

PROJECT DOCUMENT



Empowered lives.
Resilient nations.

Project Title: Advancing the Search for Missing Persons in Serbia

Project Number:

Implementing Partner: Commission for Missing Persons of the Republic of Serbia

Start Date: March 2019

End Date: 31 March 2021 **PAC Meeting date:**

Brief Description

The conflicts in the Western Balkans throughout the 1990s left behind tens of thousands of casualties, hundreds of thousands of displaced civilians, and tens of thousands missing. To this day, over 10,000 people are still listed as missing, and the search for those missing persons is ongoing. Unresolved conflict legacy issues have a negative impact on the society's ability to transition away from its past and create an environment that is conducive to greater cohesion and sustainable development. Resolving the fate of missing persons is an extremely lengthy and complex task exacerbated by the particularly sensitive social and political context. The fact that there is still a considerable number of persons missing from the conflict in 1990s continues to negatively impact reconciliation efforts.

The overall objective of the project is to support positive progress in tackling existing conflict legacy issues related to missing persons and is aimed at creating better social cohesion and fulfilling political and developmental goals. The end beneficiaries of the project are the citizens in Serbia who have been affected by the conflict.

The project will aim to change national and local attitudes on missing persons by promoting the missing persons issue as a common concern, improve rights of the families of missing persons, enhance the technical capacity of relevant stakeholders in Serbia, and accelerate their inter-agency cooperation and coordination for identifying possible locations for missing persons. Particular attention will be paid to efforts related to the search for missing persons from the conflict in Kosovo,¹ which resulted in the current number of 230,000 IDPs in Serbia as well as 1647 persons still missing (of the total number of 6,057 reported missing between 1998 and 2000, according to the ICRC).

Inter-agency bodies' efforts to advance the search for missing persons will be supported and promoted, as well as legislative activities related to missing persons. Associations of families of missing persons will receive support for their further outreach.

Contributing Outcome (UNDAF/CPD, RPD or GPD):


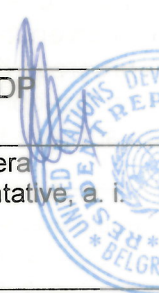
By 2020, governance institutions at all levels have enhanced accountability and representation to provide better quality services to people and the economy

Indicative Output(s):

Output 4: Actions taken to improve the enjoyment of human rights and strengthen rule of law, following recommendations stemming from the Universal Periodic Review

Total resources required:	382,587 USD	
Total resources allocated:	382,587 USD	
	UNDP TRAC:	n/a
	Donor:	Government of the UK
	Government:	n/a
	In-Kind:	UNDP
Unfunded:	n/a	

Agreed by (signatures):

Commission for Missing Persons of the Republic of Serbia 	UNDP 
Print Name: Veljko Odalovic, President of the Commission	Print Name: Steliana Nedera, UNDP Resident Representative, a.i.

¹ All references to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

I. DEVELOPMENT CHALLENGE (1/4 PAGE – 2 PAGES RECOMMENDED)

The legacy of the armed conflicts that accompanied the break-up of the former Yugoslavia remain inextricably fused with the current socio-political and development context. Some of the most challenging aspects of this legacy relate to the issue of war crimes prosecution and search for and identification of the missing persons. To date, 10,315 people are still listed as missing persons from the conflicts in the Western Balkans. Specifically in connection with the armed conflict in Kosovo² and its aftermath, 1,647 persons, out of 6,057 people reported missing between 1998 and 2000, still remain unaccounted for, according to the International Committee of the Red Cross (ICRC).³

Resolving the fate of the missing has regularly been an indispensable piece of successful approaches to transitional justice and confidence building in different parts of the world, and the Western Balkans region is no exception to that. Despite considerable investment since the early 2000s, the remaining number of the missing persons in the region is still high, presenting not only the most painful individual and family problem for those who have their loved ones unaccounted for, but also an issue that continues to hinder the reconciliation process and constitutes a serious impediment to political, economic, and social development in the region.

