



Project Document Format for projects within a CPAP

United Nations Development Programme

**Country: Serbia
Project Document**

Project Title: Strengthening Democratic Governance at the Local Level for EU Integration (European Integration and Local Development: Towards Successful Strategies and Good Governance)

UNDAF Outcome(s): Efficient, accountable and people-centered public sector

Expected CP Outcome(s): Institutional Development and Public Administration Reform/Public administration reform and anticorruption/ Improved efficiency, accountability and transparency in the public sector
(Those linked to the project and extracted from the CPAP)

Expected Output(s): Cadre of professionalized civil servants in relevant institutions
(Those that will result from the project and extracted from the CPAP)

Implementing Partner: Belgrade Fund for Political Excellence/UNDP

Responsible Parties: Belgrade Fund for Political Excellence/UNDP

Brief Description

Through means of training, education, exchange and networking, the project aims at capacity building of local leaders from different sectors in 2 multi-ethnic, poverty-stricken regions of Serbia (southern Serbia region and the Banat region in northern Serbia) for effectively utilizing the EU integration process so that it contributes to local development and social inclusion. It seeks to improve the understanding of the integration processes and the benefits of accession for the local communities, addresses local problems and development priorities, makes correlation with relevant EU policies and builds local capacities in various areas. The project fosters principles of good governance and cooperation between different sectors. It works toward increasing knowledge, self-esteem and visibility of the outstanding local leaders in public administration, business, media, and civil society.

Programme Period:	2005-2009
Key Result Area (Strategic Plan): responsive governing institutions	Strengthening
Atlas Award ID:	50436
Start date:	8 April 2009
End Date	30 November 2010
PAC Meeting Date	7 April 2009
Management Arrangements	NGO execution

Total resources required	\$339,500
Total allocated resources:	
• UNDEF	\$339,500
• Other:	
• Government	
Unfunded budget:	
In-kind Contributions	Office space Equipment Vehicle

Agreed by (for the Government): *Milan Markovic*
 Mr. Milan Markovic, Minister of Public Administration and Local Self-Government

Agreed by (for UNDP): *Rini Reza*
 Mrs. Rini Reza, Resident Representative, ai

I. ANNUAL WORK PLAN

Year 1

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount	
Output 1 Education and Training Seminars for Strengthening Local Democratic Governance Capacities in the context of EU Integration – for 40 local community leaders from South Serbia; topics related to specific aspects of EU integration process relevant for local development	1.1 Local needs assessment visit to South Serbia and selection of 40 participants	X				BFPE	UNDEF	71600 Travel	1,230	
	1.2 Curriculum development and preparation of seminar working materials	X	X			BFPE	UNDEF	74200 Printing ad Publications	6,000	
	1.3 Engagement of prominent lecturers and training experts		X	X			BFPE	UNDEF	71300 National Consultants	15,960
							BFPE	UNDEF	71200 International Consultants	1,340
	1.4 Organization of 4 seminars in South Serbia		X	X	X		BFPE	UNDEF	72100 Company Contract / Regional seminars	57,565
							BFPE	UNDEF	71600 Travel	12,700
	Project Management, Database update						BFPE	UNDEF	71400 Service Individuals	22,680
			X	X	X		BFPE	UNDEF	73100 Rent	10,500
							BFPE	UNDEF	74500 Sundry	3,750
	Output 2 Exchange of experiences and best practices at the local level in fighting unemployment and higher inclusion of vulnerable groups in economic development	2.1 Needs assessment for participants from South Serbia, preparations for local study-visit, communication with host municipalities		X	X	X	BFPE	UNDEF	71400 Service Individuals	7,560
					X	X	BFPE	UNDEF	73100 Rent	3,500
		2.2 Study-visit for participants from South Serbia, evaluation				X	BFPE	UNDEF	74500 Sundry	1,250
						BFPE	UNDEF	72100 Company Contract / Local Study Visit	4,920	
	GMS charges									23,765
Total 2009									172,720	

