 youth grants 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>Means of verification: Grantees reports, PBILD reports, Reports of site visits monitoring</p>
	<p>At least 1 new Youth Office established to create a venue for youth of different background to meet and exchange opinion.</p>	<p>STATUS: Ongoing</p> <p>Support has been provided in the establishment of 1 new Youth Office in Trgoviste and support is continuously provided for the establishment of the Medvedja YO. Both YO are provided with necessary IT equipment.</p> <p>Means of verification: PBILD reports, Reports of site visits monitoring</p>
	<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>	<p>STATUS: Ongoing</p> <p>4 Youth Clubs have been established through the Grants Scheme (see above). 3 voluntary services have been established through the Grants Scheme (see above). 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 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.</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>Two M&E trainings for 8 YOs have been delivered to 16 coordinators and activists and the staff of 3 NGOs and improved their capacities to use and analyse data, develop project M&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>Training for peer career informers delivered to 18 young people (activists 7 YO: 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 over 95 vulnerable youth have undergone such informing 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: 12 young people / Vladicin Han YC activists (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 15 young people/ Vlasotince and Bojnik YO activists 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 21 young people/Vranje YO activists, improved their skills in the field of youth participation and learned about the significance of youth voluntarism in local communities</p> <p>Means of verification/products: IP reports, training reports, PBILD reports, Youth Office reports, PBILD site and monitoring visits and reports, Youth Office reports</p>
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<p>MDG-F Output 1.3 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</p>	<p>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>	<p>STATUS: Complete</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. 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.</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>Means of verification/products:</p> <p>Training cycle report and participants' evaluation, test/re-test scores</p>
	<p>At least 10 Municipalities engaged in inclusive and participatory planning for improved inter-ethnic dialogue and municipal safety</p>	<p>STATUS: Ongoing</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>13 Local Safety Diagnoses in each partner municipality have been formulated and adopted by the Safety Councils and an overarching Regional Safety Diagnosis has been developed based on the findings of the Local Diagnoses. These have served as basis to 11 Local Safety Councils in their development of Local Safety Strategies for each of their municipalities 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, 11 municipalities have been supported in the formulation of Pilot Project Proposals and their implementation through a grants scheme.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>Means of verification/products: 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>
	<p>Training in conflict mediation provided to at least 30 local professionals</p>	<p>STATUS: Complete</p> <p>The training programme has been designed and 12 trainers have been trained to deliver the training. 30 local professionals have undergone the conflict mediation training programme 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>Means of verification/products: PBILD reports</p>
<p>MDG-F Output 1.4 Reduced risk of inter-ethnic tensions through multi-faceted dialogue; improved living conditions for IDPs (especially female IDPs);</p>	<p>At least 2,000 IDPs successfully obtain necessary documentation for access to entitlements or public services through the assistance of PBILD supported activities</p>	<p>STATUS: Complete</p> <p>2,569 requests for legal aid have been processed.</p> <p>All dislocated registry books from the Kosovo municipalities (Gnjilane, Vitina, Kosovska Kamenica and Novo Brdo) have been computerized – a total of 565,227 records.</p> <p>Means of verification/products: PBILD reports</p>
	<p>At least 80 IDP households are relocated from collective centres or sub-standard housing to appropriate and secure housing</p>	<p>STATUS: Completed</p> <p>40 IDPs have left CCs through support from PIKAP grants.</p> <p>33 IDP families reached acceptable accommodation standards through building material grants.</p> <p>24 IDP left CCs to village houses and provided with Dependency Reduction Grant.</p> <p>Means of verification/products: PBILD reports</p>

