ANNUAL

REPORT

January - December 2024

*Approved*

| **Programme title:** | **PRO - Local Governance for People and Nature (PRO LGPN)** |
| --- | --- |
| **Overall objective:** | The Programme contributes to improved citizens’ well-being and quality of life through improved local governance, social inclusion and environmental protection. |
| **UNSCDF Strategic Priorities 2021-2025:** | The Programme covers all three Strategic Priorities of the UNSCDF for Serbia: harnesses the full potential of a green, sustainable and inclusive economy (Outcome 1.1); places wellbeing, social equity and human potential at the heart of systems, policies and practices (Outcome 2.1); and builds trust and mutual accountability through the rule of law, rights and duties agenda (Outcome 3.1). |
| **Budget:** | USD 9.47 million |
| **Duration:** | 1 January 2023 – 31 December 2026 |
| **Programme area:** | 110 local self- governments throughout Serbia |
| **Donor:** | Government of Switzerland, through Swiss Agency for Development and Cooperation (SDC), Swiss Cooperation Office in Serbia (SCO) |
| **Lead Agency:** | United Nations Office for Project Services (UNOPS) |
| **Participating UN Organisations:** | United Nations Children’s Fund (UNICEF)  United Nations Population Fund (UNFPA)  United Nations Environment Programme (UNEP) |
| **Report date:** | 31 March 2025 |
| **Period covered:** | 1 January - 31 December 2024 |
| **Report submitted by:** | United Nations Office for Project Services (UNOPS) |

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| **AoR** | Area of Responsibility |
| --- | --- |
| **AEP** | Agency for Environmental Protection |
| **AFD** | Agence Française de Développement |
| **CB** | Capacity Building |
| **CEP** | Commissioner for Equality Protection |
| **CFP** | Call for Proposals |
| **CSO** | Civil Society Organisation |
| **CSS** | Citizen’s Satisfaction Survey |
| **CSW** | Centre for Social Welfare |
| **EU** | European Union |
| **EBRD** | European Bank for Reconstruction and Development |
| **FSA** | Financial Social Assistance |
| **GG** | Good Governance |
| **GGCU** | Good Governance Competence Units |
| **GRG and GRB** | Gender responsive governance and budgeting |
| **IAP** | Individual Assistance Plan |
| **IMC** | Inter-municipal cooperation |
| **JP** | Joint Programme |
| **JPT** | Joint Programme Team |
| **LAP** | Local Action Plan |
| **LB** | Left-behind |
| **LEI** | Local eGovernment Index |
| **LFM** | Logical Framework Matrix |
| **LG** | Local Government |
| **LGA** | Local Governance Assessment |
| **LRP** | Livelihood Restoration Plan |
| **MoU** | Memorandum of Understanding |
| **MEI** | Ministry of European Integration |
| **MEP** | Ministry of Environmental Protection |
| **MFD** | Ministry of Family and Demography |
| **MH** | Ministry of Health |
| **MLEVSA** | Ministry of Labour, Employment, Veteran and Social Affairs |
| **MSP** | Municipal Support Package |
| **MPALSG** | Ministry of Public Administration and Local Self-Government |
| **MTY** | Ministry of Tourism and Youth |
| **NALED** | National Alliance for Local Economic Development |
| **NAPA** | National Academy of Public Administration |
| **OITEG** | Office for IT and E-Government |
| **PSEA** | Prevention of Sexual Exploitation and Abuse |
| **PUNO** | Participating UN organisations |
| **PWD** | Persons with disabilities |
| **RCO** | Resident Coordinator Office |
| **RDM** | Results Data Management |
| **SAA** | Standard Administrative Arrangement |
| **SC** | Steering Committee |
| **SCTM** | Standing Conference of Towns and Municipalities |
| **SCO** | Swiss Cooperation Office |
| **SDC** | Swiss Agency for Development and Cooperation |
| **SPS** | Social Protection Services |
| **TA** | Technical assistance |
| **ToR** | Terms of Reference |
| **ToT** | Training of Trainers |
| **ToM** | Training of Mentors |
| **UNSCDF** | Sustainable Development Cooperation Framework |
| **YWI** | Youth Wellbeing Index |

# Executive Summary

# 

In 2024, the Programme PRO Local Governance for People and Nature (Programme PRO LGPN) continued strengthening institutional capacities and fostering inclusive, transparent, and accountable governance, ensuring a structured approach to improving public service delivery and the well-being of citizens in Serbia. Through its interventions in good governance, social inclusion, and environmental governance, the Programme contributed to the implementation of national policies and alignment with EU standards, enhancing local government (LG) capacities and expanding access to essential services for vulnerable groups.

The Programme played a pivotal role in **advancing good governance principles**, equipping 441 LG employees (321 women, 120 men) across 58 municipalities with the skills and tools necessary for transparent and participatory decision-making. Training on gender-responsive governance and budgeting enabled 16 LGs to incorporate gender perspectives into their policies, with Dimitrovgrad integrating gender-responsive objectives into its 2025 budget. Additionally, two e-learning courses on inter-municipal cooperation (IMC) and the protection of persons with disabilities were developed in partnership with the National Academy of Public Administration (NAPA), ensuring sustainable access to professional development for LG employees.

