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**Country programmes and related matters**

**Country programme document for Serbia (2026-2030)**

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

1. Serbia, an upper-middle-income European Union candidate country with a population of 6.7 million, has demonstrated a strong recovery from the coronavirus disease (COVID-19)–related recession, supported by robust fiscal buffers. Economic growth averaged 3.2 per cent over the past five years, with a medium-term expectation of 4 per cent, driven by consumption, public spending and further infrastructure investments.<sup>1</sup>

2. The labour market is strong but tight, with 51.4 per cent employment and 8.6 per cent unemployment in late 2024. Structural issues persist, especially for women, youth and marginalized groups. Youth unemployment is high at 25.8 per cent, and skills mismatches limit job opportunities.<sup>2</sup> Population decline (8.5 per cent over 12 years) exacerbates labour shortages. Active labour market programmes are limited, with spending at 0.08 per cent of gross domestic product (GDP).<sup>3</sup> Digital skills gaps and disparities in digital literacy hinder development, affecting older adults, persons with disabilities, Roma and rural residents.

3. Serbia ranks 62nd on the 2023 Human Development Index, placing it among “very high human development countries.”<sup>4</sup> Inequality, though declining, remains higher than European Union averages, with a Gini coefficient of 31.7 in 2023.<sup>5</sup> The incidence of poverty declined to 7.7 per cent in 2024 and is projected to continue declining<sup>6</sup>, but 27.2 per cent of the population remain at risk of poverty and social exclusion,<sup>7</sup> significantly above the European Union average of 21.4 per cent.<sup>8</sup> Older adults, the long-term unemployed and those completely out of the labour force are exposed to risk of poverty and material deprivation. Roma, particularly women and girls, are among the most marginalized.

4. The gender inequality index score of 0.119 shows improvement,<sup>9</sup> but disparities in labour market participation and political representation persist.<sup>10</sup> Women face unequal pay and barriers to career advancement, spending double the time in unpaid work compared to men and foregoing an estimated €755 in monthly earnings.<sup>11</sup> Women attain higher education levels than men but are concentrated in traditionally “female” disciplines such as education, health, social protection, arts and humanities, and social sciences, while men dominate technology and engineering fields.<sup>12</sup>

5. Serbia has improved its business environment, receiving its first investment-grade credit rating in October 2024, enhancing its attractiveness for foreign direct

<sup>1</sup> World Bank (2024), <http://documents.worldbank.org/curated/en/099159507262423474/IDU1d5b3f1011249b145d61aef21871ca46d2340>

<sup>2</sup> Statistical Office of the Republic of Serbia (2024), <https://www.stat.gov.rs/en-us/vesti/?a=24&s=2400>

<sup>3</sup> United Nations in Serbia (2024), Common Country Analysis (draft)

<sup>4</sup> UNDP (2025), <https://hdr.undp.org/data-center/country-insights#/ranks>

<sup>5</sup> Statistical Office of the Republic of Serbia (2024) <https://www.stat.gov.rs/en-us/vesti/statisticalrelease/?p=15328&a=01&s=0102?s=0102>

<sup>6</sup> World Bank (2025), <https://www.worldbank.org/en/country/serbia/overview#1>

<sup>7</sup> Statistical Office of the Republic of Serbia (2023), <https://www.stat.gov.rs/sr-latn/vesti/statisticalrelease/?p=15328>

<sup>8</sup> Eurostat (2024), <https://ec.europa.eu/eurostat/web/products-eurostat-news/w/ddn-20240612-1>

<sup>9</sup> UNDP (2022), <https://hdr.undp.org/data-center/thematic-composite-indices/gender-inequality-index#/indicies/GII>

<sup>10</sup> Equal Future (2024), <https://www.equalfuture-eurasia.org/womens-representation-in-politics-and-public-administration/serbia>

<sup>11</sup> UN Women (2020), <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/Library/Publications/2020/Discussion-paper-Economic-value-of-the-unpaid-care-work-in-the-Republic-of-Serbia-en.pdf>

<sup>12</sup> United Nations in Serbia (2024), Common Country Analysis (draft)

investment.<sup>13</sup> However, Serbia remains vulnerable to environmental threats, pollution and biodiversity loss, which could undermine progress toward low-carbon, resilient and sustainable growth, as demonstrated by the 2024 drought that affected agriculture, river water levels and GDP projections.<sup>14</sup> In this regard, women face greater burdens due to traditional caregiving roles and responsibilities related to food supply.

