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United Nations Development Programme
Project Document for Adaptation Planning / NAP (National Adaptation Plan) projects
financed by the Green Climate Fund (GCF)

Project title: Advancing medium and long-term adaptation planning in the Republic of Serbia	
Country: Republic of Serbia	
Implementing Partner: UNDP	Management Arrangements: Direct Implementation Modality (DIM)
UNDAF/Country Programme Outcome: UNDAF/CPD (2016-2020) Outcome 8: By 2020, there are improved capacities to combat climate change and manage natural resources and communities are more resilient to the effects natural and man-made disasters.	
UNDP Strategic Plan Output: 2.3.1 Data and risk-informed development policies, plans, systems and financing incorporate integrated solutions to reduce disaster risks, enable climate change adaptation and mitigation, and prevent crisis	
UNDP Social and Environmental Screening Category: EXEMPT	UNDP Gender Marker for the project output: GEN 2 (Gender equality as a significant objective)
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<p>Brief project description: The project builds on Serbia's NDC commitments to advance medium and long-term adaptation planning in the Republic of Serbia with a National Adaptation Plan (NAP), providing support for iterative improvements to the NDCs under the enhanced transparency framework requirements, while enabling the Government of Serbia to build and strengthen capacities for mainstreaming climate change adaptation (CCA), produce actionable climate risk and vulnerability assessments, and implement effective methods, tools and information systems to better inform decision-making on climate risks.</p> <p>Project activities will address the main barriers to the integration of CCA into national, sectorial and local government planning and budgeting and support the formulation of financing strategies and mechanisms for the scaling up of medium- and long-term adaptation.</p>	

The overall goal of the NAP will be to reduce climate change related risks throughout Serbia by strengthening institutional and technical capacities that support integrated CCA planning and programming.

FINANCING PLAN

GCF grant	USD 1,935,484
UNDP TRAC resources	USD 0
Cash co-financing to be administered by UNDP	USD 0
(1) Total Budget administered by UNDP	USD 1,935,484

PARALLEL CO-FINANCING (all other co-financing (cash and in-kind) administered by other entities, non-cash co-financing administered by UNDP)

(2) Total co-financing	USD
(3) Grand-Total Project Financing (1)+(2)	USD 1,935,484

SIGNATURES

Signature:  Branimir Nedimović, GCF NDA Minister of Agriculture, Forestry and Water Management	Agreed by Government	Date/Month/Year:
Signature:  Francine Pickup, Resident Representative	Agreed by UNDP as the Delivery Partner	Date/Month/Year: 10/12/2019

TABLE OF CONTENTS

Table of Contents	3
I. Development Challenge	4
II. Strategy	7
III. Results and Partnerships	9
IV. Project Management	28
V. Results Framework	31
VI. Monitoring And Evaluation	38
VII. Multi-Year Work Plan	45
VIII. Governance and Management Arrangements	47
IX. Financial Planning and Management	51
X. Legal Context	54
XI. Risk Management	54
XII. Mandatory Annexes	57
A. GCF approved Readiness and Preparatory Support proposal for Adaptation Planning/NAP	58
B. GCF approval letter	59
C. Timetable of project implementation (GANTT chart)	60
D. Procurement Plan	61
E. Terms of References for Project Board and Project Team/PMU	64
F. UNDP Risk Log	72
G. UNDP Project Quality Assurance Report	73
H. Section 2 of the GCF Readiness Support Interim Progress Report Template	79
XIII. Additional Annexes	80
1. Capacity Assessment:	80

I. DEVELOPMENT CHALLENGE

Serbia became a Party to the Paris Agreement in August 2017. Previously, Serbia submitted its Intended Nationally Determined Contribution (INDC) to the UNFCCC on June 15th, 2015 prior to the UNFCCC COP21 with a pledge to reduce its GHG emission by 9,8% from the 1990 level by 2030. Also, Serbia's INDC contains adaptation related part due to decades long negative impacts of the climate change and vulnerability of the country. This pledge/NDC will be achieved by reducing emissions in key sectors, such as energy production/consumption, agriculture, waste management, transport, and forestry. By ratifying the Paris Climate Agreement in July 2017, Serbia's INDC became its NDC.

Serbia has made much progress in establishing an effective institutional and legal framework to combat climate change, though significant gaps and needs remain. These include further capacity building and information/ knowledge sharing among responsible and competent institutions, at the national and local levels. Through the EU IPA assistance framework, there is on-going work on the development of a National Climate Change Strategy (it is expected that this document will be adopted by the end of 2019). The combination of the results of the NAP process and the expected National Climate Change Strategy will provide an enabling policy environment to support further integration of climate change adaptation (CCA) issues into existing strategies.

Serbia has also begun establishing the basic institutional structure for overall coordination of the climate change policy, with a focus on climate change mitigation. Coordination occurs mainly through the National Climate Change Committee (NCCC), comprised of key governmental institutions, state agencies, research community and CSO representatives that is responsible for oversight and the M&E of climate change related actions, and the process of preparing and implementing the NDCs. However, the capacities of state institutions and other stakeholders participating in the work of NCCC are insufficient to meet the transparency requirements under the Paris Climate Agreement, as well as those of the EU climate change policy framework. In addition, capacities of competent institutions at national, provincial and local levels need to be strengthened to improve synergistic implementation of CCA and DRR measures. Moreover, these capacities will be needed to fulfil the requirements of the Law on climate change, that is in the draft form and shall be adopted until the end of 2019. The Law requires capacities of sectoral institutions, as well as local communities, to regularly report on planned and implemented climate related actions, with the special attention on vulnerability and adaptation.

The Ministry of Agriculture, Forestry and Water Management is the GCF focal institution and also the ministry in charge of the most climate-vulnerable sectors in Serbia. The Unit for Climate Change in agriculture within this ministry has the responsibility for inclusion of climate change issues into sectoral policies and legislation, among others. The Ministry of Environmental Protection, Climate Change Unit is the UNFCCC focal point, and provides ad-hoc secretariat services to the NCCC. The Ministry of Environmental Protection is also the main Government institution responsible for coordination of the process of preparation of National Communications and Biennial Update Reports, and for overall compliance and coordination with UNFCCC and EU climate policy requirements. Serbia is party to the UNFCCC since 2001 and a Non-Annex 1 Party to the Kyoto Protocol). The most recent submission of the National Communication was in October 2017 (2NC), while the most recent Biennial Update Report was submitted in February 2016.

Though CCA policies and measures have been, to a certain extent, recognized in the National Communications, the majority of sectorial strategic and regulatory documents contain only indirect and fragmentary references that relate to CCA. This indicates a need for further coordination, integration and progress monitoring across all sectors. The sectors whose documents some references to CCA include the agriculture, forestry, water management and health sectors. The new Law on Climate Change and the new Strategy for Climate Change with the Action Plan for the Republic of Serbia are key measures in improving the enabling environment.

The NAP process is expected to help create these much-needed linkages and supporting mechanisms by helping bridge sectorial 'silos.' These linkages will also need to be reflected in a planned, comprehensive climate change MRV system that will allow for incremental and more ambitious increases in sectorial targets and goals, per the Paris Agreement, leading to future revisions and improvements in the NDC.

The project builds on the United Nations Development Programme (UNDP) support to Serbia in February 2017 that resulted in a stocktaking report and a plan of action to advance the national adaptation plan (NAP) process, validated by representatives of key sectors and the Ministry of Environmental Protection.

The stocktaking exercise highlighted the existing weaknesses and demonstrated the prevailing barriers to climate change adaptation (CCA) and disaster risk reduction (DRR) planning in Serbia. The results confirmed that in order to adequately address climate change vulnerabilities, Serbia must overcome its current information gaps, capacity weaknesses, as well as a general lack of awareness of CCA – both at the national and subnational levels. The report further identified that climate change is not integrated into existing policies, or their associated budget priorities.

The underlying challenge is that currently there is no comprehensive framework for adaptation in Serbia, though the National Communications provide a preliminary assessment of climate-induced vulnerabilities. To leverage these preliminary activities towards climate resilience, this readiness effort aims to support priorities identified in the NDC by addressing existing weaknesses and barriers.

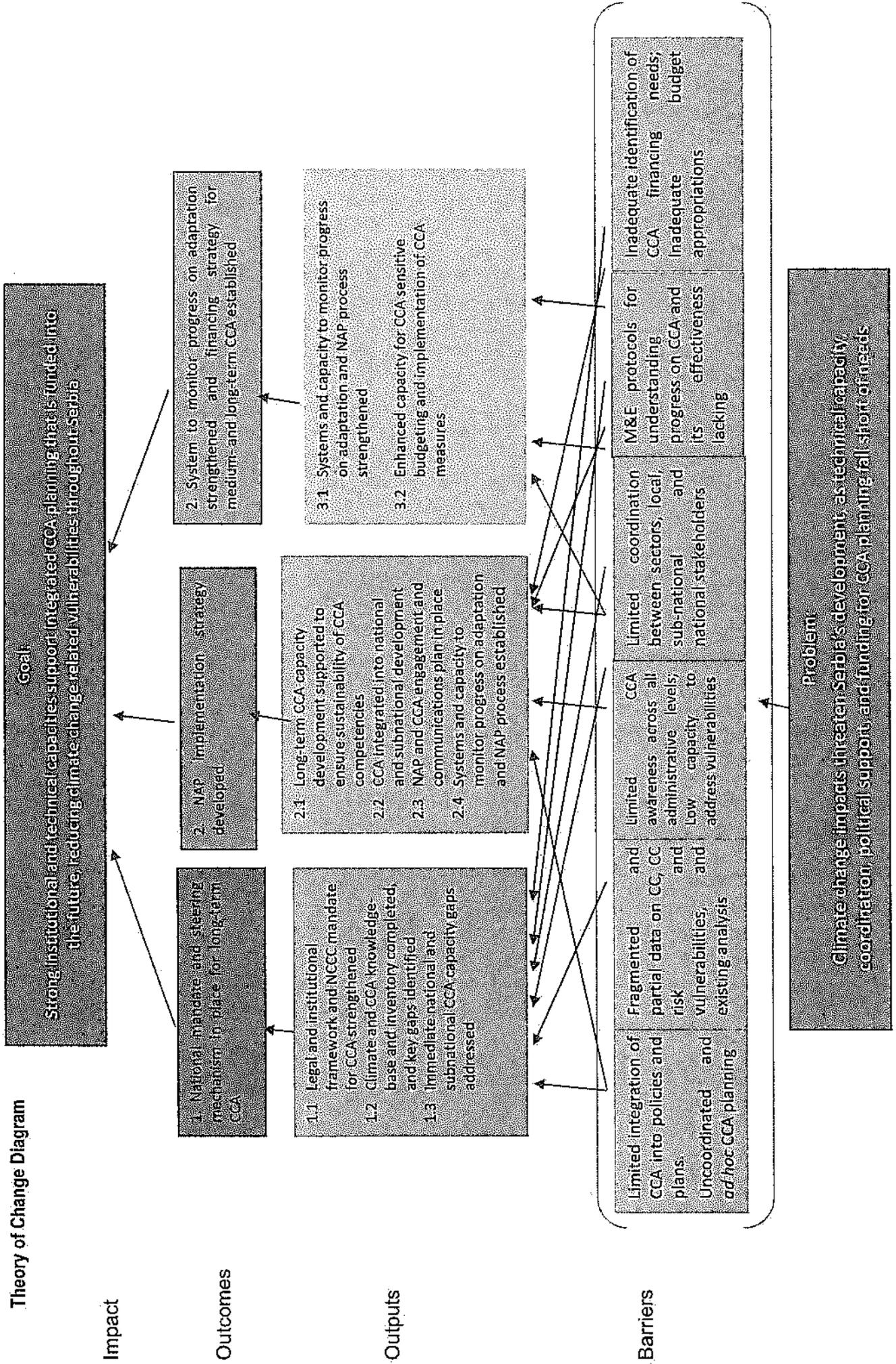
This project is therefore proposed in two phases to help the government of Serbia increase its capacity to address the country's climate change vulnerabilities, particularly in the areas related to the Agriculture-Water Management nexus, and the sectors of Energy Infrastructure, and Transport Infrastructure and Construction. Specifically, this first phase of funding request will support the setting up of the NAP process and development of a comprehensive national Climate Change Adaptation Plan for CCA through:

- Strengthening the national mandate, strategy and steering mechanism that focus on assessing and addressing capacity gaps – Outcome 1;
- The development of the NAP, its implementation plan and monitoring and evaluation strategies – Outcome 2; and

Followed by a second phase that will be submitted for funding during the final year of the first phase, and focus on:

- Strengthening systems and capacities to monitor progress in adaptation; and
- The development of financing strategies to ensure that capacities and funding options are institutionalized for the long-term sustainability of adaptation planning beyond the life of the project.

Theory of Change Diagram



II. STRATEGY

In line with UNDAF (2016-2020) Outcome 8: “By 2020, there are improved capacities to combat climate change and manage natural resources and communities are more resilient to the effects natural and man-made disasters” and CPD (2016-2020) UNDP will continue to strengthen the capacity of the Government of Serbia to formulate and implement climate change mitigation and adaptation policies and measures and to monitor and report under international treaties. For better programme results, the country office will use the UNDP strategic plan (2018-2021) design parameters, engaging closely with beneficiaries, and focusing on scalability and sustainability of results. Partnerships with United Nations organizations, international organizations, private sector, academia and civil society, are essential vehicles for delivering results in all programme areas.

Moreover, since the implementation of the SDGs should be conducted at the national level, this project will directly contribute to the achievement of all SDG 13 targets (Strengthening resilience and adaptive capacity to climate-related hazards and natural disasters; Integrating climate change measures into national policies, strategies and planning; and Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning). This project also contributes to achievement of the targets of SDGs 2, 5, 9, 12, and 15 by ensuring access, in particular of the poor and vulnerable, to safe, nutritious and sufficient food all year round, by reducing disaster related losses; ensuring women’s full and effective participation and equal opportunities for leadership at all levels of decision-making and public life; upgrading infrastructure and retrofit industries to make them more resilient and sustainable; ensuring access to relevant information and awareness for resilient development); and ensuring the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services.

The NAP development process will also be influenced by Serbia’s status as EU pre-accession country. Serbia was granted the candidate status for the European Union and is progressing in transposing national legislation to the EU requirements. The EU Strategy on Adaptation to Climate Change, adopted by the European Commission in April 2013, is therefore considered an important reference framework for the NAP process. The National Strategy with Action Plan for Transposition Implementation and Enforcement of the EU ACQUIS on Environment and Climate Change 2016-2020 (NEAS) is a critical aspect of establishing the needed actions to meet EU climate change requirements and the costs of full alignment with EU environmental and climate change requirements. It provides a baseline against which the Government determines progress and will support improved monitoring and evaluation (M&E) of NAP processes.

Country Work Programme for GCF readiness

Serbia also has a Readiness and Preparatory Support programme to establish a climate mitigation project pipeline through the Country Work Programme for GCF readiness. Institutional set up for the First Readiness project led by UNEP includes all line Ministries of relevance to both CCA and CCM, namely: the National Climate Change Committee (NCCC), the Ministry of Agriculture, Forestry and Water Management, the Ministry of Environmental Protection, the Ministry of Mining and Energy, the Ministry of Construction, Transport and Infrastructure, the Ministry of Interior (Sector for Emergency Situations), and the Hydrometeorological Service of the Republic of Serbia. This NAP Project will build on existing institutional arrangements, using the NCCC as main and highest national forum for coordination of sectorial institutions and coordination roles of the Ministry of Agriculture, Forestry and Water Management for the GCF NDA function and the Ministry of Environmental Protection as a secretariat to the NCCC, and will benefit from complementarity within the strategic framework for engagement with the GCF. Activities planned under Serbia’s NAP proposal will be conducted in synergy with the UNEP Readiness and Preparatory Support Programme, as measures and actions for particular sectors, such as agriculture, energy, transport, will also have to be aligned from both aspects, mitigation and adaptation planning, in order to ensure maximum effects and avoid overlapping and maximize utilization of available resources at the Country level. The

activities of the Readiness project led by UNEP will result in creation of framework for future identification of priority projects in both CCA and CCM areas. More specifically, in the area of CCM, the First UNEP Readiness project will be focused at analytics that will set framework for future identification of CCM projects, but primarily related to energy efficiency in buildings and supporting electrical & hybrid vehicles network development in Serbia. With that regard, the NDA will make sure that NAP proposal builds on the Country Work Programme for GCF readiness and develop sectorial measures based on activities foreseen in each of the sectors covered by the Country Work Programme for GCF readiness, as appropriate. However, as the UNEP led Readiness project, in the area of CCA, will be dealing mainly with the detailed analyses of infrastructure needs at the local level in agriculture from the perspective of DRR/adaptation, this NAP Readiness project will build upon such analyses and further develop a comprehensive CCA programming framework and pipeline of priority measures and projects in the key sectors (agriculture & water management nexus, Energy Infrastructure, and Transport Infrastructure and Construction). Also, this NAP Readiness project will be used as source for defining concrete projects that will be integrated within the future Country Work Programme for GCF readiness updates. The level of detailed work done under NAPs is much deeper than adaptation as it follows from vulnerability assessments and prioritization and appraisals. The results of these in turn will be reflected in the country work programme that is a living document. The NDA, as member of National Climate Change Committee, will ensure that all initiatives that arise from NAP will contribute to synergistic approach to national climate change adaptation planning. The synergies and avoidance of duplication between UNEP Readiness project and this NAP Readiness project will be secured through active engagement of NCCC in the implementation of both projects.

Project Rationale

This project is designed to help Serbia increase its capacity to address the country's climate change vulnerabilities.

The overall goal of the NAP will be to reduce climate change related risks throughout Serbia by strengthening institutional and technical capacities that support integrated CCA planning and programming. This will be achieved through three outputs and related activities across two phases:

1. Under the first project phase the emphasis will be given to the development and setting up of the national mandate and steering mechanism for long-term CCA and capacity building for effective development of the NAP implementation strategy. The first phase will also focus on improved management of the CCA related knowledge and data, addressing institutional capacity gaps and needs in specific sub-sectors and at all levels of governance, establishing a system for effective monitoring and reporting on CCA measures and actions;
2. Building on the results and achievements from the first phase, the second project phase will be focused on capacity building for setting up of a sustainable financing strategy to support medium- and long-term CCA. Both project phases will be accompanied with the NAP and CCA engagement and communications plan and concrete measures at both national and local levels.

The NAP is seen as one of the implementation mechanisms for achieving the adaptation commitments of the 2015 NDC. The NAP will also be one of the main outcomes of the Serbia's revised NDCs (currently being revised under EU IPA funded projects). According to Serbia's NDCs, the most vulnerable sectors to climate change are agriculture, forestry, hydrology, as well as human health and biodiversity. However, Serbia's NDCs are very limited in terms of further elaboration of vulnerability data, information on tangible climate actions of relevance to climate adaptation as their main focus has been climate mitigation. Consequently, additional interventions will need to be conducted in order to address data and information gaps, as well as to define concrete measures and actions to reduce vulnerability and increase resilience of these particular sectors. The NAP process for Serbia will also contribute to the improvement of the system of data collection, coordination and exchange of information between competent institutions and various stakeholders, including between the Government agencies and CSOs, research sector and local self-governments. This, along with the projects pipeline development and capacity building and training measures, will also significantly contribute to the quality of national communications and biennial update reports submitted to the UNFCCC for the Republic of Serbia. By focusing on crosscutting sectorial issues, and the national priority sectors, the NAP will build CCA capacity in key government institutions and

sectors. In this way, it will also improve efficacy and concurrency of climate related information and its use by decision-makers. The NAP process will underpin Serbia's efforts to align with the new Transparency Framework of the Paris Climate Agreement. It will help Serbia establish a constructive feedback loop between national and international decision-making on climate change for improved congruency with the implementation of the Paris Agreement, the Sendai Framework and the Agenda 2030/SDGs.

In order to accomplish this overall goal, the project's activities have been designed in three components:

Outcome 1: National mandate and steering mechanism in place for long-term CCA

Outcome 2: NAP implementation strategy developed

Outcome 3: System to monitor progress on adaptation strengthened and financing strategy for medium- and long-term CCA established

During the final year of implementation of Phase 1, upon completion of 80% of planned activities within the Outcomes 1 and 2, and based on the lessons learned and to secure continuity of the finalization of the NAP process in Serbia, the proposal for a Phase 2 will be submitted with the focus on the formulation and operationalization of a financing strategy for medium- and long-term CCA. In supporting the gender-sensitive adaptation planning in Serbia, the approaches, tools, action plans, consultations and analyses throughout the various outcomes will take into consideration resilience of men and women in response to climate change. The inclusion of gender sensitive approaches in a) vulnerability assessments under Outcome 1, b) training and M&E tools in Outcome 2 and c) financing strategy in Outcome 3 will be undertaken through a participatory and inclusive process. Serbia's Coordinating Body for Gender Equality will be consulted as a major national entity that will ensure all NAP measures and activities are aligned with national gender policy.

III. RESULTS AND PARTNERSHIPS

Expected Results

The three outcomes and their proposed activities are interconnected and together intend to strengthen institutional and technical capacities to support integration of CCA into long-term national planning in Serbia. Furthermore, the activities are designed and sequenced to promote effective use of GCF financing by enhancing synergies with existing initiatives and programs in Serbia, while avoiding duplication of efforts.

Outcome 1: National mandate and steering mechanism in place for long-term CCA

This Outcome lays the foundation for long-term, sustained CCA action by addressing weaknesses in CCA coordination mechanisms, as well as cross-sectorial engagement and coordination. It also aims to develop a long-term, coordinated approach to capacity development that addresses both institutional capacity needs and individual skill development, at both national and sub-national levels, to address limited and compartmentalized climate change related technical capacity and skills.

Project outputs and activities proposed under this Outcome aim to overcome barriers related to:

- Weak NCCC mandate to coordinate CCA. The Government lacks a coordinated CCA approach that involves all relevant ministries. Consequently, consistency amongst sectorial strategies and links between actions are limited;
- Fragmented, incomplete and inaccessible climate data sets. Data on disaster risk and CCA is fragmented and is not collected in a coordinated manner, nor is it accessible and digestible to relevant ministries, their decision-makers, and other sectorial and sub-national users. Institutions within Serbian Government are still working in siloes in many aspects and it also applies to the issues related to DRR and CCA. Although the NCCC exists and the Ministry of Environmental Protection has coordination role over the climate change policy planning and coordination, there is

a lack of procedures and mechanisms for coordinated approach to data and information exchange between the sectorial institutions. Also, there is a low level of understanding of needs and procedures for the coordination and collaboration between the different levels of governance (central, regional and local), as well as lack of coordinated approach to other stakeholders vis-à-vis DRR & CCA data/information exchange (CSOs, research community, private sector, etc.). This often leads to overlaps, non-coordinated actions resulting in duplication of programmes, projects, lack of integration of CCA into sectorial policies and measures, poor quality of EU and international reporting on CCA related measures and technology & capacity building needs;

- Lack of knowledge and skills to effectively plan for and implement CCA action. Besides lack of capacities, data and information needed, the line Ministry of Environmental Protection, as main climate change coordination agency of the Government, lacks capacities to monitor the implementation of CCA measures and actions. The same goes for other sectorial Government agencies. There is a lack of procedures and mechanisms for other stakeholders, as well as different levels of governance (regional and local authorities), to report on undertaken measures and actions, as well as for planning CCA measures.

