



**Terminal Evaluation of UNDP/GEF Project:  
Establishing Transparency Framework for the Republic of Serbia**

(GEF Project ID 10029; UNDP PIMS ID: 6211)

## **Final Report**

Terminal Evaluation timeframe: April – May, 2022

Date of Final Terminal Evaluation Report: 8 June, 2022

Region and countries included in the project: ECIS, Serbia

GEF Focal Area/Strategic Program: GEF-6, Capacity-building Initiative for Transparency

Executing Agency/Implementing partner: Ministry of Environmental Protection

Other execution partners: UNDP support (UNDP supported National Implementation Modality)

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## **Disclaimer**

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## Acronyms and Abbreviations

AFOLU	Agriculture, Forestry and Other Land Use
ATLAS	UNDP financial system
AWP	Annual Work Plan
BTR	Biennial Transparency Report
BUR	Biennial Update Report
CBIT	Capacity-building Initiative for Transparency
CC	Climate Change
CCA	Climate Change Adaptation
CCM	Climate Change Mitigation
COP	Conference of the Parties
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSOs	Civil Society Organizations
CSUD	Climate Smart Urban Development
CTA	Chief Technical Advisor
EA	Enabling Activity
EE	Energy Efficiency
EoP	End of Project
ETF	Enhanced Transparency Framework
EU	European Union
EU ETS	EU Emission Trading System
FAO	Food and Agriculture Organization
FBUR	First Biennial Update Report
GCF	Green Climate Fund
GCP	Global Coordination Platform
GEF	Global Environment Facility
GHG	Greenhouse Gases
GSP	Global Support Programme
IC	Individual Contract
ICT	Information and Communication Technology
ICTU	Information to facilitate Clarity, Transparency and Understanding
IMWG	Inter-Ministerial Technical Working Group
INDC(s)	Intended Nationally Determined Contribution(s)
IPA	Instrument for Pre-Accession Assistance
KII	Key Informant Interview
KM	Knowledge Management

LSG	Local Self-government
M&E	Monitoring and Evaluation
MRV	Measurement, Reporting and Verification
MRV-IT	Measurement, Reporting and Verification Information technology (MRV-IT)
MoAFW	Ministry of Agriculture, Forestry and Water Management
MoCTI	Ministry of Construction, Transport and Infrastructure
MoEP	Ministry of Environmental Protection
Moi	Ministry of Interior
MMR	Monitoring Mechanism Regulation
MPG	Modalities, Procedures and Guidelines for transparency framework and support
MTR	Mid-Term Report
NAP	National Adaptation Plan
NAPA	National Academy of Public Administration
NBS	Nature-Based Solutions
NCS	National Communications
NCCC	National Climate Change Council
NCE	UNDP-Nature, Climate and Energy Team
NDC	Nationally Determined Contributions
NECP	National Energy and Climate Plan
NFP	National Focal Point
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NIR	National Inventory Report
NPD	National Project Director
PA	Paris Agreement
PaMs	Policies and Measures
PB	Project Board
PIF	Project Identification Form
PIMS	Project Information Management System
PIR	Project Implementation Report
PIU	Project Implementation Unit
PMU	Project Management Unit
POPP	Programme and Operations Policies and Procedures
PRF	Procurement Request Form
ProDoc	Project Documents
QA/QC	Quality Assurance /Quality Control
RLA	Reimbursable Loan Agreement
RTA	Regional Technical Advisor(s)
RZS	Statistical Office of the Rep. of Serbia

SBUR	Second Biennial Update Report (on Climate Change)
SCC	Serbian Chamber of Commerce
SDGs	Sustainable Development Goals
SEPA	Serbian Environmental Protection Agency
SESP	Social and Environmental Screening Procedure
SKGO	Standing Conference of Towns and Municipalities
SMART	Specific, Measurable, Achievable, Relevant, and Time-Bound
SOC	Soil Organic Carbon
TE	Terminal Evaluation
TNC	Third National Communication (on Climate Change)
TOR	Terms of Reference(s)
TT	Tracking Tool
UBA	Austrian Environmental Protection Agency
UNDAF	United Nations Development Assistance Framework
UNEG	United Nations Evaluation Group
UNDP	United Nations Development Programme
UNDP CO	United Nations Development Programme Country Office
UNFCCC	United Nations Framework Convention on Climate Change
WWF	The Worldwide Fund for Nature



# 1. Executive Summary

## 1.1. Project Information Table

<b>Project Title</b>	Establishing Transparency Framework for the Republic of Serbia		
UNDP Project ID (PIMS #):	6211	PIF Approval date:	18 May 2018
GEF Project ID (PIMS #):	10029	CEO Endorsement date:	11 January 2019
Award ID:	00114257	ProDoc Signature date:	8 March 2019
Output ID:	00112366	Planned Start date	15 March 2019
Country(ies):	Serbia	Date project manager hired:	N/A
Region:	ECIS	Inception Workshop date:	24 April 2019
Focal Area:	Climate Change	Midterm Review period:	January – February 2021
GEF Focal Area Strategic Objective:	GEF-6, CBIT	Planned Closing date:	8 June 2022
Trust Fund:	GEF CBIT TF		
Executing Agency/ Implementing Partner	Ministry of Environmental Protection of the Republic of Serbia		
Other execution partners:	UNDP support (UNDP supported National Implementation Modality (NIM))		
<b>Project Financing</b>	<i>at CEO endorsement (US\$)</i>	<i>at Terminal Evaluation (US\$)*</i>	
[1] GEF financing:	1,100,000	1,080,375	
[2] UNDP contribution:	68,000 (in kind)	64,371 (UNDP cash contribution)	
[3] Government:	32,000 (in kind)	32,000 (in kind)	
[4] Other partners:	-	118,800 (Govt of Austria co-financing)	
[5] Total co-financing [2 + 3+ 4]:		215,171	
<b>PROJECT TOTAL COSTS [1 + 5]</b>	<b>1,200,000</b>	<b>1,295,546</b>	

\*Actual expenditures and co-financing contributions

## 1.2. Project Description

The project was designed to:

- Support the Government of Serbia in mainstreaming and integrating climate change considerations into development strategies and sector-based policy frameworks by strengthening and sustaining efforts to monitor, report, and verify activities to address climate change. Specifically, the project will assist the Government of Serbia with strengthening the methodologies and tools necessary to enhance transparency as described in Article 13 of the Paris Agreement (PA);
- Accelerate Serbia’s European Union (EU) accession process in the area of environment, energy and climate change, contributing to creation of enabling policy and institutional environment for effective implementation of relevant EU Acquis and related national legal acts;
- Increase stakeholder engagement, inter-institutional collaboration and to enhance transparency in the climate change field.

Therefore, and in line with the Global Environment Facility (GEF) 6 Focal Area Objective CCM-3 which aims to Foster Enabling Conditions to Mainstream Mitigation Concerns into Sustainable Development Strategies, Programme 5: Integrate findings of Convention obligations and enabling activities into national planning

processes and mitigation targets, the development objective of the project is to shift Serbia towards a low-carbon and climate resilience development pathway by mainstreaming and integrating climate change considerations into development strategies and sector-based policy frameworks; ensuring continuity in institutional and technical capacity building; and sustaining these policies and measures with a routine mechanism for climate change monitoring, reporting and verification.

The immediate objective of the project is to assist the Government of Serbia with establishing a National Transparency Framework in the Republic of Serbia to enhance implementation and abide by the transparency provisions of the Paris Agreement.

### 1.3. Evaluation Ratings Table

Evaluation Ratings Table	
<b>Monitoring &amp; Evaluation (M&amp;E)</b>	<b>Rating</b>
M&E design at entry	Moderately Satisfactory (MS)
M&E Plan Implementation	Satisfactory (S)
Overall Quality of M&E	Satisfactory (S)
<b>Implementation &amp; Execution</b>	<b>Rating</b>
Quality of UNDP Implementation/Oversight	Highly Satisfactory (HS)
Quality of Implementing Partner Execution	Satisfactory (S)
Overall quality of Implementation/Execution	Satisfactory (S)
<b>Assessment of Outcomes</b>	<b>Rating</b>
Relevance	Highly Satisfactory (HS)
Effectiveness	Satisfactory (S)
Efficiency	Satisfactory (S)
Overall Project Outcome Rating	Satisfactory (S)
<b>Sustainability</b>	<b>Rating</b>
Financial resources	Likely (L)
Socio-political/economic	Likely (L)
Institutional framework and governance	Likely (L)
Environmental	Likely (L)
Overall Likelihood of Sustainability	Likely (L)

### 1.4. Concise summary of findings, conclusions and lessons learned

The project has a wide focus addressing mitigation and adaptation thematic areas and has engaged a relatively wide range of national stakeholders through establishment of an Inter-Ministerial Working Group (IMWG) with representation of a number of line ministries, agencies and institutes responsible for collection of data related to mitigation and adaptation aspects of climate reporting. Besides activities at national level, the project also has strong Local Self-Governments (LSGs) targeted activities, which significantly strengthens the prospects for achieving its development and immediate objectives. Also, the project aspires for contribution to gender mainstreaming in reporting on climate change and addressing the global environmental threat of climate change in a gender responsive manner.

The main product of the project is the national Measurement, Reporting and Verification Information Technology ([MRV-IT tool](#)) accompanied with modalities, procedures and guidelines in relation of the application of the MRV-IT tool and for the national Measurement, Reporting and Verification (MRV) system. Although the national MRV-IT tool is finalized, migration on the servers of the Ministry of Environmental Protection (MoEP) is still ongoing. Around this product, a high number of trainings and other capacity

building, dissemination and peer exchange events were organized dedicated to mitigation and adaptation, but also to other climate related activities.

During the implementation, the project has established strong synergies with other ongoing projects (Third National Communication (TNC), Second Biennial Update Report (SBUR), enhanced Nationally Determined Contributions (NDC), National Adaptation Plan (NAP) and Climate Smart Urban Development Challenge), as well as strongly contributed to the recently adopted Climate Change Law.

The resulting transparency framework should create an enabling environment for decision-making regarding future objectives, targets, and priority policies and measures for mitigation and adaptation, as well as adequate reporting towards PA and United Nations Framework Convention on Climate Change (UNFCCC) in general. Also the Capacity-building Initiative for Transparency (CBIT) MRV framework can contribute to other relevant international reporting requirements like Sustainable Development Goals (SDGs), Sendai Framework for Disaster Risk Reduction, as well as at EU energy and climate reporting under Energy Community.

The management arrangements for the project established in line with the National Implementation Modality (NIM) with support of the United Nations Development Programme Country Office (UNDP CO) were found functional and the project monitoring & evaluation framework, planning of work and reporting are considered effective and efficient. The project team displayed strong adaptive management. Project finances were well managed and additional source of co-financing was utilized in addition to the in-kind co-financing pledged at the project inception.

Fostering transparent inter-sectoral cooperation and building resilience against loss of knowledge and institutional memory in key national institutions have proved as key success factors for the project implementation and its outcomes. These lines of action should be followed in conceptualization and design of future national and international projects in climate change and other relevant areas.

Overall, the project performance and achievement of results is adjudged as Satisfactory (S) and the project is expected to achieve a majority of the planned targets.

## 1.5. Recommendations summary table

Recommendations summary table			
Category 1: Corrective Actions for the Design, Implementation, Monitoring and Evaluation (M&E) of the project			
No	Action	Entity responsible	Timeframe
1	Establish a dedicated MRV unit sitting in MoEP (its seat to be confirmed/decided at inter-ministerial level). This will effectuate national ownership of the MRV platform and reinforce implementation of the new Law on Climate.	MoEP in cooperation with other relevant ministries	Short to medium term
2	Engage a Chief Technical Advisor (CTA) for technical support to the Project Implementation Unit (PIU) in designing the Terms of References (TORs), monitoring and supporting the activities, Quality Assurance /Quality Control (QA/QC) of deliverables, as well as coordination of knowledge and communication flows among the engaged experts.	Project Team	For future projects

3	Use the revised logframe at the Mid-Term Report (MTR) as a good example for a Specific, Measurable, Achievable, Relevant, and Time-Bound (SMART) logframe for future projects.	Project Team	For future projects
4	Include (1) devising a methodology for identification of the level of the capacity built and (2) assessing the level of capacity built among the tasks in the TOR for expert-trainers.	Project Team	For future projects
<b>Category 2: Actions to follow up to reinforce the benefits from the project support</b>			
No	Action	Entity responsible	Timeframe
5	<p>Improve knowledge management of project results by:</p> <ul style="list-style-type: none"> <li>• Capturing lessons learned, good practices and knowledge management products in a separate report that will be transparently published online. This project is one of the first CBIT projects approved in the world, and therefore it can feed other CBIT projects and enhance their implementation.</li> <li>• Reviewing the MRV platform modules and the national climate change web site and uploading the missing studies, reports, technical papers, guidelines and manuals, developed under different components.</li> <li>• Turning some of the training material and manuals into interactive self-learning tools and enhance the cooperation with National Academy for Public Administration (NAPA) regarding accredited courses on MRV of data and information in the field of climate change.</li> <li>• Targeted dissemination of CBIT knowledge products as part of the dissemination of UNDP Energy Efficiency (EE) portfolio products and also through cooperation with communication office of the MoEP.</li> </ul>	<p>Project Team</p> <p>Communication office of the MoEP</p>	Short to medium term
6	Maintain/enhance the link with GEF Climate Smart Urban Development (CSUD) project, to connect the CSUD IT system for LSGs with the MRV tool (ensuring thus inputs and contributions from the LSGs also), as well as with the Green Climate Fund National Adaptation Plan (GCF-NAP) project, to connect its online and open platform on climate related data with the MRV tool (ensuring thus adequate focus on adaptation component also). Furthermore, when finalized, ensure integration of the Forestry Information System developed under Global Environment Facility /Ministry of Agriculture, Forestry and Water Management (GEF/MoAFW) project on forestry management.	<p>Project Team</p> <p>UNDP and other GEF Implementing Agencies</p> <p>GEF Operational Focal point</p> <p>Green Climate Fund (GCF)</p> <p>MoAFW</p>	Short to medium term

7	<p>Initiate cooperation with national institutions responsible for other relevant international reporting requirements like SDGs, Sendai Framework for Disaster Risk Reduction, as well as at EU energy and climate reporting under Energy Community. Make synergies with other projects which provide support of those international reporting requirements.</p>	<p>Project Team MoEP Other relevant ministries</p>	<p>Medium to long term</p>
8	<p>Consider the following proposal for components of future projects in the area:</p> <ul style="list-style-type: none"> <li>• Peer to peer or mentorship training for municipalities on preparation of Local Adaptation Plan (based on methodology for Local Adaptation Plan developed under the CBIT);</li> <li>• Training modules for framework for following the gender aspects of climate change in the seven thematic areas - Participation in decision making and policy design; Access to resources; Economy and employment; Consumption, lifestyles and living conditions; Education; Health and health protection; Climate change knowledge, attitudes and behaviour. The utilization of the CBIT gender sensitive monitoring framework for development of gender responsive methodologies and guidelines for improving national climate change adaptation planning under the GCF-NAP project should be taken as a good starting point.</li> <li>• Training modules for Carbon Budget Tagging in consultation with the Ministry of Finance and LSGs;</li> <li>• Climate change trainings for media;</li> <li>• MRV framework for local adaptation measures;</li> <li>• In-depth sectorial elaboration of the MRV system (for energy, agriculture, forestry, health etc...);</li> <li>• Training to MoEP and other relevant ministries on the use of the improved data that will be available through MRV platform in policy design and decision making in various areas.</li> </ul>	<p>Project Team UNDP and other GEF Implementing Agencies GEF Operational Focal point Donor community MoEP and other relevant ministries LSGs Civil Society Organizations (CSOs) Media</p>	<p>For future projects</p>

## 2. Introduction

### 2.1. Purpose and objective of the Terminal Evaluation (TE)

In accordance with the UNDP and GEF Monitoring and Evaluation (M&E) policies and procedures which require that all full- and medium-sized UNDP-supported GEF-financed projects to undergo a Terminal Evaluation (TE) at the end of the project, the UNDP Serbia has initiated a TE of the medium-sized project titled “Establishing Transparency Framework for the Republic of Serbia (CBIT project)” implemented by the Ministry of Environmental Protection.

The TE report assesses the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TOR for the TE is presented in A1: Terminal Evaluation Terms of Reference. The TE process follows the guidance outlined in [Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects, 2020](#). The TE team is composed of two independent evaluators – one team leader - evaluator and one national consultant. The TE follows a participatory and consultative approach ensuring close engagement with the Project Team and UNDP CO, the Regional Technical Advisors (RTAs), as well as stakeholders who have project responsibilities, including implementing agency and other governmental institutions, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government, private sector, Non-Governmental Organisations (NGOs), etc. Also, gender-responsive methodologies and tools are used ensuring that gender equality and women’s empowerment, as well as other cross-cutting issues and Sustainable Development Goals (SDGs) are incorporated into the TE report.

### 2.2. Scope

The TE promotes accountability and transparency and assesses the scope of project achievements. In particular, the TE assess the following:

#### a) Project Design/Formulation

- Project design
- Results Framework/Logframe
- Mainstreaming

#### b) Project Implementation & Adaptive Management

- Management Arrangements:
- Work Planning
- Finance and co-finance
- Project-level Monitoring and Evaluation Systems
- Stakeholder Engagement
- Reporting
- Communications

#### c) Project Results

The results will be assessed according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects in the context of:

- Relevance – the extent to which the outcome is suited to local and national development priorities and organizational policies, including changes over time;
- Effectiveness – the extent to which an objective was achieved or how likely it is to be achieved;
- Efficiency – the extent to which results were delivered with the least costly resources possible;

- Sustainability - The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion.

Ratings are presented in A7: TE Rating scales.

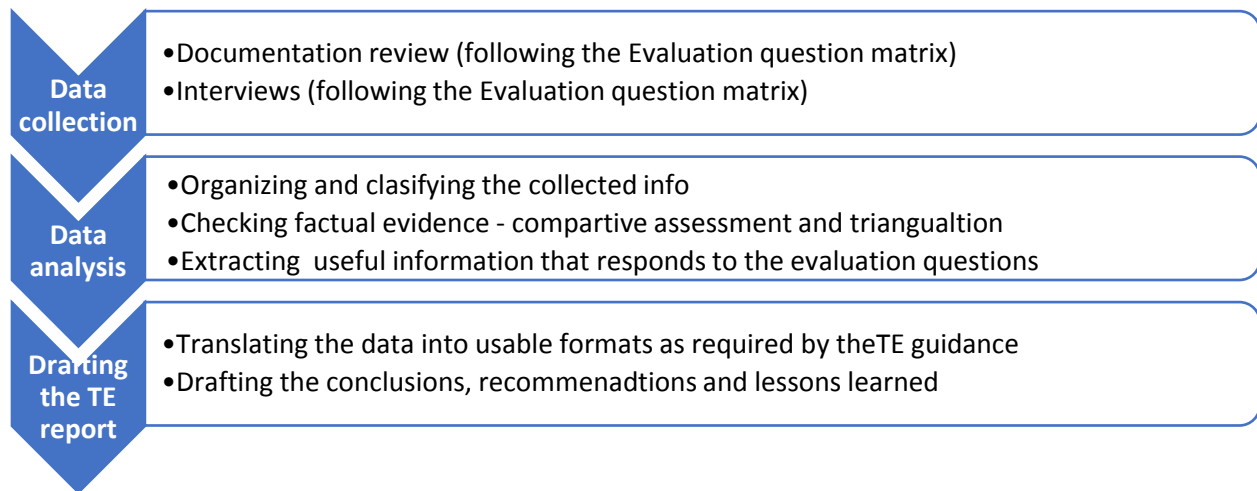
The section on **conclusions** is written in light of the findings. Conclusions are comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women’s empowerment.

**Recommendations** are concrete, practical, feasible and targeted actions directed to the intended users of the evaluation. The recommendations are specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.

The TE report includes also **lessons** that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. The conclusions, recommendations and lessons learned of the TE report incorporate gender equality and empowerment of women.

### 2.3. Methodology

The stepwise process of the TE is presented in Figure 1.



**Figure 1 Terminal Evaluation - step-by-step presentation**

The Evaluation question matrix is provided in A4: Evaluation Question Matrix. It was constructed along the four GEF evaluation criteria and includes principal evaluation questions to be used as a basis for interviewing stakeholders and reviewing project documents.

### 2.4. Data Collection & Analysis

**Documentation Review:** The TE team reviewed the relevant documents that were made available by the UNDP CO, as well as other documents found from various other sources. The reviewed documentation is presented in A3: List of documents reviewed.

**Interviews:** The TE team conducted 11 online meetings with the key project stakeholders using as basis the questions stipulated in the Evaluation matrix (A4: Evaluation Question Matrix) and the in-depth interview guide (A5: Questionnaire used/Interview guide). 14 women are included among the 20 interviewees. The interviewees were selected based on the type of role in the project, institution and level of engagement. The TE team was able to reach out all targeted interviewees. Through the interviews, the TE obtained information about the key informants' impressions and experiences from implementation of the project. Triangulation of results, i.e., comparing information from different sources, such as documentation and interviews, or interviews on the same subject with different stakeholders, was used to check the reliability of evidence. The list of people interviewed is provided in A2: List of persons interviewed.

**Data analysis:** Data analysis will involve organizing and classifying the information collected, tabulating it, summarizing it, and comparing the results with other appropriate information to extract useful information that responds to the evaluation questions. Even during the data collection phase, the information gathered was triangulated to ensure accuracy and robustness.

The TE team used basic gender-responsive tools that include data on gender disaggregated participation in the project activities and assessment of the level of institutional capacity and actions of the project implementing partners for integrating gender into the climate change monitoring and reporting, as well as capability for addressing knowledge gaps on gender issues in climate change. The gender-related findings are reported under the assessment of Project Design/Formulation.