Year 2

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q5	Q6	Q7	Q8		Funding Source	Budget Description	Amount
Output 1 Education and Training Seminars for Strengthening Local Democratic Governance Capacities in the context of EU Integration – for 40 local community leaders from South Serbia; topics related to specific aspects of EU integration process relevant for local development	1.5 Local needs assessment visit to Banat and selection of 40 participants	X				BFPE	71600 Travel	1,230	
	1.8 Curriculum development and preparation of seminar working materials	X	X			BFPE	74200 Printing ad Publications	6,000	
	1.9 Engagement of prominent lecturers and training experts	X				BFPE	71300 National Consultants	15,960	
		X				BFPE	71200 International Consultants	1,340	
	1.10 Organization of 4 seminars in Banat	X	X	X		BFPE	72100 Company Contract / Regional seminars	57,565	
Output 2 Exchange of experiences and best practices at the local level in fighting unemployment and higher inclusion of vulnerable groups in environmentally friendly economic development		X	X	X		BFPE	71400 Service individuals	22,680	
	1.11 Project Management, Database update, Audit	X	X	X	X	BFPE	73100 Rent	10,500	
		X	X	X	X	BFPE	74500 Sundry	3,750	
		X	X	X	X	BFPE	74100 Audit	4,000	

<p>Output 3</p> <p>Poverty Reduction and Strengthening of Sustainable Development Prospects in poverty-stricken, multi-ethnic communities in Serbia –BFPE</p> <p><i>will organise a final public event for representatives of Government, donors, NGOs, media, where participants from both regions will present their findings and make suggestions for future activities</i></p>	<p>2.3 Needs assessment for participants from Banat, preparations for local study-visit, communication with host municipalities</p>			X	X		BFPE	UNDEF	71400 Service Individuals	3,780	
				X	X		BFPE	UNDEF	73100 Rent	1,750	
				X	X		BFPE	UNDEF	74500 Sundry	625	
	<p>2.4 Study-visit for participants from Banat, evaluation</p>				X			BFPE	UNDEF	72100 Company Contract / Local Study Visit	4,920
					X			BFPE	UNDEF	71300 National Consultants	2,025
	<p>3.1 Preparation of the report on project findings and recommendations</p>				X			BFPE	UNDEF	74200 Printing ad Publications	2,200
					X	X		BFPE	UNDEF	72100 Company Contract / Public Event	8,000
	<p>3.2 Organization of public event, Media communication on the conclusions</p>				X	X		BFPE	UNDEF	71600 Travel	1,600
						X		BFPE	UNDEF	71400 Service Individuals	3,780
	<p>3.3 Communication between participants and donors (continues beyond the project duration)</p>					X		BFPE	UNDEF	73100 Rent	1,750
					X		BFPE	UNDEF	74500 Sundry	625	
TOTAL										166,780	