To **enhance transparency, participation, and anti-corruption measures**, the Programme supported 15 LGs in adopting 121 regulatory frameworks and establishing 45 Single Administrative Points to improve service efficiency and accessibility. The citizen satisfaction survey, conducted in partnership with the Ministry of Public Administration and Local Self-Government (MPALSG), revealed an increase in public service satisfaction from 22% in 2022 to 33.5% in 2023, surpassing the 2026 target. However, 73% of respondents reported limited engagement in local decision-making, reinforcing the Programme’s focus on participatory governance reforms.

**Social inclusion** efforts yielded significant progress, particularly in expanding integrated social protection services. The Programme’s technical assistance resulted in 16 LGs conducting needs assessments, 15 LGs enhancing their monitoring and evaluation (M&E) systems, and 13 LGs adopting integrated approaches. Support for civil society organisations (CSOs) facilitated 20 social protection projects, benefiting 6,315 individuals (3,783 women) from left-behind (LB) groups, with 60% of initiatives securing sustainability through local budget allocations or inclusion in strategic documents. Furthermore, targeted interventions in child protection strengthened intersectoral cooperation across 32 LGs, leading to the recruitment of 92 new foster families and benefiting 248 children (123 girls), thereby preventing institutionalisation.

**Economic empowerment** efforts focused on fostering inclusive labour market integration. The Programme’s support to financial social assistance (FSA) beneficiaries facilitated the development of tailored employment support mechanisms, equipping social welfare professionals with tools to enhance user activation. Additionally, the Youth Wellbeing Index (YWI) methodology provided structured data for policy development, while 239 LG employees (172 women) were trained on integrating age-sensitive approaches into local policies. Digital literacy training empowered 377 older persons (342 women), bridging the digital divide and enhancing their access to public services. Furthermore, targeted support to informal waste pickers improved access to public services for 53 families from the priority group, mostly in the areas of social protection, health and education, thus facilitating their socio-economic integration.

**Environmental governance** interventions strengthened LG capacities for implementing sustainable policies and fulfilling regulatory obligations. Twenty LGs adopted new environmental regulations aligned with national and international commitments, reinforcing Serbia’s adherence to the UN 2030 Agenda and the Green Agenda for the Western Balkans. Youth engagement in climate action was a key focus, with 50 young people developing innovative environmental solutions through the UPSHIFT programme, five of which secured institutional support. Additionally, the U-Report platform engaged 3,432 youth from 70 municipalities, amplifying their voices in environmental policy discussions.

**Programme governance and coordination mechanisms** ensured stable implementation despite external factors, including parliamentary and local elections. The Programme remained fully operational, providing uninterrupted support to its partners. In February, the second Steering Committee (SC) meeting approved the 2024 work plan and budget, while in June, the third meeting endorsed the 2023 Annual Narrative and Financial Reports. The SC underwent minor membership changes due to governmental transitions, but these did not impact decision-making or operations. Alongside the five Joint Programme Team (JPT) meetings held throughout the year, a thematic coordination group was formed to support activities for informal waste pickers, ensuring better coordination among UN agencies, service providers, and partners.

**Strategic partnerships** remained central to Programme implementation. Collaboration with MPALSG supported administrative reforms, while engagement with the Ministry of Environmental Protection (MEP) led to the establishment of a Working Group for the Legalisation of Waste Pickers. This initiative aims to integrate informal waste pickers into Serbia’s waste management system, enhancing their socio-economic stability. Coordination with NAPA resulted in tailored capacity-building programmes for LG officials, and alignment with the Swiss and German-supported Sustainable Development Goals (SDG) reporting process ensured evidence-based tracking of social inclusion efforts.

**The Programme’s visibility and communication efforts** effectively showcased its impact, reaching a broad audience through digital platforms and media coverage. The Programme’s website recorded over 31,000 visits, with social media engagement growing by 45% year-on-year. More than 200 media reports, including national and local coverage, highlighted key activities such as the launch of activities for support to informal waste pickers, showcasing Programme achievements in social inclusion.

As the Programme moves into its next phase, ensuring sustainability remains a key priority. Strengthening LG ownership, embedding policy reforms, and fostering continued stakeholder engagement will be critical for long-term impact. The Programme’s commitment to good governance, social inclusion, and environmental sustainability positions it as a vital mechanism for improving public service delivery and enhancing quality of life for communities across Serbia.

# Purpose

**2.1. Consistency with UNSDCF for Serbia 2021-2025**

The Programme’s overall objective, that is “to contribute to improved citizens’ well-being and quality of life through improved local governance, social and environmental protection”, **covers all three Strategic Priorities** of the UN Sustainable Development Cooperation Framework (UNSDCF) for Serbia 2021-2025:

1. Serbia harnesses the full potential of a green, sustainable and inclusive economy,
2. Wellbeing, social equity and human potential are at the heart of systems, policies and practices, and
3. Building trust and mutual accountability through the rule of law, rights and duties agenda.

