

Final Project Evaluation

**“Developing Community based Services for Children with
Disabilities and their Families”
(April 2010 –December 2013)**

RFP 4-2013

Final Evaluation Report (vol.2 Annexes)

December 2013

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always bet on **human** nature

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SERBIA

Final Evaluation of the Project

‘Developing Community-based Services for Children with Disabilities and their Families’ (April 2010 – December 2013)

I Context

Social welfare reform efforts in Serbia that are striving towards implementing UN and European human / child rights standards, including rights of children with disability, have been taking place over the last 10 to 12 year period. The most important mile-stones of this process were: a) the adoption of the Government's Poverty Reduction Strategy Paper (2002) – which provided a framework and defined the reform priorities and direction and b) the Social Welfare Development Strategy (2005) – which elaborated on how/when strategic priorities will be implemented. The Strategy stipulates the core components of the social policy reform: deinstitutionalisation, decentralization and democratization of social care and protection services, local community involvement in provision of social services and partnership with the civil society. A consensus among political, professional, civil society and academia entities that at the heart of the social protection reform process is the need to create a supportive, regulated and enforceable system within which a diversity of community services can develop and operate, has guided also the process of development of the new Social Welfare Law (*foreseen to be adopted at the beginning of the project implementation but was endorsed a year later in April 2011*). As mentioned earlier, deinstitutionalization, particularly of children and children with disability has been one of the main orientations of the reform process. It assumed not only transformation of residential institutions but also development of alternative forms of placement and development of community based services that would respond to needs of the most vulnerable children. Although some community services existed at that time, the new law was designed to address weaknesses related to standardization of services, licensing of service providers and financing. Namely, in the previous years with a considerable financial and technical support of the international organizations and donators¹ the majority of local self-governments have also adopted a number of local strategic documents which as such represent a clear framework for development of the community based services for the extremely vulnerable groups of citizens. The achieved progress in the development of the community based services should be viewed within the context of the achieved results and learned lessons of the Fund for Social Innovations – the program of the Ministry of Labour, Employment and Social Policy designed in cooperation with numerous national and international partners², and has functioned most intensively within the period from the end of 2002 to 2008. The Fund for Social Innovations has stimulated the process of diversification of service providers linking the public and civil sectors.

However, the implementation of reform efforts and their end-impact in practice have been slower than expected, partly due to the slow-down in economic growth, economic crisis and financial contractions – challenges that many countries are currently facing.

¹ EU, Norwegian Government, DFID, UNDP

² The Fund's activities were supported by: European Agency for Reconstruction (EAR), UN Development Program (UNDP), Government of the Norwegian Kingdom, etc. The Fund's activities in realization of the projects were financed partly from the resources of the budget of Serbia, and partly from the donators' resources.

Number of all children and youth in residential placement decreased by 34% from 2000 (3552) to 2008 (2331), while de-I ratio for children with disability was considerably lower (21%) than for children without disability (51%). At the same time, despite many initiatives that have financed community services, the availability of services for children with disabilities and their families remained very limited resulting in the fact that in 2008 number of children and youth with disabilities in residential institutions (1587) was still higher than number of those living in family environment who had access to community services. In 2008 only 33 municipalities (out of 168) financed day-care services for children with disabilities where a total of 1.122 children were included. Home-help services were available to only 125 children with disabilities and their families. An additional problem was that services existed only in urban and more developed areas making the access of the most marginalized children from rural and poor areas questionable. In addition, the most of these services have been faced with sustainability challenges as well and it was primarily result of the fact that transferring responsibilities from national to local level for financing of community services was not followed by availability of financial resources. All mentioned actually lead to a conclusion that de-I results achieved will not sustain since they mainly come from the application of some administrative gate-keeping measures and promotion of family-based alternatives to institutional placement, rather than through systematic development of community services that should contribute to prevention of child/family separation and to social inclusion.

Reform processes were in general followed by significant capacity-building, however with the new Social Welfare Law acquisition of new knowledge and new skills were needed at all levels. At the national level – for devising, implementing and monitoring implementation of the reformed regulatory system. At the local level – for planning, commissioning and implementing priority services. Also, service providers and other social welfare professionals needed to have capacities built for services to be run in line with new service standards so they can provide quality response to the needs of its beneficiaries.

Finally, the role of independent actors in advocating for the rights of marginalized groups at national and local level asked for further strengthening particularly when it comes to the rights of the most marginalized.

Despite frequent changes in the Government and financial constraints, the strategic direction of the reform process has remained the same. Responding to the challenges identified, and building on the achievements of the previous initiative³ focused on the reform of residential care, the strengthening of fostering and capacity building of the health system with the ultimate aim of reducing the number of children in institutions, a new tri-partite partnership between the Delegation of EU, the Ministry of Labour, Employment and Social Policy (MoLESP) of the Republic of Serbia and UNICEF has been established through the Project “Developing community-services for children with disabilities and their families”.

II The project to be evaluated

The Project “Developing community based services for children with disabilities and their families” was developed in close cooperation among UNICEF and the Ministry of Labour, Employment and Social Policy of the Republic of Serbia (MoLESP) with the overall objective to strengthen policy frameworks, institutional mechanisms and capacities so that community based services supporting children with disabilities can be developed and are responsive to the needs of these children and their families.

³ Project “Transforming residential institutions for children and developing sustainable alternatives” (2008-2011) implemented by UNICEF in partnership with Ministry of Labour and Social Policy with the support of EU

The Project is part of the Social Inclusion IPA Fiche 2008 (EU contribution: 5,500,000 EUR) consisting of the following components:

- Grant scheme – grants for municipalities clustered within regions in Serbia (directly managed by EU Delegation, total value 3,000,000 EUR),
- Public awareness campaign – implemented by Service contractor (Bernard Brunhes International - BBI) and managed by EU Delegation (total value 500,000 EUR),
- Technical support to MoLESP and municipal governments – “Developing community based services for children with disabilities and their families” implemented by UNICEF on the basis of a contribution agreement (total value 2,222,222.00 EUR).

The subject of this evaluation is only the Project “Developing community based services for children with disabilities and their families”.

The Project was originally designed to be implemented over a 36 month period (22nd April 2010 – 22nd April 2013) but was officially extended in June 2012 for additional 8 months (non-cost extension with end date 22nd December 2013). The extension was granted to allow harmonisation of the Project activities with the timeline of the EU Grant Scheme and a smooth continuation of UNICEF technical support to municipal governments and service providers.

The main purpose of the Project is to increase the number of children with disabilities that are benefiting from community services that are clearly contributing to their social inclusion, with two main expected results:

1. Ministry of Labour, Employment and Social Policy capacity strengthened to monitor, evaluate and supervise decentralized and well-targeted community based social protection services in the Republic of Serbia (national level),
2. Municipal authorities, service providers, centres for social work and civil society activists capacitated to full-fill their respective roles in ensuring community services for families with children with disability are accessible and meet set standards and procedural guidelines (local level).

In addition to partnership with the MoLESP of the Republic of Serbia as the primary stakeholder, other important partners who contributed to the Project include:

- Republican Institute for Social Protection and Provincial (Vojvodina) Institute for Social Protection – through strengthening monitoring and reporting systems, developing standards of services and building capacities for delivery of community services;
- Centre for Social Policy and Social Work Research (Faculty of Political Sciences, University of Belgrade) – through policy research and documenting beneficiary perspective on positive outcomes of community services on social inclusion of children with disability and their families;
- Centre for Liberal-democratic studies (social policy and research based think-tank organisation) – through policy research and capacity building of local actors in the area of financing and costing of community services;
- Amity (NGO) – through capacity building of local actors for outreach and mapping of the most excluded groups;
- Familia (NGO) – through research on the results of de-I for children with disability;
- Association of Centres of social work (professional association) – through gathering evidence on practitioners' perspective on case-management application and capacity building needs;
- BCIF – Balkan Community Initiative Fund (NGO) – through building capacities of local CSOs to advocate for sustainability of financing for community services from local budgets;

- MODS (national network of child-rights NGOs), Ombudsman office and Commissioner for equality – through more systematic monitoring and advocating for the rights of the most marginalized children.

Right holders of the Project are children and youth with disability and their families (including foster families) needing additional support to enable their social inclusion. Groups that are also recognised by the Project document as potential beneficiaries are unemployed women (who should have an opportunity to work for community service providers) and youth (to be engaged as volunteers providing support for children with disability).

The Project was managed by the Steering Committee chaired by the Ministry of Labour, Employment and Social Policy (MoLESP) with the representatives of the EU Delegation and UNICEF as members of the SC.

For more efficient coordination with a component of the Social Inclusion IPA Fiche 2008 that was focused on public awareness campaign, during the initial phase of the campaign design one of the Steering Committee meetings included the implementing agency BBI. Operational coordination was later on ensured at the level of both project implementation units.

Project Implementation Unit was based in UNICEF and had a task to ensure efficiency and expertise in operational management of the project. For the local level component of the Project a team of consultants have been engaged within PIU providing continual technical and administrative assistance in conducting capacity building activities.

During the Project implementation a close coordination with other relevant actors have been ensured, primarily with:

- Cooperazione Italiana – providing support to the process of de-institutionalization with a particular focus on children with disability;
- the Government's DILS Project (Delivery of Improved Local Services) – focusing on the decentralization of health, education and social protection services (with a particular emphasis on its components related to strengthening of the MoLESP IT system and education inclusion);
- the MoLESP Project "Creation and implementation of Licensing system for Social Service Providers in Serbia" (Government of Kingdom of Norway);
- the Social Inclusion Poverty Reduction Unit (SIPRU) of the Government of Serbia – in the area of the mapping of community services and relevant inter-sectoral issues

During the project implementation two Results-Oriented Monitoring Missions were completed (by the agency contracted by EU Delegation) with the purpose to determine the progress of the Project and its overall performance. The project originally envisaged an external mid-term project evaluation. However, since the timing of the second Results-Oriented Monitoring Mission coincided with the timing for mid-term evaluation and having in mind that its findings and recommendations were assessed as informative enough to further guide the project implementation, it was jointly agreed by MoLESP, EU Delegation and UNICEF that mid-term project evaluation should be cancelled.

III Rationale for the evaluation

In compliance with EU grant expectations, the project proposal envisaged an external, final evaluation before the end of the project. In practice, the evaluation will inform discussions among the key stakeholders on future areas of action.

The knowledge generated by the evaluation should be used by:

- the MoLESP as an important source of information for the further policy work and programming - more specifically to further operationalize the Action plan for the implementation of the Social Welfare Law with specific focus on child-care of the most marginalized and multiple-disadvantaged children and their families,
- Independent oversight bodies and NGOs representing vulnerable groups to further strengthen their monitoring and advocacy efforts,
- EU Delegation and project partners to discuss potential future support for further reform efforts,
- Local self-government – to ensure further development of sustainable and quality community services for the most marginalized children based on lessons learned and good practices identified by the evaluation,
- UNICEF - for future programming and support to development of community based services.

The main evaluation findings and recommendations will be presented and discussed at the Final conference of the Project in November 2013. In addition, the full text of the evaluation will be shared with all relevant stakeholders as specified by the Project, including municipal governments.

IV Objectives of the Evaluation

The main immediate purpose of this final, summative evaluation is to, as defined by the project document itself, evaluate the final (end) results and achievements of the project in relation to the project log frame and theory of change.

More specifically, the evaluation objectives are to:

1. Provide feedback to UNICEF Serbia office and its national counterparts on the soundness (defined as relevance, effectiveness, efficiency, sustainability) and impact of the Project approach in developing responsive community services for children with disability in order to:
 - a. Reveal good practices and gaps in approaches,
 - b. Evaluate Project Impact following Project Plan, Project Logframe and Description of the Action.
2. Based on the experience from the Project implementation to extract general lessons learned and recommendations aimed at further enhancement of the child care system reform.
3. Provide the Delegation of European Union to Serbia with information on impact of their specific support to Child Care System in Serbia.