6. Serbia is pursuing affordable, dependable, and secure energy options to support economic opportunities, while expanding circular economy practices. It has made progress in developing strategic frameworks to address environmental challenges, energy transitions and disaster risk reduction as a step toward the European Union Green Agenda for the Western Balkans (Sofia Declaration)<sup>15</sup> and the Growth Plan 2024-2027.<sup>16</sup> It set a 13.2 per cent emissions reduction target by 2030, up from the previous 9.8 per cent, and is preparing its nationally determined contributions (NDCs) 3.0 to elevate climate ambitions in alignment with the Paris Agreement.<sup>17</sup>

7. Governance reforms include public administration, financial management and digital transformation, with Serbia adopting a national artificial intelligence strategy—first in the Western Balkans—and chairing the Global Partnership on artificial intelligence.<sup>18</sup> Digital transformation, driven by e-government initiatives, plays a crucial role in streamlining processes and enhancing service delivery.<sup>19</sup> Although Serbia was ranked for the first time among countries with the highest e-government index,<sup>20</sup> positioning it as a regional technology pioneer will require a further shift from institution-centred to user-centred service design.<sup>21</sup> Public administration reform, however, continues to lag behind, with weak checks and balances<sup>22</sup> and frequent elections affecting long-term planning and institutional continuity.

8. National priorities focus on economic growth, digital transformation, infrastructure and reducing unemployment.<sup>23</sup> Progress on European Union accession has been slow, with the 2024-2027 Reform Agenda aiming to revitalize the process by emphasizing private sector development, green and digital transition, human capital development and fundamental rights.<sup>24</sup> Serbia remains committed to the 2030 Agenda, focusing on just energy transition, education, social protection, sustainable food systems, digital transformation and addressing the triple planetary crises, though only 60 per cent of indicators are monitored.

9. As a trusted and neutral strategic partner of Serbia, with a lasting presence and deep institutional knowledge, UNDP is well positioned to support transformative reforms, foster innovation and facilitate cross-sector collaboration to address national development priorities. Its comparative advantage in European Union integration and middle-income contexts is demonstrated by a proven track record in

<sup>13</sup> Bloomberg (2024), <https://www.bloomberg.com/news/articles/2024-10-04/serbia-wins-first-ever-investment-rating-as-s-p-upgrades-bonds>

<sup>14</sup> World Bank, Country Overview Serbia. <https://www.worldbank.org/en/country/serbia/overview#1>

<sup>15</sup> Sofia Declaration (2020), <https://www.rcc.int/docs/546/sofia-declaration-on-the-green-agenda-for-the-western-balkans-rn>

<sup>16</sup> Growth Plan (2024), [https://enlargement.ec.europa.eu/enlargement-policy/growth-plan-western-balkans\\_en](https://enlargement.ec.europa.eu/enlargement-policy/growth-plan-western-balkans_en)

<sup>17</sup> UNDP (2025), <https://www.undp.org/publications/quality-assurance-checklist-nationally-determined-contributions-ndcs-30>

<sup>18</sup> Government of Serbia (2024), <https://ai.gov.rs/vest/en/780/republic-of-serbia-to-chair-gpai-for-the-next-three-years.php>

<sup>19</sup> European Commission (2024), [https://neighbourhood-enlargement.ec.europa.eu/serbia-report-2024\\_en](https://neighbourhood-enlargement.ec.europa.eu/serbia-report-2024_en)

<sup>20</sup> United Nations (2024), <https://publicadministration.un.org/egovkb/en-us/Data/Country-Information/id/151-Serbia/dataYear/2024>

<sup>21</sup> European Commission (2023), <https://digital-strategy.ec.europa.eu/en/library/egovernment-benchmark-2023>

<sup>22</sup> European Commission (2024), [https://enlargement.ec.europa.eu/document/download/3c8c2d7f-bff7-44eb-b868414730cc5902\\_en?filename=Serbia%20Report%202024.pdf](https://enlargement.ec.europa.eu/document/download/3c8c2d7f-bff7-44eb-b868414730cc5902_en?filename=Serbia%20Report%202024.pdf)

<sup>23</sup> Government of the Republic of Serbia (2024), <https://srbija2027.gov.rs/>

<sup>24</sup> Reform Agenda (2024), [https://www.mei.gov.rs/upload/documents/nacionalna\\_dokumenta/adopted\\_reform\\_agenda\\_narrative\\_-\\_republic\\_of\\_serbia.pdf](https://www.mei.gov.rs/upload/documents/nacionalna_dokumenta/adopted_reform_agenda_narrative_-_republic_of_serbia.pdf)

implementing key European Union–funded initiatives, supporting institutional transitions and convening technical and financial support from development partners.

10. According to the Independent Country Programme Evaluation (ICPE), UNDP added value lies in its ability to combine international expertise with efficient and transparent service provision.<sup>25</sup> This supports key reforms in regulatory frameworks, environmental legislation, digital transformation and demographic policies, all while aligning with national priorities and fostering innovation. Sustained efforts have supported the progress of Serbia toward innovative and sustainable growth. Although the Government demonstrates strong ownership in promoting and attracting sustainable investment and innovation opportunities, implementation capacity gaps persist, leading to high demand for continued UNDP assistance.