## 2.5. Ethics

The evaluation team put all efforts to comply with the requirement of ethical conduct of evaluations, namely the four [United Nations Evaluation Group \(UNEG\) guiding ethical principles for evaluation](#): Integrity, Accountability, Respect, and Beneficence. In particular, the team ensured the anonymity of the interviewees (i.e., not citing without their permission, UNDP staff not present during the interviews), engaging with the interviewees in a way that honours their dignity, well-being, personal agency and characteristics, honesty, truthfulness, impartiality and professionalism in communication.

## 2.6. Limitations to the evaluation

The initially planned timeline was shortened due to late solicitation of the TE consultants. However, the deadline for the final report had remained the same. The Easter and First of May holidays falling in the TE timeline, as well as the busy agendas of the relevant stakeholders, also imposed difficulties in the scheduling the interviews. Covid-19 pandemic has implied that the interviews were conducted online but given that this has been a dominant operational mode for almost two years for most of the people, no significant limitations were encountered. All efforts from the TE team and UNDP were put in place to squeeze the actual timeline for conducting desk review and interviews and writing the reports in a timely manner.

## 2.7. Structure of the TE report

The TE report is composed of five chapters and nine annexes. The **(1) executive summary**, **(2) introduction** and **(3) project description** chapters, are followed with a chapter on **(4) findings**, presenting the assessment of:

- The project strategy;
- The implementation and adaptive management;
- The achievement of project results against expectations set out in the project's Logical Framework /Results Framework including also identification of risks to sustainability.



The last chapter of the TE report, **(5) main findings, conclusions, recommendations & lessons** elaborates:

- Main findings, presented as statements of fact that are based on analysis of the data;
- Conclusions that are well substantiated by evidence and logically connected to the TE findings;
- Recommendations that are concrete, practical and feasible actions to take and decisions to make directed to the users of the evaluation;
- Lessons learned including best practices in addressing issues relating to relevance, performance and success, as well as examples of good practices in project design and implementation, that are applicable to other GEF and UNDP interventions.

## 3. Project Description

### 3.1. Project start and duration, including milestones

The CBIT project was approved for implementation as a medium-size GEF project for the duration of 36 months. The approved GEF project grant amounts to US\$ 1,100,000 with the total US\$ 100,000 pledged as parallel co-financing commitment by the project Implementing Partners. The specific timeline of the project is summarized in Table 1 below.

**Table 1 Timeline of the project**

Milestone	Date
Project Identification Form (PIF) Approval Date	18 May 2018
CEO Endorsement Date	11 January 2019
Project Document Signature Date (project start date)	8 March 2019
Project Inception Workshop	24 April 2019
Date of the Mid-term Review	January-February 2021
Duration of TE	April – May 2022
Date of full TE completion	31 May 2022
Planned Closing Date of the Project	8 June 2022

### 3.2. Development context: environmental, socio-economic, institutional, and policy factors relevant to the project objective and scope

At international level, one of the key results of the Paris Agreement (PA) negotiations was the establishment of an Enhanced Transparency Framework (ETF) for tracking and reporting the progress of existing and future commitments of the Parties, with included built-in flexibility for non-Annex I Parties. For this reason, the Capacity-building Initiative for Transparency (CBIT) was created at the request of the Parties to help strengthen the institutional and technical capacities of non-Annex I countries to meet the enhanced transparency requirements defined in Article 13 of the Agreement. Consequently, the Parties requested GEF to support establishment of the CBIT through voluntary contributions during the GEF-6 and future replenishment cycles.

At national level, in its Intended Nationally Determined Contribution (INDC) submitted on 25 June 2015,

Serbia committed to reduce its Greenhouse Gases (GHG) emissions by 9.8% from 1990 levels by 2030. As a consequence of Serbia's ratification of the PA in July 2017, Serbia's INDC was converted into Nationally Determined Contribution (NDC). The country now needs to enact robust climate and energy policies that will enable the implementation of its NAP pledge and allow the country to strengthen its commitments in coming years.

The support provided for compilation of National Communications (NCs) and Biennial Update Reports (BURs), as well as the assistance received through two "twinning" projects funded by the EU - (1) "Creation of a monitoring, reporting and verification system for the successful implementation of the EU Emissions Trading System" (Instrument for Pre-Accession Assistance (IPA) 2012-funded project, 2013–2015, also known as the EU Emission Trading System (EU ETS) project) and (2) "Establishment of a Mechanism for Implementation of Monitoring Mechanism Regulation" (IPA 2013-funded project, 2015-2017, also known as the EU Monitoring Mechanism Regulation (EU MMR) project), enabled establishing the basis of transparent and sustainable system for improved national planning and decision making and for tracking and renewing the NDCs in line with the Enhanced Transparency Framework (ETF) requirements of the PA. Still, there is a need to further develop the system and to strengthen capacity and improve information sharing among responsible and competent institutions at the national and local levels. The resulting transparency framework should create an enabling environment for decision-making regarding future objectives, targets, and priority policies and measures for mitigation and adaptation.

### **3.3. Problems that the project sought to address: threats and barriers targeted**

Before the project, Serbia did not have a systematic planning, reporting and monitoring system for climate change mitigation and adaptation based on reliable data. In particular, Serbia did not have a national system for data/information collection, based on involvement of all relevant stakeholders, for continuous monitoring, reporting of undertaken measures, as well as for their upscaling.

The root cause lays in the fact that climate related issues had not been sufficiently integrated into sectorial policies due to lack of coordination among different competent institutions in terms of planning, implementation, monitoring and reporting on sectorial measures. Also, there were no clear guiding documents, neither methodologies, to facilitate sector-based inputs to climate policy planning and development. The lack of human and institutional capacities to plan and specially to track progress on GHG emission reduction and adaptation policies and measures, particularly in specific sectors, also precluded development of socio-economic assessment models for identification of climate related financing.

### **3.4. Immediate and development objectives of the project**

UNDP, acting as a GEF implementing agency is providing assistance to the Serbian Government, namely MoEP, in the preparation and implementation of the GEF funded project "Establishing Transparency Framework for the Republic of Serbia (CBIT project)".

The project was designed to:

- support the Government of Serbia in mainstreaming and integrating climate change considerations into development strategies and sector-based policy frameworks by strengthening and sustaining efforts to monitor, report, and verify activities to address climate change. Specifically, the project will assist the Government of Serbia with strengthening the methodologies and tools necessary to enhance transparency as described in Article 13 of the PA;
- accelerate Serbia's EU accession process in the area of environment, energy and climate change,

contributing to creation of enabling policy and institutional environment for effective implementation of relevant EU Acquis and related national legal acts;

- increase stakeholder engagement, inter-institutional collaboration and to enhance transparency in the climate change field.

Therefore, the development objective of the project is to shift Serbia towards a low-carbon and climate resilience development pathway by mainstreaming and integrating climate change considerations into development strategies and sector-based policy frameworks; ensuring continuity in institutional and technical capacity building; and sustaining these policies and measures with a routine mechanism for climate change monitoring, reporting and verification.

The immediate objective of the project is to assist the Government of Serbia with establishing a National Transparency Framework in the Republic of Serbia to enhance implementation and abide by the transparency provisions of the PA.

### **3.5. Expected results**

The project is expected to deliver numerous results along the following lines:

Global Environmental Benefits: The CBIT project is expected to strengthen the capacity of national institutions for designing actions and policies for achieving the Government's national and international climate change commitments (NDCs in particular) and thus limiting Serbia's contribution to the global environmental threat of climate change. In line with the PA, it is expected that Serbia revisits the NDCs and prepares enabling policy environment for compliance in terms of defining, monitoring and reporting on climate change mitigation as well as adaptation measures. Apart from climate change, the project is also expected to assist Serbia to respond effectively to the challenges of other global processes, such as implementing the SDGs and Sendai Framework for Action on Disaster Risk Reduction.

Socio-Economic Benefits: The scope of the MRV system and transparency framework is relevant to all sectors and actions related to climate change. It goes beyond reducing GHG in order to capture the country path to a sustainable, resilient and low-carbon emission economy and thus promote long-term sustainable socio-economic development, economic growth and improving living standards for the citizens of Serbia. In particular, the project is expected to assist Serbia to comply with the EU accession obligations and commitments by establishing complementary MRV system with Monitoring Mechanism Regulation (MMR) requirements of the EU. Finally, by integration of gender considerations into MRV/transparency processes, the project will help mainstreaming gender aspect in sectors and actions related to climate change.

Knowledge Management: The project is expected to generate a significant mass of knowledge and technical capacity for establishing a longer term strategic and policy framework for climate change. It is envisaged to share Serbia's progress and achievements in establishing the transparency framework with other countries under the CBIT global coordination platform and other relevant networks. Specific part of the comprehensive MRV system for transparency will be established for sharing externally information and results produced under the national CBIT, including mechanisms for exchange of information with the EU and other global transparency initiatives. Exchange of experience and capacity building among the countries of the region is expected to produce additional benefits to the national climate change policies and action planning under the NDCs, creating enabling environment for increased climate change-related ambitions in the region.

### 3.6. Main stakeholders: summary list

The project design and preparation included also a broad participatory processes through voluntary questionnaire and in-person consultation which set the bases for the stakeholder engagement plan which involves the following stakeholders:

- Ministry of Environmental Protection (MoEP)
- Serbian Environmental Protection Agency (SEPA)
- National Climate Change Council (NCCC)
- The Ministry of Agriculture, Forestry and Water Management (MoAFW)
- The Ministry of Mining and Energy (MoME)
- The Ministry of Construction, Transport and Infrastructure (MoCTI)
- The Ministry of Interior (MoI)
- Hydro Meteorological Institute of Serbia
- Local self-governments (LSGs)
- The business community
- Academia
- Civil Society Organizations (CSOs) - (Standing Conference of Towns and Municipalities (SKGO), The Worldwide Fund for Nature (WWF), The RES Foundation)
- Gender partnerships (Ministry of Labour and Social Affairs, UNWOMEN, local CSOs)
- Other donors (EU)
- Other GEF Implementing Agencies (UN Food and Agriculture Organization (FAO))

### 3.7. Theory of Change

With the support of this project, the country is expected to strengthen its capacities regarding methodologies and tools to enhance transparency, as outlined in Article 13 of the Paris Agreement. Based on this project, Serbia is expected to complete its MRV system, which will improve Serbia's ability to effectively define and implement climate change related policies and measures while incorporating a gender-sensitive approach.

On the other side, the effective MRV system will enable more accurate information, monitoring and assessment of the instruments that the country selects to face climate change. It is expected that with support of the project, Serbia will be able to establish a system in which it can increase its climate-related ambitions as expressed in the NDCs over time, as well as to improve its institutional capacities, and awareness and knowledge of different stakeholders and general population in a way that will allow it to achieve these ambitions. The project is also expected to assist the country to integrate the local level of governance better into the process of NDC preparation and implementation. This integration will lead eventually to planning and decision-making that is based on real needs and on a participatory approach.

In order to build and strengthen capacities in national institutions to enhance transparency, the project is structured in four components, which have related outcomes to reach the objective of the project:

- Component/Outcome 1: National transparency capacity for tracking NDC progress from mitigation activities is strong;
- Component/Outcome 2: National transparency capacity for tracking NDC progress from adaptation activities is strong;
- Component/Outcome 3: MRV system for the NDC, including financing for institutions, local communities and businesses, is in place;
- Component/Outcome 4: Knowledge Management (KM) and Monitoring and Evaluation (M&E).

All project components are built upon the MRV related achievements and outputs of the two “twinning” projects funded by the EU - EU ETS project and the EU MMR project, as well as the MRV part of the Second Biennial Update Report for the Republic of Serbia. The CBIT supported MRV activities will focus on building a comprehensive tool for monitoring, reporting and evaluation of undertaken climate change mitigation and adaptation policy measures, while also ensuring mechanism for continuous inputs into short, medium and long-term planning.

## 4. Findings

### 4.1. Project Design/Formulation

#### **Analysis of Results Framework: project logic and strategy, indicators**

The Results Framework in the Project Document contains 4 Outcomes, 5 Outputs and 21 indicators established as benchmarks for measurement of achievements of the project at the level of the Project Objective and Outcome/Output. *The TE team agrees with the conclusions of the Mid-Term Review (MTR) that the CBIT project is relevant for the needs, priorities and international commitments of Serbia as the recipient country and is consistent with the strategic and programmatic priorities of the donor (GEF Focal Area Climate Change) and the Implementing Agency (UNDP Country Programme for 2021-2025 Output 3.1: Climate change mitigation and adaptation measures designed and implemented, and climate ambition raised). The project is also aligned with the Development Partnership Framework for 2016-2020 between the Government of Serbia and the UN Country Team (Pillar IV Environment, Climate Change and Resilient Communities, Outcome 8: By 2020, there are improved capacities to combat climate change and manage natural resources and communities are more resilient to the effects of natural and man-made disasters).* The project is also expected to assist Serbia to comply with the EU accession obligations and commitments by establishing complementary MRV system with MRV requirements of the EU.

The MTR performed critical analysis of the project results framework and found that the original Project Identification Form (PIF) log frame was simplified in the project document and the number of Outputs was reduced under the first two Components/Outcomes. The MTR team found that the revision made more explicit separation of mitigation and adaptation related results, but it caused repetitions of Outputs and affected the logical structure of the results chain and the Theory of Change. The MTR team also found formulation of few indicators not fit for measuring progress in the project and suggested modifications. *The TE team finds this proposal highly appropriate and notes that it improves the SMART aspect of the project targets. Wherever possible, the TE report also elaborates the progress against the modified indicators.*

*The TE team found that the gender component of the project is well established in the project design. The project aspires for contribution to gender mainstreaming in reporting on climate change and for strengthening the ability of Serbia to participate actively in addressing the global environmental threat of climate change in a gender responsive manner. The project design dedicates attention to gender*

differentiation of vulnerability assessments and climate change adaptation planning and incorporation of gender into disaster risk management, considering women not only as beneficiaries but as active participants in the decision-making process. The projects formulation enables development of a gender sensitive MRV platform and provides specific guidelines and tools on how to prepare gender sensitive climate change policies and measures, based on the data and information produced under the MRV platform. The TE team found that the project supported the nomination of National Focal Point (NFP) for Gender and Climate Change to the UNFCCC and creation of a gender network within the MoEP to better coordinate different gender-related activities in the field of environmental protection. Also, the project supported mapping of data availability and data sources, design of a framework for streamlining the gender aspects of climate change in Serbia, targeting the following areas: Participation in decision making and policy design; Access to resources; Economy and employment; Consumption, lifestyles and living conditions; Education; Health and health protection; Climate change knowledge, attitudes and behaviour. The TE team found that the gender and climate change activities have been backed up by trainings for relevant participants.

### **Assumptions and Risks**

All risks included in the UNDP financial system (ATLAS) Risk Register are with low-risk rating. The overall risk rating for the project is low and no risk has been triggered in the risk tab in PIMS+. The project was exempted from Social and Environmental Screening Procedure (SESP), because its entire scope solely consist of functions and activities that are exempt of the screening requirement according to the Guidance Note on UNDP's Social and Environmental Standards ([SESP guidance 2016](#) ; [2021 SESP Guidance Note](#)). The main external risk for the project delivery was seen as related to the political situation in the country and extraordinary and/or regular presidential, parliamentarian and local elections, for the mitigation of which the project team was supposed to maintain a non-partisan stance, and focus on the mission of bringing tangible project results while standing ready to respond to possible shifts. The project team updates periodically the identified risks in ATLAS, Project Information Management System (PIMS+) and the PIRs.

There were no risks reported under the paragraph Critical Risk Management in the 2020 PIRs. The MTR team recommended adding new risk "potential loss of the knowledge of processes and products that are essential for functionality of the MRV system" which could be critical in order to develop timely and effective mitigation measures. Based on the above, the MTR rating of the identification and management of risks is Marginally Satisfactory (MS).

In 2021, two new risks have been identified and added to the ATLAS Risk Register, both of them with low-risk rating. The first is associated with potential delays in the delivery of project events and capacity-building activities due to Covid-19 and related restrictions. The second new risk have been included in the Risk Register as per the recommendation of the MTR and is related to the potential loss of knowledge and expertise in the area of MRV as a result high staff turnover in governmental institutions which could also negatively impact the long-term sustainability of the established MRV system.

*The TE team consider the initial identification of risks and mitigation measures reasonable and sufficiently detailed. TE team finds critical the risk of human knowledge losses due to dropout of key trained staff in national priorities.*

### **Lessons from other relevant projects (e.g. same focal area) incorporated into project design**

This project was among the first that had been approved under the CBIT, therefore it could not incorporate lessons learned from CBIT projects of other countries. However, the project document builds upon existing regional peer exchanges on NDC planning and implementation and on the enhanced transparency framework as well as South-South and Triangular Cooperation. All project components are built upon the

MRV related achievements and outputs of the two “twinning” projects funded by the EU - EU ETS project and the EU MMR project, as well as the MRV part of the Second Biennial Update Report for the Republic of Serbia. Under the auspices of the Global Support Programme (GSP) the collaboration and exchange of knowledge experience and lessons learned among countries in the Western Balkan sub-region has been facilitated in the area of integrating gender aspects responsiveness into the MRV/transparency processes in the Western Balkan Countries.

Furthermore, the project document indicates active engagement in providing input (reports, methodological tools, and lessons learned) to the CBIT Global Coordination Platform (GCP) and participation at GCP global stocktaking meetings and technical workshops in order to share its experiences and approaches with other non-Annex I countries and development partners.

*The TE team concludes that the project has utilized adequately lessons from regional peer exchanges and other relevant projects available at the project design stage.*

### **Planned stakeholder participation**

The CBIT project requires strong Governmental leadership and intensive engagement of number of various stakeholders (including local governments and the private sector) in various trainings and learning events. The Stakeholder engagement plan in the project document is well elaborated. The MoEP performs a leadership and coordination role for the project acting in coordination with the other key stakeholders, which include relevant sectorial Ministries (Energy, Infrastructure, Transport, Regional Development, Trade and Interior Affairs), the Serbian Environmental Protection Agency (SEPA), the Hydro Meteorological Institute of the Republic of Serbia, research and scientific institutions, institutes, companies, civil society organizations and other stakeholders through highly participatory approach.

*The TE team concludes that the project has planned a relatively wide range of national stakeholders through establishment of an Inter-Ministerial Working Group with representation of 29 line ministries, agencies and institutes responsible for collection of data related to mitigation and adaptation aspects of climate reporting. The TE team also acknowledges that project document highlights the role of participatory approach in enhancing transparency and improve climate change relevant policy planning and decision-making.*

### **Linkages between project and other interventions within the sector**

Enhanced coordination between other relevant projects and interventions was an explicitly stated outcome of CBIT project. *The TE team confirms that the CBIT project has strong synergies with following projects: GEF - funded Enabling Activity (EA) for supporting the UNFCCC reporting for Serbia (3rd National Communication and 2nd Biennial Update Report (BUR) on Climate Change), GEF - funded project Climate Smart Urban Development Challenge and GCF - funded project for development of National Adaptation Plan. Moreover, the MRV system development and CBIT project supported the revision of the Serbian Nationally Determined Contributions to Climate Change funded within the UNDP Climate Promise Initiative. The TE team also found relevant link with the GEF funded project related to forestry and climate change “Contribution of sustainable Forest Management to a Low emission and resilient development”.*

*The interviewed representatives from the MoEP, but also other interviewees, emphasized the strong contribution of the project to the new Climate Change Law. Specifically, they pointed to the Modalities, Procedures and Guidelines (MPGs) developed within the CBIT project which include development of by-laws, detailed methodologies and procedures, as well improvement of institutional arrangements for effective implementation of Climate Change Law.*



## 4.2. Project Implementation

### **Adaptive management (changes to the project design and project outputs during implementation)**

*The TE team found that the project team displayed strong adaptive management by:*

- Adjusting well to working under Covid-19 restrictions, for example by shifting trainings to online or hybrid format;
- Managing to deliver effectively in the circumstances of government elections and government restructuring;
- Displaying flexibility and willingness to respond to Government requests for additional activities, not initially planned under the Procurement Request Form (PRF), but with emerging potential to contribute to the objective and outcomes of the PRF. One good example is the procurement of additional IT equipment for the Hydro Meteorological Institute which enabled downscaling of climate scenarios, and hence more detailed and robust vulnerability assessments which are prerequisite for well-designed adaptation strategies in different sectors;
- Strong and efficient coordination with other relevant ongoing projects (Third National Communication (TNC), Second Biennial Update Report (SBUR), enhanced NDC, NAP and Climate Smart Urban Development Challenge);
- Setting enabling environment for mutual reinforcement for transparent climate policies on national and local level (strong capacity building at national and local level built upon detailed capacity needs assessment and entry point for feeding the national MRV-IT system with climate related data on local level);
- Appropriate management response taken to the MTR recommendation to increase number of trainings for local governments on adaptation and vulnerability assessment. As a result, at the end of 2021, 11 hybrid capacity building events for LSGs with 496 participants from LSGs and public and private local business sectors were conducted that include session on national MRV system and enhance active engagement of the LSGs in reporting on measures implemented in the mitigation and adaptation areas.

### **Actual stakeholder participation and partnership arrangements**

The project benefited from active stakeholder participation. This applied to central and local governments, NGOs, private sector and media. The Project Management Unit (PMU) maintained regular dialogue with stakeholders, including the IMWG, to gather information and feedback to inform the planning of activities. *As the TE interviews and the documents' review indicated, stakeholders were regularly consulted during project implementation and have been actively engaged in design and implementation of the MRV system and the capacity building activities.* Key stakeholders from 29 institutions were represented in the IMWG including Public Policy Secretariat, Statistical Office, SEPA, MoAFW and its Forestry Directorate, MoEP, MoI (its Sector for Emergency) due to their involvement in DesInventar within the Sendai Framework, Chamber of commerce etc.