First of all, the unresolved fate of missing persons remains a prime humanitarian issue in Serbia and in this region as a whole for the thousands of those who cannot find closure unless they find remains of their loved ones. Second, this problem also cripples people's trust in state institutions and in rule of law and creates an environment un conducive to good neighbourly relations, regionally and within the countries, and to reconciliation and, ultimately, weakens the perspective for long term stability. The missing persons issue has been repeatedly recognized as one of the key challenges for all Western Balkan countries and the region as a whole in its effort to transition away from the legacy of the conflict and fulfil development goals.⁴ The aspiration for membership in the European Union is shared throughout the Western Balkans and dealing with the past and reconciliation issues is part of the reform process that leads to the EU. For example, Serbia's EU Progress Report from April 2018 acknowledges continuous problems in the search for missing persons and calls on Serbia to demonstrate progress and a firmer commitment at all levels in the implementation of the 2016 national strategy for the processing of war crimes, a part of which is the search for missing persons.⁵ The Berlin Process recognises reconciliation as one of the key objectives that needs to be attained within the Western Balkans and places the missing persons issue as one of the central pieces of reconciliation efforts. It is, thus, a priority to implement actions which aim at resolving cases of missing persons stemming from the armed conflicts in the former Yugoslavia and addressing consequences of that problem as a building block for long term stability in the region, rule of law and respect of human rights in Serbia, and also for the country's successful path towards entering the EU.

Coordination, cooperation, and institutional roles and responsibilities in the area of missing persons requires strengthening as both international and national actors are engaged in the process.

While taking into consideration all these factors and circumstances, this project will focus on development interventions at technical, normative, and information gathering levels. Despite some considerable progress that Serbia has made to date in the search for the missing, both within the country and in co-operating with other IMPs from the region, that are still problems and insufficiencies at these levels, which will be briefly outlined in the following paragraph, that need to

² References to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

³ ICRC, "Twenty years on, 1,647 people still missing in Kosovo", News release, 26 October 2018, available at <https://www.icrc.org/en/document/twenty-years-1647-people-still-missing-kosovo>

⁴ About 35,000 persons were reported missing during the conflicts in the Western Balkans. To date, some 25,000 missing persons have been accounted for. According to the latest data UNDP obtained from International Committee of the Red Cross (ICRC) – "Figures related to the persons missing from the conflicts in the Western Balkans (April 2018)", as of April 2018 10,315 cases of missing persons in the region are still open.

⁵ European Commission, *Serbia 2018 Report*, pp.18-19 and 49, available at <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20180417-serbia-report.pdf>

be addressed in the country through capacity building activities in order to strengthen the prospects for closing the issue of missing persons.

One of such key problems, in Serbia but also in the rest of the region, is the lack of reliable information on gravesites, challenges in finding precise locations following clues and incomplete information, and difficulties in identifying the exhumed human remains.⁶ Addressing these problems necessitates support to the Serbian institutions, to the Missing Persons Commission of the Government of the Republic of Serbia in the first place, especially in terms of enhancing their technical and other capacities to examine various types of locations and terrains and conduct probing and full excavations. To improve the gathering and flow of reliable information, it is also necessary to build or enhance inter-sectoral and inter-agency cooperation and co-ordination among the Missing Persons Commission, prosecutor's offices, law enforcement and security agencies and other relevant institutions in Serbia. Another important element for successful as well as comprehensive approach to the search for missing persons is communication and co-operation between the institutions and the families of the missing. This is not only necessary for the fulfilment of the missing persons' family members' right to truth and to access to justice by, i.a., keeping them abreast of developments in the search for their loved ones, but also serves as a channel by which the institutions may receive information on potential gravesites from the family members and through which the families associations, especially if also communicating with the public and with their peers across the border, may contribute to reconciliation. Such communication and co-operation in Serbia need to be established as regular and strengthened. Finally, for the process of the search for missing persons to be part of a more comprehensive agenda, a long overdue legislative intervention is required to improve individual human rights of the missing persons' families (and also honour the country's obligations under international law, as emphasized by the Committee on Enforced Disappearances).⁷ This goes hand in hand also with a need to raise awareness of the public in Serbia about the problems and prolonged suffering of the missing persons' families and why such a law and continuous efforts by the state institutions are needed.

UNDP is well positioned to support renewed efforts to clarify the fate of the remaining number of missing persons. It has a long-standing experience and expertise in implementing projects on transitional justice/dealing with the past in different geographical and political contexts. UNDP Serbia has facilitated the Platform for Regional Cooperation on processing war crimes and the search for missing persons since 2015, under the initiation phase of the Regional War Crimes project. Specifically, the Platform has supported trust-building among the key actors, primarily the national institutions for missing persons (IMPs) and prosecutors' offices (POs), re-activation of their cross-border communication and co-operation, exchange of information and evidence, and commitment to joint investigations. All these activities will be complementary to and closely co-ordinated with the International Commission on Missing Persons' (ICMP) regional project on missing persons.