Outputs for Outcome 1

This Outcome will result in improvement of legal and policy environment for climate adaptation and identification of gaps for resolution through inclusion in relevant strategy, and policy documents, as well as to strengthen NCCC mandate for CCA.

Output 1.1: Legal and institutional framework and NCCC mandate for CCA strengthened

This Output will contribute to the implementation of Element A – Step 1 “Initiating and launching the NAP process,” as outlined in the LEG Guidelines. It is envisioned that Serbia’s NAP process will be spearheaded by a multi-sectorial coordinating mechanism, a strengthened NCCC, and articulated in a comprehensive Climate Change Adaptation Plan (i.e., a NAP document) that will also provide a cohesive link between the 2015 NDC commitments and the draft National Climate Change Strategy, as well as to support operationalization of the new national Climate Change legal framework.

The National Climate Change Strategy and its Action Plan, and the Climate Change Adaptation Plan, will anchor adaptation within the overall national development framework, and activate the necessary lower administrative level planning and coordination mechanisms to initiate medium and long-term adaptation. This will be done through the mapping of all relevant stakeholders, identifying the legal, institutional gaps, needs and mandates for CCA, elaborating the methodologies, procedures and guidelines (MPGs) for CCA mainstreaming into other sectorial policies. It will focus on strengthening the NCCC, by clearly defining the roles and responsibilities (including the rules of procedures) vis-à-vis CCA and coordination, and include efforts to establish a reporting framework by which all sectors will need to report regularly to the Ministry of Environmental Protection and to the NCCC on the implementation of the climate related actions, the UNFCCC, the Paris Agreement commitments and progress on the NAP process with a formalized reporting format.

To lay a strong foundation for future NAP implementation and CCA mainstreaming, this Output will include activities to strengthen the legal and policy environment for climate adaptation (in line with the existing and upcoming climate change legal framework, including the draft Climate Change Law (currently under development – expected adoption by the end of 2018), Serbia’s Climate Strategy with the Action Plan, the Strategy of Agriculture and Rural Development for the period 2014 – 2024, the Water Management strategy from 2015, the Biodiversity Protection Strategy of Serbia by the year 2018, the Strategy for Sustainable Management of Natural Resources and Goods of Serbia from 2012, the National Programme for the Adoption of the EU Acquis – 2018 third revised version, the National Environmental EU Approximation Strategy of Serbia from 2011), and improve linkages to wider frameworks, such as Agenda 2030/SDGs and the Sendai Framework. This will be done by providing

assistance in drafting specific regulatory documents, guidelines and methodologies to support amendments to the existing strategic and legal documents and developing new policy frameworks, as appropriate, for key priority sub-sectors identified by the NAP proposal.

The role of the NCCC in supervising implementation of climate change related actions, including the NDC, generation of technical information to guide the implementation of the NDC and options for raising the ambition within the NDC – as requested by the Paris Agreement, will be strengthened. In cooperation with responsible sectorial institutions, the NCCC will generate information related to economic, social and environmental costs and benefits of certain measures. Successful implementation, tracking and reporting of Serbia's NDCs requires proper capacity of competent state institutions and the NCCC, which will ensure better integration of climate change issues into sectorial policies and measures, and at the same time, more transparent planning of measures for mitigation of and adaptation to climate change.

Moreover, procedures and legal documents identified as needed through the first Readiness and support preparatory proposal will be developed and improved where is needed. In addition, guidelines for stakeholders regarding approval procedure and faster implementation of the Country Work Programme for GCF readiness will be prepared. If needed specific project document for the programmes/projects identified under the Country Work Programme for GCF readiness will be developed as appropriate.

Main activities will include:

- 1.1.1 Strengthen the institutional arrangements of the NCCC to enable it to better serve as the coordination mechanism for adaptation:
 - *Define the mission and mandate of the NCCC on adaptation related activities*
 - *Clarify and define the roles and responsibilities of all stakeholders*
 - *Identify sectorial focal points for CCA*
 - *Articulate the governing processes to allow for oversight and coordination of adaptation related issues*
 - *Establish the framework for a monitoring and evaluation system in which all sectors will need to report regularly to the Ministry of Environmental Protection and the NCCC on the implementation of UNFCCC commitments and multilateral agreements, such as the Paris Climate Agreement, with particular focus on CCA*
 - *Establish a formal NAP updating and reporting cycle (to support Outcome 2) concurrent with cyclical communication and awareness activities*
 - *Strengthen the technical and managerial capacity of the NCCC*
- 1.1.2 Increase support for the legal and policy environment for climate adaptation:
 - *Review of national and sectorial policies, including the Climate Change Law (to be approved by the end of 2019), and the National Climate Change Strategy*
 - *Develop detailed recommendations to address gaps within Climate Change Law and National Climate Change Strategy, including a focus on improved coordination between disaster risk reduction and climate change policies for all sectors, and improved synergies with wider strategic frameworks, such as the Paris Agreement, the Agenda 2030/SDGs and the Sendai Framework*

Output 1.2: Climate and CCA knowledge-base and inventory completed, and key gaps identified

As Serbia moves towards adopting a more holistic approach to adaptation and towards its integration into medium- and long-term planning, it is crucial that it relies on a strong evidence base of the best available climate and socio-economic information in order to strengthen the appraisal of adaptation options and ensure that lessons learnt and impacts of past initiatives are integrated into the NAP process. This particularly refers to integration of the data and information related to disasters, disaster risk assessments and management.

This Output will establish a coordinated knowledge base for CCA, which will serve as the basis for all climate-related initiatives, to improve understanding of the baseline situation, strengthen justification for

CCA interventions and improve decision-making capacity. A thorough review of the available information within relevant ministries and the priority areas/sectors (Agriculture & Water Management nexus, Energy Infrastructure, and Transport Infrastructure and Construction) is necessary as the existing data and analysis are fragmented and incomplete. This includes a review of available sector-specific climate data and quality controls and identification of gaps for improved data collection and management with actionable redress recommendations; compiling and synthesizing available climate risks and vulnerability assessments at sectorial, subnational and national levels, assessing and filling gaps; and on analyzing past and on-going adaptation initiatives, with particular focus on DRR, as identified in the First (2010) and Second (2017) National Communications to the UNFCCC.

In addition, this Output will include a capacity assessment to ensure that local knowledge and technical capacity are developed, maintained, and used within existing institutional structures. The focus will be also on institutions identified in the approval procedure as well as on stakeholders that are potential beneficiaries for the projects/programmes developed under the Country Work Programme for GCF readiness. The knowledge base will be made accessible through an online portal connected with related e-tools to support improved knowledge exchange (Output 1.3).

Related activities are:

1.2.1. Synthesize available/existing analyses, assess gaps and availability of information including: current and future climate impacts across relevant priority sectors and at national and local levels, economic impacts, including damage and loss information, across all administrative levels, availability and access to climate and socio-economic risk information, and existing information sharing mechanisms;

1.2.2. Update and improve climate change scenarios of relevance at sub-national level, as appropriate

1.2.3. Conduct a comprehensive vulnerability assessment in the priority sectors (Agriculture & Water Management, Energy Infrastructure, and Transport Infrastructure and Construction) and identify the key climate risks in each sector. Where available, quantify the socioeconomic impact of climate change at national and sub-national levels

d. Review and assess existing disaster risk management practices and risk assessments in light of the comprehensive, multi-hazard climate vulnerability assessments to identify gaps

1.2.4. Prepare an inventory of existing sectorial, territorial and international adaptation projects, and of NGO driven adaptation activities to analyze lessons learned and successful implementation of adaptation experiences in order to identify options to scale up

Output 1.3. Immediate national and subnational CCA capacity gaps addressed

The goal of this Output is to focus on the initial priority capacity gaps identified in Output 1.2 and support the development of foundational CCA capacity that will enable a successful NAP process. The improvement of data collection and management work under this particular Output will be accompanied by the development of specific e-tools that will enable effective participation of all relevant stakeholders, including facilitated communication, exchange of information and data, preparation and implementation of the MPGs, as well as support for enhanced monitoring and reporting under the NAP process. The expected data framework should allow for identification of key essential climate indicators for NAP processes and climate adaptation, harmonize/standardize data processing, modeling and projections, and improve data sharing. It will represent a basis for subsequent long-term CCA capacity development to ensure development and sustainability of CCA related measures. Longer-term capacity gaps and ongoing programs are outlined under Output 2.1. General public access will also be supported as part of learning and awareness opportunities articulated in the Communication and Engagement Strategy (Output 2.3).

Moreover, the information flow will be facilitated by creation of a National CCA Platform for the exchange of data and information on CCA, including between all interested stakeholders (CSOs, academia, businesses, citizens, etc.). Particular focus will be given to the creation of a data/information resource pool on the platform for journalists, as public opinion depends on the accuracy and consistency of the information that they interpret. The project will also make sure that journalists will have access to a helpdesk on such platform for clarification of any of the given data, on request.

Ensuring the availability of capacity and technical skills to address the challenge of climate related analysis and interventions is a key component of ensuring that the NAP becomes a successful and iterative process. This Output will focus on addressing short-term capacity needs at the ministry level in the national government, specifically in the Ministry for Agriculture, Forestry and Water Management, the Climate Change Center of the Hydrometeorological Service of the Republic of Serbia and the Ministry of Environmental Protection to enable them to fulfil their mandates to provide national and regional climate change analyses, climate change modelling and projections, and at the sub-national level through partners such as the Ministry of State Administration and Local Self-Government, the Standing Conference of Towns and Municipalities and the Provincial Government of Vojvodina. Priority will be given to the Vojvodina region, the Kolubara river basin and the 25 municipalities that have been identified as particularly vulnerable to the negative effects of extreme weather events and exposed to multi-hazards. There are additional municipalities along the Drina River (West Serbia) and the Danube River, in particular Upper Danube in Northwest Serbia, that are vulnerable to disasters. However, the NAP will apply the phased approach so that, in time, all vulnerable regions will eventually be covered by appropriate CCA planning and measures. Based on Serbia's recent experience with floods from 2014, municipalities that have suffered greatest damage will be used as models for analysis of strengths, weaknesses and resources needed to facilitate the integration of CCA into local level risk and vulnerability assessments, as well as for the capacity building actions. Eventually, all municipalities in the four river basins: West Morava River Basin, Kolubara River Basin, Upper Danube River Basin, Drina River Basin, will be covered by NAP related activities. All activities under Activity 1.3.4 will be conducted in close collaboration with the SCTM of Serbia, by building upon their training and capacity building materials and implemented activities (e.g. SCTM Training Manual for Strengthening Capacities of LSGs through the Development of Management Programme, Manual for Local CCA – developed by UNDP Serbia).

Under the activity 1.3.4, the capacities of sectorial institutions and stakeholders will be improved on monitoring, reporting, and verification (MRV) of CCA data through targeted trainings. Also, appropriate MPGs will be developed to assist relevant sectors and other stakeholders (in particular local communities and private companies) to improve collection and management of data and information relevant to CCA. In parallel to the capacity building, a comprehensive MRV system will be developed, with broad participation of relevant sectors and other stakeholders, to track the CCA and NAP processes under activity 2.1.4. The MPGs will be integral part of this MRV system. In such way, the MRV system will correspond to the real needs and will be continuously upgraded by the users. Eventually, it will ensure its self-sustainability and continuous application, including for the purpose of tracking progress and planning future NDCs.

Planned activities include strengthening technical and managerial capacity across a range of line ministries and national institutions, including the work of the Climate Change Center of the Hydrometeorological Service of the Republic of Serbia with development of a centralized national climate database and analysis capacity, and support the Sector for Emergency Management in applying disaster risk management and reduction policies. In addition, expanded trainings for ministry staff and local government personnel will also include CCA project design and management, climate finance, and gender responsive CCA and DRR mainstreaming. Training will be conducted on the CCA measures in particular sectors (agriculture, energy, infrastructure, transport etc.), based on the previous (partial) VAs for Serbia, as well as based on the EU CCA strategic policies, methodologies and guidelines. Training will also refer to building knowledge and capacities of different sectors on the monitoring, reporting and verification of the CCA data, in line with the national MRV policy of Serbia, new transparency framework under the Paris Climate Agreement and in line with the new Law on Climate Change.

For this purpose, the guidelines for the identification of sectorial impacts of climate change and for vulnerability assessment will be prepared, as well as the methodology for cost-benefit analyses of different adaptation options, and tools for monitoring progress in implementation of sectorial adaptation measures.

Main activities within this Output will include:

- 1.3.1. Identify key capacities and resources required for CCA and DRR. In cooperation with relevant ministries and government institutions competent for the DRR (e.g., Ministry of Interior, Public Investments Management Office etc.), review and assess quality of evidence-based local (i.e., sub-national and municipal) level risk and vulnerability assessments. Iterative incorporation of CCA and risk reduction into sectorial and national plans in the priority areas/sectors (previously listed)
- 1.3.2. Upgrade and enhance the technical and database capacities of the Climate Change Center of the Hydrometeorological Service of the Republic of Serbia.
- 1.3.3. Technical training (including on climate information analysis and dissemination, tools for integration, appraisal and prioritization of CCA, project development, gender mainstreaming, etc.) for the Ministry of Environmental Protection, as the lead institution on climate change in Serbia and the Ministry for Agriculture, forestry and water management, as the GCF FP, for improved climate knowledge and climate action in all line ministries and across government operations
- 1.3.4. Develop a training module to improve implementation capabilities at national and territorial agencies, such as the Ministry for Agriculture, Forestry and Water Management, the Ministry of Mining and Energy, Ministry of Finance, Ministry of Construction, Transport and Infrastructure, Environmental Protection Agency, Hydrometeorological Service of the Republic Serbia, Ministry of Interior, Provincial Government of Vojvodina and the Standing Conference of Towns and Municipalities. For this purpose, the guidelines for the identification of sectorial impacts of climate change and for vulnerability assessment will be prepared, as well as the methodology for cost-benefit analyses of different adaptation options, and tools for monitoring progress in implementation of sectorial adaptation measures.
- 1.3.5. Based on the results of Output 1.2, formulate and develop a climate-related data collection and data sharing process to strengthen climate and risk related information collection, production and dissemination, make the relevant improvements/adjustments to existing mechanisms, where needed, and harmonize climate indicators to improve the quality of the data collected.
- 1.3.6. Based on the results of Output 1.2, and using up-to-date and interactive climate information, establish a practical process/mechanism for Hydrometeorological Service of the Republic of Serbia to communicate its data to improve the dissemination of climate related data and information between producers and government and private sector users
- 1.3.7. In cooperation with the Ministry of Environmental Protection, the Ministry for Agriculture, Forestry and Water Management and the Ministry of Interior provide relevant training and capacity building measures to improve disaster preparedness, mobilization and implementation of CCA measures for each of the priority sectors in the Ministry of State Administration and Local Self- Government, the Standing Conference of Towns and Municipalities and the Provincial Government of Vojvodina

Outcome 2: NAP implementation strategy developed

Despite the recognized threat climate change poses to the country's development, and the existing legal and policy structures, CCA is still an emerging issue in Serbia. CCA is considered a sectorial issue that needs to be further integrated into sectorial development planning and budgeting, and further aligned with national priorities. Initial CCA related gaps were identified in 2015 and need to be further reviewed and refined. As currently envisioned, the NAP process deals with the full integration of climate change concerns and climate and disaster risks into planning, budgeting and decision-making processes in at-risk and priority areas/sectors and at all administrative planning levels. NAP implementation will be relatively limited in this first NAP cycle as it is expected that at least two NAP cycles will be required for complete and comprehensive mainstreaming.

This Outcome aims to reinforce the foundations for long-term CCA planning process and for the NAP framework established in Output 1 by building long-term capacity for CCA action. This Output crosses and links the two Project phases via the activities in its Outputs.

Its outputs and activities together aim to address barriers related to:

- Limited technical skills and lack of training programs on vulnerability and economic impact assessments, gender responsive methodologies, etc. Climate change and its impacts are not included in the curricula for specialized (vocational) high schools for engineering, construction, technology, agriculture, economy, nor is it included in the training provided to civil servants. This limits the development of local capacity and the ability to fully

mainstream climate related issues into decision-making. Also, lack of trained and skilled professionals in various sectors, in particular those that are subject of this NAP proposal, prevents further integration of climate change considerations into sectorial policies, measures and concrete actions.

- Lack of an adaptation strategy (NAP), and limited integration of CCA in local planning. As there is no national adaptation framework or strategy, the sectorial institutions are developing their own strategic documents with very fragmented and not coordinated CCA elements, many times in contradiction to each other. For example, existing Water Management Strategy does not include CCA measures, while Agricultural Development Strategy refers to CCA only at several points with general statements on increasing climate resilience of the agricultural sector. There is no cross-sectorial approach in planning sector specific CCA, e.g. in water/agriculture nexus. In the Strategy of Energy Sector Development, there is no reference to strengthening climate resilience of the energy sector, while construction and transport strategic documents do not take climate change into consideration at all. The situation is even worse at the local level, while the new strategic planning framework will require local self-governments to produce their sector specific strategic documents in near future;
- Low general awareness of climate related impacts. Climate change is still not adequately represented through the formal education. It is integrated in the curricula of the existing subjects such as biology, ecology and geography in primary and secondary/grammar schools. However, there are no specific programmes in curricula of professional schools dealing with energy, construction, technology, agriculture etc. This prevents further integration of climate change considerations into sectorial policies, measures and concrete actions at all levels of governance. Very few CSO programmes and projects are addressing climate change awareness raising of general population in Serbia, while media also not very interested in reporting on climate change, except in case of accidents, extreme weather events and disaster. This is usually due to lack of capacities of CSO sector and specialized journalists with more specific knowledge on these issues. For example, issues related to climate change comprise barely 5% of daily media coverage and it is again on the basis of project activities being implemented with support of the EU or UN/international/bilateral donors. There are only few specialized TV broadcasts and radio shows dealing with the environmental issues (three on Radio Television of Serbia broadcast, one at Radio Television of Vojvodina and specialized TV station "Zdravlje"). There are two specialized printing magazines, but with very low outreach, Journalists covering climate change are also covering other topics on economy, health etc. Very few of them are specialized in reporting on environmental issues and even fewer (2) on climate change.

Outputs for Outcome 2

Output 2.1. Long-term CCA capacity development supported to ensure sustain-ability of CCA competencies

This Output focuses on establishing the foundation for integration of CCA into national and sectorial process through increased CCA technical capacity, training, and the development of tools, MPGs, in combination with the activities under the Output 1.1. These targeted and specialized trainings and capacity-building exercises will also build on the results of the immediate capacity building conducted under Output 1.3. The activities will sensitize and assist sectorial technical planners and decision-makers to improve understanding of CCA and its implications to sector specific actions, with thorough understanding of cost-benefits of the CCA measures.

Activities under this Output will focus on implementation of trainings to support improved capacity and methodological tool development to ensure consistent guidance and application within the sectors. The instructor led on-site training programs will be focused on: (a) climate impact and climate vulnerability assessment methodologies, procedures and approaches for Ministry of Environmental Protection,

Hydrometeorological Service of the Republic Serbia, Climate Change Center, Environmental Protection Agency, sectorial technical planners, as well as sectorial and university researchers; and (b) economic assessment and damage and loss valuation methodologies for sectorial technical planners, as well as sectorial and university researchers. Where possible, the trainings will be arranged in collaboration with national competent institutions and/or universities. This will enable sectorial and institutional entities to integrate this knowledge into own training programs and iteratively provide training and develop capacity beyond the life of the project. The tools may include expanded training on adaptation planning and assessment and on gender mainstreaming in the context of climate change, and guidelines for assessment of investment impact, etc., and will be developed and tested for technical planners and decision-makers at national and sub-national organizations. This Output will also focus on identifying and implementing opportunities to mainstream gender sensitive CCA tools, methodologies, and trainings into relevant ministerial and local policies and practices continuing the capacity building efforts of Output 1.3, to ensure cumulative improvements in national CCA activities.

Main activities will include:

2.1.1. Develop an instructor led on-site training program focused on:

- a. climate impact and climate vulnerability assessment methodologies, procedures and approaches and implement training over four years,
- b. economic assessment and damage and loss valuation methodologies and implement training over four years

2.1.2 Develop gender responsive methodologies, procedures, screening tools and guidelines to assist sectorial technical planners and end users in integrating gender sensitive adaptation in national and sectorial plans and budgets.

2.1.3 Develop a process and mechanism to ensure sustainability of climate adaptation related training programs by designing and updating a centralized database of CCA training materials accessible to all ministries and housed in the Human Resource Management Service of Serbia

Output 2.2 CCA integrated into national and subnational development

This Output leverages the knowledge of Output 2.1 and focuses on the formal integration of CCA into national and sectorial process through the development of a National Climate Change Adaptation Plan, development of four sectorial adaptation plans for the priority sectors, as well as expanding sub-national/local plans and documents for CCA and DRR. In this first iteration of NAP, the focus is on the priority sectors of Agriculture & Water Management nexus, Energy Infra-structure, and Transport Infra-structure and Construction. These documents will assist sectorial technical planners and decision-makers in improving CCA implementation capacity and identification of CCA adaptation measures to comprehensively mainstream adaptive measures into national development planning, as well as to support local CCA related infrastructure investments. This Output will also result in the establishment of a mechanism to facilitate review of the CCA plan with the development of procedures and reporting/review templates for the identified activities and measures.

The main goal of this Output is to identify an evidence-based prioritized pipeline of strategic CCA interventions and appraise their feasibility for medium- and long-term implementation. Activities under this Output will focus on identifying and implementing opportunities to mainstream CCA measures into relevant ministerial and local practices (with the development of sectorial development plans that will include sectorial capacity development plans for CCA), on identifying and prioritizing medium and long-term adaptation options, assessment of sectorial cost-benefit and enabling CCA related investments, in particular at local level. Activities will focus on the development of a strong link between CCA and national development goals, as well as needs at local level, through the identified adaptation projects and the National Climate Change Adaptation Plan and in line with the Climate Change Law. The prioritized pipeline will also link CCA investments to the country's strategic engagement framework with GCF and to NDA activities under the UNEP supported GCF NDA readiness programme (the Country Work Programme for GCF readiness). Also, strong link will be made between the national CCA priorities and creating enabling environment for supporting local infrastructure needs of relevance to CCA in targeted

priority sectors. Particular attention will be given to strengthening synergies between CCA and DRR policies and measures to complement capacity building to strengthen risk management and broaden the efficacy of decision support systems, in particular in the priority sectors, such as agriculture, energy, transport, to ensure maximum effects and avoid overlapping and maximize utilization of available resources at the Country level. The NDA will make sure that NAP proposal builds on the Country Work Programme for GCF readiness and develop sectorial measures based on activities foreseen in each of the sectors covered by the Country Work Programme for GCF readiness.