11. UNDP has adopted a portfolio approach to tackle complex, interconnected challenges holistically. This approach has strengthened its relevance by engaging diverse stakeholders on critical issues, fostering new partnerships and embedding a systems perspective into national reform efforts, aligning with the UNDP Strategic Plan 2022-2025.

12. In response to the United Nations Sustainable Development Cooperation Framework (UNSDCF) evaluation recommendations, UNDP will continue pursuing an integrated approach guided by normative work, and maintain a strong focus on policy advice, capacity support, knowledge sharing and networking—areas highly valued by national partners.<sup>26</sup> As Serbia nears high-income status, the United Nations and UNDP will periodically reassess their strategy, including the scale and scope of operations and joint resource mobilization approaches, to remain responsive to the country development needs.

13. Within this context, the UNSDCF has identified three mutually reinforcing strategic priorities: (a) low-carbon, inclusive and resilient growth; (b) human capital, well-being and social cohesion; and (c) rule of law, human rights and institutions. UNDP programme objectives are strongly aligned with the UNSDCF, ensuring a coordinated approach to advancing sustainable development in Serbia.

## **II. Programme Priorities and Partnerships**

14. UNDP vision for Serbia by 2030 is to establish a development pathway characterized by resilient, innovation-driven and knowledge-based economic growth, accessible social services, preserved biodiversity and natural resources, reduced pollution, a just energy transition and a safe environment for all citizens, including children, men and women. This vision aligns with the Sustainable Development Goals (SDGs) and the European Union accession process.

15. UNDP has consistently invested in leveraging digital and green transformations as catalysts for sustainable growth. By integrating these enablers, UNDP aims to advance effective governance, build an innovation-based economy with a future-ready workforce and enhance resilient communities while protecting the natural environment. Digital transformation, with its potential to streamline processes, enhance transparency and foster innovation, serves as a powerful tool to improve access to services and economic opportunities. Through digital platforms and e-governance initiatives, UNDP seeks to create more efficient and responsive

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<sup>25</sup> Independent Evaluation Office (2024), Independent Country Programme Evaluation report (draft)

<sup>26</sup> United Nations in Serbia (2024), Sustainable Development Cooperation Framework Evaluation report (draft)

governance structures, ensuring services reach even the most marginalized communities.

16. In building an innovation-based economy, digital tools and green technologies are crucial for driving productivity and competitiveness. By promoting advanced technologies and sustainable practices, UNDP supports green industries and jobs, promoting a resilient economy that benefits all population groups. This approach addresses systemic issues related to business, investment and workforce development, while aligning with efforts to prepare for future demands, considering the realities of demographic trends. By addressing challenges such as an ageing population and migration, UNDP aims to ensure that the population and workforce remain adaptable and resilient.

17. In enhancing resilient communities and protecting the natural environment, green transformation emphasizes sustainable practices that safeguard the environment while driving economic growth. By supporting municipalities in adopting digital technologies and smart systems, UNDP aims to enhance service delivery and improve resource efficiency, contributing to sustainable urban development and climate resilience.

18. This dual focus on digital and green enablers is designed to build a resilient economy capable of withstanding external shocks, such as economic downturns or climate-related events, while promoting equitable distribution of resources and benefits. By fostering an ecosystem where digital and green innovations thrive, UNDP seeks to empower communities and contribute to a sustainable and prosperous future for all citizens of Serbia.

19. This approach is intricately linked to the three identified solution pathways, grounded in the comprehensive theory of change developed during the UNSDCF design process led by the United Nations Resident Coordinator, with active participation from governmental institutions and civil society, alongside separate technical discussions conducted by UNDP with national implementing partners.

### **Advancing Inclusive and Effective Governance**

20. The expected outcome highlights the critical importance of robust institutional frameworks for promoting accountability and transparency. Efforts to strengthen institutions will focus on improving policy coherence, enhancing regulatory and legal frameworks, and ensuring responsiveness to the specific needs of both women and men from diverse social groups. UNDP will continue to support governance reforms in public administration and public finance management, fostering institutional resilience, as well as the rule of law, judicial efficiency and anti-corruption efforts. Strengthening oversight bodies and improving citizen access to justice will remain key priorities in collaboration with national partners.

21. Emphasis will be placed on accelerating digital transformation to modernize public administration and improve service delivery. UNDP track record in supporting digital transformation offers opportunities for further collaboration on scaling up reforms. These include expanding e-governance initiatives and increasing citizen engagement through technology, assuming continued government commitment to adopting innovative approaches to governance and technology.

22. The development of integrated digital platforms, in partnership with the United Nations Resident Coordinator Office (RCO), the United Nations Children's Fund (UNICEF), and the Food and Agriculture Organization (FAO), will streamline administrative processes and enhance accessibility for citizens and businesses, supporting public services through digitally enabled platforms such as one-stop

shops, including at the local level. Training programmes and technical assistance will be provided to strengthen capacities at national and local levels, enabling them to deliver better services and foster community resilience and social cohesion.