<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</p> <p>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</p>		
OUTPUTS	INDICATORS	RESULTS ACHIEVED AND STATUS
<p>ID 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 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>STAUS: Ongoing In a participative process including all local and regional stakeholders four key issues have been identified. In response to that, four regional working groups have been established, 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"> 1. Integrated Regional Development RWG: 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 2. Gender RWG (see above output 1.1.) 3. Migration RWG: Organization of a round table on false asylum s seekers and general awareness raising on migration issues 4. Environment RWG: On the 2nd 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 <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>Means of verification/products: RWG action plans, RWG ToRs, RWG meeting minutes</p>
	<p>At least 5 municipal strategies reviewed and revised with integrated M&E tools</p>	<p>STATUS: Ongoing</p> <p>The Center for development of Pcinja and Jablanica districts (RDA) has been selected as the organization to lead the process of revision/development of strategic plans in the following 8 municipalities: 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>Means of verification/products: Strategies revision RfP, Financial and contract documentation, Meeting minutes, Strategies revision action plans, revised and developed strategies, M&E booklet</p>
	<p>All 13 municipalities have functioning DevInfo systems established with produced municipal profiles.</p>	<p>STATUS: Ongoing</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, the DevInfo database was created, as well as the municipal profiles for all 13 municipalities. 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. 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>Means of verification: PBILD reports, Implementing partner reports, Transfer of title for computer equipment</p>
	<p>At least 50 local civil servants trained in use of data in policy formulation, implementation and monitoring.</p>	<p>STATUS: Completed</p> <p>47 municipal employees (Head of municipal administration, Department for education, health and social affairs, LED offices and YO) and representatives from CSW from all 13 municipalities have successfully completed the training on Functional use of data in monitoring and evaluation.</p> <p>A peer learning programme on evidence based policy making (advanced M&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 participation of 23 representatives of municipal administration and CSW (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>Means of verification/products: PBILD reports, Implementing training partner reports</p>

<p>ID Output 2.2 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>STATUS: Completed 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, 732 clients have been supported in obtaining personal documents (out of which 162 children). A total 1392 requests were successfully solved and resulted in the issuance of documents. In addition, 96 Roma people were subsequently registered at the registry books (out of which 87 children) Means of verification/products: 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>STATUS: Ongoing 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. 885 health workers from 10 PHC from Leskovac, Lebane ,Vranje, Medvedja, Vlasotince, Vladicin Han, Crna Trava, Surdulica, Bosilegrad i Lebane municipalities have been trained in order to better understand the health care needs and the cultural specificities of the Roma population, 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, health teams for the Prevention of Child Abuse and Neglect from all 13 Primary Health Centers were empowered to work proactively on prevention and protection of children from abuse and neglect within the health system, while 30 health workers gained 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>Means of verification: PBILD reports, MoH reports</p>
	<p>At least 2000 Roma children and family members have improved health care access.</p>	<p>STATUS: Ongoing</p> <p>Up to date more than 8400 visits of RHMs to Roma families and family members have been conducted</p> <p>More than 3000 Roma have been reached through the individual and group health education activities.</p> <p>As many as 1845 Roma (523 woman, 433 man and 889 children) have been reached and identified in the health system for the first time;</p> <p>678 Roma have selected their chosen doctor;</p> <p>238 women have selected their chosen gynaecologist</p> <p>465 women had systematic check-ups</p> <p>266 pregnant women received full check-ups</p> <p>1055 children have been vaccinated</p> <p>Means of verification/products: PBILD reports, Ministry of Health reports, Ministry of Health data base</p>

<p>ID Output 2.3 Improved qualities of public services, especially in those areas that have potential to increase inter-ethnic dialogue and reduce conflict risk [education]</p>	<p>The skills and ability of at least 60 teachers to teach Serbian as non-mother tongue has been improved</p>	<p>STATUS: Completed</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>Means of verification/products: Number of obtained licenses; Education Forum report –documentation records; PBILD reports; Project monitoring visits and reports; Teachers self-assessment report</p>
	<p>At least 2000 children have access to improved quality of Serbian as non-mother tongue teaching</p>	<p>STATUS: Completed</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>Means of verification/products: Education Forum report – documentation records; PBILD reports; Project; Teachers assessment report</p>
	<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>	<p>STATUS: Ongoing</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>The conditions for inclusive education in 13 schools from south</p>