V Scope

The project evaluation should cover the entire project implementation period (22nd April 2010 – 22nd December 2013) at both national and local levels (10 regions with 41 municipalities across Serbia) and all project components, following the way how the project has been conceptualized. Given that project has worked in 10 regions with 41 municipalities, it will not be possible to involve all of the project actors and stakeholders into field consultations. Available resources and time will require evaluators to visit only selected/sampled sites.

National level groups of activities:

1. Support to MoLESP for development of by-laws and other policy documents that regulate community-service provision for children with disability and their families,

2. Support to MoLESP in developing community service capacity-building packages / programmes for priority community services that support families with children with disability,
3. Support to MoLESP in defining child welfare indicators, mainstreaming them into regular data-gathering systems and using them for monitoring impact of reforms; Support MoLESP in designing and implementing additional studies where more in-depth information / analysis is needed to guide implementation of reforms.

Local level groups of activities:

1. Support to municipal governments in 10 underdeveloped regions to build capacities to select, manage and monitor service providers, to cluster regionally for service provision and to apply for and manage grants in a way that meets EU criteria,
2. Capacity building of service providers so that they can meet set minimum standards and apply procedures in line with guidelines,
3. Capacity building of Centres for social work so that they are strengthened to provide adequate support to families and referral of beneficiaries ensuring those most marginalized (e.g. children with severe/moderate disability and children from families that are already marginalized) have access to community services,
4. Strengthening national and local civil society initiatives and the Ombudsman office in their role of holding government accountable in implementing adopted policies.

The evaluation is expected to address reducing equity gaps in access to community services that promote social inclusion for the most marginalized children with disabilities and their families.

Project monitoring data as well as other data sources that should inform the evaluation are listed within the section VII Methodology and will enable systematic assessment of the project achievements.

The Project Summary is portrayed through the Theory of Change Table⁴ attached (Annex 1). This Theory of Change Table should be used as the main Reference point – together with the Description of Action (DoA) and Log-frame, because it captures the activities undertaken, the expected changes they were to produce and the intended impact, described also through clearly outlined baselines and targets. This table therefore, represents the Guiding light for conducting the Evaluation.

VI Evaluation Questions

The focus of the evaluation is articulated under 5 main evaluation criteria, each accompanied with guiding questions for the evaluation. These are the following:

Objective 1 - assessing relevance / To what extent is the Project responding to the needs of stakeholders and beneficiaries?

- To what extent are by-laws and other policy documents, developed by the Project, that regulate community-service provision relevant for child-care reform process?
- How relevant for child-care reform are community service capacity-building / programmes for priority community services that support families with children with disability?
- To what extent are groups of activities related to strengthening monitoring and evidence-based policy making capacities relevant for guiding implementation of child-care reforms?

⁴ Although the Project has the Log Frame and the Description of Action with outlined expected results, due to its complexity and size, the Theory of Change Table is developed that provides more detailed information stemming out of the Project document and Log Frame

- How relevant for the child-care reforms are capacity building activities for local authorities to manage EU grants?
- To what extent for the child-care reforms are relevant groups of capacity building activities aimed for a) service providers and c) centres for social work to provide support and establish services for families with children with disability?
- How relevant for the child-care reforms are groups of activities aimed at strengthening the role of civil sector and independent state actors in holding the government accountable for the implementation of reforms?

Objective 2 - assessing effectiveness / To what extent does the Project meet the outcomes as defined by the Project log-frame and the Theory of change?

- Have the planned results been achieved to date (quantitative and qualitative)?
- To what extent the Project contributed to creating a regulatory framework needed for community-service provision?
- To what extent the Project contributed to strengthening monitoring and reporting capacities of social welfare system (institute for social protection) as they relate to child-care reforms?
- How successful was the project in strengthening the national level mechanism (system for continual professional development) for capacity building related to supporting families with children with disability?
- To what extent the project assisted national level actors (MoLESP) to build their capacities to monitor and supervise community services' provision for children with disability and their families?
- How effective was the Project in building capacities of local authorities a) to manage EU funds and b) for establishing community services through systematic process of planning, commissioning and monitoring service provision?
- To what extent the project contributed to building capacities of a) service providers to run services in line with service standards and b) centres for social work to provide support to families with children with disability and refer them to services?
- To what extent the project contributed to capacities of independent state (Ombudsman, Commissioner for Inequality) and non-state (NGOs) actors to monitor and advocate for the most marginalized?
- Has the project provided any additional (not directly planned by the Project) significant contribution/outcomes towards development of alternatives at community level and social inclusion of children with disability?

Objective 3 - assessing sustainability / To what extent are the project outcomes achieved sustainable?

- To what extent the legislative framework developed and policy documents produced provide a ground for sustainable development of quality community services and particularly in less developed regions in Serbia?
- To what extent national level mechanisms strengthened for monitoring and capacities improved for reporting on child-care reforms are likely to continue being effective beyond the project time-frame?
- What is the likeliness that local municipalities will continue financing community services that target the most marginalized families with children with disability?
- To what extent are new knowledge and skills integrated into regular activities of professionals working with children with disability and their families whether they work as service providers or case-managers in centres for social work?
- Are independent national and local actors more likely to consistently monitor and advocate for the rights of the most marginalized?

Objective 4 - assessing impact / To what extent has the Project increased system's capacities to ensure that more children with disability benefit from community-services in a way which contributes to their social inclusion?

- To what extent has the project contributed to increasing the number of children with disabilities benefiting from community based services?
- What is the project contribution to further continual decrease of number of children with disability in residential care, particularly those with severe / complex disabilities?
- How was the project successful in improving the quality of life and social inclusion of children with disabilities and their families reached through community services?

Objective 5 - assessing efficiency / To what extent did the management of the project ensure timelines and efficient utilization of resources?

- How well have the implementation of activities been managed? To what extent are activities implemented as scheduled? What management and monitoring tools have been used?
- How well have the financial resources been used / were funds managed in a cost-effective manner / what is the correlation between funds utilized and outputs / results achieved / could the same results be achieved with less resources?
- Did the project ensure co-ordination with other similar interventions to encourage synergy and avoid overlaps?

In addition to the 5 main evaluation criteria, the evaluation shall also focus on **assessing human rights-based approach and relevant cross-cutting issues**. More specifically, it should look into the **extent of the project outcomes' contribution to achievement of children's rights and how the project contributed to addressing key cross-cutting issues?**

- Does the project actively contribute to the promotion of child rights?
- To what extent and how the project ensures an equity focus?
- Does the project reflect gender mainstreaming issues?
- Was the design of the Project ethical? How was the balance of cost and benefits to participants (including possible negative impact) considered during the Project implementation?

VII Methodology

The evaluation methodology will be guided by the Norms and Standards of the United Nation Evaluation Group (UNEG)⁵.
(http://www.uneval.org/normsandstandards/indexs.jsp?doc_cat_source_id=4).

Evaluability assessment

The logical framework and data available allow for the assessment of the progress achieved and evaluation of the project impact and results.

Existing sources of information are assessed as the most reliable:

- a. Social Welfare Development Strategy and National Action plan for Children
- b. Social Welfare Law
- c. Initial State Report to the Committee on the Rights of the Child (2007)

⁵ UNEG Norms: <http://www.uneval.org/indexAction.cfm?module=Library&action=GetFile&DocumentAttachmentID=1491>
UNEG Standards:
<http://www.uneval.org/indexAction.cfm?module=Library&action=GetFile&DocumentAttachmentID=1496>

- d. Concluding Observations of the Committee on the Rights of the Child (2008)
- e. UNICEF Country Programme and Action Plan (2011-2015) and Mid-term evaluation (2013)
- f. UNICEF Annual Reports (2010, 2011, 2012)
- g. Project documents (Description of Action, LogFrame, Theory of Change)
- h. Project reports (Inception Narrative and Financial Reports, Year 1, Year 2, Year 3)
- i. Two Result Oriented Monitoring Reports conducted by EU Delegation (2010, 2011)
- j. Project outputs (by-laws, soft-laws, training programmes, service practicums, surveys / researches) including project partners' and consultants' reports, internal monitoring documents on process and output indicators, reports and recommendations on monitoring implementation of local services
- k. MoLESP website - list of adopted legislation
- l. Republican Institute for Social Protection data-base on accredited training programmes and reports on the work of residential institutions and centres for social work
- m. Other partners' reports (Ombudsman, Commissioner for Equality) and websites containing reports related to the most vulnerable children
- n. Republican Institute for Social Protection reports (disaggregated data on children in residential institutions, data on children referred to community services)
- o. Statistical Office of the Republic of Serbia DevInfo data base (disaggregated data on social inclusion indicators at national, regional and local level)
- p. Mapping of Community Services Report (disaggregated data on availability and financing of community based services)
- q. Survey on outcomes of community services on social inclusion of CWD and their families - Faculty of political science (disaggregated data on children benefiting from services)

Data sources, particularly those containing disaggregated data, are assessed as highly reliable.

All of the documents listed, together with a contact list of all for the project relevant stakeholders, project implementing partners and consultants will be provided to the evaluator once a contractual agreement has been made.

Approach

The overall evaluation approach to be applied shall rely on the Project theory of change and shall have an equity focus to assess if the project results equally benefited children with disability of different backgrounds (from rural versus urban areas, children living in the poorest municipalities, of parents with lower education status). It shall combine qualitative and quantitative data and apply data collection strategy that relies on primary and secondary data collection and non-experimental design.

- The contractor (agency) will use the desk review to get familiar with the policy basis, relevant project documents and other means of verification / sources of information listed above (state and non-state actors' reports).
- The contractor (agency) should develop more precise evaluation work plan that will allow insight into the both national and local level project components.
- In addition to interviews with the Project Steering Board, MoLESP, UNICEF Project implementation unit and EU Delegation, opinions of the following actors shall also be acquired and analysed:
 - Key stakeholders, project partners and consultants representing:
 - Republican and Provincial institute for social protection,
 - SIPRU – Social Inclusion and Poverty Reduction Unit of the Government,
 - Academia and think-tank community (Faculty of political science, Centre for liberal-democratic studies),

- National and local level civil sector (MODS, BCIF, Amity, Familia),
 - Independent oversight bodies (Ombudsman, Commissioner for Equality),
 - Social welfare professionals / centres for social work,
 - Local authorities in 41 municipalities which are organized into 10 clusters (regions) represented by the following lead-municipalities: Kikinda, Stara Pazova, Coka, Uzice, Knjazevac, Bor, Dimitrovgrad, Aleksinac, Paracin I Vrnjackabanja.
 - Providers of total of 52 community services (day-care, home-help and respite) in 10 municipal clusters (41 municipalities).
- Project beneficiaries representing children with disabilities and their families benefiting from three key groups of services in 41 municipalities (day-care, home-help and respite).

The guiding questions for the evaluation against defined evaluation criteria shall be further elaborated and used as a basis for development of the main data collection instruments (interviews and focus groups).

All the data gathered will be analysed by the evaluator/s. Triangulation of data will be used to increase reliability of findings and conclusions.

Special measures will be put in place to ensure that the evaluation process is ethical and that participants in the evaluation process can openly express their opinion. The sources of information will be protected, and known just to the evaluator/s. The Evaluation Team will ensure that the evaluation process is in line with UNEG Ethical Guidelines. The contractor has to ensure that it is clear to all subjects that their participation in the evaluation is voluntary. All participants should be informed or advised of the context and purpose of the evaluation, as well as the privacy and confidentiality of discussions.

