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**Country programmes and related matters**

**Draft country programme document for Serbia (2021-2025)**

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## I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. The Republic of Serbia is a landlocked country situated at the crossroads of Central and South-Eastern Europe. The country has passed through a period of many changes, managing a rapidly evolving political and economic situation. Today Serbia is a candidate country for membership in the European Union.

2. Since the negotiations started in 2013, 18 of 35 European Union acquis chapters have been opened and two preliminarily closed, on science and research and on education and culture. UNDP supported the opening of chapters on public procurement and on financial control.

3. The Serbian economy is largely dominated by market forces, with a significant state sector presence in certain areas, such as energy. The country benefits primarily from proximity to the European Union and a cost-competitive and skilled labour force. Serbia has enjoyed five consecutive years of annual gross domestic product growth of 3-4 per cent. A reduction in public sector spending, labour-market flexibility and improved business regulations were among factors contributing to the positive trend.<sup>1</sup> Growth was accompanied by a fall in unemployment, which reached a record low of 9.7 per cent in 2019 (9.1 per cent for men and 10.3 per cent for women).<sup>2</sup>

4. However, statistics on unemployment are clouded by the growing number of men and women, particularly the young, leaving the country. Better educational opportunities, larger labour markets with better workplace choices and higher salaries, potentially leading to professional fulfilment and a better quality of life for the next generation, are some of their reasons for leaving. From 2007 to 2016, the number of men and women migrating from Serbia to the European Union and other highly developed countries has been increasing continually, from 27,000 to 60,000 per year.<sup>3</sup> Women are more mobile than men, with rates of 56 per cent and 44 per cent respectively. Although there are no official data on the total number of the Serbian diaspora and Serbs in the region, the earlier estimates put the number at more than 5 million.<sup>4</sup>

5. The population of 6.9 million<sup>5</sup> is projected to fall to 5.8 million by 2050, which at 23.8 per cent is the most extreme decline in the Western Balkans.<sup>6</sup> The total fertility rate of 1.5, significantly below the replacement level of 2.1 children per woman, and low immigration to Serbia are changing the age structure of the population. Serbia in the twenty-first century is going to have fewer, older people and a more female population. Rural parts of the country will be sparsely populated, while people will concentrate in a few major cities. In 2020, the Government adopted the Strategy on Economic Migration covering the period 2021-2027,<sup>7</sup> with a goal to create an economic and social environment conducive to slowing the emigration of the working-age population; to strengthen ties with the diaspora, encourage return and circular migration; and to attract foreign nationals of various professional backgrounds to the country.

6. Some of the root causes of the demographic decline are found in inequalities, which are among the highest in Europe. Many of them – in gender, education, income – overlap, leaving some people behind. Adjusted for inequality, the high Human Development Index of 0.799 of Serbia falls to 0.685, an overall loss of 14.4 per cent. Gender inequality is pervasive despite a solid legal framework that protects women's rights. Women's

<sup>1</sup> <https://www.worldbank.org/en/country/serbia/publication/serbia-new-growth-agenda>

<sup>2</sup> <https://www.stat.gov.rs/en-US/>

<sup>3</sup> <https://www.oecd.org/migration/international-migration-outlook-1999124x.htm>

<sup>4</sup> <http://mfa.rs/sr/index.php/konzularni-poslovi/dijaspora/dijaspora-opste?lang=cyr>

<sup>5</sup> <https://www.stat.gov.rs/>

<sup>6</sup> <https://sdgintegration.undp.org/countries/serbia>

<sup>7</sup> <https://www.srbija.gov.rs/vest/en/150705/government-adopts-economic-migration-strategy.php>

participation in the labour market is relatively low at 46.8 per cent, compared to 62.1 per cent for men.<sup>8</sup> The role of women in decision-making is modest, with only 14.3 per cent of companies employing female top managers. The only positive trend is observed in women's representation in the Parliament, currently at 34.7 per cent and with prospects for an increase to 40 per cent after the 2020 elections, due to electoral gender quotas.<sup>9</sup> Women are paid 8.7 per cent less than men for the same work. Serbia has only a moderate score on gender parity in tech roles and women account for only 20.3 per cent of graduates of tertiary-level science, technology, engineering and mathematics programmes. Other forms of inequalities are emerging, such as the digital divide. In tech jobs, women continue to earn less than men despite their higher overall educational achievements.<sup>10</sup>