		<p>Serbi hasa improved through the conducted reconstruction/rehabilitation works in 13 schools (one per municipality).</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>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.</p> <p>Means of verification/products: Education Forum report – documentation records; PBILD reports; Project; Evaluation report</p>
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<p>ID Output 2.4 Support to capacity development and awareness raising of the role of Ombudsman's Outreach Office in South Serbia</p>	<p>3 Ombudsperson's Outreach offices in South Serbia established</p>	<p>STATUS: Completed 3 outreach offices have been established, 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>Means of verification/products: Ombudsman office progress report</p>
	<p>Capacity development of both staff members of the Ombudsman's Outreach offices in South Serbia conducted.</p>	<p>STATUS: Completed Three staff members of the Outreach Offices included in capacity development performed through on the job training 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>Three study visits 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>Means of verification/products: Ombudsman office progress report</p>
	<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>	<p>STATUS: Completed 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 data for 2011 indicates 340 contacts made by the citizens of South Serbia, out of which 320 in person and 20 via phone.</p> <p>Means of verification/products: 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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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		
Indicators: 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
ID Output 3.1 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>STATUS: Ongoing</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, 7 occupational profiles were identified 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>Means of verification/products: 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>STATUS: Ongoing</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 89 beneficiaries (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>Means of verification/products: 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>STATUS: On-going</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>STATUS: Complete</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, 25 social welfare beneficiaries (15 from Vlasotince and 10 from Bojnik) 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.</p> <p>The monitoring of this initiative has been completed.</p> <p>Means of verification/products: Reports of the NES; NES IT monitoring system; Centre for Social Work reports, Final Monitoring report.</p>

	<p>At least 300 students from the target region received career information and guidance</p>	<p>STATUS: Ongoing</p> <p>A Guide to Career Choices was developed and is being delivered in 4 modes (career choice sessions for students, 25,000 copies of printed booklet, interactive CD-Rom, and web-based tool: www.vodiczaosnovce.nsz.gov.rs). To date, 4 career guidance sessions were delivered to 268 primary school students and 39 teachers in 14 primary schools based in the Jablanicki and Pcinjski Districts.</p> <p>The web-based tool registered 30,525 hits 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>Means of verification/products: 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>ID Output 3.2 Increased funding for regional and municipal infrastructure projects that will impact on job creation</p>	<p>The RDA has demonstrated increased capacities to attract funding for regional and local projects in the future</p>	<p>STATUS: Ongoing</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"> – European Delegation Financial Reporting Specialist – European Delegation Procurement and PRAG Specialist – Bulgaria-Serbia IPA Cross-border Programme procurement and PRAG Specialist <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). 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 (2nd in the State) by the NARR.</p> <p>The RDA is implementing two Serbia-Bulgaria CBC projects:</p> <ol style="list-style-type: none"> 1. "Center for exchange of information of cross border economic cooperation" the value of the project is 444.537,00 EUR, (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. 2. "Exchange of good practices for quality management of municipal administrations" the value of the project is 148.000,00 EUR (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). <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>Means of verification/products: 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>STATUS: Ongoing</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), 8 project proposals were selected for funding in the value of 500.000,00 USD). 12 municipalities were involved in project implementation. 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>Means of verification/products: 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>STATUS: Ongoing</p> <p>All projects supported (see above) have an employment promotion component:</p> <ul style="list-style-type: none"> - 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 <p>In addition:</p> <ul style="list-style-type: none"> - LED offices established in 4 municipalities and 18 LED office staff members trained in methods of attracting investments and creating business friendly municipalities - GIS installed in 2 municipalities, while 12 municipality employees trained in GIS maintenance and upgrading <p>Means of verification/products: 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>STATUS: Ongoing</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>An Advocacy action plan for the promotion of the region has been developed and approved by the CDJP (RDA) Founding Assembly. The implementation has commenced through the redesign of the RDA website.</p> <p>Means of verification/products: 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
<p>ID Output 4.1 Municipal administrative services better meet the needs of migrants</p>	<p>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>	<p>STATUS: Ongoing</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 13 social partnership projects have been selected for PBILD funding and are implemented through 10 social partnerships (10 municipalities with local service providers and institutions (NGOs, NES, CSW, Health Centres, etc.)) in 2011. In 2012, 13 Social Partnership projects initiated (8 providing outreach services and 5 projects providing advisory services to migrants, potential migrants and vulnerable groups).</p> <p>5 Social Partnership Projects completed in 4 municipalities.</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>Means of verification/products: 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>
	<p>At least 1000 beneficiaries provided information on migration through PBILD support</p>	<p>STATUS: Ongoing</p> <p>Citizens from Vladicin Han, Vranje, Bujanovac and Medvedja, and in particular vulnerable groups (Roma, elderly, children of migrants, refugees and IDPs, returnees) have access to information on migration and received over 2,000 services of legal aid, psychosocial support and healthcare assistance.</p> <p>Means of verification/products: 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>