**Programme’s Outcome 1:** LGs improve capacities and apply GG principles in managing their affairs, resulting in citizens' improved quality of life, **corresponds directly to UNSDCF’s Outcome 3.1:** All people, especially the most vulnerable, benefit from the realisation of human rights, gender equality, social cohesion and enhanced rule of law in line with international commitments.

The Programme activities directly contribute to the following **UNSDCF`s outputs**:

* **Output 3.2.1** - Governance systems for planning, budgeting, and monitoring of national and local development are more efficient and SDG focused through UNOPS activities related to support further advancement of local eGovernance and data opening as well as UNICEF activity for capacity building of LGs on child rights;
* **Output 3.2.2** - Civic engagement and representation were enhanced for the benefit of society through UNOPS activities related to CSS and supporting LGs in improving public services delivery as well as UNICEF activity for youth empowerment and participation in Green Agenda.

**Programme’s Outcome 2**: LGs and other relevant local actors develop evidence-based local SP policies and services, resulting in improved well-being of receiving local LB groups, **corresponds directly to the UNSDCF’s Outcome 2.1:** Universal and inclusive access to quality health, social and protection services is improved.

The Programme activities directly contribute to the following **UNSDCF`s outputs**:

* **Outputs 2.2.1 -** More people benefited from universal health coverage, including mental health, drug abuse prevention, and healthier lifestyles and **2.2.2** Expanded and innovative social care services are supported to ensure improved living conditions through UNOPS activities related to improvement of SP as well as UNICEF activities related to family centred services and early childhood services;
* **Outputs 2.3.2** - More people accessed informal education, life skills and life-long learning including digital literacy and 2.3.3 People across generations benefit from strengthened community cohesion and cultural connections through UNFPA activities related to improving the quality of life of older persons and youth in Serbia.

**Programme’s Outcome 3**: LGs improved capacities and applied environmental governance processes in practice, resulting in an improved environmental protection system, **corresponding directly to the UNSDCF’s Outcome 1.1:** Serbia adopts and implements climate change and environmentally friendly strategies that increase community resilience, decrease carbon footprint, and amplify equitable benefits of investments.

The Programme activities directly contributed to the following **UNSDCF`s output**:

* **Output 1.1.4** - Communities have increased resilience to climate induced and human-made disasters through UNOPS and UNEP activities related to increasing LGs capacities for applying environmental governance processes in practice and implementing local environmental protection projects.

**2.2. Policy and Programme Context**

**Good Governance and Rule of Law**

Serbia's governance landscape in 2024 was shaped by political transitions and ongoing reform efforts. National and local elections caused temporary slowdowns in legislative activity and delayed appointments to some Programme steering bodies, but these disruptions were mitigated through proactive engagement with new officials.

Digital governance and open data reforms progressed significantly. Serbia ranked [as a regional leader in e-government](https://www.kdz.eu/system/files/downloads/2023-11/Digital%20tranzition%20za%20web.pdf) development. The government advanced key legislation, with [amendments to the Law on Electronic Government](http://mduls.gov.rs/wp-content/uploads/Nacrt-izmena-i-dopuna-Zakona-o-eUpravi.docx?script=lat) aimed at aligning with the [EU's Open Data Directive](https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32019L1024). These amendments will strengthen the regulatory framework for open data and transparency, complementing the Programme's objectives.

The national [Registry of Administrative Procedures (RAP)](https://rap.euprava.gov.rs/) expanded to all local self-governments, improving transparency and efficiency. However, local government transparency showed no aggregate improvement, with Transparency Serbia's Local [Transparency Index (LTI)](https://www.transparentnost.org.rs/images/LTI_2024_-_ENG_-_final_report.pdf) remaining stagnant. This highlights the continued need for the Programme's good governance initiatives to enhance transparency and accountability at the local level.

At the national level, Serbia adopted a new [National Strategy for the Fight Against Corruption for 2024-2028](https://www.mpravde.gov.rs/tekst/39384/nacionalna-strategija-za-borbu-protiv-korupcije-za-period-od-2023-2028-godine-.php). While this signals commitment to strengthening the rule of law, civil society organizations raised concerns about the strategy's approval process and the lack of an initial Action Plan.

Progress toward EU integration continued to shape the governance context. Serbia drafted a new [Cohesion Policy Management Law](https://www.paragraf.rs/dnevne-vesti/040723/040723-vest11.html) to align with EU requirements, essential for accessing [EU cohesion funds](https://www.mei.gov.rs/eng/news/2140/more/w/0/the-government-finalised-the-draft-law-on-the-establishment-and-functioning-of-the-system-for-cohesion-policy-management/). The EU introduced a [Growth Plan for the Western Balkans](https://neighbourhood-enlargement.ec.europa.eu/enlargement-policy/growth-plan-western-balkans_en), and Serbia adopted a [Reform Agenda](https://www.mei.gov.rs/eng/news/2153/more/w/0/growth-plan-and-reform-agenda-of-serbia/) to qualify for support, linking governance reforms to incentive funds.