VIII Work plan

Description	Responsible	Timeline
Preparatory phase:		
Development of ToR	UNICEF	End of March 2013
Selection / contracting of agency	UNICEF	Mid of June 2013
Evaluation:		
Desk review of the existing documents	Agency	End of July 2013
Development of the evaluation work plan with evaluation instruments / methodology	Agency	End of July 2013
Logistics (arranging meetings / interviews)	UNICEF	End of August 2013
Field visit to Serbia (meeting / interviews with UNICEF, MoLESP, EU Delegation, key partners and stakeholders)	Agency with the support of UNICEF	September 2013
De-briefing meeting with UNICEF and MoLESP	Agency	End of September 2013
Reporting:		
Preparing inception report (methodology and work plan)	Agency	End of July 2013
Submission of the draft report	Agency	By mid of October 2013
Feed-back on the draft report from UNICEF and MoLESP	UNICEF	Beginning of November 2013

Submission of the final report	Agency	Mid of November 2013
Use of evaluation findings:		
Dissemination of the final report to all partners and stakeholders	UNICEF	End of November 2013
Presentation of the key findings at the Final project conference	Agency	End of November / 2013
Agreement reached with MoLESP on how to translate key findings into activities and integrate them into further activities / programming	UNICEF	End December 2013

The evaluation will be managed by the UNICEF Country Office – Evaluation steering committee consisted of the Deputy representative, Social Policy Specialist (M&E focal point) and Child Protection officer. The management of the evaluation will include development of the terms of reference, assignment of the evaluation team, liaison between the evaluation team and partners / stakeholders involved (supporting organisation of meetings / interviews and field visits), as well as quality assurance of the report.

Ministry of Labour, Employment and Social Policy will be involved in designing the evaluation and will participate in the definition of recommendations through active contribution during debriefing meetings and providing feed-back to the draft report.

Key intermediate tasks of the contractor:

- Desk review of relevant documents and reports
- Develop more detailed evaluation methodology and work plan – draft to be submitted as a part of the Inception Report to UNICEF for approval, including key instruments / interview questions
- To conduct data collection through field visits (realize interviews/focus groups with selected stakeholders, partners and beneficiaries)
- Present initial findings through a de-briefing meeting with UNICEF and MoLESP
- Prepare the draft report with key findings, recommendations and lessons learned based on all sources of information used
- Based on feed-back provided by UNICEF and MoLESP prepare and submit the Final Report with all key findings, recommendations and lessons learned following the UNICEF Evaluation Report Standards
- Prepare a material with the key evaluation findings and recommendations for further dissemination
- Deliver presentation of the main evaluation findings and recommendations at the Final project conference.

The Agency will be selected based on the following criteria:

- Experience of conducting project and programme evaluations;
- Technical expertise on child-care;
- Knowledge on the child protection / social welfare system in Serbia;
- Communication skills.

The evaluation team must have a national consultant and an ideal composition of the team would be a combination of national and international consultants.

The qualifications and skill areas required include:

- Agency with expertise in the area of child-care (disability, community based services development, alternative family placements, transformation of institutions, gate-keeping)
- Sufficient number of qualified contracted experts and staff members to respond to the tasks in the TOR
- Knowledge on child rights and social inclusion concept
- Documented extensive evaluation expertise and experience
- Proven knowledge on the social welfare system in Serbia, knowledge on the region is an asset
- Excellent report writing skills
- Good communication and presentation skills
- Excellent written and spoken English
- Ability to keep with strict deadlines
- Knowledgeable of UN Evaluation policy
- Experience in working with UN / UNICEF (desired)

Contractor should be sensitive to beliefs and act with integrity and respect to all stakeholders. In the report evaluators may not refer to individual children. Contractor may not share findings with media in Serbia or abroad concerning individual children or individual institutions.

IX Procedures and logistics

Timeframe for this work assignment is from the end of June to the end of November 2013. During that period total number of consultancy days available is up to 70 maximum, with estimated share of days as following:

- Desk review and submission of Inception report – 10 days,
- Field visits and debriefing – 25 days,
- Draft report development – 20 days,
- Final report submission and presentation at the Final conference - 15

Meetings and field visits will be organized with the support of UNICEF and in close cooperation with MoLESP.

UNICEF premises will be available during the time spend in Serbia if needed. Printers, photocopying services, and other similar services will be provided by UNICEF. It is expected that contractor will bring their own laptops.

X Products and payments

Deliverables:

- Inception report (including evaluation work plan, presentation of methodological approach, instruments to be used, annotated outline of final report⁶), to be presented and approved by UNICEF – 31st July 2013.
- Interim (draft) evaluation report (draft findings, conclusions and recommendations from all data sources used in the evaluation) – 15th October 2013

⁶See „UNICEF Evaluation Report Standards“.

- Final evaluation report (including summary), subject of approval by the UNICEF and MoLESP – 15th November 2013 and presentation of the Evaluation report at the Final conference - 30th November 2013.

All the products shall be submitted in English. UNICEF will ensure translation in Serbian.

The Agency will be paid in three installments upon the satisfactory completion of deliverables (Inception report – up to 10 working days, Draft Report – up to 45 working days, Final report and presentation at the Final Project conference – up to 15 working days).

All the original invoices related to the contract (e.g. transportation costs, airport taxes, visa...) should be kept and submitted to UNICEF for reimbursement.

XI Reference to the UNICEF Evaluation Report Standards

The final evaluation report should follow UNEG Norms and Standards, UNICEF Evaluation Report Standards and should follow the GEROS Quality Assessment System. The report template to be used includes:

- Title page and Opening pages
- Executive summary
- Project description (including the logic of the project design and/or expected results chain)
- The role UNICEF, Ministry of Labour, Employment and Social Policy and other stakeholders involved
- Purpose of the Evaluation
- Evaluation criteria
- Evaluation Scope and Objectives
- The evaluation design
- Description of Methodology
- The stakeholders participation
- Ethical issues
- Findings
- Analysis of results
- Constraints
- Conclusions
- Recommendations
- Lessons learned
- Annexes

Annex 1 to the ToR. Theory of Change¹

Purpose of the Evaluation: to evaluate the final (end) results and achievements of the project in relation to the project log frame and theory of change. More specifically, to provide feedback to UNICEF Serbia office and its national counterparts on the soundness (defined as relevance, effectiveness, efficiency, sustainability) and impact of the Project approach in developing responsive community services for children with disability in order to:

- a. Reveal good practices and gaps in approaches,
 - b. Evaluate Project Impact following Project Plan, Project Logframe and Description of the Action.
2. Based on the experience from Project implementation to extract general lessons learnt and recommendations aimed at further enhancement of the child care system reform.
 3. Provide the Delegation of European Union to Serbia with information on impact of their specific support to Child Care System in Serbia.

The Expected overall Result: Increased the number of children with disabilities that are benefiting from community services that contribute to their social inclusion

Result 1: Ministry of Labour, Employment and Social Policy capacity strengthened to monitor, evaluate and supervise decentralised and well-targeted community based social protection services in the Republic of Serbia (as defined by IPA Fiche on Social Inclusion 2008)				
Activity	Planned	Realized	Outcomes achieved	Anticipated Impact
1.1 Support to MoLESP for development of by-laws and other policy documents that regulate community-service provision	<p>Model regulations, including procedures and guidelines for setting up the new standards and licensing system developed</p> <p>Mechanisms for ear-marked funding for community services developed</p> <p>Regulations for financial support to families and procedures for oversight of service provision revised/developed</p> <p>Minimum standards revised and standards for additional services developed</p>	<p>Technical support provided for:</p> <p>a) Development of by-laws regulating community service standards, financing (including ear-marked transfers and financial cash assistance), regulatory mechanisms (oversight) and accountability</p> <p>b) Development / piloting of</p>	<p>Regulatory framework for community service provision strengthened</p> <p>a) By-laws regulating community service standards, financing (including ear-marked transfers for community services and financial cash assistance), regulatory mechanisms (licensing*, evidence and documentation, complaining) and accountability (code of conduct / forbidden behaviors) finalized and adopted</p> <p>b) Standards for 3 new services</p>	<p>Children with disability are more likely to benefit from sustainable community services which provide quality care in line with their needs and contributing to their social inclusion.</p> <ul style="list-style-type: none"> • Number of children² with disability in institutions is on a continual decrease. (2008 – 1587, 2012 – 1218) • Number of children³

¹ The ToR included the Theory of Change, which was later on updated by UNICEF. This is the updated version of the Theory of Change provided to the evaluation team in October 2013.

² Figures include both children (0-17) and youth with disability (18-25) in residential institutions. If only children with disability are considered then situation is the following: 2008 – 932, 2012 – 651.

³ Figures presented include both children and youth.

	<p>Community services development action plan drafted</p> <p>Capacity of the MoLESP to develop and monitor implementation of IPA projects increased – at least 10 monitoring reports by MoLESP on implementation of community services produced</p>	<p>standards for 3 new services (home-help, respite care and child personal assistant)</p> <p>c) Development of soft-law regulations (guidance / instructions) for the implementation of key secondary legislation on community services (standards for services and regulatory mechanisms)</p> <p>d) Development of an Action plan for the implementation of the Social Welfare Law*</p> <p>MoLESP representatives (inspectors) supported to actively participate in monitoring the implementation of community services.</p>	<p>(home-help, respite care, child personal assistant) developed and integrated into the final version of the by-law on service standards</p> <p>c) Soft-law regulations developed (guidance for service standards implementation; regulations - evidence and documentation, complaining procedures, evaluation of professional performance)</p> <p>d) Action plan for the implementation of the SWL for the period 2013-2014 developed and endorsed</p> <p>Capacities of MoLESP (inspectors) to monitor implementation of community services up-graded – 20 monitoring reports completed.</p>	<p>benefiting from community services is continually increasing. (2008 – 1247, 2012 – 2731)</p> <ul style="list-style-type: none"> Percentage of families being satisfied with the services (2008 – n/a, 2013 – 95%) Number of municipalities (co)financing community services for children with disabilities is continually increasing. (2008 – 33, 2012 – 94)
1.2 Support to MoLESP in developing community service capacity-building packages / programmes for priority community services that support families with children with disability	<p>A minimum of 4 training packages tailor-made to the provision of community services developed and submitted for accreditation.</p> <p>A minimum of 3 community service guides developed.</p> <p>A minimum of two Instructions for application of new by-laws developed for actors at local level.</p>	<p>Technical support provided for:</p> <p>a) Development of 1 training programme for mapping of beneficiaries / identification of needs for community based services</p> <p>b) Development / upgrading of 6 training packages for priority community services day-care</p>	<p>System for continual development of social welfare professionals / service providers as it relates to supporting families with children with disability strengthened through:</p> <p>a) Training programme for mapping accredited and trainers certified</p> <p>b) 5 training packages accredited and trainers certified (day-care services; home-help; respite care;</p>	<p>Children with disability are more likely to benefit from sustainable community services which provide quality care in line with their needs and contributing to their social inclusion.</p>