7. UNDP has been leading efforts to establish mechanisms for the integrated response to violence against women at the local level and changed the way the theme is presented in public discourse.<sup>11</sup> To that end, UNDP set up the network of Female Journalists against Violence, which brought about a paradigm shift in the media's role in addressing the topic. The number of convicted perpetrators is increasing, with 2,974 persons convicted in 2018, 30.5 per cent more than in 2016.<sup>12</sup> Other institutional response indicators are also on a positive trajectory: in 2019, 47,583 reported cases were processed compared to 44,886 in 2018 and 17,300 cases were confirmed by the courts compared to 15,617 in 2018.<sup>13</sup>

8. More than one third of the population (34.3 per cent, or 2.4 million people) is at risk of poverty or social exclusion. People living in households composed of two adults with three or more dependent children are at the greatest risk of poverty (53.6 per cent), followed by people living in single-person households (37.2 per cent) and youth aged 18-24 years (29.1 per cent). Women account for 60 per cent of single-person households.

9. The Roma continue to be one of the most vulnerable groups in society. Just over one fifth of Roma were employed in 2017 and only one third participated in the labour market. Only 9 per cent of Roma women are employed. Rates of not being in education, employment or training for young Roma are very high, at 73 per cent for men and 88 per cent for women.<sup>14</sup> Scaling-up of the pilot initiatives on capacitating young Roma women and men to develop, implement and monitor Roma inclusion policies and increase their employment will continue to be central to the work of UNDP and of the Office of the United Nations High Commissioner for Refugees and the United Nations Volunteers programme.

10. Development analytics on Serbia show the complexity of governance-related challenges.<sup>15</sup> UNDP was advised to pay more attention to the rule of law, public participation and media freedoms in the next country programme.<sup>16</sup>

11. Serbia ranks first in Europe and ninth in the world for pollution-related deaths.<sup>17</sup> As 80 per cent of greenhouse gas emissions come from energy production and consumption, further harmonization with European Union policies and practices will be required to meet the goals of a 9 per cent reduction in final energy consumption, 27 per cent of renewables in gross final energy consumption and improved air quality. UNDP supported the construction of combined heat and power plants on biomass with installed capacity of 6.35 megawatts. The plants increased the share of renewables in gross final energy consumption by 130 per cent and will reduce 1.04 megatons of carbon dioxide-equivalent emissions during the next 20

<sup>8</sup> <http://hdr.undp.org/sites/default/files/hdr2019.pdf>

<sup>9</sup> <https://www.weforum.org/reports/gender-gap-2020-report-100-years-pay-equality>

<sup>10</sup> <http://publicpolicy.rs/publikacije/961581c6008514f57a7635bbdf8c7bc1cbe24fea.pdf>

<sup>11</sup> Independent country programme evaluation, 2019.

<sup>12</sup> <https://www.stat.gov.rs/en-US/>

<sup>13</sup> Ibid.

<sup>14</sup> <https://www.eurasia.undp.org/content/rbec/en/home/library/roma/regional-roma-survey-2017-country-fact-sheets.html>

<sup>15</sup> <https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/20190529-serbia-report.pdf>

<sup>16</sup> Independent country programme evaluation, 2019.

<sup>17</sup> [http://www.ansamed.info/nuova\\_europa/en/news/countries/serbia/2020/01/10/serbia-ranks-first-in-europe-for-pollution-related-deaths\\_815e8c60-615a-4a24-9507-732ee2b82940.html](http://www.ansamed.info/nuova_europa/en/news/countries/serbia/2020/01/10/serbia-ranks-first-in-europe-for-pollution-related-deaths_815e8c60-615a-4a24-9507-732ee2b82940.html)

years. The added value of UNDP was its ability to attract investments from commercial banks, with earnings generated exceeding the anticipated costs, jobs created and an increased tax base.<sup>18</sup>

12. The first case of coronavirus disease (COVID-19) in Serbia was reported on 6 March 2020. The Government has introduced containment and mitigation measures to slow the spread of the virus. The United Nations Country Team (UNCT) developed a country preparedness and response plan with a focus on preventing further transmission and supporting the clinical and life-saving activities led by the Government. After the epidemic has slowed, the UNCT will undertake a socioeconomic impact assessment which will form the basis for a “build back better” recovery strategy.

13. Using the portfolio approach to achieve multiplier effects throughout the programme, UNDP will respond to three strategic priorities of the United Nations Development Cooperation Framework (UNSDCF).