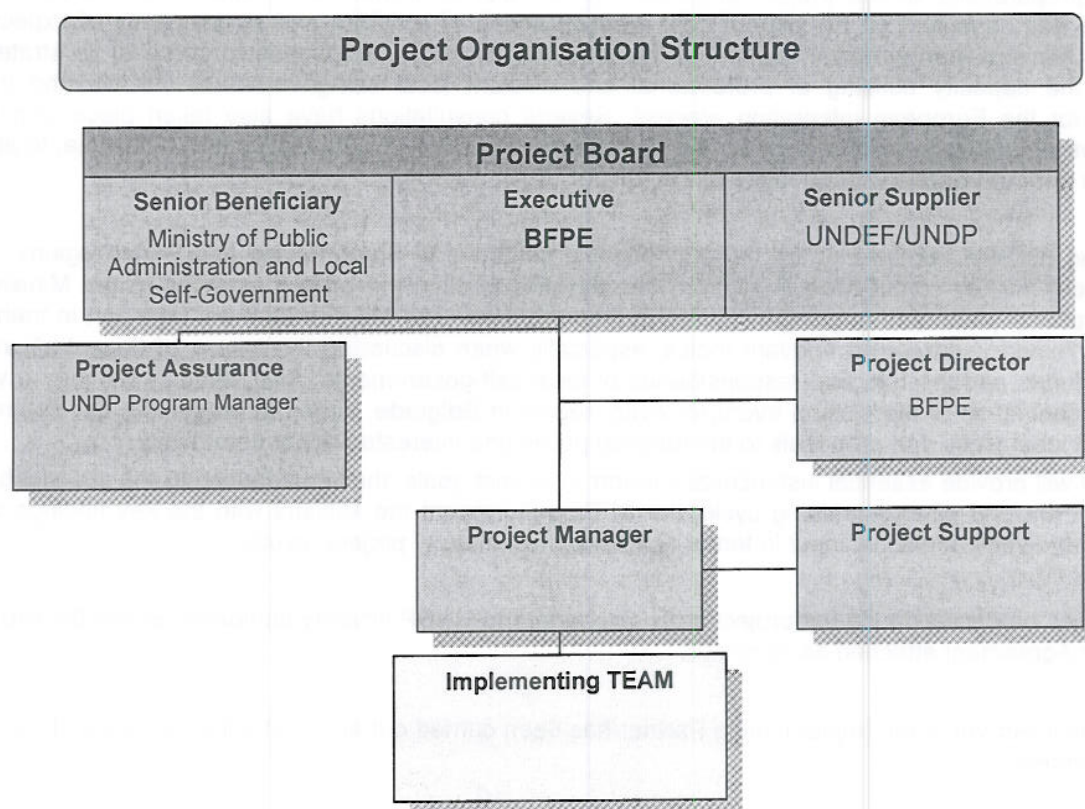
II. MANAGEMENT ARRANGEMENTS

The project will be implemented using the NGO execution modality by the Belgrade Fund for Political Excellence (BFPE) and the functions of the Project Director (PD) will be performed by the President of the BFPE. The PD is responsible for overall coordination and assumes the primary responsibility for all aspects of the project. The PD shall assume this project responsibility in the normal course of official duties and shall not be remunerated separately for this undertaking.

As an Implementing Agency, BFPE assumes overall management of the project and is responsible for the attainment of project objectives, including such tasks as the planning of project activities, the supervision of project implementation and financial accountability; the assessment of progress and technical quality; reporting to UNDP and UNDEF; and participation in monitoring and evaluation.

UNDP CO Serbia will bear all financial, monitoring, evaluation and reporting responsibilities to the UN Democracy Fund. UNDP CO will receive the grant in two instalments and disburse funds through quarterly advances to BFPE, which will report and justify expenditures.

UNDP CO Serbia will provide BFPE with all the support necessary for smooth implementation of activities; all relevant documents on UNDP rules and procedures and ensure financial and substantive oversight of the project.



The **Project Board** is the group responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendation for approval of project plans and revisions. Project Board decisions should be made in accordance to standards¹ that shall ensure best

¹ UNDP Financial Rules and Regulations: Chapter E, Regulation 16.05: a) The administration by executing entities or, under the harmonized operational modalities, implementing partners, of resources obtained from or through UNDP shall be carried out under their respective 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. b) Where the financial governance of an executing entity or, under the harmonized operational modalities, implementing partner, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, that of UNDP shall apply.

value to money, fairness, integrity transparency and effective international competition. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager. This group is consulted by the Project Manager for decisions when tolerances (normally in terms of time and budget) have been exceeded. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies.

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

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

The **Project Support** role provides project administration, management and technical support to the Project Manager and Implementation Team as required by the needs of the individual project or Project Manager.

A ToR for the Project Manager will be developed during the Running of the Project Phase as well as for members of the Implementing Team.

During the preparations of the project proposal, the Minister of Public Administration and Local Self-Government was consulted on the project goal, general scope of activities and sustainability of expected results. The Ministry granted initial support to the proposal, since it corresponds to some of its strategic priorities – the capacity building of professional and efficient local self-government officials and their preparation for the European integration process. Several consultations have also taken place with the Serbian Government Coordination Body for the Municipalities of Presevo, Bujanovac and Medvedja, to align the activities in South Serbia with priorities of this Office.

