

United Nations Development Programme

**PROJECT DOCUMENT****[Republic of Serbia]****Project Title:** EU for Green Agenda in Serbia: Get Started, Take Action, Scale-up**Project Number:** 00136377 / 00127312**Implementing Partner:** UNDP**Start Date:** 10 January 2022**End Date:** 31 December 2024**PAC Meeting date:** 2 March 2022**Brief Description**

The objective of the project is to contribute to the efficient, inclusive and sustainable implementation of the Green Agenda in Serbia by improving policy and base-conditions for the more efficient implementation of the Green Agenda in Serbia, supporting pilot projects within the five priority areas of the Green Agenda in Serbia and promoting opportunities for future scale-up financing.

The European Green Deal and the Green Agenda for the Western Balkans offers a blueprint for joint action to tackle the challenges of the green transition. Broad societal participation is necessary to trigger transformative change. In line with this ambition, this project is designed to build broad engagement and participation for the Green Agenda. The ultimate beneficiaries are the citizens of Serbia, but also the region and Europe, creating better living conditions within planetary boundaries. The project is also designed to contribute to support a green and inclusive recovery after the Covid-19 pandemic.

The envisaged activities under this project reflect the understanding of the partners in implementation of the Green Agenda in Serbia that bringing about the change, requires a “critical mass” of activities implemented simultaneously in various sectors and at different levels. Only in this way a cross-sectoral integrated approach can be implemented leading to a significant contribution to the country’s green transition and accession tasks. Such approach would also significantly support Serbia’s EU accession agenda.

<p>Contributing Outcome (UNSDCF, CPD, RPD): Serbia adopts and implements climate change and environmentally friendly strategies that increase community resilience, decrease carbon footprint and boost the benefits of national investments</p> <p>Indicative Output(s) with gender marker¹: GEN 1 Climate change mitigation and adaptation measures designed and implemented, and climate ambition raised</p>	Total resources required:	EUR 7,200,000 (As per December 2021 UNORE: USD 8,108,108.05)	
	Total resources allocated:	UNDP TRAC:	
		EU:	EUR 3,599,884 (as per December 2021 UNORE: USD 4,053,923.395)
		Government	
		In-Kind:	
Unfunded:	EUR 3,600,116 (As per December 2021 UNORE: USD: 4,054,184.66)		

Agreed by:

UNDP
<p>DocuSigned by: <i>Francine Pickup</i> 58FE35D8457B4BB</p> <p>Francine Pickup, Resident Representative</p>
Date: 15-Mar-2022

I. DEVELOPMENT CHALLENGE

The international climate change policy and increasing ambitions towards decarbonisation led by the EU, increase the interest for and need for Serbia to embark on green transition and focus on climate change. The discussions on introducing the Carbon Border Adjustment Mechanism as well as carbon tax and the planned deadline for transposing ETS in 2024 can have a negative impact on Serbian economy in case the level of carbonization is not decreased. Comparing with the EU countries, while the CO₂ emissions per capita are on the level of the EU average, due to the low GDP and high CO₂ intensity of the Serbian economy CO₂ emissions per USD of GDP are more than five times higher than the EU average².

The EU Progress Report 2021 indicated that Serbia has achieved some level of preparation in the area of environment and climate change. Recognizing the importance of the adopted Climate Change Law and package of important energy laws, including new laws on renewables and energy efficiency³, the Progress report stresses the importance of Serbia to do more to integrate climate action into other sectors and to considerably strengthen its administrative and technical capacity at all levels and further increase investments towards green energy transition.

The European Green Deal and the Green Agenda for the Western Balkans offers a blueprint for joint action to tackle the challenges of the green transition. Green Agenda is further shaped into the regional action through the Sofia Declaration and the Action Plan for the Implementation of the Sofia Declaration on the Green Agenda for the Western Balkans 2021 – 2030 (endorsed by the Western Balkans leaders at the summit held in Slovenia, Brdo Kraj Kranja on 6th of October 2021).

In parallel to the growing interest for these topics in the society, the energy transition process, environmental protection and climate change became priorities of the Government. The new Law on Climate Change (which was pending for 2 years) was adopted in 2021. The new Law on Renewable Energy, the update Law on Energy Efficiency and Rational Use of Energy, and Law on Energy and Law on Mining and Geological Explorations were all adopted in 2021 as well. These energy laws provide a framework for the energy transition process, while the climate law sets the legal framework for further action in reducing greenhouse gas emissions and adapting to climate change, which is one of the EU's five strategic goals (Green Agenda) and the basis of a green and circular economy. However, some gaps in the legal and policy framework remain. The National Energy and Climate Plan (NECP) which will set the 2030 targets is under development, same as the Nationally Determined Contributions (NDC) and National Adaptation Programme (NAP). Also, the Air Protection Strategy which adoption is late for more than 6 years has been drafted but not enacted yet, same as the Low Carbon Development Strategy and Action Plan.

The green transition requires cross sectoral approach and broad societal participation in order to trigger transformative change. In line with this ambition, the Project is designed to build broad engagement and participation for the Green Agenda. The ultimate beneficiaries of the Project are the citizens of Serbia, but also the region and Europe, creating better living conditions within planetary boundaries. The Project is also designed to contribute to support a green and inclusive recovery after the Covid-19 pandemic.

Noteworthy, in December 2021 Serbia opened Cluster 4 in accession negotiations with EU. The Cluster 4: Green Agenda and Sustainable Connectivity, covers four chapters: Chapter 14 – Transport Policy, Chapter 15 - Energy, Chapter 21 - Trans-European Networks and Chapter 27 - Environment and Climate Change.

The proposed activities under this Project reflect the understanding of the partners in implementation of the Green Agenda in Serbia that bringing about the change, requires a “critical mass” of activities implemented simultaneously in various sectors and at different levels. Only in this way a cross-sectoral integrated approach can be implemented leading to a significant contribution to the country's green transition and accession tasks. Such approach would also significantly support Serbia's EU accession agenda.

² Based on World Bank data

³ <https://ec.europa.eu/neighbourhood-enlargement/system/files/2021-10/Serbia-Report-2021.pdf>

II. STRATEGY

The overall objective of the project is to contribute to the efficient, inclusive and sustainable implementation of the Green Agenda in Serbia. The project is in line with UNDP Strategic Plan (2022-2025)⁴, and with Country Programme Document (CPD) for the period 2021-2025⁵, supporting the achievement of CPD Outputs: *3.1 Climate change mitigation and adaptation measures designed and implemented, and climate ambition raised; 2.3: Innovation ecosystem, sustainable business and investment improved; and 3.2: Energy efficiency and share of renewables increased.*

The project's strategy follows the logical intervention shown below:

IF	THEN	BECAUSE
Strategic and institutional set-up for green agenda implementation developed, policy and legal framework for implementation of Chapter 15, Chapter 27 and other EU requirements strengthened	Serbia's capacity for green agenda implementation strengthened, more systematic approach to societal dialogue, good governance and implementation established and next progress level achieved towards EU accession targets, EU Green Agenda for the Western Balkans, and the regional Green Agenda Action Plan	Policy and legal framework is checked and improved for implementability
Pilot solutions according to the green agenda pillars identified and examples of inter-sectoral integrated approach to implementation demonstrated and further extended and scaled-up		Implementation possibilities and options demonstrated through identification, prioritisation and implementation of identified actions
Financing mechanisms for green agenda implementation including responsible procurement developed leading to extended accessibility to financial resources for the local level and industries		Accessibility to financing sources demonstrated and procedures established
Institutional capacities developed and supported with solutions and mechanism how to manage inclusive green agenda implementation		Institutional capacity and mechanisms established, good governance promoted, European country examples highlighted and institutional sustainability strengthened

The Methodological approach is based on several main aspects:

- Green agenda understanding and implementation approach is constantly developing both at EU, regional and national levels,
- Serbia endorsed Sofia Declaration on the Green Agenda for the Western Balkans and corresponding Action Plan with specific actions and deadlines for implementation,
- Country is in the process of EU accession negotiations with various obligations stemming from approximation of EU requirements,
- Transposition of EU requirements is advanced, but implementation is lagging behind,
- Project will deal with broad scope of activities and complex lay-out,
- Project covers various stages of the process from policy development to implementation,
- Wide range of institutions at various levels involved in developing of required policy framework and implementation of pilot and other actions,
- Wide group of non-governmental sector stakeholders involved including private sector,
- Project will be implemented by team of partners.

During the implementation phase, the project will apply a flexible approach regarding pre-defined provisions, which will allow interventions to be tailored to the needs of national/local beneficiaries at the

4 <https://strategicplan.undp.org/>

5 https://www.rs.undp.org/content/dam/serbia/docs/Operations/Legal%20Framework/undp_rs%20CPD%20For%20Serbia%202021%202025.pdf

given time. The implementation of such an integrated approach is often constrained by the availability of resources. For this project interventions have been proposed in the understanding, that the available budget resources can only partly support the advancement of the green agenda. The project will therefore build strong synergy with other sector specific projects while also, seeking to attract additional financing. In order to achieve this goal, the project will provide for the involvement of other donors and IFIs at various stages of implementation, including among others, contributing to donors' complementarity and coordination. However, IFI and other donor co-financing would be of particular importance in the third component for supporting replication or scale up of successfully piloted projects under each of the areas of intervention. Throughout implementation, the project will follow the clear logic:



The project follows a model presented in *Figure 1 below*. The model is made with the ambition to create concrete and sustainable development impact for a green and inclusive transition in Serbia.

The current project is the first phase, part of a larger programmatic intervention in support of the Green Agenda in Serbia. The current project, first phase of the overall programmatic intervention, will include following activities: Establishment and coordination of Decision-Making Process, including participation and coordination with stakeholders; A1.1: Development of the pillar specific Roadmaps and Green Agenda Strategy for Serbia; part of the sub-activities under the A 1.2: Policy implementation support and capacity building relevant for pilot projects and scale-up, as specified in the related section of the project document; A 2.1 Preparation of mechanisms for implementation of pilot projects; A 2.2 Selection of pilot projects, part of the sub-activities under the A 2.3 Implementation of pilot projects, as specified in the related section of the project document; part of the sub-activities under the A 3.1 Promotion, awareness raising and policy dialogue, as specified in the related section of the project document; part of the sub-activities under the A 3.2 Support provided in development of conditions and technical assistance for future scale-up projects, as specified in the related section of the project document.

The current project, as the first phase of the overall programmatic intervention will be implemented over a 24 months period under the standard contribution agreement, as concluded between the EU and UNDP.

The second phase will be implemented during an additional 12 months period upon amendment of the EU-UNDP signed Contribution Agreement and receipt of additional resources. The amendment of the Contribution Agreement will be done within six months from the date of signature of the EU-UNDP standard Contribution Agreement.

The current project document sets out the scope of the overall programmatic intervention for consistency and complementarity.

The project document for the current contribution agreement defines the activities and expected results for this first phase. In addition, the current project document also includes an outlook and indication of the activities that will be implemented under the second phase upon amendment of the EU-UNDP signed Contribution Agreement and receipt of additional resources.

The second phase will include: part of the sub-activities under the A 1.2: Policy implementation support and capacity building relevant for pilot projects and scale-up, as specified in the related section of the project document; part of sub-activities under A 2.3 Implementation of pilot projects, as specified in the related section of the project document; part of the sub-activities under the A 3.1 Promotion, awareness raising and policy dialogue, as specified in the related section of the project document; part of the sub-activities under the A 3.2 Support provided in development of conditions and technical assistance for future scale-up projects, as specified in the related section of the project document; A 3.3 Development of project initiatives and alignment with potential EIB financing.

The project builds upon successful results of various projects and initiatives in the fields of Energy, Climate Change and Environmental Protection.

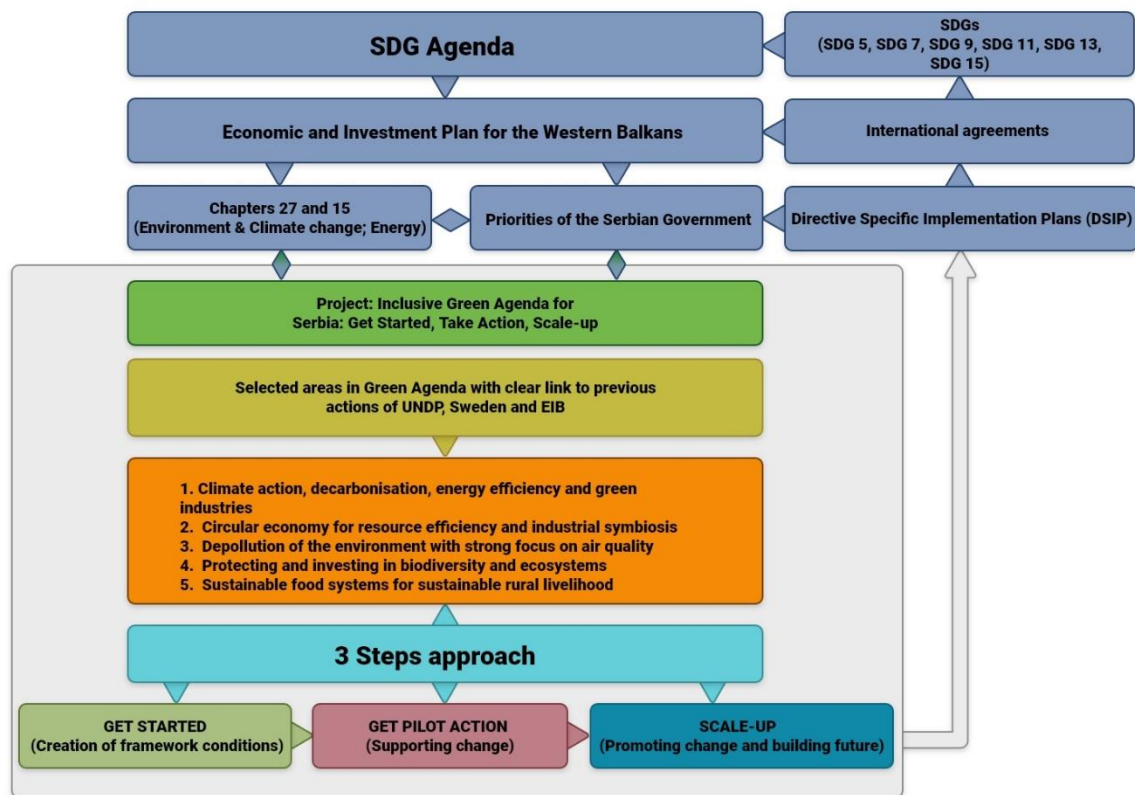


Figure 1: Model of the project approach

The starting point is the policy framework motivating the project, the globally agreed goals of the Sustainable Development Agenda, and more concretely the Economic and Investment Plan (EIP) and the Green Agenda for Western Balkans, including the Sofia Declaration on the Green Agenda and the Action Plan for the implementation of the Green Agenda in the Western Balkans. Within the five pillars of the Green Agenda the project is focused where 1) there is a prioritised need to deliver concrete results towards the EU accession process in the field of energy and environment (Chapter 15 and 27), 2) a policy momentum based on Government priorities and investments, and where 3) UNDP, EIB and Sweden (Sida) have experience and track record in policy support, pilot action support and potential scale-up. Based on this identification of areas within the five pillars of the Green Agenda, a three-step approach to trigger transformative change and deliver development impact has been designed. Ultimately, the deliverables from the three components will clearly feed back towards implementation of Serbian legislation, fulfilment of EU acquis, the Green Agenda and SDGs. The competitive advantage of the model is “closing the loop” - selecting actions based on the priorities, and thereby having the actions delivering and advancing towards their fulfilment. Importantly, although the project document gives attention to all five areas of the Green Agenda, the three first ones are where the project has primary attention. Implementation of all five areas remains possibility within the project. The abovementioned flexibility approach of the project means that, in each stage of the project implementation, the Project Steering Committee (PSC) will discuss and agree upon modifications of planned activities in line with most recent developments concerning the EU accession process, policy and regulatory improvements, progress in environmental infrastructure projects implementation etc. This will make sure that any overlaps are avoided and synergy is ensured for the purpose of cost-effectiveness.

The project will be delivered through activities, grouped under three components. Each group of activities have their rationale, purpose and close inter-connections:

Component 1 (activities group A1): Get-started – Creation of Conditions will aim to assure implementation is effective and efficient, and with the clear aim of creating conditions for the implementation of pilot projects and future scale-up initiatives, the first step is creation of good enabling conditions for a green transition in line with the EU accession process requirements. This will be achieved through policy support and capacity building, which will heavily rely on the EU expertise and examples of good practice. With a clear focus on policy implementation, strengthening of inclusive dialogue and capacity building, piloting actions will be more efficient and effective.

Component 2 (activities group A2): Get-Action – Supporting Change through Pilot Projects will develop and apply pilot schemes and test concepts that can be ready for scale-up and leverage. The support will be made through competitive solicitation processes in the form of “Challenge Calls” followed by provision of technical/expert assistance, primarily based on the EU/European expertise, and co-financing to support implementation and future scale-up investments. In case of air pollution, this would include for example investments with a clear link to air quality management plans that can concretely reduce emissions and be further scaled-up or used as a model for replication, also regarding strengthening inclusive societal dialogue and good governance. Examples of good practice from EU member countries will also be promoted while providing technical assistance.

Component 3 (activities group A3): Scale-up – Promoting change and building future will ensure that successful pilot actions and solutions are developed into larger scale bankable projects, replicable business models and garner public support for the green transition. Activities under this component will follow up on selected pilot actions and tests from Component 2, focusing on: 1. preparing and matching ideas and results with larger investment opportunities; 2. promoting replication of successful business models and 3. actively focussing on strategic communication of the results and advantages of green investments. Scale-up financing options under this component, will include EU financial mechanisms (predominantly IPA III), as well as EIB loans and other lending of development and commercial banks, as appropriate. Scale up support supported through EIB loans will be subject to a separate agreement between the EU and EIB.

The focus of the project is in fact on the piloting of concrete actions under Component 2. Component 1 (on creating enabling policy conditions) and Component 3 (on scale up of bankable pilot projects) both support and catalyse the topics and pilot measures supported through Component 2.

III. RESULTS AND PARTNERSHIPS

Expected Results

The overall objective of the project is to contribute to the efficient, inclusive and sustainable implementation of the Green Agenda in Serbia.

Specific objectives of the project are:

- ∅ To improve policy and base-conditions for the more efficient implementation of the Green Agenda in Serbia.
- ∅ To support pilot projects within the five priority areas of the Green Agenda in Serbia and promote opportunities for future scale-up financing.

The key performance indicators include:

- National strategies consistent with the Green Agenda for the Western Balkans; investment environment enabled with secured financing and successfully piloted replicable projects;
- ‘Good progress’ mark awarded in EU progress report for Serbia in chapter 5 due to progress in mainstreaming green public procurement, chapter 15 due to progress in renewable energy

investment and investments into energy efficiency and 27 due to progress in national environmental and climate policies update and implementation;

- Increased Government's absorption capacities for accompanying Economic and Investment Plan.

Project management and coordination is explained in details below.

ACTIVITY A 0.1 Establishment and coordination of Decision-Making Process (fully implemented in the First phase)	
Description of activity:	
This activity will establish management structure, as well as strategic steering approach for the implementation of the Action.	
Intervention	Description/Justification
Establishment of the project management structure.	UNDP will act as the entrusted entity with the full administrative and financial responsibility for the project and will hire a Project Manager who will manage the project in close consultations with the EU Delegation to Serbia. The Project Manager will be supported by the Project Coordinators (Project Coordinator for Decarbonization and Circular Economy and Project coordinator for Environment and Air Quality) and other team as required for implementation of this Action as further described in the methodology part of the Action document. UNDP will also act as a coordinator with the two other partners in implementation of the Green Agenda in Serbia. UNDP will set up an appropriate partnership mechanism for information exchange, coordination and decision making. This mechanism will particularly support coordination between the two separate contracts, one between the EU and UNDP, and the other between the EU and EIB.
Establishment of the strategic level steering and informed decision-making process.	In close coordination with the EU Delegation, UNDP will establish a Project Steering Committee (PSC) to ensure the national ownership and achievement of project objectives through the strategic level steering and informed decision-making process. Therefore, the overall progress, milestones, risk management and mitigation measures shall be agreed upon. The PSC will consist of representatives of: EU Delegation, Ministry of Environmental Protection, Ministry of Mining and Energy, Ministry of Agriculture, Forestry and Water Management, Ministry of Economy, Ministry of European Integration, UNDP and EIB as contracted for project implementation. The Ministry of Environment Protection will chair the Steering Committee and EU and UNDP will (co)chair the PSC together. Sweden will participate in its role as advisory capacity providing guidance and promoting and facilitating EU integration and strong coordination with other donors and their relevant projects. The PSC will decide based on consensus. The list of Steering Committee members is "non-exhaustive". It may, for instance, include also a number of IFIs or donors (such as Switzerland, Germany, with their respective development agencies, and others) or other additional supportive structure for consultation and coordination with international assistance might be sought for. The final composition of the PSC, in terms of appointed persons, will be discussed and agreed upon at the beginning of the implementation of the Action. The PSC will take strategic decisions and supervise the proper implementation of the Action, will decide on adjustments to the planned activities as appropriate and in line with the flexible approach of the Action. Steering Committee Members shall meet quarterly unless further ad hoc meetings are necessary. PSC will have an important role of coordinating activities that will be implemented under two separate individual Agreements, one between the EU and UNDP and the other one between the EU and EIB. The EU Delegation will also ensure synergy between the two individual Agreements.

	<p>UNDP will provide administrative and technical support to the PSC, including organising meetings and drafting/circulation of agendas (2 weeks before meetings), documentation for consideration (1 week before meetings) and taking minutes (1 week after meetings). Implementation/non-implementation of PSC decisions shall be noted in the subsequent report. All operational arrangements concerning the PSC will be prior agreed with the EU Delegation to Serbia.</p> <p>Among other, UNDP will develop the Visibility and Communication Plan before the signature of the EU-UNDP agreement. Once project is initiated, UNDP will amend the Visibility and Communication Plan in line with the PSC additional comments (if any) and in accordance with provisions of the General Conditions (Annex 2 to the EU-UNDP Contribution Agreement)</p>
Deliverables:	<p>First phase:</p> <ol style="list-style-type: none"> 1. Project management structure established. 2. PSC established. 3. Minutes from the PSC meetings approved. 4. Visibility and Communication Plan amended, as/if needed.

ACTIVITY A 0.2 Project implementation including participation and coordination with stakeholders (fully implemented in the First phase)

Description of activity:

This activity will establish institutional structures for coordination of Green Agenda implementation in Serbia as well as structure(s) supporting identification, prioritisation and implementation of green agenda actions, based on experience and mechanisms developed during implementation of this Project.

Intervention	Description/Justification
Establishment (support to operations) of the inter-sectorial and long-term implementation coordination for the Green Agenda - Advisory Committee and Technical Advisory Body	<p>Inter-sectorial coordination and long-term implementation of the Green Agenda requires institutional solution, which could include a high-level Government representation, possibly the Prime Minister's Office, Ministry of Environmental Protection (MEP), Ministry of Mining and Energy (MME), Ministry of Agriculture, Forestry and Water Management (MAFWM), Ministry of European Integration (MEI) and other relevant government bodies. Such a function could be performed by the Advisory Committee, which would coordinate overall Green Agenda activities in Serbia, but would also provide strategic guidance to this Project implementation and its alignment with the Government policies. Project Steering Committee will decide on setting up of such structure in the project inception phase. The EU Delegation would be also included in the Advisory Committee to ensure guidance and full alignment with the Green Agenda principles and EU accession process requirements.</p> <p>At the beginning of implementation of the activity, UNDP will assess if already established structures like Green Agenda Working Group, depending on the mandate of the Group, could serve the purpose of the Advisory Committee to the implementation of the Action.</p> <p>Depending on the already established Government structures, and with the aim to strengthen an inclusive discussion between decision-makers and stakeholders on the Green Agenda, UNDP will also establish a Technical Advisory Body (one or more – for each pillar of the Green Agenda). The Technical Advisory Body could be comprised of representatives of following stakeholders: government institutions, Standing Conference of Towns and Municipalities, chambers, youth organizations, CSOs, academia etc. The Technical Advisory Body will provide situation assessment, guidance and technical recommendations for the development and</p>

	<p>implementation of the pillar specific roadmaps and Serbia’s priorities on the Green Agenda, including pillar specific advice for implementation of this Project. The EU Delegation representatives will also contribute to the work of Technical Advisory Body/s, as appropriate.</p> <p>The Technical Advisory Body could involve a number of prominent think tank organizations, such as the Coalition for the Chapter 27, RES Foundation from Serbia, EXIT foundation from Serbia and others. UNDP will make sure that all relevant stakeholders are involved in each of the three components, to feed into the policy improvements, benefit from and be involved in pilot actions and contribute to scale up. In the initial phase of the project, UNDP and partners in implementation of the Green Agenda in Serbia will consult representatives from civil society on how the project can strengthen and promote inclusiveness of the green agenda, contributing to access to information, public participation and good governance.</p> <p>During the initial phase the Project will assess, as appropriate, in dialogue with EU member states and international assistance, how to strengthen European and EU Member state (Team Europe) expertise in the policy and implementation modalities of the project and create leverage and coordination with other activities/project relating to the Green Agenda. The activities could, for example, further explore engagement of the member state capacities or business experiences, but also facilitate close coordination and cooperation with the donor community, where feasible, and revise project planning accordingly.</p> <p>Finally, UNDP and partners in implementation of the Green Agenda in Serbia will safeguard that no one is left behind in the green transition. For example, the project will, at an initial phase, analyse how less developed municipalities, and marginalized groups will benefit and participate in project activities and how social cohesion can be strengthened and revise project planning accordingly. EU Delegation will have the opportunity to promote the EU Just Transition policy and mechanism and related opportunities.</p>
Strengthening of implementation capacities in the Ministry of Environmental Protection	<p>UNDP will assess existing capacities of the MEP (for example, such as MEP grants management capacity) and propose the establishment of a new structure, which could be involved into implementation of this Project and in due time overtake implementation management experience. This will increase sustainability of various mechanisms developed during implementation of the Project and also strengthen MEP capacities in implementation of the green agenda. If the Steering Committee recommends establishment of new structures, for example, Green Agenda Implementation Agency, UNDP will develop appropriate legal and procedural aspects, provide training to the staff and support initial operations. UNDP will identify need for such implementation mechanism at the initial stage of the Project implementation in order to ensure its integration and development, in particular, when starting A2 group of activities.</p>
Deliverables:	<p>First phase:</p> <ol style="list-style-type: none"> 1. Advisory Committee established / similar function provided by the activities of the Green Agenda Working Group. 2. Pillars specific Technical Advisory Body(s) (alternatively - sub-groups of the GAWG) considered and, if decided by the PSC, established/ formed. 3. Institutional structure for the implementation of Green Agenda identified and established, as appropriate.

All project activities are grouped under three components explained below.