In particular, the LSGs were quite active in participating in the training and awareness raising events and initiated development of climate change adaptation plans on local level, with some municipalities (Zrenjanin, Kraljevo and Ub) leading the process and sharing experiences with smaller municipalities. During October-December 2021 more than 11 hybrid capacity building events for LSGs with 496 participants from 58 LSGs, public and private local business sectors and media were conducted in cooperation with the GCF-



NAP project, which included a session on national MRV system and the importance of the active involvement of the LSGs in reporting on measures implemented in the mitigation and adaptation areas.

*The TE team found that the project team proactively responded to the MTR recommendation to collect evaluation feedback from training participants. Moreover, the TE team also concluded that the participants found the trainings relevant, easily understandable and highly beneficial in enhancing the climate change reporting in the country.*

Moreover, in order to continue with capacity building of civil servants beyond the project lifetime, the project specific training programme shall be prepared and submitted to National Academy of Public Administration (NAPA) as a part of accredited courses on MRV of data and information in the field of climate change.

### **Project Finance and Co-finance**

The CBIT project proposal was originally designed for duration of 48 months. Following the comments from the GEF Secretariat during the PIF review phase, the actual length of the project implementation was set to 36 months only, implemented in 3 years' time span. The actual signing of the project document was prolonged and a no-cost extension of three months was requested and granted to bridge delays of project implementation due to the restrictions caused by the Covid-19 pandemic. The project started 8<sup>th</sup> of March 2019 and will end 8<sup>th</sup> of June 2022, resulting in 39 months of implementation.

The financial information extracted from the UNDP financial system (ATLAS) as presented in Table 2 and

Table 3. The TE team found that the financial information available is complete. Changing in the budget was adequately conducted as per UNDP standard operational procedures with justifications provided. *The actual expenditures fit into the planned project budget per outcome/activity. The expenditure ratio at the TE period (accrued on 5 May 2022) is 98%. The rest of the funds shall be exploited by the end of the project.*

**Table 2 Project expenditures (in US\$)**

	2019		2020		2021	
Outcome	Planned	Actual	Planned	Actual	Planned	Actual
ACTIVITY1	92,400	75,708	112,300	84,919	95,300	126,142
ACTIVITY2	125,900	110,884	157,600	57,164	116,500	200,029
ACTIVITY3	130,150	77,039	98,150	111,882	71,700	114,081
ACTIVITY4	33,250	40,315	33,250	26,606	33,500	19,108
<b>Total</b>	<b>381,700</b>	<b>303,946</b>	<b>401,300</b>	<b>280,571</b>	<b>317,000</b>	<b>459,360</b>

	2022		Total	
Outcome	Planned	Actual	Planned	Actual
ACTIVITY1		7,844	300,000	294,614
ACTIVITY2		21,154	400,000	389,232
ACTIVITY3		37	300,000	303,039
ACTIVITY4		7,460	100,000	93,490
<b>Total</b>		<b>36,495</b>	<b>1,100,000</b>	<b>1,080,375</b>

Source: UNDP (ATLAS)

**Table 3 Summary of the planned and actual expenditures (in US\$)**

Outcome	Estimated costs at design	Actual costs (5 May 2022)	Expenditure ratio (actual/planned)
ACTIVITY1	300,000	294,614	98%
ACTIVITY2	400,000	389,232	97%
ACTIVITY3	300,000	303,039	101%
ACTIVITY4	100,000	93,490	93%
<b>Total</b>	<b>1,100,000</b>	<b>1,080,375</b>	<b>98%</b>

Source: UNDP (ATLAS)

GEF funding was US\$ 1,100,000 (cash) and additional funds amounting US\$ 118,800 (cash), US\$ 64,371 (cash) and US\$ 32,000 (in kind) were mobilized from the Government of Austria, UNDP and MoEP respectively, thus setting the additional to GEF funds to US\$ 215,171 (A6: Co-financing tables).

During the development of MRV-IT system at national level, development of a two separate IT tools initiated: 1. Climate -smart IT system for local self-governments, and 2. NAP-IT platform for climate related data with the focus on climate change adaptation.

Since the host for all three systems should be the MoEP additional support for proper linking of all IT systems was needed. Funds received from Government of Austria were used for better linkages of three different IT systems (MRV-IT tool, Climate -smart IT system for local self-governments, and NAP-IT platform for climate related data) and for additional trainings of LSGs and business sector during capacity building events (October-December 2021) delivered in synergy with GCF-NAP project. Namely, from October till December 2021 more than 10 events were organized for more than 400 participants of LSG, public and private companies, as a hybrid events, where all above mentioned IT tools were promoted, and additional trainings on MRV were delivered.

Finally, due to lack of capacities within the MoEP IT unit, additional support was provided to ensure timely and smooth transition of developed IT tools. MRV-IT tool as Climate information system of Serbia will be available at: [www.kis.gov.rs](http://www.kis.gov.rs), NAP-IT platform will be linked as Digital Climate Atlas of Serbia: [www.atlasklime.gov.rs](http://www.atlasklime.gov.rs); and Climate-smart IT system for LSGs will be added as: [www.klimainfo.gov.rs](http://www.klimainfo.gov.rs). All three IT systems will be hosted by the Office for the IT and eGovernment, and managed in close collaboration with MoEP Climate Change Department and SEPA.

Therefore, Austrian co-financing enabled upgrade of developed MRV-IT system with two additional IT systems and supported additional capacity building activities focused on local as well as with stronger focus on climate change adaptation.

*The TE team finds that the budget for MTR and TE was underestimated and recommends that this should be corrected in future project proposals (US\$ 17,000 planned vs app. US\$ 30,000 actual expenses).*

*The TE team also found that the financial breakdown in the project document includes engagement of Chief Technical Advisor (CTA) as international consultant, that did not occur. The TE team considers this position as highly valuable in enhancing technical quality of the project implementation, knowledge sharing and enhanced communication and therefore recommends future climate change projects to engage CTA.*

### **Monitoring and Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)**

The TE team found that the Project Documents incorporates comprehensive M&E plan, stating that Project-level monitoring and evaluation would be undertaken in compliance with UNDP requirements as outlined

in the UNDP Programme and Operations Policies and Procedures (POPP) and UNDP Evaluation Policy and in line with additional mandatory GEF-specific M&E requirements and other relevant GEF policies. There was no separate budget line for the M&E (except for the Midterm and Terminal Evaluations, which also covered Inception Workshop and the costs for the lessons learned and knowledge management compilation). The TE team found that the budget for MTR and TE is underestimated. (Note: Currently, most CBIT projects have a separate M&E component, but that was not a practice when this CBIT project was designed and therefore M&E budget was included under technical components). The TE team agrees with the MTR finding that some of the results indicators are process oriented and do not allow measuring the progress towards outputs.

**The M&E design at entry is rated Moderately Satisfactory (MS).**

The MTR team rated the monitoring and evaluation of the project as Satisfactory (S) and found that the 2020 PIR is in line with the standard GEF PIRs format with adequate level of details in narrative descriptions of achievements during the reporting period as well as justified ratings of progress in project implementation and of overall progress towards the project development objective. The GEF Tracking Tool (TT) contains all required information and duly reflect the progress made. However, the overall assessment of progress by the UNDP CO and the Implementing Partner (MoEP) could have been more elaborated to fully justify the rating and input by the GEF Operational Focal Point should be provided.

**The M&E implementation is rated Satisfactory (S).**

The TE found that the some of the recommendations provided by the MTR were used to improve and adapt project performance, e.g. in the case of (a) soliciting feedback from the training and events' participants, example provided below (which can be considered as good practice now) and (b) revision of the indicators, disused earlier. The example on participant evaluations conducted for the trainings on developed MRV-IT system conducted can be considered as good practice. The TE also acknowledges that MTR recommendations in the area of monitoring and evaluation were partially adopted in 2021 PIR Midterm Review recommendation (includes justification of rating of progress towards the Project Development Objective from the Government Implementing Partner) and will be fully incorporated for implementation in the final year of the project's duration, as stated in the management response provided to the MTR. The TE team concluded that the reporting would have benefited from more systematic compilation of progress data on the output and outcome indicators.

**Overall, M&E is rated Satisfactory (S).**

**UNDP implementation/oversight (\*) and Implementing Partner execution (\*), overall project implementation/execution (\*), coordination, and operational issues**

The CBIT project was designed for implementation under the National Implementation Modality (NIM) in line with the Standard Basic Assistance Agreement between UNDP and the Government of Serbia. MoEP as the designated Implementing Partner has provided office space to host the Project Management Unit (PMU) and appointed the Assistant Minister as the National Project Director (NPD).

The PMU was shaped with existing UNDP staff resources, so the implementation could commence immediately without recruitment. Moreover, the CBIT implementation was not affected by PMU staff turnover, and the team was well-versed with UNDP and Governmental procedures. The coordination and cooperation between PMU and IWMG was very well-functioning and as a result the project components were mutually reinforcing. All stakeholders interviewed by the TE team rated the level of UNDP support as highly satisfactory. This was especially important given the low capacities and high turnover at the key national institutions. Also, cooperation and communication with the RTA was highly rated at the interview.

### **UNDP implementation is rated Highly Satisfactory (HS).**

MoEP, as the designated Implementing Partner, has provided office space to host the PMU and appointed the NPD. Communication with the PMU and overall support of the project activities was very well-functioning within the limits of MoEP institutional and human capacities. MoEP is expected to host the MRV-IT platform which is yet to be migrated from the server of its developer (Austrian Environment Agency). The migration process is affected by the instalment of new hardware and limited human capacities at MoEP. MTR recommended that the Government should ensure adequate manpower dedicated exclusively to MRV activities and consider mechanisms for addressing staff shortages such as outsourcing certain tasks to organizations outside the Government. Such organizations could include a university, a research institute, or a consulting company, selected on the basis of technical competency and expertise for compilation and reporting of Climate Change (CC) data and information. The recommendation was noted, the Ministry recognized the need for increased capacities and is working diligently on providing administrative and technical assistance where needed in line with the dynamic prescribed by the Climate Change Law. The TE team confirmed this during interview process and concludes that the response activities need more time and will not be completed within CBIT project implementation timeframe.

### **Implementing Partner execution is rated Satisfactory (S).**

The Project Board (PB) has been established to oversee the project implementation, provide overall strategic direction and play a critical role to review the project progress and approve annual project work and financial plans. The TE team agrees with the MTR findings that the established managerial arrangements and frequency of PB meetings are adequate for the size and level of complexity of the project. The TE team confirmed that the PB had two more meeting after MTR (in April and August 2021) and approved management response plan to the MTR findings and recommendations. Approved activities for 2022 include launch of the MRV system according to Paris Agreement and Enhanced Transparency Framework (ETF) guidelines, and to conduct terminal project evaluation.

After the parliamentary elections in 2020, the IMWG, a consulting body to support the PB, was re-established and includes 61 representatives (three more members than the initial one), from 29 stakeholders (Implementing Partners, line ministries, other national and provincial institutions, major national companies and NGOs). This IMWG was closely engaged in project implementation, which TE team confirmed during the interviews.

The TE team considers that the project implementation would have benefited from better differentiation of activities by target areas (i.e., mitigation/adaptation) and by target audiences (i.e. LSGs/business).

### **Overall project implementation is rated Satisfactory (S).**

#### **Risk Management including Social and Environmental Standards (Safeguards)**

The project was supported by UNDP as the GEF Implementing Agency and as such followed the respective procedures of the agency. The risks have been adequately monitored, reviewed and updated by the project team, CO and UNDP-Nature, Climate and Energy Team (NCE) in ATLAS and PIMS+.

Parliamentary elections (identified as potential risk that can slow down the expected delivery of the project and potentially cause turnover in key positions, including Project Board members and working group members) did not have significant impact on the achievement of project results and milestones. Following the elections, the CBIT project inter-institutional working group has been quickly re-established with three more members than the initial nominations.

Regarding the two new risks added to the ATLAS Risk Register in 2021 (after the MTR), appropriate mitigation measures have been introduced. The Covid-19 pandemic has indeed slowed down and affected

the approach of conducting trainings and stakeholder consultations and required the project team to ask for three months no-cost extension of the project (approved by UNDP's Global Environmental Finance Executive Director) and shift to alternative methods by applying virtual tools and organizing hybrid events. The second new risk, related to the potential loss of knowledge and expertise in the area of MRV as a result high staff turnover in governmental institutions, has urged the MoEP has to increase human resource capacity and staff retention and work diligently to ensure adequate manpower is dedicated to MRV activities. This includes the expansion of the Climate Change Department with additional unit and staff positions, as well as succession planning and systematic involvement of junior staff in training and support activities (as per the MTR's recommendation) which could also contribute to the retention of institutional memory.

The project was exempted from Social and Environmental Screening Procedure, because its entire scope solely consists of functions and activities that are exempt of the screening requirement according to the Guidance Note on UNDP's Social and Environmental Standards.

### 4.3. Project Results

#### Progress towards objective and expected outcomes (\*)

The information presented in this section has been sourced from the PIRs, MTR and UNDP management response to MTR recommendations supplemented with information collected from interviews of the key project stakeholders. The progress towards project objective is summarized in Table 4, while the progress towards the four project outcomes is presented for each outcome in separate Table 5-8. The TE report notes the suggested MTR revisions for the indicators, elaborates on their application, and wherever possible, elaborates the progress also against them. In the tables, the following colour-coding for the rating of the status of target achieved:

Green: Completed, indicator shows successful achievements	Yellow: Indicator shows expected completion by the end of project with minor shortcomings.	Red: Indicator shows poor achievement – unlikely to be completed by project closure
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**Table 4 Progress towards project objective**

Project Objective: To shift Serbia towards a low-carbon and climate resilience development pathway by mainstreaming and integrating climate change considerations into development strategies and sector-based policy frameworks; ensuring continuity in institutional and technical capacity building; and sustaining these policies and measures with a routine mechanism for climate change monitoring, reporting and verification.				MTR recommendation	
Indicators	End of Project (EoP) Target	Status at TE	Rating	Suggested Modified Indicators	TE comments and recommendations
Objective Indicator 1 (CBIT TT Indicator 3 <sup>1</sup> ): Quality of MRV Systems	EoP rating 8 Baseline rating 5 MTR rating 6	<b>Rating 7</b> After MTR improvements:	MS	No change	

<sup>1</sup> Rubric based on CBIT tracking tool (10-point scale)

1. Very little measurement is done, reporting is partial and irregular and verification is not there;
2. Measurement systems are in place, but data is of poor quality and/or methodologies are not very robust; reporting is done only on request or to limited audience or partially; verification is not there;
3. Measurement systems are in place for a few activities, improved data quality and methodologies, but not cost or time efficient; wider access to reporting is still limited and information is partial; verification is rudimentary/non-standardized;
4. Measurement systems are strong in a limited set of activities however, analyses still need improvement; periodic monitoring and reporting although not yet cost/time efficient; verification is only upon specific request and limited;
5. Measurement systems are strong for a limited set of activities and periodically report on key GHG related indicators i.e. mainstreamed into the activity implementation; reporting is improved through few pathways but limited audience and formats; verification limited;
6. Measurement systems are strong and cover a greater percentage of activities – feedback loops exist even if they are not fully functioning; reporting is available through multiple pathways and formats but may not be complete/transparent; verification is done through standard methodologies but only partially (i.e. not all data is verifiable);
7. **Measurement regarding GHG is broadly done (with widely acceptable methodologies), need for more sophisticated analyses to improve policy; Reporting is periodic with improvements in transparency; verification is done through more sophisticated methods even if partially;**
8. Strong standardized measurements processes established for key indicators and mainstreamed into institutional policy implementation; reporting is widely available in multiple formats; verification is done for a larger set of information;
9. Strong Monitoring and Reporting systems – robust methodologies, cost effective and efficient, periodic; verification done to a significant degree;
10. Strong MRV systems that provide quality GHG-related information in a transparent, accurate and accessible to a wide audience, with feedback of information from MRV flowing into policy design and implementation.

Project Objective: To shift Serbia towards a low-carbon and climate resilience development pathway by mainstreaming and integrating climate change considerations into development strategies and sector-based policy frameworks; ensuring continuity in institutional and technical capacity building; and sustaining these policies and measures with a routine mechanism for climate change monitoring, reporting and verification.				MTR recommendation	
Indicators	End of Project (EoP) Target	Status at TE	Rating	Suggested Modified Indicators	TE comments and recommendations
		MPGs related to MRV system are finalized. Additional capacities built, particularly in LSGs and in adaptation area.			
Objective Indicator 2 (CBIT TT indicator 5 <sup>2</sup> ): Qualitative Assessment of Institutional Capacity for Transparency Related Activities	EoP rating 4 Baseline rating 2 MTR rating: 2	<b>Rating 2</b> After MTR improvements: Despite strengthened institutional capacities, the designated transparency institution does not have organizational unit with standing staff with some capacity to coordinate and implement transparency activities	MS	No change	
Objective Indicator 3: Number of direct project beneficiaries Of that group, number of women	150 direct beneficiaries, of whom 100 are women	<b>About 35 beneficiaries from agencies of the Government and 496 from LGs and business sector (206 are woman)</b>	HS	Number of direct project beneficiaries that increased their capacities to meet enhanced transparency requirements Target value should be aggregate of the targets under the individual Outcomes	The suggested modified indicator should be used as a good example when designing the logframe of future projects.
Objective Indicator 4 (CBIT TT indicator 4): Status of Convention obligations on reporting, including mitigation contribution	By the end of Q12, the TNC and revised NDC will have been submitted to the UNFCCC	TNC and revised NDC finalized/drafted, but not submitted to the UNFCCC. (this was out of the control of project). CBIT supported the preparation of the revised NDC document.	S	The MRV portal fully functional to inform obligatory reporting under UNFCCC and PCA. Target value –at least one report with inputs from the MRV system submitted to the UNFCCC	The suggested modified indicator should be used as a good example when designing the logframe of future projects

<sup>2</sup> Rubric based on CBIT tracking tool (4-point scale)

1. No designated transparency institution to support and coordinate the planning and implementation of transparency activities under Article 13 of the Paris Agreement exists.
2. **Designated transparency institution exists, but with limited staff and capacity to support and coordinate implementation of transparency activities under Article 13 of Paris Agreement. Institution lacks authority or mandate to coordinate transparency activities under Article 13.**
3. Designated transparency institution has an organizational unit with standing staff with some capacity to coordinate and implement transparency activities under Article 13 of the Paris Agreement. Institution has authority or mandate to coordinate transparency activities under Article 13. Activities are not integrated into national planning or budgeting activities.
4. Designated transparency institution(s) has an organizational unit with standing staff with some capacity to coordinate and implement transparency activities. Institution(s) has clear mandate or authority to coordinate activities under Article 13 of the Paris Agreement, and activities are integrated into national planning and budgeting activities.

Regarding the **developmental objective of the project**, several achievements are reported along all four indicators:

- *MRV systems are stronger and cover a greater percentage of activities.* In particular, the project components are expected to increase significantly the responsibilities and participation of relevant institutions and stakeholders in the NDC revision process, resulting in gradual increase of Country's climate ambition over time.
- *Institutional capacities are strengthened.* One of the most important capacity enhancements happened during the project is the transformation of the Climate Change Unit in a Climate Change Department within the MoEP, including two units (Unit for CC Mitigation, and Unit for CC Adaptation), each unit has 3 employees. In addition, under the CBIT project inter-institutional, multisectoral working group is established, comprising of more than 60 representatives of all relevant institutions, and is actively involved in the establishment of national MRV system. The recently adopted Climate Change Law (March 2021) further defines institutional arrangements in the climate change field, and strengthens the MoEP coordination role. The Climate Change Law regulates the system for GHG emission reduction and adaptation to climate change, adoption of and monitoring and reporting on strategy of low carbon development and its increased ambition, adoption of programme of adaptation to climate change, issuing ETS permits to the operators of industrial installations, issuing approvals to the monitoring plans of the aircraft carriers, monitoring, reporting, verification and accreditation of verifiers and other issues relevant to GHG emission reduction and adaptation to climate change. Chapter V of Serbian Climate Change Law deals with System for Monitoring and Reporting on national GHG emissions, i.e. National GHG inventory system (art. 57), GHG Inventory and inventory reports (art. 58), data delivery for GHG inventory and reports are regulated by art. 59-60, assurance and quality of data is prescribed in art. 61, while Chapter VI regulates projections of GHG emissions by sources and removals by sinks, art 62-63.
- *Relatively high number of institutions benefit directly from the project.* The re-established Inter-institutional project working group (CBIT WG) has more than 60 representatives (ministries, govt. agencies, institutes, business and CSOs), of whom 41 are women. Also, trainings, particularly in adaptation area, attracted significant number of LSGs and businesses.
- *The CBIT project is adequately linked and supportive to the other reporting requirements under the UNFCCC.* Namely, the Second Biennial Update Report (2BUR) was finalized in March 2021, final edits were inserted with regard to adopted Climate Change Law. However, the document is still pending the adoption of Government of Serbia and its submission to the UNFCCC, considering that Serbia started developing National Energy and Climate Plan (NECP), and final version of 2BUR should be in line with the targets and objectives of the NECP. The Third National Communication (TNC) is drafted as well and currently pending governmental approval. Revision of NDC was drafted in 2020, based on analyses and information from draft reports of 2BUR and TNC. CBIT project supported the preparation of the revised NDC document. The MRV-IT tool/portal developed under CBIT will be used as information sharing portal, and all drafted reports to the UNFCCC should be finalized with the inputs from MRV system.