**Strategic priority 1: Serbia harnesses the full potential of a green, sustainable and inclusive economy**

14. The UNDP integration offer will include innovation and thematic expertise around renewables and energy efficiency challenges, in line with the Government’s plans to provide safe, affordable and clean energy to its citizens,<sup>19</sup> as well as raising the national ambition to combat climate change and increasing resilience to natural and human-induced risks. This will entail the creation of partnership platforms with the Government and international stakeholders with whom UNDP has been successfully cooperating in the past, and with citizens. UNDP will draw resources from the Global Environment Facility, Green Climate Fund and other vertical funds, and further leverage government financing, development loans and private investment into environment- and climate-friendly initiatives. UNDP will work with the UNCT to build on the momentum of increased public concerns due to the high air pollution and COVID-19 and will look into opportunities to finance investments to implement a European Green Deal<sup>20</sup> in Serbia, including a circular economy, resource efficiency, European Union green commodity chains and the disaster financing and the civil protection requirements of the acquis chapter 27 on environment.

15. UNDP will promote nature-based solutions to climate change adaptation and mitigation, which are essential for tackling multiple developmental challenges, be they climate crisis, inequality and poverty, insecurity and/or migration. The portfolios will target policymakers, institutions at national and local levels and citizens. They will range from awareness-raising, activism and advocacy to policy support, access to finance, creation of green technological solutions and promotion of forward-looking, resilient and resource-efficient approaches in response to COVID-19. Bearing in mind that climate change affects men and women differently and that women should be a part of the solutions, the portfolios will support integration of gender dimensions in national climate policies.

**Strategic priority 2: Well-being, social equity and human potential are at the heart of systems, policies and practices**

16. UNDP will identify initiatives to address the depopulation challenge, in line with the Government’s Strategy on Economic Migration 2021-2027. A portfolio of interventions around selected areas will be developed and opportunities explored to establish a funding mechanism, together with the International Labour Organization, United Nations Population Fund, other United Nations agencies and the Resident Coordinator. These interventions will benefit from the capacities gained through the Sustainable Development Goal integration pilot and the UNDP Accelerator Lab and Innovation Facility. The Accelerator Lab will take the lead in designing a portfolio of integrated solutions that support the positioning of Serbia

<sup>18</sup> <https://erc.undp.org/evaluation/documents/detail/13675>

<sup>19</sup> [http://www.evropa.gov.rs/Documents/Home/DACU/12/74/NAD%202014-2017%20with%20projections%20until%202020%20\(english\).pdf](http://www.evropa.gov.rs/Documents/Home/DACU/12/74/NAD%202014-2017%20with%20projections%20until%202020%20(english).pdf)

<sup>20</sup> [https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal\\_en](https://ec.europa.eu/info/strategy/priorities-2019-2024/european-green-deal_en)

as a leader in thinking around issues of how to proactively plan for and manage demographic change and population decline. Building on untapped human and social capital potential, portfolios will link with the diaspora outside Serbia, integrate the gender dimension and include Roma, older populations and youth. The Accelerator Lab will work with the Resident Coordinator's office and UNCT to design an integrated early recovery portfolio in response to the COVID-19 crisis. The aim is to make the businesses and labour market more inclusive and resilient by brokering new partnerships, developing innovative employment and financing modalities and accelerating progress under the acquis chapter 19 on social policy and employment.

**Strategic priority 3: Building trust and mutual accountability through the rule of law, rights and duties agenda**

17. UNDP will pursue a portfolio of interventions to improve the transparency, accountability and efficiency of public institutions at central and local levels, supporting the creation of high-quality services for citizens and businesses, and a public administration that enhances economic stability and living standards.<sup>21</sup> Drawing on lessons from the previous programme, UNDP will concentrate on increasing the efficiency of governance and on citizens' participation. The work on the quality of regulation and rule of law will be carried out in close collaboration with development partners, such as the European Union, the United Nations Office on Drugs and Crime and the United States Agency for International Development. UNDP plans to further support the strengthening of capacities for the absorption of external financial assistance in line with the acquis chapter 22 on structural instruments and regional policy. Using the innovation and information and communication technology capacities of the Accelerator Lab, UNDP will support the country to take advantage of digital transformation, including in its public administration and health system, and will mainstream digital technology across its interventions, to respond to the disruptions of COVID-19, combat the digital divide and ensure equal opportunities for all.