COMPONENT 1: GET STARTED – CREATION OF FRAMEWORK CONDITIONS

ACTIVITY A1.1: Development of the pillar specific Roadmaps and Green Agenda Strategy for Serbia (fully implemented in the First phase)	
Description of activity:	
<p>The project will be implemented by taking into account following: EU guidance through Economic and Investment Plan, Green Agenda for the Western Balkans, Sofia Declaration on the Green Agenda, Action Plan for the Implementation of the Sofia Declaration, but also large number of national strategic documents, including these supporting EU accession process and the negotiating position. Two interventions are planned under this activity – operational and strategic. Operational will include developing and agreeing roadmaps with participation of all stakeholders to guide this project implementation. Strategic intervention will include inclusive development of the national strategic policy document on Green Agenda.</p>	
Intervention	Description/Justification
Development of the pillars specific Roadmaps to support Green Agenda	<p>In order to achieve maximum impact of EU financing relevant to green agenda, UNDP will develop five pillar specific roadmaps in close coordination with the EU Delegation. UNDP will broadly consult with concerned target groups and stakeholders (including national institutions, but also local self-governments, donor community, business, academia and CSOs). These operational roadmaps will include all activities under this action, but also will consider the broader context and will identify other relevant activities, to be implemented with the support of EU financing instruments (such as IPA III), national and international financing sources, including IFIs support. This will also support donor coordination efforts.</p> <p>Stages of the roadmaps' development will include (1) preparatory stage, when roadmaps will contribute to the "National Environmental Strategy: Green Agenda for Serbia" development process and (2) implementation stage, when identified activities from the roadmaps will be implemented with the support of this project but will also serve as an indication of needs for other potential financing sources, primarily EU Instrument for pre-accession.</p> <p>The Ministry of Environmental Protection and other institutions responsible for each pillar will take full ownership of the roadmaps. UNDP will also support annual review and provide recommendations for update and extension of these documents, as appropriate. The roadmap will serve as a complementary planning document, at the operational level, where activities, will be formulated at the project level, as appropriate. UNDP in consultations with the EU Delegation, will ensure coordination and establishment of links with the Chapter 27 implementation documents like Multiannual Investment and Financing Plan (MIFP), relevant Directive Specific Plans and similar.</p>
Development of the National Environmental Strategy: Green Agenda for Serbia (indicative title)	<p>To guide overall implementation of green agenda, upon request made by the Ministry of Environment in close consultations with the EU Delegation, UNDP will support development of a strategic document, which will integrate environmental concerns and green agenda objectives reflecting Sofia Declaration and the Action Plan for its implementation. The document will be prepared with the aim of being adopted by the Government as the National Environmental Strategy. During development of the Strategy, UNDP will consider the existing strategic planning documents (both sectoral and directive specific) and those pending adoption. Indicative content of the Strategy includes following chapters:</p>

	<ul style="list-style-type: none"> • Methodology • State of Environment • Environmental policy framework and implementation assessment • Green Agenda objectives • Vision and objectives of the Strategy • Priorities and main measures • Implementation framework • Strategy implementation monitoring • Action Plan <p>UNDP will, in agreement with the Ministry, further define the table of content with the involvement of the Green Agenda Working Group. This activity will be implemented under the ownership and lead of the Ministry of Environmental Protection and will include a broad stakeholder consultation process.</p> <p>Roadmaps, as described above, will contribute to the development of the National Environmental Strategy.</p>
Deliverables:	<p>First phase:</p> <ol style="list-style-type: none"> 1. Five Green Agenda pillar specific Roadmaps developed, including gender perspective where appropriate. 2. National Environmental Strategy (i.e. Green Agenda for Serbia), prepared in an inclusive and gender sensitive manner and submitted to the Government for adoption.

ACTIVITY A 1.2: Policy implementation support and capacity building relevant for pilot projects and scale-up (partially implemented in the First phase and partially in the Second phase)

Description of activity:	
<p>The Serbia 2021 EU Progress Report sends a clear message on the need to increase focus on implementation, not at least related to Chapters 15 and 27. Whilst progress was made in alignment with the legislation, the implementation focus remains a fundamental challenge and barrier to greening the society and economy. UNDP, in consultations with the EU Delegation, will provide tailored support in sense of upgrading policy/regulatory framework ensuring pre-conditions for pilot projects and scale-up actions. In fact, this Activity, as well as the entire Component 1, is tailored to enable and catalyse the implementation of pilot measures under Component 2.</p> <p>When implementing this activity, UNDP will additionally assess each specific intervention for compliance with policies and will ensure horizontal coordination among pillars. Pilot interventions which address the issue comprehensively and link with interventions with other pillars will be prioritized.</p> <p>Through this activity, UNDP and partners in implementation of the Green Agenda in Serbia will aim, in all five pillars, to engage expertise and experience from EU member states/European countries, and other countries advancing on the Green Agenda. This EU-based technical assistance will support policies, pilot projects and scale up of bankable investments. UNDP as main implementing entity will make sure that this EU/European expertise is made available to Serbian stakeholders, i.e. through workshops, also highlighting the shift to green technologies.</p> <p>Through this policy implementation support and capacity building activity strong focus will also be given to strengthening inclusive societal dialogue, good governance and the leaving no one behind perspective of the green transition, i.e. when strengthening policy development and in capacity building activities.</p>	
Intervention	Description/Justification
Facilitation of climate action,	Revised Nationally Determined Contribution (NDC), the adoption of the Climate Change Law, and the draft Low-carbon Development Strategy set the framework for

<p>decarbonisation and energy efficiency</p>	<p>identification of specific measures and investments to reduce GHG emissions. This includes compliance with the EU Emission Trading Scheme (ETS), among others. At the same time, the energy efficiency measures and a new boost to renewables are triggered by the decisions of the Energy Community, both in public and private sector (households, public and commercial buildings, etc.). New energy legislation creates a favourable environment and attracts donor and International Financing Institutions' (IFI) financing for the acceleration of investments in energy efficiency and renewables. UNDP will implement this intervention in synergy with other projects: 1. Swedish supported Industrial Emissions Directive project which, among others, will be identifying ETS operators and develop ETS Directive Specific Implementation Plan; 2. the EU funded "Tratolow – Transition Towards Low Emissions in the Western Balkans and Turkey" project; 3. EU funded projects implemented by the Ministry of Mining and Energy (such as EU financed National Energy and Climate Plan development project or WBIF financed projects).</p> <p>This activity will include support for the implementation of the legal framework in the area of climate change, what UNDP will achieve by:</p> <p>First Phase:</p> <ol style="list-style-type: none"> 1. Selection, on a competitive basis, of up to 10 EU ETS operators and up to 10 public and private entities from non-ETS sectors and assisting them in a) identification of best technologies for lowering their carbon intensity, b) preparing proper GHG monitoring plans, GHG emission reports and c) to apply for the GHG Permit. 2. Capacity building of operators on their legal obligations, socio-economic benefits, and prepare for compliance with EU directives. 3. Capacity building of competent state institutions on the quality assurance and control of GHG monitoring plans and reports and issuance of GHG emission permits: <ol style="list-style-type: none"> 3.1. Based on the legal framework for GHG emissions permitting requirements (legal basis expected to be established March 2022), the activity will support capacity building for MEP and SEPA regarding implementation of the newly established permitting requirements; 3.2. In cooperation with Sweden (Sida) IED project, UNDP will develop an IT solution to support an integrated permitting process including GHG emissions permitting, as appropriate. 4. In line with Law on Climate Change, support at least 5 local self-governments in planning and reporting on GHG mitigation measures through local low-carbon development policy documents, with accompanying capacity building actions. 5. Technical assistance (in the form of expertise, primarily from EU member states) to the MEP to align its strategic and legal framework on low carbon development with the EU Climate Law and the rest of relevant EU climate acquis, National Energy and Climate Plan (NECP), in elaborating the "EU-ETS equivalent measures" (e.g. the carbon tax/carbon pricing) to support compliance with the EU-CBAM. Among other, UNDP will conduct this activity by: <ol style="list-style-type: none"> 5.1. Building upon the analysis and recommendations done by the ongoing World Bank study on CBAM effects and options to overcome its negative impacts; 5.2. Assessing the impacts on 10 selected industries as part of implementation of activity 1 to ensure input for further policy choices;
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	<p>6. Based on the assessment of the situation, providing technical support to the MME in aligning the national energy efficiency (EE) and renewable energy (RE) policy with EU, namely in planning EE and RE targets, monitoring of the implementation of EE and RE planning documents, reporting on the results of implemented measures.</p> <p>7. Considering already programmed EU assistance, providing technical support to the operation of the EE Directorate (established by the new EE Law) in preparing programmes for financing EE and RE measures, both for private and public entities (including households, public entities, industry and commercial sector).</p> <p>8. Based on sectoral policy interventions, providing technical support for the implementation of Energy Management System, as envisaged by the new EE Law, including for the purpose of supporting the ESCO (Energy Service Companies) models in public sector.</p> <p>Second phase:</p> <p>1. Supporting development of feasibility studies or detailed energy audits for selected public buildings. These detailed energy audits represent crucial data for the feasibility of ESCO model.</p>
Facilitation of industrial emissions reduction and greening the industries	<p>Compliance with the Industrial Emission Directive (IED), along with the Emission Trading Scheme Directive (EU ETS), is critical to ensure green transition of public and private companies and industries. Directive Specific Implementation plan (IE DSIP) gives guidance for measures necessary for a complete compliance for a large number of industries in different sectors, such as food, farms, animal waste, paper and energy. Swedish and EU projects provided mapping and fact/base to support the financial ability, as well as the investment needs of the IED industries. The Swedish IED project will continue concentrating on transposition of the directive requirements, while this activity will build on these results and will extend them to GHG permitting. This activity will also rely on IED project regarding the identification of ETS installations as part of ETS DSIP development. The aim of this activity is to support the initiation of GHG permitting process and facilitate the participation of IFIs in the policy dialogue. It will also support further compliance of industries with integrated permit requirements.</p> <p>UNDP will deliver this activity through:</p> <p>First phase:</p> <ol style="list-style-type: none"> 1 Identification of the remaining gaps and needs in the alignment of national legislation with EU integrated permitting requirements, focusing on IED and ETS requirements interaction (in cooperation with Sweden (Sida) IED project). 2 Development of guidance, primarily relying on know-how of EU member countries, for greening of the public and private companies and industries falling under either EU ETS and/or IED (including by identifying appropriate BATs). This may include support to the establishment of the National Center for BATs (as a permanent structure for the provision of TA) to ensure sustainability of the intervention. 3 Supporting up to 10 IPPC/IED installations (which at the same time are ETS operators) to prepare integrated permit applications (focusing on GHG emissions). Activities to be coordinated with Swedish/Sida IED project. 4 Capacity building of operators and relevant authorities by bringing in expertise and know-how from EU member states, including experience of BAT technologies.
Facilitation of circular economy	<p>This intervention will build upon the EU Circular Economy Package, recent developments concerning the strategic and legal framework for the circular economy and related pilot projects, such as: the Circular Economy Roadmap, preparation of the</p>

<p>implementation for resource efficiency and industrial symbiosis</p>	<p>National Circular Economy Programme, implementation of the Swedish and EU funded project “Source Separation in Four Regions (SS4R)”, supporting source separation in 17 municipalities in Serbia, AFD & EBRD project supporting 8 regional centers and other waste related projects. Activities will rely on the achieved results and will target remaining gaps. This will allow the faster establishment of the regulatory framework, but also boost implementation. Where relevant, UNDP will involve the Serbian Chamber of Commerce and Industry and its Circular Economy Hub and Platform to support the transition of the corporate sector and industries. UNDP will specifically target remaining gaps in the strategic and legal framework to increase waste reuse & recycling.</p> <p>While implementing this activity UNDP will consult with EU Delegation and build on results of the UNDP-GEF Circular Economy Project, which, among others, will support (1) development of recommendations for setting up the Market of Secondary Raw Materials in Serbia, (2) setting-up the Registry of by-products, (3) development of Guidelines for promotion of the roles of creative industries in circular/green transition and the use of IoT in shifting towards circular production processes, (4) development of local circular economy roadmaps.</p> <p>UNDP will deliver this activity through:</p> <p>First phase:</p> <ol style="list-style-type: none"> 1 Support to the MEP in developing New Waste Management Law by integrating circular economy approach (including specific waste streams like construction/demolition waste, plastics, biodegradable waste and similar). 2 Support capacity building of key actors, through at least 3 workshops, to enable the implementation of the circular economy elements of the new Industrial Policy Strategy of Serbia, in collaboration with the Chamber of Commerce and Industry, also highlighting European experiences and technologies. 3 Support to Circular Economy Working Group activities (as established by MEP). <p>At the municipal level (potentially prioritizing municipalities which are part of the ongoing regional waste management systems development project, for example, EBRD loan package), UNDP will deliver this activity through:</p> <p>First phase:</p> <ol style="list-style-type: none"> 1 Selection of up to 5 cities/municipalities to assist them in integrating circular economy requirements in local waste management plans in line with the national CE framework (coordinated with planned IPA project), potentially exchanging experiences with European examples and expertise. 2 Selection of the 2 cities/municipalities with wastewater treatment facilities to help them tackle sludge and bio-waste management, contributing to the Serbian Sludge Strategy implementation (also by bringing in experiences of the EU member states/European examples).
<p>Facilitation depollution of the environment with strong focus on air quality</p>	<p>Air pollution in Serbia is a multi-layered challenge, with intertwined competencies and overlapping mandates of central and local authorities. According to the official data of the Serbian Environmental Protection Agency (SEPA), people living in densely populated areas are the most at risk of consequences of air pollution. Citizens of Belgrade, Nis, Smederevo, Kosjeric, Pancevo, Novi Sad, Uzice and Bor, are breathing the category III - excessively polluted air. By March 2021, out of 16 LSGs that are obliged by law to have approved Air Quality Plans, 7 of them have it, 3 are in the process, and 6 have not started yet. The quality of the plans is also under question as they usually focus only on transport measures. The development of the National Air Protection Programme is underway, supported by the EU. When designing and implementing</p>

	<p>these activities, UNDP will consult with the EU Delegation, in particular to ensure synergy between the National Air Protection Programme and the Action. Based on that, UNDP will strengthen inclusive dialogue with national and local authorities, taking the leaving no one behind perspective. Also, while developing local air quality plans, UNDP will pay particular attention to the air quality monitoring measures, where appropriate.</p> <p>UNDP will deliver this activity through:</p> <p>First phase:</p> <ol style="list-style-type: none"> 1 Providing recommendations for improvement of the Air Protection regulation by further transposing relevant EU directives, in particular, Ambient Air Directive and the NEC Directive. Recommendations may support the integration of air protection into the following sectors: health, energy, industry, agriculture, forestry and infrastructure. Special focus will be on the incentives for the switch of individual/heating burning units, improvement of standards and mechanisms for shifting to environmentally friendly appliances. 2 Based on identified needs, development of tailor-made training module on participatory air quality planning and short-term plan development (including representatives of local self-governments, relevant institutions and companies). The UNDP will deliver the trainings for at least 50 representatives of LSGs, based on the training module. 3 Selection, on a competitive basis, up to 10 municipalities and assisting them in development or improvement of Air Quality Plans or Short-term Action Plans. While developing or improving the Plans, particular attention will be given to the local self-governments with big emitters, including instruction for the development of Emission reduction plans of operators (how to apply article 39 of the Air Protection Law). 4 Establishing and maintaining EU-led, inclusive policy dialogue on air pollution, throughout iterative annual conferences, including special attention to leaving no one behind perspective of the Green Transition and its implementation needs in Serbia. 5 Organization of at least two events to promote the regional exchange of experiences, i.e. through the UNDP/Sweden (Sida) air quality project in North Macedonia, for national and local administrations to learn regionally.
Facilitation of protection and investment in biodiversity and ecosystems	<p>The project will assist the Government in restoring forest ecosystems and afforestation (including through private-public collaboration). This will contribute to the achievement of targets set by the Spatial Plan for the Republic of Serbia (41% of forest cover by 2050), future Government's action plan on afforestation and the implementation of NDC (including climate mitigation and adaptation co-benefits of afforestation). In addition, the project will contribute to the efforts of the Ministry of Agriculture, Forestry and Water Management (MAFWM) to improve the Inventory of Agricultural Land, in particular by identifying the exact number of parcels of abandoned state-owned land. So far, almost 2500 hectares of abandoned agricultural land was identified that can be used either for afforestation (e.g. to plant windbreak trees) or for farming, including organic farming. The project will contribute to achieving Serbia's Land Degradation Neutrality Targets by 2030. In order to comply with EU Natura 2000 requirements and the Emerald Network, the protected areas will need sustainable management plans emphasizing the potential of nature-based solutions and their multifunctional benefits. The project will rely on experiences from EU supported Natura 2000 project, UNDP projects, as well as Swedish financed projects in the area.</p>

	<p>UNDP will deliver this activity through:</p> <p>First phase:</p> <ol style="list-style-type: none"> 1 Identification of abandoned agricultural land plots (at least 100 – 200 ha) which are suitable for afforestation and support the afforestation process in collaboration with the MAFWM, and forestry management companies. 2 Identification of priority areas for forest landscape restoration, including ecosystem, biodiversity, socio-economic, climate, and cost-benefit analyses & development of three pilot Forest Landscape Restoration plans. 3 Establishment of the National Afforestation Body in order to prepare the mechanism for organized implementation of mass afforestation actions. 4 Elaboration of at least one protected area management plan in line with Natura 2000 requirements, in a selected protected site, demonstrating integrated cross sectoral implementation approach, including integration of Nature based solutions (NbS). Area to be selected at the start of the Action in cooperation with MEP.
<p>Facilitation of sustainable food systems for sustainable rural livelihood</p>	<p>The food system of today faces a number of challenges related to the complexity of global supply chains. This includes challenges of logistical hurdles that can lead to food waste and difficult product recalls, siloed information on the origins and quality of food products that makes it difficult to address growing consumer demand for transparency. COVID-19 pandemic has underlined the importance of a robust and resilient food system that functions in all circumstances, with short supply chains. In addition, further alignment with the EU requires more focus on healthy and sustainable food production, free of pesticides (as planned by EU's Farm to Fork Strategy). Sustainable food production is particularly important tool for ensuring the sustainable livelihood of rural communities adjacent to protected areas. The project will build on the EU's Farm to Fork Strategy and on previous UNDP projects, as well Swedish funded projects in the area.</p> <p>UNDP will deliver this activity through:</p> <p>First phase:</p> <ol style="list-style-type: none"> 1 Providing recommendations for improving the legislative framework for sustainable food systems in Serbia, with a focus on food traceability (potentially including the development of an initial set of standards for data collection, governance, ownership and sharing). 2 Capacity building on ecologically suitable agricultural production and on integration of rural farmers in protected areas management, for at least 15 rural farmers, adjacent to at least two protected areas. <p>Second phase:</p> <ol style="list-style-type: none"> 1 Capacity building on ecologically suitable agricultural production and on integration of rural farmers in protected areas management, for at least 5 rural farmers, adjacent to at least two protected areas.
<p>All expected deliverables of Component 1:</p>	<p>First phase:</p> <ol style="list-style-type: none"> 1. 6 trainings provided to 10 EU ETS operators and 10 public and private entities from non-ETS sectors. 2. 10 MEP and SEPA staff members trained in quality assurance and control and monitoring plans & reports as part of GHG emission permitting.

	<ol style="list-style-type: none"> 3. 5 local low-carbon development policy documents developed. 4. 10 MEP staff trained in planning and implementation of EU ETS or equivalent measures. 5. At least one regulatory act aligning the national EE policy and one aligning national RE policy with EU norms developed or amended. 6. Expert report on development of the rules of procedures for supporting operation of the future EE Directorate prepared. 7. 100 designated public services receive energy management system and training, pre new energy efficiency law (hospitals, services, etc.) 8. 2 regulatory acts aligned with EU integrated permitting related requirements, focusing on IED and ETS requirements interaction (in cooperation with Sweden (Sida) IED project). 9. Guidance document developed for greening of the public and private companies and industries falling under either/both EU ETS and/or IED. 10. 10 IPPC/IED operators supported and trained to prepare IPPC permit applications (focusing on GHG emissions). 11. Regulatory act amended/developed (potentially, developing New Waste Management Law) to accommodate requirements of the EU Circular Economy package. 12. 3 workshops for key actors organized to promote implementation of the circular economy elements of new Industrial Policy Strategy of Serbia in collaboration with the Chamber of Commerce and Industry. 13. Up to 5 local waste management plans amended with circular economy requirements. 14. Solutions for sludge and bio-waste management identified for 2 cities/municipalities with functional wastewater treatment facilities. 15. Recommendations for improvements of regulatory acts on air quality prepared. 16. Tailor-made training module on participatory air quality planning and short-term plan development prepared and at least 50 representatives of LSGs trained. 17. Up to 10 local Air Quality Plans and/or Short-term Action Plans developed or improved. 18. 3 annual conferences on inclusive policy dialogue on air pollution held, with particular focus on leaving no one behind perspective of the Green Transition and its implementation needs in Serbia. 19. 2 workshops on regional cooperation on air quality management held. 20. Abandoned agricultural land plots (100 – 200 ha) suitable for afforestation identified. 21. 3 pilot Forest Landscape Restoration plans for priority areas developed. 22. National Afforestation Body established.
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	<p>23. One Sustainable Protected Area Management Plan elaborated for demonstration of integrated cross sectoral implementation approach.</p> <p>24. Policy recommendations developed for improving the legislative framework for sustainable food systems in Serbia.</p> <p>25. Capacity building training on ecologically suitable agricultural production provided to at least 15 rural farmers, adjacent to at least two protected areas.</p> <p>Second phase:</p> <p>1. At least 5 detailed energy audits for selected public buildings identified and supported, as well as ESCO model, prepared.</p> <p>2. Capacity building training on ecologically suitable agricultural production provided to at least 5 rural farmers, adjacent to at least two protected areas.</p>
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COMPONENT 2: GET PILOT ACTION – SUPPORTING CHANGE

ACTIVITY A 2.1 Preparation of mechanisms for implementation of pilot projects (fully implemented in the First phase)	
Description of activity:	
Through this activity UNDP will, in close coordination with the EU Delegation, focus on establishment of the mechanisms for implementation of piloting actions to support green transition. Depending on type of the pilot project, two main modalities will be considered – financial support or expert support or both.	
Intervention	Description/Justification
Developing and agreeing mechanism for implementation of pilot projects: co-financing mechanism	<p>UNDP will provide financial support on the basis of prior competitive process (Innovation Challenge Calls), to selected initiatives that will demonstrate highest alignment with the project’s objectives, high level of commitment and relevance as regards identified challenges. The selection criteria will be agreed with the EU Delegation. Two overall criteria will be: additionality and innovativeness of awarded solutions. Project selection will also be checked against the classification of the EU Taxonomy. UNDP will provide support in the form of co-financing (financial assistance to third parties), where payments would be based on performance. Besides the performance-based payments (PBPs), the project will also introduce guarantee schemes for commercial loans and other borrowings for green investments and projects for public and private entities. This scheme will act as de-risking facility for innovative solutions in the area of decarbonization, circular economy, reducing industrial emissions and air pollution. Co-financing from beneficiaries would be always required.</p> <p>The UNDP has already successfully tested the “Innovation Challenge Calls” methodology, as a tool to source innovative, cost-efficient and low carbon technologies, projects and businesses models. It will serve as a basis for clearance of potential beneficiaries of the grant/co-financing mechanism (including both, performance-based payments and guarantees for commercial loans and other borrowings). While developing the grant/co-financing mechanism, UNDP will take into account practices used for selection of projects by relevant ministries, as appropriate.</p>
Developing and agreeing mechanism for implementation of pilot	Following the Innovation Challenge Calls, UNDP will, in close coordination with the EU Delegation, provide professional technical support (also called “acceleration support”) to initiatives which are aligned with the project criteria. UNDP will primarily target experts with practical EU member state expertise. An example of such support would be provision of experts to LSGs, to assist them with elaboration/prioritization of “no-

projects: expert support mechanism	<p>regret” measures from the local Air Quality Plans/Short-term Action Plans that may be subject of co-financing and implementation; or provision of guided mentorship for companies to help them develop their innovative project/idea into implementable business/investment.</p> <p>UNDP will apply its methodology for expert support in coordinated approach with partners in implementation of the Green Agenda in Serbia and relevant institutions.</p>
Deliverables:	<p>First phase:</p> <ol style="list-style-type: none"> 1. Co-financing mechanism for implementation of pilot projects developed and agreed. 2. Expert support mechanism (“acceleration support”) for implementation of pilot projects developed and agreed.

ACTIVITY A 2.2 Selection of pilot projects (fully implemented in the First phase)

Description of activity:

UNDP will always apply competitive process for selection of pilot projects, respecting transparency and equal possibilities. UNDP will apply gender equality principle to ensure that initiatives contribute to gender equality and to increase the likelihood of women’s led initiatives to participate in competition.

UNDP will develop and apply mechanisms for selection of pilot projects – **Innovation Challenge Calls** - in close cooperation with the EU Delegation and relevant institutions. The methods of invitation/competition will depend on a typology of actions. Potential approaches will include public open calls for proposals and invitation to shortlisted entities (where principles of creation of short-lists will be clearly presented).

Regardless of the method of invitation, the selection procedure will be based on fair and transparent eligibility and selection criteria defined and presented to potential beneficiaries always in advance. The evaluation process will be carefully registered, justified and presented in the evaluation reports. The selection criteria will include:

- Level of preparedness of candidates – only candidates which have fulfilled necessary pre-conditions in a sense of experiences, capacities and any technical pre-conditions can be accepted,
- Commitment – only beneficiaries who have demonstrated a high level of commitment are acceptable. In this respect, the outputs from the A1 will be used as a reference,
- Level of co-financing provided by the beneficiaries,
- Level of change/impact, and contribution to Chapters 27 and 15,
- Innovativeness in approaches and potential connection between public and private sectors,
- Additionality to climate and environmental criteria, with underlying social and gender considerations,
- Attractiveness for blended finance and/or commercial loans.

For the purpose of selecting the projects and their evaluation against the criteria, UNDP will establish the team of independent experts. The experts will be selected on the basis of their familiarity with the Green Agenda and related EU policy and practice. Experts from the EU member states/European countries will have competitive advantage in that regard. During the selection process, UNDP will make sure to identify those projects that have the potential to be financed through the EU financing instruments (IPA). UNDP will always consider inclusive approach, in particular for women entrepreneurship, but also in regard of promoting and strengthening of an inclusive dialogue (i.e. between decision-makers and civil society/citizens), as well as supporting less favoured municipalities and also seeking EU member state or broader European expertise. Similarly, UNDP will make sure that such EU expertise is provided in the form of guided mentorship to those projects that require further technical assistance to become ready for implementation support (the so called “acceleration process”).