**The overall progress towards achievement of the project objective is rated Satisfactory (S).**



**Table 5 Progress towards Outcome 1**

Component/Outcome 1: National transparency capacity for tracking NDC progress from mitigation activities is strong					
Output 1.1: Institutional and technical capacities for transparency of mitigation in relevant sectors improved				MTR recommendation	
Indicators	End of Project Target	Status at TE	Rating	Suggested Modified Indicators	TE comments and recommendations
1a: Number of users trained on mitigation-related aspects of the national MRV system	By the end of Q12, at least 60 people have been trained on mitigation aspects of the new MRV system (and of those, at least 60% are women).	<p><b>More than 60 people (more than 60% are women) have been trained on mitigation aspects.</b></p> <p>Consultative meeting on 23-24 April 2019 (35 participants/24 women)</p> <p>Impact and risks of climate change – 3 July 2019 (38 participants/18 women)</p> <p>Dialogue on climate change on 19 -21 November 2019 (32 participants/26 women).</p> <p>The training activities would have benefited from better differentiation by target areas (i.e. mitigation/adaptation)</p>	S	Number of beneficiaries that increase their capacities as result of training, measured by responses in training self-evaluation	<p>The suggested modified indicator could not be applied since all trainings were conducted before MTR. Should be used as a good example when designing the logframe of future projects.</p> <p>The TOR for the expert-trainers in future projects should include devising a methodology for identification of the level of the capacity built and conducting the evaluation.</p>
1b: Level of participation in the MRV system	By the end of Q12, database access and use of mitigation information is observed in at least 5 government agencies	<p>Database access and use of mitigation information can only be implicitly identified. <b>Consultations and involvement of more than 5 governmental institutions</b> including: (1) Public Policy Secretariat, (2) Statistical Office, (3) SEPA, (4) MoAFW and its Forestry Directorate, (5) MoEP, (6) Mol.</p>	S	Number of government agencies accessing data and information in the national MRV system on a regular basis. Number of government agencies mandated by the existing legislation reporting data to the national MRV system on a regular basis	<p>The suggested modified indicators could not be applied since the MRV-IT is not operational and relevant by-laws and secondary legislation are not adopted yet. Should be used as a good example when designing the logframe of future projects</p> <p>Once the MRV tool is operational and relevant by-laws and secondary legislation adopted, a log file for tracing the access and various operations by users should be introduced in order to feed these indicators. The second indicator could be fed by review of the adopted by-laws and secondary legislation</p>
1c: Degree to which domestic MRV system informs policies and reporting	By Q12, mitigation information from the database has been used to inform international	Mitigation information used in off-line mode for preparation of reports (National Inventory Report (NIR), 2BUR, TNC,) but improvements	S	Number of national CC legislation and international reports informed by the MRV system	The suggested modified indicator can be applied. At TE stage its value is 4 (Law on CC, NDC, BUR and NC)

Output 1.1: Institutional and technical capacities for transparency of mitigation in relevant sectors improved				MTR recommendation	
Indicators	End of Project Target	Status at TE	Rating	Suggested Modified Indicators	TE comments and recommendations
related to mitigation	reporting (e.g. the BUR and revised NDCs.)	needed on data flows and accuracy of estimates and projections. <b>Contributions and support to the preparation of Law on Climate Change, revision of NDC, and further aligning of all three documents (NDC, BUR and NC).</b>			

In order to enhance **national transparency capacity for tracking NDC progress from mitigation activities (Outcome 1)** a number of achievements are reported:

- Targeted events and trainings, including trainings for all 6 MRV-IT tool modules.
- Specific training programme for National Academy of Public Administration (NAPA) as a part of accredited courses on MRV of data and information in the field of climate change.
- Consultations and involvement of all relevant institutions including Public Policy Secretariat, Statistical Office, SEPA, MoAFW and its Forestry Directorate, MoEP, Mol.
- Assessment of Information and Communication Technology (ICT) systems of different institutions directly involved in MRV system.
- Contributions and support to the preparation of a number of national climate-related legislation and international reports, primarily Law on Climate Change, revision of NDC, and further aligning of all three documents (NDC, BUR and NC).

**The overall progress towards achievement of the end-of-project targets under Outcome 1 is rated Satisfactory (S).**

**Table 6 Progress towards Outcome 2**

Component/Outcome 2: National transparency capacity for tracking NDC progress from adaptation activities is strong					
Output 2.1: Institutional and technical capacities for transparency of adaptation in relevant sectors improved				MTR recommendation	
Indicators	End of Project Target	Status at TE	Rating	Suggested Modified Indicators	TE comments and recommendations
2a: Number of users trained on adaptation-related aspects of the national MRV system (gender-disaggregated)	By the end of Q12, at least 60 people have been trained on adaptation aspects of the new MRV system (and of those, at least 60% are women).	<p><b>More than 60 people (more than 60% are women) have been trained on adaptation aspects.</b></p> <p>Consultative meeting on 23-24 April 2019 (35 participants/24 women)</p> <p>Impact and risks of climate change – 3 July 2019 (38 participants/18 women)</p> <p>Dialogue on climate change on 19-21 November 2019 (32 participants/26 women).</p> <p>The training activities would have benefited from better differentiation by target areas (i.e. mitigation/adaptation)</p>	S	Number of beneficiaries that increase their capacities as result of training, measured by responses in training self-evaluation	<p>The suggested modified indicator could not be applied since all trainings were conducted before MTR. Should be used as a good example when designing the logframe of future projects.</p> <p>The TOR for the expert-trainers in future projects should include devising a methodology for identification of the level of the capacity built and conducting the evaluation.</p>
2b: Level of participation in the MRV system	By the end of Q12, database access and use of adaptation information is observed in at least 5 government agencies	<p>Database access and use of adaptation information can only be implicitly identified. <b>Consultations and involvement of more than 5 governmental institutions</b> including: (1) Public Policy Secretariat, (2) Statistical Office, (3) SEPA, (4) MoAFW and its Forestry Directorate, (5) MoEP, (6) MoI.</p>	S	<p>Number of government agencies accessing data and information in the national MRV system on a regular basis.</p> <p>Number of government agencies mandated by the existing legislation reporting data to the national MRV system on a regular basis</p>	<p>The suggested modified indicators could not be applied since the MRV-IT is not operational and relevant by-laws and secondary legislation are not adopted yet. Should be used as a good example when designing the logframe of future projects</p> <p>Once the MRV tool is operational and relevant by-laws and secondary legislation adopted, a log file for tracing the access and various operations by users should be introduced in order to feed these indicators. The second indicator could be fed by review of the adopted by-laws and secondary legislation</p>

Output 2.1: Institutional and technical capacities for transparency of adaptation in relevant sectors improved				MTR recommendation	
Indicators	End of Project Target	Status at TE	Rating	Suggested Modified Indicators	TE comments and recommendations
2c: Degree to which domestic MRV system informs policies and reporting related to adaptation	By Q12 adaptation information from the database has been used to inform international reporting (e.g. the TNC and revised NDCs).	Adaptation information used in off-line mode for preparation of reports (revised NDC, TNC,) but improvements needed on data flows and accuracy of estimates and projections.  <b>Contributions and support to the preparation of Law on Climate Change, revision of NDC, and further aligning of the two documents (NDC and NC).</b>  Synergy with GCF-NAP project	S	Number of national CC legislation and international reports informed by the MRV system	The suggested modified indicator can be applied. At TE stage its value is 3 (Law on CC, NDC, and NC)

Regarding the **national transparency capacity for tracking NDC progress from adaptation activities (Outcome 2)**, the following activities/outputs are reported:

- *Information sharing events and hands-on training for MRV-IT system for adaptation module.*
- *Detailed assessment of capacity building needs related to climate change adaptation and MRV.*
- *Consultations and involvement of all relevant institutions, including Public Policy Secretariat, Statistical Office, SEPA, MoAFW, MoEP, Mol (Sector for Emergency).*
- *Adaptation and vulnerability assessment information used, particularly for preparation of the revised NDC and the TNC. Also, contributions to the Law on Climate Change*
- *Synergy with GCF - NAP project implemented by UNDP and the MoAFW. This synergy served well the common goal of strengthening the national capacities on adaptation through effective cooperation and coordination of all relevant institutions and establishing effective information and data flow within the sectors of agriculture, forestry, water management, energy, transport and infrastructure, in order to make all data transparent and accessible, as well as to identify efficient adaptation measures.*

**The overall progress towards achievement of the end-of-project targets under Outcome 2 is rated Satisfactory (S).**

**Table 7 Progress towards Outcome 3**

Component/ Outcome 3: An MRV system for the NDC, including financing for institutions, local communities and businesses, is in place					
Output 3.1: Domestic MRV system for updating NDCs completed, including MRV to support stakeholders' engagement				MTR recommendation	
Indicators	End of Project Target	Status at TE	Rating	Suggested Modified Indicators	TE comments and recommendations
3.1.a: Number of stakeholders in local governments and businesses trained on the national MRV system (gender-disaggregated)	By Q12, at least 65 local governments have been trained in MRV system and reporting on the Climate Change Mitigation (CCM) and Climate Change Adaptation (CCA) related data and activities	<p><b>More than 65 local governments have been trained in MRV system and reporting on the CCM and CCA related data and activities</b></p> <p>20 local governments trained in October – November 2019</p> <p>Local Adaptation Plans developed for 3 LSGs. The project supported methodological guide for preparation of local adaptation plans.</p> <p>58 municipalities and cities participated in hands-on trainings on the use of MRV-IT tool and climate-smart local IT system in October – December 2021 (11 hybrid events, 496 participants, out of which 206 women).</p>	HS	Number of stakeholders in local governments and businesses that increased their capacities on the ETF as result of training	<p>The suggested modified indicator could not be fully applied.</p> <p>The trainings after the MTR included participant evaluations but adequate methodology for identification of the level of the capacity built was not applied.</p> <p>The suggested modified indicator should be used as a good example when designing the logframe of future projects.</p> <p>The TOR for the expert-trainers in future projects should include devising a methodology for identification of the level of the capacity built and conducting the evaluation.</p>
3.1.b: Level of participation in the MRV system by local governments and businesses	By Q12, at least 25 local governments are reporting data on CCM and CCA in majority of sectors, in accordance with the national MRV framework	<p><b>More than 25 local governments are trained in reporting data on CCM and CCA in majority of sectors, in accordance with the national MRV framework</b></p> <p>58 municipalities and cities participated in hands-on trainings on the use of MRV-IT tool and climate-smart local IT system in October – December 2021</p> <p>A Climate Smart Information System for 5 LSGs developed.</p>	S	Number of local governments and businesses reporting data on CCA and CCM (with specified number of sectors) through the MRV system	<p>The suggested modified indicator could not be applied since the MRV-IT is not operational and the National Adaptation Plan, which should address the reporting requirements for LSGs, is not adopted yet.</p> <p>Should be used as a good example when designing the logframe of future projects.</p>

<p>3.1.c: Degree to which domestic MRV system informs policies and reporting related to capacity needs, technology transfer, and support received related to climate change and policy documents such as the</p>	<p>By Q12, at least 128 businesses have been trained on MRV requirements and reporting obligations</p> <p>By the end of Q12, database access and use of information for transparency reporting other than mitigation and adaptation information is observed in at least 18 government agencies</p> <p>By Q12, information on capacity development and support received for climate change projects from the database has been used to inform national reporting (e.g. the SBUR and revised NDCs).</p>	<p><b>31 representatives of business participated in hands-on trainings on the use of MRV-IT tool in 2021</b></p> <p><b>The MRV system is still not operational.</b></p> <p><b>County-specific climate financing study</b></p> <p>Other relevant studies developed:</p> <p>Study on the Socio-economic Aspects of Climate Change in the Republic of Serbia</p> <p>Study on Nature-Based Solutions (NBS) in Serbia</p> <p>Initiating the Just Transition in Serbia Gender and Climate Change Report.</p> <p>The training activities would have benefited from better differentiation by target audiences (i.e. LSGs/business)</p>	<p>MS</p>	<p>Existence of a part of the MRV system for reporting related to capacity needs, technology transfer and financing</p>	<p>The suggested modified indicator can be applied. At TE stage its value is YES (The MRV-IT tool has a module for reporting related to capacity needs, technology transfer and financing)</p>
<b>Output 3.2: National GHG inventories improved</b>				<b>MTR recommendation</b>	
Indicators	End of Project Target	Status at TE	Rating	Suggested Modified Indicators	TE comments and recommendations
<p>3.2.a: Availability of country-specific emission factors</p>	<p>By Q12, at least 5 country-specific emission factors have been developed for thermal power plants, selected industrial sectors, agriculture, and LULUCF</p>	<p><b>Report on net calorific value and emission factor of domestic lignite, Assessment of Short-lived Climate Pollutants in Serbia.</b></p>	<p>S</p>	<p>No change</p>	
<p>3.2.b: Scope of estimate of carbon sinks</p>	<p>By Q12, expanded estimates of carbon sinks have been incorporated into reporting under the TNC</p>	<p><b>Report on AFOLU short-term improvements</b></p> <p><b>Report on AFOLU mid- and long-term improvements</b></p> <p><b>Summary report on improvements of AFOLU part of GHG Inventory–Soil organic carbon</b></p>	<p>HS</p>	<p>No change</p>	

3.2.c: Use of country-specific emission factors in reporting	By Q12, all of the country-specific emission factors developed have been incorporated into reporting under the TNC	TNC is under development. All the reports developed (see 3.2a and 3.2.b) will feed the TNC. Better coordination of knowledge and communication flows among the engaged experts is needed to utilize all these results and improve the TNC reporting.	MS	No change	
<b>Output 3.3: NDC Capacity Built through Peer Exchanges</b>				<b>MTR recommendation</b>	
<b>Indicators</b>	<b>End of Project Target</b>	<b>Status at TE</b>	<b>Rating</b>	<b>Suggested Modified Indicators</b>	<b>TE comments and recommendations</b>
3.3.a: Availability of peer exchanges	By Q9, at least 5 peer exchanges have taken place.	<b>More than 5 peer exchanges have taken place.</b> 2 hands-on trainings with support of Global Support Programme Regional Capacity-building Workshop for Balkan Countries + Lebanon and Armenia. 3rd Regional Workshop on Supporting the Integration of Gender Considerations into MRV and Transparency Processes in the Western Balkan Countries and Lebanon. A webinar with participation of Serbia and North Macedonia to exchange experiences on CBIT and moving towards Biennial Transparency Reports (BTR) Forestry expert from MoAFW sent to UNFCCC training on GHG inventory – sector forestry.	HS	No change	
3.3.b: Degree to which peer exchange learning is applied	Nearly all or all participants report benefits from participation in follow-up questionnaires (immediate ex post and three months later).	The participants of the LSGs trainings on the use of MRV-IT tool, evaluated the trainings and found them relevant, easily understandable and highly beneficial in enhancing the climate change reporting in the country. MRV tool has also been very positively evaluated by the potential users and training participants	HS	No change	

The undertaken activities related to **MRV system for the NDC, including financing for institutions, local communities and businesses (Outcome 3)** include:

- *Gaps and needs analysis and assessment* of the existing institutional arrangements, data flows, management systems, as well as communication tools for MRV data exchange, collection and reporting.
- *Development of a conceptual framework for the MRV* that will ensure full compliance with the PA requirements, as well as with the EU Acquis.
- *Development of an IT tool for support of the MRV system.* The [national MRV-IT system](#) covers 6 different modules (1. GHG Inventory, 2. Projections and Scenarios, 3. Policies and Measures (PaMs), 4. Climate Change Adaptation, 5. Climate Finance and 6. NDC module). The national MRV-IT system is finalized, but migration on the Government servers is still ongoing.
- *Modalities, procedures and guidelines for transparency framework and support referred to in Article 13 of the Paris Agreement*, which includes Institutional, procedural and legal requirements and recommendations for setting up a national system for the functioning of Serbia's MRV IT tool

Specifically, for **domestic MRV system for updating NDCs, including MRV to support stakeholders' engagement (Output 3.1)**, the following is reported:

- *Capacity building trainings for 20 LSGs on development of the Local Climate Change Adaptation Action Plans.*
- *3 Local Adaptation Plans supported. The project supported methodological guide for preparation of local adaptation plans.*
- *A Climate Smart Information System for 5 pilot LSGs.* The system supports the LSGs in preparation of their local GHG inventories and in planning and implementing local mitigation actions. Even though initially planned to have just mitigation component, with joint efforts under the GEF funded project Climate Smart Urban Development Challenge, further improvements are currently ongoing including section related to climate change adaptation. This IT tool will be linked to the comprehensive IT tool of the MRV system.
- *Hands-on trainings on the use of MRV-IT tool and climate-smart local IT system for the 5 pilot LSGs.* 11 hybrid capacity building events for LSGs with 496 participants (206 women), from 58 LSGs and, 31 public and private local business sectors were conducted under the GCF-NAP project including the session on national MRV system and the importance of the active involvement of the LSGs in reporting on measures implemented in the mitigation and adaptation areas.
- *Engagement of businesses* (Public Utility Companies, Electric Power Industry of Serbia - EPS, Serbian oil and gas company - NIS, State enterprise "Srbijašume", Public company "Vojvodinašume", Chamber of Commerce and Industry of Serbia) through memberships in the IMWG.



- *Trainings for businesses* in collaboration with Chamber of Commerce and Industry of Serbia.
- *Climate Financing Study for Serbia*. The study provides overview of levels and structure of CC expenditures and recommendations for introduction of climate budget tagging.
- *Study on the Socio-economic Aspects of Climate Change in the Republic of Serbia*, including also a chapter on vulnerable social groups.
- *Study on Nature-Based Solutions (NBS) in Serbia*, which should contribute towards mainstreaming and scaling up NBS within the NDC and/or other national and local climate public policies.
- *Initiating the Just Transition in Serbia*, with a Roadmap for a Just Transition to a Low Carbon Development in Serbia, which set out the social, economic, and environmental challenges related to the phasing out of fossil fuel-related activities, and decarbonising GHG intensive processes or products, in accordance with the provisions included in the draft Low Carbon Development Strategy with Action Plan.
- *Gender and Climate Change*. The study provides a framework for following the gender aspects of climate change in Serbia in the next areas: Participation in decision making and policy design; Access to resources; Economy and employment; Consumption, lifestyles and living conditions; Education; Health and health protection; Climate change knowledge, attitudes and behaviour.

The following improvements regarding the **National GHG Inventories (Output 3.2)** are reported:

- *National CO<sub>2</sub> emission factor for lignite recalculated*. This value is to be used in TNC.
- *Improvements of the part of the GHG Inventory of the Agriculture, Forestry and Other Land Use (AFOLU) sector* (two reports with recommendations for short-term, medium- and long-term improvements based on analyses of Soil Organic Carbon (SOC) stocks in 1,324 soil profiles from different land use categories in the period 1990-2018).
- *Assessment of Short-lived Climate Pollutants in Serbia*, which supports better linking climate change and air quality policies and integrated inventory reflecting interrelations between GHGs and air pollutants that originate from the same activity data and source categories.

The following **peer exchanges related to NDC capacity buildings (Output 3.3)** are reported:

- *Hands-on trainings with support of Global Support Program* focused on (1) updating the national GHG inventories for the waste sector and (2) provisions for new/updated NDCs and Katowice guidance on the Information to facilitate Clarity, Transparency and Understanding (ICTU) for NDCs.
- *Regional Capacity-building Workshop for Balkan Countries + Lebanon and Armenia on the MRV and Transparency Framework*.

- *3rd Regional Workshop on Supporting the Integration of Gender Considerations into MRV and Transparency Processes in the Western Balkan Countries and Lebanon.* The event gathered representatives of national institutions in charge of climate change MRV and transparency, as well as from institutions in charge of gender equality from Albania, Bosnia and Herzegovina, Montenegro, North Macedonia and Lebanon, as well as representatives of France, Germany, UNDP and UNFCCC. All 4 workshop participants from Serbia were women.
- *A webinar with participation of Serbia and North Macedonia to exchange experiences from implementation of the respective CBIT projects in the two countries and discuss moving towards BTR under the PA Enhanced Transparency Framework (ETF).*
- *Forestry expert from MoAFW sent to UNFCCC training on GHG inventory – sector forestry.*

**The overall progress towards achievement of the end-of-project targets under Outcome 3 is rated Satisfactory (S).**

**Table 8 Progress towards Outcome 4**

Component/ Outcome 4: Knowledge Management and M&E				MTR recommendation	
Output 4.1: Not defined					
Indicators	End of Project Target	Status at TE	Rating	Suggested Modified Indicators	TE comments and recommendations
4.1.a: Level of dissemination of knowledge products produced by the project	Findings from the project have been presented internally at the country, regional, and global level and at a relevant international forum (e.g. Conference of the Parties (COP) side event, international conference).	Regional Workshop in Podgorica, 12-13 February 2020 Bilateral Consultation on Mainstreaming Gender into Climate Change: Sharing Experience from Serbia to Kazakhstan, 27 August 2020 1 <sup>st</sup> Annual Western Balkan and Eastern Europe Network meeting (virtual), 27 January 2021 Experiences of Serbia and North Macedonia in implementation of their CBIT projects One of the biggest events ahead of UNFCCC COP 26: Serbia’s Climate Talks organized in September 2021 (more than 30 panellists and more than 300 participants)	S	No change	
4.1.b: Level of compliance with project M&E plan	By the end of the project, a final evaluation has been conducted, and its results and lessons learned have been made available	TE done according to the M&E plan	S	No change	

Output 4.1: Not defined				MTR recommendation	
Indicators	End of Project Target	Status at TE	Rating	Suggested Modified Indicators	TE comments and recommendations
4.1.c: Absolute levels of awareness /capacity, and relative changes in awareness /capacity of project beneficiaries by gender	Absolute awareness levels and relative changes in awareness among project beneficiaries do not differ significantly between women and men participating in capacity strengthening activities	<b>60% of the IMWG are women</b> <b>High percentage of training participants were women</b> <b>No gender-based difference in awareness among project beneficiaries</b>	S	No change	

Finally, **Knowledge Management and M&E (Outcome 4)** was realized through the following activities:

- *A number of knowledge sharing and dissemination events.* Experience from the Serbia CBIT project was presented at the 3rd Regional Workshop on Supporting the Integration of Gender Considerations into MRV/Transparency Processes in the Western Balkan Countries and Lebanon in Podgorica on 12 February 2020 and the 1st Annual Western Balkan and Eastern Europe Network meeting (virtual) on 27 January 2021. In addition, in the knowledge sharing event on 24 June, representatives of the PIU of the Serbia CBIT project presented the experience in strengthening national transparency capacities for tracking NDC progress as well as on components, approaches and steps progress in establishing the national MRV system in Serbia. Another example of knowledge sharing was the Bilateral Consultation on Mainstreaming Gender into Climate Change held on 27 August 2020. This allowed experts and practitioners from Kazakhstan to learn from Serbia's experience in collecting and analysing sex-disaggregated data, establishing institutional set-up and coordination, as well as performing capacity building exercises on gender and climate change. In April 2021, consultative meeting was organized with UNEP Office for Latin America and the Caribbean to share the information on the process of developing a monitoring framework with guidelines on mainstreaming the gender perspective as a cross-sectoral issue. One of the biggest events, ahead of UNFCCC COP 26, Serbia's Climate Talks was organized in September 2021. This event included more than 30 panellists and more than 300 participants (in person and online) covering governmental institutions, business sector, academia, CSOs and international organizations.
- *Mid-Term review conducted according to the M&E plan in line with the standard procedures for GEF project implementation.* The project is evaluated as 'Satisfactory' and expectedly achieved the most of the planned targets. The MTR team provided 10 recommendations to the project team. Most recommendations were accepted, and management response and action plan developed.
- *Adequate level of participation and awareness of women.* 60% of the IMWG are women; High percentage of training participants were women; and No gender-based difference in awareness among project beneficiaries.