In developing detailed curricula of the capacity-building seminars in South Serbia and Banat regions, the BFPE will seek further consultative input from the Ministry, to align the project activities to the Ministry's annual operational plans and ongoing initiatives in these regions. The Ministry staff will take part in training sessions as expert lecturers on relevant topics, especially when discussing the issues of decentralization issues, IPA funds and the role and responsibilities of local self-governments. Also, Ministry will play a vital role in co-organisation of the closing event for every region in Belgrade, aimed at presenting development priorities and local plans and proposals to the national public and interested donor community.

The Ministry will provide essential institutional support to project goals, thus contributing to the sustainability of results. At the end of each training cycle, the BFPE will present the Ministry with the key findings and conclusions and seek additional input in terms of institutionalization of project results.

All deliverables produced during the project term, will adhere to UNDP visibility standards as per the Project Cooperation Agreement attached as Annex IV.

A capacity assessment of the Implementing Partner has been carried out and is attached as Annex III of this Project Document.

III. MONITORING FRAMEWORK AND EVALUATION

The Implementing Agency/BFPE will prepare annual and quarterly work plans for the UNDP CO clearance. Based on approved work plans, UNDP will disburse funds through quarterly advance payments. The Implementing Agency must submit financial reports to the UNDP CO within 15 days after the end of each quarter, along with a short narrative explaining the utilization of the funds and realization of the quarterly work plan.

The Implementing Agency is required to establish and maintain a separate bank account for the receipt and disbursement of project funds.

Review meetings (Project Board meetings) will be held to discuss the progress of the project every six months from the start of the project.

The Implementing Agency/BFPE will submit a draft Mid-Term Progress Report and the Final Narrative Report to UNDP CO Serbia, according to the timeline specified by UNDEF. UNDP CO Serbia will then be responsible for the submission of all project reporting to UNDEF. All reports must be in English, the official working language of the UNDP CO Serbia.

According to UNDP procedures for NGO Execution, the project may be subject to annual financial and performance audit.

UNDP CO will be responsible for project monitoring and evaluation in accordance with UNDP regulations. UNDEF may commission a third party evaluation that may be needed for comparative or thematic evaluation.

In addition, the BFPE will conduct an ongoing qualitative evaluation of the program, in order to best follow the achievement of the desired objectives. The main form of external evaluation for the program will be the information obtained from the direct beneficiaries of the program. Each activity will conclude with an approximately one-hour evaluation session, during which participants fill out anonymous questionnaires assessing various aspects of the activity, followed by a discussion with the project team and oral commentary of the activity. In addition, the BFPE also expects to receive feedback from the parties/organizations/institutions the participants belong to, evaluating the perceived contribution of the program to their work. Lecturers and workshop facilitators will also be invited to share their views of the activities and contribute their suggestions on how they could be improved.

Internally, the BFPE holds regular staff meetings to analyze the results of the external evaluations and assess the effectiveness of the program. The time between the implementation of each consecutive activity is sufficient to make modifications in the curriculum and smaller adjustments to program design (e.g. planning to have more/less time for discussion after lectures, changing the design of workshops), while the overall methodology will be thoroughly examined at the end of the year. The annual work plan for the following year will be adjusted according to the results of this examination.

Since the project will be a continuation of the same program commencing in Sandzak earlier in the year (preparation activities are already underway), additional inputs will be provided prior to the start of project implementation, allowing smaller modifications in program design.