	Analysis of service-costing completed.	<p>services, home-help, respite care, supported living and volunteering (training programmes for service managers and direct care givers)</p> <p>c) Development of 3 advanced training programmes related to supporting families with children with disability (knowledge skills needed for direct work with families and children and for supervisory support to direct care givers)</p> <p>d) Development of 6 Practicums for community services (day-care, home-help, respite, supported living, volunteering, care-giving)</p> <p>e) Development of a tool-kit for municipal governments for tendering, selecting, contracting, implementing and monitoring service provision</p>	<p>supported living and volunteering – each consisting of two components: one for service managers and the other for direct care givers)</p> <p>c) 3 advanced training programmes accredited and trainers certified (supporting families with children with disability; supervisory support to service providers; specialized care-givers skills for working with children with disability)</p> <p>d) 6 Practicums for community services published (day-care, home-help, respite, supported living, volunteering, care-giving)</p> <p>System capacities built for providing support to municipal governments in establishing and implementing community services for children with disability and their families</p> <p>e) Tool-kit for municipal governments developed containing guidance / instructions and templates / models for key regulatory acts (including guidance on the application of the most relevant SWL provisions: 1. Commissioning community services, 2. participation of beneficiaries in service costs and 3. defining eligibility criteria / prioritization of service beneficiaries).</p>	
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1.3 Support to MoLESP in defining child welfare indicators, mainstreaming them into regular data-gathering systems and using them for monitoring impact of reforms; Support MoLESP in designing and implementing additional studies where more in-depth information / analysis is needed to guide implementation of reforms	<p>Indicators drafted and endorsed.</p> <p>Two reports incorporating indicators issued.</p> <p>Two in-depth qualitative studies carried out.</p>	<p>Technical support to system actors for:</p> <ul style="list-style-type: none"> a) Defining child welfare indicators as an integral part of social inclusion indicators, b) Upgrading the existing data-collection / reporting within the social welfare system, c) Upgrading the quality of (regular system) analytical reporting, <p>Technical support to ‘out of system’ actors for:</p> <ul style="list-style-type: none"> a) Conducting two in-depth researches on child-care system outcomes for children (Faculty of political sciences), b) Conducting two surveys related to financial aspects of 	<p>System capacities strengthened to monitor and report on impact of reforms</p> <ul style="list-style-type: none"> a) Child welfare indicators integrated into the social inclusion indicators; reporting from social welfare system aligned with the Republican statistical bureau; b) Internal system data collection upgraded to reflect indicators defined (formats for reporting from institutions and centres for social work); c) Quality of the regular reports on the work of institutions improved; one special analytical report on the trends of de-I for children with disabilities produced; both reports contain policy recommendations; <p>‘Out of system’ actors capacities strengthened for designing and conducting thematic studies / in-depth researches of relevance for guiding the implementation of reforms. All of the studies contain policy and practice recommendations.</p> <ul style="list-style-type: none"> a) Two in-depth researches designed and published on child-care system outcomes for children: 1. Contribution of community services to social inclusion and 2. Factors contributing to children entering care, b) Two surveys related to financial aspects of community services 	<p>Children with disability are more likely to benefit from sustainable community services which provide quality care in line with their needs and contributing to their social inclusion.</p>
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		<p>community based services (Centre for Liberal Democratic Studies),</p> <p>c) Conducting survey on the status / development of community-based services in Serbia,</p> <p>d) Conducting a survey on the application of the rule-book for centres for social work (Association of Centres for Social Work).</p> <p>e) Conducting a survey on the outcomes of small-group homes on the wellbeing of children transferred from large scale residential institutions</p> <p>Documentation of good practices in establishing and implementing community based services for children with disability and their families</p>	<p>developed: 1. Social welfare spending at national and local level and 2. Community service costs / expenditures (day-care and home-help),</p> <p>c) Survey on the status and profile of community services in Serbia completed, including the profile of beneficiaries, type and number of services per municipalities.</p> <p>d) Survey on the application of the rule-book for centres for social work and application of the case-management approach realized.</p> <p>e) Survey on the outcomes on of small-group homes on the wellbeing of children transferred from large scale residential institutions realized.</p> <p>Good practice examples as they relate to establishing, implementing and monitoring community based services (day-care centres, home help, respite care) documented and shared with key actors.</p>	
Result 2:	Municipal authorities, service providers, centres for social work and civil society activists capacitated to fulfil their respective roles in ensuring community services for families with children with disability are accessible and meet set standards and procedural guidelines			
Activity	Planned	Realized	Outcomes achieved	Anticipated Impact
2.1 Support to municipal governments to build capacities to select, manage and	<p>Minimum 5 information meetings on EC grant</p> <p>Support to total of 10 cluster of</p>	<p>Capacity building of municipal governments to cluster and apply for EU Grants for community-based services for children with disability:</p> <ul style="list-style-type: none"> 93 municipalities participated in 	<p>Municipal capacities built to cluster and apply for EU grants for community services for children with disability and their families.</p> <ul style="list-style-type: none"> Out of 93 municipalities 	<p>Children with disability are more likely to benefit from sustainable community services which provide</p>

monitor service providers, to cluster regionally for service provision and to apply for and manage grants in a way that meets EU criteria	<p>municipalities who wish to develop community services</p> <p>Support provided to 10 under-developed regions through regional mentors and additional trainings related to all aspects of development of services</p> <p>Horizontal knowledge exchange organized, including exposure to experiences from abroad</p> <p>Five cross-municipal teams supported to completed disability assessment</p>	<p>9 one-day info sessions on the EU Grant and 4 one-day workshops (on 1. Clustering and application process, and 2. developing budgets and project proposals);</p> <ul style="list-style-type: none"> 24 clusters (89 municipalities) supported through mentoring to develop their project applications. <p>Capacity building of granted municipal governments to manage grants in a way that meets EU criteria – 10 clusters (41 municipalities) supported through:</p> <ul style="list-style-type: none"> 1 three-day training on a) financial management of EU grants including tender procedures, co-financing and pre-financing of the grants and b) EU reporting procedure; Continual technical assistance in financial management; advices and direct assistance in developing internal procedures in compliance with EU grant management requirements, in following EU procedures, resolving issues and developing requests for contract modifications; Continual technical assistance in operational management; advices and direct assistance in developing contracts (includes all varieties of contracts from tripartite cluster contracts to contracts between 	<p>participating in initial capacity building, more than 95% (89) decided to cluster (24) and developed their applications.</p> <ul style="list-style-type: none"> 22 clusters finalized their applications and submitted for the EU Grant. Ten clusters (41 municipalities) are granted for total of 52 community services. <p>Municipal governments capacities built for managing grants in line with EU criteria. All grantees applied required operational / management and financial procedures. All of the narrative and financial reports submitted on time and approved by EU Delegation. All of the local projects reviewed and approved by local external auditors.</p> <p>Municipal governments capacities built for selecting, managing and monitoring service provision.</p> <ul style="list-style-type: none"> Through mapping / needs assessment conducted in all of the municipalities (41) total of 1.202 children with disability identified. All municipalities selected its service providers (43) through transparent procurement procedures and implemented total of 52 services: 29 home-help, 17 day-care, 5 respite care and 1 hypo-therapy for the total of 945 children; For 90% of the services preconditions for sustainability are fulfilled – necessary local level legislative acts adopted by 	quality care in line with their needs and contributing to their social inclusion.
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		<p>municipality and service providers and staff contracts) and realizing reporting requirements to EU.</p> <p>Capacity building of 10 clusters / 41 municipal governments to select, manage and monitor service provision through:</p> <ul style="list-style-type: none"> • 10 trainings on mapping (one per cluster) of the children with disabilities and 1 final joint event; • 1 training on commissioning of services; • 1 training on the role of municipalities in selection, managing and monitoring of the service providers; • 3 trainings on calculating the cost of the services and 5 trainings on a) prioritization of the beneficiaries and b) participation of the beneficiaries in the cost of the community based services. • Continual technical support to local governments in institutionalizing the established services: developing the mechanism for ordering services through public procurement procedure, development of the Decision on Social protection 	<p>local authorities, including budgetary appropriations for covering service costs.,</p> <ul style="list-style-type: none"> • All of the municipalities have established system of monitoring service provision – service providers regularly reports to local municipalities in line with agreed procedures. 	
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		<p>that defines established service and in developing the financial-budgetary appropriation;</p> <ul style="list-style-type: none"> Continual technical support to municipalities in developing and implementing monitoring mechanisms for service provision (financial and narrative reporting procedures). <p>Monitoring of local projects implementation and service provision through:</p> <ul style="list-style-type: none"> Reviewing quarterly reports from 10 clusters, <p>Conducting monitoring visits (twice a year, total of 40 field visits) to Project boards, Project implementation units and service providers and providing recommendations for improvements.</p> <p>Two study visits realized (Italy and UK) for local and national level actors</p>	<p>Total of 40 recommendations issued and taken into account by Project boards. All of the local projects implemented in line with EU procedures and national legislation. All of the services run in line with service standards set.</p>	
2.2 Capacity building of service providers so that they can meet set minimum standards and apply procedures in line with guidelines	A minimum of 50 service providers trained and provided with on-going support (minimum 20 trainings)	<p>Capacity building of service providers to establish and run 52 services in line with minimum standards through:</p> <ul style="list-style-type: none"> 10 trainings on day-care centres for 76 service providers, 8 trainings on home-help for 53 service providers, 2 trainings for respite-care for 8 service providers, 2 trainings on supported living 	<p>Capacities of all 52 service providers built so they regularly apply minimum standards and procedures set – all providers developed and adopted programmes of work and procedures as they relate to selection of participants, assessment, individual care planning and evaluation; all of the beneficiaries have individual service /care plans. All of the beneficiaries evaluated the service provision.</p>	<p>Children with disability are more likely to benefit from sustainable community services which provide quality care in line with their needs and contributing to their social inclusion.</p>

		<ul style="list-style-type: none"> for 7 service providers, • 5 trainings on volunteering for 38 service providers (4 trainings for managers and 1 training for volunteers) • 3 trainings on advanced skills in supporting families with children with disability for 36 service providers, • 8 trainings on advanced skills in direct care-giving to children with disabilities for 49 service providers, • 1 training on advanced skills in supervising direct care-giving for 12 participants/supervisors, • Tailor-made supervisory support to 42 service providers of day-care, home-help and respite-care services – total No (60 individual and 10 group supervisory sessions) 		
2.3 Capacity building of Centres for social work so that they are strengthened to provide adequate support to families and referral of beneficiaries ensuring those most marginalized (e.g. children with severe/moderate disability and children from families that are	A minimum of 30 centres for social work trained to develop specialized skills in supporting families with children with disability (minimum 5 trainings)	<p>Capacity building of Centres for social in 41 municipalities on community based service provision for CWD – CSW professionals included in all types of trainings for direct service providers.</p> <p>Capacity building of 50 Centres for social work for case-management, including strengthening the role of supervisors in family and child needs assessment and planning care.</p>	Capacity of centres for social work strengthened so they are actively involved in supporting and referring children with disability to 52 community services (minimum 80% of CSWs implement individual care plans and refer children to community services).	Children with disability are more likely to benefit from sustainable community services which provide quality care in line with their needs and contributing to their social inclusion.

already marginalized) have access to community services				
2.4 Strengthening national and local civil society initiatives and the Ombudsman office in their role of holding government accountable in implementing adopted policies	<p>National child rights network established</p> <p>CSO networks in at least 10 municipalities strengthened to carry out advocacy initiatives</p> <p>Ombudsman office engaged in ensuring fulfillment of child rights as these relate to children with disability</p>	<p>Technical support to a National child rights civil society network (MODS) in organizing Secretariat, setting-up an organizational platform for advocating for the most marginalized children provided – a) two sub-groups supported to develop policy briefs and conduct monitoring reports, b) three-year Programmatic document of the network developed and adopted, c) base line survey on municipal practices for involving the children and adolescents in decision making process implemented and report produced.</p> <p>Technical support to local CSOs to conduct local advocacy initiatives aimed at ensuring sustainable financing of community based services:</p> <ul style="list-style-type: none"> a) capacity building of 12 CSOs to develop local advocacy initiatives (3-level training programme), b) grants and supervisory support to 10 CSOs to implement local advocacy initiatives. <p>Technical support and capacity building to Ombudsman and Commissioner for Equality offices in: a) strengthening their capacities for monitoring and analytical reporting on the status of the most marginalized children (including</p>	<p>MODS adopted a platform for advocating; two thematic sub-groups formed. Network produced reports on a) child and youth led participation in decision making process at local level, b) VAT on baby equipment, c) cash benefits for children, d) implementation of inclusive education. Cooperation of MODS with the independent state institutions (Ombudsman and Commissioner for the Protection of equality) initiated and established, as well as cooperation with the key government ministries for the implementation of child rights (education, health and social protection), and the Parliamentary Committee for Child Rights established.</p> <p>10 CSOs successfully implemented local advocacy initiatives aimed at (contributing to) ensuring sustainable financing of community services (in 10 out of 41 municipalities).</p> <p>5 child-related monitoring missions / reports issued by Ombudsman office and Commissioner for Equality and communicated with decision makers.</p> <p>2 policy briefs/position papers on child-</p>	<p>Children with disability are more likely to benefit from sustainable community services which provide quality care in line with their needs and contributing to their social inclusion.</p>

		the status of children with disabilities in residential care and cases of discrimination), b) creating sustainable mechanism for cooperation and exchange with civil society organizations.	related issues The first special report on discrimination of children in Serbia drafted and adopted (with focus on the most marginalized groups of children).	
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Annex 2 – Documents Consulted during Evaluation

- Association of Centers for Social Work, “Assessment of the implementation of the rule-book on organization, normative provisions and standards of work in CSW – from the perspective of CSW practitioners”, Belgrade, 2012
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- Centre for Liberal Democratic Studies, “Mapping Community-based Services in Serbia”, Belgrade, 2013
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- CESID and UNDP, Report on Public Opinion Research “Citizens’ Attitudes towards Discrimination in Serbia”, Belgrade, December 2012
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- Faculty of Political Science, Department of Social Work, “Impact of the Community-Based Services on Children with Disabilities and Their Families”, Belgrade, 2013