⁶ This problem is also acknowledged, for example, in the EU Commission's *Serbia 2018 Report*. See *ibid.* p.49.

⁷ The Committee on Enforced Disappearances called Serbia to adopt necessary legislative measures to protect the rights of family members of the disappeared and address the legal situation of disappeared persons and that of their relatives. Committee on Enforced Disappearances, *Concluding observations on the report submitted by Serbia under article 29, paragraph 1, of the Convention*, adopted on 12 February 2015 (pp. 5-6 in particular), available at https://tbinternet.ohchr.org/Treaties/CED/Shared%20Documents/SRB/INT_CED_COC_SRB_19624_E.pdf. The Committee recommends that the State party adopt the necessary legislative measures with a view to setting up a procedure to obtain a declaration of absence as a result of enforced disappearance, in order to adequately address the legal situation of disappeared persons and that of their relatives in areas such as social welfare, financial matters, family law and property rights.

III. STRATEGY (1/2 PAGE - 3 PAGES RECOMMENDED)

The project focuses on reducing the number of open missing persons cases and better provision and protection of rights of the missing persons family members. Emphasis is placed on directly supporting case work (through facilitating excavations and institutional inter-sectoral coordination and information sharing) and the development of relevant legislation (Law on Missing Persons). If capacities for conducting excavations are advanced and complemented with new methods, such work will yield results more quickly. If legislative efforts are supported with direct outreach to beneficiaries, families of missing persons may be more willing to step out for closure and new witnesses may emerge.

Furthermore, coordination, cooperation, and institutional roles and responsibilities in the area of missing persons require strengthening at both international and national levels to ensure that cases are resolved. If the capacities of institutions are strengthened to effectively and efficiently deal with issues related to missing persons, they will be able to more effectively close missing person's cases and help families identify their missing.

If there is better coordination between institutions and authorities in information exchange on missing persons cases, the parties involved will be able to work together to find common solutions for the common problem and gather more reliable information, which could lead to more discovery and identification of missing persons.

IV. EXPECTED RESULTS –OUTCOMES & OUTPUTS

Expected Results

The project targets four key areas to facilitate search for missing persons, thus promoting accountability for war crimes, rule of law, social cohesion and reconciliation in the Western Balkans:

1. Support for promotion of the process of drafting national legislation on missing persons in Serbia
2. Support for excavation work at potential gravesites
3. Support for the Inter-Ministerial Expert Group to enhance cooperation with the Commission on Missing Persons in the process of war crimes investigation and prosecution
4. Support to outreach efforts of missing persons family associations

Enhancing Regional Cooperation on Processing War Crimes and the Search for Missing Persons (Regional War Crimes Project)

UNDP has been implementing the Regional War Crimes Project (RWC), which aims to strengthen the rule of law by fighting impunity for war crimes related to the 1991-95 conflicts that affected what are now the four countries of Bosnia Herzegovina, Croatia, Montenegro and Serbia. Specifically, the project supports regional cooperation for war crimes processing and the search for missing persons. Its structure builds on the Platform for Regional Cooperation on processing war crimes and the search for missing persons, established among the State Prosecutors (POs) and the Institutions for the Search of Missing Persons (IMPs) of Bosnia and Herzegovina, Croatia, Montenegro and Serbia, which has been facilitated by UNDP since 2015 under the initiation phase of the project. The platform has supported trust-building among the key actors, re-activation of cross-border communication, exchange of information and evidence, and commitment to joint investigations.

The project "Advancing the Search for Missing Persons in Serbia" and the Regional War Crimes Project are to be closely communicated and coordinated to ensure synchronization of activities and create synergies in activities.

Outcome 1: Actions taken to improve the enjoyment of human rights and strengthen rule of law, following recommendations stemming from the Universal Periodic Review The project will provide technical expertise to strengthen the existing systems and operations, particularly to the Serbian Commission on Missing Persons as the main carrier of the process.