**The overall progress towards achievement of the end-of-project targets under Outcome 4 is rated Satisfactory (S).**

## Relevance (\*)

At international level, the project contributes to Sustainable Development Goal 13: Take urgent action to combat climate change and its impacts and is consistent with the following goals/priorities:

- Strategic and programmatic priorities of the donor (GEF Focal Area Climate Change);
- Implementing agency (UNDP Country Programme for 2021-2025 Output 3.1: Climate change mitigation and adaptation measures designed and implemented, and climate ambition raised);
- Development Partnership Framework for 2016-2020 between the Government of Serbia and the UN Country Team (Pillar IV Environment, Climate Change and Resilient Communities, Outcome 8: By 2020, there are improved capacities to combat climate change and manage natural resources and communities are more resilient to the effects of natural and man-made disasters);
- Output of the UNDP Strategic Plan: 2.3.1 Data and risk-informed development policies, plans, systems and financing incorporate integrated and gender-responsive solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent risk of conflict.

At national level, harmonization of Serbia's legislation with EU Acquis will be the main driver for development of relevant CC institutional and governance frameworks for the years to come. Also, the advanced process of reinforcing and developing the secondary legislation related to the Climate Change Law indicates strong commitment of the Government to the CC agenda. The existing institutional framework for tracking GHG emissions and CC mitigation actions has been relatively strong in Serbia, as a result of the fact that the CBIT project used opportunity to be built upon achievements of the previous support through two EU-funded projects, as well as the MRV part of the Second BUR for the Republic of Serbia. Still there is a need to further develop the system and to strengthen capacity, and improve information sharing, among responsible and competent institutions, at the national and local levels. Also, there is a need to further strengthen the CC adaptation part and make stronger links with the disaster risk assessments, and management. Therefore, the project was both, timely and needed.

The CBIT project had a wider focus – besides mitigation, it addressed also adaptation. Furthermore, the project document highlighted the role of participatory approach in enhancing transparency and improved climate change relevant policy planning and decision-making. Also, almost all interviewed stakeholders confirmed the strong potential of the project for stakeholder engagement, and the permanent communication, and exchanges with the project team, regarding their interests and needs. Besides activities at national level, the project also had strong LSGs targeted activities, which significantly strengthened the prospects for achieving its development and immediate objectives. Finally, the project aspired for contribution to gender mainstreaming, in reporting on climate change, and for strengthening the ability of Serbia to participate actively in addressing the global environmental threat of climate change in a gender responsive manner.

As indicated in the interviews with the stakeholders from MoEP and MoAFW, during the implementation, the project has established strong synergies with other ongoing projects (GEF - funded EA for supporting the UNFCCC reporting for Serbia, GCF - funded NAP project, UNDP funded project within the Climate Promise initiative to enhance Serbian NDC, GEF - funded project Climate Smart Urban Development Challenge, GEF-funded project within MoAFW focused on the Contribution of Sustainable Forest

Management to a Low Emission and Resilient Development), as well as strongly contributed to the recently adopted Climate Change Law.

The resulting transparency framework should create an enabling environment for decision-making regarding future objectives, targets, and priority policies and measures for mitigation and adaptation well as adequate reporting towards PA and UNFCCC in general. Also the CBIT MRV framework can contribute to other relevant international reporting requirements like SDGs, Sendai Framework for Disaster Risk Reduction, as well as at EU energy and climate reporting under Energy Community.

**The relevance is rated Highly Satisfactory (HS).**

### **Effectiveness (\*)**

The main product of the project is the [national MRV-IT tool](#) accompanied with Modalities, procedures and guidelines for transparency framework and support referred to in Article 13 of the Paris Agreement. It covers 6 different modules (1. GHG Inventory, 2. Projections and Scenarios, 3. Policies and Measures (PaMs), 4. Climate Change Adaptation, 5. Climate Finance and 6. NDC module). Although the national MRV-IT tool is finalized, migration on the servers of the MoEP is still ongoing.

Around this product, a high number of trainings and other capacity building, dissemination and peer exchange events were organized dedicated to mitigation and adaptation, but also to other climate related activities. Furthermore, the activities targeted representatives from national institutions, but also from LSGs and business. As a result, the MRV systems are stronger and cover a greater percentage of activities. In particular, the project components are expected to increase significantly the responsibilities and participation of relevant institutions and stakeholders in the NDC revision process, resulting in gradual increase of Country's climate ambition over time. Relatively high impact in terms of women's empowerment is convincingly demonstrated, i.e., in the terms of enhanced knowledge and engagement opportunities for climate action.

Institutional capacities are also strengthened and one of the most important capacity enhancements happened during the project is the transformation of the Climate Change Unit in a Climate Change Department within the MoEP, including two units (Unit for CC Mitigation, and Unit for CC Adaptation), each unit has 3 employees. In addition, under the CBIT project inter-institutional, multisectoral working group was established, comprising of more than 60 representatives of all relevant institutions, and is actively involved in the establishment of the national MRV system.

The CBIT project was adequately linked and supportive to the other reporting requirements under the UNFCCC. Namely, the Second Biennial Update Report (2BUR) was finalized in March 2021. However, the document is still pending the adoption of Government of Serbia and its submission to the UNFCCC, considering that Serbia started developing NECP, and final version of 2BUR should be in line with the targets and objectives of the NECP. The Third National Communication (TNC) was drafted, as well, and currently pending governmental approval. Revision of NDC was drafted in 2020, based on analyses and information from draft reports of 2BUR and TNC. CBIT project supported the preparation of the revised NDC document. The MRV-IT tool/portal developed under CBIT will be used as information sharing portal, and all drafted reports to the UNFCCC should be finalized with the inputs from MRV system.

Finally, under the CBIT project the following additional studies have been prepared/supported:

- Climate Financing Study for Serbia;
- Study on the Socio-economic Aspects of Climate Change in the Republic of Serbia;

- Study on Nature-Based Solutions (NBS) in Serbia;
- Initiating the Just Transition in Serbia;
- Gender and Climate Change Report.

All these studies have contributed towards achieving the project objectives.

**The effectiveness is rated Satisfactory (S).**

**Efficiency (\*)**

The project team displayed strong adaptive management by adjusting well to working under Covid-19 restrictions, managing to deliver effectively in the circumstances of political turmoil and government restructuring, displaying flexibility and willingness to respond to Government requests for additional activities and procurements, strong and efficient coordination with other relevant ongoing projects, setting enabling environment for mutual reinforcement for transparent climate policies on national and local level, as well as providing prompt response to the MTR recommendations to consider increased delivery of trainings for local governments on adaptation and vulnerability assessment.

The project benefited from active stakeholder participation. This applied to central and local governments, NGOs, private sector and media. The PIU maintained regular dialogue with stakeholders, including IMWG. Also high attendance rate of the trainings for LSGs was achieved.

The actual expenditures fitted into the planned project budget per outcome/activity. Changing in the budget was adequately conducted as per UNDP standard operational procedures, with justification provided. The project had well-designed M&E plan including also MTR. However, some of the results indicators were process oriented, and did not allow measuring the progress towards outputs. Reporting would have benefited from more systematic compilation of progress data on the output and outcome indicators.

The PMU was shaped with existing UNDP staff resources and the team was well-versed with UNDP and Governmental procedures. The PMU established very well-functioning coordination and cooperation with the MoEP, IWMG and RTA. The IMWG was closely engaged in project implementation. MoEP recognized the need for increased capacities (MTR recommendation for ensuring adequate manpower dedicated exclusively to MRV activities) and is working diligently on providing administrative and technical assistance where needed, in line with the dynamic prescribed by the Climate Change Law. Also, MoEP is expected to host the MRV-IT platform, which is yet to be migrated from the server of its developer. The migration process is affected by the instalment of new hardware and limited human capacities at MoEP. The project implementation would have benefited from better differentiation of activities by target areas (i.e. mitigation/adaptation) and by target audiences (i.e. LSGs/business).

**The efficiency is rated Satisfactory (S).**

**Overall Outcome (\*)**

Highly satisfactory level of relevance, and satisfactory level of effectiveness and efficiency, are convincingly demonstrated. Also, sufficient evidence is found that the overall progress towards achievement of the project objective is satisfactory, as is the overall progress towards achievement of the end-of-project targets under the four outcomes/components.

Assessment of Outcomes	Rating
Relevance	Highly Satisfactory (HS)
Effectiveness	Satisfactory (S)
Efficiency	Satisfactory (S)
Overall Project Outcome Rating	Satisfactory (S)

**The overall outcome is rated Satisfactory (S).**

**Sustainability: financial (\*), socio-economic (\*), institutional framework and governance (\*), environmental (\*), and overall likelihood (\*)**

The TE team finds the sustainability assessment conducted as a part of MTR entirely relevant for TE phase.

#### **Financial sustainability**

It is expected that the continued operation of the MRV system will depend on availability of donor financing. Enhanced compliance with the new requirements for transparency in reporting to UNFCCC that is expected, as a result of the project, and will facilitate future access to bilateral and multilateral climate financing sources.

Environment and Climate Action was one of the priority sectors during the IPA II period (2014-2020) and remains amongst the priority sectors also for the current IPA III period (2021-2027). It is reasonable to expect that the Government of Serbia will allocate necessary co-financing resources if necessary. Therefore, it is expected that both, the UN multilateral funding, as well as the EU funding, will continue to be available for maintenance and eventual further upgrade of the MRV system, until Serbia joins the EU.

**Financial sustainability of the project is rated Likely (L).**

#### **Institutional framework and governance sustainability**

The CBIT project was built upon achievements of the previous support through two EU-funded projects. Harmonization of Serbia's legislation with EU acquis will be the main driver for development of relevant CC institutional and governance frameworks for the years to come.

Therefore, it is expected that the national institutional and governance frameworks for CC will be sustained and even strengthened during the process of Serbia's accession to EU. However, the human resources part, of the institutions, has been fragile due to relatively high staff turnover in relevant institutions of the Government.

**Institutional and governance sustainability of the project is rated Likely (L).**

#### **Socio-economic sustainability**

The commitment to and ownership of the MRV system, by relevant stakeholders, has been stable over the recent years. It is not expected that political preferences would change in the near or medium-term future.

A Study on the Socio-economic Aspects of Climate Change in Serbia confirmed that transformation into a carbon-neutral and climate-adapted society, as well as all other processes, could have negative effects on vulnerable social groups that will require special care. The study also highlighted a need for adaptation of the national education system, in order to keep pace with new practices, technologies and sectors related to CC mitigation and adaptation efforts.

The above study identified root causes of potential negative effects and is therefore a base, upon which effective solutions addressing the negative socio-economic effects, could be developed.

**Socio-economic sustainability of the project is rated Likely (L).**

#### **Environmental sustainability**

Climate change has been high on the political and societal agendas for long term documented by the country's firm commitment to fulfil the obligations under the UNFCCC and the PA. There are no environmental factors that could undermine the project results in the foreseeable future.

**Environmental sustainability of the project is rated Likely (L).**

#### **Overall likelihood**

**Overall likelihood of sustainability of the project is rated Likely (L).**

#### **Country Ownership**

The national ownership was overall strong. The project team had a strong support from all the government bodies, at all levels, and the MoEP, in particular.

#### **Gender equality and women's empowerment**

The project aspired for contribution to gender mainstreaming in reporting on climate change and for strengthening the ability of Serbia to participate actively in addressing the global environmental threat of climate change in a gender responsive manner. Institutionally, the project supported the nomination of NFP for Gender and Climate Change to UNFCCC and creation of a gender network within the MoEP, to better coordinate different gender-related activities in the field of environmental protection.

The PIU made a concerted effort for ensuring and recording women's involvement in the project, namely participation of women in capacity building events. The statistics about the participants in the training component show a very good gender balance of the trainees.

The project supported design of a gender mainstreamed monitoring framework on climate change, through a report prepared by two national consultants, that identified key dimensions, indicators and data sources, for further gender mainstreaming into design and monitoring of CC climate change policies. The monitoring framework targeted the following areas: Participation in decision making and policy design; Access to resources; Economy and employment; Consumption, lifestyles and living conditions; Education; Health and health protection; Climate change knowledge, attitudes and behaviour.

Representatives of the CBIT project actively participated in the gender-focused network in the Western Balkans and Lebanon supported by the GSP. In the workshop organized in February 2020, the participants exchanged information on status of gender mainstreaming into their respective climate change projects and discussed approaches for inclusion of gender aspects for reporting under UNFCCC (NCs and BURs).

A virtual bilateral consultation on mainstreaming gender into CC was organized in August 2020, for sharing the Serbian experience on gender in CC, with Kazakhstan. The Serbian participants presented lessons learned from the country's experience, from accelerated gender mainstreaming process, into climate policy through "learning by doing".

#### **Cross-cutting Issues**

The Study on the Socio-economic Aspects of Climate Change in the Republic of Serbia included a special chapter focussed on the vulnerable social groups. The MoEP gender network addressed also vulnerable social groups, supporting their inclusion in climate action and in environmental protection, in general.



## **GEF Additionality**

The project's strong records, in synergy building, pointed to high additionality of GEF investment. This is also based on the strong competitive advantage of the UNDP, as it had been extensively involved in advising the government with CC reporting and capacity building. Many development partners were involved in addressing CC, but it has been the UNDP, with GEF, that has supported the Government with reporting against its international commitments.

Out of the six forms of potential additionality (Specific Environmental, Legal/Regulatory, Institutional /Governance, Financial, Socio-Economic and Innovation), the project has demonstrated mostly Institutional /Governance additionality as it supports a transformational shift of the existing national institutions towards more transparent, accountable, effective and efficient mode of operation.

## **Catalytic Role / Replication Effect**

The project has had a prominent catalytic role at national level in two main areas. Firstly, addressing the adaptation thematic area of climate change, it raised stakeholders' awareness and understanding, and strengthened their engagement. In that sense, the project helped filling the existing adaptation related gap, in the ongoing climate change activities. Secondly, the strong focus of the project on LSGs strengthened the prospects for effective local action. The good examples of local adaptation plans, supported by the project, as well as LSGs related trainings, definitely will bring on-board other LSGs. In addition to replication effect, the project could have a demonstration effect as well, through information sharing/dissemination.

The project, being among the first CBIT projects, has extensively shared its experience in the wider region (Europe and Central Asia) and more specifically, in the Western Balkans. Hence, at international level, the project is also likely to have a large replication effect.

## **Progress to Impact**

The CBIT project is expected to strengthen the capacity of national institutions for designing actions and policies for achieving the Government's national and international climate change commitments (NDCs in particular). Apart from climate change, the project is also expected to assist Serbia to respond effectively to the challenges of other global processes, such as implementing the SDGs and Sendai Framework for Action on Disaster Risk Reduction. In particular, the project is expected to assist Serbia to comply with the EU accession obligations and commitments, by establishing complementary MRV system with MMR requirements of the EU.

The enhanced capacity for monitoring NDC implementation, together with improved reporting, could facilitate better access of Serbia to climate finance, strengthening thus the prospects for higher ambition in the climate action. As the scope of the MRV system and transparency framework is relevant to all sectors and actions, related to climate change, the project will impact the policy design and policy-making in these sectors, and, in general, will promote long-term sustainable socio-economic development, economic growth and improving living standards for the citizens of Serbia.

Last but not least, the impact in terms of women's empowerment was relatively high, i.e. in the terms of enhanced knowledge and engagement opportunities for climate action.

## 5. Main Findings, Conclusions, Recommendations & Lessons

### 5.1. Main Findings

#### Project Design/Formulation

- **Analysis of Results Framework: project logic and strategy, indicators:** The Results Framework in the Project Document contains 4 Outcomes, 5 Outputs and 21 indicators, established as benchmarks for measurement of achievements of the project at the level of the Project Objective and Outcome/Output. The simplification of the logframe, done during the project development stage and approved by the donor, did not have major impact on the project results, but impedes proper monitoring of progress and rigorous evaluation of the achieved results. The TE team found MTR proposal for specific amendments and/or revisions of the simplified logframe highly appropriate, as it turns the indicator framework from more process oriented towards SMART tool for measuring the achievements. The TE report noted these MTR revisions, and wherever possible, elaborates the progress also against them. The gender component of the project was well established. Institutionally, the project supported the nomination of NFP for Gender and Climate Change to UNFCCC and creation of a gender network within the MoEP, to better coordinate different gender-related activities in the field of environmental protection. Also, a framework for streamlining the gender aspects of climate change in Serbia was designed, targeting the following areas: Participation in decision making and policy design; Access to resources; Economy and employment; Consumption, lifestyles and living conditions; Education; Health and health protection; Climate change knowledge, attitudes and behaviour.
- **Assumptions and Risks:** The TE team considered the initial identification of risks and mitigation measures reasonable and sufficiently detailed. TE team found critical the risk of human knowledge losses, due to dropout of key trained staff. The main external risk for the project delivery was seen as related to the political situation in the country and extraordinary and/or regular presidential, parliamentary and local elections. As to the reporting of risks, a periodic re-assessment of the identified risks was recorded in the reports in the UNDP Atlas, that are prepared by the PIU.
- **Lessons from other relevant projects (e.g. same focal area) incorporated into project design:** All project components were built upon the MRV related achievements and outputs of the two “twinning” projects funded by the EU: EU ETS project and the EU MMR project, as well as the MRV part of the Second BUR for the Republic of Serbia.
- **Planned stakeholder participation:** The project has planned a relatively wide range of national stakeholders through establishment of an IMWG with representation of 29 institutions: line ministries, agencies and institutes, responsible for the collection of data related to mitigation and adaptation aspects of climate reporting. The project documented highlights the role of participatory approach in enhancing transparency and improve climate change relevant policy planning and decision-making.
- **Linkages between project and other interventions within the sector:** Strong synergies with other ongoing projects, as follows:
  - GEF - funded Enabling Activity (EA) for supporting the UNFCCC reporting for Serbia
  - GCF - funded NAP project
  - UNDP funded project within the Climate Promise initiative to enhance Serbian NDC
  - GEF - funded project Climate Smart Urban Development Challenge

- GEF - funded project within MoAFW, focused on the Contribution of Sustainable Forest Management to a Low Emission and Resilient Development.

Strong contribution to the new Climate Change Law; the MPGs developed within the CBIT project include development of by-laws, detailed methodologies and procedures, as well improvement of institutional arrangements for effective implementation of Climate Change Law.

### **Project Implementation**

- **Adaptive management (changes to the project design and project outputs during implementation):** The project team displayed strong adaptive management by adjusting well to working under Covid-19 restrictions, managing to deliver effectively in the circumstances of political turmoil and government restructuring, displaying flexibility and willingness to respond to Government requests for additional activities and procurements, strong and efficient coordination with other relevant ongoing projects, setting enabling environment for mutual reinforcement for transparent climate policies on national and local level, as well as providing prompt response to the MTR recommendations to consider increased delivery of trainings for local governments on adaptation and vulnerability assessment.
- **Actual stakeholder participation and partnership arrangements: The project benefited from active stakeholder participation.** This applied to central and local governments, NGOs, private sector and media. The PIU maintained regular dialogue with stakeholders, including IMWG. Also high attendance rate of the trainings for LSGs.
- **Project Finance and Co-finance:** As extracted from the UNDP financial system (ATLAS), the project finance and co-finance is summarized as follows:

**Table 9 Summary of funds (US\$)**

	<b>Planned</b>	<b>Actual</b>
GEF	1,100,000	1,080,375
UNDP	68,000 (in kind)	64,371 (cash)
MoEP	32,000 (in kind)	32,000 (in kind)
Government of Austria		118,800 (cash)
<b>Total</b>	<b>1,200,000</b>	<b>1,295,546</b>

The actual expenditures fit into the planned project budget per outcome/activity. Changing in the budget was adequately conducted as per UNDP standard operational procedures, with justification provided. The expenditure ratio, at the TE period (accrued on 5 May 2022), was 98%. The rest of the funds shall be exploited by the end of the project.