23. By integrating artificial intelligence and other emerging technologies, UNDP aims to establish an anticipatory and adaptive governance model. This approach will not only improve decision-making but also enhance the user-centricity of services. In addition, investments in cybersecurity and data protection will safeguard the integrity of digital systems, ensuring trust and reliability in e-government services.

### **Building a Knowledge-Based Economy and a Future-Ready Workforce**

24. The expected outcome centres on transforming the economy by supporting nature-positive solutions, accelerating innovation, increasing productivity and strengthening human capital to enhance the competitiveness of the private sector and workforce. By providing targeted support for research and development, the programme promotes advanced technologies that benefit sectors such as the circular economy and biotechnology, including the establishment of the BIO4 Campus,<sup>27</sup> a leading innovation hub, positioning Serbia at the forefront of the global bioeconomy and strengthening its biotechnology sector through the development of supportive bylaws and infrastructure.

25. In addressing systemic issues related to investment in the knowledge-based economy, UNDP supports an enabling environment for businesses, especially small and medium-sized enterprises (SMEs). This involves aligning regulatory frameworks with European Union standards, advancing circular economy initiatives, and promoting trade and economic diversification by expanding value chains and markets. It also includes fostering innovation and entrepreneurship and strengthening the role of sustainable finance. Through these efforts, UNDP aims to contribute to social cohesion by facilitating economic networks, supporting cross-sector collaboration and encouraging public-private partnerships that prioritize community development and job creation in marginalized areas. UNDP will leverage tools such as the SDG Investor Map, developed during the previous programme cycle, to attract private capital investment for infrastructure, sustainable and secure energy options, and circular economy projects, while supporting SMEs in adopting environmental, social, and governance (ESG) standards. In addition, UNDP will continue supporting Serbia in its international and regional partnerships to drive sustainable development, including through legislative and institutional support as the country moves toward becoming an emerging donor.

26. Further objectives include human capital development, addressing demographic challenges and preparing the workforce for future demands of an innovation-driven and knowledge-based economy. This involves supporting infrastructure and capacity in relevant institutions related to the labour market, in line with government efforts to apply better targeted labour-market activation measures. These efforts aim to reduce inequalities and support access to essential goods and services for vulnerable households, thereby strengthening social resilience. Additional priorities include promoting intergenerational exchange, supporting local initiatives that build trust between diverse communities, and fostering cooperation between urban and rural economies to bridge regional disparities. Conducting a job assessment on the shift to a net-zero economy will be critical to understanding job shifts, gains and losses, aiming to support just transitions in key sectors while reducing greenhouse gas (GHG) emissions.

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<sup>27</sup> Bio4 (2025), <https://bio4.rs/>

27. Mobility and demographic transition will be treated as vectors of positive change through the retention of a skilled workforce and the inclusion of the diaspora in redefining the future of work. Promoting social cohesion through migration policies will be key, ensuring that diverse population movements contribute to growth, integration and local community revitalization. Specific support will be provided to facilitate the safe, orderly and legally compliant acquisition of jobs by foreigners, aiming to combat illegal migration and enhance migrant protection in Serbia.

28. Using digital technology as an accelerator, vocational training and digital literacy programmes will be scaled up to reduce skills mismatches and help bridge the skills-jobs gap for women, youth, persons with disabilities, Roma and other vulnerable groups. In the realm of social inclusion, UNDP will promote fair and needs-based access to health care, vocational education and employment, in partnership with UNICEF, World Health Organization (WHO) and the International Labour Organization (ILO).

### **Enhancing Resilient Communities and Protecting the Natural Environment**

29. The expected outcome prioritizes transforming communities into innovative, sustainable, resilient and low-carbon hubs. This transformation includes fostering a green transition, integrated and spatial land use planning, and urban planning that is responsive to the needs of women and persons with disabilities, along with infrastructure development that integrates biodiversity, climate resilience and energy-efficient practices.

30. By supporting municipalities in adopting digital technologies and smart systems, the programme aims to enhance service delivery and improve resource efficiency. The objective is to promote partnerships with the public and private sectors to finance sustainable urban projects and foster community-level innovation, assuming Serbia remains committed to a just energy transition and improving the quality of life for all, across urban and rural areas. Support will also be provided in revising and implementing its NDC 3.0 and expanding national access to nature, climate and green finance, which also brings biodiversity benefits, such as through carbon markets and measures to de-risk investments. The green and circular economy transition will require stronger partnerships with the private and public sectors, including international financial institutions (IFIs), to invest in innovative solutions, green businesses, new markets and access to sustainable financing. On the demand side, UNDP will promote consumer and citizen awareness of the green transition and circularity and build capacities and skills for green and circular economy jobs. UNDP will work to introduce new financing modalities for green projects, including public and private sector thematic bonds, while continuing to blend public and private sector finance to maximize environmental and climate impact.