Serbia's [macroeconomic performance](https://www.worldbank.org/en/country/serbia/overview) in 2024 provided a stable backdrop for governance reforms. The economy grew, inflation moderated, and [public debt was contained](https://www.nbs.rs/export/sites/NBS_site/documents-eng/finansijska-stabilnost/presentation_invest.pdf). However, emerging fiscal pressures and ambitious infrastructure investments pose potential challenges.

Governance challenges were brought into sharp relief by the collapse of a railway station in Novi Sad, which [triggered public outrage and protests](https://europeanwesternbalkans.com/2024/11/30/political-tensions-in-serbia-keep-rising-after-the-novi-sad-tragedy/), highlighting weaknesses in accountability and oversight. International developments, such as [the United States imposing sanctions](https://www.reuters.com/business/energy/serbian-oil-company-nis-asks-us-treasury-90-day-waiver-sanctions-2025-02-04/) on Serbia’s largest oil company, added to political tensions and economic uncertainty, potentially influencing reform agendas. These external pressures underscore the importance of adaptability in the Programme's planning.

**Social Inclusion**

Serbia made gains in human development, [advancing to 65th place](https://hdr.undp.org/content/human-development-report-2023-24) on the Human Development Index (HDI). However, challenges such as income inequality and the exclusion of vulnerable groups persist. Serbia's [Sustainable Development Goals (SDGs) progress](https://sdg.indikatori.rs/media/1681/progress-report-on-the-implementation-of-sustainable-development-goals-by-2030-in-the-republic-of-serbia-2023.pdf) report indicates that progress is lagging in areas such as education, gender equality, and reduced inequalities.

The Government of Serbia took steps to strengthen social inclusion, including adopting [the Action Plan for 2024-2026](http://demo.paragraf.rs/demo/combined/Old/t/t2024_03/SG_022_2024_002.htm) for the National Employment Strategy (2021-2026), focusing on disadvantaged groups. A new [Strategy for Improving the Position of Persons with Disabilities (2025-2030)](https://www.minrzs.gov.rs/sr/aktuelnosti/vesti/odrzan-prvi-sastanak-radne-grupe-za-izradu-predloga-strategije-unapredjenja-polozaja-osoba-sa-invaliditetom-u-republici-srbiji-za-period-od-2025-do-2030-godine) and Action Plan (2025-2027) were developed, incorporating input from the Programme’s field experience.

Efforts were made to translate the Programme's pilot initiatives into policy and reinforce support for early childhood development. The Ministry of Labour, Employment, Veteran and Social Affairs, with UNICEF's assistance, is developing a bylaw on intensive family support services, informed by the Programme's 'Family Supporter' model. Serbia reaffirmed its commitment to early childhood development (ECD), with plans to formulate a comprehensive [National ECD Action Plan for 2025-2030.](https://firstyearsfirstpriority.eu/wp-content/uploads/2021/07/Serbia-Country-Profile.pdf) These developments have both influenced and been influenced by the Programme, ensuring greater coherence between initiatives and Serbia's social inclusion agenda.

**Environmental Governance**

Environmental governance remained a priority, with significant investments and new strategies shaping a supportive context for the Programme's initiatives. Serbia’s environmental sector has benefited from substantial external and domestic funding ([the EU and Serbian government have invested nearly €900 million in environmental projects](https://www.euzatebe.rs/en/sectors/environmental-protection/about)).

[The Green Agenda Strategy 2024-2033](https://www.ekologija.gov.rs/sites/default/files/inline-files/Sajt_9.zip) was unveiled, aligning national objectives with EU environmental legislation and [the European Green Deal](https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en) principles. This strategy defines priority areas and provides a framework that enhances the relevance and sustainability of the Programme's environmental initiatives.

Serbia also advanced its climate and energy objectives, preparing a draft [Integrated National Energy and Climate Plan (NECP) for 2030-2050](https://mre.gov.rs/extfile/sr/1134/006_22.04_pravilnik_inekp_prilog_i_srb_en.pdf) and beginning work on a [National Energy Development Strategy](https://www.mre.gov.rs/extfile/sr/5928/Draft%20-%20Energy%20Strategy%2015072024.pdf). These plans demonstrate Serbia's commitment to decarbonisation and highlight areas for potential Programme support.

Legislative reforms were enacted to strengthen environmental oversight and public involvement. New [Law on Environmental Impact Assessment](http://www.parlament.gov.rs/upload/archive/files/cir/pdf/zakoni/14_saziv/2035-24.pdf) (EIA) and [Strategic Environmental Assessment](http://www.parlament.gov.rs/upload/archive/files/cir/pdf/zakoni/14_saziv/2034-24.pdf) (SEA) were passed, aligning Serbia's appraisal processes with EU directives and enhancing public consultation and oversight. These legal improvements will lead to more transparent decision-making and better consideration of environmental and social impacts in local projects. The law requires environmental assessments for all spatial plans, ensures clear evaluation procedures, and extends public review to increase transparency and citizen input on major development projects.