Main activities will focus on:

2.2.1. Based on gaps and needs assessments for CCA in key priority sectors and stakeholder consultations, articulate a National Climate Change Adaptation Plan that includes a national implementation framework for CCA, required sectorial action and strategic priorities

2.2.2. Update the sectorial development plans with adaptation components for, or their equivalent, considering cross-sectorial impacts, for the three priority sectors and the crosscutting DRR function:

- *Update the engineering design parameters, codes and standards for infrastructure assets to expected future climate range in the Transport Infrastructure and Construction sector, and develop a work-plan/strategy replacement of these assets*
- *Integrate CCA into risk-based planning processes in the Energy sector to reduce the exposure and vulnerability of the production and distribution networks to climate related risks*
- *Develop a CCA framework for the Agriculture/Water nexus, focused on climate-driven alterations to water supplies, to identify path dependencies, constraints to adaptation and potential synergies and reduce exposure and vulnerability of water supply systems*
- *In cooperation with the Ministry of Agriculture, Forestry and Water Management, Ministry of Environmental Protection, Ministry of Interior and Public Investments Management Office, develop climate specific modifications to the National Methodology for Risk Assessment and Emergency Plan Development and integrate climate considerations into the implementation of the Action Plan for the National Strategy for Disaster Risk Reduction and Protection and Rescue in Emergency Situations*

2.2.3. Based on the adaptation projects and plans gathered under Activities 1.2.7 and 2.2.2, and the National Climate Change Adaptation Plan, and in coordination with the Ministry of Agriculture, Forestry and Water Management as main responsible institution for development of the Country Work Programme and GCF NDA, identify a prioritized pipeline of strategic adaptation interventions for implementation (in particular infrastructure investments at local level):

- Develop a cross-sectorial evidence based systematic process for the Ministry for Agriculture, forestry and water management, Ministry of Environmental Protection and the Ministry of Finance to undertake prioritization of adaptation options for medium- and long-term adaptation planning and gap assessment of CCA financing for budgeting purposes;
- Prioritize adaptation options based on climate vulnerability, contribution to the country strategic development priorities and related financial and social cost-benefit; and
- Identify a phased financing and implementation strategy for the prioritized adaptation options, with particular focus on local infrastructure investment interventions

Output 2.3. NAP and CCA engagement and communications plan in place

This Output will support CCA mainstreaming efforts with a communication and outreach strategy (COS) to sensitize policy makers and all stakeholders, including the general public and the private sector, on the importance of adaptation. The COS will ensure that advocacy of climate adaptation becomes a national priority to guarantee effective action by a responsive government, in line with the Government priorities set out in the Country Work Programme under Readiness. The COS will also strengthen the inter-linkages between the CCA and DRR efforts; building on the strong evidence from recent extreme climate induced weather events, their corresponding damage and incurred losses. The COS will further integrate recommendations contained in the Country Work Programme (part of the efforts undertaken in the UNEP-led readiness project), so that it can effectively contribute to the implementation of measures and projects identified under the Country Work Programme. This will include the training provided to civil servants as

they join government services. The COS will be supported with an actionable engagement plan and a gender action plan. The COS will help build and sustain policy-makers capacities on climate change, will build on and enhance the existing outreach program for DRR, and create an engagement process that will allow for continuous and leveraged sensitization on climate change adaptation with different stakeholder groups. In addition, this Output will help organize regular (e.g., annual) stakeholder (local, sectorial, national, private, public) thematic consultations and workshops to raise awareness on threats and opportunities related to climate change and the NAP process in particular. These thematic stakeholder consultations and workshops will be used as an opportunity to discuss the Country Work Programme and review the level of its implementation and for building strong linkages between the two Readiness supported initiatives. Furthermore, a dedicated event will be arranged to review interlinkages between the two readiness supported initiatives. The NAP readiness will extract all related information from the Country Work Programme when defining concrete set of measures and actions in the NAP process. The NAP Readiness will also be used as a platform for further discussion and continuous update of the Country Work Programme in the area of CCA. In order to ensure accuracy and consistency in transfer of climate, and in particular CCA related data and information, to general public, particular attention will be given to training of journalists in climate related topics. Climate change is not a topic often covered by journalists, and some basic training is needed to help develop the needed media support for required actions. Media will have access to the knowledge sharing platform on climate change impacts and possible preparedness and adaptation actions, so as to expand their reporting opportunities beyond extreme weather events and disasters

As part of the COS development process, consideration will be given to introduction of mandatory requirements on inclusion of budget items for communication and awareness, and integration of climate change and DRR knowledge into educational curricula. Knowledge management and outreach products will also be created as part of this effort. The same stakeholders that are involved in the GCF Country Work Programme Readiness and Preparatory Support project, will be involved in the development of the COS for CCA mainstreaming, in order to ensure consistency of outreach measures and activates between the two projects. In addition, a review of joint communication and outreach actions and opportunities will be conducted between the two project teams, as well as in close consultations with the NDA office. Capacity building of NDA and other competent authorities envisaged by the Country Work Programme will be further supported through the GCF NAP project.

Climate change is not part of the current school curricula that creates an information gap when these children become adults and opts for different professions. Also, this activity will contribute to the review and upgrade of the curricula for specialized (vocational) high-schools for engineering, construction, technology, agriculture, economy etc. This will contribute to integration of CCA aspects in the expected knowledge and skills of the future young professionals in these specialized areas of work. In this way, planning/programming of CCA at national and local levels will be based on expert inputs of professional staff and will become sustainable in a long run. Additionally, specialized trainings and education will allow for informed, sustainable and more efficient implementation of CCA policies and measures in different sectors.

The higher education curricula referred to will also apply to the training civil servants receive which will also contribute to better understanding programming and budgeting needs of particular sectors vis-a-vis CCA integration.

This Output will include various activities, including:

- 2.3.1. Develop and implement a stakeholder outreach strategy, in coordination with the Country Work Programme on Readiness, to support medium- and long-term adaptation planning to sensitize policy makers, stakeholders, the general public and the private sector on adaptation and to ensure that advocacy on climate adaptation becomes a national priority
 - *Develop actionable engagement and gender action plans for the Ministry of Agriculture, Forestry and Water Management and the Ministry of Environmental Protection, as main coordinating institutions for*

the Country Work Programme on Readiness and NAP Readiness, to support further actionable engagement and gender sensitization of key sectors of relevance to CCA;

- *Develop knowledge management and outreach products on CCA, in correlation with the outreach strategy of the Country Work Programme*
- *Organize regular (e.g., annual) stakeholder (local, sectorial, national, private, public) thematic consultations and workshops to raise awareness on threats and opportunities related to climate change and the NAP process in particular*
- *Organize regular training on an annual basis for media and journalists on key aspects of climate change vulnerabilities and gender sensitive adaptation opportunities in order to use the media as knowledge sharing platform, not just for reporting on extreme weather events and disasters*

2.3.2. In cooperation with the Ministry of Education, Science and Technological Development, develop a process to facilitate the communication and integration of climate change and CCA into school and higher education, and into the Republic Office for the Improvement of Education curricula for the civil service

Finally, upon the completion of 80% of planned activities within the Outcomes 1 and 2, and based on the lessons learned and to secure continuity of the finalization of the NAP process in Serbia, the proposal for a Phase 2 with focus on the formulation and operationalization of a financing strategy for medium- and long-term CCA will be submitted.

Therefore, Outcome 3 will be achieved in the Phase 2 of the NAP process.

Outcome 3: System to monitor progress on adaptation strengthened and financing strategy for medium- and long-term CCA established

The NAP process will serve as the foundation for a CCA investment framework and as a means of attracting domestic and international funding for adaptation activities, from both public and private sources. To ensure the sustainability of the NAP process and ongoing CCA efforts in Serbia, it is critical to set up systems that will allow the NAP, and CCA in general, to be updated and funded over time, while continuing to support capacity building and inter-sectorial collaboration. The development of a national funding mechanism, as well as partnerships and cost sharing with the private sector will actively be pursued.

Under this Outcome, the Outputs focus on determining the both short- and long-term financial needs, including the CCA related infrastructure investments needs at the local level, to support gender sensitive adaptation in Serbia while concurrently building climate-responsive budget planning capacity, and on identifying financing sources and opportunities to enhance access to climate finance by national actors and local authorities. As part of this second phase of the Project, prioritized adaptation options identified in the first phase and current adaptation related expenditures will be reviewed, and short-, medium- and long-term budget needs for adaptation determined.

Output 3.1: Systems and capacity to monitor progress on adaptation and NAP process established

This Output will continue the efforts on CCA monitoring and evaluation efforts started in 1.3 and 2.3. The availability of up-to-date and quality data has a significant impact on the ability to make informed CCA decisions and manage them effectively. At present, there is no harmonized data collection and distribution platform for CCA; in addition, CCA monitoring and evaluation (M&E) efforts are limited. Specific, climate-focused, M&E for both adaptation and mitigation are needed. This output will complement ongoing capacity building and M&E activities under existing projects and initiatives, such as those undertaken under the ongoing projects that support preparation of the National Communications/Biennial Update Reports to the UNFCCC and future projects such as Capacity Building Initiative for Transparency (CBIT) aiming to set up the MRV system to correspond with the enhanced transparency requirements of the Paris Agreement (Article 13), with a focus on the development of a gender-sensitive CCA M&E system. The initial focus will be on developing monitoring systems in the priority sectors.

The comprehensive gender-sensitive CCA M&E system will be based on the development of a set of methodologies, procedures and guidelines with accompanying indicators, for collection and exchange of data and information among competent national institutions (such as the ministries and agencies in charge of energy, transport, construction, agriculture, water management). The system will also include additional mechanisms with its MPGs to support involvement of other stakeholders, such as CSOs, businesses, local self-governments and research institutions. In order to facilitate collection and exchange of data and information, the system will be based on e-tools and connected with web portal referred to under the Outputs 1.1 and 1.2. This Output will also set up a system that, based on progress made under the first NAP cycle (2018 – 2021), will allow Serbia to iteratively update the NAP over time, thus contributing to essential adaptation planning functions and help develop the activities for the future second NAP cycle.

The engagement and gender action plans will pay specific attention to: (a) enhancing the role of women as sectorial influencers, and (b) to the roles women may have in implementing climate adaptation measures in rural communities, due to their increased vulnerability to its impacts. Also, particular vulnerability of women to climate induced disasters and the roles of women in DRR policy planning, will be addressed. Serbia's Coordinating Body for Gender Equality will be included as major national entity that will ensure that all NAP measures and activities are aligned with national gender policy. Moreover, the NAP will build upon the gender components of the TNC and CBIT projects and make sure that gender is integrated in all sectorial CCA measures, as well as the training materials. For this purpose, the project will be implementing elements of the Submission of the Republic of Serbia on Gender and climate change in the framework of the UNFCCC Gender Action Plan. For the purpose of capacity building of civil servants, the Gender and Climate Change Training Handbook will be used (produced by UNDP Serbia, UNWOMEN, with support of the GEF funded project "Climate Smart Urban Development Challenge").

Output 3.2: Enhanced capacity for CCA sensitive budgeting and implementation of CCA measures

This Output will focus on sensitizing stakeholders to the risk and uncertainty that climate impacts bring to the budget development process, and the technical capacity needed to address these. The Ministry for Agriculture, Forestry and Water Management, the Ministry of Environmental Protection and the Ministry of Finance, as well as related stakeholders, will be trained on nationally and internationally available financing mechanisms, and increased understanding of financing options for climate sensitive sectorial policies and measures. Improved integration of climate risks into the budget planning process is required to ensure that the financial needs for CCA are more accurately assessed. In the medium and long-term, improved methodological rigor in sectorial and local plans will support an improved evidence-base for climate-sensitive budgeting, creating further synergies for future NAP cycles and national and local development plans. As such, part of these activities will also focus on building the capacities of sectorial institutions for effective fundraising for CCA and on the blending of resources from multiple sources (including grant/loans combination) to ensure appropriate scaling up of investments to maximize results. Particular attention will also be given to the work with the Ministry of Finance and its specialized budgetary units, to ensure their full commitment and collaboration with sectorial institutions when it comes to the budgetary planning and distribution of resources.

In addition, based on the financing gap assessment and phased implementation strategy for investment in the prioritized adaptation options developed under Output 2.3, this Output will focus on identification of the financing options available to support implementation of medium- and long-term CCA measures, including at national and local level. This will be done based on the budget related capacity building activities and will also serve the purpose of maximizing the use of resources of national budget, local budgets, and complementing them with the bilateral, multilateral funds and loans. Sound investment proposals, that include a requisite base of feasibility studies, social and environment impact assessments, fiscal and climate risk assessments, and inclusive consultations, in particular of women and other vulnerable groups, will also be necessary to achieve the prioritized adaptation outcomes and to promote quality investments.

A key activity under this Output is the promotion of a local funding mechanism that will be based mainly on national budgetary resources (including the budget of the Ministry for Agriculture, Forestry and Water Management, the Ministry of Environmental Protection and other ministries of relevance to the NAP

process in Serbia), for short- and medium-term action and investment, and for development of innovative mechanisms for private sector involvement in funding mobilization. The NAP will support creation of enabling environment for identification of CCA related infrastructure investments needs at the local level, in key sectors. The local funding mechanism will serve the purpose of piloting CCA related initiatives based on identified and proposed measures derived from the NAP process for Serbia. The NAP will also contribute to the fulfilment of the reporting commitments that local self-governments will have under the newly adopted CC legal framework in Serbia.

Resources Required to Achieve the Expected Results

UNDP will provide policy guidance and assistance in implementation of all project activities. This would be secured through the involvement of UNDP Country Office and the Regional Hub. Based on extensive global experience of UNDP in supporting climate change projects, UNDP will invest efforts to support the Government of Serbia in integrating climate change issues in development policies with achieving sustainable, inclusive and resilient human development and the Sustainable Development Goals (SDGs). UNDP will also provide advice to the national counterparts in integrating CCA priorities into national environmental and poverty reduction planning frameworks, provide guidance in assessing financial and technical needs for synergistic approach in CCA.

Partnerships

The main beneficiaries in this first cycle of NAP development are the National Climate Change Committee (NCCC), the Ministry of Agriculture, Forestry and Water Management, the Ministry of Environmental Protection, the Ministry of Mining and Energy, the Ministry of Construction, Transport and Infrastructure, the Ministry of Interior (Sector for Emergency Situations), and the Hydrometeorological Service of the Republic of Serbia. Involvement of these institutions is crucial taking into account those are recognized under the first Serbian Readiness and support preparatory proposal lead by the UNEP as the key national institutions for identification and approval of project/programmes to be submitted to the GCF.

Beneficiaries of the NAP development and results will be also regions and local communities, including improvements to infrastructure and identification of adaptation actions that are of critical importance for the local communities. In addition, the focus will be on the improvement of capacities for identification and further implementation of the projects/programmes that will be developed under the First Country Work Programme for GCF readiness. The Draft of the First Country Work Programme for GCF readiness includes agricultural sector, mainly through identification of vulnerabilities and needs for improvement of infrastructure that impacts the activities in this particular sector. This is an absolute national priority for climate change adaptation. This will allow focus on the priority areas of Agriculture & Water Management nexus, Energy Infrastructure, and Transport Infrastructure and the cross-cutting function of disaster risk reduction (DRR).

Indirect or secondary beneficiaries include other ministries and local governments receiving capacity development support, as well as all other entities associated with CCA in Serbia. These include entities active in the water management, agriculture, housing, tourism and nature protection, forestry and health sectors, as well as the Standing Conference of Towns and Municipalities and the Provincial Government of Vojvodina.

Institutional set up for the Readiness project led by UNEP includes all line Ministries of relevance to both CCA and CCM, namely: the National Climate Change Committee (NCCC), the Ministry of Agriculture, Forestry and Water Management, the Ministry of Environmental Protection, the Ministry of Mining and Energy, the Ministry of Construction, Transport and Infrastructure, the Ministry of Interior (Sector for Emergency Situations), and the Hydrometeorological Service of the Republic of Serbia. The same institutional setup, meaning the institutions involved in the preparation of the Country Work Programme for GCF readiness, will also be involved in the NAP Readiness. Synergy of work will be ensured through the

NCCC, as all of the institutions mentioned in previous paragraph are members of the NCCC. Also, actions and projects that will be developed under the Country Work Programme for GCF readiness, will be taken into account when elaborating detailed set of actions and projects to be included in the NAP. In addition, all actions envisaged under the NAP will be done in line with the elements of the Country Work Programme for GCF readiness and results of the Readiness and support preparatory proposal lead by the UNEP, in particular those related to strengthening of the institutional arrangements, improving CCA legal and policy environment, conducting analyses of sectorial data and information, assessing gaps and availability of information in particular key sectors, capacity building and training activities, as well as development of sectorial CCA action plans and pipeline of projects. As all sectorial ministries and institutions included in both Readiness projects are responsible for ensuring enabling policy and legal environment and development of pipeline of projects, their inputs to both projects will be coordinated in order to ensure complementarity and synergy. The main coordinating role for activities under both Readiness projects will be assumed by the Ministry of Agriculture, Forestry and Water Management as the GCF NDA, as well as the Ministry of Environmental Protection, as the main responsible institution for coordination of climate change policy and integration of climate change adaptation in key economic sectors. The role of the Ministry of Environmental Protection also includes secretariat support to the NCCC, so that coordination of actions under both Readiness projects is assured. The First Country Work Programme for GCF readiness will primarily focus on identification of the framework for future identification of projects in the area of CCA and CCM. The framework will be done in line with the analyses of infrastructure needs at local level vis-à-vis CCA and DRR. In the area of CCM, the Country Work Programme for GCF readiness will also provide only framework for future identification of CCM projects. For these reasons, the NAP Readiness project will build upon the findings of the Country Work Programme for GCF readiness and through the institutional set up ensure consistency and continuity in further elaborating actions and priority projects pipeline in the area of CCA.

Risks and Assumptions

Assumptions:

This project proposal makes several assumptions based on in-country stakeholder consultations:

- The project assumes that the government will support the strengthening of NCCC mandate and governing processes for CCA oversight;
- The project assumes that priority municipalities, regions and sector ministries/agencies will fully participate in the project's activities;
- The project assumes that documentation and lessons learned from other projects in Serbia will be made available to the implementation team, and that they will participate in the project's activities.

Risks:

#	Description of the Risk	Potential consequence	Countermeasures/Management response	Type: Risk Category	Probability and Impact (1-5)
1	Lack of capacity within MoAFWM and MEP and other government agencies to implement NAP support project	Project implementation is delayed and less than effective	The project has a major capacity building component aimed at strengthening human resources in the MoAFWM and MEP and priority sector agencies. These capacity building activities have been designed to respond to specific gaps and weaknesses and will incorporate lessons learned from other capacity development projects.	Organizational	P=2 I=3
2	Lack of appropriate and evidence-based data and information, including data	Project implementation is delayed and less than effective	The project is envisaging development of analytical studies and reviews for specific sectors which will contribute to provision of missing data and information and will ensure QA and QC of the existing	Organizational	P=2 I=3

	inconsistency		information and data for their consistency and accuracy.		
2	Government will not have funds to sustain the national arrangements, once the project ends	Project sustainability is endangered	The project is designed to formulate mechanisms for scaling up investments and addressing financial gaps through a second phase, outcome 3, including a strategic plan for investment.	Financial	P=2 I=4
3	Interministerial coordination is lacking	Uncoordinated implementation leads to delayed implementation.	The project's activities have been designed to formulate and institutionalize an effective mechanism of horizontal coordination.	Organizational	P=2 I=3
4	Resistance from sector ministries and minimal sharing of information	Ineffective coordination and knowledge sharing decreases effectiveness and impact of NAP process	To address this issue, the project has strong outreach/training to the various ministries and agencies, in form of its Communication and Outreach Strategy (COS), including at the local level to demonstrate the utility of the NAP process.	Political	P=2 I=3

Stakeholder Engagement

As part of the UNDP-led support mission, key stakeholders, including the Ministry of Agriculture, Forestry and Water management, the Ministry of Environmental Protection; Ministry of Interior, Sector for Emergency Management; Ministry of Mining and Energy; Ministry of Transport; Ministry of Health; NCCC, and the Hydrometeorological Service of the Republic of Serbia were consulted and interviewed.

As an integral part of the NAP process, a stakeholder communication and engagement plan will be formulated to ensure that a wide range of stakeholders will be consulted and engaged at all stages, from the launch of the NAP through its implementation and review. Stakeholders will represent government institutions, financial and technical partners, local civil society (such as the Standing Conference of Towns and Municipalities), academia, the private sector, international and national non-governmental organizations (NGOs) including those that represent women and vulnerable groups, as well as representatives from Serbia's Coordinating Body for Gender Equality. Potential NGO partners include members in the civil society organizations (CSOs) Coalition 27, as well as the CSO network "National EU Convent." The GCF NAP project team, with NDA guidance, will make sure that stakeholders that were involved in the GCF Country Work Programme under Readiness support are also included in the GCF NAP Readiness project activities, planning and decision making.

Outreach and engagement activities will include sensitization, consultations and training workshops, and they will be tailored to reflect the needs of the stakeholders to successfully implement the activities undertaken. Also, the NDA, with support of the project team, will ensure that results and priorities of the GCF Country Work Programme under Readiness are incorporated within the outreach and engagement activities of the GCF NAP project. Gender and vulnerable group inclusion will also be a priority of the outreach strategies. In general, engagement activities will focus on increasing stakeholders' ownership and on increasing awareness and knowledge of the role of climate adaptation in addressing climate change impacts to sustain long-term development. The role and involvement of the private sector will also be enhanced with targeted activities, under all outcomes.

Gender Considerations

The primary institution addressing women's issues is the Coordinating Body for Gender Equality of the Government of Serbia (www.gendernet.rs), which was established in 2014. In addition to the Coordinating Body, "major partners" in the current UN Development Planning framework for gender-related activities include the Ministry of Labour, Employment and Social Policy, the Ministry of Interior, the Network of

Women Members of Parliament, the Provincial Secretariat for Gender Equality, local-level bodies for gender equality, and women's NGOs.

As the current UNDP Country Programme Document states, "Gender equality is one of three cross-cutting issues in the NAD [national priorities for international assistance] and is addressed through different priorities." UNDAF Outcome 4 directly addresses gender: it states, "By 2020, state institutions and other relevant actors enhance gender equality and enable women and girls, especially those from vulnerable groups, to live lives free from discrimination and violence."

Under the current UN Development Partnership Framework, (2016-2020), gender is mentioned under Outcome 4, Output 5 (The National Disaster Risk Management System is implemented at central and local levels) with an indicator monitoring "Percentage of municipalities that conduct gender-sensitive risk assessments, prepare local gender-sensitive disaster risk management plans, conduct capacity development and public awareness activities."