	<p>At least 300 new beneficiaries receive municipal services as a result of outreach services</p>	<p>STATUS: Ongoing</p> <ul style="list-style-type: none"> • 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. • 497 elderly persons with disabilities, Roma and people living in rural areas of Vladicin Han, Vlasotince, Bojnik, Bosilegrad, Trgoviste, Medvedja, Crna Trava, Lebane and Surdulica receive home care assistance. • 68 persons from Trgoviste, Vladicin Han, Bojnik, Leskovac, Vlasotince, Bosilegrad, Medvedja, Crna Trava, Lebane and Surdulica trained and certified as home care providers. • Families living in social housing in Crna Trava are now able to independently monitor their electricity consumption thanks to the installation of individual meters. • 63 persons from Crna Trava and Vranje have re-trained as barbers, lorry drivers, beauticians and hair-dressers. <p>Means of verification/products: 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>
	<p>At least 10 strategies adapted to meet the needs of migrants</p>	<p>STATUS: Completed</p> <p>Migrants have better access to social protection programmes since 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. 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>Means of verification/products: Midterm monitoring report, Monitoring and evaluation report of the SPPs, Short video on Migration Management activities within PBILD.</p>
	<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>	<p>STATUS: Completed</p> <p>47 representatives from Pcinja and Jablanica district informed on how to proceed within the readmission agreement.</p> <p>The Guidebook on how to proceed within the readmission agreement has been revised, updated and published</p> <p>Means of verification/products: 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>ID Output 4.2</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>STATUS: Ongoing</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 6 researches have been conducted: <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 4 Documentary TV investigative reportages 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 (“<i>Should I stay or Should I go</i>”, “<i>People without Dreams</i>” and “<i>Triangle</i>”) 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>Means of verification/products: 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>STATUS: Completed</p> <p>More than 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.</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, 128 young persons, migrants and potential migrants from Vranje, Bujanovac and Presevo learnt of the dangers of illegal migration. 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, 17 returnees from Vranje and Bujanovac learnt about the services that they are entitled to.</p> <p>Outreach material aimed at potential migrants and returnees from readmission agreements have been updated and published in 4,500 copies. The materials have been distributed through the Youth offices, Citizens assistance centres, Centres for Social Works and CSOs.</p> <p>Means of verification/products: 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"> - Needs assessment - Strategy selection - Other key steps of the programming cycle <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. Field work.</p>

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
	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.
Ownership in the design: Effective exercise of leadership by the country's social agents in development interventions	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"> - Needs assessment - Strategy selection - Other key steps of the programming cycle <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>	<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.</p>

EVALUATION CRITERIA	EVALUATION QUESTIONS (EQ)	JUDGEMENT CRITERIA (JC)	INDICATORS	SOURCES OF INFORMATION (SOI)	EQ SPECIFIC METHODOLOGY
Efficiency: Extent to which resources/in puts (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
	<p>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?</p>	<p>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.</p>	<p>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</p>	<p>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.</p>	<p>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.</p>