Quality Management for Project Activity Results

OUTPUT 1: Education and Training Seminars for Strengthening Local Democratic Governance Capacities in the context of EU Integration		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	
Purpose	<p><i>To increase the capacities of community leaders from local self-governments, media and nongovernmental organizations in South Serbia and Banat for facilitating local development and further integration of their local communities through successful implementation of reform-oriented projects;</i></p> <p><i>To increase the level of cross-party and cross-sector dialogue and cooperation on building consensus around the key issues facing Serbia's process of EU integration, and making local leaders more sensitive about the needs and priorities of citizens.</i></p>	
Description	1.1 Needs assessment preparatory visits to local communities in each of the 2 regions 1.2 Curriculum Development for 2 series of 4 seminars to be held in each region (in total 8 x 3-day seminars) 1.3 Selection of 40 participants for each of the 2 series of seminars 1.4 Engagement of prominent lecturers and training experts 1.5 Preparation of a set of 4 seminar readers and other working materials 1.6 Organization of a series of 4 seminars in the region of Southern Serbia 1.7 Organization of a series of 4 seminars in the region of Banat 1.8 Evaluation and database update	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Meaningfulness of the curriculum for the target group and its responsiveness to their needs; selection of high quality lecturers and trainers	Evaluation sessions at the end of each seminar (anonymous questionnaires and oral feedback) Project staff meetings to discuss evaluations and update plans	Q2, Q3, Q6, Q7
Participants' attendance and feedback on evaluations	Number of participants attending Evaluation sessions at the end of each seminar (anonymous questionnaires and oral feedback)	Q2, Q3, Q6, Q7
Level of knowledge and understanding of the covered topics on the part of seminar participants	Quality of media appearances Number and quality of follow-up initiatives	Q2, Q3, Q6, Q7
Degree to which participants implement the knowledge and skills attained in their professional lives	Number and quality of follow-up initiatives	Continuous

OUTPUT 2: Exchange of experiences and best practices at the local level in fighting unemployment and higher inclusion of vulnerable groups in environmentally friendly economic development		
Activity Result 2 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	
Purpose	<i>To increase cooperation and exchange of experience between local communities and different regions in Serbia in order to foster cohesion and narrow down the existing regional development gap, in the context of EU integration</i>	
Description	2.1 Needs assessment of seminar participants 2.2 Program and logistical preparations for 2 study-visits to other regions in Serbia 2.3 Communication with host regions/municipalities 2.4 Organization of 2 study-visits 2.5 Evaluation and recommendations	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Degree to which study visits result in joint	Number and quality of follow-up initiatives	Continuous

activities and projects of leaders from the two communities relevant for environmentally friendly economic development and social inclusion in the region	and projects Evaluation sessions at the end of each visit (anonymous questionnaires and oral feedback) Project staff meetings to discuss evaluations and update plans	
Participants' feedback on evaluations	Evaluation sessions at the end of each visit (anonymous questionnaires and oral feedback)	Q5, Q8

OUTPUT 3: Poverty reduction and strengthening of sustainable development prospects in poverty-stricken, multi-ethnic communities in Serbia		
Activity Result 2 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i>	
Purpose	<i>Raised awareness of local leaders about the importance of social inclusion and gender equality as pre-requisites of more even development, increased knowledge on the needs of specific vulnerable groups in local communities</i>	
Description	3.1 Preparation of the report on project findings, communication with participants 3.2 Sending invitations to interested audience (Government representatives, donors, NGOs, media) 3.3 Organization of public event and presentation of findings and recommendations 3.4 Sending information to media on the conclusion of the event 3.5 Facilitation of communication between participants and interested donors (continues beyond the project duration)	
Quality Criteria <i>how/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Response rate and attendance of the event; degree to which the different groups of invitees are represented	Number of attendees, number of representatives from each group	Q8
Relevance of the event for poverty reduction and development efforts in the targeted region	Number and quality of follow-up initiatives	Q8
Level of information and knowledge exchanged, the degree to which participants can implement the findings in their communities	Number and quality of follow-up initiatives	Q8
Media coverage of the event	Number of media present Media reports	Q8

IV. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitute together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a) 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;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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 this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document".

ANNEXES

Annex I: Risk Log

Annex II: Overview of other ongoing projects in the region and sustainability of project results.

Annex III: Capacity Assessment of the Implementing Partner

Annex IV: Project Cooperation Agreement



OFFLINE RISK LOG

Project Title:	Award ID:	Date:
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#	Description	Date Identified	Type	Impact & Probability	Countermeasure s / Mngt response	Owner Project Manager	Submitted, updated by	Last Update	Status
1	Early elections at local level	March 2009	Political	New local elections may cause delay in the implementation of project activities. P = 2 I = 4	In the unlikely event that early local elections are called in some of the municipalities, the project implementation will be restructured to cover the region where political instability occurs at a different time and instead shift the focus to another region				
2	Capacity to continuously attract qualified interested participants	March 2009	Organizational Strategic	The selection of participants is crucial for the sustainability of project outcomes P = 2 I = 3	Selection of subcontractor/s/ with a network of target beneficiaries in the relevant communities.				