31. The work will continue in line with the National Adaptation Plan (NAP) by supporting the development of comprehensive adaptation and disaster risk reduction (DRR) strategies. This includes scaling up national and local capacities to integrate ecosystem-based climate resilience into development planning and establishing robust disaster response frameworks, assuming sufficient resources and cross-sectoral coordination are in place to implement and sustain these efforts effectively.

32. Climate mitigation will be supported through various actions aligned with the Integrated Climate and Energy Plan and the Strategy for Energy Development, including diversifying energy sources, expanding opportunities for clean energy such as geothermal and biomethane, and promoting energy-efficient buildings. Adaptation measures will focus on supporting implementation of the Climate Change Adaptation Programme, such as by promoting sustainable agricultural practices, protecting biodiversity, and developing water management and flood protection

systems. UNDP will contribute to strengthening data systems, including through tools such as the Climate Atlas and Disaster Risk Registry, created during the previous programme cycle, to improve evidence-based planning and decision-making.

33. Capacity-support initiatives will ensure that local authorities and communities are better prepared for natural and human-induced disasters, fostering long-term resilience. This will support efforts to achieve high environmental standards in line with relevant multilateral environmental agreements and the European Union acquis, particularly in areas such as sound management of chemicals and waste, depollution of the environment—including improvements in air, soil and water quality—as well as directives tackling energy efficiency, renewable energy and measurement, reporting, and verification (MRV).

34. UNDP strategic partnerships for promoting these pathways encompass a diverse array of stakeholders.<sup>28</sup> These include all branches of power at all levels of government, including key ministries and agencies responsible for finance, economy, public administration, energy, environmental protection, agriculture, labour, health, education, science, innovation, justice and human rights. Collaboration with local self-governments ensures grassroots engagement and effective implementation of initiatives. This multi-stakeholder approach ensures that development efforts are comprehensive and reflect the needs of all communities.

35. The private sector and academia are essential partners in fostering innovation and sustainable development, while civil society organizations play a crucial role in advocacy and community involvement. International partnerships involving development partners—such as the European Union, IFIs and various United Nations entities—are vital to ensuring a holistic approach to addressing development priorities of Serbia.

36. With proven expertise in managing government-financed initiatives and maintaining a politically neutral stance, UNDP is well positioned to deliver transparent, high-quality projects. To mitigate the risk of overreliance on government cost-sharing, UNDP will leverage blended financing that combines government resources with donor contributions and IFI loans, thereby strengthening its role as a key partner in the European Union accession process, particularly in priority areas such as the green transition and digital transformation.

37. Where appropriate, South–South and triangular cooperation will be established to adopt best practices backed by global expertise and financing, while also sharing country experiences and solutions.

### **III. Programme and Risk Management**

38. This country programme document outlines 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 headquarters levels with respect to country programmes are defined in the UNDP Programme and Operations Policies and Procedures and its Internal Control Framework.

39. 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 (HACT), will be used

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<sup>28</sup>As listed in the results and resources framework (RRF).



in coordination with other United Nations entities to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the relevant projects.

40. Assurance activities, including micro-assessments, spot checks and internal audits, will be undertaken in line with HACT, leveraging digital tools for efficiency and accountability.

41. Programme management will encompass formulation, implementation, monitoring, and reporting. The Ministry of Foreign Affairs will coordinate with national and subnational authorities as implementing partners. Oversight will be provided by the UNSDCF Steering Committee, supported by results groups and project boards. The Government–UNDP Council will act as the local project appraisal committee. Annual reviews will be conducted during both the Resident Coordinator–led UNSDCF review and the Government–UNDP Council sessions.

42. 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. UNDP will deliver projects while planning, aligning and managing them as portfolios, leveraging linkages across interventions to achieve broader goals.

43. 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.

44. Social and environmental sustainability will be integral to all projects, with safeguards including social and environmental screening and a stakeholder response mechanism. Accountability will be upheld through compliance review, allowing affected individuals or communities to raise concerns about UNDP-supported initiatives. Due diligence will be conducted on private sector partners to ensure alignment with UNDP accountability standards. A risk management committee will perform an advisory and quality assurance function in defining and managing social, environmental and private sector–related risks.

45. UNDP will place the empowerment of women at the centre of its efforts as a strategic enabler for sustainable development, driving political, economic, environmental and financial discussions—including in crisis response and recovery—to foster systemic change and advance human development.

46. The programme theory of change identifies key risks to successful delivery, including external shocks such as economic recession, pandemics and geopolitical crises; stalled European Union integration; governance challenges; limited fiscal space; urban–rural disparities; climate vulnerability; and capacity and resource constraints among local and international partners. If funding becomes a challenge, UNDP may adjust its goals while ensuring that its core mission remains on track.

#### **IV. Monitoring and Evaluation**

47. UNDP is committed to allocate programme resources to monitoring, evaluation and learning (MEL) to assess the progress, effectiveness and impact of the programme, and to modify its course of implementation as needed. Engaging with governmental agencies and other stakeholders will further validate programme impact and inform strategic adaptations.