- **Monitoring & Evaluation: Design at entry (\*):** well-designed M&E plan, including also MTR, results indicators process oriented, did not allow measuring the progress towards outputs. **Rating: MS; Implementation (\*):** PIRs in line with the standard GEF PIR format with adequate level of details in narrative descriptions of achievements. The GEF Tracking Tool (TT) contained all required information and duly reflected the progress made. Effective and efficient conduct of the MTR. Adequate response from the project management to the MTR recommendations. Reporting would have benefited from more systematic compilation of progress data on the output and outcome indicators. **Rating: S; Overall assessment of M&E (\*).** The TE found that MTR recommendations, in the area of monitoring and evaluation, were partially adopted in 2021 PIR (justification of rating of

progress towards the Project Development Objective from the Government Implementing Partner included), and were fully incorporated for implementation, in the final year of the project's duration. Also, the findings and recommendations provided by the MTR were used to improve and adapt project performance, e.g. in the case of soliciting feedback from the training and events' participants. The example on participant evaluations conducted for the trainings on developed MRV-IT system conducted, can be considered as good practice now. However, the MTR recommendations on revision of the indicators could not be effectuated, since an adequate methodology for identification of the level of the capacity built is needed, as a part of overall design of the training. This goes beyond the scope of the project, but can be recommended for future projects. **Rating: S;**

- **UNDP implementation/oversight (\*):** The PMU was shaped with existing UNDP staff resources and the team was well-versed with UNDP and Governmental procedures. The coordination and cooperation between PMU and IWMG was very well-functioning, and as a result the project components were mutually reinforcing. All stakeholders, interviewed by the TE team, rated the level of UNDP support for the national partner execution as highly satisfactory. This was especially important given the low capacities and high turnover at the key national institutions. Also, cooperation and communication with the RTA was highly rated at the interview. **Rating: HS;**  
**Implementing Partner execution (\*):** MoEP, as the designated Implementing Partner, has provided office space to host the PMU and appointed the National Project Director (NPD). Communication with the PIU and overall support of the project activities was well-functioning within the limits of MoEP institutional and human capacities. MoEP recognized the need for increased capacities (MTR recommendation for ensuring adequate manpower dedicated exclusively to MRV activities) and is working diligently on providing administrative and technical assistance where needed, in line with the dynamics prescribed by the Climate Change Law. Also, MoEP is expected to host the MRV-IT platform, which is yet to be migrated from the server of its developer (Austrian Environment Agency). The migration process was affected by the instalment of new hardware and limited human capacities at MoEP. **Rating S; Overall project implementation/execution (\*), coordination, and operational issues:** The CBIT project was designed for implementation under the NIM, in line with the Standard Basic Assistance Agreement, between UNDP and the Government of Serbia, with MoEP as the designated Implementing Partner. Managerial arrangements for PB, and frequency of PB meetings, are adequate for the size and level of complexity of the project. The IMWG was closely engaged in project implementation. The project implementation would have benefited from better differentiation of activities by target areas (i.e. mitigation/adaptation) and by target audiences (i.e. LSGs/business). **Rating S.**  
**Risk Management including Social and Environmental Standards (Safeguards):** The risks have been adequately monitored, reviewed and updated in ATLAS and PIMS+. Appropriate mitigation measures have been introduced to all identified risks (examples: Adjustments related to Covid-19 pandemic, re-establishment of the IMWG after parliamentary elections). The project is exempted from a social and environmental review.

## **Project Results**

- **Progress towards objective and expected outcomes (\*)**

Regarding the **developmental objective of the project**, several achievements are reported along all four indicators:

- MRV systems are stronger and cover a greater percentage of activities.
- Institutional capacities are strengthened.

- Relatively high number of institutions benefited directly from the project.
- The CBIT project is adequately linked and supportive to the other reporting requirements under the UNFCCC.

**Rating: S**

In order to enhance **national transparency capacity for tracking NDC progress from mitigation activities (Outcome 1)** a number of achievements are reported:

- Targeted events and trainings, including trainings for all 6 MRV-IT modules.
- Specific training programme for National Academy of Public Administration (NAPA).
- Consultations and involvement of all relevant institutions.
- Assessment of ICT systems of different institutions.
- Contributions and support to the preparation of a number of national climate-related legislation and international reports.

**Rating: S**

Regarding the **national transparency capacity for tracking NDC progress from adaptation activities (Outcome 2)**, the following activities/outputs are reported:

- Information sharing events and hands-on training for MRV-IT system for adaptation module.
- Detailed assessment of capacity building needs related to climate change adaptation and MRV.
- Consultations and involvement of all relevant institutions.
- Adaptation and vulnerability assessment information used, particularly for preparation of SBUR and TNC. Also, contributions to the Law on Climate Change.
- Synergy with the GCF - NAP project implemented by UNDP and the MoAFW.

**Rating: S**

The undertaken activities related to **MRV system for the NDC, including financing for institutions, local communities and businesses (Outcome 3)** include:

- Gaps and needs analysis and assessment;
- Development of a conceptual framework for the MRV;
- Development of an IT tool for support of the MRV system;
- Modalities, procedures and guidelines for transparency framework and support referred to in Article 13 of the PA.

**Rating: S**

Specifically, for **domestic MRV system for updating NDCs, including MRV to support stakeholders' engagement (Output 3.1)**, the following is reported:

- Capacity building trainings for 20 LSGs on development of Local Climate Change Adaptation Action Plans;
- 3 Local Adaptation Plans supported;
- A Climate Smart Information System for 5 pilot LSGs;
- Hands-on trainings on the use of MRV-IT tool and climate-smart local IT system for the 5 pilot LSGs;
- Engagement of businesses;
- Trainings for businesses;

- Climate Financing Study for Serbia;
- Study on the Socio-economic Aspects of Climate Change in the Republic of Serbia;
- Study on NBS in Serbia;
- Initiating the Just Transition in Serbia;
- Gender and Climate Change Report.

**Rating: S**

The following improvements regarding the **National GHG Inventories (Output 3.2)** are reported:

- National CO<sub>2</sub> emission factor for lignite recalculated;
- Improvements of the part of the GHG Inventory of the AFOLU sector;
- Assessment of Short-lived Climate Pollutants in Serbia.

**Rating: S**

The following **peer exchanges related to NDC capacity buildings (Output 3.3)** are reported:

- Hands-on trainings with support of Global Support Program;
- Regional Capacity-building Workshop for Balkan Countries + Lebanon and Armenia on the MRV and Transparency Framework;
- 3rd Regional Workshop on Supporting the Integration of Gender Considerations into MRV and Transparency Processes in the Western Balkan Countries and Lebanon;
- A webinar with participation of Serbia and North Macedonia to exchange experiences from implementation of the respective CBIT projects in the two countries and discuss moving towards BTR under the PA ETF;
- Forestry expert form MoAFW sent to UNFCCC training on GHG inventory – sector forestry.

**Rating: S**

Finally, **Knowledge Management and M&E (Outcome 4)** was realized through the following activities:

- A number of knowledge sharing and dissemination events.
- Mid-Term review conducted according to the M&E plan in line with the standard procedures for GEF project implementation.
- Adequate level of participation and awareness of women.

**Rating: S**

## 5.2. Conclusions

Overall, the project exhibited satisfactory level of performance. It was highly relevant and timely, both in international and in national context. Satisfactory level of effectiveness and efficiency were convincingly demonstrated. Sufficient evidence was found, that the overall progress towards achievement of the project objective, was satisfactory, as was the overall progress towards achievement of the end-of-project targets under the four outcomes/components. The assessment of risks along financial, socio-economic, institutional and environmental dimensions does not identify any significant risk, that may affect the continued use of the project results, so the overall sustainability is rated likely.

On the other side, there were some issues which would need corrective action or particular attention to be improved or avoided, in the following projects. One of them was, that the national ownership of the MRV platform, is yet to be effectuated. The migration to MoEP server was ongoing and still is strongly affected by the instalment of new hardware and limited human capacities. Therefore, an action is needed to ensure

the absorption capacity and resilience against loss of knowledge and institutional memory, in the key national institutions.

The other issue was the insufficient level of differentiation of the of activities by target areas (i.e. mitigation/adaptation) and by target audiences (i.e. LSGs/business). This holds true, particularly for the training activities. Often, some events covered both mitigation and adaptation themes, or were jointly organized for LSGs and businesses. This impeded proper monitoring of progress and rigorous evaluation of the achieved results, although, it did not have major impact on the project results. A SMART logframe, as proposed by MTR team, contributed along this line, but feeding the indicators would need proper thematic knowledge to design the data collection and evaluation methodology. Also, proper technical and thematic knowledge and expertise would be needed as technical support to the PMU for better designing the TORs, rigorous monitoring and supporting the project activities, QA/QC of deliverables, as well as coordination of knowledge and communication flows, among the engaged experts.

Finally, the benefits from the project support can be reinforced by improving the knowledge management, maintaining and enhancing linkages and exchanges with other relevant platforms and information systems, harmonizing and contributing to other relevant international reporting requirements, as well as devising new projects based on the experience and knowledge gathered from this project.

### 5.3. Recommendations

Recommendations summary table			
Category 1: Corrective Actions for the Design, Implementation, M&E of the project			
No	Action	Entity responsible	Timeframe
1	Establish a dedicated MRV unit sitting in MoEP (its seat to be confirmed/decided at inter-ministerial level). This will effectuate national ownership of the MRV platform and reinforce implementation of the new Law on Climate.	MoEP in cooperation with other relevant ministries	Short to medium term
2	Engage a Chief Technical Advisor (CTA) for technical support to the PIU in designing the TORs, monitoring and supporting the activities, QA/QC of deliverables, as well as coordination of knowledge and communication flows among the engaged experts.	Project Team	For future projects
3	Use the revised logframe at the MTR as a good example for a SMART logframe for future projects.	Project Team	For future projects
4	Include (1) devising a methodology for identification of the level of the capacity built and (2) assessing the level of capacity built among the tasks in the TOR for expert-trainers.	Project Team	For future projects

Category 2: Actions to follow up to reinforce the benefits from the project support

No	Action	Entity responsible	Timeframe
5	<p>Improve knowledge management of project results by:</p> <ul style="list-style-type: none"> <li>• Capturing lessons learned, good practices and knowledge management products in a separate report that will be transparently published online. This project was one of the first CBIT projects approved in the world, and therefore it can feed other CBIT projects and enhance their implementation.</li> <li>• Reviewing the MRV platform modules and the national climate change web site and uploading the missing studies, reports, technical papers, guidelines and manuals, developed under different components.</li> <li>• Turning some of the training material and manuals into interactive self-learning tools and enhance the cooperation with NAPA regarding accredited courses on MRV of data and information in the field of climate change.</li> <li>• Targeted dissemination of CBIT knowledge products as part of the dissemination of UNDP EE portfolio products and also through cooperation with communication office of the MoEP.</li> </ul>	<p>Project Team Communication office of the MoEP</p>	<p>Short to medium term</p>
6	<p>Maintain/enhance the link with GEF CSUD project to connect the CSUD IT system for LSGs with the MRV tool (ensuring thus inputs and contributions from the LSGs also), as well as with the GCF NAP project to connect its online and open platform on climate related data with the MRV tool (ensuring thus adequate focus on adaptation component also). Furthermore, when finalized, ensure integration of the Forestry Information System developed under GEF/MoAFW project on forestry management.</p>	<p>Project Team UNDP and other GEF Implementing Agencies GEF Operational Focal point GCF MoAFW</p>	<p>Short to medium term</p>
7	<p>Initiate cooperation with national institutions responsible for other relevant international reporting requirements like SDGs, Sendai Framework for Disaster Risk Reduction, as well as at EU energy and climate reporting under Energy Community. Make synergies with other projects which provide support of those international reporting requirements.</p>	<p>Project Team MoEP Other relevant ministries</p>	<p>Medium to long term</p>
8	<p>Consider the following proposal for components of future projects in the area:</p> <ul style="list-style-type: none"> <li>• Peer to peer or mentorship training for municipalities on preparation of Local Adaptation Plan (based on methodology for Local Adaptation Plan developed under the CBIT);</li> </ul>	<p>Project Team UNDP and other GEF Implementing Agencies GEF Operational Focal point</p>	<p>For future projects</p>



<ul style="list-style-type: none"> <li>• Training modules for framework for following the gender aspects of climate change in the seven thematic areas - Participation in decision making and policy design; Access to resources; Economy and employment; Consumption, lifestyles and living conditions; Education; Health and health protection; Climate change knowledge, attitudes and behaviour. The utilization of the CBIT gender sensitive monitoring framework for development of gender responsive methodologies and guidelines for improving national climate change adaptation planning under the GCF-NAP project should be taken as a good starting point.</li> <li>• Training modules for Carbon Budget Tagging in consultation with the Ministry of Finance and LSGs;</li> <li>• Climate change trainings for media;</li> <li>• MRV framework for local adaptation measures;</li> <li>• In-depth sectorial elaboration of the MRV system (for energy, agriculture, forestry, health etc...);</li> <li>• Training to MoEP and other relevant ministries on the use of the improved data that will be available through MRV platform in policy design and decision making in various areas.</li> </ul>	<p>Donor community</p> <p>MoEP and other relevant ministries</p> <p>LSGs</p> <p>CSOs</p> <p>Media</p>	
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**5.4. Lessons Learned**

The CBIT Projects could contain many novel concepts and ideas for the countries, and it is important to ensure high calibre staff and advisors, and budget allowing to engage international consultants, as it is possible that there would be shortage of local consultants familiar with the requirements. The CBIT projects globally, and Serbia was not an exception, are highly dependent on the responsiveness, commitment and goodwill of the Governments. The project enjoyed a strong support of the MoEP, but in the case of the operationalization of MRV system, there are strong external factors.

The TE team reaffirms the findings at MTR regarding lessons which can be learned from this project. Namely, fostering transparent inter-sectoral cooperation and building resilience against loss of knowledge and institutional memory, in the key national institutions, have proved as key success factors for the project implementation and its outcome. Definitely, these lines of action should be followed in conceptualization and design of future national and international projects in climate change and other relevant areas.

## 6. Annexes

- A1: TE TOR (excluding TOR annexes)**
- A2: List of persons interviewed**
- A3: List of documents reviewed**
- A4: Evaluation Question Matrix (evaluation criteria with key questions, indicators, sources of data, and methodology)**
- A5: Questionnaire used/interview guide**
- A6: Co-financing tables (if not included in body of report)**
- A7: TE Rating scales**
- A8: Summary of Evaluation Results (ratings)**
- A9: Signed UNEG Code of Conduct for Evaluators**
- A10: Signed TE Report Clearance form**
- A11: *Annexed in a separate file:* TE Audit Trail**
- A12: *Annexed in a separate file:* Relevant terminal GEF/LDCF/SCCF Core Indicators and Tracking Tools, as applicable.**

## A1: Terminal Evaluation Terms of Reference

### **BASIC CONTRACT INFORMATION**

<b>Title:</b>	<b>Evaluator - Terminal Evaluation for UNDP-supported GEF-financed Project</b>
<b>Project:</b>	Establishing Transparency Framework for the Republic of Serbia
<b>Reporting to:</b>	UNDP Evaluation Manager
<b>Duty Station:</b>	Home-based
<b>Contract Type:</b>	Individual Contract Framework Agreement (IC) or Reimbursable Loan Agreement (RLA)
<b>Duration:</b>	30 working days within the period March - May 2022

### **BACKGROUND**

#### **1. Introduction**

In accordance with UNDP and GEF M&E policies and procedures, all full- and medium-sized UNDP-supported GEF-financed projects are required to undergo a Terminal Evaluation (TE) at the end of the project. This Terms of Reference (ToR) sets out the expectations for the TE of the medium-sized project titled **“Establishing Transparency Framework for the Republic of Serbia” (PIMS#6211)** implemented by the Ministry of Environmental Protection. The project started on March 8<sup>th</sup> 2019 and is in its final year of implementation. The TE process must follow the guidance outlined in the document ‘Guidance for Conducting Terminal Evaluations of UNDP-Supported, GEF-Financed Projects ([TE Guidance for UNDP-supported GEF-financed Projects.pdf](#))’.

#### **2. Project Description**

The United Nations Development Programme (UNDP), acting as an implementing agency of the Global Environment Facility (GEF), is providing assistance to the Serbian Government, namely Ministry of Environmental Protection, in the preparation and implementation of the GEF funded project **“[Establishing Transparency Framework for the Republic of Serbia](#)”** (CBIT project).

The project was designed to:

- support the Government of Serbia in mainstreaming and integrating climate change considerations into development strategies and sector-based policy frameworks by strengthening and sustaining efforts to monitor, report, and verify activities to address climate change. Specifically, the project will assist the Government of Serbia with strengthening the methodologies and tools necessary to enhance transparency as described in Article 13 of the Paris Agreement;
- accelerate Serbia’s EU accession process in the area of environment, energy and climate change, contributing to creation of enabling policy and institutional environment for effective implementation of relevant EU Acquis and related national legal act;
- to increase stakeholder engagement, inter-institutional collaboration and to enhance transparency in the climate change field.

The project resulted in the improved system of monitoring, reporting and verification of the data and information that will be used by the Serbian Government to implement climate & energy legislation and

feed in the reporting processes and obligations arising out of various international treaties, such as UNFCCC and EU commitments.

The project supported finalization of monitoring, reporting, and verification (MRV) system that will provide more accurate information and analysis of the instruments that the country selects to mitigate and adapt to climate change. The MRV system also allows Serbia to define and implement climate change-related policies and measures as expressed in its Nationally Determined Contribution (NDC) effectively.

From the beginning of the project implementation inter-institutional, multisectoral working group (WG) was established, comprising of more than 60 representatives of all relevant institutions, and was actively involved during the national MRV system establishment.

*This is an adjusted standard term of reference for evaluations in UNDP, considering the impact of Covid-19 on evaluations, including consideration for Covid-19 situation assessment within countries, impact and restrictions on evaluations, alternative approaches, methodologies and considerations to mitigate the impact of Covid-19 on evaluations.*

*As of 11 March 2020, the World Health Organization (WHO) declared Covid-19 a global pandemic as the new coronavirus rapidly spread to all regions of the world. The Government of Serbia declared the State of Emergency due to the Covid-19 outbreak on 14th March 2020. Consequently, number of restrictions were introduced related to movement of people and goods, working arrangements for public and private companies and state institutions. Daily Curfew restrictions were also introduced.*

*Covid-19 pandemic and the state of emergency declared by the Government in March 2020, caused a significant slowdown, even a deadlock in remaining project activities, which could not be resolved by the engagement of the project staff only. The state of emergency implied very strict measures including rigid travel restrictions (incl. public transport in the cities), as well as night and weekend curfews. Main project partners/beneficiaries are public institutions, which were heavily affected by the measures imposed to fight the Covid-19 pandemic. Operating regime of all public institutions has been significantly changed and limited. Employees have been greatly focused on other urgent issues arising from the crisis. A significant number of employees in the ministries has temporarily been assigned to other duties or working remotely. Such measures have significantly impeded project activities, mainly capacity building and awareness raising. Consequently, the finalization of all expected project activities is delayed for three months, including the terminal project evaluation.*

*If it is not possible to travel to or within the country for the evaluation then the evaluation team should develop a methodology that takes this into account the conduct of the evaluation virtually and remotely, including the use of remote interview methods and extended desk reviews, data analysis, surveys and evaluation questionnaires. This should be detailed in the Inception report and agreed with the Evaluation Manager.*

*If all or part of the evaluation is to be carried out virtually then consideration should be taken for stakeholder availability, ability or willingness to be interviewed remotely. In addition, their accessibility to the internet/computer may be an issue, and these limitations must be reflected in the evaluation report. If a data collection/field mission is not possible then remote interviews may be undertaken through telephone or online (skype, zoom etc.). International consultants can work remotely with national evaluator support in the field if it is safe for them to operate and travel. No stakeholders, consultants or UNDP staff should be put in harm's way and safety is the key priority.*

*A short validation mission may be considered if it is confirmed to be safe for staff, consultants, stakeholders and if such a mission is possible within the evaluation schedule. Equally, qualified and independent national consultants can be hired to undertake the evaluation and interviews in country as long as it is safe to do so.*

### 3. TE Purpose

The TE report will assess the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments.

## **DUTIES AND RESPONSIBILITIES**

### 4. TE Approach & Methodology

The TE must provide evidence-based information that is credible, reliable and useful.

The TE team (**evaluator and national consultant**) will review all relevant sources of information including documents prepared during the preparation phase (i.e. PIF, UNDP Initiation Plan, UNDP SESP) the Project Document, project reports including annual PIRs, project budget revisions, lesson learned reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based evaluation. The TE team will review the baseline and midterm GEF focal area Core Indicators/Tracking Tools submitted to the GEF at the CEO endorsement and midterm stages and the terminal Core Indicators/Tracking Tools that must be completed before the TE field mission begins.

The TE team is expected to follow a participatory and consultative approach ensuring close engagement with the Project Team, government counterparts (the GEF Operational Focal Point), Implementing Partners, the UNDP Country Office(s), the Regional Technical Advisors, direct beneficiaries and other stakeholders.

Engagement of stakeholders is vital to a successful TE. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to implementing agency, senior officials and task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and CSOs, etc.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limitations of budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women's empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and be fully discussed and agreed between UNDP, stakeholders and the TE team. TE team should prepare and use questionnaires for broader stakeholder group and virtual interviews. The evaluation team can revise the approach in consultation with the evaluation manager and key stakeholders. These changes in approach should be agreed and reflected clearly in the TE Inception Report.

The final TE report should describe the full TE approach taken and the rationale for the approach making explicit the underlying assumptions, challenges, strengths and weaknesses about the methods and approach of the evaluation.

## 5. Detailed Scope of the TE

The TE will assess project performance against expectations set out in the project's Logical Framework/Results Framework (see TOR Annex A). The TE will assess results according to the criteria outlined in the Guidance for TEs of UNDP-supported GEF-financed Projects, available at: [TE Guidance for UNDP-supported GEF-financed Projects.pdf](#).

The Findings section of the TE report will cover the topics listed below. A full outline of the TE report's content is provided in TOR Annex C.

The asterisk “(\*)” indicates criteria for which a rating is required.