Serbia further enhanced its environmental policy framework through initiatives focused on biodiversity and nature conservation. The Ministry of Environmental Protection, with UNEP support, launched the development of a [Programme for Nature Protection](https://www.ekologija.gov.rs/saopstenja/vesti/pocetak-izrade-programa-zastite-prirode-sa-akcionim-planom), aligning with the [Kunming-Montreal Global Biodiversity Framework](https://www.unep.org/resources/kunming-montreal-global-biodiversity-framework).

International support for environmental action has grown, with UNEP assisting municipalities in areas such as biodiversity protection and climate resilience. The convergence of national programmes and international projects creates a mutually reinforcing dynamic, providing the Programme and its local partners with enhanced tools and opportunities for sustainable impact.

# Review of the Programme Progress

**3.1. Progress towards achieving the objectives and outcomes**

**Outcome 1 - LGs improve capacities and apply good governance principles in managing their affairs, resulting in citizens' improved quality of life**

Capacity building activities for applying good governance principles, gender responsive governance and budgeting strengthened **441 employees (321 women, 120 men) from 58 LGs** to effectively implement and promote inclusive, transparent, and accountable governance practices, ensuring gender equality in local government operations and decision-making processes. The training programme on **applying gender responsive governance (GRG) and budgeting (GRB),** strengthened the representatives from 16 LGs with essential knowledge and tools for integrating gender perspectives into public policy and local budgeting processes, thus empowering LGs to better address gender disparities and ensure more equitable resource allocation. Following the completion of the training programme in November, LG Dimitrovgrad managed to incorporate the gender responsive objective into the 2025 Budget and allocated RSD 1 million for the women's volleyball club.



Continuous support to the National Academy for Public Administration (NAPA) in advancing professional and technical skills for **building capacities of LG employees**, resulted in development of two training programmes, one on Inter-municipal Cooperation (IMC) and the other on the Protection of Rights of Persons with Disabilities. Integrated into the NAPA Learning Management System (LMS), these programmes are now accessible to all LG employees in Serbia. This initiative empowers LG employees to foster better collaboration between municipalities and enhance the protection and inclusion of persons with disabilities. The outcome of these efforts is expected to drive positive change in both the governance framework and the social inclusion of vulnerable populations within local communities.

Through the municipal support packages focused on **anti-corruption, participation and transparency, and administrative efficiency**, a total of **121 regulations were adopted in 15 LGs**. By aligning with best practices in anti-corruption, citizen engagement, and administrative efficiency, these documents serve as a foundation for long-term, sustainable improvements in service delivery and governance processes. Their adoption is expected to drive meaningful changes in how local authorities interact with citizens, make decisions, and manage public resources, contributing to a more inclusive, transparent, and effective governance system. **Establishment of 45 single administrative places** is crucial for enhancing administrative processes and efficiency, reducing bureaucratic obstacles, and ensuring better accessibility and service delivery for citizens.

In joint efforts with the Ministry of Public Administration and Local Self-Government (MPALSG), for standardizing and enhancing public services, the Programme conducted a **survey on citizens' satisfaction with local government services** across 50 LGs, involving 11,461 adults. Results showed a significant improvement in satisfaction with public services, rising from 22% in 2022 to 33.5% in 2023, surpassing the 2026 target[[1]](#footnote-0). Citizens were most satisfied with general administration, with 50% believing that services meet their needs, and public officials' professionalism was also highly rated. However, 73% of citizens felt their input on local decisions was rarely solicited, highlighting a continued gap in citizen involvement. Based on these findings, targeted technical assistance for 15 LGs was developed to improve public service delivery, aiming to enhance governance efficiency, responsiveness, and citizen participation.



The Programme's intervention for **improving local eGovernance**, which successfully started in the last quarter in 30 LGs, is a significant asset for the OITeG and the national level as a whole. Given the limited resources and time available to work directly with LGs, the Programme may be able to provide a missing link and contribute to the effectiveness and efficiency of eServices and overall eGovernment.