UNDP will provide support to the Inter-agency Expert Group on Missing Persons in Serbia (the Expert Group) to enhance cooperation of the Serbian Commission on Missing Persons with state bodies involved, i.a., in the process of war crimes cases investigation and prosecution so to improve the exchange of information relevant to the detection of the fate of missing persons as part of the implementation of the National Strategy for the Prosecution of War Crimes. The Expert Group is composed of representatives of the Commission on Missing Persons of Serbia, the War Crimes Prosecutor's Office, the Ministry of Justice, the Ministry of Interior Affairs (MIA), the War Crimes Detection Service - MIA, the Ministry of Defence, the Military Security Agency, the Military Intelligence Agency, and the Security and Information Agency. The Expert Group is strategic for inter-sectoral co-operation and coordination within the country and for Serbia's regional cooperation on the search for missing persons and war crimes cases processing. These efforts are also of crucial importance for implementation of the Chapter 23 Action Plan for EU accession. Through this output, the project will aim to bring together all stakeholders which fully or partially work on the issue of missing persons to ensure that any strategies or policies are developed in a coordinated and coherent manner. To this end, the project will support the Commission on Missing Persons to gain best practices from the region.

The Commission on Missing Persons of the Republic Serbia will also be supported in guiding and advocating for the adoption of legislation on missing persons in the line with the measures that should be taken in the Action Plan for Chapter 23, with an objective to provide families of the missing with facilitated access to information, justice and guaranteed rights. Concrete support will entail expert support to the Commission and the working group for the legislation drafting in order to integrate and recommend relevant measures, indicators, best practice and lessons learnt with regards to comparable legislation, as well as ensure legislation relevance for Chapter 23 negotiations; support to meetings of the working group; and support for outreach activities for engaging with potential beneficiaries.

Furthermore, the project will procure for the benefit of the Commission on Missing Persons two cadaver dogs⁸, envisaged to facilitate the discovery of potential burial sites, potentially considerably reducing the time and funding required for pinpointing exact locations. Cadaver dogs have been found to significantly contribute to the efficiency of such tasks in the region, in particular given that the passage of time often affected the topography and landmarks that may have been remembered by witnesses. Dogs trained to search for remains in conditions that may be highly expensive to explore otherwise (including water, rubble, or mud) are seen as a good value-for-money investment. The cadaver dogs would be maintained by the Ministry of Interior of the Republic of Serbia and will be put at the disposal of the Commission whenever needed. In addition to this asset, the project will provide allocations for short term rental of excavation equipment to be used provided potential sites are discovered.⁹

The role of missing persons family associations from Serbia will be strengthened to better contribute to the process of peace making and reconciliation through exchange visits with such family associations from the region. Support to other activities of the family associations will be provided based on identified needs, such as public panels and other outreach activities aimed at informing the public and institutional stakeholders and sensitizing them to the problems of the missing persons families and their search for truth.

Output 1: Concrete evidence of closure achieved in an increased number of missing persons cases

⁸ Detection dogs trained to search for human remains and able to locate them in difficult environments

⁹ UNDP procurement procedures will be used throughout project implementation, including contracting of excavation equipment. UNDP policies and procedures allow for specific arrangements to be made in sensitive situations, when the national partner may request some procurements to be dealt with under specific constraints.

Activity Result 1: National legislation related to missing persons in Serbia drafted and promoted

Action 1.1:

Support the Working Group guiding the legislation with relevant expertise and technical assistance in line with the Action Plan for Chapter 23.

Action 1.2:

Outreach campaign, informing those affected of the rights and privileges provided by the legislation

Activity Result 2: Support for excavation work at potential gravesites

Action: 2.1 Procurement of two cadaver dogs for the Commission on Missing Persons of the Republic of Serbia, with training of cadaver dog handlers

Action: 2.2 Short-term rental of excavation equipment

Activity Result 3. Support to the Inter-agency Expert Group (the Expert Group) in Serbia to enhance the cooperation of the Commission on Missing Persons with other state bodies and exchange of information relevant to the detection of the fate of missing persons.

Activity Action:

3.1 Facilitate 3 meetings of the Inter-Ministerial Expert Group on issues related to the missing from the Kosovo conflict.

Activity Result 4. Missing persons families associations supported in outreach efforts

4.1 At least two outreach initiatives of the missing persons families associations supported

Human rights and gender considerations

Considerations on the Human-Rights Based Approach and Gender Equality are part of the project design and implementation. Thus, gender equality considerations will be incorporated into the training and capacity development activities, awareness raising activities. Additionally, this project will have an observance of a minimum of 30% gender balance throughout the projects design and implementation.