### Findings

- i. Project Design/Formulation
  - National priorities and country driven-ness
  - Theory of Change
  - Gender equality and women's empowerment
  - Social and Environmental Safeguards
  - Analysis of Results Framework: project logic and strategy, indicators
  - Assumptions and Risks
  - Lessons from other relevant projects (e.g. same focal area) incorporated into project design
  - Planned stakeholder participation
  - Linkages between project and other interventions within the sector
  - Management arrangements
- ii. Project Implementation
  - Adaptive management (changes to the project design and project outputs during implementation)
  - Actual stakeholder participation and partnership arrangements
  - Project Finance and Co-finance
  - Monitoring & Evaluation: design at entry (\*), implementation (\*), and overall assessment of M&E (\*)
  - Implementing Agency (UNDP) (\*) and Executing Agency (\*), overall project oversight/implementation and execution (\*)
  - Risk Management, including Social and Environmental Standards
- iii. Project Results
  - Assess the achievement of outcomes against indicators by reporting on the level of progress for each objective and outcome indicator at the time of the TE and noting final achievements
  - Relevance (\*), Effectiveness (\*), Efficiency (\*) and overall project outcome (\*)
  - Sustainability: financial (\*), socio-political (\*), institutional framework and governance (\*), environmental (\*), overall likelihood of sustainability (\*)
  - Country ownership
  - Gender equality and women's empowerment

- Cross-cutting issues (poverty alleviation, improved governance, climate change mitigation and adaptation, disaster prevention and recovery, human rights, capacity development, South-South cooperation, knowledge management, volunteerism, etc., as relevant)
- GEF Additionality
- Catalytic Role / Replication Effect
- Progress to impact

iv. Main Findings, Conclusions, Recommendations and Lessons Learned

- The TE team will include a summary of the main findings of the TE report. Findings should be presented as statements of fact that are based on analysis of the data.
- The section on conclusions will be written in light of the findings. Conclusions should be comprehensive and balanced statements that are well substantiated by evidence and logically connected to the TE findings. They should highlight the strengths, weaknesses and results of the project, respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to project beneficiaries, UNDP and the GEF, including issues in relation to gender equality and women’s empowerment.
- Recommendations should provide concrete, practical, feasible and targeted recommendations directed to the intended users of the evaluation about what actions to take and decisions to make. The recommendations should be specifically supported by the evidence and linked to the findings and conclusions around key questions addressed by the evaluation.
- The TE report should also include lessons that can be taken from the evaluation, including best practices in addressing issues relating to relevance, performance and success that can provide knowledge gained from the particular circumstance (programmatic and evaluation methods used, partnerships, financial leveraging, etc.) that are applicable to other GEF and UNDP interventions. When possible, the TE team should include examples of good practices in project design and implementation.
- It is important for the conclusions, recommendations and lessons learned of the TE report to include results related to gender equality and empowerment of women.

The TE report will include an Evaluation Ratings Table, as shown in the ToR Annex F.

## 6. Expected Outputs and Deliverables

The **Evaluator** shall prepare and submit:

<b>Deliverables</b>	<b>Deadline</b>
1. TE Inception Report, including the Evaluation Criteria Matrix template, prepared and accepted	1 April 2022
2. Presentation of Initial Findings to UNDP, Implementing partner and beneficiaries prepared and delivered	18 April 2022
3. Draft TE Report: Full draft report with annexes prepared and submitted	9 May 2022
4. Final TE Report* (up to 30 pages) and Audit Trail detailing how all received comments have (and have not) been addressed in the final TE report prepared and accepted	5 days upon received comments on the Draft TE, not later than 23 May 2022

\*The final TE report must be in English.

All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.<sup>3</sup>

## 7. TE Arrangements

The principal responsibility for managing the TE resides with the UNDP Country Office. The UNDP CO Serbia will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the TE team, if necessary. Due to Covid-19 pandemic situation all meetings/interviews should be organized virtually. The Project Team will be responsible for liaising with the TE team to provide all relevant documents, set up stakeholder interviews, and arrange field visits. TE team will send deliverables to the Evaluation Manager.

## 8. Duration of the Work

The total duration of the TE will be approximately 30 working days within the period February - May 2022 and shall not exceed five months from when the TE team is hired. The tentative TE timeframe is as follows:

- *18 February 2022: Application closes*
- *24 February 2022: Selection of TE Team*
- *25 February 2022: Prep the TE team (handover of project documents)*
- *4 March 2022: Document review and preparing TE Inception Report*
- *10 calendar days: Finalization and Validation of TE Inception Report- latest start of TE mission*
- *5 working days: TE mission: stakeholder meetings, interviews – virtually organized*
- *21 March 2022: Mission wrap-up meeting & presentation of initial findings- earliest end of TE mission*
- *15 calendar days: Preparation of draft TE report*
- *11 April 2022: Circulation of draft TE report for comments*
- *3 working days: Incorporation of comments on draft TE report into Audit Trail & finalization of TE report*
- *20 April 2022: Preparation & Issue of Management Response*
- *29 April 2022: Expected date of full TE completion*

The expected date start date of contract is *25 February 2022*.

## 9. Duty Station

Due to Covid-19 pandemic situation all meetings/interviews should be organized virtually.

Duty-station: home-based

### Travel:

- International travel will not be required to *Republic of Serbia* during the TE mission;
- The BSAFE course must be successfully completed prior to commencement of travel;
- Individual Consultants are responsible for ensuring they have vaccinations/inoculations when travelling to certain countries, as designated by the UN Medical Director.
- Consultants are required to comply with the UN security directives set forth under: <https://dss.un.org/dssweb/>

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<sup>3</sup> Access at: <http://web.undp.org/evaluation/guideline/section-6.shtml>



- All related travel expenses will be covered and will be reimbursed as per UNDP rules and regulations upon submission of an F-10 claim form and supporting documents.

## **REQUIRED SKILLS AND EXPERIENCE**

### **10. TE Team Composition and Required Qualifications**

The principal responsibility for managing TE resides with the UNDP Country Office. The UNDP CO Serbia will contract the consultants. A team of two independent evaluators will conduct the TE – one team leader - Evaluator, and one national consultant.

The team leader- Evaluator will be responsible for the overall design and writing of the TE report and accompanying annexes. The national expert will support the organization on the interviews with key stakeholders and project beneficiaries; assess emerging trends with respect to regulatory frameworks, capacity building, work with the Project Team in developing the TE itinerary.

The evaluator(s) cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project’s Mid-Term Review and should not have a conflict of interest with the project’s related activities.

#### **Skills and Competencies**

- Excellent analytical skills
- Displays ability to synthesize research and reach empirically based conclusions on related subject
- Strong writing skills
- Proven capacity to produce reports
- Displays capacity to provide experienced advice 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, coordination and facilitation skills
- Consistently ensures timeliness and quality of work
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability
- Demonstrates integrity by modeling ethical standards

#### **Education**

- Master’s degree in the project related field (mechanical/ electrical/ agriculture/ forestry/ environment engineering or economy);
- Knowledge of the UNFCCC and Paris Agreement;

#### **Experience**

- Minimum 10 years of professional experience in relevant technical areas, preferably in energy/environmental protection sectors
- Relevant experience with results-based management evaluation methodologies;
- Experience applying SMART indicators and reconstructing or validating baseline scenarios;
- Competence in adaptive management, as applied to *GEF Climate Change Focal Area*;
- Experience in evaluating projects;

- Track record of professional international experience in project development/ management/ monitoring/ evaluation in the climate change field
- Experience working with the GEF or GEF-evaluations, means of verification: the list of evaluated GEF projects
- Good knowledge of international experiences, state of the art approaches and best practices in the specific areas the project and its subcomponents are dealing with
- Demonstrated understanding of issues related to gender and climate change and experience in gender sensitive evaluation and analysis
- Excellent communication skills;
- Demonstrable analytical skills;
- Project evaluation/review experience within United Nations system will be considered an asset
- Experience in working with wide range of stakeholders (private, governmental, etc.).

#### Language

- Fluency in written and spoken English.

### **11. Evaluator Ethics**

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'. The evaluator must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The evaluator must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

### **12. Payment Schedule**

- 20% payment upon satisfactory delivery of the final TE Inception Report and approval by the UNDP
- 40% payment upon satisfactory delivery of the draft TE report to the UNDP
- 40% payment upon satisfactory delivery of the final TE report and approval by the UNDP and RTA (via signatures on the TE Report Clearance Form) and delivery of completed TE Audit Trail

Criteria for issuing the final payment of 40%

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the TE guidance.
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other MTR reports).
- The Audit Trail includes responses to and justification for each comment listed.

### **13. APPLICATION PROCESS**

DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS

#### **Application Procedure**

Application should include:

- CV in English language containing date of birth, contact information (home address, phone number, e-mail) and timeline of work experience (including description of duties);
- Offeror's Letter (only PDF format will be accepted) confirming Interest and availability for the Individual Contractor (IC) Assignment. Can be downloaded from the following link: <http://www.undp.org.rs/download/ic/Confirmation.docx>.
- The Offeror's Letter should include financial proposal specifying a total lump sum amount for the tasks specified in this announcement with a breakdown of costs.
- Offeror's Letter must also include the methodology concept containing a preliminary plan of work (no more than two pages).

Any request for clarification must be sent by standard electronic communication to the e-mail [vacancy.rs@undp.org](mailto:vacancy.rs@undp.org). The procuring UNDP entity will respond by standard electronic mail and will send response, including an explanation of the query without identifying the source of inquiry, to all consultants.

Financial Proposal:

Lump sum contracts

The financial proposal shall specify a total lump sum amount, and payment terms around specific and measurable (qualitative and quantitative) deliverables (i.e. whether payments fall in installments or upon completion of the entire contract). Payments are based upon output, i.e. upon delivery of the services specified in the TOR. In order to assist the requesting unit in the comparison of financial proposals, the financial proposal will include a breakdown of this lump sum amount (including travel, per diems, and number of anticipated working days).

Travel

All envisaged travel costs must be included in the financial proposal. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so, using their own resources.

Evaluation

1. Cumulative analysis		
When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:		
a) responsive/compliant/acceptable, and		
b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.		
* Technical Criteria weight; 70%		
* Financial Criteria weight; 30%		
Only candidates obtaining a minimum of 49 points would be considered for the Financial Evaluation		
Criteria	Weight	Max. Points
Technical	70%	70 points
• Criteria A	Desk review of CVs based on relevant professional experience in relevant technical areas, preferably in energy/environmental protection sectors	30
• Criteria B	Desk Review of CVs based on experience in working with the GEF or GEF-evaluations	25

• Criteria C	Qualifications (Educational background and language requirements)	15
Financial	30%	30 points

Additional Information:

- Individual Contract (IC) will be applicable for individual consultants applying in their own capacity.
- Reimbursable Loan Agreement (RLA) will be applicable for applicants employed by any legal entity. Template of RLA with General Terms and Conditions could be found on: <http://www.undp.org.rs/download/RLA%20with%20General%20Terms%20and%20Conditions.doc>. In the case of engagement of Civil servants under IC contract modality a no-objection letter should be provided by the Government entity. The ‘no-objection’ letter must also state that the employer formally certifies that their employees are allowed to receive short-term consultancy assignment from another entity.
- y without being on “leave-without-pay” status (if applicable), and include any conditions and restrictions on granting such permission, if any. If the previous is not applicable ‘leave-without-pay’ confirmation should be submitted.

Engagement of Government Officials and Employees

- Government Officials or Employees are civil servants of UN Member States. As such, if they will be engaged by UNDP under an IC which they will be signing in their individual capacity (i.e., engagement is not done through RLA signed by their Government employer), the following conditions must be met prior to the award of contract:
  - A “No-objection” letter in respect of the individual is received from the Government employing him/her, and;
  - The individual must provide an official documentation from his/her employer formally certifying his or her status as being on “official leave without pay” for the duration of the IC.
- The above requirements are also applicable to Government-owned and controlled enterprises and well as other semi/partially or fully owned Government entities, whether or not the Government ownership is of majority or minority status.
- UNDP recognizes the possibility that there are situations when the Government entity employing the individual that UNDP wishes to engage is one that allows its employees to receive external short-term consultancy assignments (including but not limited to research institutions, state-owned colleges/universities, etc.), whereby a status of “on-leave-without-pay” is not required. Under such circumstance, the individual entering into an IC with UNDP must still provide a “No-objection” letter from the Government employing him/her. The “no objection” letter required under (i) above must also state that the employer formally certifies that their employees are allowed to receive short-term consultancy assignment from another entity without being on “leave-without-pay” status, and include any conditions and restrictions on granting such permission, if any. The said document may be obtained by, and put on record of, UNDP, in lieu of the document (ii) listed above.

## **Criteria for Selection of the Best Offer**

Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP's General Terms and Conditions will be awarded the contract.

### **14. Annexes to the TE ToR**

- ToR Annex A: Project Logical/Results Framework
- ToR Annex B: Project Information Package to be reviewed by TE team
- ToR Annex C: Content of the TE report
- ToR Annex D: Evaluation Criteria Matrix template
- ToR Annex E: UNEG Code of Conduct for Evaluators
- ToR Annex F: TE Rating Scales and TE Ratings Table
- ToR Annex G: TE Report Clearance Form
- ToR Annex H: TE Audit Trail template
- Annex I: UNDP Evaluation dispute resolution process - handed over to evaluators when signing the contract

## A2: List of persons interviewed

#	Organization	Name and position	Date of the interview conducted
1	UNDP CO Serbia	Miroslav Tadić, Programme Analyst	28.04.2022
2		Snezana Ostojić-Paunović, Project Manager	
3	Ministry of Environmental Protection (MoEP)	Sandra Lazić, Head of Climate Change and Strategic Planning Department	04.05.2022
4		Dragana Radulović, Head of Group for Mitigation, Climate Change Department, UNFCCC Operational Focal Point	
5		Ana Repac, Head of Group for Adaptation, Climate Change Department	
6		Natasa Lalic, Gender and Climate Change Focal point to the UNFCCC	11.05.2022
7	Serbian Environmental Protection Agency (SEPA)	Nebojsa Redžić, Head of Department	09.05.2022
8		Ivana Dukić, Head of Group for air emissions inventories	
9		Anđelka Radosavljević, Independent Advisor	
10	Austrian Environment Protection Agency (UBA)	Rigler Elisabeth, the UBA team	09.05.2022
11		Andreas Aschauer, the UBA team, IT expert	
12	Ministry of Agriculture, Water Management and Forestry (MoAWF)	Vladimir Nikolić, Independent Advisor, Forestry Directorate	10.05.2022
13	"Elektroprivreda Srbije" (Electric power industry of Serbia)	Sunčica Jovanović, Leading Engineer of the Environmental Protection in the Thermal power and Heating plant	10.05.2022
14		Dragan Vukotić, Chief Engineer for Environmental Protection and Climate Change	
15	Republic Hydro meteorological Institute	Biljana Milić-Petrović, Chief Analyst for Climate Change and Risk Assessment Methodology	10.05.2022
16		Aleksandra Kržič, Analyst for Climate Change Impact Assessment and Adaptation options	
17	SKGO - Standing Conference of Towns and Municipalities	Jana Pavlovic, Head of the environmental department	11.05.2022
18	UNDP-Nature, Climate and Energy Team	Eva Huttova, Regional Technical Advisor	13.05.2022
19		Eszter Baricz, Regional Technical Advisor	
20	GEF - Global Environment Facility	Nikola Marvic, on behalf of Sandra Dokic, Operational GEF Focal Point	13.05.2022

### A3: List of documents reviewed

#	Item	Actual document
1	Project Identification Form (PIF)	- GEF-6 Project Identification Form (PIF); - PIF approval request - revised; - Project Review Sheet; - PIF Review- GEF-6 GEF Secretariat Review for Full-sized/Medium-sized projects the GEF/LDCF/SCCF Trust Fund
2	UNDP Initiation Plan	NA
3	Final UNDP-GEF Project Document with all annexes	- Project Document (ProDoc) 14.11.2018. - Annotated Project Document template for nationally implemented projects financed by the GEF/LDCF/SCCF Trust Funds; - ProDoc 17.09.2018. - Annotated Project Document template for nationally implemented projects financed by the GEF/LDCF/SCCF Trust Funds; - Project Document (ProDoc) and List of Annexes (LoA) CBIT Serbia
4	CEO Endorsement Request	CEO Endorsement Request (ER) 14.11.2018. CBIT Serbia
5	UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (if any)	- Annex C: UNDP Social and Environmental, and Social Screening Procedure Template (SESP), October 2018
6	Inception Workshop Report	- Inception Report – Time for Action, May 2019
7	Mid-Term Review report and management response to MTR recommendations	- Establishing Transparency Framework for the Republic of Serbia – MID-TERM REVIEW REPORT, March 2021
8	All Project Implementation Reports (PIRs)	- 2020 Project Implementation Review (PIR) CBIT Serbia; - 2021 Project Implementation Review (PIR) CBIT Serbia; - Vertical Fund Covid-19 Survey April 2020 CBIT Serbia
9	Progress reports (quarterly, semi-annual or annual, with associated work plans and financial reports)	- Project Board Meeting, 1 <sup>st</sup> Progress Report, April 2020; - Project Board Meeting, 2 <sup>nd</sup> Progress Report, April 2021 - Project Board Meeting, Progress Report, August 2021 - 2022 Annual Work Plan – for Extension Period

10	Oversight mission reports	<ul style="list-style-type: none"> <li>- Monitoring and Reporting folder</li> <li>- Terms of Reference (ToR) for Development of Climate Change Monitoring, Reporting and Verification (MRV) System;</li> <li>- Minutes from Inception Workshop Meeting</li> </ul>
11	Minutes of Project Board Meetings and of other meetings (i.e. Project Appraisal Committee meetings)	<ul style="list-style-type: none"> <li>- Local Project Appraisal Committee Meeting (LPAC);</li> <li>- Minutes of Project Board Meetings (April 2020, April 2021, August 2021, 2022 Annual work plan)</li> </ul>
12	GEF Tracking Tools (from CEO Endorsement, midterm and terminal stages)	<ul style="list-style-type: none"> <li>- GEF Tracking Tool for GEF 6 Capacity-building Initiative for Transparency Project (At Terminal Evaluation), April 2022</li> </ul>
13	GEF/LDCF/SCCF Core Indicators (from PIF, CEO Endorsement, midterm and terminal stages); for GEF-6 and GEF-7 projects only	<ul style="list-style-type: none"> <li>- PIMS GEF 7 Core Indicators Worksheet – Annex B;</li> <li>- Project Budget Balance (Detail Level)</li> </ul>
14	Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions	<ul style="list-style-type: none"> <li>- Annual Work Plans (2019, 2020 revised, 2021, 2021-2022 extension, 2022);</li> <li>- Combined Delivery Reports (CDR) by activity for 2019 and 2020;</li> <li>- CDR by project for 2019 and 2020;</li> <li>- Contracts</li> </ul>
15	Co-financing data with expected and actual contributions broken down by type of co-financing, source, and whether the contribution is considered as investment mobilized or recurring expenditures	<ul style="list-style-type: none"> <li>- GEF UNDP6211_Co-financing template for TE (Confirmed sources of Co-financing for the Project by name and by type)</li> <li>- Project Budget Balance (PBB) for 2020, 2021, 2022</li> </ul>
16	Audit reports	<ul style="list-style-type: none"> <li>- Annex 9: Audit trail, March 2021</li> </ul>
17	Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)	<ul style="list-style-type: none"> <li>- Climate Promise - Outcome 1_Improved capacities for transparency of mitigation activities;</li> <li>- Outcome 2_Improved capacities for transparency of vulnerability and adaptation activities;</li> <li>- Outcome 3_Domestic MRV system for updating NDCs completed, including MRV to support stakeholders' engagement;</li> </ul>



18	Sample of project communications materials	<ul style="list-style-type: none"> <li>- Publications on the web page Climate changes (<i>klimatskepromene.rs</i>);</li> <li>- IPCC Special Report – Climate Change and Land;</li> <li>- Nature-based solutions for CC and potential for their implementation in Serbia;</li> <li>- Initiating the Just Transition in Serbia;</li> <li>- Climate Financing in Serbia;</li> </ul>
19	Summary list of formal meetings, workshops, etc. held, with date, location, topic, and number of participants	<ul style="list-style-type: none"> <li>- Capacity building and information sharing events – Final Report on trainings for adaptation AP for LSGs (Nov 2019);</li> <li>- The Evaluation report – Preliminary findings;</li> <li>- NAP list of participants</li> </ul>
20	Any relevant socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities	NA
21	List of contracts and procurement items over ~US\$ 5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)	Contracts folder – Short term experts contracts and Austrian Environment Protection Agency Contract for Development of MRV system
22	List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)	Reports and Publication folder
23	Data on relevant project website activity – e.g. number of unique visitors per month, number of page views, etc. over relevant time period, if available	Establishing Transparency Framework for the Republic of Serbia - Climate changes ( <i>klimatskepromene.rs</i> )
24	UNDP Country Programme Document (CPD)	Draft Country Programme document for Serbia (2021 - 2025), June 2020
25	List/map of project sites, highlighting suggested visits	NA

26	List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted	<ul style="list-style-type: none"> <li>- Proposed list of contacts for interviews;</li> <li>- Members of CBIT interministerial working group</li> <li>- National project Director (NPD) appointment</li> </ul>
27	Project deliverables that provide documentary evidence of achievement towards project outcomes	<ul style="list-style-type: none"> <li>- Comprehensive Report on Current national policy and Institutional frameworks in the Climate Change field (Deliverable 1);</li> <li>- Comprehensive document of revised NDCs for the Republic of Serbia (Dec 2020) (Deliverable 2);</li> <li>- Proposal for Conceptual Framework for MRV at the national level (Dec 2020) (Deliverable 3)</li> <li>- Proposal for Designing of IT tool (including web platform) for MRV system (Deliverable 4)</li> </ul>
28	Reporting after MTR	<ul style="list-style-type: none"> <li>- Results after MTR folder – Capacity building activities;</li> <li>- PIR 2 documents;</li> <li>- MRV System Developed;</li> <li>- Draft deliverable 6 - Modalities, procedures and guidelines for transparency framework and support referred to in Article 13 of the Paris Agreement - Institutional, procedural and legal requirements and recommendations for setting up a national system for the functioning of Serbia’s MRV IT tool</li> </ul>