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- Gordana Matković and Boško Mijatović, "Program of child allowances in Serbia. Analysis and proposals for improvement", CLDS I UNICEF, 2012
- Government of the Republic of Serbia – national policy papers, strategies, action plans and legislation in the area of child protection and social welfare
- IPA project documentation - IPA 2008 Social Inclusion Identification fiche, Description of Action, annual progress reports, monitoring reports of local projects, final reports of municipalities clusters, deliverables (studies, researches, legislation, practicums, training packages, etc.) and other relevant project documentation
- Milanović, M., Vasić, M., Čeperković, R., "Assessment of the implementation of the rule-book on organization, normative provisions and standards of work in CSW – from the perspective of CSW practitioners", Association of Centres for Social Work, December 2012
- Ministry of Labour, Employment and Social Protection, "Final Report of the project *Creation and Implementation of the Licencing System for Social Services Providers*", Belgrade, March 2011
- NGO Amity, "Final report on technical support for the UNICEF project *Developing community based services for children with disabilities and their families – outreach and mapping*", Belgrade, 2012
- NGO Familia and Faculty of Philosophy Nis, "Impact of small home communities on children with disabilities", Nis, 2013
- OECD Regional Typology Directorate for Public Governance and Territorial Development, OECD June 2011
- Republic Institute for Social Protection, "Annual Report for 2010", Belgrade, February 2011
- Republic Institute for Social Protection, "Annual Report for 2011", Belgrade, February 2012
- Republic Institute for Social Protection databases, available at <http://www.zavodsz.gov.rs>
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- Republic Institute for Social Protection, "Report on the Work of CSWs in Serbia in the year 2011", Belgrade, 2012
- Republic Institute for Social Protection, "Report on the Work of Residential Institutions for Children and Youth in 2011", Belgrade, 2012
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- UNICEF, "Working for an Equal Future. UNICEF Policy on Gender Equality and the Empowerment of Girls and Women", New York, May 2010

Annex 3 – People Consulted during Evaluation

No.	Name	Position/Function	Institution/Organisation
UNICEF management and staff			
1.	Judita Reichenberg	Area Representative	UNICEF Serbia
2.	Lesley Miller	Deputy Representative	UNICEF Serbia
3.	Katlin Brasic	Child Protection Specialist	UNICEF Serbia
4.	Aleksandra Jović	Social Policy Specialist	UNICEF Serbia
5.	Vesna Dejanović	Project Officer Child Protection	UNICEF Serbia
6.	Siniša Đurić	Partnership Specialist	UNICEF Serbia
7.	Tijana Marinović	Child Protection Assistant	UNICEF Serbia
UNICEF technical assistance team (consultants and regional mentors)			
8.	Milka Damjanović	Child Protection Consultant	UNICEF Serbia
9.	Marko Đorić	Social Services Consultant	UNICEF Serbia
10.	Dragana Stojanović Tasić	Financial Assistant	UNICEF Serbia
11.	Brankica Jeremić	Regional Mentor (Clusters Užice and Stara Pazova)	UNICEF Serbia
12.	Ivan Mladenović	Regional Mentor (Clusters Bor, Čoka, Kikinda)	UNICEF Serbia
13.	Željko Plavsić	Regional Mentor (Clusters Aleksinac, Dimitrovgrad)	UNICEF Serbia
Government of the Republic of Serbia			
14.	Brankica Janković	State Secretary	Ministry of Labour, Employment and Social Policy
15.	Jasmina Ivanović	Senior Adviser, Head of Department	Department for Family Welfare and Social Protection, Ministry of Labour, Employment and Social Policy
16.	Đuro Klipa	Head of Department	IT Department, Ministry of Labour, Employment and Social Policy
17.	Gordana Milovanović	Project Associate - Licensing Project	Ministry of Labour, Employment and Social Policy
18.	Dragana Kralj	Consultant – Disability Fund	Ministry of Labour, Employment and Social Policy
19.	Dušan Stojanović	Head of Directorate for Digital Agenda (DILS Project)	Ministry of Foreign and International Trade and Telecommunications
20.	Borislava Maksimović	Coordinator for Inclusive Education	Ministry of Education, Science and Technological Development
21.	Ivana Čirković	Director	Office for Cooperation with Civil Society
22.	Mirjana Maksimović	Deputy Manager, Social Policy and Roma Inclusion	Social Inclusion and Poverty Reduction Unit - SIPRU
23.	Božidar Dakić	Director	Republic Institute for Social Protection
24.	Nada Šarac	Head of Department for Professional Training	Republic Institute for Social Protection
25.	Iva Branković	Consultant for Professional training	Republic Institute for Social Protection
Donor organizations			
26.	Ana Milenić	Project Manager	EU Delegation

Independent bodies			
27.	Tamara Lukšić Orlandić	Deputy Ombudsman for the Rights of the Child	Ombudsman Office
28.	Kosana Beker	Assistant Commissioner	Commissioner for Protection of Equality
Civil Society Organizations and Think Tanks			
29.	Srbijanka Djordjevic	Director	Chamber of Social Welfare
30.	Jasmina Tanasić	Head of Department for Social Policy	Standing Conference of Towns and Municipalities
31.	Ivana Marković	Programme Manager	“Trag” Foundation
32.	Gordana Matković	Director Social Policy Studies	Centre for Liberal Democratic Studies
33.	Vera Kovačević	Consultant Poverty Reduction Projects	Centre for Liberal Democratic Studies
34.	Milica Stranjaković	Consultant Poverty Reduction Projects	Centre for Liberal Democratic Studies
35.	Maida Stefanović	Programme Assistant	Familia – Association for Alternative Family Care
36.	Branka Radojević	Programme Manager	Familia – Association for Alternative Family Care
37.	Nadežda Satarić	Director	NGO Amity
38.	Saša Stefanović	Network Coordinator	MODS - Network of Civil Society Organizations for Children in Serbia
Schools and universities			
39.	Nevenka Žegarac	University Professor	Faculty of Political Science, University of Belgrade
40.	Branimir Rankov	Psychologist	Elementary School Novi Kneževac
41.	Dragana Ivić	Assistant Director	Elementary school for children with disabilities “Veljko Radmanović” Zemun
Local Self-Governments			
42.	Sanja Mičić	Local Coordinator	Project Implementation Unit Novi Kneževac (PIU)
43.	Dragić Rajko	Director	Center for Social Work Novi Kneževac
44.	Emil Tomas	Psychiatrist, Head of expert team	Project Implementation Unit Novi Kneževac (PIU)
45.	Saška Jančić	Caretaker	Day care center Novi Kneževac
46.	Balaž Ferenc	Mayor	Municipality of Čoka
47.	Cecilija Đujin Shceiber	Cluster Coordinator	Project Implementation Unit Čoka Cluster (PIU)
48.	Aleksandra Raičević	Director	Center for Social Work Čoka
49.	Mirjana Marjanov	Municipal Assembly President	Municipality of Čoka
50.	Svetlana Garić	Municipal council member in charge of social and health policy	Municipality of Čoka
51.	Tajana Gašić	Manager	Day care center Čoka
52.	Svetlana Dimić	Caretaker	Day care center Čoka
53.	Gabrijela Balda	Caretaker	Day care center Čoka
54.	Jakuš Anita	Caretaker	Day care center Čoka
55.	Koviljka Stojisavljević	Head of department for economy and social protection	Municipality of Zemun
56.	Ivan Radisavljević	Psychologist - Teacher	Day care center Zemun

57.	Tanja Delić	Special educator	Day care center Zemun
58.	Milan Andić	Caretaker	Day care center Zemun
59.	Aleksandra Nikodijević	Cluster Coordinator	Project Implementation Unit Aleksinac (PIU)
60.	Marina Krstić	Case manager and Home assistance service coordinator	Center for Social Work Ražanj
61.	Jovana Nedeljković	Case manager and FPN survey administrator	Center for Social Work Ražanj
62.	Jasmina Nikolić	Director	Center for Social Work Aleksinac
63.	Bratislava Stojković	Head of Management Department	Center for Social Work Aleksinac
64.	Tanja Nikolić	Psychologist, Coordinator of Day care service	Center for Social Work Aleksinac and PIU
65.	Dušan Rodić	Physiotherapist	Day Care Center Aleksinac
66.	Anđela Zdravković	Manager, Caretaker	Day Care Center Aleksinac
67.	Danijela Petković	Secretary General, Head of the Cluster Steering Committee	Municipality of Aleksinac
68.	Gordana Milovanović	Head of the Department for local economic development	Municipality of Aleksinac
69.	Danijela Miličević	Secretary General of the Municipal Assembly	Municipality of Crveni Krst, Niš and PIU
70.	Dragica Živić	Project development coordinator	Municipality of Crveni Krst, Niš
71.	Javorka Ranđelović	Director	Center for Social Work Crveni Krst, Niš
72.	Nataša Milačić	Home assistance service coordinator	Center for Social Work Crveni Krst, Niš

Annex 4 – Evaluation Matrix

Evaluation Questions (EQ) as per ToR		Judgement Criteria	Indicators	Sources and Methods for Data Collection
RELEVANCE - To what extent is the Project responding to the needs of stakeholders and beneficiaries?				
EQ 1	To what extent are by-laws and other policy documents, developed by the Project, that regulate community-service provision relevant for child-care reform process?	<p>Alignment of by-laws and policy documents with needs and priorities identified in country strategies aimed to guide and advance child-care reforms</p> <p>Alignment of by-laws and policy documents with EU accession requirements and international child rights standards</p>	Evidence of consistency between needs and priorities of child-care reform and Serbia's international commitments <u>and</u> the content of by-laws and other policy documents developed by the project	<p>Social Welfare Development Strategy</p> <p>Social Welfare Law and related by-laws</p> <p>National Action Plan for Children</p> <p>EC Progress Reports</p> <p>MIPD 2011-2013</p> <p>CRC Reports and Concluding Observations</p> <p>Interviews with key stakeholders</p> <p>Project reports</p>
EQ 2	How relevant for child-care reform are community service capacity-building packages / programmes for priority community services that support families with children with disability?	<p>Reflection of capacity building needs required for advancing the child-care reforms and enforcement of new legal framework in the training packages, guides and practicums developed with the project support</p> <p>Prioritising of community services based on consultation and consensus with key stakeholders in the Government and professional associations</p>	<p>Coherence between the capacity building needs for child-care reform and the packages/programmes designed and implemented during the project lifetime</p> <p>The four community services, for which capacity building packages/programmes have been carried out, are highlighted in the consultation documents as being priority services for child care of children with disability</p>	<p>Social Welfare Strategy and Law</p> <p>Child protection studies and evaluations</p> <p>Available training needs assessments</p> <p>Training packages, guides and practicums for priority community-based services</p> <p>Reports of Institutes for Social Protection</p> <p>Project reports</p> <p>Minutes of consultation process</p> <p>Interviews with key stakeholders</p>
EQ 3	To what extent are groups of activities related to strengthening monitoring and evidence-based policy making capacities relevant for guiding implementation of child-care reforms?	Extent to which selected indicators are in line with overarching objectives and priority child care reform areas that require monitoring and informed guidance	Harmonization of selected indicators with reform areas that need to be monitored and measured against baselines and targets	<p>Social Welfare Law and related by-laws</p> <p>National Action Plan for Children</p> <p>CRC Reports and Concluding Observations</p> <p>EU reporting requirements</p> <p>Research studies and Assessments</p>