The UNECE 3rd Environmental Performance Review for Serbia does not address gender issues in environment.

The 2030 Agenda for Sustainable Development and 17 Sustainable Development Goals (SDGs) were adopted in 2015. The 2030 Agenda for Sustainable Development consistently applies twin-track approach of gender mainstreaming across all 17 goals and a specific goal on Gender Equality (SDG 5: Achieve gender equality and empower all women and girls). The importance of this approach is that all actions in the other areas will reflect gender equality considerations and specific needs of women and men and will shape the international agenda in the increasingly equitable manner.

In 2014, UNDP introduced a new measure into its Human Development Reports, the GDI. This measure is based on the sex-disaggregated Human Development Index, which is defined as a ratio of the female to the male HDI. As such, the GDI is meant to identify gender inequalities in three basic dimensions of human development: health (measured by female and male life expectancy at birth), education (measured by female and male expected years of schooling for children and mean years for adults aged 25 years and older); and command over economic resources (measured by female and male estimated GNI per capita). The 2014 female HDI value for Serbia was 0.757 compared to 0.784 for males, resulting in a GDI value of 0.176. This ranking places Serbia in 38th place out of 188 countries.

Gender Statistics

The Statistical Office of the Republic of Serbia publishes *Women and Men in the Republic of Serbia*, which provides an overview of gender-disaggregated data. The current national strategy on gender equality contains a specific objective on gender-sensitive statistics and records (Specific Objective 3.4).

Sex-disaggregated statistical data collected from the following institutions has been presented: the Statistical Office of the Republic of Serbia (SORS), the Institute of Public Health of Serbia, Ministry of Education and Science, Ministry of Finance, Ministry of Interior, Ministry of Justice, Ministry of Labour and Social Policy, National Employment Service, the Republic Fund for Health Insurance, the Republic Fund for Pension and Disability Insurance and the Republic Institute for Social Protection.

Based on several ongoing and planned UNDP activities related to mainstreaming gender considerations into development of climate change-related policies, this NAP project will also consider four steps related to gender:

1. Recognize the importance of women in the management of climate change information and in the development, implementation, and monitoring of climate-related policies and measures;

2. Take into account the differentiated roles of men and women in climate change adaptation, disaster risk reduction, and climate-related investments.
3. Encourage gender balance and women's participation in all project activities and in climate change programs more broadly, particularly when there are entry points such as peer exchanges, trainings, and advisory support to policy-makers.
4. Collect gender-disaggregated data and gender-related information, provide findings as appropriate to other organizations, and promote the use of findings in reporting to relevant UN conventions.

South-South and Triangular Cooperation (SSC/TrC)

The UNDP's NAP GSP, in partnership with UNEP, will extend the support provided already through the ongoing NAP GSP to the Government of Serbia by delivering additional technical support to overcome capacity gaps, in line with the objectives of the programme. The objective of the programme is to further strengthen the institutional and technical capacities of countries to start and/or advance their NAP process. This will assist in adapting to the impacts of climate change by providing these countries with an enhanced capacity to plan, finance, and implement adaptation interventions through integration of climate change into medium- to long-term development frameworks. The programme objective will be achieved by: i) expanding technical support with tailored one-on-one support; ii) building on the Ongoing NAP GSP project to further develop and disseminate tools and methodologies that support important steps of the NAP process; iii) organising targeted training workshops on key elements of the NAP process; and iv) further facilitating the exchange of knowledge and lessons learned – through South-South and North-South cooperation – with a view to enhancing the capacity for advancing the NAP process. Technical assistance will also be provided by relevant institutions of the Republic of Serbia, such as: hydro-meteorological institutes, water agencies, statistics institutes and relevant universities, which will contribute with their data, analysis and experience crucial for adapting to climate changes.

Knowledge

Current knowledge base

Knowledge on climate change impacts, vulnerabilities and initial assessment of adaptation priorities in Serbia results from work conducted as part of the First (2010) and Second National Communications (2017) to the UNFCCC. The Climate Change Center of the Hydrometeorological Service of the Republic of Serbia still lacks technical and database capacities that will enable it to fulfill its mandate to provide national and regional climate change analyses, climate change modeling and projections, and information exchange capabilities. In addition, sector specific and regional studies and projects provide important information on climate modeling, impact analysis, vulnerabilities and potential adaptation measures in Serbia. However, these studies and associated data collection processes remain fragmentary, limited and uncoordinated at the national level.

CCA is indirectly supported by a number of DRR focused projects (funded by the Government directly, as well as through the bilateral and multilateral funds). Government funded projects include the "international system for early warning of emergency in the Danube River Basin (AEWS) and the Sava" to develop a national center for early warning, and coordinate with the international early warning system for emergencies in the Danube River (AEWS) and the Sava river basins; and "Building the link between flood risk management planning and climate change assessment in the Sava river basin" that aims to use available data and make a GIS model of the flood management related data. Bilateral and multi-lateral projects include a ~EUR 200 million investment from the private Al-Dahr company (United Arab Emirates) in modern irrigation systems to protect agriculture from climate change; an agricultural risk reduction/re-insurance mechanism for natural disasters as part of a GEF, World Bank, and SECO-funded project "Southeastern Europe and Caucasus Catastrophe Risk Insurance Facility (SEE CRIF);" a GIZ collaboration on Climate Change Adaptation in Western Balkans, for the development and implementation of CCA

strategies aimed at reducing flood and drought risks, as well as strengthening regional cooperation for integrated water resources management. Additional donor/Government-funded projects are focused on supporting the work of Ministry of Interior – the Sector for Emergency Management in floods risk management, research-oriented projects for improvement of weather/climate data management system within the Hydrometeorological Service of the Republic of Serbia. The Government has also taken loans from the World Bank to implement an Irrigation and Drainage Rehabilitation Project whose main objectives are to: improve the capacity for increased agricultural yields through support to high priority rehabilitation of drainage and irrigation infrastructure, reduce the risk of damage from flooding to land, crops, property, infrastructure as well as reducing risk of life loss from flooding in project areas; and improve water resources management and strengthen the associated water resource management institutions and policies.

This project will build on the information and knowledge produced by the mentioned initiatives. However, dedicated actions for reducing vulnerabilities are still sporadic. To date, adaptation has occurred mainly ad-hoc, on a project basis, without cross-sectorial coordination. It has been limited in scale and scope, without linkages to national priorities. The NAP process will assist in addressing these limitations.

With the recent series of flood and extreme weather events, and the scale of damage and economic loss they caused, government focus has shifted to stronger emphasis on preventative policies and action. Recognizing that reducing Serbia's vulnerability to climate change requires greater investments and greater integration of CCA and DRR, in 2016 the Government began advancing a NAP process that will provide sector specific guidance for the incorporation of climate change considerations and initiate greater integration with DRR. This is especially important in the Serbian context, as there is no comprehensive framework to address climate change adaptation.

Capacity and knowledge gaps

Though CCA policies and measures have been, to a certain extent, recognized in the National Communications, the majority of sectorial strategic and regulatory documents contain only indirect and fragmentary references that relate to CCA. This indicates a need for further coordination, integration and progress monitoring across all sectors. The sectors whose documents some references to CCA include the agriculture, forestry, water management and health sectors. The new Law on Climate Change and the new Strategy for Climate Change with the Action Plan for the Republic of Serbia (expected to be adopted by the end of 2018) are key measures in improving the enabling environment. The NAP process is expected to help create these much-needed linkages and supporting mechanisms by helping bridge sectorial 'silos.' These linkages will also need to be reflected in a planned, comprehensive climate change MRV system that will allow for incremental and more ambitious increases in sectorial targets and goals, per the Paris Agreement, leading to future revisions and improvements in the NDC.

As an initial step for analyzing the existing capacity, a rapid capacity assessment was undertaken during February 6–8, 2017 as part of the stocktaking process for this proposal. The assessment, based on a review of strategy documents, existing re-ports and individual interviews, identifies three skill and capacity levels – the individual, the organization and the enabling environment – for technical and functional capacities surrounding CCA. Capacities of professionals dealing with planning and implementation of sectorial CCA policies and measures are low. One of the main reasons for that is the lack of appropriate training and formal education programmes in specialized schools and Universities. In practical terms, it means that young professionals are not equipped with skills and knowledge to understand and mitigate climate risks and vulnerabilities affecting various economic sectors. School curricula therefore would benefit from an analysis and amendment, as appropriate and at all levels of education to ensure climate change risks are understood and professionals in all climate-sensitive sectors have the appropriate tools to address those risks in development planning. The main capacity gaps are summarized in the table below.

Within the context of these capacity gaps, most efforts to improve national policies and plans on climate change retain a specific sectorial emphasis, lacking multi-sectorial coordination mechanisms for both policy and implementation. Different ministries and agencies focus on different aspects of climate change without a formal structure to integrate climate change-related concerns into national development programs and policies. The various ministries and local governments have limited dedicated capacity to integrate adaptation into policies and strategies. In addition, planners and decision makers lack tools and frameworks that enable mainstreaming into existing national processes and systems. Climate related M&E, for both adaptation and mitigation, is embryonic. Further hindering coordinated, scaled-up CCA activities are limited domestic resources to finance adaptation action.

Sector Specific (Technical)	Core Organizational Functions
Enabling Environment	
<ul style="list-style-type: none"> • There is a need to strengthen climate related monitoring systems for sectorial implementation activities (more specificity) which are embryonic for climate change mitigation and almost non-existent for CCA • Lack of awareness about climate change adaptation and linkages within existing programs and activities due to insufficient technical knowledge • Lack of gender desegregated data relevant for initiation of gender sensitive climate change actions • No available financing schemes for supporting integration of climate change adaptation measures into the key economic sectors, and a lack of financial means at the sub-national and local level to comply with climate preparedness requirements, policies and laws 	<ul style="list-style-type: none"> • Lack of clarity for institutional and operational arrangements for the climate change adaptation as the NCCC, which serve as an advisory council to the Government, is focused on climate change mitigation. • The existing administrative/technical capacity for reporting to the UNFCCC is insufficient • Level of understanding of sectorial based climate impact and vulnerability is weak due lack of awareness and capacities of sector ministries in terms of climate change, in general, and specifically adaptation • Need to coordinate implementation of sectorial DRR/CCA measures • Need to define indicators for progress in CCA
Organizational	
<ul style="list-style-type: none"> • Almost no awareness of climate change adaption fundamentals • Limited understanding of current capacities and climate change adaptation needs at sector and local levels • Insufficient data about sector specific climate impacts and their economic implications as well as apparent deficit in climate related economic analysis, including damage and loss analysis, especially at the local level • There is no climate related focal person (or department) in each sector • There is a need for Training of Trainers programs in climate change fundamentals for national training institutions and selected sector staff to improve sectorial capacities • Need capacity to generate socio-economic assessments and models (related to CC policies and measures) • Need methodologies, tools, and guidelines for impact assessment and loss & damage 	<ul style="list-style-type: none"> • Climate related participatory decision-making and stakeholder input processes for managers and decision makers are unclear due to conflicts and gaps in sectorial mandates • Fragmented and outdated vulnerability and risk assessments due to lack of clear processes for collecting information and updating risk and vulnerability information, and for the elaboration and prioritization of adaptation measures • Limited cross-sectorial collaboration on climate adaptation and DRR programming at national and sub-national levels • Lack of financial incentives for initiation of climate change adaptation activities, per sector, disaggregated per national and local level • Limited collaboration mechanisms within and between sectors at all levels • Gaps in the availability and communication of hydro-meteorological risk information, especially at the local level, due to limited access and inability to use available data
Individual	
<ul style="list-style-type: none"> • Language barriers prevent staff access to relatively low-cost knowledge and training; further limiting the pool of qualified staff available to attend international training 	<ul style="list-style-type: none"> • Deficit in the required trained personnel (numbers and expertise) to meet climate related and adaptation related challenges and functions

Lessons learned and knowledge generation

Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyze and share lessons learned that might be beneficial to the design and

implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

In addition, with the support of the UNDP Regional Hub in Istanbul, there are ongoing discussions for improved coordination and streamlining of climate adaptation related information and learning exchanges with nearby countries (i.e., Albania, Montenegro, FYR Macedonia and others) since Serbia serves as the Balkan center for climate and hydromet information.

Sustainability and Scaling Up

This project is designed to help Serbia increase its capacity to address the country's climate change vulnerabilities. In order to accomplish this overall goal, the project's activities have been designed to address the barriers identified in the stocktaking report. This project is therefore proposed in two phases to help the government of Serbia increase its capacity to address the country's climate change vulnerabilities, particularly in the areas related to the Agriculture-Water Management nexus, and the sectors of Energy Infrastructure, and Transport Infrastructure and Construction.

Specifically, this first phase of funding request will support the setting up of the NAP process and development of a comprehensive national Climate Change Adaptation Plan for CCA through:

- Strengthening the national mandate, strategy and steering mechanism that focus on assessing and addressing capacity gaps –Outcome 1;
- The development of the NAP, its implementation plan and monitoring and evaluation strategies – Outcome 2; and

Followed by a second phase that will be submitted for funding during the final year of the first phase, and focus on:

- Strengthening systems and capacities to monitor progress in adaptation; and
- The development of financing strategies to ensure that capacities and funding options are institutionalized for the long-term sustainability of adaptation planning beyond the life of the project.

The design of the project has several features that support sustainability. First, it builds on existing institutional arrangements and technical capacities, particularly previous BURs and NCs. Second, the project has benefitted from a broad consultative process with public, private and civil society actor and from existing consultative relationships that have been developed over time through the Climate Change Strategy project. The sustainability of project research and analysis is also highly likely, as project outputs will shape future NDCs. Institutional sustainability will be ensured by the active participation of the National Climate Change Council (NCCC).

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

It is expected to deliver maximum results with available resources.

This project contributes to Serbia's commitments under the UNFCCC to enable the country to address climate change considerations (reduction of vulnerability to climate change and prioritisation of CCA measures). Several elements of the project promote cost efficiency. First, the project will promote efficiency by building on work that has already been done to establish a legislative and regulatory framework for transparency. Second, the project will reduce the cost of key analytical work over time by increasing the capacity of experts in Serbia to conduct key analyses (e.g. damage and loss estimates and cost-benefit analysis for climate-related policies and measures) rather than relying on international experts. Third, the project will reduce costs and increase efficiency over the long term by generating data

that can be used to inform policy-making. More robust projections and economic analyses will provide policy-makers in Serbia with the information necessary to avoid costly adaptation policies that may not be supported by evidence. Finally, improving the alignment of climate policy with DRR policy will reduce duplication and inefficiency in both of those sectors. There is also evidence that actions in these sectors can generate economic returns and are therefore cost-effective.

Project Management

The project will be implemented following UNDP's Direct Implementation Modality (DIM), according to the Readiness and Preparatory Support Grant Framework agreement between UNDP and the GCF.

The Project Management Unit: A Project Management Unit (PMU) will be responsible for implementing the project in its entirety. The PMU will be based at the Ministry for Agriculture, Forestry and Water management, and will be responsible to provide daily technical, administrative and financial management of the project. It will establish and coordinate collaboration with technical departments involved in project implementation and with MoEP support. It shall serve as the secretariat for the Project Board and the Project Support Group. The PMU will be comprised of a Project Manager (PM), and two NAP specialists. The PMU will be recruited in accordance with UNDP's regulations to manage actual implementation of the project. It will be based in Belgrade and run the project on a day-to-day basis.

Project Manager: The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project personnel maintain a high level of transparency, responsibility and accountability in M&E and in reporting of project results. The Project Manager will inform the Project Board, the UNDP Country Office and the UNDP Regional Technical Advisor of any delays or difficulties encountered during implementation to ensure that appropriate support and corrective measures can be adopted.

Project Board: The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

UNDP Country Office: The UNDP Country Office will support the Project Manager. The UNDP Country Office will initiate and organize key M&E activities. The UNDP Country Office will also ensure that the standard UNDP and GCF M&E requirements are fulfilled to the highest quality.

The UNDP Regional Technical Advisors will provide additional M&E and implementation oversight, quality assurance and troubleshooting support.

Agreement on intellectual property rights and use of logo on the project's deliverables and disclosure of information: To accord proper acknowledgement to the GCF for providing grant funding, the GCF logo will appear together with the UNDP logo on all promotional materials, other written materials like publications developed by the project, and project hardware. Any citation on publications regarding projects funded by the GCF will also accord proper acknowledgement to the GCF. Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy¹ and the relevant GCF policy.

¹ See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

Disclosure of information: Information will be disclosed in accordance with relevant policies notably the UNDP Disclosure Policy² and the GCF Disclosure Policy³.

² See http://www.undp.org/content/undp/en/home/operations/transparency/information_disclosurepolicy/

³ See https://www.greenclimate.fund/documents/20182/184476/GCF_B.12_24_-_Comprehensive_Information_Disclosure_Policy_of_the_Fund.pdf/f551e954-baa9-4e0d-bec7-352194b49bcb

V. RESULTS FRAMEWORK⁴

Intended Outcome as stated in the UNDAF (2016-2020) Outcome 8: By 2020, there are improved capacities to combat climate change and manage natural resources and communities are more resilient to the effects natural and man-made disasters
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: Number of actions implemented under the (1) national climate change strategy and (2) national environmental protection programme; Baseline: 0; Target: 5
Applicable Output(s) from the UNDP Strategic Plan: UNDP strategic plan, 2018-2021: 2.3.1.1. Existence of data-informed development and investment plans that incorporate integrated solutions to reduce disaster risks and enable climate change adaptation and mitigation
Project title: Advancing medium and long-term adaptation planning in the Republic of Serbia Atlas Project Number: 00105424 / 00106706

⁴ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

OUTCOMES/OUTPUTS	BASELINE	TARGET	ACTIVITIES
<p>1. National mandate and steering mechanism in place for long-term CCA</p> <p>1.1 Legal and institutional framework and NCCC mandate for CCA strengthened</p>	<p>NAP identified as NDC commitment;</p> <p>Weak NCCC mandate for CCA</p>	<p>NCCC mission updated to include CCA;</p> <p>Legal and policy environment for climate adaptation improved as identified gaps are recommended for resolution through inclusion in relevant strategy, and policy documents</p>	<p>1. Strengthen the institutional arrangements of the NCCC to enable it to better serve as the coordination mechanism for adaptation:</p> <ol style="list-style-type: none"> Define the mission and mandate of the NCCC on adaptation related activities Clarify and define the roles and responsibilities of all stakeholders Identify sectorial focal points for CCA Articulate the governing processes to allow for oversight and coordination of adaptation related issues Establish the framework for a monitoring and evaluation system in which all sectors will need to report regularly to the Ministry of Environmental Protection and the NCCC on the implementation of UNFCCC commitments and multilateral agreements, such as the Paris Climate Agreement, with particular focus on CCA Establish a formal NAP updating and reporting cycle (to support Outcome 2) concurrent with cyclical communication and awareness activities Strengthen the technical and managerial capacity of the NCCC <p><i>Deliverables: NCCC mission updated to include CCA responsibilities; validated document defining standard operating procedures and roles and responsibilities of all stakeholders articulating the coordination mechanisms and governing processes for CCA oversight (i.e., management arrangements)</i></p> <p>2. Increase support for the legal and policy environment for climate adaptation:</p> <ol style="list-style-type: none"> Review of national and sectorial policies, including the Climate Change Law (to be approved by the end of 2018), and the National Climate Change Strategy. Develop detailed recommendations to address gaps within Climate Change Law and National Climate Change Strategy, including a focus on improved coordination between disaster risk reduction and climate change policies for all sectors,⁵ and improved synergies with wider strategic frameworks, such as the Paris Agreement, the Agenda 2030/SDGs and the Sendai Framework <p><i>Deliverables: A document with detailed assessment of gaps in national and sectorial policies, strategies and laws; recommendations to address CCA in the relevant documents are communicated and validated by stakeholders</i></p>

⁵ Particular focus will be on the legal and policy environment affecting the Strategy of Agriculture and Rural Development for the period 2014 – 2024; the Water Management strategy from 2015, the Biodiversity Protection Strategy of Serbia by the year 2018, the 2012 Strategy for Sustainable Management of Natural Resources and Goods of Serbia, the National Programme for the Adoption of the EU Acquis – 2016 third revised version, the 2011 National Environmental EU Approximation Strategy of Serbia

<p>1.2 Climate and CCA knowledge-base and inventory completed, and key gaps identified</p>	<p>Data is fragmented and incomplete, and is not readily accessible;</p>	<p>Cohesive data sets for priority sectors and the priority regions developed, and a plan to address priority gaps created;</p> <p>Gaps assessed, and existing vulnerability assessments, in priority sectors, updated</p>	<p>1.2.1. Synthesize available/existing analyses, assess gaps and availability of information including:</p> <ol style="list-style-type: none"> current and future climate impacts across relevant priority sectors⁶ and at national and local levels,⁷ economic impacts, including damage and loss information, across all administrative levels, availability and access to climate and socio-economic risk information, and existing information sharing mechanisms. <p>Deliverables: A document synthesizing existing climate impact analyses and work-plan to address gaps; A document synthesizing economic impact information and work-plan to address gaps / Fulfilled: Month 22; A document detailing gap assessment and recommendations for climate information availability and existing sharing mechanisms / Fulfilled: Month 26</p> <p>1.2.2. Based on assessments conducted in 1.2.1, update and improve climate change scenarios of relevance at sub-national level, as appropriate</p> <p>Deliverable: Updated climate change scenarios at sub-national level (updated analyses) / Fulfilled: Month 26</p> <p>1.2.3. Conduct a comprehensive vulnerability assessment in the priority sectors (Agriculture & Water Management, Energy Infrastructure, and Transport Infrastructure and Construction) and identify the key climate risks in each sector. Where available, quantify the socioeconomic impact of climate change at national and sub-national levels</p> <p>Deliverable: 4 multi-hazard comprehensive risk and vulnerability assessments / Fulfilled: Month 27</p> <p>1.2.4. Review and assess existing disaster risk management practices and risk assessments in light of the comprehensive, multi-hazard climate vulnerability assessments to identify gaps</p> <p>Deliverable: Gap assessment and recommendations for disaster risk management practices and risk assessments (document) / Fulfilled: Month 19</p> <p>1.2.5. Prepare an inventory of existing sectorial, territorial and international adaptation projects, and of NGO driven adaptation activities to analyze lessons learned and successful implementation of adaptation experiences in order to identify options to scale up</p> <p>Deliverable: Report/compilation of relevant experiences of CCA actions / Fulfilled: Month 13</p>
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⁶ The overall country assessment will be reviewed based on information readily available from national communications in the beginning of the NAP process in order to screen all sectors for their vulnerability to climate change. However, the attention will be given to relevant priority sectors in this NAP proposal: 1. Agriculture & water nexus, 2. Energy, 3. Transport & Infrastructure-Construction, for which detailed studies on socioeconomic impacts of climate change do not exist.