Human rights considerations are incorporated into the project activities by respecting the rights of all beneficiaries and partners: the right to privacy, right to protection of personal data, the right of non-discrimination, and the right to participation throughout all project activities for all participants.

Since 1997, UNDP has mainstreamed human rights into its various activities and programmes. UNDP has adopted a human rights-based approach to all development cooperation and has gained experiences in its operationalization.

1. All programmes of development co-operation, policies and technical assistance should further the realisation of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments.

2. Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other international human rights instruments guide all

development cooperation and programming in all sectors and in all phases of the programming process.

3. Development cooperation contributes to the development of the capacities of 'duty-bearers' to meet their obligations and/or of 'rights-holders' to claim their rights.

The gender and human rights-based approach to development dictates UNDP to focus on some of the groups that have been identified as key constituencies for engagement on prevention. This includes groups that are alienated or systematically left behind in terms of social and economic opportunities or political participation with special programmatic focus on enhancing the participation of women, youth, ethnic and religious minorities, displaced populations, etc. UNDP has continuously integrated these principals throughout various projects ensuring that projects benefit all members of society, including the most marginalized.

All UNDP programmes are strongly gender mainstreamed. For example, 50% of beneficiaries and skills and employment beneficiaries are women. The role of women was put in the centre of the UNDP's Disaster Risk Management projects

As all UN entities, and as promoted by the UN System, UNDP has zero tolerance for Sexual Exploitation and abuse, as well for any form of Sexual Harassment in the workplace.

Such conduct is contrary to the Charter of the United Nations, the UN Staff Regulations and Rules, and the Standards of Conduct for the International Civil Service. Staff Rule 1.2 (f) provides that "any form of discrimination or harassment, including sexual or gender harassment, as well as physical or verbal abuse at the workplace or in connection with work, is prohibited."

In light of this zero-tolerance policy, all UNDP personnel must adhere to the highest professional and ethical standards at all times, and when exhibiting conduct described above, may be subject to administrative, disciplinary or contractual measures, up to and including dismissal, as appropriate.

In addition, UNDP launched a dedicated page on its external website designed for all the external stakeholders, partners, beneficiaries and personnel. The page includes information on the UN Standards of Conducts, UNDP activities to prevent and respond to Prevention of Sexual Harassment, and ways to report misconduct.

UNDP is a champion of gender balanced approach to programming results

Accountability, Integrity and Transparency

1. Information disclosure policy: <http://www.undp.org/content/undp/en/home/accountability/transparency/information-disclosure-policy.html>

2. Certified financial statements: For the year that ended on 31 December 2017: http://www.undp.org/content/dam/undp/library/corporate/Transparency/UNDP_Audited_Financial_Statements_2016.pdf?download

3. Audit transparency: The annual report of UNDP's Office of Audit and investigations and the annual report of UNDP's Audit Advisory Committee are part of the documents discussed during the Executive Board sessions and are publicly available on its website.

4. Transparency and open data: UNDP also serves as a leading example of IATI Standard implementation. The independent assessment undertaken by Publish What You Fund for its 2016 Aid Transparency Index ranked UNDP first overall in transparency for the second time in succession. Open project data: <http://open.undp.org/#2018>

5. Social and environmental standards: As of 1 January 2015, UNDP adopted mandatory Social and Environmental Standards for all of its projects and programmes. These standards will strengthen UNDP's efforts for increased quality in its programmes and ensure social and environmental benefits for the people we serve.

Risks and Assumptions

The risk log will be reviewed and amended as necessary twice a year. Any changes required will be reported to the project board and will be reflected in the risk log with board approval.

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response
1	Potential early unforeseen elections leads to the change in institutions	01.06.2018	Political	Leadership may change. Political commitment to project activities may decrease. P=2; I=2	Active communication with new leadership . Working at technical level will also lessen the risk of adverse effect in case of change of political leadership. The potential impact of this risk is considered manageable.
2	Lack of evidence, access to information and witnesses and victims	07.12.2018	Technical	Essential technical obstacle for closing missing persons cases P=4; I=4	The project foresees technical support for uncovering new evidence and development of a legal framework on missing persons
3	Political unwillingness to continue and support the missing persons issue.	05.04.2018	Political	Institutional stalemate and processes do not move forward P=1 I=2	The project will use UNDP's strong relationship with institutions to support the political process and will also work closely with other partners such as NGOs and civil society.
4	Slowdown of the EU accession process of the	07.12.2018	Political	The principle of good neighbourly relations may fade with a	The project shall continue emphasizing the

	region			slowdown of the accession process P=3; I=3	benefits of decreasing the number of missing persons, regardless of EU accession
5	Low capacity of national institutions for implementing project-based activities in addition to regular work	07.12.2018	Organizational	Additional actions may overwhelm the existing capacities of national institutions which are stretched due to a general ban on additional employment	UNDP will provide implementation support services to relieve the institutions of the administrative burdens, while enabling the positive measures provided by the project