<p>When developing Challenge calls for selection of pilot projects, UNDP will consult with the EU Delegation. Also, where possible, the calls will target projects and other interventions demonstrating policies integration approach and horizontal (among pillars) coordination approach. In addition, while formulating the challenges, UNDP will make sure that interests of vulnerable and marginalized groups are taken into account. This will contribute to the inclusiveness and the “leaving no one behind” approach.</p> <p>Upon completion of selection process, UNDP will initiate the acceleration process for the successful candidates. After the acceleration process, only those candidates that demonstrate best progress, results and maturity in terms of the initial criteria will be supported in implementation under A 2.3. The Steering Committee will make final decision on supporting most successful candidates in implementation, based on prior consultations with independent experts engaged through a competitive process.</p>	
Intervention	Description/Justification
<p>Establishing mechanism for selection of pilot projects for climate action, decarbonisation and energy efficiency: First and Second challenge call</p>	<p>The project builds upon the positive momentum of the adoption of climate and energy legislation that unlocks the opportunities for scaled up investments, both in public (e.g. public buildings, public utility companies - such as for power and heat generation) and private/industrial sector (e.g. energy-intensive industries, but also in biomass/biogas production, transport, agriculture, food production/processing, waste management etc.).</p> <p>UNDP will deliver this activity through:</p> <ol style="list-style-type: none"> 1 Launching the First Challenge Call for Decarbonisation of the economy, for the public and private sector and completing the evaluation process. The Call will build upon the work with companies and industries undertaken under group of activities 1.2. It will identify innovative solutions (new business models, new technologies or digital solutions) proposed by companies with the significant potential to reduce GHG emissions, while also producing positive environmental, social and economic benefits for communities and citizens. 2 Launching the Second Challenge Call for de-risking Renewable Energy (RE) Investments will attract reliable and affordable renewable energy solutions from both, public and private sector and completing the evaluation process. The call will be accompanied by an innovative framework to assist institutions, banking sector and investors in Serbia by systematically identifying the barriers and associated risks which can hold back private sector investment in use of RE. Identified risks will be classified and categorised in different groups based on which policy and/or financial de-risking instruments will be recommended, thereby putting in place packages of targeted public interventions to address these risks. Each intervention will act in one of three ways: either reducing, transferring, or compensating for risk. The overall aim is to cost-effectively achieve a risk-return profile that catalyses private sector investment at scale.
<p>Establishing mechanism for selection of pilot projects for industrial emissions and green industries: Third challenge call</p>	<p>For industrial emissions and greening of industries, project will build upon and be complementary to Swedish/Sida funded activities. Assessments provided in the Directive Specific Implementation Plan for the IED, indicated that costs of full compliance with the IED (to be brought primarily by companies and industries) will amount to approx. 1,3 billion EUR.</p> <p>UNDP will launch third Challenge Call for industries falling under the IED that have started up the work on permits (intervention under 1.2 group of activities) and complete the evaluation process. It will trigger the investments in cleaner technologies and assist industries to align with EU production standards, hence contributing to competitiveness of Serbian industries. Moreover, the potential investments will contribute to creating new jobs through investments in green technologies (for</p>

	instance, the 2015-2019 UNDP – GEF funded project showed that between 5-15 new green jobs could be created per 1 MW of installed biomass/biogas capacity).
Establishing mechanism for selection of pilot projects for circular economy for resource efficiency and industrial symbiosis: Forth Challenge Call	<p>Lack of source separation and waste treatment at municipal level, low waste recycling rates, represent an obstacle for promoting circular economy. This project will unlock solutions of the public and private sector to support improved waste treatment, from waste prevention, separate collection, to reuse and recycling. The project will build upon EU directives (and related DSIPs), Serbia’s Circular Economy Roadmap, as well as upon projects such as: forthcoming EU IPA project, Sweden (Sida) EISP project (Environmental Infrastructure Support Project) providing significant equipment for source separation of waste at the municipal level (25 municipalities) and other waste initiatives.</p> <p>UNDP will launch the fourth Challenge Call to support transition from linear to circular economy business models and complete evaluation process. The Call will have two components: (1) Selection & support to implementation of innovative business models, technologies and digital solutions put forward by public companies/municipalities with a focus on resource efficiency through non-hazardous waste reuse and recycling (particular focus will be on biodegradable waste including sludge); (2) selection & support of the SMEs (e.g. HORECA sector), waste operators and industries (e.g. farms and food processing industry) to establish the industrial symbiosis and apply the best available technologies/techniques for optimized resource and energy consumption. This component could also include other waste streams such as: construction/demolition waste, plastics, paper, metal and glass. UNDP will work with the Chamber of Commerce and Industry while supporting circular economy solutions that are based on business-to-business cooperation or industrial symbiosis.</p>
Establishing mechanism for selection of pilot projects for depollution of the environment with strong focus on air quality	<p>The project will build upon the fact that some of major agglomerations in Serbia have the air quality of category III - excessively polluted air, as well as on findings of UNDP – SCTM Study claiming that only 33.8% of LSGs confirmed that they have implemented air protection in the past three years. The project will also build upon UNDP’s pilot Clean Air Innovation Challenge for innovative products and technological solutions to improve air quality in Serbia, conducted in 2020. Out of 55 ideas of the public, corporate, civil and R&D sector, 14 innovative proposals have been selected (concerning individual heating/combustion units, air quality monitoring, air purification, reducing the impact of air pollution on children and other equipment), based on their feasibility and expected impact, with the overall value of \$1 million USD. UNDP will apply similar approach, in particular by working with LSGs that were selected to the Public Call for the Air Protection Plans (under Get Started component). Importantly, the project will also aim at replicating success story of Air Quality Improvement Pilots from North Macedonia, City of Skopje (financed by Sweden) and UNDP projects. UNDP will cooperate with LSGs and CSOs in the design and implementation of this activity.</p> <p>UNDP will deliver this activity through:</p> <ul style="list-style-type: none"> • Launching the Fifth Challenge Call on air quality improvement pilots at community level and finalizing evaluation process. Pilots may include but not be limited to: replacing individual heating/burning units with more efficient ones (coal with pellet), installing heat pumps in schools and other local public institutions, traffic optimization, or other small-scale measures with high impact. The pilots will have several steps: a) Selecting the pilot area, b) on-site measuring of the air quality & setting the baseline parameters, c) Conducting the feasibility study, d) Selecting and designing measures for improvement, e) Implementing and monitoring the measures;

	<ul style="list-style-type: none"> • Selection of priority and “no-regret” measures from the local Air Quality Plans/Short-term Action Plans to be supported in implementation, such as feasibility assessment of measures for reducing air pollution from public or private sources, measures to replace fuel sources on the local level (prioritizing the cleanest sources, in line with EU taxonomy), measurements.
Establishing mechanism for selection of pilot projects for protecting and investing in biodiversity and ecosystems	<p>The project will build upon UNDP’s work on abandoned land management, including the legal issues connected to unutilized agricultural land in both state and private ownership.</p> <p>UNDP will implement this activity through:</p> <ul style="list-style-type: none"> • Launching the Sixth Challenge Call on Afforestation for a) private entities to plant forestry cultures for commercial use in abandoned and degraded land plots and for b) LSGs, public companies and CSOs for afforestation of abandoned land plots to restore and maintain forestry ecosystems and ecosystem services and completing the evaluation process. The project will build upon the feasibility studies for concrete areas, which will include environmental, climate and socio-economic impact analysis of the afforestation, identification of forestry cultures which could be planted on identified land plots; • Conducting a Mini-grant Programme for CSOs for small scale improvements in protected areas in cooperation with protected area management authorities and completing the evaluation process (to be determined in consultations with the MEP). The programme will be based on needs mapping;
Establishing mechanism for selection of pilot projects for sustainable rural livelihood.	<p>The focus of this intervention will be on rural communities that cannot apply any extensive agricultural practice (e.g. those adjacent to protected areas), but rather sustainable and organic production, free of pesticides and other chemicals.</p> <p>UNDP will deliver this activity through:</p> <ul style="list-style-type: none"> • Launching the Seventh Challenge call for Sustainable food systems and livelihood that will provide seed funding for organic and environmentally friendly food production to at least five entities (rural agricultural households, cooperatives and small food-producing companies, adjacent to protected areas) and completing the evaluation process. The support schemes will also include quality control of final products and access to the market through common branding and digital means.
Selection of pilot projects	<p>UNDP will select pilot projects using the described Mechanism for evaluation and selection of pilot projects while considering priority intervention areas as described under 2.3. For the purpose of evaluating and selecting the projects and their evaluation against the criteria, UNDP will establish the team of experts. The experts will be selected on the basis of their familiarity with the Green Agenda and related EU/European policy and practice. Experts from the EU member states/European countries will have competitive advantage.</p>
Deliverables:	<p>First phase:</p> <ol style="list-style-type: none"> 1. Mechanism for selection of pilot projects – the Innovation Challenge Calls launched and evaluation completed: <ul style="list-style-type: none"> • First Challenge Call for Decarbonisation of the economy, for the public and private sector;

	<ul style="list-style-type: none"> • Second Challenge Call for de-risking renewable energy (RE) investments; • Third Challenge Call for industries falling under the IED (which started the work on permitting); • Forth Challenge Call for circular economy, resource efficiency and industrial symbiosis • Fifth Challenge Call on air quality improvement pilots; • Sixth Challenge Call on Afforestation for private entities to plant forestry cultures for commercial use in abandoned and degraded land plots and for LSGs • Seventh Challenge call for Sustainable food systems; <p>2. Mini grant programme for civil society improvements in protected areas launched and evaluation completed;</p>
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ACTIVITY A 2.3 Implementation of pilot projects (partially implemented in the First phase and partially in the Second phase)

Description of activity:

The pilot projects will be implemented throughout all five priority areas. Special attention will be given to decarbonisation, circular economy and air quality, although activity includes potential action for all five areas.

After successful acceleration process, UNDP, in close consultations with EU Delegation, will allocate co-financing for implementation in the form of the Performance based payment agreements (PBPs) and/or through guarantee schemes for de-risking access to green loans and other borrowings for public and private entities. In case of the projects that are identified as eligible for IPA financing (or financing through other EU financing instruments), EU Delegation might submit such projects for the IPA programming process or other appropriate co-financing. PBPs as contracting modality bring more value compared to regular grants as they represent a kind of partnership agreement with the beneficiary. This contracting modality is used when donor/contractor and beneficiary agree to jointly achieve certain development goals. PBPs ensure measurable and sustainable development results, validated by the Project Steering Committee based on the prior assessment of the independent assessors. Guarantee for access to loans and other borrowings is a co-financing mechanism that will primarily serve the purpose of de-risking investments into green businesses transformation (e.g. innovative technologies and business models put forward by public and private entities).

Both, the PBPs and guarantees, support innovation and accountability and the recipient must be financially viable and able to bear upfront costs. Applying PBPs provide greater certainty to donors concerning the Value for money for scarce development funds and they reduce donor's financial and reputational risks.

Intervention	Description/Justification
Implementation of potential pilot projects for climate action, decarbonisation and energy efficiency	<p>As a result of First Challenge Call, UNDP will provide following support:</p> <p>First phase:</p> <ol style="list-style-type: none"> 1. Technical assistance and guided mentorship for further development of innovative solutions for lowering carbon intensity for at least 10 ETS operators falling under the EU ETS (from the list of ETS facilities: e.g. district heating companies, paper, food industry, metal processing industry, cement plants, steel plants etc.) and at least 10 entities from non-ETS sectors (transport, buildings, agriculture and waste).

	<p>2. Seed co-financing for implementation of the solutions for 1 selected ETS operators and 1 entity from non-ETS sectors, achieving the highest reduction of GHG emissions.</p> <p>Second phase:</p> <p>1. Seed co-financing for implementation of the solutions for 2 selected ETS operators and 2 entities from non-ETS sectors, achieving the highest reduction of GHG emissions.</p> <p>As a result of Second Challenge Call for de-risking Renewable Energy (RE), UNDP will provide support for:</p> <p>Second phase:</p> <p>1. Piloting at least 3 viable and prospective and affordable renewable energy solutions from both, public and private sectors.</p>
Implementation of potential pilot projects for Industrial emissions and green industries	<p>As a result of Third Challenge Call, UNDP will provide following support:</p> <p>First phase:</p> <p>1. Technical assistance and guided mentorship enabling the preparation of bankable investment projects in clean technologies for at least 10 selected industries.</p> <p>2. Seed co-financing for the implementation of the identified BATs for at least 1 of the 10 industries.</p> <p>Second phase:</p> <p>1. Seed co-financing for the implementation of the identified BATs for at least 2 of the 10 industries.</p>
Implementation of potential pilot projects for circular economy for resource efficiency and industrial symbiosis	<p>As a result of Fourth Challenge Call, through this activity, UNDP will provide following support:</p> <p>First phase:</p> <p>1. Technical assistance and guided mentorship to at least 15 public and private entities to develop viable projects with significant potential for increasing waste collection and recycling rates (for communal and non-hazardous wastes).</p> <p>2. Seed co-financing for the implementation of circular economy-based solutions/projects for public and private entities contributing to better resource efficiency and industrial symbiosis (up to 5, depending on the Call results and required financing).</p> <p>Second phase:</p> <p>1. Seed co-financing for the implementation of circular economy-based solutions/projects for public and private entities contributing to better resource efficiency and industrial symbiosis (up to 10, depending on the Call results and required financing).</p>
Implementation of potential pilot projects for depollution of the environment with strong	<p>As a result of Fifth Challenge Call, UNDP will provide following support:</p> <p>First phase:</p> <p>1. Technical assistance and guided mentorship for further development of the innovative and efficient measures and solutions for reducing the air pollution at municipal level.</p>

focus on air quality	<p>2. Seed co-financing for implementation of at least 3 pilot measures that will result in the reduction of air pollution in the pilot area, as well as in reducing the exposure and risks of vulnerable groups to polluting sources.</p> <p>UNDP will also provide co-financing for at least 3 feasible priority and “no-regret” measures from the local Air Quality Plans/Short-term Action Plans (linked with the activity: 1.2.4). These funds will be blended with LSG’s own financing allocated for the implementation of measures.</p> <p>UNDP will also provide co-financing for the implementation of up to 2 mature projects from the UNDP’s Clean Air Innovation Challenge⁶. The challenge call ideas already vetted by UNDP are available at: http://cleanairresponse.undp.org.rs/.</p> <p>Second phase:</p> <p>1. Seed co-financing for implementation of at least 2 pilot measures that will result in the reduction of air pollution in the pilot area, as well as in reducing the exposure and risks of vulnerable groups to polluting sources.</p> <p>UNDP will also provide co-financing for at least 2 feasible priority and “no-regret” measures from the local Air Quality Plans/Short-term Action Plans (linked with the activity: 1.2.4). These funds will be blended with LSG’s own financing allocated for the implementation of measures.</p> <p>UNDP will also provide co-financing for the implementation of up to 1 mature project from the UNDP’s Clean Air Innovation Challenge. The challenge call ideas already vetted by UNDP are available at: http://cleanairresponse.undp.org.rs/.</p>
Implementation of potential pilot projects for protecting and investing in biodiversity and ecosystems	<p>Through this activity, UNDP will provide support for:</p> <p>First phase:</p> <ol style="list-style-type: none"> 1 Development of 2-3 feasibility studies for concrete areas, which will include: environmental, climate and socio-economic impact analysis of the afforestation, identification of forestry cultures to be planted on identified land plots, 2-3 designs for afforestation on identified land plots. 2 Co-financing of pilot afforestation measures at 43 ha implemented by National Afforestation Body in cooperation with municipalities and private sector, as identified through Sixth Challenge Call. 3 Financing the implementation of one measure from one out of three forest landscape restoration plans (FLRs) that support local economic development, attract public and private investments and result in biodiversity conservation, climate change adaptation and increasing carbon sinks 4 Financing of at least one nature-based solution pilot measure related to a protected area management plan in line with Natura 2000 requirements (based on prior activities in 1.2) (linked with the activity 1.2.5). <p>As a result of a Mini-grant Programme for CSOs for small scale improvements in protected areas, UNDP will provide following support:</p> <ol style="list-style-type: none"> 1 Grant financing for at least 5 CSO proposals based on current needs mapping. <p>Second phase:</p> <ol style="list-style-type: none"> 1 Co-financing of pilot afforestation measures at 102 ha implemented by National Afforestation Body in cooperation with municipalities and private sector, as identified through Sixth Challenge Call.

⁶ The Challenge Call results are available at: <http://cleanairresponse.undp.org.rs/>

	<p>2 Financing the implementation of two measures of the two forest landscape restoration plans (FLRs) that support local economic development, attract public and private investments and result in biodiversity conservation, climate change adaptation and increasing carbon sinks</p>
<p>Implementation of potential pilot projects for sustainable food systems for sustainable rural livelihood.</p>	<p>As a result of Seventh Challenge Call, UNDP will provide following support:</p> <p>First phase:</p> <p>1 Seed financing for organic and environmentally friendly food production to at least 3 entities (rural agricultural households, cooperatives and small food-producing companies, adjacent to protected areas).</p> <p>To operationalize the intervention “Facilitation of sustainable food systems for sustainable rural livelihood” under A 1.2, UNDP will support following:</p> <p>1 Development of a block chain-based food traceability platform (software solution and related application for mobile phones and PCs).</p> <p>The platform will enable tracking selected food products from farmers/producers to consumers in real time. The impacts of such a platform are: improving transparency, minimizing food waste, mitigating negative impacts on biodiversity and health, and contributing to sustainable use of natural resources, promoting shorter supply chains, supporting farmers and food producers to enter supply chains of large retailers, enabling fair economic returns and livelihoods for all actors, in particular for primary producers living in rural areas.</p> <p>Second phase:</p> <p>1 Seed financing for organic and environmentally friendly food production to at least 2 entities (rural agricultural households, cooperatives and small food-producing companies, adjacent to protected areas).</p>
<p>All expected deliverables of Component 2:</p>	<p>First phase:</p> <ol style="list-style-type: none"> 1. At least 10 innovative solutions for lowering carbon intensity of ETS operators (falling under the EU ETS) and at least 10 innovative solutions of entities from non-ETS sectors further elaborated; 2. 1 innovative solution from non-ETS sector entity implemented (with seed co-financing); 3. 1 innovative solution from ETS operator implemented (with seed co-financing); 4. At least 10 bankable investment projects in clean technologies for selected industries prepared; 5. Identified BATs implemented by at least 1 selected industries (with seed co-financing); 6. At least 15 projects of public and private companies for increasing waste collection and recycling rates further elaborated; 7. Projects of up to 5 public and private entities, for increasing waste collection and recycling rates (for communal and non-hazardous wastes) implemented (with seed co-financing); 8. At least 5 innovative measures from the Challenge call for reduced air pollution at municipal level further elaborated;

	<p>9. At least 3 pilot measures for air quality improvements in pilot areas implemented;</p> <p>10. At least 3 feasible priority and “no-regret” measures from the local Air Quality Plans/Short-term Action Plans implemented (option to blend funds with LSG’s own financing allocated for the implementation of measures);</p> <p>11. At least 2 of the Clean Air Innovation Challenge call projects, already vetted by UNDP, implemented (where additional financing, provided that the applicants, have secured the majority of financing for their mature projects);</p> <p>12. Up to 3 feasibility studies developed for afforestation of concrete areas;</p> <p>13. Pilot measures for afforestation of 43 ha implemented by National Afforestation Body in cooperation with municipalities and private sector as identified through Sixth Challenge Call;</p> <p>14. At least 5 CSO projects for small-scale improvements in protected areas management implemented;</p> <p>15. one measure from one out of three forest landscape restoration plans implemented;</p> <p>16. At least one NbS pilot measure related to a protected area management plan implemented;</p> <p>17. At least 3 measures for the organic and environmentally friendly food production implemented;</p> <p>18. Block chain-based food traceability platform developed.</p> <p>Second phase:</p> <p>1. 2 innovative solutions of selected ETS operators implemented (with seed co-financing);</p> <p>2. 2 innovative solutions of selected non-ETS entities implemented (with seed co-financing)</p> <p>3. At least 3 viable and affordable renewable energy solutions from both, public and private sector, implemented;</p> <p>4. Identified BATs implemented by at least 2 selected industries (with seed co-financing);</p> <p>5. Projects of up to 10 public and private entities, for increasing waste collection and recycling rates (for communal and non-hazardous wastes) implemented (with seed co-financing);</p> <p>6. At least 2 pilot measures for air quality improvements in pilot areas implemented;</p> <p>7. At least 1 of the Clean Air Innovation Challenge call projects, already vetted by UNDP, implemented (where additional financing, provided that the applicants, have secured the majority of financing for their mature projects);</p> <p>8. At least 2 feasible priority and “no-regret” measures from the local Air Quality Plans/Short-term Action Plans implemented (option to blend funds with LSG’s own financing allocated for the implementation of measures);</p> <p>9. Pilot measures for afforestation of 102 ha implemented by National Afforestation Body in cooperation with municipalities and private sector as identified through Sixth Challenge Call;</p> <p>10. two measures from two forest landscape restoration plans implemented;</p>
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	11. At least 2 measures for the organic and environmentally friendly food production implemented;
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COMPONENT 3: SCALE-UP – PROMOTING CHANGE AND BUILDING FUTURE

To secure scale up of activities under the components 1 and 2, the component 3 is designed with a strong focus on supporting and promoting frontrunners, good examples, and leaders of change in the green transition. The Component 3 also has a strong focus on delivering results linked to showing progress towards the EU accession process, Serbian priorities and SDGs.

ACTIVITY A 3.1 Promotion, awareness raising and policy dialogue (partially implemented in the First phase and partially in the Second phase)	
Description of activity:	
<p>The green transition is depending on a broad societal awareness and capacity building as well as gradual behavioural changes. Through this activity UNDP and partners will promote project activities and results, strengthen awareness and policy dialogue on the Green Agenda, in close coordination with the EU Delegation. This will be achieved through a participatory and inclusive approach reaching out and involving target groups such as polluters, decision makers, CSOs but also the beneficiary citizens. Partners in implementation of the Green Agenda in Serbia will strongly highlight the societal benefits of a green transition, but also the societal challenges connected to it, emphasizing the need for inclusiveness and participatory decision making, also addressing leaving no one behind perspective. Particular attention will be given to the green jobs potential of this Activity. Based on the initial inclusiveness assessment (See A02), this Activity will also enhance participatory dialogue, EU expertise as well as leaving no one behind perspective.</p>	
Intervention	Description/Justification
Identification of positive examples through Agents of Change	<p>Second phase:</p> <p>In consultations with the EU Delegation, UNDP and partners in implementation of the Green Agenda in Serbia will aim at raising public attention to the positive examples of businesses, LSGs and organisations that are leading by example as agents of change showing that the private and public sectors in Serbia are indeed interested in the green transition.</p> <p>The activity will establish an “Award for EU Green Agenda for Serbia” competition for frontrunners, thus creating strong media communication on action and change and become an advocacy and mobilisation tool for inspiring further action in Serbia. Based on the competition results, UNDP will competitively select up to 10 entities and award them with the Innovation Award (technically prepared and issued by the UNDP), acknowledging particular contribution to awareness or business model fitting into the Green Agenda for the Western Balkans.</p> <p>In addition, EU Delegation, UNDP and partners will promote policy and investment/business examples from the EU and European countries in the different components of the project. Also, partners in implementation of the Green Agenda in Serbia will strongly promote synergies with ongoing international assistance activities.</p>
Strengthen public dialogue	<p>Through this activity, EU Delegation, the UNDP and partners, will strengthen public dialogue through thematic settings supporting policy dialogues around EU accession and Green Agenda between, for example, policy makers and businesses, women’s initiatives, CSOs, youth, vulnerable groups and others. It will benefit from the work being done by the Coalition 27. UNDP, in consultations with the EU Delegation and partners, will, as an example, empower different actors at the national and particularly the local level – CSOs, citizens’ initiatives, professional organisations, research sector entities – by providing them with the opportunities</p>

	<p>to actively participate in policy dialogue and monitoring of policy developments in relevant sectors. Public dialogue will ensure participation and representation of gender-related issues, having in mind that women tend to be more responsible consumers than men (e.g. use of energy and resources). The activity will support organization of:</p> <p>First phase:</p> <p>at least 3 public policy dialogues at local level resulting in recommendations for policy improvements in line with the EU accession obligations and Green Agenda requirements.</p> <p>Second phase:</p> <p>at least 3 public policy dialogues at local level resulting in recommendations for policy improvements in line with the EU accession obligations and Green Agenda requirements.</p>
Broad public communication	<p>Promotion events and thematic workshops will, for example, target specific groups where multiplication effect can be expected, such as women students and young men and women.</p> <p>The activity will support:</p> <p>First phase:</p> <p>organization of at least 2 promotion workshops on Green Agenda in Serbia for women and for youth. Additionally, organization of at least 2 workshops targeting leaving no one behind perspective of the Green agenda, with concerned societal representatives.</p> <p>Second phase:</p> <p>organization of at least 1 promotion workshop on Green Agenda in Serbia for women and for youth. Additionally, organization of at least 1 workshop targeting leaving no one behind perspective of the Green agenda, with concerned societal representatives.</p>
Deliverables:	<p>First phase:</p> <ol style="list-style-type: none"> 1. At least 3 public policy dialogues at local level organized to strengthen public dialogue; 2. At least 2 workshops organized to improve public communication on green agenda among women and youth groups; 3. At least 2 workshops targeting leaving no one behind perspective of the Green agenda, organized; <p>Second phase:</p> <ol style="list-style-type: none"> 1. Up to 10 entities selected and awarded as frontrunners of the Green Agenda for Serbia and awareness raised through Agents of Change approach; 2. At least 3 public policy dialogues at local level organized to strengthen public dialogue; 3. At least 1 workshop organized to improve public communication on green agenda among women and youth groups; 4. At least 1 workshops targeting leaving no one behind perspective of the Green agenda, organized;

ACTIVITY A 3.2 Support provided in development of conditions and technical assistance for future scale-up projects (partially implemented in the First phase and partially the Second phase)	
Description of activity: The activity will support scaling up of pilot investments for private and non-EIB financing	
Intervention	Description/Justification
Developing and agreeing of methodology for identification of scalable projects and solutions	<p>The project will identify those pilot projects and solutions that are convenient for scaling-up. UNDP, will identify scalable projects and solutions on the basis of pilot actions, paying special attention to significant replication potential. Besides already planned activities, the Steering Committee of the project may decide to dedicate additional technical support in order to achieve bankable status.</p> <p>The UNDP will scan and earmark those projects, selected through competitive processes under Component 2, that are suitable for scale-up and potential financing from EU financing instruments, primarily IPA III. UNDP and EU Delegation will closely coordinate this with the Ministry for EU Integration and line ministries in order to ensure such projects are integrated in the formal IPA programming process and related pipelines.</p> <p>In addition to the partnership with EIB, the future scale-up actions could also be prepared for other possible scale up financing, be it from donor, private, public funds or a blend of public and private funds. While the EIB will have primacy over other sources of debt finance for the scale-up actions, initiatives which manifestly do not fall in the defined scope of EIB eligibility criteria or where potential investors have separate own financing, could be considered for support by other financial mechanisms. In such cases, the Action will organise and support concrete meetings of match-making between interested beneficiaries in Serbia and potential financiers, to scale up and multiply/replicate models.</p> <p>First phase:</p> <p>The project will develop Methodology with criteria for identification and preparation-for-bankability of scalable projects and solutions in the early stage of implementation. The Methodology will follow EIB practices and procedures, as well as it will take into account requirements of other alternative financing sources.</p> <p>The EU Delegation, EIB and UNDP will closely cooperate to formulate Methodology for identification and preparation-for-bankability of scalable projects and solutions. Projects suitable for EU IPA financing, could be treated in consultations with the EU Delegation, Ministry of European Integration and other line ministries (depending on the thematic area).</p> <p>The identification of scalable projects and solutions will start in parallel to the UNDP run “Accelerator” under the component 2 (Pilot actions). All projects from the Accelerator with scale up potential will be assessed against: 1. the Methodology criteria and for further preparation for financing and 2. the EU IPA financing criteria.</p> <p>This Activity will support at least 5 private sector investments in the renewable energy or energy efficiency, following a form of an ESCO model or particularly impactful models of EE or RE in large public energy-consuming entities to enable their borrowing for implementation;</p> <p>The Activity will organize annual consultations with the IFIs and commercial banks to discuss financing opportunities for low carbon development (based on policy developments, such as the Climate Change Law and relevant by-laws, NECP, NDC, Low-carbon strategy, Industrial Development Strategy etc.). One such event will be organized in the First phase. The activity will also involve commercial banks in</p>

	<p>development of support for greening of the industrial sector and special sessions with experts from other EU member states. The activity will solicitate inputs from IFIs and commercial banks in the implementation of the Challenge calls on decarbonisation, de-risking renewable energy investments and greening of IED industries.</p> <p>The Activity will, together with relevant stakeholders, for example IUCN, provide recommendations for nature-based solution financing mechanisms development in Serbia.</p> <p>Second phase:</p> <p>The Activity will also support at least 3 – 5 local self-governments in upscaling successful pilot actions (from A2) to further investment plans (e.g. fuel replacement, insulation of buildings, replacing individual heating units, or innovative green technologies) for citizens and the SMEs on the local level. The added value of this action is its social component focused on energy poverty. Potential exchange of experiences and learning from i.e. UNDP/Sweden (Sida) project in Skopje, North Macedonia can be relevant;</p> <p>During the Second phase, the Activity will organize two more annual consultations with the IFIs and commercial banks to discuss financing opportunities for low carbon development (based on policy developments, such as the Climate Change Law and relevant by-laws, NECP, NDC, Low-carbon strategy, Industrial Development Strategy etc.).</p> <p>Finally, this activity will support scaling of the food traceability platform (by onboarding at least 5 food farmers/food producers and at least 1 food retailer) as well as trainings for at least 30 supply chain participants (farmers/food producers, processors, retailers, distributors) on sustainable food production techniques and use of the platform;</p>
Deliverables:	<p>First phase:</p> <ol style="list-style-type: none"> 1. Methodology with criteria for identification and preparation-for-scale up of projects and solutions established; 2. 5 ESCO – model-based studies developed; 3. 1 annual consultation event with IFIs organized; 4. Recommendations for Nature-based solution financing mechanism developed; 5. At least 1 training for supply chain participants provided on sustainable food production techniques and use of the platform; <p>Second phase:</p> <ol style="list-style-type: none"> 1. 5 feasibility studies for scaling up of pilot projects developed; 2. 3-5 studies for upscaling local self-government pilot actions developed; 3. 2 annual consultation events with IFIs organized; 4. At least 5 food farmers/food producers and at least 1 food retailer onboarded to the food traceability platform; 5. At least 2 trainings for supply chain participants provided on sustainable food production techniques and use of the platform; 6. Conclusions and lessons learned document prepared (representing the roadmap for the administrative level for post-Action period).