18. UNDP engagement will support implementation of the reforms required for European Union accession, which are closely aligned with the Sustainable Development Goals. The strengths of UNDP lie in its capability to unpack complex development challenges, test solutions and design a portfolio of interventions to address different facets of a problem. In these endeavours, UNDP relies on diversified partnerships with the Government, civil society, academia, the research community, private sector and international actors and is backed by efficient institutional and operational set-ups. For this reason, UNDP has been recognized as a trusted partner and convener, supporting national implementation of international conventions and compliance with the European Union acquis. The Government's readiness to fund development interventions through UNDP reflects its strong appreciation of the existing partnership.<sup>22</sup>

19. The Government's national machinery for the Sustainable Development Goals can be strengthened. The Government supports the complementarity of European Union accession and the Goals but can do more to translate these synergies into practice by localizing the Goals. UNDP will safeguard United Nations core values, identify synergies for greater impact and deliver tangible support in implementing the UNSDCF. UNDP will pursue the unifying principle of leaving no one behind, particularly targeting women, youth and Roma. The Office of the President of Serbia will be capacitated to assist the President to promote the progress and launch a national programme of action on the Goals. The Government will be supported to leverage private and innovative finances and investments for the Goals, such as social impact bonds for decent work and economic growth or green bonds for climate action and nature conservation.

<sup>21</sup> [https://media.srbija.gov.rs/medsrp/dokumenti/ekspeze-mandarke-ane-brnabic280617\\_cyr.pdf](https://media.srbija.gov.rs/medsrp/dokumenti/ekspeze-mandarke-ane-brnabic280617_cyr.pdf)

<sup>22</sup> Independent country programme evaluation, 2019.

## II. Programme priorities and partnerships

20. Within this context, the country programme will be guided by national priorities, the UNSDCF, UNDP Strategic Plan, 2018-2021, European Union accession and the Decade of Action for the Goals. It builds on results achieved to date and lessons learned from evidence-based performance analysis while also anticipating new areas of intervention. The vision and theory of change have been developed in consultation with citizens, civil society organizations, the private sector, innovation ecosystem actors, UNDP and United Nations staff, national and local governments, development partners and international financial institutions operating in Serbia.

21. The scope of the programme reflects multi-stakeholder concerns and aspirations intertwined with the UNDP value proposition. The approach is focused on pursuing human-centred development along three development pathways and delivering results in four of nine UNSDCF outcome areas. The overarching programmatic vision is that Serbia is a safe and free country with accountable government which uses national resources for the well-being and prosperity of all its boys, girls, men and women, and is a country people want to live in.

22. The pathway leading to **more accountable institutions and empowered citizens** is built on the mix of strategies that assume the Government's commitment to more efficiently pursue the European Union accession processes, fully respecting democratic principles. In order to address the underlying causes of problems, UNDP will strengthen national and local mechanisms and capacities for good governance. Support will entail working on gender-responsive capacity development of public services and institutions, especially on the implementation of national and local development strategies. The aim is to address capacity gaps and link planning with implementation in different sectors including labour, employment, public finance, procurement, environment, disaster risk reduction, energy and water management. Since the digital transformation of public administration and the economy is high on the Government's agenda, UNDP will work to build the position of Serbia as a regional digital development hub through implementation of the existing strategic framework that includes the development of e-government and artificial intelligence strategies and laws, and mainstream the digital transformation in early and long-term COVID-19 recovery plans. By the same token, increasing citizens' representation and civic engagement will translate into the extension of opportunities for democratic dialogue, including the work with the Parliament to install more citizen-centric rules of procedure and strengthen its oversight function over the Executive. UNDP will provide initial support for creation of the official development assistance system.

23. The pathway to **inclusive innovation for development and decent work opportunities** will entail initiatives that facilitate local development and untap human capital potential. It assumes the Government's commitment to systemically adapt to and pursue the fourth industrial revolution for all and apply better-targeted labour-market activation measures to reduce inequalities and support access to essential goods and services for vulnerable households affected by COVID-19. UNDP will seek solutions that allow greater learning, work and career opportunities for men and women, including the age 50+ generation, more tangible support to implementation of Roma inclusion policies and more gender-responsive services. Mobility and demographic transition will be treated as vectors of positive change through the retention of the skilled workforce, inclusion of the diaspora in redefining the future of Serbia and creation of an industry revolving around ageing. A package of legislative changes incentivizing research and development and financing of tech start-ups will be used for the expansion of the innovation ecosystem and sustainable business. UNDP will support the Government in implementing information technology re-skilling programmes and will prevent further deepening of the digital divide by ensuring the equal participation of women and persons with disabilities. UNDP will increase its capacity to tap into private sector partnerships and innovative financing mechanisms. This work will

lead to potential investments in the circular economy, aiming to close the loop in the area of biowaste reduction. A blockchain-based food surplus distribution platform developed in house will be finalized and upscaled for the whole food chain. Other potential avenues for boosting and future-proofing small and medium-size enterprises, through access to finance and technology, will be explored as well as how to engage the private sector in advancing gender equality and removing the structural barriers to women's economic empowerment. UNDP will support the establishment of a government Belt and Road Institute, with the objective to develop an effective, accountable and transparent institution that can facilitate and strengthen economic, cultural and academic cooperation between the Governments of Serbia and China in a manner that is aligned with the Sustainable Development Goals and Serbian development priorities.