#### A4: Evaluation Question Matrix

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
<b>RELEVANCE</b>					
<b>Project Strategy: To what extent is the project strategy relevant to country priorities, country ownership, and the best route towards expected results?</b>					
<b>Project Design:</b>					
To what extent is the project in line with national and local priorities?	<i>Alignment with national policies and local development plans</i>	<i>ProDoc and AWP, National strategies, regional development plans</i>	<i>Comparative analysis</i>		
	<i>Correspondence of the grants to the selection criteria</i>				
	<i>Alignment with GEF focal area outcomes and outputs</i>	<i>GEF documents, ProDoc, AWP</i>	<i>Comparative analysis</i>		
Have synergies with other projects and initiatives been incorporated in the design?	<i>Evidence of stakeholder mapping in the ProDoc and examples of synergistic activities planned</i>	<i>ProDoc, Inception report, interviews</i>	<i>Comparative analysis</i>		
Were lessons from other relevant projects properly incorporated into the project design?	<i>Evidence of lessons from other projects listed and considered in the design stage</i>	<i>ProDoc, Inception report, interviews</i>	<i>Comparative analysis</i>		
Were perspectives of those affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, considered during project design processes?	<i>Evidence that the project design was informed by the perspectives of local stakeholders</i>	<i>KIIs, ProDoc and Inception report</i>	<i>Comparative analysis</i>		
Have issues materialized due to incorrect assumptions or changes to the context to achieving the project results as outlined in the ProDoc?	<i>Evidence of comprehensive risk analysis and mitigation measures in the ProDoc and AWP</i>	<i>Annual PIRs, AWP and ProDoc</i>	<i>Comparative analysis</i>		
<b>Results Framework:</b>					
Are the project objective and outcomes clear, practicable, and feasible within its time frame?	<i>level of coherence between project objectives and outcomes, and resources</i>	<i>ProDoc, Inception report, KIIs, PIRs,</i>	<i>Comparative analysis</i>		
Are the project's logframe indicators and targets appropriate?	<i>Evidence of the project logframe capturing key results at output and outcome level</i>	<i>ProDoc, Inception report, AWP, KIIs</i>	<i>Comparative analysis</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
How SMART are the project targets (Specific, Measurable, Attainable, Relevant, Time-bound)? If applicable, what specific amendments or revisions to the targets and indicators are recommended?	<i>Evidence of the project targets being SMART</i>	<i>ProDoc, Inception report, AWP</i> s	<i>Review of the targets</i>		
<b>Mainstreaming of gender equality and women's empowerment</b>					
To what extent were broader development and gender aspects factored into project design? Has there been progress so far that has led to or could in the future catalyse beneficial development effects (i.e., income generation, gender equality and women's empowerment, improved governance etc...) that should be included in the project results framework and monitored on an annual basis?	<i>Evidence of alignment with broader development agenda, including gender roles</i>	<i>ProDoc and AWP</i> s, <i>UNDP CPAP</i> s and <i>CPD</i> , and <i>UNDAF</i> , <i>PIR</i> s and <i>GEF Core Indicator tracking tools</i>	Comparative analysis		
<b>EFFECTIVENESS</b>					
<b>Progress towards Results: To what extent have the expected outcomes and objectives of the project been achieved thus far?</b>					
<b>Progress towards Outcomes Analysis:</b>					
Are the logframe indicators met? If not, then why? Are the targets from the GEF Tracking Tool met? If not, why?	<i>Evidence of meeting the midterm targets, evidence of concurrence of interviewee feedback on the factors</i>	<i>KIIs, PIR</i> s, <i>tracking tool</i>	<i>Triangulation, contribution analysis, "Progress towards results analysis"</i>		
Considering the aspects of the project that have already been successful, what were the factors behind these?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation</i>		
Which barriers have hindered achievement of the project objective in the remainder of the project?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation,</i>		
<b>EFFICIENCY</b>					
<b>Project Implementation &amp; Adaptive Management</b>					
<b>Management Arrangements, GEF Partner Agency:</b>					
Has there been an appropriate focus on results?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation,</i>		
Has the UNDP support to the Executing Agency/Implementing Partner and Project Team been adequate?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation,</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
Has the quality and timeliness of technical support to the Executing Agency/Implementing Partner and Project Team been adequate?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation,</i>		
How has the responsiveness of the managing parties to significant implementation problems been (if any)?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (Board meetings minutes)</i>	<i>Triangulation, compar analysis</i>		
Are there salient issues (e.g., project duration and scope) that have they affected project outcomes and sustainability?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation, comparative analysis</i>		
<b>Management Arrangements, Executing Agency/Implementing Partner:</b>					
Were the capacities of the executing institution(s) and its counterparts properly considered when the Project was designed?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (e.g., Capacity Development Framework at baseline, ProDoc and Inception report)</i>	<i>Triangulation, comparative analysis</i>		
Were partnership arrangements properly identified and roles and responsibilities negotiated prior to Project approval?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (e.g., ProDoc)</i>	<i>Triangulation, comparative analysis</i>		
Were counterpart resources, enabling legislation, and adequate project management arrangements in place at Project entry?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation, comparative analysis</i>		
Has there been an appropriate focus on timeliness?	<i>concurrence of interviewee feedback and evidence from document review; as well as evidence of using appropriate management tools</i>	<i>KIIs, documents (esp., AWP)</i>	<i>Triangulation,</i>		
Have management inputs and processes, including budgeting and procurement been adequate?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (esp., Annual Work Plans and Board meeting minutes)</i>	<i>Triangulation,</i>		
Has overall risk management been proactive, participatory, and effective?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation, comparative analysis</i>		
Has there been sufficient candor and realism in annual reporting?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents</i>	<i>Triangulation, comparative analysis</i>		
Has there been adequate mitigation and management of environmental and social risks as identified through the UNDP Environmental and Social screening procedure?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (e.g., UNDP Environmental and Social screening document)</i>	<i>Triangulation, comparative analysis</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
<b>Work Planning</b>					
Has the project experienced delays in start-up and/or implementation? What were the causes of the delays? And, have the issues been resolved?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>KIIs, documents (AWPs and PIRs; Board Meetings minutes)</i>	<i>Triangulation, comparative analysis</i>		
Were the work-planning processes results-based? Has the project team used the project's results framework/ logframe as a management tool?	<i>concurrence of interviewee feedback and evidence from document review; as well as evidence of using appropriate management tools</i>	<i>KIIs, documents (esp., Annual Work Plans and PIRs)</i>	<i>Triangulation, comparative analysis</i>		
Have there been any changes to the logframe since project start, and have these changes been documented and approved by the project board?	<i>evidence from document review;</i>	<i>ProDoc, Inception report, AWPs and PIRs. KIIs</i>	<i>Triangulation, comparative analysis</i>		
<b>Finance and Co-finance:</b>					
Have strong financial controls been established allow the project management to make informed decisions regarding the budget at any time, and allow for the timely flow of funds and the payment of satisfactory project deliverables?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, CDRs, AWPs, Board meeting minutes</i>	<i>Triangulation, comparative analysis</i>		
Are there variances between planned and actual expenditures? If yes, what are the reasons behind these variances?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, CDRs, AWPs,</i>	<i>Triangulation, comparative analysis</i>		
Has the project demonstrated due diligence in the management of funds, including annual audits?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, CDRs, AWPs, Board meeting minutes</i>	<i>Triangulation, comparative analysis</i>		
Have there been any changes made to the fund allocations as a result of budget revisions? Assess the appropriateness and relevance of such revisions.	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, CDRs, AWPs, Board meeting minutes</i>	<i>Triangulation, comparative analysis</i>		
Has pledged co-financing materialized? If not, what are the reasons behind the co-financing not materializing or falling short of targets?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, CDRs, AWPs, Board meeting minutes</i>	<i>Triangulation, comparative analysis</i>		
<b>Project-level Monitoring and Evaluation Systems</b>					
Was the M&E plan sufficiently budgeted and funded during project preparation and implementation thus far? Are sufficient resources being allocated to M&E? Are these resources being allocated effectively?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, CDRs, AWPs, KIIs</i>	<i>Triangulation, comparative analysis</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
<p>Are the M&amp;E systems appropriate to the project's specific context? Do the monitoring tools provide the necessary information? Do they involve key partners, stakeholders including groups (e.g., women indigenous peoples, children, elderly, disabled, and poor)? Are they aligned or mainstreamed with national systems? Do they use existing information? Are they efficient? Are they cost-effective? Are additional tools required?</p> <p>How well are the development objectives built into monitoring systems: How are perspectives of women and men involved and affected by the project monitored and assessed?</p>	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, AWP, KIIs</i>	<i>Triangulation, comparative analysis</i>		
To what extent have follow-up actions, and/or adaptive management measures, been taken in response to the PIRs?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, AWP, KIIs</i>	<i>Triangulation, comparative analysis</i>		
<b>Stakeholder Engagement:</b>					
Has the project developed and leveraged the necessary and appropriate partnerships with direct and tangential stakeholders?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, AWP, KIIs</i>	<i>Triangulation, comparative analysis</i>		
Do local and national government stakeholders support the objectives of the project? Do they continue to have an active role in project decision-making that supports efficient and effective project implementation?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, AWP, Board meeting minutes KIIs</i>	<i>Triangulation, comparative analysis</i>		
How has stakeholder involvement and public awareness contributed to the progress towards achievement of project objectives? Are there any limitations to stakeholder awareness of project outcomes or to stakeholder participation in project activities? Is there invested interest of stakeholders in the project's long-term success and sustainability?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, AWP, Board meeting minutes KIIs</i>	<i>Triangulation, comparative analysis</i>		
<b>Reporting</b>					
How have adaptive management changes been reported by the Project Team and shared with the Project Board?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, AWP, Board meeting minutes KIIs</i>	<i>Triangulation, comparative analysis</i>		
How well have the Project Team and partners undertaken and fulfilled GEF reporting requirements?	<i>evidence from document review</i>	<i>Board meeting minutes and other documents KIIs</i>	<i>Triangulation, comparative analysis</i>		
How have PIRs been shared with the Project Board and other key stakeholders?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>Board meeting minutes and other documents (GEF</i>	<i>Triangulation, comparative</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
		<i>regional office), KIIs</i>	<i>analysis</i>		
How have lessons derived from the adaptive management process been documented, shared with key partners and internalized by partners, and incorporated into project implementation?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>PIRs, AWP, Lessons Learned reports, Board meeting minutes, KIIs</i>	<i>Triangulation, comparative analysis</i>		
<b>Communication:</b>					
Was communication regular and effective? Were there key stakeholders left out of communication? Were there feedback mechanisms when communication is received? Did this communication with stakeholders contribute to their awareness of project outcomes and activities and long-term investment in the sustainability of project results?	<i>concurrence of interviewee feedback evidence from document review evidence of appropriate feedback tools used</i>	<i>PIRs, AWP, Board meeting minutes, other documents KIIs</i>	<i>Triangulation, comparative analysis</i>		
Were proper means of communication established or being established to express the project progress and intended impact to the public (is there a web presence, for example? Or did the project implement appropriate outreach and public awareness campaigns?)	<i>concurrence of interviewee feedback evidence from document review evidence of appropriate communication tools</i>	<i>PIRs, AWP, Board meeting minutes, other documents KIIs</i>	<i>Triangulation, comparative analysis</i>		
Were there possibilities for expansion of educational or awareness aspects of the project to solidify a communications program, with mention of proper funding for education and awareness activities? What aspects of the project might yield excellent communications material, if applicable?	<i>concurrence of interviewee feedback</i>	<i>Board meeting minutes, KIIs</i>	<i>Triangulation,</i>		
<b>SUSTAINABILITY</b>					
<b>Risk Management</b>					
Were the risks identified in the Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module the most important? And, are the risk ratings applied appropriate and up to date? If not, explain why.	<i>Evidence of adequate risk identification</i>	<i>Project Document, Annual Project Review/PIRs and the ATLAS Risk Management Module, KIIs</i>	<i>Triangulation, comparative analysis</i>		
<b>Financial Risks to Sustainability:</b>					
What is the likelihood of financial and economic resources not being available once the GEF assistance ends (consider potential resources can be from multiple sources, such as the public and private sectors, income generating activities, and other funding that will be adequate financial resources for sustaining project's outcomes)? What additional factors are needed to create an enabling environment for continued financing?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		



	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
Has there been the establishment of financial and economic instruments and mechanisms to ensure the ongoing flow of benefits once the GEF assistance ends (i.e., from the public and private sectors, income generating activities, and market transformations to promote the project's objectives)?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII, PIRs and other documents (e.g., updated Capacity Development Framework)</i>	<i>Triangulation</i>		
<b>Socio-Economic Risks to Sustainability</b>					
Are there any social or political risks that may jeopardize sustainability of project outcomes?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		
What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that the project benefits continue to flow?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		
Is there sufficient public/ stakeholder awareness in support of the objectives of the project?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		
Are lessons learned being documented by the Project Team on a continual basis?	<i>concurrence of interviewee feedback and evidence from document review</i>	<i>Lessons Learned reports, KIIs</i>	<i>Triangulation, comparative analysis</i>		
Are the project's successful aspects being transferred to appropriate parties, potential future beneficiaries, and others who could learn from the project and potentially replicate and/or scale it in the future?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i>	<i>Triangulation,</i>		
<b>Institutional Framework and Governance Risks to Sustainability</b>					
Do the legal frameworks, policies, governance structures and processes pose risks that may jeopardize project benefits?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII</i>	<i>Triangulation, comparative analysis</i>		
Has the project put in place frameworks, policies, governance structures and processes that will create mechanisms for accountability, transparency, and technical knowledge transfer after the project's closure?	<i>concurrence of interviewee feedback evidence from document review evidence of the project using appropriate frameworks, policies, governance structures and processes</i>	<i>KII, document review</i>	<i>Triangulation, comparative analysis</i>		
How has the project developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that are likely to be self-sufficient after the project closure date?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII Other documents (PIRs, government papers)</i>	<i>Triangulation, comparative analysis</i>		
How has the project identified and involved champions (i.e., individuals in	<i>concurrence of interviewee feedback</i>	<i>KII, document review</i>	<i>Triangulation,</i>		

	Indicators	Sources	Methodology	Response / Finding	Opportunities for Improvement
government and civil society) who can promote sustainability of project outcomes?	<i>evidence from document review</i>		<i>comparative analysis</i>		
Has the project achieved stakeholders' (including government stakeholders') consensus regarding courses of action on project activities after the project's closure date?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII, document review (esp. the Board meeting minutes)</i>	<i>Triangulation, comparative analysis</i>		
Does the project leadership have the ability to respond to future institutional and governance changes (i.e., foreseeable changes to local or national political leadership)? Can the project strategies effectively be incorporated/mainstreamed into future planning?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII, document review</i>	<i>Triangulation, comparative analysis</i>		
<b>Environmental Risks to Sustainability:</b>					
Are there environmental factors that could undermine and reverse the project's outcomes and results, including factors that have been identified by project stakeholders?	<i>concurrence of interviewee feedback evidence from document review</i>	<i>KII, document review</i>	<i>Triangulation, comparative analysis</i>		

## **A5: Questionnaire used/Interview guide**

1. What has been your involvement in the project?
2. What are the major challenges you have faced so far in implementing the project? Can they be addressed by adjusting the project implementation strategy?
3. Are there constraints on the availability of government staff on the ground to assist project implementation?
4. What training or technical assistance have you received from the project?
5. How useful was it? Has it had any significant effect on how you do your job? Please explain.
6. Should anything be changed to make the project more effective and efficient?
7. What are the most tangible benefits provided by the CBIT project in your sector/area so far?
8. What are the biggest challenges in the progress towards the national transparency framework in your sector/area?
9. Please describe the current status of the measurement system, reporting and verification on GHG in your sector/area?
10. Which parts of the institutional arrangements for the national transparency framework have made the best progress to date and in which parts there has been least progress?
11. Are you satisfied with the coordination and communication aspects of the project?
12. Is there adequate technical support and management of the project activities?
13. Have there been any planned activities that have been difficult to complete according to the schedule? Have delays affected progress toward expected results?
14. What have been the main lessons learned from the project so far?
15. What kind of support from the CBIT project is most needed in your sector/area for the remaining period of the project implementation?

## A6: Co-financing tables

### CONFIRMED SOURCES OF CO-FINANCING FOR THE PROJECT BY NAME AND BY TYPE

#### TERMINAL EVALUATION

#### PROJECT "ESTABLISHING TRANSPARENCY FRAMEWORK FOR THE REPUBLIC OF SERBIA"

GEF Project ID 10029; UNDP PIMS ID: 6211

Please include evidence for co-financing for the project with this form (please add rows as necessary)

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount \$ (at CEO approval)	Amount \$ (at TE stage)
GEF Agency	UNDP*	Grant	Investment mobilized	68,000	64,371
Other	Government of Austria	Grant	Investment mobilized	0	118,800
Recipient Country Government	Government of Serbia	In-kind	Recurrent expenditures	32,000	32,000
<b>Total Co-financing</b>					215,171

\* In-kind at approval stage, cash at TE stage.

## A7: TE Rating scales

### Ratings for Project Implementation & Adaptive Management

6	Highly Satisfactory (HS)	Implementation of all seven components – management arrangements, work planning, finance and co-finance, project-level monitoring and evaluation systems, stakeholder engagement, reporting, and communications – is leading to efficient and effective project implementation and adaptive management. The project can be presented as “good practice”.
5	Satisfactory (S)	Implementation of most of the seven components is leading to efficient and effective project implementation and adaptive management except for only few that are subject to remedial action.
4	Moderately Satisfactory (MS)	Implementation of some of the seven components is leading to efficient and effective project implementation and adaptive management, with some components requiring remedial action.
3	Moderately Unsatisfactory (MU)	Implementation of some of the seven components is not leading to efficient and effective project implementation and adaptive, with most components requiring remedial action.
2	Unsatisfactory (U)	Implementation of most of the seven components is not leading to efficient and effective project implementation and adaptive management.
1	Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings.
	Unable to Assess (U/A)	Available information does not allow an assessment.

### Ratings for Progress towards Results

6	Highly Satisfactory (HS)	The objective/outcome is expected to achieve or exceed all its end-of-project targets, without major shortcomings. The progress towards the objective/outcome can be presented as “good practice”.
5	Satisfactory (S)	The objective/outcome is expected to achieve most of its end-of-project targets, with only minor shortcomings.
4	Moderately Satisfactory (MS)	The objective/outcome is expected to achieve most of its end-of-project targets but with significant shortcomings.
3	Moderately Unsatisfactory (MU)	The objective/outcome is expected to achieve its end-of-project targets with major shortcomings.
2	Unsatisfactory (U)	The objective/outcome is expected not to achieve most of its end-of-project targets.
1	Highly Unsatisfactory (HU)	Only a negligible level of outcomes achieved and/or there were severe shortcomings.
	Unable to Assess (U/A)	Available information does not allow an assessment.

### Ratings for Sustainability

4	Likely (L)	Negligible risks to sustainability, with key outcomes on track to be achieved by the project’s closure and expected to continue into the foreseeable future
3	Moderately Likely (ML)	Moderate risks, but expectations that at least some outcomes will be sustained due to the progress towards results on outcomes at the Midterm Review
2	Moderately Unlikely (MU)	Significant risk that key outcomes will not carry on after project closure, although some outputs and activities should carry on
1	Unlikely (U)	Severe risks that project outcomes as well as key outputs will not be sustained
	Unable to Assess (U/A)	Available information does not allow an assessment.

## A8: Summary of Evaluation Results (ratings)

Evaluation Ratings Table	
<b>Monitoring &amp; Evaluation (M&amp;E)</b>	<b>Rating</b>
M&E design at entry	Moderately Satisfactory (MS)
M&E Plan Implementation	Satisfactory (S)
Overall Quality of M&E	Satisfactory (S)
<b>Implementation &amp; Execution</b>	<b>Rating</b>
Quality of UNDP Implementation/Oversight	Highly Satisfactory (HS)
Quality of Implementing Partner Execution	Satisfactory (S)
Overall quality of Implementation/Execution	Satisfactory (S)
<b>Assessment of Outcomes</b>	<b>Rating</b>
Relevance	Highly Satisfactory (HS)
Effectiveness	Satisfactory (S)
Efficiency	Satisfactory (S)
Overall Project Outcome Rating	Satisfactory (S)
<b>Sustainability</b>	<b>Rating</b>
Financial resources	Likely (L)
Socio-political/economic	Likely (L)
Institutional framework and governance	Likely (L)
Environmental	Likely (L)
Overall Likelihood of Sustainability	Likely (L)

## A9: UNEG Code of Conduct for Evaluators

### Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

### Evaluation Consultant Agreement Form

#### Agreement to abide by the Code of Conduct for Evaluation in the UN System

**Name of Consultant:** Natasa Markovska

**Name of Consultancy Organization** (where relevant):

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at Skopje, North Macedonia on 6 June 2022

Signature:



## Evaluators/Consultants:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
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6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

### Evaluation Consultant Agreement Form

#### Agreement to abide by the Code of Conduct for Evaluation in the UN System

**Name of Consultant:** Tanja Puaca

**Name of Consultancy Organization** (where relevant):

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at Belgrade, Serbia, on 6 June 2022

Signature:





**A10: Signed TE Report Clearance form**

**Terminal Evaluation Report for 'Establishing Transparency Framework for the Republic of Serbia' (UNDP Project ID-PIMS #6211) Reviewed and Cleared by:**

**Commissioning Unit (M&E Focal Point)**

Name: Daniel Varga



Signature: \_\_\_\_\_

Date: 06 June 2022

**Regional Technical Advisor (Nature, Climate and Energy)**

Name: Ms. Eszter Baricz



Signature: \_\_\_\_\_

08-Jun-2022

Date: \_\_\_\_\_