		Reporting under child rights conventions and other European and international commitments is based on evidence built by indicators, studies and assessments carried out by the project	Evidence of effective reporting under international conventions Agreement among stakeholders concerning the selection of indicators to be mainstreamed into regular data-gathering	undertaken by the project partners Studies and Analytical Reports of the Republican Institute for Social Protection Minutes of the meetings of HRD Sector Working Group (indicators task force) Interviews with key stakeholders
EQ 4	How relevant for the child-care reforms are capacity building activities implemented within the project?	Training courses and other capacity building activities addressed the knowledge and abilities required for the implementation of child-care reforms, by category of trainees: - for local authorities to manage EU grants and plan, commission and monitor service provision? - for service providers and centres for social work to provide support and establish services for families with children with disability - for civil sector and independent state actors to strengthen their role in holding the government accountable for the implementation of reforms	Training and mentoring needs match the training curriculum and technical assistance provided Differentiation of training curriculum per competence levels (managerial, operational) Consistency between training topics and newly-developed guides, practicums and standards for community-based services	Available training needs assessments Training curriculum Training courses reports (incl. satisfaction questionnaires of trainees) Interviews with key stakeholders and feedback from focus groups and discussion groups Reports of Institutes for Social Protection Project reports (yearly, monitoring) Municipality clusters reports
EFFECTIVENESS - To what extent does the Project meet the outcomes as defined by the Project log-frame and the Theory of change?				
EQ 5	Have the planned results been achieved to date (quantitative and qualitative)?	The project produced the planned outputs The outputs produced the intended results (quantitative and qualitative) Intended results (i) have been achieved, (ii) have been partially achieved (in which areas) or (iii) have not been achieved	% outputs and results achieved (indicators) Quality of outputs and results The project has a well defined intervention logic demonstrating how the outputs will produce the intended results Evidence and examples of high/poor effectiveness	Project reports (annual and monitoring) ROM reports Interviews with stakeholders and focus groups Site visits to a selected number of projects, including interviews with end beneficiaries to the extent possible

		Scope, relevance and outreach of their benefits	<p>Examples of factors which contributed or hampered the effective achievement of outputs and results</p> <p>Examples of where final beneficiaries have taken up/used the outputs made available</p>	
EQ 6	To what extent the Project contributed to creating a regulatory framework needed for community-service provision?	<p>Quality of capacity building activities at MoLESP in terms of expert advice to formulate community service regulations</p> <p>Capacity building activities at municipal level and social service centres in preparation for application of the new regulation sets</p>	<p>No. of by-laws and regulations enacted</p> <p>No. of clusters and municipal authorities familiar with enacted regulations</p> <p>Evidence of CSWs using the regulatory framework</p> <p>Evidence of new decisions put to practice in order to set up new community services</p>	<p>Project reports (yearly, monitoring)</p> <p>MoLESP enacted by-laws and rule books</p> <p>Municipal decisions/regulations reflecting national regulations</p> <p>Site visits</p> <p>Interviews with key stakeholders</p>
EQ 7	To what extent the Project contributed to strengthening the national level capacity to monitor, supervise and report on child-care reforms and services provision for children with disability and their families?	<p>Capacity building activities enhanced the knowledge, skills and abilities of the social welfare system (Institute for Social Protection) to monitor and report on child-care reforms</p> <p>Improved competences of national level actors (MoLESP) to monitor and supervise community services' provision for children with disability and their families</p>	<p>Demonstrated capacity of the Institute for Social Protection in the area of monitoring and reporting on achievements of the reform</p> <p>Monitoring and supervision procedures/guides observed by the MoLESP</p> <p>No., frequency and quality of monitoring reports of national level actors</p>	<p>Project reports (yearly, monitoring)</p> <p>Reports of Republican Institute for Social Protection</p> <p>Supervision and monitoring reports of MoLESP</p> <p>Interviews with key stakeholders</p>
EQ 8	How successful was the project in strengthening the national level system for continuous professional development related to supporting families with children with disability?	Quality of capacity building packages/programmes (training packages, guides and practicums) developed with the project support	Training integrated in a continuous professional development plan / lifelong learning perspective	<p>Project reports</p> <p>Training packages, guides and practicums for priority community-based services</p> <p>Database of accredited courses of Republican Institute for Social Protection</p>

		<p>Accreditation of the training courses Adoption/approval of guides and practicums</p> <p>Utilisation of the training curricula and other capacity building materials</p>	<p>No.of accredited training courses No.of adopted guides and practicums</p> <p>Frequency of use of training curricula; no.of courses and trainees</p>	<p>Reports of the Republican Institute for Social Protection and MoLESP Assessment of skills acquisition (if available) Interviews with key stakeholders</p>
EQ 9	How effective was the project in building capacities for an efficient and successful monitoring and advocacy for child-care reforms?	Capacity building activities enhanced the knowledge, skills and abilities required for advancing the child-care reforms for independent state (Ombudsman, Commissioner for Inequality) and non-state (NGOs) actors to monitor and advocate for the most marginalized	<p>Examples of successful/ unsuccessful results of advocacy initiatives of trained actors</p> <p>Quality of monitoring by independent state and non-state actors</p>	<p>Project reports (yearly, monitoring) Reports of oversight bodies Interviews with key stakeholders and feedback from focus groups and discussion groups</p>
EQ 10	Has the project provided any additional (not directly planned by the Project) significant contribution/ outcomes towards development of alternatives at community level and social inclusion of children with disability?	<p>Identification and assessment of additional (planned and unplanned) outcomes</p> <p>The identified additional outcomes are (not) classified into positive or negative</p>	<p>Evidence through examples of additional outcomes and their appraisal</p> <p>Effects (positive or negative) of identified outcomes</p>	<p>Government policy reviews and reports on social inclusion EC Progress Reports Research study on the impact of community-based services / Belgrade University Fieldwork investigations, including consultation with focus groups and main stakeholders</p>
EFFICIENCY - To what extent did the management of the project ensure timeliness and efficient utilization of resources?				
EQ 11	How well have the implementation of activities been managed? To what extent are activities implemented as scheduled? What management and monitoring tools have been used?	<p>Management of the project ensured timeliness and efficient use of resources</p> <p>Chosen management and implementation modalities are in line with best practices of other UNICEF or donors' interventions</p>	<p>Evidence that chosen management modalities provided for needed efficiency, timely delivery and adaptation/flexibility in project implementation</p> <p>Examples of management intervention for overcoming barriers and constraints in project implementation</p>	<p>Project reports (annual, monitoring) ROM reports Minutes of the meetings of Steering Committee and project implementation team Interviews with stakeholders and beneficiaries Focus groups/ Discussion groups Site visits to selected projects</p>
EQ 12	How well have the financial resources been used / were funds managed in a	Financial and human resources costs of the project spent for the achievement of	Examples of project activities with a good/poor cost-	<p>Project reports (annual, monitoring) Evaluation reports</p>

	cost-effective manner / what is the correlation between funds utilized and outputs / results achieved / could the same results be achieved with less resources?	<p>outputs and results</p> <p>Results could have been achieved at a lower cost (or not)</p> <p>Same / better results could have been achieved (or not) at same cost using other means</p>	<p>effectiveness level</p> <p>Cost/unit of achieved results</p> <p>Examples of alternative ways of minimising costs of achieving the same or better outcomes</p>	<p>ROM reports</p> <p>Research studies and assessments on costing of community-based services</p> <p>Interviews with stakeholders</p> <p>Focus groups and discussion groups</p>
EQ 13	Did the project ensure co-ordination with the other two components of IPA 2008 Social Inclusion and with other similar interventions to encourage synergy and avoid overlaps?	<p>Judgement will be based on the examination of</p> <ul style="list-style-type: none"> ▪ Objectives of similar interventions ▪ Complementarity with the project ▪ Sequencing of assistance <p>Functioning coordination with the Grant Scheme and Public Awareness Campaign / IPA 2008 Social Inclusion</p> <p>Functioning donor coordination and consultation processes with stakeholders and beneficiaries</p>	<p>Coherence between the project , the other two components of IPA 2008 and similar interventions' objectives; co-ordinated implementation schedules</p> <p>Demonstrable effects of complementarity or/and overlaps, both upstream on the level of donor coordination and downstream on project implementation level</p>	<p>Projects documentation</p> <p>Report of BBI/Contractor for the public awareness campaign</p> <p>Interviews with EUD and other donors</p> <p>Interviews with key informants</p> <p>Minutes of coordination meetings (if available)</p>
IMPACT - To what extent has the Project increased system's capacities to ensure that more children with disability benefit from community-services in a way which contributes to their social inclusion?				
EQ 14	To what extent has the project contributed to increasing the number of children with disabilities benefiting from community-based services? Were there any elements which could hamper the impact of assistance?	<p>Contribution of the project to the increase of children with disabilities benefitting from community-based services</p> <p>Services are used by families with children with disabilities</p> <p>Identified systemic barriers (administrative, institutional, financial,</p>	<p>Quantitative evidence that the project made a visible contribution to meeting this strategic priority of reform compared to baseline numbers</p> <p>Evidence of beneficiaries' increased use of community-based services</p> <p>Factors reducing the impact of projects (external and internal to</p>	<p>Project documentation</p> <p>ROM reports</p> <p>National statistics and reports</p> <p>Reports of international organisations (EC, CRC, WB, etc.)</p> <p>Research studies and assessments / Belgrade University, Centre for Liberal Democratic Studies</p> <p>Interviews with key stakeholders</p> <p>Site visits and focus groups, feedback from end beneficiaries (to the extent possible)</p>

		human resources, etc.) which reduce the identified impact of the project	the management of the project) Risk management strategies developed and implemented	
EQ 15	What is the project contribution to further continual decrease of number of children with disability in residential care, particularly those with severe / complex disabilities?	Contribution of the project to the decrease of children with severe/complex disabilities in residential care Parents and Centres for Social Welfare (CSWs) opt for community-based services rather than child institutionalisation	Quantitative evidence that the project made a visible contribution to meeting this strategic priority of reform compared to baseline numbers Changes in the CSW referral system towards community-based services instead of institutionalisation Changes in the behaviour of parents, as end beneficiaries of the project	Project documentation ROM reports National statistics and reports Reports of international organisations (EC, CRC, WB, etc.) Research studies and assessments / Belgrade University, NGO Familia, Association of CSWs Interviews with key stakeholders Feedback from discussion groups with CSWs Feedback from end beneficiaries (to the extent possible)
EQ 16	Was the project successful in improving the quality of life and social inclusion of children with disabilities and their families reached through community services?	Contribution of the project to the expected impact on social inclusion of children with disabilities and their families	Evidence through examples of achieved impacts	Government policy reviews and reports on social inclusion National statistics on social inclusion EC Progress Reports Research study on the impact of community-based services / Belgrade University Interviews and focus/discussion groups
SUSTAINABILITY - To what extent are the project outcomes achieved sustainable?				
EQ 17	To what extent the legislative framework developed and policy documents produced provide a ground for sustainable development of quality community services and particularly in less developed regions in Serbia?	By-laws and soft laws adopted or in the process of being adopted/approved, notably the by-law on ear-marked funding for underdeveloped municipalities Sufficiency of resources (human, financial and material) to enforce the new legislative framework and to use the	List of by-laws and soft laws adopted/approved Available/sufficient human resources and financial means to implement the new legal provisions and procedures, standards and professional	Relevant legal framework on social welfare and child protection in Serbia Project documentation ROM reports Evaluation reports Feedback from site visits Interviews with key stakeholders

		standards, guides and practicums developed by the project Quality assurance of community-based services	conduct Evidence of quality safeguards Case examples of quality assurance in everyday running of community-based services	
EQ 18	To what extent national level mechanisms strengthened for monitoring and capacities improved for reporting on child-care reforms are likely to continue being effective beyond the project time-frame?	Monitoring structures and reporting mechanisms on child-care reforms are in place and appropriate to ensure sustainability Capacity to report on child-care reforms	Performance by monitoring structures and reporting mechanisms versus the planned targets Capacity of key national, regional and local stakeholders involved in child-care reforms to cope with reporting requirements and related constraints	MoLESP's reports and policy reviews Reports of the Institutes for Social Protection Official statistical reports ROM reports Interviews with key stakeholders Discussion groups with municipalities and CSWs
EQ 19	What is the likeliness that local municipalities will continue financing community services that target the most marginalized families with children with disability?	Provision of funds in the local budgets for running community-based services for children with disabilities, prioritised according to the level of deprivation Sufficiency of human and material resources at municipality level to continue the functioning of services	No. of grant-funded projects where future running costs have been taken over by the municipal budgets Evidence through examples of sustainable actions, continuation of project activities and goals beyond its duration	Project/contracts documents and reports ROM reports Municipalities' Decisions on social protection Municipalities' budgets Interviews and discussion groups
EQ 20	To what extent are new knowledge and skills integrated into regular activities of professionals working with children with disability and their families whether they work as service providers or case-managers in centres for social work?	Capacity of professionals to cope with challenges related to the provision of support to children with disabilities and their families Availability of human resources to maintain effects in beneficiary organisations Further staff development planning, based on capacity building packages developed by the project, for keeping abreast with	Evidence of appropriate capacity of case managers and service providers; "best practices" of caring and supporting children and their families Staff turnover Plans for maintaining funding, retaining human resources and continuous staff training in the	Interviews with key stakeholders Discussion groups with municipalities, CSWs and service providers Site visits to selected projects within the evaluation sample Staff performance assessments (where available)