24. The pathway leading to **strengthening resilience for current and future generations** will be guided by aspirations to mitigate and adapt to climate change, disaster and health risks and to raise the country's ambitions related to climate, nature protection, conservation and sustainable use of natural resources. UNDP will support Serbia to adopt a comprehensive legal framework for climate change, consistent with the European Union 2030 framework for climate and energy policies. This will include the adoption of the draft Law on Climate Change and the Climate Change Strategy and Action Plan, which will determine the direction of low-carbon development and the road map for reducing greenhouse gas emissions through specific mitigation measures. Adaptation of key economic sectors to climate change, primarily agriculture, water management, forests and natural resources, will be supported. The work on development of a comprehensive climate monitoring, reporting and verification system will be pursued as will the preparation of the national greenhouse gas inventory and a plan to adapt to the effects of climate change. UNDP will ensure that gender equality is embedded in the revised nationally determined contribution for Serbia and will further support the authorities to address the gender-differentiated impacts of climate change and disasters and the negative socioeconomic effects of COVID-19. In supporting community-led resilience and response systems, UNDP will continue working with the individuals, companies and institutions that are best at identifying innovative solutions. Opportunities will be explored to work with the European Union on financing investments within the Green Deal agenda targeting energy efficiency, clean energy and waste-related interventions. The disaster risk reduction and climate change nexus will be addressed to prevent environmental degradation, improve water management and strengthen the resilience of communities. UNDP will continue supporting the participation of the Republic of Serbia in regional initiatives in South-Eastern Europe.

25. Established synergies should guarantee the design and delivery of integrated solutions and multiplier effects. UNDP will widen and deepen its partnership base aimed at higher involvement of non-traditional partners such as the Government of the Russian Federation, the Visegrád Group countries and international financial institutions to accelerate institutional and societal changes. The convening role of UNDP will add value in building and nurturing the non-financing partnerships with citizens and grass-roots civil society organizations. Regular consultations with stakeholders will ensure national ownership and engagement, help validate suitability of interventions and inform adaptive management.

### **III. Programme and risk management**

26. This country programme document outlines the UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes are prescribed in the organization's programme and operations policies and procedures and internal control framework.

27. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme to enable response to force majeure. The harmonized approach to cash transfers will be used in a coordinated fashion with other United Nations agencies to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

28. UNDP will contribute to UNSDCF implementation through assigned roles within three strategic areas and four outcomes. UNDP will chair and participate in the work of relevant results groups.

29. The government coordinating agency will be the Ministry of Foreign Affairs, and other national and subnational authorities will be implementing partners. The key principles of programme management will include formulation, implementation, monitoring, reporting and cost sharing of projects.

30. The UNSDCF Steering Committee will oversee the progress, as informed by the results groups composed of national counterparts and United Nations agencies. Project boards will be established for each project. In relation to international partners, UNDP, as part of the United Nations system, will participate in the country-level development partners' coordination mechanism, led by the Ministry of European Integration. The Government-UNDP Council will perform the role of the Local Project Appraisal Committee.

31. UNDP will, when appropriate, use diverse programming instruments for the effective delivery of results, such as the engagement facility, development services and memorandums for provision of services in addition to standard development projects.

32. UNDP will provide implementation support services at the request of the Government and will pursue innovative contractual engagement with responsible parties such as performance-based payments and innovation awards, in addition to low-value grants.

33. Social and environmental sustainability are fundamental to the achievement of all programme outcomes and will be fully integrated into the projects and social and environmental standards, and a social and environmental screening procedure will be put in place. Accountability will be ensured through the stakeholder response mechanism and the compliance review process, through which any person or community who believes the environment or their well-being may be affected by a UNDP-supported project or programme may file a complaint.

34. The country office will set out management strategies for mitigating the primary risks such as ensuring that the increase in decent jobs and social innovation benefit equally men and women, strive for citizens' active engagement in development of the country and further build the institutional adaptation and resilience capacities for future shocks. UNDP will institute transparent and compliant processes, closely monitor media and news and ensure proper external communication to address operational risks and continue looking for entry points to achieve transformational change.

35. UNDP will pursue horizontal programme actions and a portfolio-based approach to avoid fragmentation of the programme. The approach to partnerships and resource mobilization will be designed to meet the country programme resource estimates and will be tailored to the country's higher middle-income status. To this end, UNDP will continue to explore partnership with the development banks, such as European Investment Bank, World Bank, Council of Europe Development Bank and European Bank for Reconstruction and Development to help in blending public and private financing for the Sustainable Development Goals. Success in partnerships and resource mobilization is essential for the implementation of the programme in the medium and long term. Resources entrusted to



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UNDP by the Government for project and programme implementation are expected to constitute an important part of the country programme resource envelope.