⁷ Local level refers to sub-national and municipal levels

<p>1.3 Immediate national and subnational CCA capacity gaps address</p>	<p>Climate adaptation not well understood by all relevant national and subnational stakeholders.</p> <p>Technical knowledge and skill gaps detrimental to CCA</p>	<p>Data gathering and analysis processes in places;</p> <p>350 people from at least 11 Ministries and subnational stakeholders sensitized through 50 of trainings on NAP process and CCA</p>	<p>1.3.1. Identify key capacities and resources required for:</p> <p>a. In cooperation with relevant ministries and government institutions competent for the DRR (e.g., Ministry of Interior, Public Investments Management Office etc.), review and assess quality of evidence-based local (i.e., sub-national and municipal) level risk and vulnerability assessments.⁶</p> <p>b. Iterative incorporation of CCA and risk reduction into sectoral and national plans in the priority areas/sectors (previously listed)</p> <p>Deliverables: Technical analysis of strengths, weaknesses and resources needed to facilitate the integration of CCA into local level risk and vulnerability assessments / Fulfilled: Month 19; Technical analysis of strengths, weaknesses and resources needed to facilitate the integration of CCA into sectoral and national plans. / Fulfilled: Month 24</p> <p>1.3.2. Upgrade and enhance the technical and database capacities of the Climate Change Center of the Hydrometeorological Service of the Republic of Serbia.</p> <p>Deliverable: At least 2 training sessions on data analysis to strengthen technical capacities of Climate Change Center of the Hydrometeorological Service of the Republic of Serbia. / Fulfilled: Month 26</p> <p>1.3.3. Technical training (including on climate information analysis and dissemination, tools for integration, appraisal and prioritization of CCA, project development, gender mainstreaming, etc.) for the Ministry of Environmental Protection, as the lead institution on climate change in Serbia and the Ministry for Agriculture, forestry and water management, as the GCF FP, for improved climate knowledge and climate action in all line ministries and across government operations</p> <p>Deliverable: At least 2 training sessions/workshops to strengthen the technical capacities of the Ministry of Environmental Protection / Fulfilled: Month 24</p> <p>1.3.4. Develop a training module to improve implementation capabilities at national and territorial agencies, such as the Ministry for Agriculture, Forestry and Water Management, the Ministry of Mining and Energy, Ministry of Finance, Ministry of Construction, Transport and Infrastructure, Environmental Protection Agency, Hydrometeorological Service of the Republic of Serbia, Ministry of Interior, Provincial Government of Vojvodina and the Standing Conference of Towns and Municipalities. For this purpose, the guidelines for the identification of sectoral impacts of climate change and for vulnerability assessment will be prepared, as well as the methodology for cost-benefit analyses of different adaptation options, and tools for monitoring progress in implementation of sectoral adaptation measures.</p> <p>Deliverable: Training module on CCA adaptation measures, and monitoring, reporting and verification of the CCA data available, and at least 8 training workshops delivered / Fulfilled: Month 26</p> <p>1.3.5. Based on the results of Output 1.2, formulate and develop a climate-related data collection and data sharing process to strengthen climate and risk related information collection, production and dissemination, make the relevant improvements/adjustments to existing mechanisms, where needed, and harmonize climate indicators to improve the quality of the data collected.</p> <p>Deliverable: Framework, including roles and responsibilities for multi-sectorial climate data collection and data sharing developed (document and online portal) / Fulfilled: Month 27</p> <p>1.3.6. Based on the results of Output 1.2, and using up-to-date and interactive climate information, establish a practical process/mechanism for Hydrometeorological Service of the Republic of Serbia to communicate its data to improve the dissemination of climate related data and information between producers and government and private sector users</p> <p>Deliverable: 1 Training module on available hydrometeorological data and its use, prepared and available, and at least 5 training workshops delivered by Hydrometeorological Service of the Republic of Serbia to support data sharing and dissemination among producers and end users / Fulfilled: Month 27</p> <p>1.3.7. In cooperation with the Ministry of Environmental Protection, the Ministry for Agriculture, Forestry and Water Management and the Ministry of Interior provide relevant training and capacity building measures to improve disaster preparedness, mobilization and implementation of CCA measures for each of the priority sectors in the Ministry of State Administration and Local Self-Government, the Standing Conference of Towns and Municipalities and the Provincial Government of Vojvodina</p> <p>Deliverable: Training module to improve local level capacities to undertake evidence-based local level disasters risk and vulnerability assessments available, and at least 5 training workshops delivered / Fulfilled: Month 35</p>
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4 Priority will be given to those regions and municipalities that have been identified as particularly vulnerable to the negative effects of extreme weather events and exposed to multi-hazards based on the 2014 Serbia's Floods 2014 Report (EU, WB and UN), the 2015 "Study on Flood Management in Kolubara River Basin" (Public Investments Management Office of Serbia and UNDP), and the 2017 "Water shed Analytical Study for the West Morava River (UNDP under the EU funded "SEE Urban" project). At subnational level, this will cover four regions (river basins): West Morava River Basin, Kolubara River Basin, Upper Danube River Basin and Drina River Basin, including at least 25 municipalities.

5 Cost definitions and classifications for programme and development effectiveness costs to be changed to the project are defined in the Executive Board decision DP201002

6 Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

* To be used where UNDP is the Implementing Partner.

* To be used where the UN, a UN fund/programme or a specialized agency is the Implementing P

2. NAP implementation strategy developed			
<p>2.1 Long-term CCA capacity development supported to ensure sustainability of CCA competencies</p>	<p>CCA is not well understood; Trainings are static and not ongoing</p>	<p>Cross-sectoral communities of practice and on-going training cycles established</p>	<p>2.1.1 Develop an instructor led on-site training program focused on: a. climate impact and climate vulnerability assessment methodologies, procedures and approaches and implement training over four years, b. economic assessment and damage and loss valuation methodologies and implement training over four years Deliverable: Training module on climate impact and climate vulnerability assessment methodologies available, and at least 3 training workshops delivered; Training module on economic assessment and damage and loss valuation; methodologies available, and at least 3 training workshops delivered / Fulfilled: Month 36</p> <p>2.1.2 Develop gender responsive methodologies, procedures, screening tools and guidelines to assist sectoral technical planners and end users in integrating gender sensitive adaptation in national and sectoral plans and budgets. Deliverable: Develop at least 5 gender sensitive methodologies, guidelines and screening tools and integrate into use in the priority sectors / Fulfilled: Month 36</p> <p>2.1.3 Develop a process and mechanism to ensure sustainability of climate adaptation related training programs by designing and updating a centralized database of CCA training materials accessible to all ministries and housed in the Human Resource Management Service of Serbia. Deliverable: CCA integrated Human Resource Management Service of Serbia database and training modules / Fulfilled: Month 36</p>

<p>2.2 CCA integrated into national and subnational development</p>	<p>No NAP, CCA mentioned in few ministry policies on <i>ad hoc</i> basis; Little integration into local planning documents</p>	<p>At least three sectorial adaptation plans developed; National Climate Change Adaptation Plan approved; Phased and prioritized adaptation options in place</p>	<p>2.2.1. Based on gaps and needs assessments for CCA in key priority sectors and stakeholder consultations, articulate a National Climate Change Adaptation Plan that includes a national implementation framework for CCA, required sectorial action and strategic priorities Deliverable: Approved National Climate Change Adaptation Plan / Fulfilled: Month 22</p> <p>2.2.2. Update the sectorial development plans with adaptation components for, or their equivalent, taking into account cross-sectorial impacts, for the three priority sectors and the crosscutting DRR function: a. Update the engineering design parameters, codes and standards for infrastructure assets to expected future climate range in the Transport Infrastructure and Construction sector, and develop a work-plan/strategy replacement of these assets b. Integrate CCA into risk-based planning processes in the Energy sector to reduce the exposure and vulnerability of the production and distribution networks to climate related risks c. Develop a CCA framework for the Agriculture/Water nexus, focused on climate-driven alterations to water supplies, to identify path dependencies, constraints to adaptation and potential synergies and reduce exposure and vulnerability of water supply systems d. In cooperation with the Ministry of Agriculture, Forestry and Water Management, Ministry of Environmental Protection, Ministry of Interior and Public Investments Management Office, develop climate specific modifications to the <i>National Methodology for Risk Assessment and Emergency Plan Development</i> and integrate climate considerations into the implementation of the <i>Action Plan for the National Strategy for Disaster Risk Reduction and Protection and Rescue in Emergency Situations</i> Deliverable: Four sectorial plans updated with adaptation components / Fulfilled: Month 36</p> <p>2.2.3. Based on the adaptation projects and plans gathered under Activities 1.2.7 and 2.2.2, and the National Climate Change Adaptation Plan, and in coordination with the Ministry of Agriculture, Forestry and Water Management as main responsible institution for development of the Country Work Programme and GCF NDA, identify a prioritized pipeline of strategic adaptation interventions for implementation (in particular infrastructure investments at local level): a. Develop a cross-sectorial evidence based systematic process for the Ministry for Agriculture, forestry and water management, Ministry of Environmental Protection and the Ministry of Finance to undertake prioritization of adaptation options for medium- and long-term adaptation planning and gap assessment of CCA financing for budgeting purposes; b. Prioritize adaptation options based on climate vulnerability, contribution to the country strategic development priorities and related financial and social cost-benefit; and c. identify a phased financing and implementation strategy for the prioritized adaptation options, with particular focus on local infrastructure investment interventions Deliverable: Phased implementation strategy for investment in the prioritized CCA actions / Fulfilled: Month 36</p>
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<p>2.3 NAP, and CCA engagement and communications plan in place</p>	<p>Low general and sectorial awareness of CCA</p>	<p>Stakeholder outreach and awareness-raising strategy developed, and 26 workshops conducted; School and higher education curricula on CCA integration developed</p>	<p>2.3.1. Develop and implement a stakeholder outreach strategy, in coordination with the Country Work Programme on Readiness, to support medium- and long-term adaptation planning to sensitize policy makers, stakeholders, the general public and the private sector on adaptation and to ensure that advocacy on climate adaptation becomes a national priority</p> <ul style="list-style-type: none"> a. Develop actionable engagement and gender action plans for the Ministry of Agriculture, Forestry and Water Management and the Ministry of Environmental Protection, as main coordinating institutions for the Country Work Programme on Readiness and NAP Readiness, to support further actionable engagement and gender sensitization of key sectors of relevance to CCA; b. Develop knowledge management and outreach products on CCA, in correlation with the outreach strategy of the Country Work Programme c. Organize regular (e.g., annual) stakeholder (local, sectorial, national, private, public) thematic consultations and workshops to raise awareness on threats and opportunities related to climate change and the NAP process in particular d. Organize regular training on an annual basis for media and journalists on key aspects of climate change vulnerabilities and gender sensitive adaptation opportunities in order to use the media as knowledge sharing platform, not just for reporting on extreme weather events and disasters <p>Deliverable: CCA and NAP stakeholder outreach and awareness-raising strategy (document) developed and implemented through at least 8 workshops / Fulfilled: Month 36</p> <p>2.3.2. In cooperation with the Ministry of Education, Science and Technological Development, develop a process to facilitate the communication and integration of climate change and CCA into school and higher education, and into the Republic Office for the Improvement of Education curricula for the civil service</p> <p>Deliverable: Process to facilitate the integration of CCA into curricula developed / Fulfilled: Month 33</p>
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Phase 2:

Upon completion of 80% of planned activities within the Outcomes 1 and 2, and based on the lessons learned and to secure continuity of the finalization of the NAP process in Serbia, the proposal for a Phase 2 with focus on the formulation and operationalization of a financing strategy for medium- and long-term CCA will be submitted.

The following Outcome and activities are subject to change and will be refined based on results of activities under Outcomes 1 and 2.

VI. MONITORING AND EVALUATION

The project results will be monitored and reported annually and evaluated periodically during project implementation to ensure the project effectively achieves these results. This oversight will apply to both phases of this proposal. UNDP will strive to ensure consistency of approach to the two NAP phases by maintaining a consistent support team for the duration of implementation.

Project Assurance: UNDP provides a three – tier oversight and quality assurance role involving UNDP staff in Country Offices and at regional and headquarters levels. The quality assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance must be independent of the Project Management function; the Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. The project assurance role is covered by the accredited entity fee provided by the GCF. As a Delivery Partner to the GCF, UNDP is required to deliver GCF-specific oversight and quality assurance services including: (i) Day-to-day oversight supervision, (ii) Oversight of project completion, (iii) Oversight of project reporting.

The project results will be monitored and reported annually and evaluated periodically during project implementation to ensure the project effectively achieves these results.

Project-level monitoring and evaluation will be undertaken in compliance with UNDP requirements as outlined in the UNDP POPP and UNDP Evaluation Policy and in line with the Framework Agreement on Readiness signed between UNDP and the GCF. While these UNDP requirements are not outlined in this project document, the UNDP Country Office will work with the relevant project stakeholders to ensure UNDP M&E requirements are met in a timely fashion and to high-quality standards. Additional mandatory GCF-specific M&E requirements will be undertaken in accordance with relevant GCF policies.

M&E oversight and monitoring responsibilities:

Project Manager: The Project Manager is responsible for day-to-day project management and regular monitoring of project results and risks, including social and environmental risks. The Project Manager will ensure that all project personnel maintain a high level of transparency, responsibility and accountability in M&E and in reporting of project results. The Project Manager will inform the Project Board, the UNDP Country Office and the UNDP Regional Technical Advisor of any delays or difficulties encountered during implementation to ensure that appropriate support and corrective measures can be adopted.

The Project Manager will develop annual work plans to support the efficient implementation of the project. The Project Manager will ensure that the standard UNDP and GCF M&E requirements are fulfilled to the highest quality.

Project Board: The Project Board will take corrective action as needed to ensure the project achieves the desired results. The Project Board will hold project reviews to assess the performance of the project and appraise the Annual Work Plan for the following year. In the project's final year, the Project Board will hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to highlight project results and lessons learned with relevant audiences. This final review meeting will also discuss the findings outlined in the project terminal evaluation report and the management response.

At the completion of Phase 1, a detailed assessment of targets, outcomes and activities for Phase 2 will occur, and, if needed, these will be adjusted and updated by the Project Board.

UNDP Country Office: The UNDP Country Office will support the Project Manager as needed, including through annual supervision missions. The annual supervision missions will take place according to the schedule outlined in the annual work plan. Supervision mission reports will be circulated to the project team and Project Board within one month of the mission. UNDP will retain all project records for this project for up to seven years after project financial closure in order to support any ex-post reviews and evaluations undertaken by the UNDP Independent Evaluation Office (IEO) and/or the GCF. UNDP is responsible for complying with all UNDP project-level M&E requirements as outlined in the UNDP POPP. Any quality concerns flagged during these M&E activities (e.g. Annual Project Report quality assessment ratings) must be addressed by the Project Manager. UNDP will also ensure that the standard UNDP and GCF M&E requirements are fulfilled to the highest quality.

The UNDP Regional Technical Advisors will provide additional M&E and implementation oversight, quality assurance and troubleshooting support.

Audit:

The project will be audited according to UNDP Financial Regulations and Rules and applicable audit policies on DIM implemented projects.⁹ Additional audits may be undertaken at the request of the GCF.

Additional GCF monitoring and reporting requirements:

Inception Workshop and Report: A project inception workshop will:

- a) Re-orient project stakeholders to the project strategy and discuss any changes in the overall context that influence project strategy and implementation;
- b) Discuss the roles and responsibilities of the project team, including reporting and communication lines and conflict resolution mechanisms;
- c) Review the results framework and finalize the indicators, means of verification and monitoring plan;

⁹ Guidance available at: <https://info.undp.org/global/popp/popp-qaes/financial-management-and-execution-modalities.aspx>

- d) Discuss reporting, monitoring and evaluation roles and responsibilities and finalize the M&E budget; identify national/regional institutes to be involved in project-level M&E;
- e) Identify how project M&E can support national monitoring of SDG indicators as relevant;
- f) Update and review responsibilities for monitoring the various project plans and strategies, including the risk log; Environmental and Social Management Plan and other safeguard requirements; the gender action plan; and other relevant strategies;
- g) Review financial reporting procedures and mandatory requirements, and agree on the arrangements for the annual audit; and
- h) Plan and schedule Project Board meetings and finalize the first year annual work plan.

The Project Manager will prepare the inception workshop report no later than one month after the inception workshop. The inception workshop report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board.

The UNDP Country Office and the project team will support GCF staff (or their designate) during any missions undertaken in the country, and support any ad-hoc checks or ex-post evaluations that may be required by the GCF.

UNDP-Global Environmental Finance Unit (UNDP-GEF): Additional M&E and implementation oversight, quality assurance and troubleshooting support will be provided by the designated UNDP-GEF Regional Technical Advisor and the UNDP-GEF Directorate as outlined in the management arrangement section above.

Bi-annual Project Report: The Project Manager, the UNDP Country Office, and the UNDP-GEF Regional Technical Advisor will provide objective inputs to the project reports. The Project Manager will ensure that the indicators included in the project results framework are monitored quarterly in advance so that progress can be included in the report.

Lessons learned and knowledge generation: Results from the project will be disseminated within and beyond the project intervention area through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to the project. The project will identify, analyse and share lessons learned that might be beneficial to the design and implementation of similar projects and disseminate these lessons widely. There will be continuous information exchange between this project and other projects of similar focus in the same country, region and globally.

Final Independent Evaluation Report: A final independent evaluation report will be completed by **ADD DATE INDICATED IN PROJECT CALENDAR**. The final evaluation will take place upon completion of all major project outputs and activities. The final evaluation process will begin at least three months before operational closure of the project allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. The Final Independent Evaluation report is due for submission to the GCF within 6 months after the project completion date.

The Project Manager will remain on contract until the final evaluation report and management response have been finalized. The terms of reference, the evaluation process and the final evaluation report will follow the standard templates and guidance prepared by the UNDP IEO available on the UNDP Evaluation Resource Center. As noted in this guidance, the evaluation will be 'independent, impartial and rigorous'. The consultants that will be hired, using project funds, to undertake the assignment will be independent from organizations that were involved in designing, executing or advising on the project to be evaluated. Additional quality assurance support is available from the UNDP-GEF Directorate. The final evaluation report will be cleared by the UNDP Country Office and the UNDP-GEF Regional Technical Adviser, and will be approved by the Project Board. The final evaluation report will be publicly available in English on the UNDP ERC.

The UNDP Country Office will include the planned project evaluations in the UNDP Country Office evaluation plan, and will upload the evaluation reports in English and the corresponding management response to the UNDP Evaluation Resource Centre (ERC).

Final Report: A final project report will be prepared following the template provided by the GCF.

Mandatory GCF M&E Requirements and M&E Budget:

GCF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ¹⁰ (US\$)		Time frame
		GCF grant	Co-financing	
Inception Workshop	UNDP Country Office	USD 11,000		15 October 2019
Inception Report	Project Manager	None	None	15 November 2019
Standard UNDP monitoring and reporting requirements as outlined in the UNDP POPP	UNDP Country Office	None	None	Quarterly, annually
Risk Management	Project Manager Country Office	None	None	Quarterly, annually

¹⁰ Excluding project team staff time and UNDP staff time and travel expenses.

GCF M&E requirements	Primary responsibility	Indicative costs to be charged to the Project Budget ¹⁰ (US\$)		Time frame
		GCF grant	Co-financing	
Monitoring of indicators in project results framework (including hiring of external experts, project surveys, data analysis etc...)	Project Manager	Per year: USD 10,000 Total USD 30,000	None	Annually
GCF Bi-Annual Project Report	Project Manager and UNDP Country Office and UNDP-GEF Unit	None	None	Annually
DIM Audit as per UNDP audit policies	UNDP Country Office	Per year: USD 3,000 Total USD 9,000	None	Annually or other frequency as per UNDP Audit policies
Lessons learned, case studies, and knowledge generation	Project Manager	Personnel costs		Annually
Monitoring of environmental and social risks, and corresponding management plans as relevant	Project Manager UNDP CO	N/A		On-going
Project Board meetings	Project Board UNDP Country Office Project Manager	None		At minimum annually
Supervision missions	UNDP Country Office	None ¹¹		Two per year (as per agreed workplan)
Oversight missions	UNDP-GEF Unit	None ¹⁵		Troubleshooting as needed
GCF learning missions/site visits	UNDP Country Office and Project Manager and UNDP-GEF Unit	tbc		To be determined.
Final independent evaluation and management response	UNDP Country Office and Project team and UNDP-GEF Unit	USD 10,000		1 September 2022
Translation of evaluation reports into English	UNDP Country Office	None		As required. GCF will only accept reports in English.
TOTAL indicative COST Excluding project team staff time, and UNDP staff and travel expenses		USD 60,000		

¹¹ The costs of UNDP Country Office and UNDP-GEF Unit's participation and time are charged to the GCF Agency Fee.

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.		
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.		
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.		
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.		
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)			
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	at least annually	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.		