Stakeholder Engagement

Target Groups: Commission for Missing Persons, Inter-Ministerial Expert Group, missing persons family associations and missing persons families

Other Potentially Affected Groups: Belgrade Delegation to the Working Group on Missing Persons Chaired by the ICRC; Office of the War Crimes Prosecutor, missing persons families and family associations in the region, IMPs in the region.

V. PROJECT MANAGEMENT (1/2 PAGES - 2 PAGES RECOMMENDED)

The direct responsibility of the NPD will be provision of strategic advice and coordination of the project activities taking into account interests of the Implementing Partner.

The overall guidance and strategic decisions related to the project implementation will be made by the Project Board. The Project Board will be responsible for making by consensus management decisions for a project when guidance is required by the Project Manager, including recommendations for approval of project plans and revisions.

The Project Board contains three roles:

- 1) Executive: National Project Director from the Implementing Partner representing the project ownership to chair the group
- 2) Senior Supplier: UK Embassy, as the project donor operating according to the terms specified in cost sharing agreements between UNDP and the donor. and UNDP, with a primary function within the Board to provide guidance regarding the technical feasibility of the project
- 3) Senior Beneficiary: representative of the Commission for Missing Persons, representing the interests of those who will ultimately benefit from the project, with a primary role to ensure the realization of project results from the perspective of project beneficiaries.

Other relevant stakeholders not pertaining to the Project Board can be invited to contribute as observers on an ad hoc basis

In accordance with the Letter of Agreement and approved Country Program Document 2016-2020, the UNDP Country Office shall provide services for the Project as described below:

- a) Procurement of commodities, labor and services
- b) Identification and/or recruitment and solution of administrative issues related to project personnel
- c) Identification and facilitation of training activities, seminars and workshops
- d) Administration of travel

- e) Financial monitoring and reporting
- f) Supervision of project implementation, monitoring and assistance in project assessment.

Costs for such services shall be covered through direct project costs as presented in the Multiyear Workplan.

The procurement of goods and services and the recruitment of project personnel by UNDP shall be in accordance with the UNDP's policies and procedures. Goods/end products procured or built/developed within the framework of the Project shall be transferred to the ownership of the Commission for Missing Persons, unless the Project Board decides otherwise. The relevant provisions of the Standard Basic Assistance Agreement (SBAA) between the Government and UNDP, including the provisions on liability and privileges and immunities, shall apply to the provision of such support services.

Reporting and M&E

The project will be monitored through the following:

- Semi-annual reports and financial progress, including results challenges and potential required changes;
- An annual narrative and financial progress report capturing inputs, results challenges and potential required changes.

Within the annual cycle

- On a semi-annual basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the table below: Quality Management for Project Activity Results.
- An Issue Log shall be activated in Atlas and updated by the Management Teams to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted, a Risk Log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Management teams to the Project Board through Project Assurance, using the standard report format.
- A project Lesson-learned Log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project.
- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events.

Annually

- **Annual Report.** An Annual Report shall be prepared by the project manager and shared with the Project Board. As minimum requirement, the Annual Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Financial Management

Through the Standard Administrative Arrangement between the Government of the United Kingdom and the United Nations Development Programme and Under the Model Administration Arrangement for Cost-Sharing or Trust Fund between the Government of the United Kingdom of Great Britain and Northern Ireland and the United Nations Development Programme the model Framework Agreement was signed.