48. Monitoring systems will be put in place to ensure real-time tracking of progress and data-driven decision-making. The in-house developed artificial intelligence–assisted knowledge management system will support reporting and analysis, enabling UNDP to track programme outputs and outcomes efficiently. UNDP will implement a systemic monitoring framework at both the project and portfolio levels, ensuring alignment with the UNSDCF and the country programme results and IRRF, which will serve as the key accountability mechanism.

49. Monitoring activities will include regular analysis of the operating context, in coordination with the United Nations country team, to evaluate risks and emerging challenges. UNDP will track the programme theory of change, assessing variations in underlying assumptions and adapting programming as needed.

50. UNDP will conduct evaluations in line with the Independent Evaluation Office (IEO) guidelines, ensuring transparency and accountability. The country programme evaluation plan will include necessary assessments and independent evaluations to measure programme effectiveness and impact. It will be revisited during implementation to incorporate thematic or strategic evaluations, as needed. The results will inform adaptive strategies, strengthen dialogue with partners and support evidence-based decision-making and learning.

51. UNDP will support national monitoring and evaluation capacities, particularly within institutions and the Statistical Office. Efforts will focus on consolidating national data collection mechanisms and improving reporting on the SDGs and on the NDCs targets.

## ANNEX A: RESULTS AND RESOURCES FRAMEWORK

<b>NATIONAL PRIORITY OR GOAL:</b> Action Plan for Implementation of the Government Programme 2024 – 2027: Further development of public services through the development of ICT infrastructure and digitalization; Fight against organized crime and corruption; Further enhancement of the efficiency of the judicial system Growth Plan and Reform Agenda of Serbia: Further digitalization of public services and administrative procedures for businesses and citizens; Set up a comprehensive framework for cyber resilience.				
<b>COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #1:</b> By 2030, Serbia ensures an independent and transparent judicial and law enforcement system, good governance and inclusive digital transformation, civic engagement and full realisation of human rights and gender equality, fostering social cohesion and an inclusive and participatory democracy for all.				
<b>RELATED STRATEGIC PLAN OUTCOME:</b> Accelerate structural transformations for sustainable development				
COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY <sup>29</sup> OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (US\$)
1. Government Effectiveness Percentile Rank Baseline: 51.9 (2023) Target: 60 (2030)  2. Corruption Perceptions Index value Baseline: 35 (2024) Target: 42 (2030)  3. Proportion of seats held by women in National parliament (SP IRRF) Baseline: 37 per cent (2024) Target: 40 per cent (2030)  4. User centricity of eGovernment services score Baseline: 89.4 (2024) Target: 93 (2030)	1. World Bank  2. Transparency International  3. Statistical Office of the Republic of Serbia  4. eGovernment Benchmark report	<b>Output 1.1:</b> Governance systems are strengthened to ensure accountability, security, services for all and evidence-based policies responsive to the needs of men and women.  1.1.1 Number of public institutions supported to strengthen capacities for improved service delivery responsive to the needs of different population groups at: a) National level b) Sub-national level c) Cross-border cooperation and information sharing  Baseline (2025): a) 9 b) 0 c) 59 Target: (2030) a) 20 b) 10 c) 89 Source: UNDP  1.1.2 Number of measures to strengthen accountability (including social accountability), prevent and mitigate corruption risks, and integrate anti-corruption in the management of public funds, service delivery and other sectors	National Assembly of the Republic of Serbia Ministries responsible for finance, public administration, local self-government, justice, interior, European integration, trade, telecommunications Office for Information Technology and E-Government Public Policy Secretariat 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 Civil Society Organizations Academia International development partners, global funds, financial institutions, UNICEF, FAO, UNV	<b>Regular</b> \$1,244,000
				<b>Other</b> \$42,051,000

<sup>29</sup> Frequency is annual if not indicated otherwise.