ACTIVITY A 3.3 Development of project initiatives and alignment with potential EIB financing

Disclaimer: The Activity A 3.3 is described in this –Project Document to ensure coherent approach in implementing the overall “EU for Green Agenda in Serbia: Get Started, Take Action, Scale-up”. However, this Activity A.3.3 will be implemented by the European Investment Bank (EIB) and the implementation arrangements and responsibilities will be regulated by a separate Contribution Agreement to be signed between the European Union and EIB. As such, this activity is not part of the budget for this action and UNDP will not report on its progress. The EIB will implement the following activities in cooperation with UNDP and Sida:

Description of activity:

For scaling up the pilot projects and identifying further projects in the scale-up phase, it is necessary to further develop project documentation and match them with requirements of the financial institutions for their financing.

The Project Steering Committee (namely representatives of line ministries e.g. Ministries in charge of Environment, Energy, Agriculture, European Integration etc.) will present to EIB the projects with bankability potential, with a view of facilitating EIB’s due diligence and approval by EIB governance bodies (EIB Management Committee and Board of Directors). The Serbia Green Agenda pipeline of identified bankable projects could potentially be financed through various EIB instruments, depending on the characteristics of each individual project. These projects may be presented to other financiers in parallel for co-financing.

For investments into projects below 25 MEUR in size, the EIB generally cannot consider a direct investment and rather works in partnership with the local banking system. In these so-called “intermediated loans”, the EIB offers to local partner banks loans to on-lend to SMEs and projects in the country and/or guarantees to de-risk the local partner bank’s lending activities in the target sector. The EIB package can then be complemented with technical assistance to banks and final beneficiaries. In the context of this project, the EIB will offer advisory services designed to create effective conditions for supporting financial intermediaries to understand and finance green projects. The project will support both the supply side (financial intermediaries) and the demand side (companies that develop and implement projects) for “green financing”.

In the context of the EU for Green Agenda in Serbia: Get Started, Take Action, Scale-up, the EIB will deploy technical assistance at an early stage to ensure smooth functioning of the financing process for eligible projects. The support will consist of three tasks:

Dialogue with potential partner banks: the EIB will engage engages early in the dialogue with partner banks in order to:

- Raise their awareness about the initiative;
- Understand and/or jointly define the banks’ requirements for evaluating eligible projects under the Green Agenda and the EU taxonomy; and
- Define the instruments that will be deployed in support packages to banks (such as loans, guarantees and technical assistance for capacity building).

Pipeline building: The technical assistance will contribute to identifying potential projects by screening the portfolios of partner banks for existing clients that could develop and implement eligible projects. Depending on the interest of the partner bank, the EIB technical assistance can perform joint site visits to existing and new clients in order to identify the potential interest of the company to develop an eligible investment project, and/or participate in roadshows and perform presentations to selected potential final beneficiaries.

Project preparation support: Through technical assistance EIB will support companies with eligible projects to prepare proposals that can be considered financeable by the partner banks, according to the assessment criteria that have been identified jointly with the partner banks. Proposals for financing can

<p>include energy assessments/audits, resource efficiency assessments/audits, water assessment/audits, and climate vulnerability assessments.</p> <p>The project will promote multiplication and scale-up activities in all five priority areas of Green Agenda for WB, with a special attention to the first three areas. Also, this action's technical assistance activity also builds upon results achieved under Component 2 and the Activity A 3.2.</p>	
Intervention	Description/Justification
<p>Scale-up actions in climate action, decarbonisation, energy efficiency and green industries</p>	<p>At present, projects in climate action, decarbonisation, energy and industry transition are granular and scattered across Serbia, except in situations when they enjoy strong support from the national, provincial or local authorities. A recent EU-UNDP Study in Serbia showed that while MSMEs are open to green investments in the field of energy efficiency, and renewable energy, water efficiency, resource efficiency, digitalization, significant barriers in the form of lack of capital, insufficient skills/information about technologies and finance and inadequate support from regulatory environment remain. Also, the commercial banks still assess high risk in this area, which is why they demand high collateral values and relatively high interest rates. In addition to this, adequate financial support is lacking when it comes to women- and youth-led business initiatives, having in mind they often lack initial capital and cannot meet eligibility criteria for loans of commercial banks.</p> <p>The participation of the IFIs and commercial banks in the activities under groups 1 and 2 (e.g. participation in dialogue with the selected EU ETS operators and other public and private entities from non-ETS sectors, participation in capacity building sessions and in drafting of low carbon development policies) will ensure the opportunity for them to propose focus and amend the criteria for each of the project calls. All results of the challenge call process shall be publicly available. (for example, challenge call on air pollution is available: http://cleanairresponse.undp.org.rs/). Through this activity, the project will offer technical assistance for both achieving bankability of individual projects, but also for scaling them up, by offering legal, financial and, when needed, technical expertise.</p> <p>Through this Activity, EIB will deliver the following:</p> <ul style="list-style-type: none"> • In coordination with efforts of the MME, and in a demand-driven approach, support development of the mechanism for preparation of bankable projects on energy renovation targeting at least 20 government buildings owned and operated by the national government; • Further support at least 3 IED industries that received technical assistance to prepare bankable investment projects in clean technologies (under A2) and identify 2 additional industries for the implementation of the identified BATs; • Provide guided mentorship for scale up of the decarbonisation solutions for at least 5 ETS operators and 5 companies from non-ETS sectors that received technical assistance to prepare bankable investment projects (under A2).
<p>Scale-up actions in circular economy for resource efficiency and industrial symbiosis</p>	<p>Implementation of relevant policy framework and large-scale investment plans are still lagging behind (e.g. regional waste centres and wastewater treatment facilities). However, in the coming years an important shift towards action is expected with the anticipated legislation, and public, EU and private investments in the relevant sectors. Throughout the EU accession process, Serbia will need to gradually increase its recycling rates for separate waste streams and invest 1.2 billion EUR to achieve full compliance with EU waste <i>acquis</i> (according to MIFP) and more than 0.5 billion EUR for treatment of sludge. In addition, the industrial development strategy implementation will provide an additional boost to energy and resource efficiency based on industrial symbiosis.</p>

	<p>Through this Activity, EIB will deliver the following:</p> <ul style="list-style-type: none"> • Develop models of multiplication effect on circular economy business to show advantages of a) reducing their environmental footprint and operations costs b) boosting new green jobs, gaining access to new and expanded national & EU markets of green/CE products (thus maintaining their competitiveness), c) becoming favourable candidates for subsidised green borrowings; • Provide additional technical assistance to upscale successful pilot projects under 2nd group of activities ensuring bankability of these circular economy business models and lowering the risk of the scale up. The project will provide the consultancy support by organizing at least 2 matchmaking events for the successful pilot projects, with the participation of: the Ministry of Economy, Chamber of Commerce and Industry, Development Agency of Serbia, Vojvodina Investment Fund, and local self-governments, to facilitate the investment decision on scale-up; • Develop a pipeline of projects in support of partner banks to identify new opportunities in relevant sectors • Targeting to support at least 15 projects, which could include for example following: <ul style="list-style-type: none"> ○ bio-waste-sludge management; ○ scale up initiatives focusing on HORECA sector, farming and food processing, biodegradable waste, etc. ○ businesses that apply circular economy principles, in particular in waste sector
Scale-up actions in depollution of the environment with strong focus on air quality	<p>In 2021, the national Government has allocated approximately 1 MEUR for co-financing local self-governments to propose measures which tackle air pollution and local self-governments are conducting various actions in terms of traffic optimization and energy efficiency (e.g. co-financing insulation in Šabac or fuel switch to biomass in many LSGs). Based on analysis conducted under component 2 (e.g. local Air Quality Plans), the activity will assist in development of the technical documentation necessary for the investment decision or support access to financing. In addition, the Air Quality plans and interventions will be available for the public and can inform and guide other municipalities on how to develop/improve the respective Air Quality Plans and obtain additional funding.</p> <p>Through this Activity, EIB will deliver the following:</p> <ul style="list-style-type: none"> • Support at least one large scale polluting facility in local self-government which has approved air quality plan, by providing technical assistance for developing a project for the reduction of pollution, in cooperation with the local self-government and following the public consultations. The Action may support some measuring activities to reach an appropriate baseline and enable impact measuring; • Support bankability of at least 3 ideas from the challenge call tackling air pollution; • Support bankability of successfully piloted projects from the UNDP's Clean Air challenge call.
Scale-up actions in protecting and investing in biodiversity and ecosystems	<p>Building upon the results of the A1 & A2, the project will explore linkages between the demand for decarbonisation and clean air and an increasing strain on forests as an energy source. The project will consider this in the context of large quantities of unused state-owned land that remain unleased and could be used for afforestation.</p>

	<p>Also, the activity will continue replication of sustainable management plans in protected areas, supporting the compliance with the Natura 2000 requirements.</p> <p>Through this Activity, EIB will deliver the following:</p> <ul style="list-style-type: none"> • Further support at least 1-2 business models identified under A2 whereby private investors would lease the state-owned land for afforestation, using a business model ensuring the positive environmental impact, which would guarantee that the carbon sink, through the project lifecycle, is higher than the CO2 emitted from the commercial use of timber from afforested areas. The activity will provide technical support and financial advisory; • Support replication of sustainable PA management and investment models to strengthen financing of action for other protected areas (in particular those that will become an integral part of Natura 2000 network), preferably in close cooperation with relevant CSOs
Expected Deliverables of Component 3:	<ol style="list-style-type: none"> 1. Up to 2 partner financial institutions identified and work programme agreed; 2. At least 3 partner institutions supported through recommendation reports, portfolio reviews, manuals, etc. according to specific work programme; 3. Mechanism for preparation of bankable project for energy renovation of at least 20 central government buildings developed (on demand); 4. Technical, legal and financial advisory support for bankability provided to at least 5 IED industries; 5. Bankable investment projects for decarbonization for at least 5 ETS operators and 5 companies from non-ETS sectors prepared (through technical, legal and financial advisory support); 6. Model of multiplication effect on circular economy business developed to show advantages of: a) reducing their environmental footprint and operations costs b) boosting new green jobs, gain access to new and expanded national & EU markets of green/CE products (thus maintaining their competitiveness), become favourable candidates for subsidised green borrowings; 7. At least 15 bankable projects in circular economy, waste management, and resource efficiency identified and prepared; 8. At least 2 matchmaking events for the successful pilot projects organised, in order to facilitate the investment decision on scale-up; 9. Project for pollution reduction of at least one large scale polluting facility in local self-government which has approved air quality plan, developed; 10. At least 3 bankable projects from the challenge call tackling air pollution prepared; 11. At least 2 successfully piloted projects from the UNDP Air quality challenge call supported in bankability; 12. At least 2 business models developed (ensuring the positive environmental impact, which would guarantee that the carbon sink, through the lifecycle of the Action, is higher than the CO2 emitted from the commercial use of timber from afforested areas) supported whereby private investors would lease the state-owned land for afforestation; 13. Replication of sustainable PA management and investment model supported to strengthen financing of action for other protected areas;

	14. Financing option for scale up of nature-based solutions developed
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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, UNDP's Representation Office in Brussels and the Regional Hub. Based on extensive global experience of UNDP in supporting projects in the fields of energy, climate change and environmental protection, UNDP will invest efforts to support the Government of Serbia in achieving sustainable, inclusive and resilient human development and the Sustainable Development Goals (SDGs).

The current project, as the first phase of the overall programmatic intervention will be implemented over a 24 month-period under the standard contribution agreement, as concluded between the EU and UNDP.

The second phase will be implemented during an additional 12 month-period upon amendment of the EU-UNDP signed Contribution Agreement and receipt of additional resources. The amendment of the Contribution Agreement will be done within six months from the date of signature of the EU-UNDP standard Contribution Agreement.

Partnerships

The project will be implemented through close cooperation between UNDP, Sweden (Sida) and EIB. The roles responsibilities of the partners in implementation of the Green Agenda in Serbia follow the content outlined in this document.

UNDP will ensure the overall coordination at the level of the entire project. UNDP will conduct project management in close coordination and through active participation of the partners of the EU for Green Agenda in Serbia: Get Started, Take Action, Scale-up and all the beneficiary institutions (final beneficiaries and end recipients). This will be secured, among others, through regular coordination meetings, which will include also at least two meetings of the project Steering Committee. At the level of partnership, the responsibilities, resources and other inputs for each of the activities and results are pre-defined. UNDP is committed to following regularly and thoroughly and to reporting about achievements at the level of partnership.

UNDP will act as the entrusted entity with the full administrative and financial responsibility for the project, except for the activities managed by EIB under a separate contribution agreement. UNDP will act as coordinator of the partnership, provide Secretariat services to the team and will also represent the focal point in communication and coordination of activities with external bodies. Project Steering Committee will ensure coordination between the activities of the two separate contribution agreements: the one signed between the UNDP and EU and the other signed between the EIB and EU . Also, the EU Delegation will ensure synergy among the two contracts and expected results.

Sweden, through the Swedish Development Agency (Sida) will contribute as a Member State institution with its extensive support portfolio to policy alignment relevant for the Green Agenda in Serbia, as well as use its role as the lead donor to enhance coordination, synergies and further leverage between its portfolio and actions supporting the Green Agenda in Serbia. Sweden will explore further support to the Green Agenda and will enhance its instrumental role in donor coordination and development of synergies with EU member states, European countries and other donors/forms of international assistance to the implementation of Green Agenda in Serbia. This will take place in a close dialogue with relevant Government offices and potentially by mobilizing Swedish expertise, as well as expertise from other member states, in order to help identifying opportunities promoting European Green Technologies. Sweden will pro-actively contribute to the communication for the EU for Green Agenda in Serbia: Get Started, Take Action, Scale-up.

EIB will take the role of an international financial institution that screens project proposals for financing, in line with its own eligibility and financing criteria. EIB will also coordinate the advisory support related to potential intermediated lending through local financial institutions, as part of the scale-up component of the

project. EIB will participate in Project Steering Committee meetings, as appropriate, as well as in the advocacy and communication efforts of this project, in line with the corporate rules and business consideration in Serbia and the Western Balkans.

When implementing the project, UNDP will aim to enhance strong internal One UN coordination and where possible, involve other concerned UN bodies and synergize with their related activities.

Inter-sectorial coordination and long-term implementation of the Green Agenda requires institutional solution, which could include a high-level Government representation, including the Prime Minister's Office, Ministry of Environmental Protection (MEP), Ministry of Mining and Energy (MME), Ministry of Agriculture, Forestry and Water Management (MAFWM), Ministry of European Integration (MEI) and other relevant government bodies. Such a function could be performed by the Advisory Committee, which would coordinate overall Green Agenda activities in Serbia, but would also provide strategic guidance to project implementation and its alignment with the Government policies. Project Steering Committee will decide on setting up of such structure in the project inception phase. The EU Delegation would be also included in the Advisory Committee to ensure guidance and full alignment with the Green Agenda principles and EU accession process requirements. At the beginning of project implementation UNDP will assess if already established structures like Green Agenda Working Group, depending on the mandate of the Group, could serve the purpose of the Advisory Committee to the implementation of the project. Depending on the already established Government structures, and with the aim to strengthen an inclusive discussion between decision-makers and stakeholders on the Green Agenda, UNDP will also establish a Technical Advisory Body (one or more – for each pillar of the Green Agenda). The Technical Advisory Body/ies could be comprised of representatives of following stakeholders: government institutions, Standing Conference of Towns and Municipalities, chambers, youth organizations, CSOs, academia etc. The Technical Advisory Body will provide situation assessment, guidance and technical recommendations for the development and implementation of the pillar specific roadmaps and Serbia's priorities on the Green Agenda, including pillar specific advice for implementation of this Project. The EU Delegation representatives will also contribute to the work of Technical Advisory Body/s, as appropriate. The Technical Advisory Body could involve a number of prominent think tank organizations, such as the Coalition for the Chapter 27, RES Foundation, EXIT foundation and others. UNDP will make sure that all relevant stakeholders are involved in each of the three components, to feed into the policy improvements, benefit from and be involved in pilot actions and contribute to scale up. In the initial phase of the project, UNDP and partners in implementation of the Green Agenda in Serbia will consult representatives from civil society on how the project can strengthen and promote inclusiveness of the green agenda, contributing to access to information, public participation and good governance. During the initial phase the Project will assess, as appropriate, in dialogue with EU member states and international assistance, how to strengthen European and EU Member state (Team Europe) expertise in the policy and implementation modalities of the project and create leverage and coordination with other activities/project relating to the Green Agenda. The activities could, for example, further explore engagement of the member state capacities or business experiences, but also facilitate close coordination and cooperation with the donor community, where feasible, and revise project planning accordingly. Finally, UNDP and partners in implementation of the Green Agenda in Serbia will safeguard that no one is left behind in the green transition. For example, the project will, at an initial phase, analyse how less developed municipalities, and marginalized groups will benefit and participate in project activities and how social cohesion can be strengthened and revise project planning accordingly. EU Delegation will have the opportunity to promote the EU Just Transition policy and mechanism and related opportunities.

Continuation of previous projects and synergies with other EC initiatives. UNDP, Sweden and EIB have a broad track record of previous actions and projects. UNDP has, in all five areas of the Green Agenda, a number of projects where both results and lessons learned feed into the design of the project document. It also relies on the extensive co-operation network including i.e. business associations as necessary for implementation of this project. Sweden (Sida) broad track record of financing Chapter 27 support projects in Serbia through cooperation with the Government, municipalities, CSOs and academia is taken on board in almost all areas of the Green Agenda. EIB has a track record of financing in decarbonization, circular economy

as well as green infrastructural investments of key relevance for ensuring continuation of the previous actions into further green financing opportunities.

Continuation of previous projects of Serbian government, donors/financing institutions. There is a growing interest in investment infrastructure supporting green financing, not only from the Serbian government, i.e. air and energy, but also from major financing institutions like CEB, KfW, AfD, World Bank, EBRD and others. Also, a number of bilateral donors are making important contributions in the energy and environment sectors, for example, Norway, Switzerland and the USA. Many EU member states, for example, the Nordic countries, are stepping up ambitions in the sense of exchange of experiences. The project document and planned activities already include potential for synergies and complementarity with other initiatives, but will continue identifying ongoing and planned action during the implementation stage to fully benefit from them. Active involvement of especially EU member states in the relevant activities will be sought for and developed at the start of implementation of each of the planned activities. The project will reach out to Team Europe and member states and include their experience, expertise and business development opportunities in the execution of activities.

Synergies with other EC initiatives: Partners in implementation of the EU for Green Agenda in Serbia, Get Started, Take Action, Scale-up will take into account the current and planned IPA pipeline within energy and environment, and also agriculture, exploring synergies and building on complementarity of actions. A number of IPA projects relating to air, waste, nature and climate are delivering results that are used in the development of the project proposal (i.e. EAS3 project). For example, the needs mapping through the Multiannual Investment and Financing Plan of hard investment projects, soft capacity building measures and projects supporting the EU accession process for the Chapter 27, are of great relevance for the implementation of the project. For both Chapter 15 and 27, the project will seek synergy with projects and activities implemented under the Energy Community Secretariat (e.g. in decarbonisation segments). Also, particular attention will be given to building synergy with the EU funded EU Environment Partnership Programme for Accession (EPPA) and TRATOLOW project (Transition towards the low emissions and climate-resilient economy in the Western Balkans and Turkey) and will build upon the project's recommendations on policy and capacity improvements (e.g. on sector coupling and mainstreaming of climate and energy policies, NECP implementation, capacity building of institutions and operators on the EU ETS etc.). Also, in case partners of the EU for Green Agenda: Get Started, Take Action, Scale-up and EU Delegation identify some of the projects sourced through the competitive processes as convenient for EU IPA financing, such projects will be considered further through regular IPA programming process.

The project funds will be also allocated to support various actions through the grant financing and other modalities following established mechanism for implementation of pilot projects based on UNDP experience with challenge calls and as further developed and coordinated at the project initiation.

Risks and Assumptions

The following assumptions and preconditions need to be fulfilled for efficient implementation of this project:

- Serbian Government remains committed to implementation of the green agenda approach as steams from the EU Green Deal, Economic and Investment Plan, Green Agenda for Western Balkans, Sofia Declaration and its Action Plan and other policy frameworks and documents;
- National and local institutions and organisations remains fully committed to implementation of the project's objectives, stable and favourable policy and institutional environment;
- National policy and legal requirements and enforcement system create conditions and obligations for the local level institutions and private sector to take appropriate measures in relation to planned activities under this project and they actively contribute to the project activities;
- Interest to the project by other donors and financing institutions.

Risk analysis and mitigation measures

Risk	Description	Probability of occurrence	Impact	Mitigation measures
Changes in institutional and legislative environment after the kick-off of the project	Implementation of laws and regulations translating EU acquis in practice in Serbia through adoption of appropriate by-laws and training administration for its implementation	Low	Medium	<ul style="list-style-type: none"> ➤ The prime intention is to respond efficiently to needs and challenges at the national and local level. For this reason the initial plans will remain flexible and will be subject to changes if required. ➤ The project will maintain regular and strong communication with all concerned entities in the sector. They will aim at identifying necessary new requirements or preferences in good-time to introduce necessary changes. ➤ Advisory support to national and local regulators, support to the creation of appropriate by-laws.
Limited interest by local authorities or civil servants at the local level to participate	Local authorities and civil servants at the local level display limited interest in issues of Green Agenda; Civil servants are afraid that these issues would increase their work burden	Medium	Medium	<ul style="list-style-type: none"> ➤ Intensive preparatory work with LSGs implemented during the gap-analysis – initial/inception project’s phase ➤ Presentation of legal obligations to LSGs ➤ Presentation of perspective of citizens and importance of sustainable environmental planning ➤ Provision of advisory support and building of capacities for more efficient work in matters related to Green Agenda
Limited interest for participation of private sector	Private sector face legal, regulatory and financial, barriers to participate in financing schemes	Medium	Medium	<ul style="list-style-type: none"> ➤ Strong promotion and capacity building campaign, to introduce benefits of greening business; ➤ Provision of technical support to companies in introduction of green technologies; ➤ Financial incentives to companies and perspective of future financial support; ➤ Advisory support to national and local regulators;
Political changes at the local and national level		Medium	Medium	<ul style="list-style-type: none"> ➤ The themes tackled in the project are considered high-priority issues for both the national and local level. As such, they would be supported by any national/local government regardless of political orientation. ➤ UNDP will maintain regular contacts and coordination with authorities at both levels. In case of changes, they will approach the new structures with transparent and independent presentation of project activities, broader significance and impact.

Stakeholder Engagement

The methodology approach described in the Strategy, requires extensive coordination and communication with target groups and wide range of other stakeholders, based on effective implementation of already predefined activities, but also maintaining sufficient flexibility for adaptation to changing demands. Implementation anticipates a flexible approach which will be necessary regarding pre-defined provisions, but which will also allow to meet as closely as possible the needs of national/local beneficiaries at the given time.

The key approach for this project is a joint effort for improvement of implementation through demonstrated benefits of intersectoral cooperation, integrated green agenda pillars approach, improved communication and dialogue between governance levels. Also, the approach is based on more intensive local level and private sector involvement and inclusive societal approach also promoting EU countries examples, leading to Serbia’s progress in green transition and EU accession process.

The inclusiveness will be a guiding implementation principle of the project. More concretely, this will involve: 1) Strengthening societal dialogue and good governance 2) Inclusiveness in the sense of just transition, leaving no one behind and illustrating by example how the green transition can also take on board the needs of less developed and marginalized municipalities and groups of society and 3) Integrating Team Europe and European expertise and experiences, technical level and promotion of best technologies whilst enhancing donor coordination and synergizing with international assistance. Where possible and feasible, this project

will rely on results of other sector specific projects and will concentrate on demonstrating the benefits of an integrated, intersectoral-coordinated approach.

It is also fully understood that this project is able to only partly support green agenda needs. Therefore, this project will support identification and mapping of other needs outside of the scope of this project but necessary for the implementation of inclusive Green Agenda in Serbia. Throughout the project, UNDP and other partners will identify these needs on a strategic and operational level, taking into account already developed national policy documents including these developed for EU approximation needs. While identifying such needs, the team will also consider new developments on EU and regional levels.

The project will build on already existing structures and processes, as appropriate, enhancing them further to accommodate the green agenda approach. The project will ensure support to already established structures supporting their operations and increasing sustainability. The partnership for delivery of this project will be outwards reaching, in line with the requirements and principles of cooperation and efficient delivery.

Partners in implementation of the Green Agenda in Serbia will further consider identified needs through other processes supported by the partners. This includes, for example, potential complementary funding or potential direct contribution to selected project activities, formal and informal donor coordination mechanism strengthened by Sweden, and development of synergies with EU member states, European countries, other donors/forms of international assistance.

The project will support the green agenda implementation by involving and providing support to various target groups:

Public administration. Improving public administration is essential for an environment conducive to entrepreneurship, job creation and sustainable investments. Following the European Commission 2020 Progress report, Serbia needs to considerably increase its ambitions towards a green transition and continue focusing on: 1. Enhancing administrative and financial capacity of the public central and local administration authorities, and 2. Intensifying implementation and enforcement work and strengthening transparency, accountability and good governance. The project will engage with public administration on the central and local levels, by assisting relevant Ministries and local self-governance units (LSGs) in their active participation in the implementation of the project. The project's policy and technical assistance will both strengthen the capacity for implementation and enforcement, but also match interventions with public funding. Pilot projects will create concrete examples important for showing progress towards the EU accession and potentially also unlocking further financing and IPA programming.

Public utility companies. Public utility companies (PUCs), such as district heating companies, or waste/wastewater management utilities, play a key role in reducing environmental pressures and should be one of the key players in piloting the green transition. The green transition will require municipalities and PUCs to step up action and shift towards circular and integrated business models for energy, water and waste management. The project will mobilize further support to a critical mass of PUCs that show a strong commitment to the green transition and have an impact on strengthening both their long-term capacity to plan and take action, but also for piloting green investments, and facilitating their future scale-up and financing.

Private sector. The project will support mobilizing green investments in the private sector through collaboration with counterparts, such as the Serbian Chamber of Commerce and Industry, building upon its Circular Economy Hub, to identify innovative opportunities and business models based on the industrial symbiosis. The project will support key industries, through targeted action and calls for proposals (pilot projects) to identify cleaner technologies, prepare for permits, co-finance pilot investments in green technologies, and ultimately search for up-scaling of investments, especially for all priority areas of Green Agenda.