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 reports	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.	Programme documents Progress reports Structured interviews with UN Agencies, national authorities, programming and implementing actors, and beneficiaries	Desk study of internal and external information sources Field Missions including interviews and focus groups
	EQ 18. Do the outputs produced meet the required high quality?	JC 18.1. The programme set quality standards for outputs to be achieved. JC 18.2. The outputs of the programme meet the quality standards.	18.1.1. Documented quality standards for outputs to be produced. 18.2.1. The programme and its partners approve outputs based on quality standards.	Programme documents Progress reports Structured interviews with UN Agencies, national authorities, programming and implementing actors, and beneficiaries	Desk study of internal and external information sources Field Missions including interviews and focus groups

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?	<p>JC 19.1. The formal and operational monitoring system is in place ensuring the efficient monitoring of the programme.</p> <p>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.</p>	<p>19.1.1. Monitoring structures in place through formal appointment of a monitoring post and adoption of monitoring procedures</p> <p>19.1.2. Quality data collection, analysis and disbursement mechanisms in place and in use.</p>	<p>Programme documents</p> <p>Internal structures</p> <p>Organisational data on monitoring procedures, staffing arrangements and structures</p> <p>Programme</p> <p>Progress reports</p>	<p>Mapping of organisational structures</p> <p>Mapping of data collection and analysis mechanisms</p> <p>Review of monitoring framework and progress reports</p> <p>Field Missions including semi-structured interviews with relevant monitoring staff.</p>

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? EQ 29a. Is the programme supported by national and/or local institutions?	JC 28.1. Produced outputs of the programme are endorsed by government counterparts. JC 29a.1. National and local government counterparts support and endorse the programme.	28.1.1. Evidence of support and endorsement of program outputs by the government counterparts. 29a.1.1. Evidence of governments' support and endorsement of the program	Project Progress Reports Interviews with relevant stakeholders Programme documentation Interviews with government stakeholders	Desk study of internal information sources Field Missions including interviews with staff members and beneficiaries 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. 29b.1.2. Recommendations from the programme effectively used	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.

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 Interviews with relevant Government and CS representatives</p>	<p>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.</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	PBUILD 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	Pedriatic Association Serbia	Belgrade	19/02/13
32	Z. Bogdanovic	Pedriatic 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. Đuver	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 Stastical Office	Belgrade (Tel)	07/03/13
40	G. Djokovic	Republican Stastical 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. Dendic	Youth Office	Leskovac	20/02/13
48	L. Vidosavljevic	Youth Office	Leskovac	20/02/13
49	M. Nestic	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	Đ. 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	Ž. 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 dislocaed reg	Vranje	22/02/13
79	N. Ljubic	Municipality Vranje (Digitalization of dislocaed 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.Dentic	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. Nestic	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	Pedriatic 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 Stastical 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 domacice	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 dislocaed 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	
<p>Sustainability criteria: Resources for the implementation of LAPs on Gender Equality secured</p> <p>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.</p>	
<p>Type of Exit: Phase over, forwarding the PBILD planned results</p>	
<p>Transfer of Responsibility: Local Self Government (LSG)</p>	
<p>Funding: Budget of the LSG</p>	
<p>Monitoring: Regular monitoring procedures of the LSG</p>	
<p>National and Local Partners' support: Full support of the LSG</p>	
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
<p>Additional information: The process of LAPs development is completed in 12 municipalities, additionally advancing the planned PBILD achievement (of 8 municipalities)</p>	
<p>Responsible PBILD Team Member: Project Coordinator for Governance and Social Inclusion</p>	

Operation of the Bujanovac based Faculty of Economy	
Sustainability criteria: The Faculty of Economy is fully operational and delivers courses in both Albanian and Serbian language	
Type of Exit: Phase out The specific support provided by the PBILD was limited to capacity development and financial support in providing equipment.	
Transfer of Responsibility: University of Subotica	
Funding: Budget of Republic of Serbia and tuition fees of self-paying students	
Monitoring: Regular monitoring procedures of the Ministry of Education and University of Subotica	
National and Local Partners' support: 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	
Additional information:	
Responsible PBILD Team Member: Project Coordinator for Governance and Social Inclusion	