**Output 1.1: LGs have improved capacities for applying GG principles in practice**

* **Act. 1.1.1: Establishment of local GG competence units:** In 2024, a total of three training sessions were held for establishing the good governance competence centres (GGCU): on [Citizens Participation principle](https://pro.org.rs/en/vtext/application-of-the-participation-principle-as-the-basis-of-good-governance-at-the-local-level) (7 - 9 February), on [Non-discrimination and equality principle](https://pro.org.rs/en/vtext/implementation-of-the-principles-of-equality-and-non-discrimination-in-local-governance) (29 - 31 May) and on [Efficiency and effectiveness principles](https://pro.org.rs/en/vtext/improving-local-governance-through-efficiency-and-effectiveness-principles) (18 - 20 September). A total of 22 representatives from 22 LGs (13 women, nine men), had the opportunity to acquire additional knowledge on the approach, normative framework, practice, challenges, instruments of participation, and the role of the civil sector in the policy making processes. Additionally, they were capacitated on the principles of non-discrimination and equality in practice, as well as the role of LGs in fighting against discrimination and the protection and promotion of equality. Finally, they gained additional knowledge on efficiency and management models, efficiency in work of the public sector, provision of services, as well as on effectiveness in work and measurement of achievements. Valuable experiences and an exchange of viewpoints were realized through discussions with the representative of the Commissioner for Protection of Equality and the representative from the Ministry of Human and Minority Rights and Social Dialogue. This wraps up a series of training sessions focused on individual principles. Participants will further have the chance to apply what they have learned to a specific case study in February 2025, which will qualify them for the training of trainers programme, planned for May 2025.
* **Act. 1.1.2: Existing GG competence units:** Following the selection of three CB Officers for LGs’ Capacity Development in October. [The first training for the existing GGCUs](https://pro.org.rs/en/vtext/local-leaders-improved-skills-for-good-governance) was held from 13 to 15 November with participation of 20 representatives (11 women, nine men) from 20 LGs. They were provided with the opportunity to expand their knowledge in techniques for effective and assertive communication, as well as active listening and giving feedback. They have also acquired additional skills for conflict management, negotiation and advocacy.[[2]](#footnote-1) The second and the third training will be held in 2025.
* **Act. 1.1.3: Gender-responsive governance and budgeting:** In 2024, a total of three training sessions were held for gender responsive governance and budgeting completing the comprehensive four-session training programme. A total of 30 participants (28 women, two men) from 16 LGs had the opportunity to attain additional knowledge on gender perspective in the public policies cycle and gender analysis during the [the second training](https://pro.org.rs/en/vtext/the-training-of-local-self-governments-on-gender-responsive-governance-and-budgeting-continues) (6 - 8 March), on tools for defining objectives, target groups, and planning consultations with stakeholders in [the third training](https://pro.org.rs/en/vtext/the-third-training-on-gender-responsive-governance-and-budgeting) (5 - 7 June), and on gender-responsive budgeting in [the fourth training](https://pro.org.rs/en/vtext/strengthened-local-capacities-for-implementing-gender-responsive-governance) (9 - 11 October). These training sessions were also attended by four representatives of MPALSG, MLEVSA and MEP, as well as the representative of the Commissioner for Protection of Equality. The Programme will monitor the impact of the training programme in 2025.
* **Act. 1.1.4:** **Support NAPA to develop new training programmes:** Following the contract signing for development of the content and production of the content, the two NAPA training programmes on *Inter-municipal cooperation* and *Protection of rights of persons with disabilities* were completed and set up on the NAPA LMS Platform. These two online courses are available to LGs’ employees in Serbia. The Programme will organise a visit to NAPA with the donor for presenting the courses in the first quarter of 2025.

**Output 1.2: LGs have improved governance processes in functioning of local public authorities**

* **Act. 1.2.1:** **Municipal support packages:** Following the three public calls for selection of LGs for implementing Municipal Support Packages (MSP) in January, February and July, a total of 15 LGs were selected for receiving support in three predefined MSP areas, namely: five LGs[[3]](#footnote-2) for MSP for administrative efficiency and effectiveness, five LGs[[4]](#footnote-3) for MSP for transparency and participation and five LGs[[5]](#footnote-4) for MSP for improving accountability and preventing corruption. The MoU signing event with the selected LGs was held on 29 February with the presence of relevant partners, ministries, the donor and LGs. A total of 17 external experts have been selected for implementation of MSPs. Following the introductory meetings held with all selected LGs, Action plans on measures and dynamics of adoption of relevant acts were adopted for each LG. During the TA delivery, **a total of 121 acts have been adopted** (50 general and 71 individual acts), i.e. 25 acts on transparency and participation, 95 acts on administrative efficiency and effectiveness, and one act on accountability and anti-corruption.[[6]](#footnote-5)
* **Act. 1.2.2: Citizens Satisfaction Survey on public services:** Citizens’ Satisfaction Survey (CSS) with the services provided by LGs was conducted in 50 LGs by the end of December 2023. Following the fieldwork, further activities included data analysis, preparation of reports and presentation of findings. Individual reports for 50 LGs that participated in CSS, as well as the overall, comprehensive report for all 50 LGs, were submitted by the end of March. The presentation of the CSS findings to UNOPS, MPALSG and the donor was held on 12 April, followed by the organisation of the [four regional presentations](https://pro.org.rs/en/vtext/survey-on-citizens-satisfaction-with-quality-of-life-in-local-communities-and-the-services-of-local-self-governments-presented) of the CSS findings held in Kraljevo, Leskovac, Zaječar and Šabac from 13 to 21 June.[[7]](#footnote-6)
* **Act. 1.2.3: Improving public services delivery:** Following the completion of CSS, the recruitment process for selection of three CB Officers to support LGs in improving governance of public services delivery was completed and the post-CSS TA delivery started as of 16 September.[[8]](#footnote-7) A total of 15 LGs[[9]](#footnote-8) expressed their interest in participating in TA. The first meetings were held in all 15 LGs and priority areas and interventions agreed with LGs’ decision makers. Transparency and citizens' participation are among the most frequently chosen priority areas, with specific interventions in the form of developing guidelines, instructions and information for citizens about available services, as well as the establishment of single administrative points. Further implementation of identified and agreed interventions is expected as of January 2025.[[10]](#footnote-9)