Academia, CSOs, citizens, youth and vulnerable groups. As a growing engagement in society demands cleaner environment, the project will impact their better participation, for example making use of the innovative solutions developed by Serbian research and professional sector. The CSO sector is a driver for change, so they will be included in the design and implementation of pilot actions, for example in the area of circular

economy and depollution. Especially in the area of air pollution platforms for citizens and youth engagement in decision-making will be formed. Piloting investments at the household level will explore participatory financing opportunities. The project will include a targeted analysis impacting project's design to secure the participation of and benefits for vulnerable groups and with a gender equality perspective. This will ensure implementation of the principle: "leaving no one behind in the green transition".

Attitudes of stakeholders. All specific support activities part of this project are initiated and coordinated with the beneficiaries and end recipients. They are strongly committed to support and cooperate during the implementation. UNDP has checked the proposed activities and agreed that the overall project design and specific support intervention correspond to the present priority needs.

South-South and Triangular Cooperation (SSC/TrC)

As regards global outreach and "south-south" co-operation, project will explore opportunities for meaningful participation in specific global and regional events where UNDP could support engagement with the global development discourse on climate action on local level.

Digital Solutions⁷

In the scope of Component 2, special focus will be on supporting innovation. Based on UNDP experience with challenge calls, the vibrant IT sector in Serbia is very interested in proposing novel digital solutions in response to challenges. In this context and following the approach to foster open data, various web-based software products for data monitoring or collection have been prepared already. The project will benefit from this experience and will aim at promoting development and deployment of innovative digital solutions and tools.

Knowledge

The project will incite sharing of experience with other relevant UNDP activities. The planning documents supported will be published to increase knowledge and awareness and support replication.

The activity will establish an "Award for EU Green Agenda for Serbia" competition for frontrunners, thus creating strong media communication on action and change and become an advocacy and mobilisation tool for inspiring further action in Serbia. Based on the competition results, UNDP will competitively select up to 10 entities and award them with the Innovation Award (technically prepared and issued by the UNDP), acknowledging particular contribution to awareness or business model fitting into the Green Agenda for the Western Balkans.

In addition, the Project will develop a training module on local air quality planning. The training module will be posted online and available to the local self-governments.

The project builds upon different projects and initiatives conducted or ongoing in the fields of energy, climate change and environmental protection, including, among others GEF- funded projects: Removing barriers to accelerate the development of biomass markets in Serbia, Removing barriers to promote and support Energy Management Systems in Municipalities throughout Serbia, Support to Sustainable Transportation System in the City of Belgrade, Climate Smart Urban Development Challenge, Supporting reporting requirements to the UNFCCC and Paris Agreement, including: development of National Communications and Biennial Update Reports to the UNFCCC, and Capacity Building Initiative for Transparency (CBIT); Ensuring Financial Sustainability of the Protected Area System, National Biodiversity Planning to Support the Implementation of the CBD 2011-2020 Strategic Plan, Capacity Development for Improved Implementation of Multilateral Environmental Agreements (MEAs); as well as ongoing GCF-funded project Advancing medium and long-term adaptation planning in the Republic of Serbia, and other ongoing and planned initiatives such as: Climate

⁷ Please see the [Guideline "Embedding Digital in Project Design"](#).

Smart Bio-Waste Management Challenge, funded by Sida, Strengthening the Rural Competitiveness and Productivity of Agribusiness Sector, funded by Swiss Agency for Development and Cooperation (SDC) and initiated multiyear Programme “Energy Efficiency in Central Government Buildings” aiming at energy efficiency renovation (EER) of central government buildings (CGB) as per Article 5 of the Energy Efficiency Directive (2012/27/EU) (EED). The EECGB Programme encompasses renovation of up to 28 central government buildings in Belgrade of total 208.000 m2 out of which 50% are protected as heritage buildings. For the EER of the said 28 buildings, an EUR 40 million loan from Council of Europe Development Bank has been negotiated and agreed by the Government of Serbia and the MME.

Proposed tools and methods for knowledge exchange, learning & collaboration:

UNDP will engage with targeted stakeholders primarily through bilateral discussions as well as by organizing inclusive consultative knowledge management workshops, where the project intermediate results and further implementation can be presented for and discussed with a broader audience. For this purpose, the project will also establish a “Community of Practitioners” which will have its dedicated webpage on social media to exchange information and communicate with other interested stakeholders.

Proposed knowledge outputs to be produced and shared with stakeholders will include, among others, the following:

- Green Agenda pillar specific Roadmaps developed
- National Environmental Strategy: Green Agenda for Serbia developed
- low-carbon development strategies for local self-governments developed
- Guidance document developed for greening of the public and private companies and industries falling under either/both EU ETS and/or IED.
- Regulatory act amended/developed (potentially, developing New Waste Management Law) to accommodate requirements of the EU Circular Economy package
- Local Air Quality Plans and/or short-term action plans developed or improved
- Restoration plans developed for priority areas for forest landscape restoration
- One sustainable protected area management plan elaborated for demonstration of integrated cross sectoral implementation approach, etc.

For all knowledge products, UNDP will engage a gender in order to incorporate gender specific considerations into them at a required level.

Communication and Outreach

Activities to ensure visibility of the action and EU funding:

A Communication and Visibility Plan has been developed in Annex 6 of the EU-UNDP Contribution Agreement. UNDP will implement this Plan in accordance with article 11 of the FAFA and article 8 of the General Conditions. At the beginning of the inception phase, UNDP shall propose, in consultation with the EU Delegation, the visual identity of the Project, which shall, be agreed and used in all communication materials.

The main messages communicated throughout the implementation will be:

- Significance of undertaking immediate actions to implement the Green Agenda in Serbia;
- Significance of the positive leading role of the Government institutions in leading the green agenda implementation in order to improve quality of life for Serbian citizens, unlocking and creating conditions for economic growth at the same time supporting environmental improvements;
- Significance of green agenda implementation for making laws working for benefit of people and the economy;

- Significance of all actors involved, but very much cooperation with private sector, to achieve the change;
- Significance of EU funding and support in achieving green transition.

UNDP will implement the visibility and communication activities horizontally through all the activities. Messages in this segment will promote the green agenda, EU initiatives, governmental efforts, EU and other donors support.

UNDP will make sure that communication and outreach activities, as well as all visibility materials promote the EU values and norms, as well as those of the EU member states.

The main channels of communication will include public events in Serbia, conferences/field visits, media interactions, written documents, meetings and forums organized under the auspices of the UN.

Participation of a UN Agency in the project represents an added value in all respects. The visibility activities will be specifically designed to promote results achieved by this project among the general Serbian public. They will highlight the joint work and cooperation between the EU, Swedish and Serbian Governments, IFIs and UN in this important endeavour and the positive impact they make on the progress of the EU accession processes in Serbia.

UNDP will implement all visibility and promotion activities in line with the relevant contractual requirements (FAFA and General Conditions) and the Joint Visibility guidelines for EC-UN in the field.

A detailed Communication and Visibility Plan has been drafted as a separate document and will be adapted in course of project implementation.

Sustainability and Scaling Up

The project is designed with a strong focus on building continuation from previous project and developing synergies with EC initiatives and programming. The project will also generate basis for future activities related to Green Agenda implementation in Serbia.

Institutional sustainability

As described in the Methodology chapter, project focuses on improvement of the situation of target groups through increasing capacities of administration and other actors to improve performance in implementation thus transferring policy into practice. This was also one of the key remarks in the EU2020 Progress Report for Serbia. The project will not only contribute to the increased capacity of target groups but also work on functional networking of leading businesses, municipalities and organisations being an agent of change for the green transition. Importantly, the project's contribution to building capacities of competent institutions and local administration ultimately aim at accelerating the compliance with the EU Acquis and strategic framework, as well as for the implementation of targets set by the EU directives and specific directive plans, national policies in areas of relevance to the Green Agenda.

Financial sustainability

The project's focus on pilot and scale-up has a strong contribution to the financial sustainability. The implementation of pilot projects will represent a concrete example of smaller scale interventions, giving an opportunity to participating entities and individuals to learn on concrete examples. Specific attention in pilot projects will be given to systematic project management and monitoring/measurement of performance. This intervention will improve efficiency of future public/donor's financing, providing better value for invested funds. The Component 3 will deal with identification and support to concrete larger initiatives to be financed and implemented in the post-project period. The project will build the absorption capacities of the public and private sector for the investment opportunities arising out of the EU Economic and Investment Plan for the Western Balkans. It will trigger development of the pipeline of investment proposals that will fit with the Green Agenda priority areas. The financing initiated within the project will be presumably active in the post-project period.

Policy level sustainability

The project has a strong focus on policy level sustainability, designing activities based on policy needs, and closely following up how actions deliver back towards these objectives and targets, not at least the EU accession process. Component 1 support to enabling conditions will result in a more efficient application of the Green Agenda, thus having impact on implementing provisions in the future. Eventually, policy interventions of the project will enable smoother compliance not only for the public but also for the companies and industrial sector. The project will also trigger policy improvements that favour green industries, smart specialization and reskilling, digital transformation and innovation, green jobs creation (including the just transition). The project will aim at establishing a mechanism to monitor that activities contribute towards the achievement of EU Accession needs for Chapter 27 and 15, Serbian priorities, Green Agenda implementation and SGD targets.

Environmental sustainability

The entire project is built around environmental issues and promotion of sustainable environmental practices is ensured throughout the implementation. The project will improve environmental policies and trigger and upscale investments into clean technologies and green/circular businesses that have long-term positive impact on the preservation of environment, reducing harmful emissions into air, soil and waters and preservation of natural resources, ecosystems and their services.

Sustainability will be also created through main principles under which the project will be implemented. These include creation of conditions for gender equality and providing equal opportunities, enhancing public-private partnership and developing conditions for diversified financing, bringing innovative solutions into practice.

Gender equality

The project takes into account that energy and environment plays an essential role in both women's and men's lives. Achieving gender equality in the field of energy and environment is linked with human rights and social, environmental and economic development. Increasing women's involvement in the field of energy, circular economy and environment has the potential to stimulate sustainable economic growth and accelerate green agenda. The project will ensure that all members of society benefit from the activities - women, vulnerable groups, and rural populations, in order to achieve more equitable economic, business and employment opportunities. This will also result in a more inclusive and socially responsible environment and energy policies from national to local level. Women's interests and needs will be taken into account to ensure that they actively participate and benefit from the activities. The project will not only provide guidance on mainstreaming gender in policies and capacity building but also promote women's entrepreneurship.

Equal opportunities

The project carries "inclusiveness" in its title. The partners all have strong track record in the application of these principles in different sectors. They are convinced and committed that also in the Green Agenda issues inclusiveness should not only be a matter of general principles, but they strongly believe that inclusiveness can contribute to better performance of the sector. In addition to promoting specific initiatives, such as building of capacities of citizens and CSOs for advocacy and monitoring of environmental sustainability principles, the partners will promote principles of equal opportunity and inclusiveness in all activities. In particular in the segments where a selection of participants will be based on competitive processes, the principle of equal possibilities for participation will be regarded as the main criteria.

Public-private partnership

Issues related to Green Agenda by definition require involvement of both public and private bodies/entities. The linkage between both is created by regulatory framework and the practical application where public sector needs to ensure clear guidance and support to the private sector.

The project will promote principles of cooperation on issues such as energy efficiency, circular economy, and creation of local public-private partnerships. An example of such an approach would be partnership between a PUC and private sector operator in the collection of solid waste, separation and recycling, where the last

phase is the domain of the private sector. The partners will also promote participation of public sector (by technical support or funding) when concrete issues such as air-emissions will be dealt with in private sector companies.

Innovative approaches and use of best practices

The strong innovative component of the project is to bridge policy-pilot action-and financing and have broad stakeholder involvement to trigger transformative change. Often these three steps act in isolation and stakeholders do not work together for change. Also, the project propose clearly how to scale up best practices, to create multiplication effects that strengthen development impact. In addition to meeting EU accession criteria, the project will support the long-term competitiveness of the Serbian MSME sector. At present, approximately 60% of Serbian trade is with the EU and is at risk of being less competitive if MSMEs fail to understand all aspects of green transition and prepare for upcoming EU taxonomy of green projects, including carbon footprint. The project will therefore favour innovative technologies, business models and processes that can accelerate green transition and create multiple environmental (better quality of air soil and waters), economic (e.g. contribute to budgetary savings by offering more efficient solutions for same or less money) and social benefits (e.g. by create green decent jobs, ensure just transition etc.). The project will promote innovative solutions by match-making innovators with potential beneficiaries (e.g. matching science with businesses).

Complementary financing to address barriers in accessing green financing - unlock private financing

UNDP, Sweden (Sida) and EIB are development institutions managing strong portfolios in the areas of relevance to Green Agenda implementation in Serbia which are complementary to the project. See further under management activities. It is expected that the entire project will unlock private financing complementary to the public financing coming from the EU budget of the project and complementary partners' financing. UNDP and partners in implementation of the EU for Green Agenda for Serbia: Get Started, Take Action, Scale-up will work together to de-risk private sector investments through the innovative financing schemes, such as 1. the performance-based payments, and 2. by de-risking different types of loans and commercial, IFI and other borrowings. The PBPs are considered to be drivers of innovation and accountability and the recipient must be financially viable and able to bear upfront costs. Low-Value Performance-based payment is an umbrella term for various schemes that pay a party upon the achievement of results, rather than for efforts to accomplish those results. Otherwise, similar to other grant incentives, the performance-based payments modality can be considered as a form of credit enhancement (equity participation of lender into a financing value) to increase projects' economic viability thus making it easier to reach their financial closure. Applying PBPs provide greater certainty to donors about the Value for Money for scarce development funds, as well as they reduce donor's financial and reputational risks. PBPs are convenient for catalysed funding from other development partners attracted by scalable and measurable results. The issuance of PBPs will be subject to the decision of the Steering Committee and the SC will be in charge of monitoring implementation of the PBPs and approve each payment as per the delivered results. As Serbian financial market is quite bank-centric, private sector companies have very limited access to finance options, consequently commercial banks loans are the main and most utilized external financing option. Due to their size, SMEs often lack adequate level of collateral to get a bank loan for their green investments/projects. De-risking mechanism for loans and other borrowings will bridge collateral gap and help SMEs. with feasible green projects, to get a bank loan. Since commercial banks often lack a proper due diligence expertise, when it comes to green projects, mechanism would de-risk green loans, thus help SMEs to access external financing sources for green investments. Also, these innovative financing mechanisms will ensure blending of public and private capital for green investments. Based on recent UNDP experience, these innovative financing mechanisms can leverage private sector investments and commercial borrowings in the ratio of at least 1:4 (\$4 of private sector investments against \$1 of grant financing).

Dissemination and replication of outcomes

As outlined under group of activities A3 the dissemination of results is integrated into the very implementation of the project. The proposed activities will contribute not only to general dissemination of results, multiplication of models useful for other stakeholders in the sector (i.e. business and municipalities),

but also the multiplication of interventions and gradual upgrade from smaller to larger scale interventions. Besides this, UNDP will prepare presentations of results in a way to allow their use in other initiatives and areas. Channels used in the process will include:

- Press-releases and media publications. UNDP will issue regular press-releases and ensure media publications. These will be aimed at the general public, promoting governmental efforts, significance of EU financing and sector issues.
- Professional publications. The project results (capturing the relation between project outputs and impact) will be presented in professional publications and in the media for further dissemination and replication.
- Events planned by the project will be an opportunity for presentation of results to extended audience.
- Direct contacts. UNDP will be available throughout the duration of the project for presentation of lessons and experiences to other interested parties, policy makers, etc.

For all media, outreach and communication materials, UNDP and partners will seek approval of the EU Delegation.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The project will be implemented through close cooperation between UNDP, Sweden (Sida) and EIB. The involvement of the three agencies which all have a long standing experience in working in the topics relevant for the green agenda ensures synergies and joint operations to ensure high-cost effectiveness. UNDP, Sweden and EIB have a broad track record of previous actions. UNDP has, in all five areas of the Green Agenda, a number of projects where both results and lessons learned feed into the design of the Action document. It also relies on the extensive co-operation network including i.e. business associations as necessary for implementation of this project. Sweden (Sida) broad track record of financing Chapter 27 support projects in Serbia through cooperation with the Government, municipalities, CSOs and academia is taken on board in almost all areas of the Green Agenda. EIB has a track record of financing in decarbonization, circular economy as well as green infrastructural investments of key relevance for ensuring continuation of the previous actions into further green financing opportunities.

UNDP will ensure the overall coordination at the level of the entire project. The UNDP will appoint the Project Manager who will be supported by a team of two project coordinators and two assistants, in line with the project document. UNDP will also appoint an oversight team for programme, financial, procurement oversight, as well as one communication officer.

Sweden, through the Swedish Development Agency (Sida) will contribute as a Member State institution with its extensive support portfolio to policy alignment relevant for the Green Agenda in Serbia, as well as use its role as the lead donor to enhance coordination, synergies and further leverage between its portfolio and actions supporting the Green Agenda in Serbia.

EIB will take the role of an international financial institution that screens project proposals for financing, in line with its own eligibility and financing criteria. EIB will also coordinate the advisory support related to potential intermediated lending through local financial institutions, as part of the scale-up component of the project.

In addition, the action will take into account the current and planned IPA pipeline within energy and environment, and also agriculture, exploring synergies and building on complementarity of actions. Also, in case partners of the EU for Green Agenda: Get Started, Take Action, Scale-up and EU Delegation identify some of the projects sourced through the competitive processes as convenient for EU IPA financing, such projects will be considered further through regular IPA programming process.

The grant financing provided by the project funds will be allocated following the best value for money and performance based payments, based on UNDP experience with challenge calls and as further developed and coordinated at the start of the project.

Project Management

At the beginning of project implementation, in the project inception phase, the management structure will be established. UNDP will act as the entrusted entity with the full administrative and financial responsibility⁸ for the project and will hire a Project Manager who will manage the project in close consultations with the EU Delegation to Serbia. The Project Manager will be supported by the Project Coordinators (Project Coordinator for Decarbonization and Circular Economy and Project coordinator for Environment and Air Quality) and other team as required for implementation of this Action as further described in the methodology part of the Action document.

UNDP will also act as a coordinator with the two other partners in implementation of the Green Agenda in Serbia. UNDP will set up an appropriate partnership mechanism for information exchange, coordination and decision making. This mechanism will particularly support coordination between the two separate contracts, one between the EU and UNDP, and the other between the EU and EIB.

In close coordination with the EU Delegation, UNDP will establish a Project Steering Committee (PSC) to ensure the national ownership and achievement of project objectives through the strategic level steering and informed decision-making process. Therefore, the overall progress, milestones, risk management and mitigation measures shall be agreed upon. The PSC will consist of high-level representatives of: EU Delegation, Ministry of Environmental Protection, Ministry of Mining and Energy, Ministry of Agriculture, Forestry and Water Management, Ministry of Economy, Ministry of European Integration, UNDP and EIB as contracted for project implementation. The Ministry of Environment Protection will chair the Steering Committee and EU and UNDP will (co)chair the PSC together. Sweden will participate in its role as advisory capacity providing guidance and promoting and facilitating EU integration and strong coordination with other donors and their relevant projects. The PSC will decide based on consensus.

The list of Steering Committee members is “non-exhaustive”. It may, for instance, include also a number of IFIs or donors (such as Switzerland, Germany, with their respective development agencies, and others) or other additional supportive structure for consultation and coordination with international assistance might be sought for. The final composition of the PSC, in terms of appointed persons, will be discussed and agreed upon at the beginning of the implementation of the Action. The PSC will take strategic decisions and supervise the proper implementation of the Action, will decide on adjustments to the planned activities as appropriate and in line with the flexible approach of the Action. Steering Committee Members shall meet quarterly unless further ad hoc meetings are necessary.

PSC will have an important role of coordinating activities that will be implemented under two separate individual Agreements, one between the EU and UNDP and the other one between the EU and EIB. The EU Delegation will also ensure synergy between the two individual Agreements.

UNDP will provide administrative and technical support to the PSC, including organising meetings and drafting/circulation of agendas (2 weeks before meetings), documentation for consideration (1 week before meetings) and taking minutes (1 week after meetings). Implementation/non-implementation of PSC decisions shall be noted in the subsequent report. All operational arrangements concerning the PSC will be prior agreed with the EU Delegation to Serbia.

⁸ EIB will manage and implement advisory activities under A3.3 under a separate contribution agreement.

Among other, UNDP will develop the Visibility and Communication Plan in accordance with provisions of the General Conditions (Annex 2 to the EU-UNDP Contribution Agreement).

Organisational structure and Project Office

Project activities will be implemented by a competent project team. Each of the beneficiaries will contribute to the team with experienced staff with first-hand technical experiences in the themes covered within their respective activities and interventions. The following functions are proposed within the project team:

A full-time Project Manager will coordinate all project activities. He/she will be responsible for coordination and communication within the project team, relations with beneficiaries and recipients and stakeholders and maintenance of procedural aspects. The Project Manager will supervise the internal management proceedings and coordinate any corrective actions with beneficiaries. The Project Manager will supervise communication and visibility activities at the horizontal level.

Project coordinators: Five areas of Intervention of this Action will be managed by two dedicated coordinators (Project Coordinator for decarbonization and circular economy and Project Coordinator for environment and air quality). They will be responsible for implementation of all activities at the level of areas of intervention, in direct consultations with partners. The coordinators will be directly responsible for implementation of technical activities and support facilities (for example engagement of sub-contractors or logistical arrangements within specific area of intervention). Coordinators will maintain regular communication with project manager to review progress at WP level and contribution to overall project implementation. Coordinators will maintain communication with respective stakeholders and target groups in coordination with the Project Manager.

Additional administrative staff, namely two Project Assistants (1 Administrative and 1 Finance Assistant), will be engaged to support the core content and technical activities. The tasks of administrative staff will include management of documentation, financial management support and support in the communication and visibility segment.

UNDP will ensure project oversight services to secure maximum project accountability at several levels: programme, financial and procurement oversight. Also, to make sure that all project activities, results and achievements are regularly and timely communicated to the wide group of partners, stakeholders and citizens of Serbia, UNDP will designate a project communication and visibility specialist.

All the mentioned services (as detailed here below) will be charged to the project's budget for the time spent directly attributable to the implementation of this action:

UNDP will designate a Programme Analyst to perform oversight functions to ensure that project activities are implemented timely and in best quality manner. This will ensure that the Action produces desired results as described in the Action document. Also, Programme Analyst, as per CO Standard Operating Procedures (SOP) on Project Management Cycle, will perform regular oversight missions to validate, supervise, quality assure project management unit.

UNDP will designate a Procurement Specialist to perform oversight functions over the project operations, in particular on procurement processes. The Procurement Specialist will make sure that procurement processes are conducted in accordance with UNDP procurement rules and control mechanisms.

UNDP will designate Programme Finance Associate to provide oversight, in line with the UNDP rules and procedures, over the accounting, administrative and financial aspects of project implementation, administration of the project budget and budget expenditures.

UNDP will designate Project Communication and Visibility Specialist to ensure that project communication, outreach and visibility activities and materials are prepared and conducted in accordance with the agreed Communication and Visibility Plan.

Procedures for follow-up and internal/external evaluation

UNDP will establish an internal system of monitoring and evaluation to regularly check the progress on implementation of activities and achievement of results. The system will use the original benchmarks presented in this document as the basis. Throughout the implementation, the achieved results will be

checked against original plans – time perspective/milestones will be taken into account. In case of discrepancies from plans, UNDP will introduce corrective measures. Normal procedure for elimination of discrepancies will be (a) identifying a discrepancy, (b) estimation of the level of discrepancy and potential impact (time, quality and quantity wise), (c) definition of reasons (internal, external), (d) preparation of the contingency plan (responsibilities, activities), (e) implementation of the contingency plan, (f) review. UNDP has clearly defined roles and responsibilities in the implementation phase. Each will contribute with their reports and inputs into the internal monitoring system.

Regular reporting routine will be established, while UNDP will coordinate reporting and compile them into one Project Reporting format. The activities implemented by EIB and those implemented by UNDP will be reported separately in line with the contractual provisions of the two separate contribution agreements between UNDP-EU and EIB- EU respectively. More specifically, until the entry into force of the amendment of the EU-UNDP Contribution Agreement reflecting the additional resources and timeframe to implement the second phase of the action, UNDP shall prepare and submit progress reports (narrative and financial) only for the activities and results carried out during Phase 1 of the project, as described above and indicated in the work plan, logical framework and budget.

While monitoring will be a constant process, UNDP will initiate implementation of internal evaluation at the key milestones of the project. Following this evaluation, UNDP will prepare reports in line with the standard methodology. Effectiveness, efficiency, utility and sustainability will be among issues reviewed. The process will not only increase the impact of the project but will also provide valuable messages and lessons learned for the policy making level and participating stakeholders.

The project also anticipates the possibility of external evaluation by the EU as per contractual requirements (article 10 of the General Conditions). In this process, UNDP will ensure full cooperation and availability of project-related information.

Transparency and accountability

Since 2001, UNDP in Serbia has delivered more than US\$ 230 million in development assistance, whereby the Government of the Republic of Serbia has entrusted UNDP Serbia with over US\$ 60 million through Government co-financing initiatives over the years. During the last 10 years, UNDP's annual programme in Serbia ranged between EUR 6 and 35 million.

UNDP Serbia has been applying the International Public Sector Accounting Standards (IPSAS) since 2012. IPSAS are independently developed financial reporting standards for the public sector. IPSAS are considered best practice for public sector organizations, as they impose the most stringent requirements of clarity and transparency. IPSAS compliance ensures UNDP's accountability, transparency, improved management and planning and harmonization of reports and statements across the UN system.

UNDP Serbia applies the Harmonized Approach to Cash Transfers (HACT), ensuring proper risk-based assessments of Implementing Partners in transferring cash to institutions.

With its long-standing commitment to transparency, UNDP began publishing its project data to the global standard of the International Aid Transparency Initiative (IATI) in 2011. UNDP's online portal, open.undp.org, allows open and comprehensive public access to data on more than 5,000 UNDP projects with over US\$5 billion project resources. Thanks to the efforts made by all parts of UNDP, UNDP has been ranked first on the Aid Transparency Index for the last two consecutive years.

Means of implementation of the action

The core project team described in the previous paragraphs will carry out the overall implementation of the activities. To support the project team, per-diems/subsistence and travel costs will be allocated. Both segments are calculated in line with the existing UNDP standards. Travel and presence at the local level is taken into account in planning of these resources.

Costs of local office included in the project budget are limited to the rental costs, the costs of the utilities and sundries (such as office rent, assets composing project office, maintenance/repair, consumables and supplies, IT & telecommunication, energy/water, facility/security costs) of the designated project office.

UNDP will engage external expert services in support of implementation of specific segments of activities. The external assistance will cover professional services which cannot be delivered by internal sources. External assistance will also be engaged in support services: implementation of events, translation services, printing of publications and promotional materials.

V. RESULTS FRAMEWORK⁹

Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: Serbia adopts and implements climate change and environmentally friendly strategies that increase community resilience, decrease carbon footprint and boost the benefits of national investment

Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets: Climate change mitigation and adaptation measures designed and implemented, and climate ambition raise

Applicable Output(s) from the UNDP Strategic Plan:

Project title and Atlas Project Number: EU for Green Agenda in Serbia: Get Started, Take Action, Scale-up; Atlas Award ID: 00136377; Project ID: 00127312

⁹ 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.