VI. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Responsible Party	Funding Source	Budget Description	2019	2020	2021	Total 2019-2021
Concrete evidence of closure achieved in an increased number of missing persons cases	<p>Activity 1.1 Support the Working Group guiding the legislation with relevant expertise and technical assistance</p> <p>Activity 1.2 Outreach campaign, informing those affected of the rights and privileges provided by the legislation</p>	UNDP	UK	71300 - National Consultants	4,000	5,000		9,000
	<p>Activity 2.1 Procurement of two cadaver dogs for the Commission on Missing Persons of the Republic of Serbia, with training of cadaver dog handlers</p> <p>Activity 2.2 Short-term rental of excavation equipment</p>	UNDP	UK	75700- Training, workshops and conferences	9,843	1,000		10,843
	<p>Activity 3.1 Facilitate 3 meetings of the Inter-Ministerial Expert Group on issues related to the missing from the Kosovo conflict.</p>	UNDP	UK	72100- Company contracts	9,281	16,627	0	25,908
	<p>Activity 4.1 At least two outreach initiatives of the missing persons families associations supported</p>	UNDP	UK	72100- Company contracts	130,719	52,288	52,288	235,295
	<p>Activity 0: Project Management</p>	UNDP	UK	75700- Training, workshops and conferences	2,614	1,307	0	3,921
		UNDP	UK	72600- Grants	5,229	5,229	0	10,458
		UNDP	UK	71400- Contractual services & 64300- Quality assurance	23,529	23,529	11,765	58,823
SUBTOTAL DIRECT PROJECT COSTS					181,699	108,497	64,052	354,248
GENERAL MANAGEMENT SERVICES					14,536	8,680	5,124	28,340
TOTAL PROJECT COSTS					196,234	117,176	69,176	382,587

VII. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

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,	Annually, and at the end of the	Project report will identify results achieved and lessons learned.		

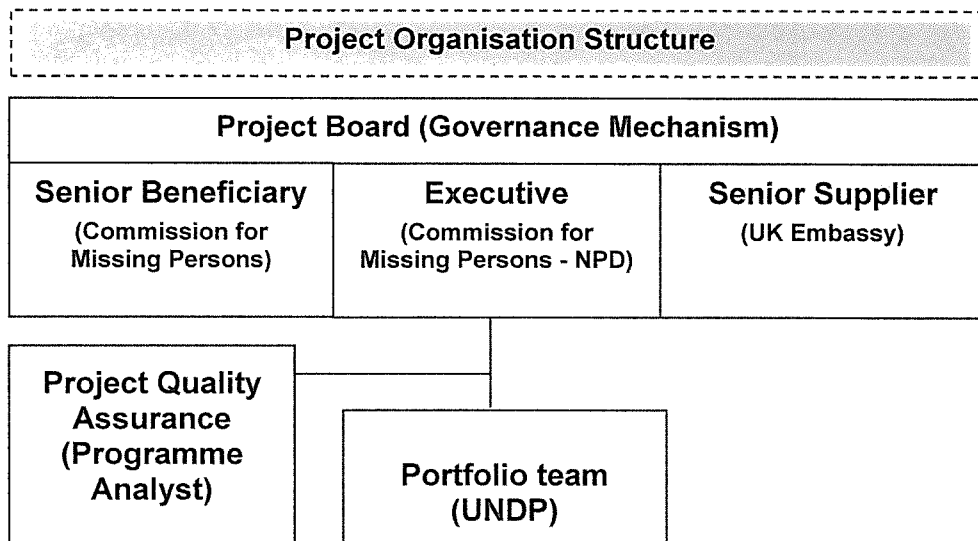
	<p>consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.</p>	<p>project (final report)</p>		
<p>Project Review (Project Board)</p>	<p>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.</p>	<p>Every 3 months or as requested by donor</p>	<p>Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.</p>	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented under the National Implementation Modality (NIM). The Commission for Missing Persons of the Republic of Serbia will be the Implementing Partner. The Implementing Partner shall retain overall responsibility the project and will appoint a National Project Director (NPD).

The Project Board will be responsible for providing general oversight to ensure achievement of results on the primary project outcomes and making consensus strategic management decisions when guidance is required by the Portfolio Team; this including approval of project plans and revisions.

Roles of the Project Board are described under Section V. Project Management and outlined in the graphic overview presented below:



IX. LEGAL CONTEXT AND RISK MANAGEMENT

1. Legal Context:

Country has signed the Standard Basic Assistance Agreement (SBAA)

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), 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. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, considering 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 the Implementing Partner's obligations under this Project Document.

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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

2. Implementing Partner:

Government Entity (NIM)

X. ANNEXES

The annexes below will be developed in the inception period:

1. Project Quality Assurance Report

- ### 2. Social and Environmental Screening Template [English][French][Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening 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, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*