**Output 1.3: LGs have improved capacities for advancing local eGovernance**

* **Act. 1.3.2:** **eGovernance, eGovernment and open data:** The Programme completed the analysis of the Local eGovernment Index (LEI) conducted in 2022 and the 2021 Swiss PRO's Assessment of eGovernment and eServices Status in LSGs in Serbia, and the development of a short in-house snapshot questionnaire for LGs. The findings were analysed and served as a base for selection of 30 LGs for receiving TA for improvement of eGovernment, eGovernance and open data. The contract with the selected service provider was signed in August and Inception Report completed in October. During November and December, all LGs were visited. A questionnaire for determining the current status of eGovernment, eGovernance and Open data was prepared and filled out by each LG. Based on the assessment results, a TA Activity plan will be developed for each of the 30 LGs.[[11]](#footnote-10) Additionally, in consultations with the Office for IT and eGovernment, the Programme will additionally support 54 LGs in filling out the catalogues of administrative procedures.

**Outcome 2 - LGs and other relevant local actors develop evidence-based local social protection policies and services, resulting in improved well-being of receiving local LB groups**

Results of completed **TA for** **improvement of social protection surpassed three set indicators**: a total of 16 LGs[[12]](#footnote-11) conducted proper beneficiaries needs assessment[[13]](#footnote-12); a total of 15 LGs[[14]](#footnote-13) established or upgraded a monitoring and evaluation (M&E) system[[15]](#footnote-14) while a total of 13 LGs[[16]](#footnote-15) applied an integrated approach[[17]](#footnote-16). **TA for IMC also resulted in two IMC project proposals** connected to a total of five LGs in provision of counselling services for families in risk.[[18]](#footnote-17)

As the **TA for CSO licensing and the Programme advocacy result**, three CSOs submitted requests for licensing while the City of Kragujevac provided premises for Daily Club for people with autism to CSO that participated in TA[[19]](#footnote-18) as a transitional step until the Association gets the licence for a Day Care Centre. Moreover, the City of Kragujevac allocated one million dinars from the local budget for realisation of Club activities in 2024.

Through **established social integrated services** within 20 CSOs projects in partnership with local institutions, **a total of 6,315 users (3,783 women)** of support from LB groups benefited from easier access to multi-sector service and support in addressing their needs and rights.[[20]](#footnote-19) Moreover, **60% of projects have reached sustainability** through establishment of local working bodies, inclusion of interventions into annual plans of local institutions or local strategic documents along with allocation of budget funds for further continuation of services.[[21]](#footnote-20)



Total of 32 LGs have increased their **capacities for inter-sectoral collaboration and higher quality of child and family-centred services** as follows: 16 LGs through establishing inter-sectorial teams for Early Childhood Development (ECD) and parenting, 27 LGs by establishing inter-sectorial professional Early Childhood Intervention (ECI) teams and 18 LGs by increasing capacities for foster care. These capacity building efforts also resulted in recruitment of new 92 foster families while **248 children (123 girls) benefited from foster care,** which prevented their institutionalisation.[[22]](#footnote-21) As a sustainable resource for strengthening the capacity of professionals from all over Serbia, a **training programme for child protection and accompanying manual "**[*A Family Tailored to the Child*](https://pro.org.rs/uploads/files/140-2589-porodica-po-meri-deteta_prirucnik-za-obuku-hranitelja_web.pdf)**",** based on the innovative practices and scientific knowledge, was **developed and accredited** by Republic Institute for Social Protection (RISP). Moreover, the child rights training is certified by the NAPA and is available within [NAPA’s General Training Programmes for LGs](https://napa.gov.rs/extfile/sr/7887/Op%C5%A1ti%20program%20obuke%20JLS%202025___.pdf).



Easier **working activation of financial social assistance (FSA) users** was supported through development of several documents that equip Centre for Social Welfare (CSW) professionals with the necessary tools and knowledge to provide individualised, tailor-made service which will contribute to strengthening the capacity of users to join the labour market as a basic prerequisite for their social inclusion and ultimately reduce their dependence on the social protection system.

As for **support to youth and older**, the Youth Wellbeing Index (YWI) methodology was developed, thus providing policymakers with a structured framework for data collection, analysis, and decision-making to support evidence-based youth policies while a total of 239 employees (172 women) from 12 LGs strengthened capacities to address age-based discrimination into relevant local strategies and action plans. Moreover, through training on reducing the digital literacy gap in local communities a total of 377 older people (342 women) gained essential digital skills needed to access and exercise rights.