#### **IV. Monitoring and evaluation**

36. The quality of the country programme interventions will be assessed by applying quality standards to identify strengths and weaknesses and to inform management decisions. Progress towards development goals and outcomes will be regularly checked by collecting and analysing gender-sensitive and sex-desegregated data against the results indicators. Information will be periodically updated in a centralized programme/project database and a solid monitoring and evaluation framework, linked to the Sustainable Development Goals, will be created to enable systemic data collection and evaluability of the country programme.

37. Following the recommendations of the evaluation of the development partnership framework, UNDP will encourage civil society and the media to play a more critical role in monitoring the country's reforms and will work on raising the Government's capacities to monitor, aid knowledge-gathering and improve performance. The country programme focus on digitalization and innovation is expected to assist national partners to open as many data sets as possible and measure developmental changes in key sectors. The quality of national data is good, and UNDP will work with the Statistical Office to improve the use of existing databases for tracking the Sustainable Development Goals through the national platform.

38. UNDP will pursue evaluations for accountability and learning. Knowledge, good practices and lessons learned from national and international sources will be used in shaping policy advice, advocacy, project design and implementation. Emphasis will be put on national ownership and capacity development in evaluations, through closer involvement of government counterparts in the process and exposure to evaluation networks and events.

## Annex. Results and resources framework for Serbia (2021-2025)

<b>NATIONAL PRIORITY OR GOAL:</b> To create the high-quality services for citizens and businesses, and the public administration that will significantly contribute to economic stability and improved living standard of citizens (Public Administration Reform Strategy)				
<b>COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #1:</b> All people benefit from effective governance and meaningful civic engagement				
<b>RELATED STRATEGIC PLAN OUTCOME:</b> Accelerate structural transformations for sustainable development				
<b>COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)</b>	<b>DATA SOURCE AND FREQUENCY<sup>23</sup> OF DATA COLLECTION, AND RESPONSIBILITIES</b>	<b>INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)</b>	<b>MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS</b>	<b>ESTIMATED COST BY OUTCOME (\$)</b>
<p>1. Government Effectiveness Estimate Baseline: 0.11 (2018) Target: 0.45 (2025)</p> <p>2. Corruption Perceptions Index value Baseline: 39 (2019) Target: 50 (2025)</p> <p>3. Proportion of population satisfied with efficiency of administrative procedures in public institutions Baseline: 51% (2018) Target: 60% (2025)</p>	<p>1. World Bank</p> <p>2. Transparency International,</p> <p>3. Support for Improvement in Governance and Management (SIGMA)</p> <p>4. National Assembly Report</p> <p>5. eGovernment Benchmark report</p>	<p><b>Output 1.1: National and local mechanisms and capacities for good governance improved</b></p> <p>Indicative Indicator 1.1.1: Open Budget Index value Baseline: 43 (2017) Target: 60 (2025)</p> <p>Indicative Indicator 1.1.2: Professional development and training for civil servants' indicator value Baseline: 3 (2018) Target: 4 (2025)</p> <p>Indicative Indicator 1.1.3: Quality of policy planning ranking Baseline: 1 (2018) Target: 3 (2025)</p> <p><b>Output 1.2: Citizens' representation and civic engagement for the benefit of society and environment enhanced</b></p> <p>Indicative Indicator 1.2.1: share of local self-governments that publish information of some hearing or debate Baseline: 60% (2019) Target: 70% (2025)</p>	<p>National Assembly of the Republic of Serbia Government of Serbia Office of the President of the Republic of Serbia Ministry of Finance Ministry of Public Administration and Local Self-Government Ministry of Justice Ministry for European Integration Public Policy Secretariat Ministry of Trade and Telecommunications Office for Information Technology and E-Government National Academy for Public Administration Public Procurement Office State Audit Institution Commissioner for the Protection of Personal Data and Free Access to Information Local Self-Governments Standing Conference of Towns and Municipalities Office for Cooperation with Civil Society</p>	<p><b>Regular</b> \$539,000</p>
				<p><b>Other</b> \$31,465,000</p>

<sup>23</sup> Frequency is annual if not indicated otherwise.