Provision of youth services	
Sustainability criteria: Continued provision of the PBILD established youth services (4 youth clubs, 3 voluntary services, etc.) within the Youth Offices (YO)	
Type of Exit: Phase over	
Transfer of Responsibility: Local Self Government (LSG) through YO	
Funding: Budget of the LSG	
Monitoring: Regular monitoring procedures of the LSG and YO	
National and Local Partners' support: 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
Additional information:	
Responsible PBILD Team Member: Project Coordinator for Children and Youth	

Operation of Safety Councils	
<p>Sustainability criteria: Established Safety Councils continue operating in at least 5 municipalities (Vlasotince, Lebane, Bojnik, Leskovac, Presevo) 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>	
Type of Exit: Phase over	
Transfer of Responsibility: Local Self Government (LSG)	
Funding: Budget of the LSG	
Monitoring: Regular monitoring procedures of the LSG	
National and Local Partners' support: 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>Additional information: 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>	
Responsible PBILD Team Member: Project Coordinator for Safer Cities	

Functioning of the Regional Working Groups	
Sustainability criteria: At least 2 established Regional Working Groups (RWG) continue functioning	
Type of Exit: Phase over	
Transfer of Responsibility: Regional Development Agency (RDA) of Jablanicki and Pcinjski Districts	
Funding: No costs are involved	
Monitoring: Regular monitoring procedures of the RDA	
National and Local Partners' support: 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
Additional information: The Centre is already active in the work of the RWG and has committed to continue conveying them and support their functioning.	
Responsible PBILD Team Member: Project Coordinator for Regional Development and Strategic Planning	

Implementation of the municipal sustainable development strategies

Sustainability criteria: Resources for the implementation of sustainable development strategies in at least 5 municipalities secured

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.

Type of Exit: Phase over, forwarding the PBILD planned results

Transfer of Responsibility: Local Self Government (LSG)

Funding: Budget of the LSG

Monitoring: Regular monitoring procedures of the LSG

National and Local Partners' support: 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
Additional information:	
Responsible PBILD Team Member: Project Coordinator for Regional Development and Strategic Planning	

DevInfo database updating	
Sustainability criteria: DevInfo database regularly updated (semi-annually)	
Type of Exit: Phase over	
Transfer of Responsibility: Statistical Office of the Republic of Serbia (SORS)	
Funding: Budget of the Republic of Serbia	
Monitoring: Regular monitoring procedures of the SORS	
National and Local Partners' support: 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	
Additional information: An adopted Decision stipulates the obligation of the SORS to continuously update the DevInfo data-base.	
Responsible PBILD Team Member: Project Coordinator for Children and Youth	

Provision of Personal Documentation to Roma and other vulnerable groups

Sustainability criteria: The continuation of effective support to vulnerable groups in obtaining personal documentation

Type of Exit: 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

Transfer of Responsibility: LSG

Funding: Budget of the LSG

Monitoring: Regular monitoring procedures of the LSG

National and Local Partners' support: 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	

Additional information: 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.

Responsible PBILD Team Member: Project Coordinator for Children and Youth

Access to primary health care to vulnerable children and families

Sustainability criteria: 13 Primary health care centres (PHC) continue to reach-out to vulnerable children and their families and provide improved health and early-childhood services

Type of Exit: 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.

Transfer of Responsibility: selected Primary Health Care centres and Ministry of Health

Funding: Budget of the Republic of Serbia

Monitoring: Regular monitoring procedures of the Primary Health Care centres and Ministry of Health directly through RHM/database and via relevant Institutes of public health

National and Local Partners' support: 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	□
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	☑
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	☑
Sophisticated Data base on Roma Health produces indicators on Roma health and coverage with health services on a regular basis	☑

Action steps:	Time Line
Delivering capacity development trainings for health professionals and RHM	March 2013

Additional information:

Responsible PBILD Team Member: Project Coordinator for Children and Youth

Access to Inclusive education	
Sustainability criteria: Persons with disability have access to 13 schools which are also equipped with didactic materials needed for the education of children with special needs	
Type of Exit: 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.	
Transfer of Responsibility: Primary Schools	
Funding: Budget of the LSG	
Monitoring: Regular monitoring procedures of the Ministry of Education, Local Self Government (LSG) and Primary Schools	
National and Local Partners' support: 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
Additional information: Regular maintenance is the responsibility of the LSGs by law	
Responsible PBILD Team Member: Project Coordinator for Children and Youth	