Annex II: Overview of other ongoing projects in the region and sustainability of project results.

UNDP projects in the regions:

Joint Programme on Youth, Employment and Migration (April 2009 – October 2010) covers the regions of Pcinjski (Vranje and surrounding area), South Backa and Belgrade. It will begin next month and include:

- active labour market measures for vulnerable youth
- support for youth offices
- integration of social welfare and employment service delivery
- NGO advocacy for inclusion of youth employment & migration issues into national policies
- from the other agencies (IOM, ILO, UNICEF): lots of research, data collection, M&E capacity building at central level

Strengthening Rural Social Capital and Networks (March 2008 – December 2009) covers Alibunar, Zitiste, Coka, Mali Idjos and Irig. The project focuses on promoting the LEADER participatory approach for rural development planning, as well as creation of Local Action Groups.

In South Serbia we have two projects in the hard pipeline. Both projects are going to be managed through one joint management structure and are heavily interlinked and compatible so they could be considered basically as one larger action. Both projects will cover Jablanicki and Pcinjski district (all 13 municipalities) and are joint UN projects (UNDP, UNICEF, ILO, HABITAT, UNHCR, IOM) where UNDP is the Lead agency and they should start in parallel over the next three to four months.

***Building Capacity for Inclusive Development in South Serbia* - UNDP, UNICEF, ILO**

Multi-donor: Sweden, Norway, Swiss and UNDP

1. Communities in South Serbia are stronger, more integrated, and better able to reduce inter-ethnic tensions and conflict risk

Increased confidence of local population in key institutions of local and national government

- *Strengthened inter-ethnic understanding and collaboration among adolescents and young people*

2. Improved and more equitable access to public services and welfare benefits (including basic registration documentation, health and education)

- *Municipalities have strengthened ability to formulate, implement and monitor policies in relation to public service provision, and in particular, develop an awareness of differential impact of policies on different ethnic groups*
- *Vulnerable and ethnic minority children have improved access to public services and benefits to which they are entitled*
- *Improved qualities of public services, especially in those areas that have potential to increase inter-ethnic dialogue and reduce conflict risk*
- *Establishment of a Regional Ombudspersons Office in South Serbia*

3. Increased overall economic prosperity of the region, and reduced discrepancies in wealth between municipalities, between ethnic groups and between women and men.

- *The labour market disadvantage of population groups and geographical areas (i.e. municipalities) reduced through more and better access to targeted active labour market programmes that respond to labour market requirements.*

- *Increased funding for regional and municipal level infrastructure projects that will impact upon job creation*
- 4. **Migrants in South Serbia are provided with appropriate support to participate in the social and economic life of the region**
- *Municipal Capacity Development to Manage Migration Issues*

Promotion of Peace Building in South Serbia – UNDP, UNICEF, HABITAT, UNHCR, IOM
Funded by the MDGF

1. **Communities in South Serbia are stronger, more integrated, and better able to reduce inter-ethnic tensions and conflict risk**
 - *Support participation of women and minorities in political process to achieve proportionate representation (UNDP, UNICEF)*
 - *Support youth work and peer education (UNDP, UNICEF)*
 - *Strengthened capacities of Local self governments, institutions and civil society to engage on conflict/violence prevention planning through participation, dialogue and partnerships for improved safety in municipalities (HABITAT, IOM)*
 - *National and local broadcast and print media offer responsible news, information and entertainment in local languages which contribute to peace-building (UNDP)*
 - *Displacement eliminated through multi-faceted dialogue; improved livelihoods and living conditions for IDPs; reduced risk of inter-ethnic tensions (UNHCR)*

The Capacity Development for the Standing Conference of Towns and Municipalities – II Phase project has two components:

1. Support to CD of SCTM Secretariat (organizational re-structuring, CD for Secretariat staff, support to Secretariat in development of services to it's members, and development of lobbying capacity)
2. Support to SCTM Training centre in developing methodology for capacity assessment and capacity development of the secretariat / The capacity assessment is currently being conducted in 8 pilot municipalities. This exercise will be consequently followed by CD actions (based on CA) in above mentioned municipalities.