		<p>Indicative Indicator 1.2.2: Number of public hearings conducted by the Parliament Baseline: 6 (2019) Target: 30 (2025)</p> <p><b>Output 1.3: Digital transformation of public administration accelerated</b></p> <p>Indicative Indicator 1.3.1: User centricity of eGovernment services score Baseline: 68 (2018) Target: 74 (2025)</p> <p>Indicative Indicator 1.3.2: Accessibility of public services indicator value Baseline: 3 (2019) Target: 4 (2025)</p>	Civil Society Organizations Academia	
<p><b>NATIONAL PRIORITY OR GOAL:</b> Enhanced human capital that ensures prosperity, well-being and cohesion of Serbian society (National Priorities for International Assistance); Enhancing multisectoral cooperation and strengthen the capacities of institutions to address gender-based violence (National Strategy for Combating Gender-Based Violence)</p>				
<p><b>COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #2:</b> Equitable economic and employment opportunities are promoted through innovation and circularity</p>				
<p><b>RELATED STRATEGIC PLAN OUTCOME:</b> Advance poverty eradication in all its forms and dimensions</p>				
<p>1. Ease of Doing Business score</p> <p>Baseline: 75.7 (2020) Target: 76.5 (2025)</p> <p>2. Employment rate aged 15-64 years disaggregated by sex</p> <p>Baseline 60.7% (2019) Men: 67.1% Women: 54.3%</p> <p>Target: 72.50% (2025) Men: 74% Women: 70%</p> <p>3. Global Gender Gap Index</p> <p>Baseline: 0.736 (2020) Target: 0.740 (2025)</p>	<p>1. World Bank</p> <p>2. Statistical Office of the Republic of Serbia</p> <p>3. World Economic Forum</p> <p>5. UNDP reports</p>	<p><b>Output 2.1: Measures to improve local development strengthened</b></p> <p>Indicative Indicator 2.1.1: Number of investment initiatives supported</p> <p>Baseline: 24 (2019) Target: 40 (2025)</p> <p><b>Output 2.2: Women and men have better access to social services and greater learning, work and career opportunities</b></p> <p>Indicative Indicator 2.2.1: Number of people trained in skills in demand</p> <p>Baseline: 420 (2019) Target: 1,300 (2025) (70% men;30% women)</p>	<p>Ministry of Public Administration and Local Self-Government Public Investment Management Office Ministry of Education, Science and Technology Ministry of Interior</p>	<p><b>Regular</b> \$539,000</p> <p><b>Other</b> \$16,000,000</p>

<p>4. Youth Not in Education, Employment, or Training (NEET) rate  Baseline: (2019)  Men 14.8%  Women 15.8%  Roma men 73 %  Roma women 88 %</p> <p>Target: (2025)  Men 10%  Women 12%  Roma men 50 %  Roma women 70 %</p>		<p>Indicative Indicator 2.2.2: Proportion of gender-based violence cases judged</p> <p>Baseline: 37.5% (2019)  Target: 50% (2025)</p> <p>Indicative Indicator 2.2.3: Science, technology, engineering, and mathematics (STEM) attainment of women</p> <p>Baseline: 20.3% (2020)  Target:30% (2025)</p> <p><b>Output 2.3: Innovation ecosystem, sustainable business and investment improved</b></p> <p>Indicative Indicator 2.3.1: Business start-up and early trading operations score</p> <p>Baseline: 68 (2018)  Target: 73 (2025)</p> <p>Indicative Indicator 2.3.2: Number of supported projects in circular economy</p> <p>Baseline: 0 (2019)  Target: 5 (2025)  Frequency: Biennially</p>		
<p><b>NATIONAL PRIORITY OR GOAL:</b> Enhanced climate actions, building resilience to climate change impacts, natural and man-made disasters and improved capacity for disaster risk reduction and management; Serbia provides safe, affordable and clean energy to its citizens (National Priorities for International Assistance)</p>				
<p><b>COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #3:</b> Serbia adopts and implements climate change and environmentally friendly strategies that increase community resilience, decrease carbon footprint and boost the benefits of national investments</p>				
<p><b>RELATED STRATEGIC PLAN OUTCOME:</b> Strengthen resilience to shocks and crises</p>				
<p>1. Total primary energy supply per capita</p> <p>Baseline: 2.27 (2017)  Target: 2.41 (2025)</p> <p>2. Quantities of greenhouse gas emissions</p> <p>Baseline: 57,023 kiloton CO<sub>2</sub>-equivalent (2010)</p>	<p>1. Energy Balance / Energy Sector Development Strategy of the Republic of Serbia with the projections up to 2030 (target for 2025)</p> <p>2. Reports to the United Nations Framework Convention on Climate Change for the Republic of Serbia; Report on implementation of the National Climate Change Strategy with the Action Plan, Report on implementation of Nationally Determined</p>	<p><b>Output 3.1: Climate change mitigation and adaptation measures designed and implemented, and climate ambition raised</b></p> <p>Indicative Indicator 3.1.1: Number of prepared environmental reports that integrate gender</p> <p>Baseline: 4 (2019)  Target: 9 (2025)</p>	<p>Ministry of Interior  Ministry of Environmental Protection  Ministry of Agriculture, Forestry and Water Management  Ministry of Mining and Energy  Ministry of Construction, Transport and Infrastructure</p>	<p><b>Regular</b>  \$539,000</p> <p><b>Other</b>  \$32,494,695</p>