		<p>including environmental governance at: (SP IRRF):</p> <p>a) National level b) Sub-national level</p> <p>Baseline (2025): a) 56 b) 11</p> <p>Target (2030): a) 81 b) 21 Source: UNDP</p> <p>1.1.3. Number of CSOs receiving financial or technical support to implement local initiatives including environmental governance</p> <p>Baseline: 131 (2025) Target: 159 (2030) Source: UNDP</p> <p>1.1.4 Number of participatory mechanisms (e.g. citizen assemblies, local councils etc.) engaging communities in biodiversity governance and biodiversity conservation measures</p> <p>Baseline: 0 (2025) Target: 10 (2030) Source: UNDP</p> <p><b>Output 1.2:</b> Digital governance solutions are further implemented, leveraging emerging technologies in accessible manner to enhance transparent and human- and nature-positive business-centric public service delivery while fostering people's engagement and prioritizing the needs of women and vulnerable groups</p> <p>1.2.1 Number of public administrations using accessibility tools on their portals (text to speech, font size, contrast) to ensure equitable access for all users</p> <p>Baseline: 23 (2025)</p>		
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		<p>Target: 40 (2030) Source: UNDP</p> <p>1.2.2 Number of public administrations using building blocks of e-government (e-signature, e-ID, e-delivery, e-payment) for development of human centric, nature-positive business-centric, that are responsive to the specific needs of both women and men.</p> <p>Baseline: 10 (2025) Target: 20 (2030) Source: UNDP</p> <p>1.2.3 Number of policies, strategies and laws that promote enabling and regulated digital ecosystems that are gender-responsive affordable, accessible, trusted, and secure (SP IRRF)</p> <p>Baseline: 3 (2025) Target: 7 (2030) Source: UNDP</p>		
<p><b>NATIONAL PRIORITY OR GOAL:</b>  <b>Action Plan for Implementation of the Government Programme 2024-2027:</b> Better accessibility and improved quality of education; Improved capacities and infrastructure for development of knowledge-based economy; Improvement of family and social protection and basic human rights; Support to economic and regional cohesion policy; Development of the labour force in accordance with the needs of the labour market; Improvement of the position of youth; Improvement of the international economic cooperation; More attractive touristic offer.</p> <p><b>Growth Plan and Reform Agenda of Serbia:</b> Further Development of the science and innovation ecosystem for a knowledge-based economy; Implement training and skill development programs in critical sectors such as education of teachers, to proactively address the core factors impacting workforce proficiency and retention in these field; Strengthen adult education, training and relevant up-skilling opportunities of Digital Skills and Literacy; Reduce the skills mismatch on the labour market and facilitate school-to-work transitions, including by stepping up further VET, including dual VET, strengthening adult education, training, and relevant up-skilling.</p>				
<p><b>COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #2:</b> By 2030, economy of Serbia is more sustainable, knowledge-based, competitive and gender-responsive with equitable access to green and digital economic opportunities and SDGs-aligned investment and financing.</p>				
<p><b>RELATED STRATEGIC PLAN OUTCOME:</b> Advance poverty eradication in all its forms and dimensions</p>				
COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (US\$)
<p>1.Labour force participation rate for persons aged 15+, by gender (SP IRRF)</p> <p>Baseline: Men: 63.5 (2024)</p>	<p>1. Statistical Office of the Republic of Serbia</p> <p>2. World Intellectual Property Organization</p> <p>3. World Economic Forum</p>	<p><b>Output 2.1:</b> Innovation ecosystems, productivity, and competitive capabilities are strengthened through support for research, development, and international partnerships, while investments are aligned with SDG priorities and nature-positive</p>	<p>Ministries responsible for finance, economy, trade, science, technological development and innovation, education, labour, social affairs,</p>	<p><b>Regular</b> \$622,000</p> <p><b>Other</b> \$32,081,000</p>

<p>Women: 49.6 (2024)</p> <p>Target: Men: 64.5 (2030) Women: 51.5 (2030)</p> <p>2. Global Innovation Index rank</p> <p>Baseline: 53 (2024) Target: 45 (2030)</p> <p>3. Global Gender Gap Index score</p> <p>Baseline: 0.779 (2024) Target: 0.781 (2030)</p> <p>4. Total investments in research and development as per cent of GDP</p> <p>Baseline: 0.95 (2023) Target: 1.50 (2027)</p>	<p>4. Ministry responsible for science, technological development and innovation</p>	<p>development to ensure equitable opportunities for women and vulnerable groups</p> <p>2.1.1 Foreign Direct Investment (FDI) supported: a) Number of projects b) Volume inflows (in USD) c) Number of new jobs created</p> <p>Baseline (2025): a) 30 b) \$500 million c) 4000</p> <p>Target (2030): a) 150 b) \$2 billion c) 20000 (at least 30per cent women) Source: UNDP</p> <p>2.1.2 Number of companies which received support for improved innovation, competitiveness and sustainable business operations, disaggregated</p> <p>Baseline: 5 (2025) Target: 15 (2030) Source: UNDP</p> <p>2.1.3 Number of research and innovation initiatives focused on biodiversity conservation, ecosystem services and nature-based solutions</p> <p>Baseline: 0 (2025) Target: 5 (2030) Source: UNDP</p> <p><b>Output 2.2:</b> Public policies and legislative reform, aligned with EU labour standards, are accelerated ensure sustainable economic growth, protect labour rights, promote safe and regular migration, address wage gaps, advance silver economy, address the economy of care and enhance labour force participation especially among women, youth and vulnerable groups</p>	<p>population policy, human and minority rights, gender equality, public administration and local self-government, foreign affairs, interior affairs, public investments, environment, energy and infrastructure. Commissariat on Refugees and Migration General Secretariat of the Government. Local self-governments Office for Dual Education and National Qualifications Programme Chamber of Commerce and Industry Standing Conference of Towns and Municipalities Civil Society Organizations Academia Private sector International development partners, global funds, financial institutions, IOM, UNFPA, UN Women, WHO</p>	
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<p><b>NATIONAL PRIORITY OR GOAL:</b>  <b>Action Plan for Implementation of the Government Programme 2024-2027:</b> Energy security and transition to sustainable energy sources; Sustainable management of waste and wastewater; Environmental protection and better air quality.  <b>Nationally Determined Contributions of Serbia:</b> Increasing its ambition to the GHG emission reduction by 13.2 per cent compared to 2010 level (i.e. 33.3per cent compared to 1990) by 2030, and systemic adaptation to climate change.</p> <p><b>Serbia's Integrated Climate and Energy Plan:</b> [...] 33.6 per cent share in the gross final energy consumption. RES will be considered as the major domestic source of electricity production with a share reaching 45 per cent of the gross final electricity consumption in 2030 achieved mainly through the most cost-effective exploitation of the available potential for the case of wind and photovoltaic energy.</p>				