The activities under the project will end in June 2009.

Summary with ongoing projects of other partners:

The region of South Serbia has received considerable attention of government institutions, international organisations and development agencies in the previous period. Following democratic transition in 2000, one of the first actors was USAID/CRDA supported CHF International. Their six year programme (2001-2007) was aimed at fostering advocacy, economic development and stability in South Serbia, in co-operation with local communities and self-governments. The OSCE has been another major international actor in this area, focusing on security issues, most notably through efforts to establish and maintain the multi-ethnic police force. Since December 2005 the consortium of strategic partners of EAR, UNDP, SIDA, the Norwegian Government, ADA and the Government of the Republic of Serbia funded the second phase of the Municipal Improvement and Revival Programme in South Serbia (MIR 2). The programme focused in improvement of regional co-operation, municipal strategic planning, improved municipal management and access to administrative services. The accomplishments of this three-year programme have been considerable, yet the remaining challenges include low levels of social cohesion and human capital, poor economic prospects and high unemployment rate, migration from the region. More recently, the USAID supported MEGA (Municipal Economic Growth Activity) Programme included several municipalities from designated areas into its activities – Vranje (phase 1), Vrsac, Pancevo (phase 3), while there was a specific South Serbia Initiative formed for

three municipalities of Bujanovac, Presevo and Medvedja. Standing Conference of Towns and Municipalities, in co-operation with a number of international partners, has been active in providing technical training and resources for municipalities in South Serbia and Banat. In addition to their ongoing multi-year project aimed at strengthening capacities of municipal administration and improvement of services for citizens, the latest initiative concerning municipalities in South Serbia and Banat represents the second phase of project focused on support to local communities for social inclusion and development of social services. This initiative will be carried out in 18 least developed municipalities in Serbia, including two also participating in this project. Local self-governments in South Serbia have also provided their share in improving strategic planning on communities' priorities. Development Office of Bujanovac and Presevo was established in July 2007.

The project *Strengthening Democratic Governance at the Local Level for EU Integration* provides additional resource in this ongoing process of building capacities for better economic prospects and local development. It starts at a moment when a number of "hardware" programmes, providing resources for building infrastructure and improvement of local services, are phasing out. Its "software" focus on building human capital in the regions of South Serbia and Banat in the process of EU integration, as well as working with representatives of different sectors responds to the needs of local actors, also expressed in a number of strategic municipalities documents and plans.

The Sustainability of Project Results

The overall programme *Strengthening Democratic Governance at the Local Level for EU Integration* will take place in all of Serbia for at least 5 years. The duration of the programme provides an element of sustainability, since the participants will have the opportunity to implement the acquired knowledge and simultaneously take part in additional activities, exchanging experiences with their peers from other parts of Serbia through study visits and joint meetings. The network created among project participants represents a starting ground for improved cross-sectoral co-operation and joint initiatives in local communities.

Each phase of the programme will be completed through a presentation meeting in Belgrade, organised in co-operation with the Ministry. Representatives of local communities will have a chance to discuss their situation, strategic development priorities and local initiatives projects with government representatives and international donors, thus contributing to the sustainability of project results.

The project corresponds to proclaimed programme goals and needs of the Ministry of Public Administration and Local Self-Government in the period 2008-2010. More precisely, it closely relates to the third programme goal of the Ministry (*Building Professional and Efficient Local Self-Government*), i.e. to *building capacities of local self-government for responsibilities in the EU integration process*. Institutional support to the project, provided by the Ministry, represents the first step in seeking modalities for sustainable solutions. Long-term impact of building human capital in local communities, both local self-government and representatives of other sectors, will surely have a positive impact on this process.

The activities in South Serbia will be consulted and closely co-ordinated with the Coordination Centre of Presevo, Bujanovac and Medvedja, to secure synergy of our efforts in this region.