Functioning of the Ombudsman's Outreach Offices	
Sustainability criteria: Established Ombudsman's Outreach Offices continue operating	
Type of Exit: Phase over	
Transfer of Responsibility: Ombudsman's Office	
Funding: Budget of the Republic of Serbia	
Monitoring: Regular monitoring procedures of the Ombudsman's Office	
National and Local Partners' support: 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	
Additional information:	
Responsible PBILD Team Member: Project Coordinator for Governance and Social Inclusion	

Provision of competency based vocational training	
Sustainability criteria: 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.	
Type of Exit: Phase over	
Transfer of Responsibility: Regional Training Centres (RTC) and National Employment Service (NES)	
Funding: Budget of the Republic of Serbia	
Monitoring: Regular monitoring procedures of the NES and RTCs	
National and Local Partners' support: 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
Additional information: 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	
Responsible PBILD Team Member: Project Coordinator for Employment	

Provision of Career Information, Counselling and Guidance

Sustainability criteria: The NES applies the improved career information, counselling and guidance services established

Type of Exit: 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.

Transfer of Responsibility: National Employment Service (NES)

Funding: No additional funding required

Monitoring: Regular monitoring procedures of the NES

National and Local Partners' support: 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

Additional information: 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

Responsible PBILD Team Member: Project Coordinator for Employment

Provision of Business Start-up support	
Sustainability criteria: The Business Start-up Support continues to be available for the unemployed of at least 2 municipalities (Lebane, Vladicin Han and Medvedja)	
Type of Exit: Phase over	
Transfer of Responsibility: Local Self Government (LSG)	
Funding: Budget of the LSG	
Monitoring: Regular monitoring procedures of the LSG	
National and Local Partners' support: 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
Additional information:	
Responsible PBILD Team Member: 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	
Sustainability criteria: Citizen advisory and direct outreach services continue to be available in at least 2 municipalities (Vladicin Han, Bujanovac)	
Type of Exit: Phase over	
Transfer of Responsibility: Local Self Government (LSG)	
Funding: Budget of the LSG	
Monitoring: Regular monitoring procedures of the LSG	
National and Local Partners' support: 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
Additional information:	
Responsible PBILD Team Member: 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
Total contributions	USD 2,500,000	USD 600,000	SEK 17,000,000	NOK 11,000,000	USD 1,377,717	USD 8.5 million²

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. UASAID 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

DONORS	PROJECTS
EU	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
ADA	Organic food production, Strengthening institutional capacities of RDA- Center for Development Jablanicki and Pcinjski Districts
USAID	Sustainable Local Economic Development - SLED Business Enabling Project - BEP South SAEF
UN	Promoting Peace Building in Southern Serbia Strengthening Capacity for Inclusive Local Development in Southern Serbia
Other Donors	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