<b>Growth Plan and Reform Agenda of Serbia:</b> Ensure transparent and competitive procedures for the deployment of renewable energy; implementation of the Renewable Energy Directive (permitting, guarantees of origin, prosumers); Implementation of MRVA; Implementation of the Energy Efficiency Directive, The Energy Performance of Building Directive, Ecodesign and energy labelling legislation.				
<b>COOPERATION FRAMEWORK (OR EQUIVALENT) OUTCOME INVOLVING UNDP #3:</b> By 2030, sustainable, nature-positive, participatory, accountable, and gender-responsive solutions for environmental protection, climate and disaster resilience and the management of natural and cultural resources — leveraging new technologies and traditional knowledge — are promoted and implemented.				
<b>RELATED STRATEGIC PLAN OUTCOME:</b> Strengthen resilience to shocks and crises				
COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF COLLECTION, RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (US\$)
1. Risk INFORM index score (inclusive of Gender Inequality Index) (SP IRRF) Baseline: 2.9 (2024) Target: 2.7 (2030)  2. Environmental Performance Index score  Baseline: 55.2 (2024) Target: 57.9 (2030)  3. Share of renewable energy sources in gross final consumption  Baseline: 25.4 per cent (2024) Target: 30 per cent (2030)	1. European Commission, UNDP  2. Environmental Performance Index - EPI (Yale and Columbia)  3. Energy Balance of Republic of Serbia	<b>Output 3.1:</b> Gender responsive innovative nature-positive strategies and solutions to build sustainable, low-carbon communities that promote green growth and resilience are designed and implemented  3.1.1 Increase (in megawatt) of installed renewable energy capacity: Solar, Wind, Biogas/Biomethane, Geothermal (SP IRRF)  Baseline: 750 megawatt (2025) Target: 800 megawatt (2030) Source: Energy Balance of Republic of Serbia  3.1.2 Number of technical documentations prepared for retrofitting government buildings to improve energy efficiency, integrate green infrastructure and enhance climate resilience  Baseline: 25 (2025) Target: 55 (2030) Source: UNDP  3.1.3 Number of inclusive and accessible green infrastructure supported ensuring equal access and use for women, persons with disabilities and vulnerable groups  Baseline: 5 (2025) Target: 25 (2030) Source: UNDP	Ministries responsible for Interior Environmental Protection Agriculture, Forestry and Water Management Mining and Energy Construction, Transport and Infrastructure Public Investments Chamber of Commerce and Industry Standing Conference of Towns and Municipalities National Association for Local Economic Development Innovation fund Swedish International Development Agency Provincial bodies in charge of energy, environment, climate and local development Commissariat for Refugees and Migration  Cities of Belgrade, Zrenjanin, Novi Sad Municipalities Civil Society Organizations Academia International development partners, global funds,	<b>Regular</b> \$1,866,000  <b>Other</b> \$74,201,000



		<p>3.1.4 Evidentiary base for Nationally Determined Contribution (NDC) revision timely provided to the Republic of Serbia</p> <p>Baseline: No Target: Yes Source: UNDP</p> <p><b>Output 3.2:</b> Comprehensive deployment of climate change mitigation, adaptation, and disaster risk reduction (DRR) measures to protect people including vulnerable men, women and children, ecosystems and infrastructure</p> <p>3.2.1 Number of risk-informed, development strategies and plans in place at: a) national level, b) sub-national level, c) sectoral level (SP IRRF)</p> <p>Baseline (2025): a) 2 b) 0 c) 100</p> <p>Target (2030): a) 50 b) 1 c) 170 Source: UNDP</p> <p>3.2.2 Number of climate change adaptation and mitigation measures that integrate gender equality indicators in place</p> <p>Baseline: 2 (2025) Target: 5 (2030) Source: UNDP</p>	<p>financial institutions, United Nations Environment Programme (UNEP), FAO</p>	
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