<p>Target: as per the National Climate Change Strategy with the Action Plan (to be adopted) (2025)</p> <p>3. Number of local Disaster Risk Reduction assessments and protection and rescue plans approved</p> <p>Baseline: 76 (2019) Target: 130 (2025)</p> <p>4. COVID-19 socioeconomic impact assessment conducted (Yes/No)</p> <p>Baseline: No (2020) Target: Yes (2021)</p>	<p>Contributions under the Paris Climate Agreement,</p> <p>3. National Risk Register and Risk Mitigation Plans,</p> <p>4. Public Investment Management Office</p>	<p>Indicative Indicator 3.1.2: National monitoring, reporting and verification system established (Yes/No)</p> <p>Baseline: No (2019) Target: Yes (2025)</p> <p>Indicative Indicator 3.1.3: Number of sectoral climate change adaptation and mitigation measures, integrating gender, developed</p> <p>Baseline: 0 (2019) Target: 5 (2025)</p> <p><b>Output 3.2: Energy efficiency and share of renewables increased</b></p> <p>Indicative Indicator 3.2.1: Maximum primary energy consumption which shall not be exceeded</p> <p>Baseline: 15.931 million tons of oil equivalent (2017) Target: TBD (2025)</p> <p>Indicative Indicator 3.2.2: Share of renewable energy sources in gross final consumption</p> <p>Baseline: 20.6 % (2017) Target: TBD (2025)</p> <p><b>Output 3.3: Natural and human-induced risks effectively addressed</b></p> <p>Indicative Indicator 3.3.1: Number of capacitated civil protection units on national and local level, including women</p> <p>Baseline: 550 (2019) Target: 1,540 (2025)</p> <p>Indicative Indicator 3.3.2: Improved regulatory framework for the custody chain established (Yes/No)</p>	<p>Agency for Environmental Protection Chamber of Commerce and Industry Standing Conference of Towns and Municipalities National Association for Local Economic Development Serbian Innovation fund Swedish International Development Agency GIZ Commissariat for Refugees and Migration Minister without Portfolio responsible for Population Policy Public Investment Management Office City of Belgrade Municipalities Civil Society Organizations Academia</p>	
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<b>NATIONAL PRIORITY OR GOAL:</b> Slowing down the immigration and attracting the qualified workforce from abroad, with the goal of achieving the faster economic growth and overall sustainable development. (Strategy on economic migrations 2021-2027)				
<b>COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #4:</b> Mobility and demographic transition become vectors for positive change and prosperity for all people				
<b>RELATED STRATEGIC PLAN OUTCOME:</b> Accelerate structural transformations for sustainable development				
<p>1. Portfolio of measures related to adaptable human capital (COVID-2019, depopulation)- level of achievement</p> <p>Baseline: Low (designed) (2020) Target: High (implemented) (2025)</p>	<p>1. Ministry of Labour Employment, Veterans and Social Affairs, annually</p> <p>2. Migration Councils Reports</p>	<p><b>Output 4.1: Human capital for accelerated development enhanced</b></p> <p>Indicative Indicator 4.1.1: TBD from the Economic Migration Strategy Action Plan (2021-2023) Baseline: TBD (2020) Target: TBD (2025)</p> <p><b>Output 4.2: Migration management improved</b></p> <p>Indicative indicator 4.2.1: Number of Councils for Migration implementing migration and development policies</p> <p>Baseline: 0 (2019) Target: 40 (2025)</p>	<p>Ministry of Labour Employment, Veterans and Social Affairs Ministry of Interior Ministry of Environmental Protection Chamber of Commerce and Industry National Association for Local Economic Development Serbian Innovation fund Commissariat for Refugees and Migration Minister without Portfolio responsible for Population Policy Municipalities Civil Society Organizations Academia International Organization for Migration United Nations Population Fund</p>	<p><b>Regular</b> \$539,000</p> <p><b>Other</b> \$10,000,000</p>