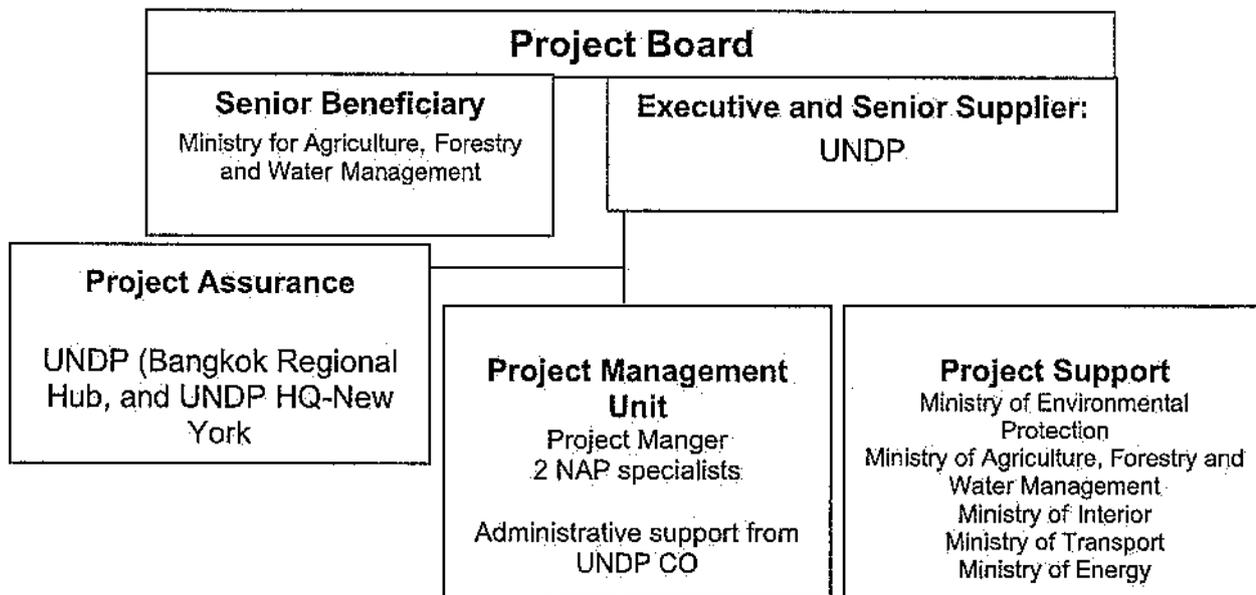
VII. MULTI-YEAR WORK PLAN

Atlas Proposal or Award ID:		00105424		Atlas Primary Output or Project ID:		00106706				
Atlas Proposal or Award Title:										
Advancing medium and long-term adaptation planning in the Republic of Serbia										
Atlas Business Unit:										
SRB10										
UNDP GEF PIMS NO:										
6080										
GC/Outcome / Atlas Activity	Impl. Agency	Fund ID	Donor ID	ATLAS Budget Description	Amount US\$ (Year 1)	Amount US\$ (Year 2)	Amount US\$ (Year 3)	Total Amount US\$	See Note	Budget
Outcome 1:										
National mandate and steering mechanism in place for long-term CCA	UNDP	66001	12526	71300 Local Consultants	118,750.00	121,250.00	30,000.00	270,000.00	1	
				71200 International Consultants	3,333.00	3,333.00	3,333.00	9,999.00	2	
				72100 Contract Services-Company	80,000.00	145,000.00	135,000.00	360,000.00	3	
				71400 Contract. Services – Individ.	50,000.00	50,000.00	50,000.00	150,000.00	4	
				72800 IT Equipment	6,000.00	2,000.00	0.00	8,000.00	5	
				74200 Audio/Visual&PrintProd Costs	1,950.00	4,350.00	5,950.00	12,250.00	6	
				75700 Training, WS & Conferences	15,550.00	28,050.00	37,400.00	81,000.00	7	
Total Outcome 1					275,583.00	353,983.00	261,883.00	891,249.00		
Outcome 2:										
NAP Implementation strategy developed	UNDP	66001	12526	71300 Local Consultants	23,750.00	152,500.00	53,750.00	230,000.00	9	
				71200 International Consultants	26,166.00	52,166.00	16,666.00	94,998.00	10	
				72100 Contract. Services-Company	40,000.00	117,000.00	67,000.00	224,000.00	11	
				71400 Contract. Services – Individ.	90,333.00	90,333.00	90,334.00	271,000.00	12	
				71600 Travel	7,000.00	14,000.00	0.00	21,000.00	13	
				74200 Audio Visual& PrintProd Costs	3,500.00	7,450.00	7,450.00	18,400.00	14	
				75700 Training, WS & Conferences	7,700.00	22,000.00	16,500.00	46,200.00	15	
Total Outcome 2					198,449.00	455,449.00	251,700.00	905,598.00		
Total Operation Costs (Outcomes 1+2)					474,032.00	809,432.00	513,583.00	1,796,847.00		
Project management costs	UNDP	66001	12526	71400 Contract. Services – Individ.	23,050.00	49,500.00	41,587.00	114,137.00	16	
				74100 Professional Services (Audit)	3,000.00	3,000.00	3,000.00	9,000.00	17	
				71600 Travel	1,500.00	1,500.00	1,500.00	4,500.00	18	
				72500 Office Supplies	1,000.00	500.00	500.00	2,000.00	19	
Total Project Management Costs					28,550.00	54,500.00	46,587.00	129,637.00		
Miscellaneous/Contingency					3,000.00	3,000.00	3,000.00	9,000.00	8	
TOTAL PROJECT COSTS					505,582.00	866,932.00	562,970.00	1,935,484.00		

Budget Note #	Budget Note
1	Pro rata costs of national technical assistance (1,080 days at \$250/day - approximately) to compile and analyze climate information, collate CCA studies and options, and identification of information and capacity gaps, including gender related gaps. Please see Procurement plan, National Consultants 1 for more detail.
2	1 International capacity development expert @ approx. \$10000/year, distributed throughout the 2 outcomes
3	Costs associated with contractual appointment of national and/or international professional service firms and/or appropriate institutions to analyze climate information and initial capacity. The procurement process and associated market research will show the availability of potential contractors. Please see Procurement plan, Contractual Services 1 for more detail.
4	Costs associated with contractual appointment of a Portfolio Advisor (SB4 level) providing technical inputs and advisory services to the project - approx. \$ 50,000 per year, distributed equally across outcomes 1-2, across 3 years. Please see procurement plan for details.
5	Acquisition of laptops, software licenses, portable hard drive, printer etc.
6	Costs associated with the production and distribution of communication resources (newsletters, brochures, fact sheets, etc.), outreach, lessons learnt and best practice, as well as knowledge modules. Please see Procurement plan, Audio Visual and Print Production Materials for more detail.
7	Costs associated with preparation and delivery of 81 training and workshop, including material, venue and supplemental meeting needs - approx. \$1,000 per training day/event for 30 people. Please see Procurement plan, Trainings & Public Meetings for more detail.
8	Unforeseen programme cost, such as FX gain and loss, courier service etc., which is unrelated to implementation/service fee. Any use of contingency will be reported to and agreed by the GCF Secretariat in writing (email is sufficient) in advance with sufficient justifications
9	Pro rata costs of national technical assistance (920 days at \$250/day - approximately) to support gender responsive CCA mainstreaming implementation, training and program development, and support for the development and use of M&E frameworks and mechanisms. Please see Procurement plan, National Consultants 2 for more detail.
10	Pro rata costs of international technical assistance (140 days at \$650/day - approximately) to support CCA mainstreaming implementation, training and program development, and support for the development and use of M&E frameworks and mechanisms. Please see Procurement plan, International Consultants 2 for more detail. 1 International capacity development expert @ approx. \$10000/year, distributed throughout the 2 outcomes; 1 M&E expert @ approx. \$10000 for year 3
11	Costs associated with contractual appointment of national and/or international professional service firms and/or appropriate institutions to support CCA mainstreaming, implementation and M&E frameworks. The procurement process and associated market research will show the availability of potential contractors. Please see Procurement plan, Contractual Services 2, Professional Services 2 for more detail.
12	Costs associated with contractual appointment of a CCA Technical Advisor (SB4 level) and Project Coordinator (SB3 level) providing technical inputs and advisory services to the project - approx. \$ 90,333 per year, distributed equally across outcomes 1-2, across 3 years. Please see procurement plan for details.
13	Costs associated with prorated travel costs for international consultants and project staff, and where relevant, in-country travel costs for contracted specialists associated with stakeholder engagement - \$21,000 for phase 1 and \$7,000 for phase 2 - Current DSA rate for Belgrade \$182/night and average ticket cost of \$1,500 per travel
14	Costs associated with the production and distribution of communication resources (newsletters, brochures, fact sheets, etc.), outreach, lessons learnt and best practice, as well as knowledge modules. Please see Procurement plan, Audio Visual and Print Production Materials for more detail.
15	Costs associated with preparation and delivery of 34 trainings and workshops (in phase 1) and 23 trainings and workshops in phase 2, including material production, venue and supplemental meeting needs. Approx. \$1,250 per training day/event for 30 people.
16	Costs associated with contractual appointment of a project assistant to support procurement of goods, services, recruitment of consultants, travel management and finance transactions - \$114,137 in total for the 3 years. Please see procurement plan for details.
17	Project audit will be conducted by external audit firm, hired competitively
18	Travel for national consultants and project personnel to reach project sites for project management, monitoring and implementation - approx. \$1,500 per year
19	Office supplies for the printing of documents for various project management activities, communications, monitoring and reporting documents and other informative documents for dissemination to key stakeholders, as appropriate

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented following UNDP's Direct Implementation Modality (DIM), according to the Readiness and Preparatory Support Grant Framework agreement between UNDP and the GCF. The management arrangements for this project are summarized in the chart below.



The **Project Board**: The Ministry of Agriculture, Forestry and Water Management, the Ministry of Environmental Protection and UNDP comprise the Project Board (also called Project Steering Committee). The Project Board is responsible for making by consensus, management decisions when guidance is required by the Project Manager, including recommendations for UNDP/Implementing Partner approval of project plans and revisions, and addressing any project level grievances. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the Board, final decision shall rest with the UNDP Programme Manager.

Specific responsibilities of the Project Board include:

- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Address project issues as raised by the project manager;
- Provide guidance on new project risks, and agree on possible countermeasures and management actions to address specific risks;
- Agree on project manager's tolerances as required;
- Review the project progress, and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Appraise the annual project implementation report, including the quality assessment rating report; make recommendations for the workplan;
- Provide ad hoc direction and advice for exceptional situations when the project manager's tolerances are exceeded; and
- Assess and decide to proceed on project changes through appropriate revisions.

Executive: The Executive is an individual who represents ownership of the project who will chair the Project Board. The Executive for this project is UNDP.

The Executive is ultimately responsible for the project, supported by the Senior Beneficiary and Senior Supplier. The Executive's role is to ensure that the project is focused throughout its life cycle on achieving its objectives and delivering outputs that will contribute to higher level outcomes. The executive has to ensure that the project gives value for money, ensuring cost-conscious approach to the project, balancing the demands of beneficiary and supplier.

Specific Responsibilities: (as part of the above responsibilities for the Project Board)

- Ensure that there is a coherent project organisation structure and logical set of plans;
- Set tolerances in the AWP and other plans as required for the Project Manager;
- Monitor and control the progress of the project at a strategic level;
- Ensure that risks are being tracked and mitigated as effectively as possible;
- Brief relevant stakeholders about project progress;
- Organise and chair Project Board meetings.

Senior Supplier: The Senior Supplier is an individual or group representing the interests of the parties concerned which provide funding and/or technical expertise to the project (designing, developing, facilitating, procuring, implementing). The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The Senior Supplier role must have the authority to commit or acquire supplier resources required. If necessary, more than one person may be required for this role. The Senior Supplier for this project is UNDP.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Make sure that progress towards the outputs remains consistent from the supplier perspective;
- Promote and maintain focus on the expected project output(s) from the point of view of supplier management;
- Ensure that the supplier resources required for the project are made available;
- Contribute supplier opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Arbitrate on, and ensure resolution of, any supplier priority or resource conflicts.

Senior Beneficiary: The Senior Beneficiary is an individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. The Senior Beneficiary role is held by a representative of the government or civil society. The Senior Beneficiary is the Ministry of Agriculture, Forestry and Water Management. The Ministry of Agriculture, Forestry and Water Management will appoint the National Project Director from among Ministry of Agriculture, Forestry and Water Management officials. The appointed representative will be at a level that provides enough authority and insight to represent ownership of the project, to assume responsibility for achieving project objectives.

The Senior Beneficiary is responsible for validating the needs and for monitoring that the solution will meet those needs within the constraints of the project. The Senior Beneficiary role monitors progress against targets and quality criteria. This role may require more than one person to cover all the beneficiary interests. For the sake of effectiveness, the role should not be split between too many people.

Specific Responsibilities (as part of the above responsibilities for the Project Board)

- Prioritize and contribute beneficiaries' opinions on Project Board decisions on whether to implement recommendations on proposed changes;
- Specification of the Beneficiary's needs is accurate, complete and unambiguous;
- Implementation of activities at all stages is monitored to ensure that they will meet the beneficiary's needs and are progressing towards that target;
- Impact of potential changes is evaluated from the beneficiary point of view;
- Risks to the beneficiaries are frequently monitored.

The Project Management Unit: A Project Management Unit (PMU) will be responsible for implementing the project in its entirety. The PMU will be based at the Ministry for Agriculture, Forestry and Water management, and will be responsible to provide daily technical, administrative and financial management of the project. It will establish and coordinate collaboration with technical departments involved in project implementation and with MEP support. It shall serve as the secretariat for the Project Board and the Project Support Group. The PMU will be comprised of a Project Manager (PM), and two NAP specialists. The PMU will be recruited in accordance with UNDP's regulations to manage actual implementation of the project. It will be based in Belgrade and run the project on a day-to-day basis.

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Board within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner contracts the Project Manager, who should be different from the Implementing Partner's representative in the Project Board.

Specific responsibilities include:

- Provide direction and guidance to project team(s)/ responsible party (ies);
- Liaise with the Project Board to assure the overall direction and integrity of the project;
- Identify and obtain any support and advice required for the management, planning and control of the project;
- Responsible for project administration;
- Plan the activities of the project and monitor progress against the project results framework and the approved annual workplan;
- Mobilize personnel, goods and services, training and micro-capital grants to initiative activities, including drafting terms of reference and work specifications, and overseeing all contractors' work;
- Monitor events as determined in the project monitoring schedule plan/timetable, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments or reimbursement using the fund authorization and certificate of expenditures;
- Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports;
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified and submit new risks to the project board for consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learned during project implementation;
- Prepare the annual workplan for the following year; and update the Atlas Project Management module if external access is made available.
- Prepare the Annual Project Report and submit the final report to the Project Board;

- Based on the Annual Project Report and the Project Board review, prepare the AWP for the following year.
- Identify follow-on actions and submit them for consideration to the Project Board;
- Ensure the terminal evaluation process is undertaken as per the UNDP guidance, and submit the final TE report to the Project Board;

Project Support from the Government will be provided by the Ministry of Agriculture, Forestry and Water Management and the Ministry of Environmental Protection, where required. This is considered as in-kind contribution to the project implementation to be provided by the Government. Additional agencies, such as Ministry of Interior – Sector for Emergency Management and the Hydrometeorological Service of the Republic of Serbia, central and regional municipal authorities will contribute personnel/staff and expertise, when required, and will participate in relevant expert, seminars, workshops or management meetings and/or providing meeting venues. The project will also benefit from the wide experience of the UNDP, particularly in Eastern Europe, the Caucasus and Central Asia countries, and from NAP-GSP with its pools of experts (such as Climate Information and Science Experts, Climate Change/Environment Economists, Public Finance Specialists, Private Sector Experts, Climate Policy Specialists, etc.) that will provide technical assistance when requested.

Project Assurance: UNDP provides a three – tier supervision, oversight and quality assurance role – funded by the agency fee – involving UNDP staff in Country Offices and at regional and headquarters levels. Project Assurance must be totally independent of the Project Management function. The quality assurance role supports the Project Board and Project Management Unit by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Manager. This project oversight and quality assurance role is covered by the accredited entity fee provided by the GCF.

UNDP has been selected by the Government to act as the Delivery Partner for this NAP project. UNDP delivers the following GCF-specific oversight and quality assurance services: (i) day to day project oversight supervision covering the start-up and implementation; (ii) oversight of project completion; and (iii) oversight of project reporting. A detailed list of the services is presented in the table below.

Function	Detailed description of activity	Typical GCF fee breakdown
Day-to-day oversight supervision	<ol style="list-style-type: none"> Project start-up: <ul style="list-style-type: none"> • In the case of readiness proposals, if needed assist the NDA and/or government partners prepare all the necessary documentation for approval of a readiness grant proposal • Prepare the Project Document with the government counterparts • Technical and financial clearance for the Project Document • Organize Local Project Appraisal Committee • Project document signature • Ensure quick project start and first disbursement • Hire project management unit staff • Coordinate/prepare the project inception workshop • Oversee finalization of the project inception workshop report Project implementation: <ul style="list-style-type: none"> • <u>Project Board:</u> Coordinate/prepare/attend annual Project Board Meetings • <u>Annual work plans:</u> Quality assurance of annual work plans prepared by the project team; issue UNDP annual work plan; strict monitoring of the implementation of the work plan and the project timetable according to the approved readiness proposal • <u>Prepare GCF/UNDP annual project report:</u> review input provided by Project Manager/team; provide specialized technical support and complete required 	70%

Function	Detailed description of activity	Typical GCF fee breakdown
	<p>sections</p> <ul style="list-style-type: none"> • Portfolio Report (readiness): Prepare and review a Portfolio Report of all readiness activities done by UNDP in line with Clause 9.02 of the Readiness Framework Agreement. • Procurement plan: Monitor the implementation of the project procurement plan • Supervision missions: Participate in and support in-country GCF visits/learning mission/site visits; conduct annual supervision/oversight site missions • Risk management and troubleshooting: Ensure that risks are properly managed, and that the risk log in Atlas (UNDP financial management system) is regularly updated; Troubleshooting project missions from the regional technical advisors or management and programme support unit staff as and when necessary (i.e. high risk, slow performing projects) • Project budget: Provide quality assurance of project budget and financial transactions according to UNDP and GCF policies • Performance management of staff: where UNDP supervises or co-supervises project staff • Corporate level policy functions: Overall fiduciary and financial policies, accountability and oversight; Treasury Functions including banking information and arrangements and cash management; Travel services; asset management, and procurement policies and support; Management and oversight of the audit exercise for all GCF projects; Information Systems and Technology provision, maintenance and support; Legal advice and contracting/procurement support policy advice; Strategic Human Resources Management and related entitlement administration; Office of Audit and Investigations oversight/investigations into allegations of misconduct, corruption, wrongdoing and fraud; and social and environmental compliance unit and grievance mechanism. 	
Oversight of project completion	<ul style="list-style-type: none"> • Initiate, coordinate, finalize the Project Completion Report, Final Independent Evaluation Report and management response • Quality assurance of final evaluation report and management response • Independent Evaluation Office assessment of final evaluation reports; evaluation guidance and standard setting • Quality assurance of final cumulative budget implementation and reporting to the GCF • Return of any un-spent GCF resources to the GCF 	10%
Oversight of project reporting	<ul style="list-style-type: none"> • Technical review of project reports: quality assurance and technical inputs in relevant project reports • Quality assurance of the GCF annual project report • Preparation and certification of UNDP annual financial statements and donor reports • Prepare and submit fund specific financial reports 	20%
	TOTAL	100%

IX. FINANCIAL PLANNING AND MANAGEMENT

The total cost of the project is USD 1,935,484. This is financed through a GCF grant of USD 1,935,484. UNDP, as the GCF Accredited Agency, is responsible for the oversight and quality assurance of the execution of GCF resources and the cash co-financing transferred to UNDP bank account only.

GCF Disbursement schedule: Disbursement requests will be managed at portfolio level by UNDP-GEF MPSU in NY, as agreed in the "Framework Readiness and Preparatory Support Grant Agreement" between GCF and UNDP. Under Clause 4 of said Framework Agreement, "the Delivery Partner shall be entitled to submit two Requests for Disbursement each year. Each such Request for Disbursement must be submitted to the Fund within 30 days of receipt by the Fund of the Portfolio Report referred to in Section 9.02."

GCF disbursement request for this proposal will only be submitted upon execution and effectiveness of a second amendment to the Framework Readiness and Preparatory Support Grant Agreement between UNDP and the GCF.

Budget Revision and Tolerance: 10% of the total overall projected costs can be reallocated among the budget account categories within the same project output. Any budget reallocation involving a major change in the project's scope, structure, design or objectives or any other change that substantially alters the purpose or benefit of the project requires the GCF's prior written consent.

As outlined in the UNDP POPP, the project board will agree on a budget tolerance level for each plan under the overall annual work plan allowing the project manager to expend up to the tolerance level beyond the approved project budget amount for the year without requiring a revision from the Project Board (within the GCF requirements noted above). Should such deviation occur, the Project Manager and UNDP Country office will seek the approval of the UNDP-GEF Unit.

Any over expenditure incurred beyond the available GCF grant amount will be absorbed by non-GCF resources (e.g. UNDP TRAC or cash co-financing).

Refund to GCF: Unspent GCF resources must be returned to the GCF. Should a refund of unspent funds to the GCF be necessary, this will be managed directly by the UNDP-GEF Unit in New York.

Project Closure: Project closure will be conducted as per UNDP requirements outlined in the UNDP POPP. On an exceptional basis only, a no-cost extension beyond the initial duration of the project will be sought from in-country UNDP colleagues and then the UNDP-Global Environmental Finance Executive Coordinator.

Operational completion: The project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities have been completed. This includes the final clearance of the Final Independent Evaluation Report (that will be available in English) and the corresponding management response, and the end-of-project review Project Board meeting. The Implementing Partner through a Project Board decision will notify the UNDP Country Office when operational closure has been completed.

Transfer or disposal of assets: In consultation with the Partners and other parties of the project, UNDP programme manager (UNDP Resident Representative) is responsible for deciding on the transfer or other disposal of assets. Transfer or disposal of assets is recommended to be reviewed and endorsed by the project board following UNDP rules and regulations. Assets may be transferred to the government for project activities managed by a national institution at any time during the life of a project. In all cases of transfer, a transfer document must be prepared and kept on file.

Financial completion: The project will be financially closed when the following conditions have been met: a) The project is operationally completed or has been cancelled; b) UNDP has closed the accounts for the project; c) UNDP has certified a final Combined Delivery Report (which serves as final budget revision).

The project is required to be financially completed within 12 months of operational closure or after the date of cancellation. Between operational and financial closure, the UNDP CO will identify and settle all financial obligations and prepare a final expenditure report. The UNDP Country Office will send the final

signed closure documents including confirmation of final cumulative expenditure and unspent balance to the UNDP-GEF Unit for confirmation before the project will be financially closed in Atlas by the UNDP Country Office.

Other relevant information

Start date of the project

The start date will be the date of dispatch of first disbursement and no later than 3 months from the notification of approval.

To avoid any possible conflict of interest deriving from the Delivery Partner's role as an accredited entity, the prioritization of investments and projects in the context of this readiness grant will be made through a broad consultation process with relevant stakeholders, under the leadership of the NDA. The final validation of these priorities will be carried out by the country's mechanism of coordination and related institutional arrangements, with the participation of other government agencies, as well as representatives from civil society and private sector, to ensure that chosen priorities are fully aligned with national plans and strategies and adequately include inputs from consulted stakeholders.

X. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Republic of Serbia and UNDP, signed in 1988. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

Any designations on maps or other references employed in this project document do not imply the expression of any opinion whatsoever on the part of UNDP concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimitation of its frontiers or boundaries.

XI. RISK MANAGEMENT

UNDP Direct Implementation Modality

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]¹² [UNDP funds received pursuant to the Project Document]¹³ are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

- a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
- b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to

such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XII. MANDATORY ANNEXES

The following documents are mandatory annexes and must be included as part of the final project document package. Links can be provided to these documents if they have been posted to the UNDP GEF PIMS and open.undp.org.

- A. GCF approved Readiness and Preparatory Support proposal for Adaptation Planning/NAP
- B. GCF approval letter
- C. Timetable of project implementation (GANTT chart)
- D. Procurement Plan
- E. Terms of References for Project Board and Project Team/PMU
- F. UNDP Risk Log
- G. UNDP Project Quality Assurance Report
- H. Section 2 of the GCF Readiness Support Interim Progress Report Template

A. GCF approved Readiness and Preparatory Support proposal for Adaptation Planning/NAP

(please refer to separate file)



Readiness and Preparatory Support Proposal

How to complete this document?

- A **Readiness Guidebook** is available to provide information on how to access funding under the GCF Readiness and Preparatory Support programme. It should be consulted to assist in the completion of this proposal template.
- This document should be completed by National Designated Authorities (NDAs) or focal points with support from their delivery partners where relevant.
- Please be concise. If you need to include any additional information, please attach it to the proposal.
- Information on the indicative list of activities eligible for readiness and preparatory support and the process for the submission, review and approval of this proposal can be found on pages 11-13 of the guidebook.
- For the final version submitted to GCF Secretariat, please delete all instructions indicated in italics in this template and provide information in regular text (not italics).