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

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

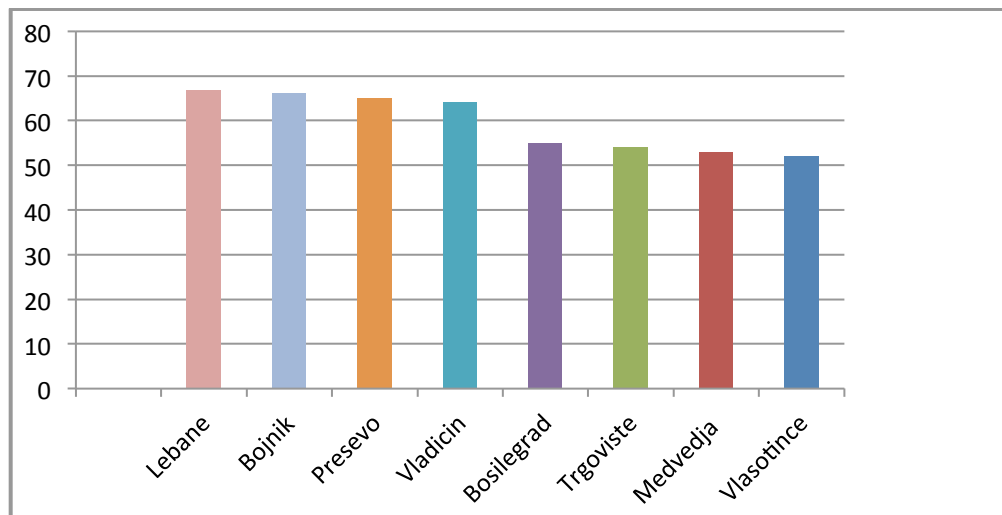
Economy of the region is obsolete with protracted transitional problems. It is overburdened by unemployment, structural imbalances and ageing population. In the past economic growths was primarily based on agriculture, textile industry and construction works. Textile industry could not compete with cheap 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.

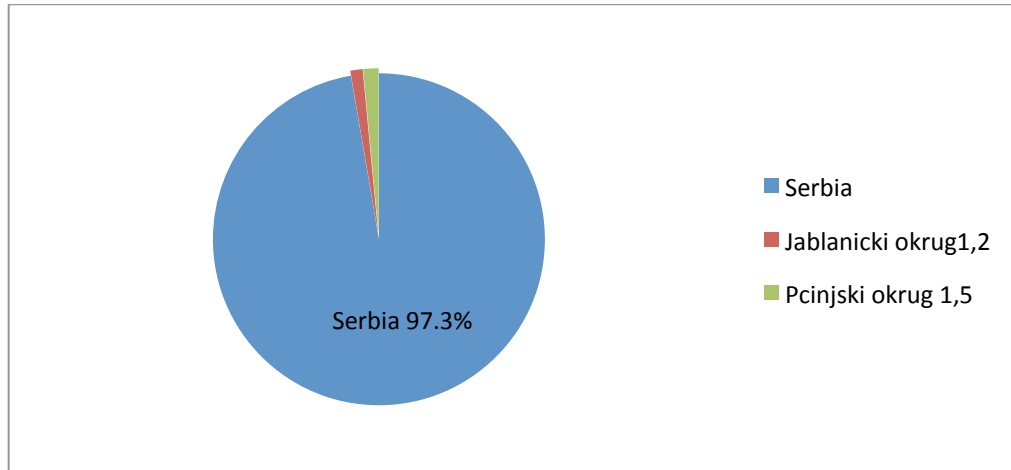
Table 2: Municipalities in South Serbia with unemployment above 50%



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.

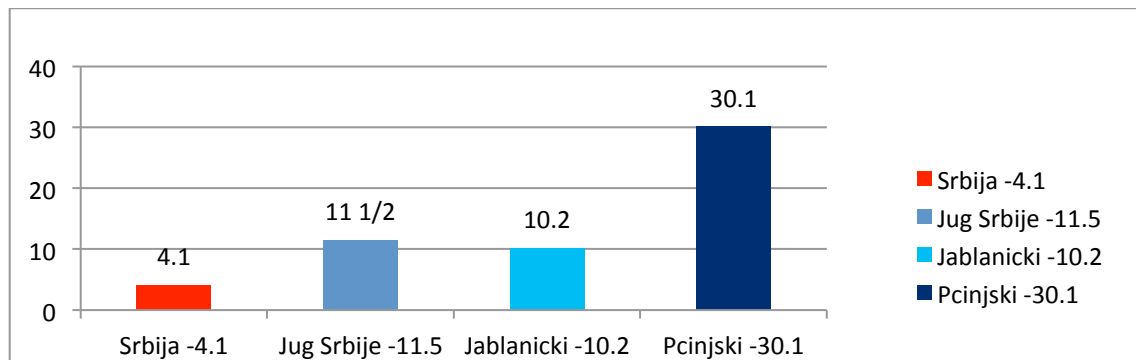
Table 3: Number of enterprises



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.