		professional challenges	beneficiary organisations	
EQ 21	Are independent national and local actors more likely to consistently monitor and advocate for the rights of the most marginalized?	Capacity of national and local actors to monitor and advocate for the rights of the most marginalised children with disabilities Internal monitoring and advocacy strategies and/or action plans at the level of national and local actors	Available/sufficient resources and capacity (human, financial) to monitor and advocate Demonstrable effects of (in)adequate capacity due to either internal or external factors Presence or absence of monitoring and advocacy results after the end of project duration	Project documentation Advocacy papers and materials, strategies and plans Interviews with key stakeholders (most notably MODS, other CSOs, Commissioner for Equality, Ombudsman)
<i>Human rights-based approach and relevant cross-cutting issues - extent of the project outcomes' contribution to achievement of children's rights and how the project contributed to addressing key cross-cutting issues?</i>				
EQ 22	Has the project actively contributed to the promotion of child rights?			
EQ 23	Has the project reflected gender mainstreaming issues?			
EQ 24	To what extent and how the project ensured an equity focus? Was the design of the Project ethical? How was the balance of cost and benefits to participants (including possible negative impact) considered during the project implementation?			

Annex 5 – Guides for Interviews

General methodological notes:

Each interview, focus group and discussion group will start with the presentation of the evaluation team and of the evaluation objectives, followed by the presentation of the interlocutors. Whenever necessary, a brief presentation of the Project will be also done.

The questions will be sent in advance to the people who are going to be interviewed. The participants in focus groups and discussion groups will be briefed in advance about the major topics to be discussed during the meeting.

The focus groups will be composed of 6-8 people, while the discussion groups could be larger (around 8-12 people). The focus and discussion groups will last 1.5-2 hours each and will take place in the municipality clusters sampled for site visits and in-depth review.

In line with best evaluation practices, the interviews and focus groups and discussion groups will be attended only by the evaluation team and the interviewed people.

Interview Guide for UNICEF management and project staff

1. What strategic needs of the child-care reform at national and local level have been addressed by the Project (level, type)?
2. What are the major achievements of the Project that you are proud of? What was the most challenging in achieving these results? Are there any planned results which have been not achieved?
3. Which capacity building activities and mechanisms were the most / least successful in achieving the planned results and outcomes and why? What was the impact of training delivered by the Project to: a) the municipalities and service providers which have not been selected for grant scheme, b) the unemployed women trained by the Project and c) youth also trained to work as volunteers in community-based services?
4. What types of community-based services were most improved by the project activities? Did some clusters perform better than others and why?
5. What are the most tangible benefits of project implementation at the national and local level? How would you assess them in terms of cost-effectiveness?
6. How would you describe UNICEF's cooperation with the MoLESP and other partners (municipal authorities, service providers, centres for social work and civil society activists, Ministry of Education)? What went well? What could have been done better?

7. To what extent has the Project contributed to increasing the number of children with disability benefiting from community based services? Has been a decrease of children with disability in residential care, particularly those with severe / complex disabilities, as a result of the project?
8. What difference has UNICEF made via this Project for children with disability and their families in terms of social inclusion and livelihood?
9. Were the main project achievements maintained and expanded or likely to be expanded over time? What is the likeliness that state and municipalities will retain the employees and continue financing the community services that target the most marginalized children with disability?
10. In your opinion, which are the top three priorities of the child-care reform in Serbia that needs to be addressed in the coming years? Do you see any particular role of UNICEF in addressing these needs?

Also, some clarification questions concerning the Advisory Group, membership of the PIU, regional mentors, cross-municipal child rights teams for disability assessment and municipal child rights teams for advocacy, case managers trained by the Project compared to the total, specific of each training course: topic, training hours, type and number of trainees, period.

Interview Guide for MoLESP officials

1. To what extent was the Project aligned with Government needs in child-care reform process at various levels and in relation to various stakeholders? Were some needs better addressed in the Project Document than others and why? Have you been consulted during the Project formulation phase?
2. What were the major achievements of the Project in terms of contribution to the development of the legal framework in child care and social welfare?
3. Which capacity building activities and mechanisms were the most / least successful in enabling your institution/organization to conduct child-care reforms and improve/establish services provision for children with disability and their families?
4. What types of mechanisms were developed to monitor, supervise and report on child-care reforms and services provision for children with disability and their families? Have these mechanisms been used and how? To what extent the child welfare indicators developed by the Project are now integrated into the social inclusion indicators and regular data collection?
5. How has the project helped in the management of the existing EU funds and development and applications of the new projects candidates? What did you learn/adopt in the process of selecting clusters and individual municipalities?

6. How did UNICEF/EU procedures and processes impact the implementation of the project? Do you think that the chosen implementation modalities of the Project were appropriate? What about its cost-effectiveness?
7. To what extent has the project contributed to increasing the number of children with disabilities benefiting from community based services? Has there been a decrease of children with disability in residential care, particularly those with severe / complex disabilities as a result of the project?
8. In your opinion, to what extent did final beneficiaries (children and youth with disability and their families) improve their social inclusion and livelihoods as the result of the Project?
9. Will the adopted laws, monitoring and reporting mechanisms and capacities developed in your organisation and at the municipality level enable the advancement of child-care reforms and continuation of community services to run upon the expiry of the Project? Are there major obstacles that could impede the sustainability of Project achievements?
10. In your opinion, which are the top three priorities of the child-care reform in Serbia that needs to be addressed in the coming years? Do you see any particular role of UNICEF in addressing these needs?

Clarification question on the status of adoption/approval of certain by-laws and soft laws.

Interview Guide for international donors

Questions for EUD

1. How does the Project align with EU policies in the field of assisting children with disabilities and their families? How does it align with Serbia's needs and obligations in terms of EU accession requirements?
2. In your view what were the major achievements of this project and at which levels was the project most / least successful? Which were the factors that enabled or hampered the attainment of project objectives and expected impact?
3. How do you reflect on project's partnership arrangements and decision making structure? What is your opinion on the consistency between the project funding structure and planned capacity building initiatives at state and local levels?
4. Have you noticed any significant drawbacks and what worked well in the implementation? How did the project ensure co-ordination with other similar interventions funded by your organization to encourage synergy and avoid overlaps?

5. How well did M&E work (in your opinion)? What types of reporting were required of UNICEF, and what was the quality of information they provided?
6. Judging by UNICEF reports and your own monitoring activities, how did the Project perform terms of reaching its overall planned goals and objectives? To your best knowledge, where was the most significant impact/difference made?
7. What are the lessons learnt derived from your experience as donor in assisting UNICEF and the MoLESP to conduct this project. What would you do differently?
8. Would you consider the results of the Project sustainable or do you believe additional donor interventions/projects are necessary to maintain the achieved levels of capacities and services? Would you consider supporting such projects in the future and why?

Questions for implementation teams of other donor-supported projects

1. What kind of assistance is your organisation providing to the Serbian Government in the field of child care and social welfare reforms?
2. To what extent has the UNICEF Project been complementary to the work of your organisation? Were there any coordination meetings with UNICEF? If yes, what was the impact of this donor coordination on the various projects under implementation / planned?
3. To the best of your knowledge, to what extent has the UNICEF Project addressed the needs and priorities of the child-care reforms in Serbia?
4. Are you aware of any outstanding results achieved by this Project? Please give some examples.
5. In your opinion, are these achievements sustainable? Please motivate your answer.
6. Which are the top three priorities of the child-care reform in Serbia that needs to be addressed in the coming years? Which of them is your organisation planning to address in the future and how?

Interview Guide for Project Partners (less MoLESP)

1. What is the mandate of your organisation?
2. What was the role of your organisation in the Project?
3. What was the most challenging in fulfilling this role? Have you benefitted of any assistance from the PIU to carry it out? If yes, please describe this assistance and assess its quality.

4. Do you know how were the results of your work (study, research, assessments, reports, monitoring, advocacy, etc.) have been used by the Project?
5. In your opinion, to what extent has the Project addressed the needs and priorities of the child-care reforms in Serbia?
6. Are you aware of any outstanding results achieved by the Project? Who has benefited most from the Project?
7. In your opinion, are these achievements sustainable? Please motivate your answer.
8. Do you think that the chosen implementation modalities of the Project were appropriate? Were there more efficient modalities that the Project could have been used (possibly used by other projects) to deliver the expected results?
9. According to your view, which are the top three priorities of the child-care reform in Serbia that needs to be addressed in the coming years?
10. Do you see any particular role of UNICEF in addressing these needs?

Guide for Discussion Groups with local stakeholders

(project implementation teams, CSWs, service providers and representatives of municipalities)

1. What needs have been addressed by the Project in the field of assisting children with disabilities in your municipality?
2. What are the major achievements of the Project in your municipality?
3. Which capacity building activities did you participate in and how have they helped you in your work?
4. To what extent has the project contributed to improving the social inclusion of children with disability and the life of their families?
5. How would you describe UNICEF's cooperation with the local municipal authorities, service providers, centres for social work and civil society activists? What went well and what could have been done better?
6. How will the adopted municipality decisions on social protection and capacities developed in your municipality/service centre enable the services to run upon the expiry of project? What are the major sustainability challenges and how do you intend to overcome them?