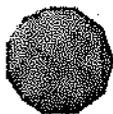
Where to get support?

- If you are not sure how to complete this document, or require support, please send an e-mail to countries@gcfund.org. We will aim to get back to you within 48 hours.
- You can also complete as much of this document as you can and then send it to countries@gcfund.org. We will get back to you within 5 working days to discuss your submission and the way forward.

Note: Environmental and Social Safeguards and Gender

Throughout this document, when answering questions and providing details, please make sure to pay special attention to environmental, social and gender issues, particularly to the situation of vulnerable populations, including women and men. Please be specific about proposed actions to address these issues. Consult page 7 of the readiness guidebook for more information.

B. GCF approval letter



**GREEN
CLIMATE
FUND**

EXECUTIVE DIRECTOR

His Excellency
Mr. Branislav Nedimović
Minister
Ministry of Agriculture, Forestry and Water Management
Nemanjina 22-26 Belgrade, 11000
Republic of Serbia

Date : 26 July 2019
Reference : DCP/OED/2019/340
Page : 1 of 1

Subject: Notification of Approval on Readiness and Preparatory Support Programme Proposal for the Green Climate Fund

Dear Minister,

I present my compliments to the Ministry of Agriculture, Forestry and Water Management of the Government of the Republic of Serbia and have the honor to convey to the Minister that the Green Climate Fund (GCF) Secretariat has approved the Readiness Proposal for the Republic of Serbia, initially submitted on 14 July 2017. The proposal is in accordance with the terms of the Framework Readiness and Preparatory Support Grant Agreement between the Green Climate Fund and the United Nations Development Programme (UNDP), dated 2 September 2016, and amended and restated on 6 March 2018.

I am privileged to convey that the proposal was approved on 22 July 2019 for the amount of USD 2,100,000 for advancing medium and long-term adaptation planning in the Republic of Serbia. A copy of the proposal is attached for your reference. Once UNDP sends a request for disbursement to the GCF Secretariat, the Government will be able to begin with the implementation.

We remain at your disposal should any assistance or additional information be required. We stand ready to respond to any queries your Ministry may direct to email: countries@gcfund.org.

I look forward to continuing a fruitful collaboration with the Government as we collectively advance this important process. Please allow me this opportunity to renew to your Excellency the assurances of my highest consideration.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Yannick Glemarec'.

Yannick Glemarec

Enclosure: Readiness Proposal of the Republic of Serbia

cc: Mr. Pradeep Kurukulasuriya, Executive Coordinator and Director, Global Environmental Finance, Bureau for Policy and Program Support, UNDP

Green Climate Fund
Songdo International Business District
G-Tower, 175 Art Center-daero
Yeonsu-gu, Incheon 22004
Republic of Korea

C. Timetable of project implementation (GANTT chart)

TIMETABLE	Phase 1											
	Year 1				Year 2				Year 3			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Output 1												
1.1.1 NCCC mission updated and validated												
1.1.2 Detailed assessments & recommendations to address CCA documents are communicated and validated												
1.2.1 Synthesized document on existing climate impact analysis and work-plan												
1.2.1 Document detailing gap assessment and recommendations for climate information availability and existing sharing mechanisms												
1.2.2 Updated climate change scenarios at sub-national level												
1.2.3 Four multi-hazard comprehensive risk and vulnerability assessments												
1.2.4 Gap assessment and recommendations for disaster risk management practices and risk assessments												
1.2.5 Report/compilation of relevant experiences of CCA actions												
1.3.1 Technical analysis of strengths, weaknesses and resources needed to facilitate the integration of CCA into local level risk and vulnerability assessments												
1.3.2 Training sessions on data analysis to strengthen technical capacities of Climate Change Center of the Hydrometeorological Service of the Republic of Serbia												
1.3.3 Training sessions/workshops to strengthen technical capacities of Ministry of Environmental Protection												
1.3.4 Training module available, and at least 8 training workshops delivered												
1.3.5 Framework for multi-sectorial climate data collection and data sharing are developed												
1.3.6 Training module on hydro-meteorological is available, trainings/workshops on data sharing and dissemination are delivered												
1.3.7 Training module to improve local level capacities to undertake evidence-based local level disasters risk and vulnerability assessments available, and at least 5 training workshops delivered												
Output 2												
2.1.1 Training module on climate impact and climate vulnerability assessment methodologies available, training workshops delivered, training module on economic assessment and damage and loss evaluation methodologies available, and training workshops delivered												
2.1.2 Gender sensitive methodologies, guidelines and screening tools are developed												
2.1.3 CCA integrated Human Resource Management Service of Serbia database and training modules												
2.2.1 Approved National Climate Change Adaptation Plan												
2.2.2 Four sectorial plans updated with adaptation components												
2.2.3 Phased implementation strategy for investment in the prioritized CCA												
2.3.1 CCA and NAP stakeholder outreach and awareness-raising strategy (document) developed and implemented through workshops												
2.3.2 Process to facilitate the integration of CCA into school curricula developed												

D. Procurement Plan

ITEM	ITEM DESCRIPTION	ESTIMATED COST (US \$)	PROCUREMENT METHOD	THRESHOLDS (Min-Max monetary value for which indicated procurement method must be used)	ESTIMATED START DATE	PROJECTED CONTRACTING DATE
Goods and Non-Consulting Services (Phase 1)						
Contractual services 1	Hiring of local or international firm(s) to bridge the CCA data gaps and perform multi-sectorial vulnerability analyses (see Budget Note 3), including services regarding collection, processing and presentation of the data. This assumes 720 working days across a maximum of 13 firms to support capacity development; analyze and assess climate information and strengthen the collection and management of climate and risk related information. This assumes the use of sector specific firms in regard to climate related data. Also, the firms are supposed to provide complex composition of experts, including services related to processing of the data using appropriate software solutions. There may be synergies between available firms that will reduce the number of contracts – will be assessed during the procurement process Up to 4 assessments of key sectors will be conducted with approx. \$90,000 per assessment	360,000.00	Request for proposal	USD 150,000 and above	Y1/Q3	Y1/Q1
Contractual services 2	Hiring of local or international firm(s) to provide integrated services related to CCA mainstreaming, policy development and M&E, under Outcome 2. This assumes 340 working days across 8 firms to support sector specific CCA mainstreaming and the development of M&E frameworks. See Budget Note 11. There may be synergies between available firms that will reduce the number of contracts – will be assessed during the procurement process	224,000.00	Request for proposal	USD 150,000 and above	Y1/Q4	Y1/Q3
Audio Visual and Print Production Materials	Audio visual and print production costs throughout the period of the project. This includes printing material for all training seminars, workshops and outreach material. Assume 30 or more separate purchases of around USD 900 each or less.	30,650.00	Micro-purchasing	Below USD 5,000	Y1/Q1	Y1/Q1 – Y3/Q4
Trainings & Public meetings	Costs associated with renting facilities and hosting public meetings associated with project coordination. This assumes ~3 meetings/month of the project at USD 1,100 per meeting.	127,200.00	Micro-purchasing	Below USD 5,000	Y1/Q1	Y1/Q1 – Y3/Q4
IT Equipment	Various IT Equipment (Laptops, printer etc.) acquired throughout the length of the project. See Budget Note 22. Assume all purchases under USD 5,000	8,000.00	Micro-purchasing	Below USD 5,000	Y1/Q1	Y1/Q1 – Y3/Q4
Professional Services for project audit	Hiring of a firm to perform project audit. See Budget Note 20.	9,000.00	Request for proposal	USD 5,000 to 149,999	Y1/Q3	Y1/Q4 – Y3/Q4
SUB-TOTAL (US \$)		758,850.00				

Consultancy Services (Phase 1)						
National Consultants 1	National technical consultants to support sector/issue specific analysis of climate information and identification of gaps (including socio-economic, gender related ones), collection of more sector specific data where gaps are identified (see Budget Note 1 – approx. 10 part-time consultants at \$250/day for total of 810 days over first 2 years of project and on as-needed basis in Y3). Each contract would be for less than 100 days. Assume 10 separate contracts.	270,000.00	Request for proposal	USD 5,000 to 149,999	Y1/Q2	Y1/Q1
National Consultants 2	National technical consultants to unlock and support sector specific CCA mainstreaming activities, NAP and M&E development (including also from specific aspects such as socio-economic, gender, innovations & technologies, indigenous knowledge etc.). Also, national technical consultants will primarily perform capacity building activities and complement the work of firms in more sector-specific issues. See Budget Note 10 (Assumes 12 part-time consultants, including gender specialists, at USD 250/day for a total of 920 days over the first three years of project). Each contract would be for less than 100 days.	230,000.00	Request for proposal	USD 5,000 to 149,999	Y2/Q1	Y2/Q1
International Consultant 2	1 (or more) international consultant(s) to ensure Q/A & Q/C of the process of CCA mainstreaming, ensure guidance and propose corrective sector specific measures and recommendations for the improvements. See Budget Note 10. Assumes one contract of 100 days or up to 3 contracts of 35 days each at approximate rate of USD 650/day.	75,000.00	Request for proposal	USD 5,000 to 149,999	Y1/Q2	Y1/Q1
Portfolio Advisor	Full-time engagement over 3 years of project implementation, will be responsible for facilitating dialogue with development partners in Serbia in aligning the NAP project outputs and results with the SDGs, UN Development Partnership Framework for Serbia, NDC, etc. as well as policy dialogue at national and sub-national levels. S/he will also provide policy analysis and technical input to align the project with other adaptation related initiatives supported by UNDP, UN Agencies and other development partners in Serbia.	150,000.00	Request for proposal	USD 40,000 to 180,000	Y1/Q2	Y3/Q4
CCA Technical Advisor	Full-time engagement over 3 years of project implementation, will be responsible for providing substantive technical inputs to align the project results with broader climate change initiatives in Serbia; provide substantive guidance and technical inputs to vulnerability assessments in the 4 key sectors; provide substantive and technical guidance and inputs to CCA mainstreaming, implementing and M&E frameworks; provide substantive guidance to develop knowledge products based on best practice; peer-review project outputs such as inception reports, project reports,	180,000.00	Request for proposal	USD 40,000 to 180,000	Y1/Q2	Y3/Q4

	knowledge products, etc.; and ensure synergies in capacity building activities between this project and other climate related initiatives in Serbia.					
Project Coordinator	Full-time engagement over 3 years of project implementation will be responsible for the day-to-day coordination of the project activities. S/he will further be responsible for providing technical analysis of issues related to project outcomes; strategic support and drafting of TORs across all outputs; development of knowledge products; and drafting of key project reports such as the inception report, project reports, annual work plans and budgets.	91,000.00	Request for proposal	USD 30,000 to 90,000	Y1/Q2	Y3/Q4
Project Assistant	Full-time engagement for Quality Assurance and Monitoring of annual work plans and budgets with close monitoring of the overall project progress to be in line with project reporting requirements, including logistics and administrative support of project implementation; administrative management of the project budget, required procurement support, etc.; as well as controlling project expenditures and maintaining up to date business and financial documentation, in accordance with project reporting requirement.	114,137.00	Request for proposal	USD 40,000 to USD 180,000	Y1/Q2	Y3/Q4
SUB-TOTAL (US \$)		880,137.00				
PHASE 1 TOTAL COST (US \$)		1,638,987.00				

E. Terms of References for Project Board and Project Team/PMU

Project Board

Duties and responsibilities:

The Project Board (PB) is the main body to supervise the project implementation in accordance with UNDP rules and regulations and referring to the specific objectives and the outcomes of the project with their agreed performance indicators.

The main functions of the Board are:

General monitoring of project progress in meeting its objectives and outcomes and ensuring that they continue to be in line with national development objectives;

To provide strategic leadership and serve as a coordination mechanism for various partners involved;

Facilitating co-operation between the different Government entities, whose inputs are required for successful implementation of the project, ensuring access to required information and resolving eventual conflict situations faced during project implementation when trying to meet its outcomes and stated targets;

Supporting the elaboration, processing and adoption of the required institutional, legal and regulatory changes to support the project objectives and overcoming of related barriers;

Facilitating and supporting other measures to mitigate the identified risks to project success;

Approving annual work plans and progress reports, the first plan being prepared at the outset of project implementation;

Approving project management arrangements; and

Approving any amendments to be made in the project strategy that may arise due to changing circumstances; after careful analysis and discussion of the ways to solve problems.

Project board structure and reimbursement of costs:

Project Board will be chaired by the National Project Director (NPD) appointed by the Ministry of Agriculture, Forestry and Water Management and will include representatives from UNDP. The final list of the PB members will be completed at the outset of project operations and presented in the Inception Report. New members into the PB or participants into the Board meetings during the project implementation can be invited at the decision of the Board, by ensuring, however, that the Board will remain sufficiently lean to facilitate its effective operation.

The costs of the Board's work shall be considered as the Government's or other project partners' voluntary in-kind contribution to the project and shall not be paid separately by the project. They are also not eligible to receive any monetary compensation from their work as experts or advisers to the project.

Meetings: It is suggested that the Board will have regular meetings, twice a year, or more often if required. A tentative schedule of the Board meetings will be agreed as a part of the annual work plans, and all representatives of the Board should be notified again in writing 14 days prior to the agreed date of the meeting. The meeting will be organized provided that the executing agency, UNDP and at least 2/3 of the other members of the Board can confirm their attendance. The project manager shall distribute all materials associated with the meeting agenda at least 5 working days in prior to the meeting.

National Project Director

As a representative of the project's main Government Implementing Partner, the main duties and responsibilities of the National Project Director (NPD) include:

Supervise and guide the project implementation directly as well as through the Project Board meetings chaired by the NPD by reviewing and commenting project progress reports by meeting at regular intervals with the project manager;

Coordinate the project activities with those of the Government and provide guidance on policy issues;

Certifying the annual and, as applicable, quarterly work plans, financial reports and ensuring their accuracy and consistency with the project document and its agreed amendments;

Taking the lead in developing linkages with the relevant authorities at national, provincial and governmental level and supporting the project in resolving any institutional or policy related conflicts that may emerge during its implementation.

Project Implementation Unit

Main tasks and responsibilities:

The Project Implementation Unit (PIU) is envisaged to be hosted by the Ministry of Agriculture, Forestry and Water Management. The PIU will be in charge for managing the overall project implementation, consolidation of work plans and project papers, preparation of quarterly progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and other project staff. The PIU will include Project Manager (PM), 2 NAP specialists and Project Assistant (PA). The PM will also closely coordinate project activities with relevant government

institutions and hold regular consultations with other project stakeholders and partners, including UNDP's relevant projects. Under the direct supervision of the PM, the Project Assistant will be responsible for administrative and financial issues and will get support from the existing UNDP administration.

Expected results and related milestones

For the duration of the project, the expected results and related milestones of the PIU will be consistent with those of the Project Results Framework.

Terms of reference for the Project Manager, Project Assistant are provided below, along with brief descriptions of tasks for the CCA Technical Advisor and the Portfolio Advisor. Detailed terms of reference for the latter two will be developed prior to the inception workshop.

Post Title: Project Coordinator (Project Manager)
Project: Advancing medium and long-term adaptation planning in the Republic of Serbia
Reporting to: Portfolio Manager
Duty Station: Belgrade
Duration: One year (with possibility of extension)
SC Level: SB3 - Max

Background

a. Purpose

To coordinate the implementation and administration of the climate change projects under the overall guidance of the Portfolio Manager.

b. Objective

To support results oriented, effective, efficient and accountable implementation of the project activities and achievement of project results.

c. Background Information

The United Nations Development Programme (UNDP), acting as an implementing agency of the Green Climate Fund (GCF), is providing assistance to the Serbian Government in the preparation and implementation of the GCF funded project "Advancing medium and long-term adaptation planning in the Republic of Serbia (*NAP project*).

The project builds on Serbia's NDC commitments to advance medium and long-term adaptation planning in the Republic of Serbia with a National Adaptation Plan (NAP), providing support for iterative improvements to the NDCs under the enhanced transparency framework requirements, while enabling the Government of Serbia to build and strengthen capacities for mainstreaming climate change adaptation (CCA), produce actionable climate risk and vulnerability assessments, and implement effective methods, tools and information systems to better inform decision-making on climate risks.

Project activities will address the main barriers to the integration of CCA into national, sectorial and local government planning and budgeting and support the formulation of financing strategies and mechanisms for the scaling up of medium- and long-term adaptation.

The overall goal of the NAP will be to reduce climate change related risks throughout Serbia by strengthening institutional and technical capacities that support integrated CCA planning and programming.

Duties and Responsibilities

- Measurable outputs of the work assignment

Overall responsibilities:

The Project Coordinator supports the Portfolio Manager in the implementation of the project activities, in accordance with prescribed rules and procedures and has the responsibility for the management of the project components and activities, ensuring the synergies between the respective activities.

Efficient project implementation and reporting

- Be responsible and accountable for the overall management and administration of the resilience projects, and the timely and quality delivery of its activities;
- Develop and manage in coordination with partners a Monitoring and Evaluation Plan for the defined Projects
- Prepare project Work Plans and Project reports (Progress reports including the Final report) and their presentation to the National Project Director/Project Board for review/approval.
- Monitoring of GCF -NAP project to ensure that it is in accordance with the timetable set out in the Project Document and preparation of regular updates and reports to Project Boards on project' progress, implementing issues, emerging risks/problems and proposals for necessary remedial actions.
- Preparation of briefs, talking points and relevant materials.
- Draft terms of reference for consultants and project personnel
- Manage and supervise respective project teams
- Assume responsibilities in line with the Internal Control Framework
- Participate in recruitment and evaluation panels

Networking with partners and beneficiaries, support to resource mobilization

- Maintain good cooperation and coordination between national counterparts, project partners and other stakeholders.
- Maintain regular contacts with beneficiaries to ensure relevance and quality of project' outputs.
- Provide substantive advice on key issues within the scope of respective Output
- Establish record with contacts, pursue networking and information sharing and to follow up on partnership related issues
- Coordinate meetings, training sessions, conferences and public events
- Prepare official correspondence for national and international partners
- Support the resource mobilization

Knowledge management

- Identify, collect and analyze policy-related, relevant information and data
- Codify and provide best practices and lessons learnt, particularly linked to the areas of capacity development and national (economic, social and human) development
- Support activities related to assessing capacities and needs of government organizations and partners, in close collaboration with national counterparts at both central and local level
- Facilitate team's learning and knowledge sharing
- Participate in UN Theme Group and other sectoral groups' work, as required
- Performing other duties as required.

- Performance Indicators for evaluation of results:

- Detailed annual and quarterly work plans, in close cooperation with Portfolio Manager prepared.
- Monitoring and Evaluation Plan prepared
- Efficient, cost effective and timely implementation of the NAP project outputs ensured.
- Project data and updates for Project files produced
- Budget revisions (when needed) for resilience projects drafted, funds availability monitored and the effectiveness in payment process ensured.

- Final, annual and quarterly reports produced for the NAP project.

Skills and Competencies

- Good application of Results-Based Management
- Good communication, coordination and facilitation skills
- Consistently ensures timeliness and quality of Project work.
- Establishes lasting relationships and substantive dialogue with clients.
- Treats all people fairly without favourism
- Strong oral and written communication skills.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Demonstrates integrity by modeling ethical standards.

Qualifications and Experience

Education:

Minimum Bachelors in natural, environmental or technical sciences or equivalent in a relevant field;
Master degree is an asset.

Work Experience:

- Minimum 5 years of relevant professional experience in a management/coordination position, preferably in international/multilateral development context
- Experience in managing teams and complex processes that included extensive communication, coordination and facilitation requirements
- Experience in partnership building at international, national, regional and local level;
- The following specific experiences will be considered as an asset: experience working in the UN system or other international organizations; experience in managing projects in the field of climate change.

Knowledge

- Excellent understanding of Serbia's socio-economic situation;
- Knowledge in the use of computers and office software packages and handling of web based management systems.

Personal qualifications

- Excellent writing/reporting and presentation skills
- Excellent interpersonal, networking and team building skills;

Language:

Excellent knowledge of written and spoken Serbian and English.

Post Title: Project Assistant
Project: Advancing medium and long-term adaptation planning in the Republic of Serbia
Reporting to: Portfolio Manager
Duty Station: Belgrade
Duration: 1 year (with possibility of extension)
SC Level: SB2- max

Background

a. Purpose

To provide support services for the GCF-funded project “Advancing medium and long-term adaptation planning in the Republic of Serbia.”

b. Objective

To ensure results oriented, effective, efficient and accountable implementation of the project activities and achievement of project results.

c. Background Information

The project “Advancing medium and long-term adaptation planning in the Republic of Serbia” is 3-year project funded by GCF and builds on Serbia’s NDC commitments to advance medium and long-term adaptation planning in the Republic of Serbia with a National Adaptation Plan (NAP), providing support for iterative improvements to the NDCs under the enhanced transparency framework requirements, while enabling the Government of Serbia to build and strengthen capacities for mainstreaming climate change adaptation (CCA), produce actionable climate risk and vulnerability assessments, and implement effective methods, tools and information systems to better inform decision-making on climate risks.

Project activities will address the main barriers to the integration of CCA into national, sectorial and local government planning and budgeting and support the formulation of financing strategies and mechanisms for the scaling up of medium- and long-term adaptation.

The overall goal of the NAP will be to reduce climate change related risks throughout Serbia by strengthening institutional and technical capacities that support integrated CCA planning and programming.

Duties and Responsibilities

- Measurable outputs of the work assignment

Under the guidance of the Portfolio Manager, the Project Assistant will:

Provide support for project implementation

- Support the day to day implementation of project activities
- Provide inputs for development of project monitoring and evaluation framework
- Assist in preparing work plans and project reports
- Identify and collect policy-related and other relevant information, documents and data, compile and analyse data for further use in project management
- Support organization and coordination of meetings, training sessions, workshops, conferences

- and project events and prepare reports and meeting minutes, as required
- Draft terms of reference for consultants and contractors, as required
- Prepare briefs, talking points and relevant communication materials
- Draft correspondence on project issues, as required
- Establish and maintain project filing system, incoming and outgoing correspondence and maintain calendar of events
- Follow up with (sub)contractors to ensure time delivery of outputs
- Maintain cooperation and communication with project's partners and beneficiaries on the implementation of the agreed activities, especially for the events, trainings, workshops, etc.
- Facilitate knowledge building and knowledge sharing within the project team
- Participate in recruitment and evaluation panels, as required

Provide support for project administration:

- Support in managing project finances, process invoices and ensure tax exemption for project related goods and services
- Support procurement processes, provide inputs for request for quotations/proposals, prepare tenders and small procurements (canvassing), provide inputs for UNDP procurement plan
- Support recruitment of short-term consultants in line with rules and regulations
- Assist project teams, experts and consultants on travel and logistics matters
- Perform other tasks and duties as assigned by the supervisor
- Present information for audit of NEX projects.
- Ensure full compliance of activities with UNDP rules, regulations, and policies

- Performance Indicators for evaluation of results

- Project documentation timely prepared
- Project, finance and personnel records/files regularly updated and maintained;
- Effective support in travel and logistics provided to team members and consultants
- Assistance in preparation of project's annual and quarterly reports provided, data compiled;
- Efficient accounting and administrative support provided;
- Project related correspondence prepared;
- Efficient support to organization of meetings provided, information compiled and minutes of meetings taken and distributed;

Skills and Competencies

- Good organizational and time management skills.
- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
- Demonstrates integrity by modeling ethical standards.
- Focuses on impact and result for the client and responds positively to critical feedback.
- Consistently approaches work with energy and a positive, constructive attitude.
- Builds strong relationships with clients and external actors.
- Excellent information technology skills, including word processing, database applications, presentation software, and internet.