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EXPECTED OUTPUTS	Output Indicators	Data Source	Baseline		TARGETS (by frequency of data collection)					DATA COLLECTION METHODS & RISKS Assumptions
			Value	Year	Target (year 1)	Target (year 2)	Total target – first phase 24 months	Total target second phase	Target First + Second phase ¹⁰	
<p>Impact (Overall objective)</p> <p>To contribute to efficient, inclusive and sustainable implementation of the Green Agenda in Serbia</p>	<p>National strategies consistent with the Green Agenda; investment environment enabled with secured financing and successfully piloted replicable projects.</p> <p>‘Good progress’ mark awarded in EU progress report for Serbia in chapter 5 due to progress in mainstreaming Green Public Procurement, chapter 15 due to progress in renewable energy investment and investments into energy efficiency and 27 due to progress in national environmental and climate policies update and implementation.</p> <p>Increased Government’s absorption capacities for accompanying Economic and Investment Plan</p>	<p>EU Progress report</p> <p>Government and Ministry’s annual reports</p> <p>Energy Community reports</p> <p>NPAA assessment report</p> <p>MIFP and DSIPs implementation assessment (Ch27)</p>	<p>“Limited progress” reported for Chapter 15 for 2020</p> <p>“Limited progress” reported for Chapter 27 for 2020</p>	(2021)	<p>“Good progress” reported for Chapter 15 for year 1</p> <p>“Good progress” reported for chapter 27 for year 1</p>	<p>“Good progress” reported for Chapter 15 for year 2</p> <p>“Good progress” reported for chapter 27 for year 2</p>	<p>“Good progress” reported for Chapter 15 for year 1/year 2</p> <p>“Good progress” reported for chapter 27 for year 1/year 2</p>	<p>‘Good progress’ reported for Chapter 15 for year 3</p> <p>“Good progress” reported for chapter 27 for year 3</p>	<p>“Good progress” reported for Chapter 15 for year 3</p> <p>“Good progress” reported for chapter 27 for year 3</p>	<p>Collection method:</p> <p>Review/analysis of relevant reports</p>

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SO1 To improve framework and base-conditions for more efficient implementation of Green Agenda in Serbia	Number of institutions, public and private sector entities better prepared for implementation of Green Agenda priority areas	Action implementation progress reports Reports of beneficiary entities	0		20	20	40	10	50	Collection method: Review/analysis of relevant reports Insufficient interest for participation by potential beneficiaries
	Number of individuals with increased competencies for implementation of Green Agenda priority areas		0		100 (50% women)	250 (50% women)	350 (50% women)	150 (50% women)	500 (50% women)	Collection method: Review/analysis of relevant reports
SO2 To support pilot projects within the five priority areas of the Green Agenda in Serbia and promote opportunities for future scale-up financing	Number of supported pilot project interventions		0		15	15	30	20	50	Collection method: Review/analysis of relevant reports
	Number of direct beneficiaries with the improved socio-economic situation due to pilot projects		0		1 000 (50% women)	1 500 (50% women)	2500 (50% women)	2500 (50% women)	5000 (50% women)	Collection method: Review/analysis of relevant reports
	Potential positive scale-up effect indirect beneficiaries) due to scale-up actions		0		20 000 (50% women)	80 000 (50% women)	100 000 (50% women)	50 000 (50% women)	150 000 (50% women)	
Component 1: GET STARTED – Creation of Framework Conditions										
Green Agenda pillar specific Roadmaps developed	Number of developed roadmaps	Action implementation progress reports	0		3	2	5	0	5	Collection method: Review/analysis of relevant reports

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		Reports of beneficiary entities (e.g. Ministries competent for environment, energy, agriculture)								
National Environmental Strategy: Green Agenda for Serbia developed	Number of developed strategies	Action implementation progress reports Report of the MoEP	0		0	1	1	0	1	Collection method: Review/analysis of relevant reports
EU ETS operators and public and private entities from non-ETS sectors assisted in identification of best technologies for lowering their carbon intensity, GHG monitoring plans and GHG emission reports preparation and in application for the GHG permit	Number of operators supported	Action implementation progress reports Reports of the Ministry of Environmental Protection and Serbia Environmental Protection Agency	0		10	10	20	0	20	Collection method: Review/analysis of relevant reports
MEP and SEPA staff members trained in quality assurance and control and monitoring plans & reports as part of GHG emission permitting	Number of staff trained	Action implementation progress reports Reports of the Ministry of Environmental Protection and Serbia Environmental Protection Agency	0		10	0	10	0	10	Collection method: Review/analysis of relevant reports
low-carbon development strategies for local self-governments developed	Number of local low-carbon development strategies	Action implementation progress reports Reports of the concerned local self-governments	0		2	3	5	0	5	Collection method: Review/analysis of relevant reports
MEP staff trained in planning and implementation of EU ETS or equivalent measures	number of trained staff	Action implementation progress reports Report of the Ministry of Environmental Protection	0		3	2	5	0	5	Collection method: Review/analysis of relevant reports

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Regulatory acts aligning the national EE policy and national RE policy with EU norms developed or amended	number of regulatory acts amended	Action implementation progress reports Report of the Ministry of Mining and Energy	0		1	1	2	0	2	Collection method: Review/analysis of relevant reports
Rules and procedures developed to support operation of the future EE Directorate	rules and procedures developed	Action implementation progress reports Report of the Ministry of Mining and Energy Report of the Energy Efficiency Directorate	0		1	0	1	0	1	Collection method: Review/analysis of relevant reports
Designated public services receive energy management system and training, pre new energy efficiency law (hospitals, services...)	number of public services with received energy management system	Action implementation progress reports Report of the Ministry of Mining and Energy Energy Management Information System	0		50	50	100	0	100	Collection method: Review/analysis of relevant reports
Detailed energy audits for selected public buildings identified and supported and ESCO model developed	Number of detailed energy audits developed	Action implementation progress reports Report of the MoME	0		0	0	0	20	20	Collection method: Review/analysis of relevant reports
Regulatory acts amended with EU integrated permitting related requirements, focusing on IED and ETS requirements interaction	Number of amended regulatory acts	Action implementation progress reports Report of the Ministry of Environmental Protection	0		1	1	2	0	2	Collection method: Review/analysis of relevant reports
Guidance document developed for greening of the public and private companies and industries falling under EU ETS and/or IED	Guidance document developed	Action implementation progress reports Report of the Ministry of Environmental Protection	0		0	1	1	1	2	Collection method: Review/analysis of relevant reports

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IPPC/IED operators supported and trained to prepare IPPC permit applications (focusing on GHG emissions).	Number of operators supported and trained	Action implementation progress reports Report of the Ministry of Environmental Protection Reports (incl. draft permits) of the concerned IPPC/IED installations	0		5	5	10	0	10	Collection method: Review/analysis of relevant reports
Regulatory act amended/developed (potentially, developing New Waste Management Law) to accommodate requirements of the EU Circular Economy package	Number of amended regulatory acts	Action implementation progress reports Report of the Ministry of Environmental Protection	0		0	1	1	0	1	Collection method: Review/analysis of relevant reports
Capacity building workshops implemented to support implementation of the circular economy elements of new Industrial Policy Strategy of Serbia in collaboration with the Chamber of Commerce and Industry	Number of workshops	Action implementation progress reports	0		1	3	4	0	4	Collection method: Review/analysis of relevant reports
Circular economy requirements integrated within local waste management plans at municipal level	Number of local waste management plans improved with circular economy requirements.	Action implementation progress reports Reports of the concerned local self-governments	0		2	3	5	0	5	Collection method: Review/analysis of relevant reports

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Cities/municipalities with wastewater treatment facilities supported in identification of interlink between sludge and bio-waste management	Number of cities/municipalities with identified solutions for sludge and bio-waste management	Action implementation progress reports Reports of the concerned local self-governments	0		1	1	2	0	2	Collection method: Review/analysis of relevant reports
Recommendations developed for further improvements of regulatory acts on air quality	Number of improved regulatory acts on air quality	Action implementation progress reports Report of the Ministry of Environmental Protection	0		0	1	1	0	1	Collection method: Review/analysis of relevant reports
Tailor-made training module on participatory air quality planning and short-term plan development prepared and representatives of LSGs trained	Number of representatives of LSGs trained	Action implementation progress reports	0		25	25	50	0	50	Collection method: Review/analysis of relevant reports
Local Air Quality Plans and/or short-term action plans developed or improved	Number of developed or improved plans	Action implementation progress reports Reports (incl. local Air Quality Plans) of the concerned local self-governments	0		5	5	10	0	10	Collection method: Review/analysis of relevant reports
Inclusive policy dialogue on air pollution initiated and annual conferences held	Number of annual conferences supporting inclusive policy dialogue	Action implementation progress reports	0		1	1	2	1	3	Collection method: Review/analysis of relevant reports
Regional cooperation on air quality management promoted through workshops	Number of workshops organized	Action implementation progress reports Workshop reports	0		1	1	2	0	2	Collection method: Review/analysis of relevant reports
Abandoned agricultural land plots suitable for afforestation identified	Number of identified hectars of land plots	Action implementation progress reports	0		100	100	200	0	200	Collection method: Review/analysis of relevant reports

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		Reports of the Land Management Directorate (MAFWM)								
Pilot Forest Landscape Restoration plans developed for priority areas for forest landscape restoration	Number of pilot forest landscape restoration plans developed	Action implementation progress reports	0		1	2	3	0	3	Collection method: Review/analysis of relevant reports
National Afforestation Body established	National Afforestation National Body established	Action implementation progress reports	0		1	0	1	0	1	Collection method: Review/analysis of relevant reports
One sustainable protected area management plan elaborated for demonstration of integrated cross sectoral implementation approach	Number of management plan elaborated	Action implementation progress reports Report of the concerned protected area	0		0	1	1	0	1	Collection method: Review/analysis of relevant reports
Policy recommendations provided for improving the legislative framework for sustainable food systems in Serbia	Set of policy recommendations provided	Action implementation progress reports Report of the Ministry of Agriculture, Forestry and Water Management	0		0	1	1	0	1	Collection method: Review/analysis of relevant reports
Capacity building for rural farmers, adjacent to at least two protected areas, provided on ecologically suitable agricultural production	Number of rural farmers who received capacity building	Action implementation progress reports	0		5	10	15	5	20	Collection method: Review/analysis of relevant reports
Component 2: GET PILOT ACTION – Supporting change										
Co-financing mechanism for implementation of pilot projects developed and agreed	Number of mechanisms	Action implementation progress reports PSC meeting minutes	0		1	0	1	0	1	Collection method: Review/analysis of relevant reports

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Expert support mechanism (“acceleration support”) for implementation of pilot projects developed and agreed	Number of mechanisms	Action implementation progress reports PSC meeting minutes	0		1	0	1	0	1	Collection method: Review/analysis of relevant reports
Mechanism for selection of pilot projects developed – the Innovation Challenge Calls, as well as competition for CSOs, prepared and launched	Number of Innovation Challenge Calls	Action implementation progress reports PSC meeting minutes	0		8	0	8	0	8	Collection method: Review/analysis of relevant reports
Pilot projects selected	List of pilot projects	Action implementation progress reports	0		1	0	1	0	1	Collection method: Review/analysis of relevant reports
Innovative solutions for lowering carbon intensity identified and further elaborated from operators falling under the EU ETS and entities from non-ETS sectors	Number of operators supported	Action implementation progress reports	0		10	10	20	0	20	Collection method: Review/analysis of relevant reports
Innovative solutions of selected ETS operators and entities from non-ETS sectors implemented	Number of implemented innovative solutions	Action implementation progress reports Annual reports of beneficiary entities	0		1	1	2	4	6	Collection method: Review/analysis of relevant reports
Renewable energy solutions from both, public and private sector, implemented.	Number of implemented renewable energy solutions	Action implementation progress reports Annual reports of beneficiary entities	0		0	0	0	3	3	Collection method: Review/analysis of relevant reports
Bankable investment projects in clean technologies for industries prepared	Number of prepared bankable projects	Action implementation progress reports	0		7	3	10	0	10	Collection method: Review/analysis of relevant reports

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		Annual reports of beneficiary entities								
Identified BATs implemented by selected industries	Number of industries with implemented BATs	Action implementation progress reports Annual reports of beneficiary entities	0		0	1	1	2	3	Collection method: Review/analysis of relevant reports
Projects of public and private companies for increasing waste collection & recycling rates, identified and elaborated	Number of identified and elaborated projects	Action implementation progress reports	0		10	5	15	0	15	Collection method: Review/analysis of relevant reports
Projects of public and private entities, for increasing waste collection and recycling rates implemented	Number of implemented projects of public and private entities	Action implementation progress reports Annual reports of beneficiary entities	0		0	Up to 5	Up to 5	Up to 10	Up to 15	Collection method: Review/analysis of relevant reports
Innovative measures from the Challenge call for reduced air pollution at municipal level further elaborated	Number of elaborated measures	Action implementation progress reports	0		5	0	5	0	5	Collection method: Review/analysis of relevant reports
Pilot measures for air quality improvements in pilot areas implemented	Number of implemented pilot measures	Action implementation progress reports Annual reports of beneficiary entities	0		0	3	3	2	5	Collection method: Review/analysis of relevant reports
Feasible priority and "no-regret" measures from the local Air Quality Plans/Short-term Action Plans implemented	Number of implemented measures	Action implementation progress reports Annual reports of the concerned local self-governments	0		1	2	3	2	5	Collection method: Review/analysis of relevant reports
Additional Clean Air Innovation Challenge call ideas, already vetted by UNDP implemented	Number of implemented ideas	Action implementation progress reports	0		1	1	2	1	3	Collection method: Review/analysis of relevant reports

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Feasibility studies developed for afforestation of concrete areas	Number of feasibility studies developed	Action implementation progress reports Feasibility studies or afforestation of concrete areas	0		1	1	2	0	2	Collection method: Review/analysis of relevant reports
Pilot afforestation measure implemented by National Afforestation Body in cooperation with municipalities and private sector	Number of hektars afforested	Action implementation progress reports Annual reports of beneficiary entities	0		0	43 ha	43 ha	102 ha	145 ha	Collection method: Review/analysis of relevant reports
Measures from each of the three forest landscape restoration plans (FLRs) implemented	Number of implemented measures	Action implementation progress reports Reports on implementation of FLRs	0		0	1	1	2	3	Collection method: Review/analysis of relevant reports
CSO-led measures for small-scale improvements in protected areas management implemented	Number of implemented measures	Action implementation progress reports Annual reports of concerned CSOs Annual reports of the concerned protected areas	0		1	4	5	0	5	Collection method: Review/analysis of relevant reports
Nature-based (NbS) pilot measures related to a protected area management plan implemented.	Number of implemented nature-based solution pilot measures	Action implementation progress reports Annual reports of the concerned protected areas	0		0	1	1	0	1	Collection method: Review/analysis of relevant reports
Measures for the organic and environmentally friendly food production implemented	Number of implemented measures	Action implementation progress reports	0		1	2	3	2	5	Collection method: Review/analysis of relevant reports
Block chain-based food traceability platform developed.	Number of developed platforms	Action implementation progress reports	0		0	1	1	0	1	Collection method: Review/analysis of relevant reports

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Component 3: SCALE-UP – Promoting change and building future										
Entities selected and awarded as frontrunners of the Green Agenda for Serbia and awareness raised through Agents of Change approach	Number of entities selected and awarded	Action implementation progress reports	0		0	0	0	Up to 10	Up to 10	Collection method: Review/analysis of relevant reports
Public dialogue strengthened and public policy dialogues at local level organized	Number of public policy dialogues at local level organized	Action implementation progress reports	0		2	1	3	3	6	Collection method: Review/analysis of relevant reports
Promotion workshops organized improving public communication on green agenda among women and youth groups	Number of workshops organized	Action implementation progress reports Workshop reports	0		1	1	2	1	3	Collection method: Review/analysis of relevant reports
Capacities increased on principles of leaving no one behind in the context of Green Agenda	Number of capacity building workshops organized	Action implementation progress reports Workshop reports	0		1	1	2	1	3	Collection method: Review/analysis of relevant reports
Methodology with criteria for identification and preparation-for-scale up of projects and solutions established	Number of methodologies established	Action implementation progress reports	0		0	1	1	0	1	Collection method: Review/analysis of relevant reports
Pilot projects supported for scale up	Number of developed feasibility studies for scale up	Action implementation progress reports	0		0	0	0	5	5	Collection method: Review/analysis of relevant reports
up to 5 local self-governments supported in scaling up pilot actions	Number of studies for upscaling local self-government pilot actions	Action implementation progress reports Reports of the concerned LSGs	0		0	0	0	Up to 5	Up to 5	Collection method: Review/analysis of relevant reports

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ESCO – model-based studies developed for scale up in public sector	Number of ESCO model-based studies developed	Action implementation progress reports	0		0	5	5	0	5	Collection method: Review/analysis of relevant reports
Annual consultation events with IFIs organized to support scale up investments	Number of consultation events organized	Action implementation progress reports	0		1	0	1	2	3	Collection method: Review/analysis of relevant reports
Recommendations provided setting up a Nature-based solution financing mechanism	Number of Reports with recommendations developed	Action implementation progress reports	0		0	1	1	0	1	Collection method: Review/analysis of relevant reports
Food farmers/food producers and food retailers accessed the food traceability platform	Number of formal agreements signed	Action implementation progress reports	0		0	0	0	5	5	Collection method: Review/analysis of relevant reports
Trainings for supply chain participants provided on sustainable food production techniques and use of the food traceability platform	Number of trainings delivered	Action implementation progress reports Training reports	0		0	1	1	2	3	Collection method: Review/analysis of relevant reports

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

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)			

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
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.	Specify frequency (i.e., 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.		

Evaluation Plan¹¹

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-term Evaluation				September 2023		USD 1,891.89 project funds
Final Evaluation				December 2024		USD 3,783.78 project funds

¹¹ Optional, if needed

VII. MULTI-YEAR WORK PLAN ¹²¹³

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Total Y1+Y2 (First phase)	Second phase		Funding Source	Budget Description	Amount (USD)*
Green Agenda for Serbia: Get Started, Take Action, Scale-up <i>Gender marker: GEN 1</i>	A.0.1 Establishment and coordination of Decision-Making Process (Project Management)	57,027.03	57,027.03	114,054.06	57,027.03	UNDP	EU	64300 Staff Mgmt costs	171,081.09
		172,027.03	172,027.03	344,054.06	172,027.03	UNDP	EU	71400 Contr. Services Individual	516,081.09
		11,824.32	13,513.51	25,337.84	11,824.32	UNDP	EU	71600 Travel	37,162.16
		0	0	0	557,432.43	UNDP	EU	72100 Company Contract	557,432.43
		4,054.05	4,054.05	8,108.1	4,054.05	UNDP	EU	72400 Comm& Audio Visual Equipt	12,162.15
		2,027.03	2,027.03	4,054.06	2,027.03	UNDP	EU	72500 Supplies	6,081.09
		1,486.49	1,486.49	2,972.98	1,486.49	UNDP	EU	73100 Rent	4,459.47
		1,891.89	1,891.89	3,783.78	1,891.89	UNDP	EU	74100 Prof.services	5,675.67
		57,816.44	59,224.1	117,040.54	4,110.36	UNDP	EU	74200Audio Visual&Print	121,150.9
		24,211.71	48,423.42	72,635.13	24,211.71	UNDP	EU	75700 Training, workshop, Conferences	96,846.84
	50,675.67	16,891.89	67,567.57	0	UNDP	EU	71200 International Consultant	67,567.57	
	104,391.89	47,297.3	151,689.19	0	UNDP	EU	71300 Local consultants	151,689.19	
	31,813.06	49,268.02	81,081.08	0	UNDP	EU	71200 International Consultant	81,081.08	
	142,229.73	231,418.92	373,648.65	0	UNDP	EU	71300 Local consultants	373,648.65	
	46,272.52	144,324.32	190,596.84	0	UNDP	EU	72100-Contractual services – comp	190,596.84	
		A 1.1. Development of the pillar specific Roadmaps and Green Agenda Strategy for Serbia							
		A.1.2. Policy implementation support and capacity building for pilot projects and scale-up							

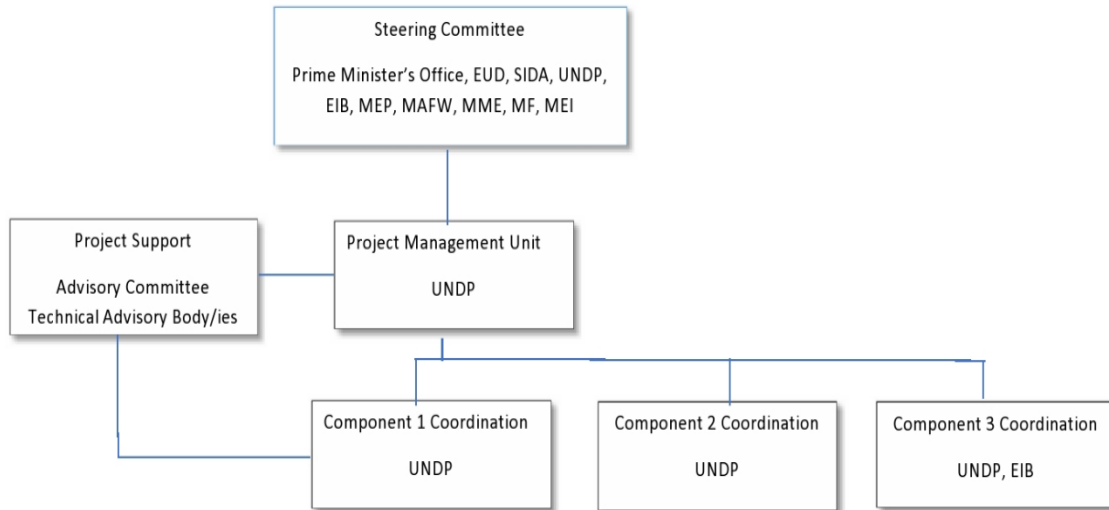
		1,126.13	984.23	2,110.36	0	UNDP	EU	74200 Audiovisual & print	2,110.36
		37,604.73	30,469.59	68,074.32	8,445.95	UNDP	EU	75700 Training, Workshops, Conferences	76,520.27
	A 2.1. Preparation of mechanisms for implementation of pilot projects	13,513.51	0	13,513.51	0	UNDP	EU	71200 International Consultants	13,513.51
		6,756.76	0	6,756.75	0	UNDP	EU	71300 Local consultants	6,756.75
	A 2.2. Selection of pilot projects	20,270.27	0	20,270.27	0	UNDP	EU	71200 International Consultants	20,270.27
		16,891.9	0	16,891.9	0	UNDP	EU	71300 Local consultants	16,891.9
		13,513.51	6,756.75	20,270.27	0	UNDP	EU	71200 International Consultant	20,270.27
	A 2.3 Implementation of pilot projects	125,000	63,513.51	188,513.51	0	UNDP	EU	71300 Local consultants	188,513.51
		22,522.52	33,783.78	56,306.30	0	UNDP	EU	72100-Contractual services – comp	56,306.30
		19,650.90	3,434.68	23,085.58	0	UNDP	EU	75700 Training, Workshops, Conferences	23,085.58
		402,027.02	1,305,518	1,707,545.02	2,754,729.71	UNDP	EU	72645 Grants	4,462,274.73
	A 3.1 Promotion, awareness raising and policy dialogue	2,252.25	1,689.19	3,941.44	0	UNDP	EU	74200 Audiovisual & print	3,941.44
		14,060.81	11,277.03	25,337.84	32,657.66	UNDP	EU	75700 Training, Workshops, Conferences	57,995.50
		0	0	0	45,045.04	UNDP	EU	72180 Innovation prizes – comp	45,045.04
	A 3.2 Support provided in development of conditions and technical assistance for future scale-up projects	6,756.76	6,756.76	13,513.52	13,513.52	UNDP	EU	71200 International Consultant	27,027.04
		33,783.78	24,662.16	58,445.94	83,445.95	UNDP	EU	71300 Local consultants	141,891.89
		1,126.13	362.61	1,488.74	0	UNDP	EU	74200 Audiovisual & print	1,488.74
		3,209.46	2,815.32	6,024.77	15,027.03	UNDP	EU	75700 Training, Workshops, Conferences	21,051.80

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	Sub-total	1,447,815.30	2,340,898.63	3,788,713.93	3,788,957.18				7,577,671.11
General Management Support	GMS 7%	101,346.85	163,862.61	265,209.46	265,227.48	UNDP	EU	75100	530,436.94
TOTAL									8,108,108.05

*As per UNORE for December 2021

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



Communication and coordination will be set up at different levels and around specific themes/areas of cooperation. UNDP will carry out the day-to-day activities of the Action, including procurement, disbursements, financial management, and monitoring. UNDP will implement the Action with due diligence and efficiency, enable on-site visits to the locations which are subject of the actions and ensure that all goods and services financed under this Action are used exclusively for their purpose.

UNDP will perform procurement procedures and award the contracts in line with its regulations and rules for procurement assessed by the European Commission.

The operational base of this Action will be UNDP Office in Belgrade, Republic of Serbia. In addition, some project activities will be implemented in different locations of beneficiaries. Therefore, monitoring activities which will be performed by UNDP staff will require occasional visits to the places outside of the place of operational base.

In close coordination with the EU Delegation, UNDP will establish a **Project Steering Committee (PSC)**¹⁴ to ensure the national ownership and achievement of project objectives through the strategic level steering and informed decision-making process. Therefore, the overall progress, milestones, risk management and mitigation measures shall be agreed upon. The PSC will consist of representatives of: EU Delegation, Ministry of Environmental Protection, Ministry of Mining and Energy, Ministry of Agriculture, Forestry and Water Management, Ministry of Economy, Ministry of European Integration, UNDP and EIB as contracted for project implementation. The Ministry of Environment Protection will chair the Steering Committee and EU and UNDP will (co)chair the PSC together. Sweden will participate in its role as advisory capacity providing guidance and promoting and facilitating EU integration and strong coordination with other donors and their relevant projects. The PSC will decide based on consensus.

The PSC will take strategic decisions and supervise the proper implementation of the project, will decide on adjustments to the planned activities as appropriate and in line with the flexible approach of the project. Steering Committee Members shall meet quarterly unless further ad hoc meetings are necessary.

PSC will have an important role of coordinating activities that will be implemented under two separate individual Agreements, one between the EU and UNDP and the other one between the EU and EIB. The EU Delegation will also ensure synergy between the two individual Agreements.

¹⁴ The Project Steering Committee in this ProDoc equals the function of the Project Board, as per the UNDP ProDoc nomenclature.

UNDP will provide administrative and technical support to the PSC, including organising meetings and drafting/circulation of agendas (2 weeks before meetings), documentation for consideration (1 week before meetings) and taking minutes (1 week after meetings). Implementation/non-implementation of PSC decisions shall be noted in the subsequent report. All operational arrangements concerning the PSC will be prior agreed with the EU Delegation to Serbia.

Inter-sectorial coordination and long-term implementation of the Green Agenda requires institutional solution, which could include a high-level Government representation, possibly the Prime Minister's Office, Ministry of Environmental Protection (MEP), Ministry of Mining and Energy (MME), Ministry of Agriculture, Forestry and Water Management (MAFWM), Ministry of European Integration (MEI) and other relevant government bodies. Such a function could be performed by the **Advisory Committee**, which would coordinate overall Green Agenda activities in Serbia, but would also provide strategic guidance to this Action implementation and its alignment with the Government policies. Project Steering Committee will decide on setting up of such structure in the project inception phase. The EU Delegation would be also included in the Advisory Committee to ensure guidance and full alignment with the Green Agenda principles and EU accession process requirements.