Guide for Focus Groups with parents/families of children with disability

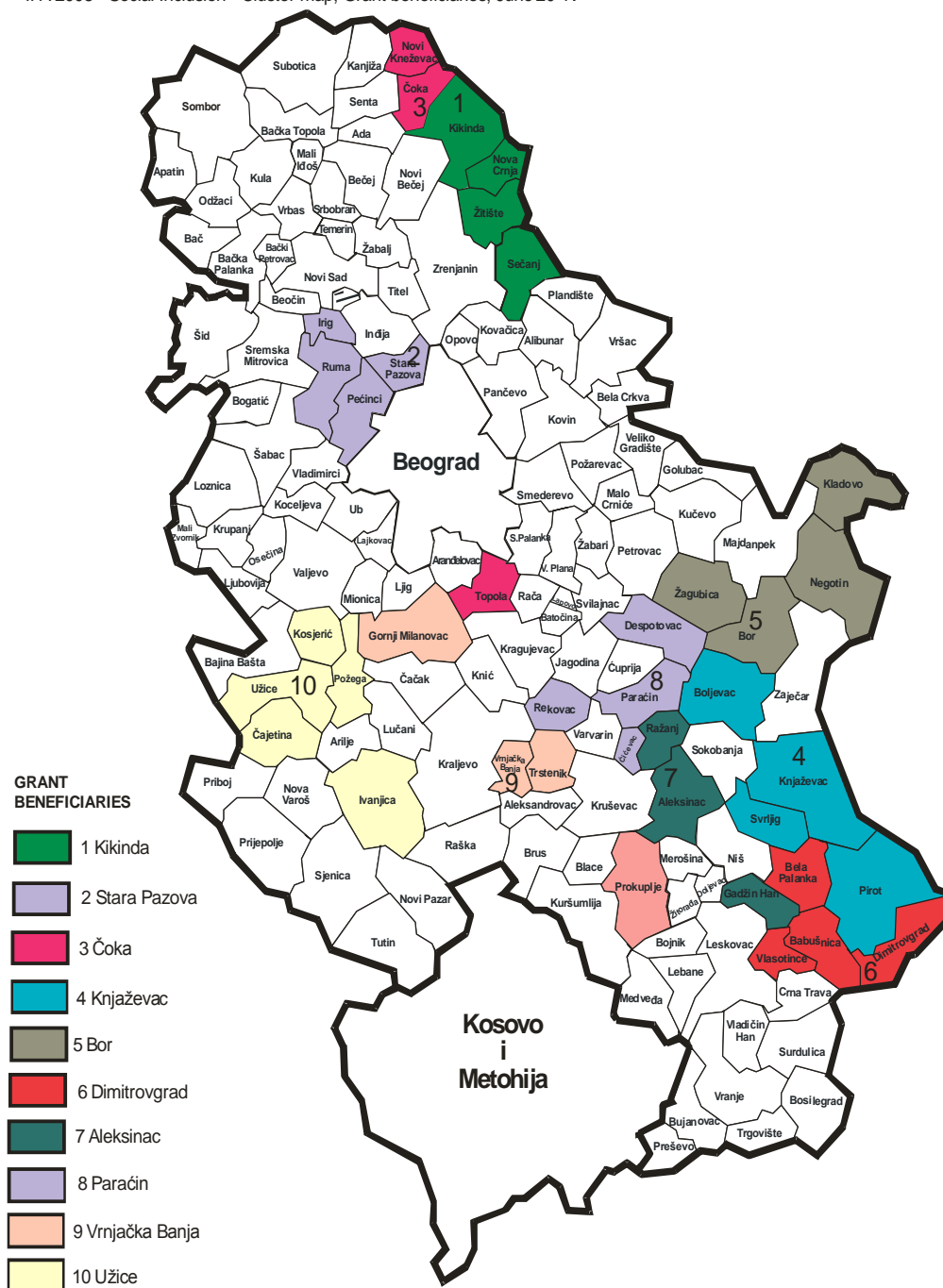
1. What were the pressing needs and challenges that you have daily faced in 2011? What about today?
2. What type of support (state, non-state) were available to you in 2011?
3. How did you learn about the new community services available in your municipality?
4. What was the most tangible benefit to your children and family life that you would highlight?
5. What are the most pressing issues that remain to be addressed in terms of care provided to your children?

Guide for Focus Groups with unemployed women

1. What were the pressing needs and challenges that you have faced in 2011? What about today?
2. How did you learn about the training courses available in your municipality? Which training course have you attended? (topic, duration)
3. Have you been able to get a job in community-based services? If yes, what position/employer and who helped you to get in touch with the employer? If no, why? (major obstacles)
4. Would you like to attend similar training courses in the future to improve your employment chances?

Annex 6 – Cluster map of grant beneficiaries

IPA 2008 - Social Inclusion - Cluster map, Grant beneficiaries, June 20 11



Annex 7 – Community-based services supported by the Project

Cluster	Municipality	Service		People employed	No. of beneficiaries	
		Type	Status		Planned	Achieved
Municipality of Bor	Bor	Day Care Service	OP	14	35	32
	Negotin	Home Assistance	OP	9	30	21
	Kladovo	Day Care Service	OP	5	25	21
	Žagubica	Home Assistance	OP	6	15	8
Municipality of Vrnjačka Banja	Vrnjačka Banja	Day Care Centre	OP	7	33	19
	Vrnjačka Banja	Home Assistance	NF		80	7
	Trstenik	Day Care Centre	OP	5	26	36
	Prokuplje	Home Assistance	NF	8	36	36
	Gornji Milanovac	Home Assistance	OP	6	20	20
Municipality of Aleksinac	Aleksinac	Day Care Centre	OP	10	15	13
	Aleksinac	Respite Care Service	NF		70	6
	Ražanj	Home Assistance	OP-R	4	14	8
	Crveni krst	Home Assistance	NF	13	60	50
	Gadžin Han	Home Assistance	NF	4	14	11
Municipality of Paraćin	Paraćin	Day Care Centre	OP	12	20	27
	Paraćin	Home Assistance	OP		5	5
	Despotovac	Home Assistance	OP	5	15	18
	Rekovac	Home Assistance	OP	5	10	10
	Čičevac	Home Assistance	OP	5	16	16
Municipality of Dimitrovgrad	Dimitrovgrad	Home Assistance	OP	16	8	10
		Day Care Centre	OP		24	16
		Hyppo Rehabilitation Centre	OP-R		16	20
	Vlasotince	Home Assistance	OP	16	36	23
		Day Care Centre	OP		8	12
		Respite Care Service	OP-R		18	18
	Bela Palanka	Home Assistance	OP	8	5	7
		Day Care Centre	OP		5	18
	Babušnica	Day Care Centre	OP	10	8	10
		Home Assistance	OP		6	9
City of Uziče	Užice	Home Assistance	OP	9	10	14
		Accessible transportation	OP		12	19
	Požega	Home Assistance	OP	6	25	14
	Čajetina	Day Care Centre	OP	6	11	13
	Kosjerić	Day Care Centre	OP	7	12	11
	Ivanjica	Respite Care Service	OP	9	47	51
Municipality of Kikinda	Kikinda	Home Assistance	OP	7	70	32
	Nova Crnja	Home Assistance	OP	4	15	11
	Žitište	Home Assistance	OP	4	50	16
	Sečanj	Home Assistance	OP	4	20	13
Municipality of Stara Pazova	Stara Pazova	Home Assistance	OP	7	15	15
	Irig	Home Assistance	OP	6	14	14
	Pećinci	Day Care Centre	OP	5	15	12
	Ruma	Day Care Centre	OP	8	15	15
Municipality of Knjaževac	Knjaževac	Respite Care Service	NF	11	30	17
		Home Assistance	OP		45	35
	Boljevac	Home Assistance	OP	8	29	23
	Svrljig	Home Assistance	OP	4	12	16
	Pirot	Home Assistance	OP	5	17	20
Municipality of Čoka	Čoka	Day Care Centre	OP-R	6	12	15
	Novi Kneževac	Day Care Centre	OP-R	4	14	12
	Topola	Home Assistance	OP	7	17	23
	Zemun	Day Care Centre	NF	4	15	12
Total				300	1,191	930

Legend for service status: OP - Operational/funds ensured for 2014; OP-R - Operational but capacities reduced and/or unreliable funding for 2014; NF - Not functioning, funding highly unlikely for 2014

Annex 8 – Training Packages

1. Training on mapping of the most excluded children with disability

Original title in Serbian: Program osnovne obuke za izradu plana mapiranja i izlaska na teren u cilju identifikacije najisključenije dece sa smetnjama u razvoju (strana 194 u Katalogu akreditovanih programa)

2. Training for managers for setting up community based services

Original title in Serbian: Smernice za uspostavljanje i upravljanje uslugama socijalne zaštite (strana 48 u Katalogu akreditovanih programa)

3. Training for day-care service providers

Original title in Serbian: Uspostavljanje održive usluge i programa rada dnevnog boravka za decu i mlade sa smetnjama u razvoju (strana 178 u Katalogu akreditovanih programa)

Note: the program existed before the project but it was up-graded to reflect service standards developed (and later on integrated into the by-law)

4. Training for supported-living service providers

Original title in Serbian: Pružanje usluge stanovanje uz podršku za osobe sa invaliditetom (strana 188 u Katalogu akreditovanih programa)

5. Training for home-help service managers and service providers (integral)

Original title in Serbian: Pokretanje usluge pomoć u kući za decu sa smetnjama u razvoju i njihove porodice (strana 192 u Katalogu akreditovanih programa)

6. Training for respite-care service managers and service providers (integral)

Original title in Serbian: Pokretanje usluge predah za decu sa smetnjama u razvoju i njihove porodice (strana 190 u Katalogu akreditovanih programa)

7. Training for direct care-givers working with children with disability

Original title in Serbian: Obuka negovateljica za rad sa decom sa smetnjama u razvoju (strana 186 u Katalogu akreditovanih programa)

8. Training on supporting families with children with disability

Original title in Serbian: Na porodicu usmerena podrška – saradnja sa porodicama dece sa smetnjama u razvoju (strana 242 u Katalogu akreditovanih programa)

9. Training on supervisory support to service providers

Original title in Serbian: Unapredjenje kompetencija za pružanje supervizijske podrške u socijalnoj zaštiti (strana 46 u Katalogu akreditovanih programa)

10. Training for volunteers engaged in direct work with children with disability within community services

Original title in Serbian: Obuka volontera za rad sa decom i mladima sa smetnjama u razvoju.

Note: the programme was accredited in April 2013 and therefore not included in the Catalogue of accredited programmes issued in 2012. The training programme for managing volunteers existed before and that's why only the component related to building capacities of volunteers (specific skills) was supported through IPA 2008.

Annex 9 – Costing of Community-Based Services for Children supported by IPA 2008

Home assistance services

	No. of carers	No. of professionals per carer	Carer's effective working hours per day	Expenditures per beneficiary (RSD)	Unit costs (RSD)
Babušnica	2.0	0.9	6.8	35,000	980
Bela Palanka	2.0	0.2	2.4	12,167	724
Boljevac	6.0	0.0	4.4	10,890	432
Cicevac	4.0	0.1	7.4	11,933	290
Despotovac	5.1	0.1	5.3	13,706	408
Dimitrovgrad	2.0	0.2	6.5	8,900	326
Gadžin Han	2.0	0.7	6.0	10,726	468
Gornji Milanovac	4.0	0.3	3.8	14,585	868
Irig	3.0	0.5	5.6	25,089	996
Kikinda	7.0	0.2	3.0	9,047	539
Knjaževac	9.0	0.0	7.5	8,777	247
Negotin	5.5	0.2	7.0	10,417	310
Niš - Crveni Krst	10.0	0.1	6.5	9,445	375
Nova Crnja	4.0	0.1	2.6	12,357	736
Paracin	7.3	0.1	4.5	11,641	459
Pirot	4.0	0.1	8.5	9,720	231
Požega	3.0	0.1	6.9	9,859	293
Prokuplje	6.0	0.3	6.1	10,669	497
Ražanj	2.0	0.3	4.8	18,472	733
Rekovac	3.0	0.3	6.0	17,800	471
Secanj	4.0	0.1	3.2	12,357	598
Stara Pazova	3.0	0.5	6.0	22,853	907
Svrljig	3.0	0.1	7.1	9,884	311
Topola	6.0	0.1	7.3	13,471	321
Užice	3.0	0.3	6.7	21,473	354
Vlasotince	2.3	0.5	8.3	21,719	862
Vrnjacka Banja	1.1	0.2	3.5	12,071	1059
Žagubica	3.0	0.4	6.4	20,973	416
Žitište	4.0	0.1	3.0	10,709	637

Source: Centre for Liberal Democratic Studies, "Expenditures of Community-Based Services for Children and Unit Costs", Belgrade, 2012

Day care services

	No. of employees	No. of beneficiaries	Occupancy rate	No. beneficiaries/ employee	Expenditures / beneficiary (RSD)	Unit cost (RSD)
Aleksinac	5.8	13	65%	2.2	11,677	70
Babušnica	5.7	8	57%	1.4	42,500	253
Bela Palanka	4.8	18	72%	3.8	16,111	153
Bor	10.0	25	78%	2.5	16,592	99
Čajetina	4.3	11	61%	2.6	37,020	294
Čoka	5.6	11	73%	2.0	43,080	342
Kladovo	3.2	12	57%	3.8	9,385	112
Kosjerić	3.3	10	91%	3.0	12,277	84
Novi Kneževac	7.1	12	71%	1.7	23,895	142
Paraćin	6.5	17	85%	2.6	32,294	192
Pećinci	5.2	12	80%	2.3	28,330	169
Ruma	4.8	15	100%	3.1	24,220	144
Trstenik	5.0	28	93%	5.6	14,220	75
Vlasotince	4.3	17	100%	4.0	20,442	122
Dimitrovgrad	3.8	10	77%	2.6	13,900	83

Source: Centre for Liberal Democratic Studies, "Expenditures of Community-Based Services for Children and Unit Costs", Belgrade, 2012