Qualifications and Experience

Education:

Minimum Secondary Education; preferably with specialization in business administration.

Experience:

- At least 2 years of experience in administrative office work. Previous experience in governmental, international or non-governmental settings would be an asset;

- Experience in organizational activities; evidence of ability to express ideas clearly; to work independently and in teams; to demonstrate a sense of self-assuredness combined with cultural and gender sensitivities;
- Experience in the usage of computers and office software packages (MS Word, Excel, etc) and knowledge of spreadsheet and database packages, experience in handling of web based management systems.

Language Requirements:

Excellent knowledge of written and spoken Serbian and English.

<p>Portfolio Advisor/Manager (SB4)*</p>	<p>Responsibilities include (but are not limited to):</p> <ul style="list-style-type: none"> - Facilitate policy dialogue at national and sub-national levels for CC integration at all levels. - Facilitate dialogue with development partners in Serbia in aligning the national climate change portfolio, the NAP project outputs and results, with the SDGs, UN Development Partnership Framework for Serbia, NDCs, etc. - Provide policy advice on key issues in the area of Climate Change, climate change resilience and adaptation (and NAP in particular), and other national initiatives of relevance including the UNFCCC processes, Sendai Framework, SDGs, etc. - Provide policy analysis and technical input to align the national climate change adaptation planning with other adaptation related initiatives supported by UNDP, UN Agencies and other development partners in Serbia. - Codify and provide best practices and lesson learnt, particularly linked to capacity development and national (economic, social and human) development, as it relates to climate change, climate resilience and the national climate change adaptation planning. - Assist in engaging the government in constructive dialogue on the achievement of project outcomes beyond the specific outputs of the project. - Assume overall responsibility for meeting financial delivery and reporting targets set out in the project work plan and the logframe. - Support the strengthening of mandate and mission of national climate change decision making structures, identifying key relevant partners (ministries, research institutions, private sector, NGOs, technical and financial partners, etc.) and providing strategic inputs to the mandate. - Contribute to the long-term capacity development in the area of climate change, climate resilience and CCA, aligned to national priorities and development context in Serbia, including providing substantive input to training methodologies and strategies, screening tools and guidance on national/sectoral integration.
<p>CCA Technical Advisor (SB4 or IC)*</p>	<p>Responsibilities include (but are not limited to):</p> <ul style="list-style-type: none"> - Provide substantive technical inputs to align the project results with broader climate change initiatives in Serbia; - Provide substantive guidance and technical inputs to vulnerability assessments in the 4 key sectors; - Provide substantive and technical guidance and inputs to CCA mainstreaming, - Provide substantive guidance to develop knowledge products based on best practice; - Peer-review project outputs such as inception reports, project reports, knowledge products, etc.; - Ensure synergies in capacity building activities between this project and other climate related initiatives in Serbia

	<ul style="list-style-type: none"> - Support in preparation of specific Terms of References for project consultants and teams - Review of national and sectorial policies, including the Climate Change and the National Climate Change Strategy - Develop detailed recommendations to address gaps within Climate Change Law and National Climate Change Strategy, including a focus on improved coordination between disaster risk reduction and climate change policies for all sectors, and improved synergies with wider strategic frameworks, such as the Paris Agreement, the Agenda 2030/SDGs and the Sendai Framework - Identify key capacities and resources required for CCA and DRR. In cooperation with relevant ministries and government institutions competent for the DRR (e.g., Ministry of Interior, Public Investments Management Office etc.), review and assess quality of evidence-based local (i.e., sub-national and municipal) level risk and vulnerability assessments. Iterative incorporation of CCA and risk reduction into sectorial and national plans in the priority areas/sectors - In cooperation with the Ministry of Environmental Protection, the Ministry for Agriculture, Forestry and Water Management and the Ministry of Interior provide relevant training and capacity building measures to improve disaster preparedness, mobilization and implementation of CCA measures for each of the priority sectors in the Ministry of State Administration and Local Self- Government, the Standing Conference of Towns and Municipalities and the Provincial Government of Vojvodina - Develop a CCA framework for the Agriculture/Water nexus, focused on climate-driven alterations to water supplies; to identify path dependencies, constraints to adaptation and potential synergies and reduce exposure and vulnerability of water supply systems
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**Full TOR and the contractual modality for the CCA Technical Advisor and the Portfolio Advisor will be developed prior to the project inception workshop.*

F. UNDP Risk Log

#	Description of the Risk	Potential consequence	Countermeasures/Management response	Type: Risk Category	Probability and Impact (1-5)
1	Lack of capacity within MoAFWM and MEP and other government agencies to implement NAP support project	Project implementation is delayed and less than effective	The project has a major capacity building component aimed at strengthening human resources in the MoAFWM and MEP and priority sector agencies. These capacity building activities have been designed to respond to specific gaps and weaknesses and will incorporate lessons learned from other capacity development projects.	Organizational	P=2 I=3
2	Lack of appropriate and evidence-based data and information, including data inconsistency	Project implementation is delayed and less than effective	The project is envisaging development of analytical studies and reviews for specific sectors which will contribute to provision of missing data and information and will ensure QA and QC of the existing information and data for their consistency and accuracy.	Organizational	P=2 I=3
2	Government will not have funds to sustain the national arrangements, once the project ends	Project sustainability is endangered	The project is designed to formulate mechanisms for scaling up investments and addressing financial gaps through a second phase, outcome 3, including a strategic plan for investment.	Financial	P=2 I=4
3	Interministerial coordination is lacking	Uncoordinated implementation leads to delayed implementation.	The project's activities have been designed to formulate and institutionalize an effective mechanism of horizontal coordination.	Organizational	P=2 I=3
4	Resistance from sector ministries and minimal sharing of information	ineffective coordination and knowledge sharing decreases effectiveness and impact of NAP process	To address this issue, the project has strong outreach/training to the various ministries and agencies, in form of its Communication and Outreach Strategy (COS), including at the local level to demonstrate the utility of the NAP process.	Political	P=2 I=3

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL					
OVERALL PROJECT					
EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○	
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The SES criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.	
DECISION					
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 					
RATING CRITERIA					
STRATEGIC					
<p>1. Does the project's Theory of Change specify how it will contribute to higher level change? (Select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project has a theory of change with explicit assumptions and clear change pathway describing how the project will contribute to outcome level change as specified in the programme/CPD, backed by credible evidence of what works effectively in this context. The project document clearly describes why the project's strategy is the best approach at this point in time. • 2: The project has a theory of change. It has an explicit change pathway that explains how the project intends to contribute to outcome-level change and why the project strategy is the best approach at this point in time, but is backed by limited evidence. • 1: The project does not have a theory of change, but the project document may describe in generic terms how the project will contribute to development results, without specifying the key assumptions. It does not make an explicit link to the programme/CPD's theory of change. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2			
			1		
			2	Evidence Project Document Sections I & III	
<p>2. Is the project aligned with the thematic focus of the UNDP Strategic Plan? (select the option from 1-3 that best reflects the project):</p> <ul style="list-style-type: none"> • 3: The project responds to one of the three areas of development work¹⁴ as specified in the Strategic Plan; it addresses at least one of the proposed new and emerging areas¹⁵; an issues-based analysis has been incorporated into the project design; and the project's RRF includes all the relevant SP output indicators. (<i>all must be true to select this option</i>) • 2: The project responds to one of the three areas of development work¹ as specified in the Strategic Plan. The project's RRF includes at least one SP output indicator, if relevant. (<i>both must be true to select this option</i>) • 1: While the project may respond to one of the three areas of development work¹ as specified in the Strategic Plan, it is based on a sectoral approach without addressing the complexity of the development issue. None of the relevant SP indicators are included in the RRF. This answer is also selected if the project does not respond to any of the three areas of development work in the Strategic Plan. 	3	2			
			1		
			2	Evidence Project Document Section III	

¹⁴ 1. Sustainable development pathways; 2. Inclusive and effective democratic governance; 3. Resilience building

¹⁵ sustainable production technologies, access to modern energy services and energy efficiency, natural resources management, extractive industries, urbanization, citizen security, social protection, and risk management for resilience

RELEVANT

3. Does the project have strategies to effectively identify, engage and ensure the meaningful participation of targeted groups/geographic areas with a priority focus on the excluded and marginalized? (select the option from 1-3 that best reflects this project):

- **3:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. Beneficiaries will be identified through a rigorous process based on evidence (if applicable.)The project has an explicit strategy to identify, engage and ensure the meaningful participation of specified target groups/geographic areas throughout the project, including through monitoring and decision-making (such as representation on the project board) (*all must be true to select this option*)
- **2:** The target groups/geographic areas are appropriately specified, prioritising the excluded and/or marginalised. The project document states how beneficiaries will be identified, engaged and how meaningful participation will be ensured throughout the project. (*both must be true to select this option*)
- **1:** The target groups/geographic areas are not specified, or do not prioritize excluded and/or marginalised populations. The project does not have a written strategy to identify or engage or ensure the meaningful participation of the target groups/geographic areas throughout the project.

*Note: Management Action must be taken for a score of 1, or select not applicable.

3	2
1	
2	
Evidence Project Document Section III	

4. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? (select the option from 1-3 that best reflects this project):

- **3:** Knowledge and lessons learned (gained e.g. through peer assist sessions) backed by credible evidence from evaluation, corporate policies/strategies, and monitoring have been explicitly used, with appropriate referencing, to develop the project's theory of change and justify the approach used by the project over alternatives.
- **2:** The project design mentions knowledge and lessons learned backed by evidence/sources, which inform the project's theory of change but have not been used/are not sufficient to justify the approach selected over alternatives.
- **1:** There is only scant or no mention of knowledge and lessons learned informing the project design. Any references that are made are not backed by evidence.

*Note: Management Action or strong management justification must be given for a score of 1

3	2
1	
2	
Evidence Project Document Sections II & III	

5. Does the project use gender analysis in the project design and does the project respond to this gender analysis with concrete measures to address gender inequities and empower women? (select the option from 1-3 that best reflects this project):

- **3:** A participatory gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men, and it is fully integrated into the project document. The project establishes concrete priorities to address gender inequalities in its strategy. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (*all must be true to select this option*)
- **2:** A gender analysis on the project has been conducted. This analysis reflects on the different needs, roles and access to/control over resources of women and men. Gender concerns are integrated in the development challenge and strategy sections of the project document. The results framework includes outputs and activities that specifically respond to this gender analysis, with indicators that measure and monitor results contributing to gender equality. (*all must be true to select this option*)
- **1:** The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the constraints have not been clearly identified and interventions have not been considered.

*Note: Management Action or strong management justification must be given for a score of 1

3	2
1	
2	
Evidence Project Document Sections III & V	

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national partners, other development partners, and other actors? (select from options 1-3 that best reflects this project):

- **3:** An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project. It is clear how results achieved by relevant partners will contribute to outcome level change complementing the project's intended results. If relevant, options for south-south and triangular cooperation have been considered, as appropriate. (*all must be true to select this option*)
- **2:** Some analysis has been conducted on the role of other partners where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project. Options for south-south and triangular cooperation may not have not been fully developed during project design, even if relevant opportunities have been identified.
- **1:** No clear analysis has been conducted on the role of other partners in the area that the project intends to work, and relatively limited evidence supports the proposed engagement of UNDP and partners through the project. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.

*Note: Management Action or strong management justification must be given for a score of 1

3	2
1	
3	
Evidence Project Document Sections III, IV and V	

SOCIAL & ENVIRONMENTAL STANDARDS		
<p>7. Does the project seek to further the realization of human rights using a human rights based approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Credible evidence that the project aims to further the realization of human rights, upholding the relevant international and national laws and standards in the area of the project. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true to select this option)</i> 2: Some evidence that the project aims to further the realization of human rights. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. 1: No evidence that the project aims to further the realization of human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>	3	<u>2</u>
	1	
	2	
Evidence Project Document Section III		
<p>8. Did the project consider potential environmental opportunities and adverse impacts, applying a precautionary approach? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Credible evidence that opportunities to enhance environmental sustainability and integrate poverty-environment linkages were fully considered as relevant, and integrated in project strategy and design. Credible evidence that potential adverse environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true to select this option).</i> 2: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Credible evidence that potential adverse environmental impacts have been identified and assessed, if relevant, and appropriate management and mitigation measures incorporated into project design and budget. 1: No evidence that opportunities to strengthen environmental sustainability and poverty-environment linkages were considered. Limited or no evidence that potential adverse environmental impacts were adequately considered. <p><i>*Note: Management action or strong management justification must be given for a score of 1</i></p>	3	2
	1	
	3	
Evidence Project Document Section III		
<p>9. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [If yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	Yes	<u>No</u>
	Does not apply to GCF Readiness NAP projects	
MANAGEMENT & MONITORING		
<p>10. Does the project have a strong results framework? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: The project's selection of outputs and activities are at an appropriate level and relate in a clear way to the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators that measure all of the key expected changes identified in the theory of change, each with credible data sources, and populated baselines and targets, including gender sensitive, sex-disaggregated indicators where appropriate. <i>(all must be true to select this option)</i> 2: The project's selection of outputs and activities are at an appropriate level, but may not cover all aspects of the project's theory of change. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of gender sensitive, sex-disaggregated indicators, as appropriate. <i>(all must be true to select this option)</i> 1: The results framework does not meet all of the conditions specified in selection "2" above. This includes: the project's selection of outputs and activities are not at an appropriate level and do not relate in a clear way to the project's theory of change; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change, and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	3	<u>2</u>
	1	
	2	
Evidence Project Document Section V		
<p>11. Is there a comprehensive and costed M&E plan in place with specified data collection sources and methods to support evidence-based management, monitoring and evaluation of the project?</p>	Yes	<u>No</u>
	(3)	(1)

<p>12. Is the project's governance mechanism clearly defined in the project document, including planned composition of the project board? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: The project's governance mechanism is fully defined in the project composition. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true to select this option).</i> 2: The project's governance mechanism is defined in the project document; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The prodoc lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true to select this option)</i> 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">3</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2" style="text-align: center;">Project Document Sections IV and VIII</td> </tr> </table>	3	2	1		3		Evidence		Project Document Sections IV and VIII	
3	2										
1											
3											
Evidence											
Project Document Sections IV and VIII											
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risks? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis. Clear and complete plan in place to manage and mitigate each risk. <i>(both must be true to select this option)</i> 2: Project risks related to the achievement of results identified in the initial project risk log with mitigation measures identified for each risk. 1: Some risks may be identified in the initial project risk log, but no evidence of analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and no initial risk log is included with the project document. <p><i>*Note: Management Action must be taken for a score of 1</i></p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2" style="text-align: center;">Project Document Sections III and Annex F</td> </tr> </table>	3	2	1		2		Evidence		Project Document Sections III and Annex F	
3	2										
1											
2											
Evidence											
Project Document Sections III and Annex F											
EFFICIENT											
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners.</p>	<table border="1"> <tr> <td style="text-align: center;">Yes (3)</td> <td style="text-align: center;">No (1)</td> </tr> </table>	Yes (3)	No (1)								
Yes (3)	No (1)										
<p>15. Are explicit plans in place to ensure the project links up with other relevant on-going projects and initiatives, whether led by UNDP, national or other partners, to achieve more efficient results (including, for example, through sharing resources or coordinating delivery?)</p>	<table border="1"> <tr> <td style="text-align: center;">Yes (3)</td> <td style="text-align: center;">No (1)</td> </tr> </table>	Yes (3)	No (1)								
Yes (3)	No (1)										
<p>16. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget. Costs are supported with valid estimates based on prevailing rates. 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2" style="text-align: center;">Project Document Sections VII and IX</td> </tr> </table>	3	2	1		2		Evidence		Project Document Sections VII and IX	
3	2										
1											
2											
Evidence											
Project Document Sections VII and IX											
<p>17. Is the Country Office fully recovering the costs involved with project implementation?</p> <ul style="list-style-type: none"> 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p><i>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</i></p>	<table border="1"> <tr> <td>3</td> <td>2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2" style="text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">Evidence</td> </tr> <tr> <td colspan="2" style="text-align: center;">Project Document Section VII</td> </tr> </table>	3	2	1		2		Evidence		Project Document Section VII	
3	2										
1											
2											
Evidence											
Project Document Section VII											

EFFECTIVE

18. Is the chosen implementation modality most appropriate? (select from options 1-3 that best reflects this project):

- **3:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted, and there is evidence that options for implementation modalities have been thoroughly considered. There is a strong justification for choosing the selected modality, based on the development context. *(both must be true to select this option)*
- **2:** The required implementing partner assessments (capacity assessment, HACT micro assessment) have been conducted and the implementation modality chosen is consistent with the results of the assessments. **1:** The required assessments have not been conducted, but there may be evidence that options for implementation modalities have been considered.

*Note: Management Action or strong management justification must be given for a score of 1

3	2
1	
3	
Evidence Readiness Framework Grant Agreement between UNDP and Donor (GCF) + No implementing partner	

19. Have targeted groups, prioritizing marginalized and excluded populations that will be affected by the project, been engaged in the design of the project in a way that addresses any underlying causes of exclusion and discrimination?

- **3:** Credible evidence that all targeted groups, prioritising marginalized and excluded populations that will be involved in or affected by the project, have been actively engaged in the design of the project. Their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change which seeks to address any underlying causes of exclusion and discrimination and the selection of project interventions.
- **2:** Some evidence that key targeted groups, prioritising marginalized and excluded populations that will be involved in the project, have been engaged in the design of the project. Some evidence that their views, rights and any constraints have been analysed and incorporated into the root cause analysis of the theory of change and the selection of project interventions.
- **1:** No evidence of engagement with marginalized and excluded populations that will be involved in the project during project design. No evidence that the views, rights and constraints of populations have been incorporated into the project.

3	2
1	
3	
Evidence Project Document Section III	

20. Does the project conduct regular monitoring activities, have explicit plans for evaluation, and include other lesson learning (e.g. through After Action Reviews or Lessons Learned Workshops), timed to inform course corrections if needed during project implementation?

Yes (3)	No (1)
---------	--------

21. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.

*Note: Management Action or strong management justification must be given for a score of "no"

Yes (3)	No (1)
Evidence Project Document Section III	

22. Is there a realistic multi-year work plan and budget to ensure outputs are delivered on time and within allotted resources? (select from options 1-3 that best reflects this project):

- **3:** The project has a realistic work plan & budget covering the duration of the project *at the activity level* to ensure outputs are delivered on time and within the allotted resources.
- **2:** The project has a work plan & budget covering the duration of the project at the output level.
- **1:** The project does not yet have a work plan & budget covering the duration of the project.

3	2
1	
2	
Evidence Project Document Sections VII & Annex C	

SUSTAINABILITY & NATIONAL OWNERSHIP		
<p>23. Have national partners led, or proactively engaged in, the design of the project? (select from options 1-3 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: National partners have full ownership of the project and led the process of the development of the project jointly with UNDP. • 2: The project has been developed by UNDP in close consultation with national partners. • 1: The project has been developed by UNDP with limited or no engagement with national partners. 	3	<u>2</u>
	1	
	2 Evidence Project Document Section III	
<p>24. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted? (select from options 0-4 that best reflects this project):</p> <ul style="list-style-type: none"> • 3: The project has a comprehensive strategy for strengthening specific capacities of national institutions based on a systematic and detailed capacity assessment that has been completed. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • 2.5: A capacity assessment has been completed. The project document has identified activities that will be undertaken to strengthen capacity of national institutions, but these activities are not part of a comprehensive strategy to monitor and strengthen national capacities. • 2: A capacity assessment is planned after the start of the project. There are plans to develop a strategy to strengthen specific capacities of national institutions based on the results of the capacity assessment. • 1.5: There is mention in the project document of capacities of national institutions to be strengthened through the project, but no capacity assessments or specific strategy development are planned. • 1: Capacity assessments have not been carried out and are not foreseen. There is no strategy for strengthening specific capacities of national institutions. 	3	<u>2.5</u>
	2	1.5
	1	
	2.5 Evidence Project Document Sections III & V	
<p>25. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?</p>	Yes (3)	No (1)
<p>26. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation strategy)?</p>	Yes (3)	No (1)

H. Section 2 of the GCF Readiness Support Interim Progress Report Template

(please refer to a separate file)

XIII. ADDITIONAL ANNEXES

1. Capacity Assessment:

UNDP Serbia conducted HACT Macro and Micro Assessment for all UNDP Implementing Partners in the Republic of Serbia. Macro-Assessment was conducted in 2010 by an independent authority indicating the lack of the capacity and resources of the Supreme Audit Institution as well as the imminent risk related to the cash management, budget reporting and internal audit function of public sector in the Republic of Serbia. In terms of adherence to HACT, in 2016 UNDP Serbia conducted Macro-Assessment, Assessment of the Supreme Audit Institution of the Republic of Serbia and has created pre-conditions for HACT Micro-Assessment of potential key Implementing Partners in the Republic of Serbia (CPD 2016 -2020). In October 2016 UNDP Serbia conducted Micro-Assessment of all key Implementing Partners of UNDP Serbia, including the Ministry of Agriculture and Environmental Protection and Serbian Environmental Protection Agency.

After Government reorganization in April 2017, the Ministry of Agriculture and Environmental Protection was divided to the Ministry of Agriculture and the Ministry of Environmental Protection. The part dealing with environmental protection has had a long-lasting cooperation in the implementation of GEF projects in cooperation with UNDP, and other UN agencies. Therefore, the newly formed Ministry has had cooperation with United Nations Organizations which made a solid ground for continuation of the cooperation in developing new proposals.

Assessment was conducted by the independent Audit Company "Moore Stephens Revizija i Racunovodstvo" procured through UNDP procurement. The overall risk assessment was defined as "low", and all key audit areas were defined as "low" as follows: Implementing Partner, Programme Management, Organizational Structure and Staffing, Accounting Policies and Procedures, Fixed Assets and Inventory, Financial Reporting and Monitoring, Procurement. The overall report indicated low risk status of the Ministry of Agriculture and Environmental Protection.

Full Micro-Assessment is attached to the project proposal. Key audit areas defined were: Staffing, Internal Audit and External Audit. UNDP is of the opinion that the Ministry is to be appointed as fully-fledged Implementing Partner to this project.