Depending on the already established Government structures, and with the aim to strengthen an inclusive discussion between decision-makers and stakeholders on the Green Agenda, UNDP will also establish a **Technical Advisory Body** (one or more – for each pillar of the Green Agenda()). The Technical Advisory Body could be comprised of representatives of following stakeholders: government institutions, Standing Conference of Towns and Municipalities, chambers, youth organizations, CSOs, academia etc. The Technical Advisory Body will provide situation assessment, guidance and technical recommendations for the development and implementation of the pillar specific roadmaps and Serbia's priorities on the Green Agenda, including pillar specific advice for implementation of this project. The EU Delegation representatives will also contribute to the work of Technical Advisory Body/s, as appropriate.

Executive role will be performed by the UNDP, who shall have a decisive power if the opinions of development partners and beneficiary representatives do not reach compromise.

Senior Supplier (Development Partners) role is to provide guidance regarding the technical feasibility of the project. This role will be held by the EU Delegation in Serbia.

Senior Beneficiary role will be performed by representatives of Government of Serbia, represented by the ministries included in the Steering Committee, typically at decision making level, with the purpose of ensuring the realization of project benefits from the perspective of project beneficiaries.

A full-time **Project Manager** will coordinate all project activities. He/she will be responsible for coordination and communication within the project team, relations with beneficiaries and recipients and stakeholders and maintenance of procedural aspects. The Project Manager will supervise the internal management proceedings and coordinate any corrective actions with beneficiaries. The Project Manager will supervise communication and visibility activities at the horizontal level.

Project coordinators. Five areas of Intervention of this project will be managed by two dedicated coordinators (Project Coordinator for decarbonization and circular economy and Project Coordinator for environment and air quality). They will be responsible for implementation of all activities at the level of areas of intervention, in direct consultations with partners. The coordinators will be directly responsible for implementation of technical activities and support facilities (for example engagement of sub-contractors or logistical arrangements within specific area of intervention). Coordinators will maintain regular communication with project manager to review progress at WP level and contribution to overall project implementation. Coordinators will maintain communication with respective stakeholders and target groups in coordination with the Project Manager.

Project Assurance is the responsibility of each Steering committee member; however, the role can be delegated. The Project Assurance role supports the Steering committee by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Project Assurance has to be independent of the Steering

committee; therefore, the Steering committee cannot delegate any of its assurance responsibilities to the Project manager. The project assurance role for this project will be performed by UNDP.

Project Management Unit (PMU) established by UNDP will be responsible for technical and administrative aspects of the implementation of this Project including support to development, monitoring and evaluation of the implementation of selected applications/project proposals on other and/or dislocated locations where the services are actually performed. However, the final responsibility for all the activities to be undertaken by (or on behalf of) the UNDP remains fully on Project Manager.

Team of evaluators will consist of evaluators that will be engaged to support technical evaluation and pre selection of submitted applications. In evaluating applications against the Challenge Call criteria, the specialised technical knowledge, experience and sound judgement of the evaluators is crucial. Therefore, their engagement will be done based on the subjects of applications received to the Challenge Call. Also, Independent Evaluators will be engaged to perform detailed evaluation of pre-selected applications/project proposals and to prepare final evaluation report related to selection of applications for co-financing. Evaluators will be selected and supervised by the UNDP staff, in close consultations with SDC and the MoEP.

Mentorship/Coaching team will be engaged based on the type of selected applications. Their profiles will depend on the specific areas that the selected project proposals are referring to. Their role would be to ensure efficient acceleration process and smooth implementation of selected project proposals. Team will be supervised by the Project manager.

Team for supporting planning and further policy implementation will consist of senior experts which will be engaged to provide technical assistance. Their profiles will include relevant experience in preparing local action plans for climate change mitigation, adaptation and air quality. Furthermore, senior policy experts will be engaged to support alignment between national and local climate change policies and introducing policy improvements for climate action. The team could also include experts involved in other related projects and activities, thus enhancing synergies and broadening cooperation. Team will be supervised by the Project manager.

IX. LEGAL CONTEXT**Option a. Where the country has signed the [Standard Basic Assistance Agreement \(SBAA\)](#)**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). 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.

X. RISK MANAGEMENT**UNDP (DIM)**

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]¹⁵ [UNDP funds received pursuant to the Project Document]¹⁶ are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. 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

¹⁵ To be used where UNDP is the Implementing Partner

¹⁶ To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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. Each responsible party, subcontractor and sub-recipient (each a “sub-party” and together “sub-parties”) acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.

(a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).

(b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or

humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, 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, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

- h. 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 (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) 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.
- i. 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.
- j. 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, corruption other financial irregularities 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.

- k. Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the 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 corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Project Document.

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, corruption or other financial irregularities, 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.

- l. 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.
- m. 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.
- n. 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.

XI. ANNEXES

- 1. Project Quality Assurance Report (please refer to separate file)**
- 2. Social and Environmental Screening Template (please refer to separate file)**
- 3. Risk Analysis**
- 4. Project Steering Committee Rules of Procedures and TORs of key management positions (please refer to separate file)**

ANNEX 3. Risk Analysis

#	Description	Risk Category	Impact & Probability	Risk Treatment / Management Measures	Risk Owner
1	Changes in institutional and legislative environment after the kick-off of the action	Regulatory	Implementation of laws and regulations translating EU acquis in practice in Serbia through adoption of appropriate by-laws and training administration for its implementation. L=2 I=3 Risk level: Moderate	<ul style="list-style-type: none"> ➤ The prime intention is to respond efficiently to needs and challenges at the national and local level. For this reason, the initial plans will remain flexible and will be subject to changes if required. ➤ The Action will maintain regular and strong communication with all concerned entities in the sector. They will aim at identifying necessary new requirements or preferences in good time to introduce necessary changes. ➤ Advisory support to national and local regulators, support to the creation of appropriate by-laws. 	Project Management
2	Limited interest by local authorities or civil servants at the local level to participate	Operational	Local authorities and civil servants at the local level display limited interest in issues of Green Agenda. Civil servants are afraid that these issues would increase their work burden. L=3 I=3 Risk level= Moderate	<ul style="list-style-type: none"> ➤ Intensive preparatory work with LSGs implemented during the gap-analysis – initial Action's phase ➤ Presentation of legal obligations to LSGs ➤ Presentation of perspective of citizens and importance of sustainable environmental planning ➤ Provision of advisory support and building of capacities for more efficient work in matters related to Green Agenda 	Project Management
3	Limited interest for participation of private sector	Operational	Private sector face legal, regulatory and financial, barriers to participate in financing schemes L=3 I=3 Risk level= Moderate	<ul style="list-style-type: none"> ➤ Strong promotion and capacity building campaign, to introduce benefits of greening business ➤ Provision of technical support to companies in introduction of green technologies ➤ Financial incentives to companies and perspective of future financial support ➤ Advisory support to national and local regulators 	Project Management

United Nations Development Programme

Project Document

4	Political changes at the local and national level	Political	<p>Political changes due to elections.</p> <p>L=3</p> <p>I=3</p> <p>Risk level= Moderate</p>	<p>➤ The themes tackled in the project are considered high-priority issues for both the national and local level. As such, they would be supported by any national/local government regardless of political orientation.</p> <p>➤ UNDP will maintain regular contacts and coordination with authorities at both levels. In case of changes, they will approach the new structures with transparent and independent presentation of project activities, broader significance and impact.</p>	Project Management
5	No proposals of good quality and low number of applications received	Operational	<p>There will be no pilot projects to be supported</p> <p>L = 1</p> <p>I = 4</p> <p>Risk level: Moderate</p>	<p>➤ This risk will be mitigated by careful preparation and design of the call for proposals. The experiences and results from prior challenge calls project indicate that by good preparation and attractive marketing, this risk can be effectively addressed</p>	Project management
6	Continuation of COVID-19 pandemic will prevent some project activities from being implemented	Other	<p>The targeted project results will not be achieved fully, and the stakeholders cannot be engaged at the level required.</p> <p>L = 2</p> <p>I = 4</p> <p>Risk level: Moderate</p>	<p>➤ Planning and developing alternative ways or introducing required precautionary measures for allowing the implementation of critical project activities despite of COVID-19 restrictions. For instance, all required project meetings, workshops and training events can also be organized online.</p>	Project management

Design & Appraisal Stage Quality Assurance Report

Form Status: Approved

Overall Rating:	Highly Satisfactory
Decision:	Approve: The project is of sufficient quality to continue as planned. Any management actions must be addressed in a timely manner.
Portfolio/Project Number:	00136377
Portfolio/Project Title:	Green Agenda for Serbia
Portfolio/Project Date:	2021-12-20 / 2024-01-10

Strategic

Quality Rating: Exemplary

1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?

- 3: *The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks.*
- 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change.
- 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change.

Evidence:

The project has an explicit change pathway with a detailed explanation of the project's strategy, outcomes, and risks. Theory of change is not developed as a separate tool, but is explained in the Project Document. The project contains a clear analytical flow from the development impact level to overall outcome (UNSDCF/CPD/ RPD). The change pathway reflects different levels of priorities that have been identified in consultations with relevant stakeholders.

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	Annex1-DraftProDoc_EU4Green_Agenda_11736_101 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Annex1-DraftProDoc_EU4Green_Agenda_11736_101.docx)	aleksandar.jovanovic@undp.org	2/1/2022 7:37:00 PM

2. Is the project aligned with the UNDP Strategic Plan?

- 3: *The project responds to at least one of the development settings as specified in the Strategic Plan¹ and adapts at least one Signature Solution². The project's RRF includes all the relevant SP output indicators. (all must be true)*
- 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. (both must be true)
- 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF.

Evidence:

The project responds to UNSDCF/ CPD National priority/goal “Enhanced climate actions, building resilience to climate change impacts, natural and man-made disasters and improved capacity for disaster risk reduction and management; Serbia provides safe, affordable and clean energy to its citizens (National Priorities for International Assistance)”, outcome 3: Serbia adopts and implements climate change and environmentally friendly strategies that increase community resilience, decrease carbon footprint and boost the benefits of national investments (Strategic Country Programme Document for Serbia 2021-2025). In addition, the project responds to 3 out of 6 UNDP Strategic Plan 2022-2025 Signature solutions: resilience, environment and energy. Please see ProDoc section V Results Framework on (attached under question 1)

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)

- Yes
- No

Evidence:

The project is linked to UNSDCF/ CPD outcome 3: Serbia adopts and implements climate change and environmentally friendly strategies that increase community resilience, decrease carbon footprint and boost the benefits of national investments. Please see Pro Doc V results Framework (attached under question 1)

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

Relevant**Quality Rating: Exemplary**

4. Do the project target groups leave furthest behind?

- 3:** *The target groups are clearly specified, prioritising discriminated, and marginalized groups left furthest behind, identified through a rigorous process based on evidence.*
- 2:** The target groups are clearly specified, prioritizing groups left furthest behind.
- 1:** The target groups are not clearly specified.

Evidence:

The project applies inclusiveness and the “leaving no one behind” approach and, takes the interests of vulnerable and marginalized groups into account. The project will, at an initial phase, develop pillar specific Roadmaps that will take into consideration less developed municipalities and marginalized groups, their benefits and participation in project activities and how social cohesion can be strengthened. UNDP will apply the gender equality principle to ensure that initiatives contribute to gender equality and to increase the likelihood of women’s led initiatives to participate in the competition. In particular, the project will aim to promote women’s entrepreneurship by providing equal opportunity for female entrepreneurs in Innovation Challenge calls to be published during the project implementation. Moreover, at least 2 promotion work shops on Green Agenda in Serbia will be organized for women and youth. Please refer to the Project Document uploaded under question no.1 for more information.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?

- 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project.*
- 2: The project design mentions knowledge and lessons learned backed by evidence/sources but have not been used to justify the approach selected.
- 1: There is little, or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence.

Evidence:

UNDP, Sweden/Sida and EIB have a broad track record of previous actions and projects. UNDP has, in all five areas of the Green Agenda, a number of projects where both results and lessons learned feed into the design of the project document. It also relies on the extensive co-operation network including i.e. business associations as necessary for the implementation of this project. Partners in implementation of the EU for Green Agenda in Serbia, will take into account the current and planned IPA pipeline within energy and environment, and also agriculture, exploring synergies and building on the complementarity of actions. A number of IPA projects relating to air, waste, nature and, climate are delivering results that are used in the development of the project proposal (such as the EAS3 project). Particular attention will be given to building synergy with the EU-funded EU Environment Partnership Programme for Accession (EPPA) and TRATOLOW project (Transition towards the low emissions and climate-resilient economy in the Western Balkans and Turkey) and will build upon the project's recommendations on policy and capacity improvements. Please see ProDoc Section III Results and Partnerships (attached under question 1)

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national / regional / global partners and other actors?

- 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, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true)*
- 2: Some analysis has been conducted on the role of other partners in the area 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, with unclear funding and communications strategies or plans.
- 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. 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.

Evidence:

UNDP Serbia is a trusted and preferred partner of the Government of Serbia and the project is the result of the long-term partnership with the Government and EU Delegation in Serbia. UNDP provides neutral support to governments drawing from its global experiences in successfully promoting the sustainable development agenda. As previously mentioned, the project builds on previous UNDP and other Governmental projects in the areas, however, the project also relies on partner's national and regional projects such as EU funded TRATOLW project (Transition towards the low emissions and climate-resilient economy in the Western Balkans and Turkey), but also on national projects in the region, such as the UNDP/Sweden (Sida) air quality project in North Macedonia. EIB's and Sida's role in the project is particularly pronounced in the part of scaling up successful pilots and creating financial/business models.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

Principled

Quality Rating: Highly Satisfactory

7. Does the project apply a human rights-based approach?

- 3: *The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. 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. (all must be true)*
- 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. 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. (both must be true)
- 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered.

Evidence:

During the project design and consultation process with the national counterparts, potential adverse impacts on enjoying the human rights was discussed. The project is marked with GEN1 and it directly contributes to the right to work ICESCR Art 6.1, the right to an adequate standard of living ICESCR Art 11, as well as the elimination of discrimination against women UN CEDAW Art 14. UNDP will apply the gender equality principle to ensure that initiatives contribute to gender equality and to increase the likelihood of whom women-led initiatives participating in the competition. UNDP, in consultations with the EU Delegation and partners, will work on empowering different actors at the national and particularly the local level, such as women's initiatives, by providing them with the opportunities to actively participate in policy dialogue and monitoring of policy developments in relevant sectors. Public dialogue will ensure participation and representation of gender-related issues, having in mind that women tend to be more responsible consumers than men (for example when it comes to the use of energy and resources). For more information, please refer to question 4.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

8. Does the project use gender analysis in the project design?

- 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. (all must be true)
- 2: *A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. (all must be true)*
- 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 gender inequalities have not been clearly identified and reflected in the project document.

Evidence:

The project is scaled under GEN 1 UN-REDD Gender Marker Rating System. The project will, at an initial phase, analyse how less developed municipalities and marginalized groups will benefit and participate in project activities and how social cohesion can be strengthened and revise project planning accordingly. UNDP will apply the gender equality principle to ensure that initiatives contribute to gender equality. Please refer to questions 4 and 7 for more details.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

9. Did the project support the resilience and sustainability of societies and/or ecosystems?

- 3: *Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. (all must be true)*
- 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. (both must be true)
- 1: Sustainability and resilience dimensions and impacts were not adequately considered.

Evidence:

The entire design of the action is focused on the Green Agenda for Western Balkans Action Plan, to prioritize and fund energy efficiency measures, phase out coal subsidies, introduce programs to tackle energy poverty, and also focus on the circular economy, afforestation, and nature-based solutions. The project will aim to contribute to the efficient, inclusive, and sustainable implementation of the Green Agenda in Serbia by improving policy and base conditions for the more efficient implementation of the Green Agenda in Serbia, supporting pilot projects within the five priority areas (decarbonization and energy efficiency, circular economy, air quality, biodiversity and ecosystems, and sustainable food systems) of the Green Agenda in Serbia and promoting opportunities for future scale-up financing.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

10. 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.]

- Yes
- No
- SESP not required because project consists solely of (Select all exemption criteria that apply)
- 1: Preparation and dissemination of reports, documents and communication materials
 - 2: Organization of an event, workshop, training
 - 3: Strengthening capacities of partners to participate in international negotiations and conferences
 - 4: Partnership coordination (including UN coordination) and management of networks
 - 5: Global/regional projects with no country level activities (e.g. knowledge management, inter-governmental processes)
 - 6: UNDP acting as Administrative Agent

Evidence:

Yes, the Social and Environmental Screening Procedure (SESP) has been conducted to identify potential social and environmental impacts and risks. The project has been assessed as low risk. Note that SESP is one of the ProDoc annexes.

List of Uploaded Documents

#	File Name	Risk Category	Risk Requirements	Document Status	Modified By	Modified On
1	Annex2-DraftSESP_EU4GA_11736_110.docx (https://intranet.undp.org/apps/ProjectQA/Forms/DocumentAttachments/Annex2-DraftSESP_EU4GA_11736_110.docx)	Low	Climate Change Mitigation and Adaptation; Pollution Prevention and Resource Efficiency	Final	aleksandar.jovanovic@undp.org	2/1/2022 7:46:00 PM

Management & Monitoring**Quality Rating: Highly Satisfactory**

11. Does the project have a strong results framework?

- 3: *The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. (all must be true)*
- 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. (all must be true)
- 1: The project's selection of outputs and activities are not at an appropriate level; 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. (if any is true)

Evidence:

The project document contains results-oriented indicators, with baselines, targets and data sources. The outputs and activities relate in a clear way to the project's change pathway (Theory of change). The project's selection of outputs and activities are at an appropriate level, covering all aspects of the project. Please see Project Document for detailed information.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?

- 3: The project's governance mechanism is fully defined. 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. (all must be true)
- 2: *The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. (all must be true)*
- 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.

Evidence:

The project's governance mechanism is defined in the project document. The project will be managed by the Steering Committee that will ensure the national ownership and achievement of project objectives through the strategic level steering and informed decision-making process. In addition, Technical Advisory Bodes will be organized for each pillar of the Green Agenda, and they consist of representatives of different stakeholders including government institutions, Standing Conference of Towns and Municipalities, chambers of commerce, youth organizations, CSOs, academia etc. The Project Implementation Unit includes a Project Manager, two Project Coordinators, and two Project Assistants (1 Administrative and 1 Finance Assistant). Project oversight will be conducted by Programme Analyst, Procurement Specialist, Programme Finance Associate, and Project Communication and Visibility Specialist. For more information on quality assurance and project monitoring, please refer to ProDoc uploaded under question no.1 - sections IV Project Management and VIII Governance and Management Arrangements.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?

- 3: *Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. (both must be true)*
- 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk.
- 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project.

Evidence:

Yes, project risks are identified in the initial project risk log with mitigation measures identified for each risk, and key assumptions are included in the Theory of Change. (please see Risk Management under Section X and Risk log in ProDoc and SESP, or ProDoc annexes).

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	Annex3-DrafRisklog_11736_113 (https://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Annex3-DrafRisklog_11736_113.docx)	aleksandar.jovanovic@undp.org	2/1/2022 7:50:00 PM

Efficient**Quality Rating: Highly Satisfactory**

14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example:

- 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.
- iv) Sharing resources or coordinating delivery with other projects.
- v) Using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.

- Yes
 No

Evidence:

The Project Steering Committee will ensure that the different options are considered to achieve the maximum results with the resources available as well as that joint operations are applied as appropriate, while UNDP established project Implementation Unit (PIU) will secure portfolio management approach building synergies with other similar projects and activities. The PIU will also be responsible for overall project coordination and implementation, consolidation of work plans and project papers, preparation of progress reports, reporting to the project supervisory bodies, and supervising the work of the project experts and other project staff. The PIU will also closely coordinate project activities with relevant national, regional, and local institutions and hold regular consultations with other project stakeholders, including other relevant projects.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

15. Is the budget justified and supported with valid estimates?

- 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. Realistic resource mobilisation plans are in place to fill unfunded components. 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. Adequate costs for monitoring, evaluation, communications and security have been incorporated.*
- 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, but no funding plan is in place. 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.

Evidence:

Yes, the budget contains valid estimates (Refer to Section VII of the ProDoc, Multiyear Work Plan, also attached).

List of Uploaded Documents

#	File Name	Modified By	Modified On
1	Annex4-Multi-yearworkplan_11736_115 (http://intranet.undp.org/apps/ProjectQA/QAFormDocuments/Annex4-Multi-yearworkplan_11736_115.xls)	aleksandar.jovanovic@undp.org	2/1/2022 7:51:00 PM

16. Is the Country Office / Regional Hub / Global Project fully recovering the costs involved with project implementation?

- 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.

Evidence:

The budget fully covers all direct project costs. Please see budgeted actions uploaded under question no. 15.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

Effective**Quality Rating: Satisfactory**

17. Have targeted groups been engaged in the design of the project?

- 3: *Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.)*
- 2: Some evidence that key targeted groups have been consulted in the design of the project.
- 1: No evidence of engagement with targeted groups during project design.
- Not Applicable

Evidence:

Target groups were included in the preparation of the project document. A full stakeholder involvement plan is developed during the preparation of the full project document (Section III Results and Partnerships in proDoc). SESP included assessment of potential risks to marginalized and excluded populations to ensure that there are no such cases and in Section III Results and partnerships, detailed explanation is provided on the inclusion of marginalized groups in project implementation. The project has an explicit strategy to identify and engage stakeholder participation, such as Innovation Challenge Calls. The project's Innovation Challenge Calls will be opened for public and private companies on project ideas. Engaged consultants will evaluate applicants and mentor selected applicants through the acceleration phase. The Project Steering Committee shall decide on these ideas' progress and future development. Other means of target groups engagement are Public Call for the Air Protection Plans, open grant programme call civil society improvements in protected areas.

List of Uploaded Documents

#	File Name	Modified By	Modified On
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No documents available.

18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?

- Yes
- No

Evidence:

Project document contains Monitoring and Evaluation work plan, including clear identification of responsibilities and accountabilities, as well as costs. For instance, track results will be monitored quarterly, while quality assurance and progress reports will be done annually. For more information, please refer to Pro Doc section VI Monitoring and Evaluation.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

19. 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.

- Yes
- No

Evidence:

This project does not have significant gender aspect and as per POPP is rated as GEN1: Outputs that will contribute in some way to gender equality, but not significantly, should be rated GEN1.

Management Response:

Gender-related aspects have and will be considered by including gender-specific indicators into the project results framework, collecting gender-disaggregated data on the project impact during its implementation and specifically encouraging female experts to participate in project implementation. Project activities will ensure gender balance and will be implemented with a gender-sensitive approach so that there is a meaningful participatory process for engaging women's voices. Should at any point during the implementation, the monitored data indicate that either gender is significantly underrepresented among project beneficiaries and stakeholders, the project team would investigate the issue and introduce specific measures within the framework of adaptive management. It will be ensured that project is scored 1 as per the Atlas Gender Marker.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

Sustainability & National Ownership**Quality Rating: Highly Satisfactory**

20. Have national / regional / global partners led, or proactively engaged in, the design of the project?

- 3: *National partners (or regional/global partners for regional and global projects) 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 / regional / global partners.
- 1: The project has been developed by UNDP with limited or no engagement with national partners.

Evidence:

National and International partners were fully engaged in project design phase. The project was designed in full cooperation with the Ministry of Environmental Protection, EU Delegation in the Republic of Serbia, Swedish International Development Agency, European Investment Bank, Directorate for Agricultural Land, Ministry of Energy and Mining, and also national partners, such as the Standing Conference of Towns and Municipalities. Please see Section III Results and Partnerships in ProDoc for Stakeholder Engagement.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

21. Are key institutions and systems identified, and is there a strategy for strengthening specific / comprehensive capacities based on capacity assessments conducted?

- 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. 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: *A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment.*
- 1: Capacity assessments have not been carried out.
- Not Applicable

Evidence:

Capacity assessment of national partners was undertaken, as well as a thorough analysis of current situation of the sectors in Serbia. Existing barriers, needs and options were discussed in consultations with all relevant stakeholder institutions. The project's objectives and activities are based on national priorities and a series of national legislative and strategic documents, and also focusing on Green Agenda for Western Balkans Action Plan. Such approach ensures inherent ownership over the project's interventions and targets the core needs of the authorities. Please see Section III Results and Partnerships in ProDoc for Stakeholder Engagement.

List of Uploaded Documents

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No documents available.			

22. 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?

- Yes
- No
- Not Applicable

Evidence:

EU regulations require application of the UNDP rules and procedures in the manner and limitations prescribed in the Contribution Agreement. Project will be implemented in UNDP Direct Implementation modality (DIM).

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

23. Is there a clear transition arrangement / phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?

- Yes
- No

Evidence:

Yes, the project sustainability and success builds on strong government commitment to the Green Agenda for Western Balkans concept, and the government is supporting decarbonization, improved energy efficiency, circular economy and nature-based solutions, but also focusing on improving access to finance. Apart from the Ministry of Environmental Protection, the project will closely cooperate with the Ministry of Mining and Energy, the Ministry of Finance, the Ministry of European Integration, as well as Standing Conference of Towns and Municipalities and Chambers of commerce.

List of Uploaded Documents

#	File Name	Modified By	Modified On
No documents available.			

QA Summary/LPAC Comments

Project Document has been assessed to be of a substantial quality and is recommended for signing and commencement of implementation of targeted activities.

Annex 2. Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	<i>EU for Green Agenda in Serbia: Get Started, Take Action, Scale-up</i>
2. Project Number	00136377 / 00127312
3. Location (Global/Region/Country)	Serbia
4. Project Stage	Design and ProDoc development
5. Date	09 March 2022

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

Since the break-up of former Yugoslavia, Serbia has actively adhered to the principles of mainstreaming human rights in the national legislation and government policies. The country has ratified and participated in a number of international human rights conventions and protocols. Additionally, the country has adopted national strategies towards gender equality and against discrimination. The proposed project will further support this process and will mainstream through its design and activities a clearly defined human-rights based approach.

The project will support the implementation of open monitoring, information and knowledge management as well as broad community engagement and participation through a highly participatory approach, which is indispensable for green transition and implementation of the Green Agenda, while fostering opportunities for public participation in decision making and development of people's living environment. In this way, the project will support the right to information and will aim to reflect the views of various stakeholders, including minorities, marginalized and vulnerable groups in the project design and operation. Green Agenda Action Plan promoted under the project is expected to contribute to the further improvement of quality of life and the advancement of equal human rights to a safe and clean environment, while also creating new employment and business opportunities thus supporting the right for equal employment.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

Although normative, policy and institutional framework for gender equality have been developed for almost two decades in Serbia, and many advancements towards better gender equality and empowerment of women are achieved, there are still systematic and profound gender inequalities due to the structural barriers preventing women's equal participation in the economy, social life and decision-making processes, as well as patriarchal norms, values and attitudes underpinning these inequalities. Women have lower access to natural resources due to low land ownership. Their participation in the economy is less favorable, marked with lower participation and employment rates, concentration in the social service or personal service sectors, low participation among entrepreneurs. This leaves the huge unused potential for engagement in innovative activities, including those related to climate action.

As a consequence of less favorable economic participation, women have a weaker economic position, and therefore lower resilience to climate change adverse impacts as well as lower capacities to adjust to the climate change. Carrying predominant responsibilities in the household economy and family care, women are the primary target group for changing attitudes and practices related to the consumption patterns relevant to improving air quality and decarbonization. In particularly difficult position are women from marginalized groups, women living in rural remote areas, women with disabilities, women living in households with low work intensity and high poverty risks, who as livelihood coping strategies employ practices that are not beneficial from the perspective of decarbonization of the energy sector and the green transition. Despite the progress in women's participation in decision making, particularly in terms of the higher share in positions at the highest levels of legislative and executive power, women's interests are not well reflected in many decision-making bodies and policies. Gender mainstreaming is gradually introduced in public policymaking, as well as gender responsive budgeting, but there is still a need to be further introduced in all policies and programs related to climate change and environmental protection.

The project will further support the improvement of gender equality in the country by taking a gender responsive approach to promote gender equality and women's empowerment in the design and execution of all project outputs.

The project will strengthen institutional capacities and create enabling policy environment, taking care that stakeholders and policy making processes are gender sensitive, and along with other capacities, institutions will increase capacities for gender mainstreaming in policies, programs and budgets. In support of business ideas and innovative proposals, the project intervention will specifically encourage female innovators, entrepreneurs and experts. Mentorship and technical assistance will take care of specific potentials and needs of women supported. Challenge calls will be designed not only in a way that provides equal opportunities for women but to stimulate their interest and encourage their participation. All awarded projects will have to demonstrate gender equality considerations and impact. Dissemination activities will ensure that best practices promoting women engagement in climate change action are visible and will motivate other women to consider engaging in similar actions.

Briefly describe in the space below how the Project mainstreams sustainability and resilience

Mainstreaming sustainable low carbon development and resilience is at the core of the project strategy. The project will support the implementation of the Green Agenda Action Plan and its five pillars: (1) climate action, including decarbonisation and energy, (2) circular economy, addressing waste, recycling, sustainable production and efficient use of resources, (3) biodiversity, aiming to protect and restore the natural wealth of the region, (4) fighting pollution of air, water and soil and (5) sustainable food systems and rural areas. Also, supporting innovative solutions and pioneers of Green Agenda in scope of Component 2 through technical and financial assistance will increase capacities of local SMEs, CSOs and the public sector in implementation of measures in a sustainable manner.

Briefly describe in the space below how the project strengthens accountability to stakeholders

Fostering participatory approach is one of the key principles of the projects' strategy. The implementation of the Green Agenda is only possible with participation of all relevant stakeholders and broad acceptance in society. The project, implemented by three donors and with strong support from the EU Delegation and the Serbian Government, will actively involve all relevant stakeholders and organize public events, consultations, info days ahead of challenges, etc. These consultations will provide an opportunity for the stakeholders to raise their concerns. Also, the project design foresees the establishment of an Advisory Committee as well as Technical Advisory Bodies around each of the five pillars, to be used as the instrument for exchange between primary stakeholders coming from the public, private and civil sector.

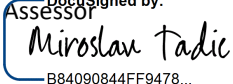
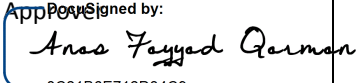
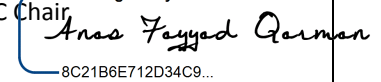
Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESPT Attachment 1 before responding to Question 2</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description <i>(broken down by event, cause, impact)</i>	Impact and Likelihood <i>(1-5)</i>	Significance <i>(Low, Moderate, Substantial, High)</i>	Comments (optional)	Description of assessment and management measures for risks rated as Moderate, Substantial or High
Risk 1: Upstream impacts (risk of unintended social or environmental consequences of policy changes). Standard 3, q3.2, Standard 8, q8.2	I = 2 L = 2	Low	The project will support alignment of national and local policy. No negative upstream impacts are expected. However, there is a risk that the government will not have the capacity to meet their obligations.	Due to the limited capacities of the government in terms of climate action, especially on local level, the project design incorporates assistance in alignment of local with the national policies. The project will support the development of capacities in the public sector, as well as policy advice, such as in Component 1. Policy development and design of planning documents will be done in a participatory manner and no social or environmental consequences are expected.
Risk 2: The outcomes of the projects supported through challenges may be sensitive or vulnerable to potential impacts of climate change Standard 2, q.2.2	I=2, L=2	Low	In some cases, projects supported within Component 2 may be vulnerable to climate change, e.g. in case of fuel – switch to biomass.	During the selection process under the challenge calls, the applicants who foresee the use of biomass waste as input material will be requested to provide assessments about the available quantities of biomass. Also, in order to assure that the Performance Based Payments Agreements is provided only for sustainable solutions, the project applicants will be requested to provide confirmation from potential biomass suppliers.
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)			Comments	
Low Risk <input checked="" type="checkbox"/>			Overall, the project is categorized as low risk.	
Moderate Risk <input type="checkbox"/>				
Substantial Risk <input type="checkbox"/>				
High Risk <input type="checkbox"/>				

QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered (check all that apply)?			
Question only required for Moderate, Substantial and High Risk projects:			
Is assessment required? (check if "yes")			
<i>If yes, indicate overall type and status</i>			Targeted assessment(s)
			ESIA (Environmental and Social Impact Assessment)
			SESA (Strategic Environmental and Social Assessment)
Are management plans required? (check if "yes")			
<i>If yes, indicate overall type</i>			Targeted management plans (Gender Action Plan, Stakeholder Engagement Plan, on CE project proposal level Waste Management Plan, Occupational Health Safety Plans and, if needed, Livelihood Action Plan)
			ESMP (Environmental and Social Management Plan which may include range of targeted plans)
			ESMF (Environmental and Social Management Framework)
Based on identified risks, which Principles/Project –level Standards triggered?		Comments (not required)	
Overarching Principle: Leave No One Behind			
Human Rights	<input type="checkbox"/>		
Gender Equality and Women's Empowerment	<input type="checkbox"/>		

	Sustainability and Resilience	<input type="checkbox"/>	
	Accountability	<input type="checkbox"/>	
	1. Biodiversity Conservation and Sustainable Resource Management	<input type="checkbox"/>	
	2. Climate Change and Disaster Risks	<input checked="" type="checkbox"/>	
	3. Community Health, Safety and Security	<input checked="" type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Labour and Working Conditions	<input type="checkbox"/>	
	8. Pollution Prevention and Resource Efficiency	<input checked="" type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor DocuSigned by:  B84090844FF9478... Miroslav Tadic, Programme Analyst		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver DocuSigned by:  8C21B6E712D34C9... Anas Fayyad Qarman, Deputy Resident Representative		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair DocuSigned by:  8C21B6E712D34C9... Anas Fayyad Qarman, Deputy Resident Representative		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
<p>INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.</p>	
Overarching Principle: Leave No One Behind	Answer (Yes/No)
Human Rights	
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	No
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
<i>Would the project potentially involve or lead to:</i>	---
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ¹	No
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
<i>Would the project potentially involve or lead to:</i>	---
P.9 adverse impacts on gender equality and/or the situation of women and girls?	No
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
P.12 exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	

¹ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

Accountability		
<i>Would the project potentially involve or lead to:</i>		---
P.13	exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	No
P.14	grievances or objections from potentially affected stakeholders?	No
P.15	risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
<i>Would the project potentially involve or lead to:</i>		---
1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of informal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.12	handling or utilization of genetically modified organisms/living modified organisms? ²	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ³	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
<i>Would the potentially involve or lead to:</i>		---
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No
2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events</i>	Yes
2.3	direct or indirect increases in vulnerability to climate change impacts or disasters now or in the future (also known as maladaptive practices)?	No

² See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

³ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

	<i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
<i>Would the potentially involve or lead to:</i>		---
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	Yes
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and noncommunicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property, or to support project activities?	No
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		---
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No
4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		---
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions? ⁴	No
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		

⁴ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

<i>Would the project potentially involve or lead to:</i>		---
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to screening question 6.3 is "yes", then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk</i>	No
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above.</i>	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	No
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		---
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		
<i>Would the project potentially involve or lead to:</i>		---
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
8.2	the generation of waste (both hazardous and non-hazardous)?	Yes
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

Annex 4. Project Steering Committee Rules of Procedure and Terms of Reference of Key Management Positions for the project “EU for Green Agenda in Serbia: Get Started, Take Action, Scale-up”

I. RULES OF PROCEDURE (RoP) FOR THE STEERING COMMITTEE

Project Background

The international climate change policy and increasing ambitions towards decarbonisation led by the EU, increase the interest for and need for Serbia to embark on green transition and focus on climate change. The discussions on introducing the Carbon Border Adjustment Mechanism as well as carbon tax and the planned deadline for transposing ETS in 2024 can have a negative impact on Serbian economy in case the level of carbonization is not decreased. Comparing with the EU countries, while the CO₂ emissions per capita are on the level of the EU average, due to the low GDP and high CO₂ intensity of the Serbian economy, CO₂ emissions per USD of GDP are more than five times higher than the EU average.

The EU Progress Report 2021 indicated that Serbia has achieved some level of preparation in the area of environment and climate change. Recognizing the importance of the adopted Climate Change Law and package of important energy laws, including new laws on renewables and energy efficiency, the Progress report stresses the importance of Serbia to do more to integrate climate action into other sectors and to considerably strengthen its administrative and technical capacity at all levels and further increase investments towards green energy transition.

The European Green Deal and the Green Agenda for the Western Balkans offers a blueprint for joint action to tackle the challenges of the green transition. Green Agenda is further shaped into the regional action through the Sofia Declaration and the Action Plan for the Implementation of the Sofia Declaration on the Green Agenda for the Western Balkans 2021 – 2030 (endorsed by the Western Balkans leaders at the summit held in Slovenia, Brdo Kraj Kranja on 6th of October 2021).

The **objective of the project** is to contribute to the efficient, inclusive and sustainable implementation of the Green Agenda in Serbia by improving policy and base-conditions for the more efficient implementation of the Green Agenda in Serbia, supporting pilot projects within the five priority areas of the Green Agenda in Serbia and promoting opportunities for future scale-up financing.

The European Green Deal and the Green Agenda for the Western Balkans offers a blueprint for joint action to tackle the challenges of the green transition. Broad societal participation is necessary to trigger transformative change. In line with this ambition, this project is designed to build broad engagement and participation for the Green Agenda. The ultimate beneficiaries are the citizens of Serbia, but also the region and Europe, creating better living conditions within planetary boundaries. The project is also designed to contribute to support a green and inclusive recovery after the Covid-19 pandemic.

This project focuses on five areas of intervention – 5 pillars of the Green Agenda:

1. Climate action, decarbonisation, energy efficiency and green industries,
2. Circular economy for resource efficiency and industrial symbiosis,
3. Depollution of the environment with strong focus on air quality,

4. Protecting and investing in biodiversity and ecosystems,
5. Sustainable food systems for sustainable rural livelihood.

Project's activities will simultaneously be directed towards three components of all the 5 pillars:

I Legislative component, by proposing new and improving existing policies,

II Practical component, by helping pilot solutions and testing concrete actions that support the green transition, and

III Financing component, by unlocking and attracting new financing for scaling up green investments.

The envisaged activities under this project reflect the understanding of the partners in implementation of the Green Agenda in Serbia that bringing about the change, requires a "critical mass" of activities implemented simultaneously in various sectors and at different levels. Only in this way a cross-sectoral integrated approach can be implemented leading to a significant contribution to the country's green transition and accession tasks. Such approach would also significantly support Serbia's EU accession agenda.

The Project is financed by the Delegation of the European Union to the Republic of Serbia (EUD) and implemented by United Nations Development Programme (UNDP), in collaboration with the Swedish International Development Agency (SIDA) and the European Investment Bank (EIB). The Project is budgeted at overall 8 million EUR (UNDP in partnership with SIDA - € 7,2 million, and EIB - € 800,000) and its' duration is 36 months.

1. Composition of the Steering Committee and responsibilities of its members

1.1 The Steering Committee (SC) is a decision-making structure for the Project interventions. It is designed to steer, develop and monitor actions. It provides a means for ownership by the Beneficiary Institutions, who are to be empowered to take key decisions together with the Contracting Authority – Delegation of the European Union and the implementing agency - UNDP, to support coordination of actions, as well as to ensure impact on the ground through appropriate follow-up. It is responsible for approving the workplans proposed by UNDP and subsequent tendering and contracting. SC member will be consulted on the visibility and communication activities undertaken within the Project and invited to take an active role in disseminating key messages and promote Project results.

1.2 SC is composed of the appointed members of the following stakeholders, with voting rights

- Contracting Authority: Delegation of the European Union to Serbia (EUD) – co-chair;
- Main Beneficiary Institution: Ministry of Environmental Protection – chair;
- Beneficiary Institutions: Ministry of Mining and Energy, Ministry of Agriculture, Forestry and Water Management, Ministry of Economy and Ministry of European Integration - members;

1.3 Project Implementing Agency is the United Nations Development Programme (UNDP), represented by the Resident Representative/Deputy Resident Representative. Other participants in the SC are the Project Manager and designated Project staff. UNDP takes part in the SC and acts as a SC secretariat, but does not have the voting right. Nevertheless, UNDP shall have the right to veto any decision / suggestion of the PSC, in case it conflicts with UNDP Programme and Operations Policies and Procedures. A veto shall have the effect that the voting shall be repeated within 15 working days following a prior

consultation process involving all voting members and observers. All issues for deliberation, voting or discussion must be placed on the agenda and circulated 3 days before the meeting so that informed deliberations and decisions can be taken.

1.4 Implementing Project Partners in the advisory capacity are Prime Minister's Office, Swedish International Development Agency (SIDA) and the European Investment Bank (EIB), without voting right.

1.5 Observer role may also be granted by the PSC members to potential project donors or other potential partners, such as: Swiss Development Cooperation and German Agency for International Cooperation, without voting right.

1.6 The PSC will decide based on consensus.

1.7 The SC members carry out their work on pro-bono basis, i.e. free of charge. Each SC member is appointed by the institution delegating them; they in principle remain members for the entire period of the duration of the Project.

1.8 If an SC member is unable to participate, they shall be replaced by another representative from the same institution designated at least one week prior to the following meeting.

1.9 The SC, upon proposal of any of its members or Secretariat and endorsement by its chairperson, may decide by consensus to invite additional experts from state institutions, final beneficiaries on an ad hoc basis where the agenda touches on areas of their competence, as needed.

2.0 Role of the Steering Committee

2.1 The role of the Steering Committee is to provide strategic guidance and direction regarding the technical issues on the project. After the grant inception phase, the Steering Committee will also approve the scope of the proposed actions proposed within the Project.

2.2 The Steering Committee is responsible for:

- Overseeing the implementation of the actions, ensuring complementarities and avoiding duplications;
- Reviewing long term goals and approving the Work plans proposed by UNDP in line with the specific objectives of the Project;
- Monitoring the overall progress especially in terms of timescales and achievement of objectives and providing recommendations for adjustments in activities;
- Promoting the Project results across stakeholders, related organizations and local communities;
- Maintaining regular ties with stakeholders and the final beneficiaries of the Project;
- Advising UNDP on management decisions, as required;

2.3 PSC will have an important role of coordinating activities that will be implemented under two separate individual Agreements, one between the EU and UNDP and the other one between the EU and EIB. The EU Delegation will also ensure synergy between the two individual Agreements.

2.4 Preparation of the SC session in view of the relevant data and material shall be the role of the UNDP designated Project Team who will act as the Secretariat of the Steering Committee.

2.5 In the context of the above, in coordination with the Delegation of the European Union and Beneficiary Institutions, the Secretariat shall:

- Convene the SC meetings and perform required organizational and other logistical tasks, including organising meetings;
- Draft the SC meeting agenda 14 days before the meeting;
- Prepare relevant data, supporting materials and reports;
- Provide the SC members with information at least 7 days prior to meetings;
- Follow up on the discussions, recommendations and action points agreed by the SC;
- Provide and disseminate Minutes of the SC meeting to all the SC members, within 7 days after the meeting.

2.6 Each SC member shall undertake concrete Tasks/Activities within the SC, as follows:

- Be prepared for the meetings of the SC;
- Review the progress of the Project;
- Present their opinion and the position of the stakeholder they represent with regards to the issues discussed;
- Inform the competent authorities of the stakeholder they represent about the activities of the SC and the conclusions made at its meetings; -
- Help balance conflicting priorities and resources.

2.7 The rights of the individual members of the SC shall include:

- Propose the scheduling of the SC meeting;
- Propose the agenda or a part of the agenda of the session;
- Raise issues relating to the implementation of the Action;
- Propose ad-hoc SC meetings;
- The co-chairs shall convene the SC meeting on request of the SC members;

2.8 The Project Manager shall ensure compliance to the terms and conditions of the contractual agreement between EUD and Project Partners. In the event that conclusions of the SC have impact on the Contribution Agreement contractual obligations or require some amendments, the Project Manager shall undertake necessary actions towards the EUD as per applicable procedures.

3.0 Working Methods

3.1 The SC is convened every three months. However extraordinary meetings may be convened upon the request of SC members. The SC may decide to convene on an ad-hoc basis in the event that relevant matters arise.

3.2 Notification of any extraordinary SC meeting shall be sent to the SC members at least 10 days prior to the extraordinary meeting.

3.3 The agenda of each SC meeting shall be provided by Project Partners or Secretariat to the SC members, alongside with the Letter of Invitation to the meeting at least 14 (fourteen) days before the SC meeting.

3.4 The agenda shall be communicated and endorsed by the project SC.

3.5 If SC members requires that a decision on a particular issue should be taken in the period between the SC meetings, the Secretariat shall include this item into the agenda of the next meeting or request that a decision be taken via written procedure.

3.6 At the beginning of the meeting, the proposed agenda shall be approved by the SC.

3.7 The SC members may request the introduction of a new item into the agenda at the beginning of each meeting, before the formal approval of the agenda by the SC. The SC members shall vote on the request and the request shall be granted if more than one half of the present the SC members vote in favor.

3.8 Information relevant to the SC meetings shall be provided to its members no later than 7 (seven) days before the meeting. Such information may be provided during the meeting itself, if the SC members expressly agree.

3.9 Full copies of the minutes, including attachments, shall be provided to all Steering Committee members by the Secretariat no later than 7 (seven) days following each meeting. The PSC meetings minutes shall comprise in particular the following:

- Venue and time of the meeting;
- Attending members and other participants;
- Information on the approval of the minutes from the previous session;
- Agenda for the meeting;
- Discussion contents;
- Conclusions, approvals, amendments to the actions, passed recommendations, etc.

3.10 The SC members shall, within 3 (three) days upon the receipt of the email containing minutes of the SC provide consent or propose amendments to the minutes. In case of amendments to the meeting minutes, the Secretariat shall circulate the version of the minutes with all comments consolidated and the SC members shall have additional 2 (two) days to consent or to annex their reservation in writing to the SC minutes. The minutes shall, following the expiration of this deadline, be deemed as final, with annexes included as their integral part.

4.0 Decision Making Procedures

4.1 For issues subjected to decision by the SC voting and quorum procedure shall be applied. Chairing institution has the responsibility to determine if a quorum is present. Decisions are made through consensus decision-making, a process in which SC members develop a decision and agree to support it in the best interest of the whole.

4.2 All the SC members shall have equal voting rights with one vote each.

4.3 For a decision to be valid, the meeting shall be comprised of Contracting Authority and at least 50 per cent of the permanent SC members. However, if assessed that decision of the SC is of special concern for the Beneficiary Institution whose SC member is not present, following decision of the SC, the Project Partners shall communicate in written the issue of concern to the accountable beneficiary institution to be reviewed/endorsed not later than 2 (two) working days since the SC.

4.4 If no quorum is achieved, the SC is not able to decide on matters in that meeting. In that case, another SC meeting shall be convened within two weeks and shall be considered as having a quorum, independently of the number of members present. Decisions shall be made through the consensus decision-making, a process in which the SC members develop a decision and agree to support it in the best interest of the whole.

4.5 As a rule, decisions by members are taken at the SC meeting. However, on certain urgent issues, the Beneficiary Institutions, Contracting Authority or Project Partners may request decisions by the SC in writing, between the formal SC meetings. Decisions via written procedure are made by simple majority of votes of all the SC members.

5.0 Meeting Preparation and Follow up

5.1 The working languages of the SC shall be the English language and the Serbian language. The SC Secretariat shall be responsible for arranging interpretation during the meeting and for translation of the meeting reports.

5.2 The Secretariat shall be responsible for preparation of relevant materials for the SC and for drafting the minutes of the meeting. These minutes shall be considered approved by the SC, if no objections or corrections have been communicated by SC members to the Secretariat within two weeks from the receipt.

II. TERMS OF REFERENCE OF KEY MANAGEMENT POSITIONS

Position	Time Input	Tasks, Inputs and Outputs
<i>For Project Management</i>		
<i>Local / National contracting</i>		
Project Manager	Full-time	<p>A full-time Project Manager (PM) will coordinate all project activities. He/she will be responsible for coordination and communication within the project team, relations with beneficiaries and recipients and stakeholders and maintenance of procedural aspects. The Project Manager will supervise the internal management proceedings and coordinate any corrective actions with beneficiaries. The Project Manager will supervise communication and visibility activities at the horizontal level.</p> <p><u>Duties and Responsibilities</u></p> <ul style="list-style-type: none"> • Manage the overall conduct of the project. • Plan the activities of the project and monitor progress against the approved workplan.

Position	Time Input	Tasks, Inputs and Outputs
		<ul style="list-style-type: none"> • Execute activities by managing personnel, goods and services, training and low-value grants, including drafting terms of reference and work specifications, and overseeing all contractors' work. • Monitor events as determined in the project monitoring plan, and update the plan as required. • Provide support for completion of assessments required by UNDP, spot checks and audits. • Manage requests for the provision of UNDP financial resources through funding advances, direct payments or reimbursement using the FACE form. • Monitor financial resources and accounting to ensure the accuracy and reliability of financial reports. • Monitor progress, watch for plan deviations and make course corrections when needed within project board-agreed tolerances to achieve results. • Ensure that changes are controlled and problems addressed. • Perform regular progress reporting to the project board as agreed with the board, including measures to address challenges and opportunities. • Prepare and submit financial reports to UNDP on a quarterly basis. • Manage and monitor the project risks – including social and environmental risks - initially identified and submit new risks to the Project Steering Committee 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 revisions to the multi-year workplan, as needed, as well as annual and quarterly plans if required; • Prepare the inception report no later than one month after the inception workshop; • Ensure that the indicators included in the project results framework are monitored annually; • Monitor and track progress; • Support evaluation processes; <p>In addition to the administrative project management functions, the project manager will contribute by technical inputs to and supervision of all outputs;</p> <ul style="list-style-type: none"> • Mobilize internal UNDP support and learning/knowledge sharing networks to support successful implementation of the innovative projects, • Follow the latest international and national development in the climate change and environmental protection related fields and initiate and establish new partnerships to support project implementation, • Prepare, coordinate and facilitate additional Innovation Challenge call that will arise as the result of partnerships with different project partners, • Actively explore opportunities for new partnerships and opportunities for co-ordination and co-operation with other

Position	Time Input	Tasks, Inputs and Outputs
		<p>ongoing and planned activities in Serbia and abroad, with a focus on innovative solutions,</p> <ul style="list-style-type: none"> • 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 transfer of knowledge and research innovation trends of the EU in terms of ensuring alignment with the requirements of Serbia's EU Accession process and ensure sustainability by integrating project activities into the EU IPA planning processes; • Identify and support the transfer of knowledge and practice regarding future trends, approaches, methodologies relevant for open data, sense - making and platform way of working to stakeholders participating in the Climate Incubator/Accelerator and other project partners.
Project Coordinator	Full-time	<p>Five areas of Intervention of this project will be managed by two dedicated coordinators (Project Coordinator for decarbonization and circular economy and Project Coordinator for environment and air quality). They will be responsible for implementation of all activities at the level of areas of intervention, in direct consultations with partners. The coordinators will be directly responsible for implementation of technical activities and support facilities (for example engagement of sub-contractors or logistical arrangements within specific area of intervention). Coordinators will maintain regular communication with project manager to review progress at WP level and contribution to overall project implementation. Coordinators will maintain communication with respective stakeholders and target groups in coordination with the Project Manager.</p> <p><u>Duties and Responsibilities</u></p> <ul style="list-style-type: none"> • Supervise and coordinate the implementation of activities, on both organizational and substantive matters– ensuring that budgeting, planning and general monitoring of the projects are done per the Project Documents and the rules and procedures established in the UNDP Programming Manual, • Contribute to the development and fulfillment of Project Monitoring and Evaluation Plans, • Prepare project Work Plans and budgets with close monitoring of the overall project progress and conducting required adaptive management to reflect the changing circumstances and eventually emerging new opportunities, • Draft Project reports (Progress reports including the Final report) and their presentation to the National Project Director/Project Steering Committee for review/approval,

Position	Time Input	Tasks, Inputs and Outputs
		<ul style="list-style-type: none"> • Manage the procurement and the project budget under the UNDP procedures to assure timely involvement of local and international experts, organization of training etc. following UNDP rules and procedures, • Supervise and coordinate the contracts of the experts working on Innovation Challenge Calls, • Support preparation of Innovation Challenge Calls, mobilization of potential applicants, contracting of independent evaluators, • Prepare documentation for selected teams necessary for paying Innovation awards following UNDP rules and procedures, monitoring progress and progress reports submitted by the awarded team, • Establish mentorship teams on an ad-hoc basis and as requested by beneficiaries (teams undergoing the acceleration process), • Perform Due Diligence, assist responsible parties to prepare project document and supporting Annexes as obligatory documents of the Low-value Performance-Based Payments agreements (PBPs) under the UNDP rules and procedures, review progress reports, prepare documentation to be submitted to the Project Boards for approving tranches, • Visit at regular basis and on demand teams which received financial support for implementation to monitor the project progress and clarify the related issues on the ground, • Prepare draft briefs, talking points and relevant materials, • Draft terms of reference for consultants and project personnel, • Coordinate respective project teams, • Assume responsibilities in line with the Internal Control Framework, • Participate in recruitment and evaluation panels, • 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, • Maintain and update a database of innovators, service providers, complementary projects and available sources of funding; • Active participate in developing an innovation platform to connect solution providers and solution users, blending of finance, developing partnerships.

Position	Time Input	Tasks, Inputs and Outputs
		<ul style="list-style-type: none"> • 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.
Administrative Assistant	Full-time	<p>Under the guidance and supervision of the Project Manager and Project Coordinators, Administrative Assistant will be engaged to support the core content and technical activities. The tasks of administrative staff will include management of documentation and support in the communication and visibility segment.</p> <p><u>Duties and Responsibilities</u></p> <p>The Administrative Assistants will carry out the following tasks:</p> <ul style="list-style-type: none"> • Assist the Project Manager and Project Coordinators in day-to-day management and oversight of project activities; • Assist in matters related to M&E and knowledge resources management; • Assist in the preparation of progress reports; • Ensure all project documentation (progress reports, consulting and other technical reports, minutes of meetings, etc.) are properly maintained in hard and electronic copies in an efficient and readily accessible filing system, for when required by UNDP, project consultants and other PMU staff; • Provide PMU-related administrative and logistical assistance.
Financial Assistant	Full-time	<p>Under the guidance and supervision of the Project Manager and Project Coordinators, Financial Assistant will be engaged to support the core content and technical activities. The tasks of administrative staff will include management of documentation and financial management support.</p> <p><u>Duties and Responsibilities</u></p> <p>The Financial Assistants will carry out the following tasks:</p> <ul style="list-style-type: none"> • Assist the Project Manager and Project Coordinators in day-to-day management and oversight of project activities; • Keep records of project funds and expenditures, and ensure all project-related financial documentation are well maintained and readily available when required by the Project Manager and Project Coordinators; • Review project expenditures and ensure that project funds are used in compliance with the Project Document and Government financial rules and procedures; • Validate and certify FACE forms before submission to UNDP; • Provide necessary financial information as and when required for project management decisions; • Provide necessary financial information during project audit(s);

Position	Time Input	Tasks, Inputs and Outputs
		<ul style="list-style-type: none">• Review annual budgets and project expenditure reports, and notify the Project Manager and Project Coordinators if there are any discrepancies or issues;• Consolidate financial progress reports submitted by the responsible parties for implementation of project activities;• Liaise and follow up with the responsible parties for implementation of project activities in matters related to project funds and financial progress reports.