As a result of targeted intervention focused on support to informal waste pickers[[23]](#footnote-22), a total of 10 LGs, awarded with grants, strengthened their institutional capacity through established **Local Coordination Mechanisms** (LCMs) for protection of waste pickers` livelihood while **a total of 53 waste pickers` families from the priority group improved access to certain public services from social protection, health and education** areas.[[24]](#footnote-23)

**Output 2.1: Improved local capacities for development and implementation of social policies and services**

* **Act. 2.1.1: Improvement of social protection:** Besides development of local regulations for improvement of local normative framework for social protection,[[25]](#footnote-24) participating LGs in TA were provided with the individual mentorship support in terms of mapping, monitoring and evaluation and inter-sector cooperation which ultimately led to development of new or improved services that are a subject of the project proposal for Programme grant support. Methodological approach to mapping the beneficiaries needs was aligned with different beneficiary groups as well as types of services. In other two areas of support, LGs were additionally supported with a Handbook for Monitoring and Evaluation of Social Protection Services and model of Agreement for Inter-sector Cooperation. Moreover, the set of model documents was developed to guide and assist LGs in the process of preparing planning documents such as Model Action Plan for SP Strategies, Model Programme for improvement of social services, Guidelines for SWOT analysis. In December, the Programme organised a Lessons Learned Workshop for all relevant stakeholders where consultancy presented the main recommendations for each area of support. [[26]](#footnote-25)
* **Act. 2.1.2: IMC in social protection:** TA for inter-municipal cooperation (IMC) was strengthened capacities of 16 LGs from five districts i.e. Moravički, Braničevski, Pirotski, Rasinski and Zlatiborski while a total of five LGs from three districts i.e. Rasinski, Braničevski and Raški, formally established two IMC[[27]](#footnote-26). Joint delivery of service within these two IMC are also a subject of project proposals for Programme grant support. Although initial analysis confirmed that more complex and more expensive services such as shelter or day care centres are more suitable for IMC, further consultation process with Rasinski, Raški and Braničevski Districts showed that the most optimal services for IMC are socio-therapeutic and socio-educative services that address the needs of the families with children with disabilities.[[28]](#footnote-27) In December, the Programme organised Lessons Learned Workshop for all relevant stakeholders where consultancy presented the main challenges for establishment of IMC which are mainly related to insufficient resources in LGs, insufficient willingness to connect expertise and capacities within regions as well as misconception of IMC as a public admission of the LG's inability to care for its residents. As the general recommendation, capacity building initiatives for local actors should be continuous. As an additional stimulus, the Programme initiated Communication for Development (C4D) intervention within this activity through supporting two-way communication systems that will enable dialogue among relevant stakeholders, including citizens, in the local community. Two groups of LGs were selected for the intervention i.e. LGs from Zlatiborski region which have an idea for establishing IMC but did not succeed yet in its realisation and LGs from Rasinski and Raška regions that established IMC and applied for the Programme grant support. The concrete plan for implementation of C4D activities will be prepared in Q1 2025.
* **Act. 2.1.3: Social protection services projects:** The Programme published [CFP for Support to LGs in Implementation of SPS](https://pro.org.rs/en/ktext/support-to-local-self-governments-break-in-the-implementation-of-social-protection-services-extended-until-22-november-2024) on 1 October. The Call is intended for LGs that participated in two Programme TAs, so the Call was divided into two lots i.e. Lot 1 related to 26 LGs from TA for improvement of SPS that must present an integrated approach and Lot 2 related to 16 LGs from TA for IMC that have to present an inter-municipal approach. In addition, both lots envisaged mandatory partnership and mandatory financial contributions. The Call was finalised on 22 November and a total of 13 applications were submitted for Lot 1 while two IMC proposals were submitted for Lot 2. In accordance with feedback received by LGs that were eligible for applying but did not participate in the CFP, the majority stated that the main reason for non-participation is lack of their capacity to implement several projects simultaneously having in mind that they have already got grants from SCTM or GIZ complementary programmes. The evaluation process will be finalised in Q1 2025.
* **Act. 2.1.4:** **CSOs licensing:** *The activity is completed in 2024*.[[29]](#footnote-28) The Programme will continue with regular follow-up of further results of TA since three CSOs officially submitted the request for licence. Besides lack of financial capacities of CSOs for covering all licensing expenses, the main challenge in the licensing process was insufficient support of LGs` administration and their lack of understanding that they are responsible for establishing services in local communities, especially when it comes to Daily Care centres as more complex service.
* **Act. 2.1.5: Working activation of users of FSA:** With the aimto support LGs in establishing various models for the working activation of financial social assistance (FSA) users, several supporting documents were developed in close cooperation with the MLEVSA, as follows:
* *Handbook for Professionals in Centres for Social Welfare (CSWs)[[30]](#footnote-29)* that equips CSW professionals with the necessary tools and knowledge to provide individualised, user-focused services that promote easier employment of FSA users. Moreover, the RISP will oversee its implementation aiming to institutionalise its use, thus contributing to sustainability of results;
* *Guidelines for Establishing Integrated Support for FSA Users on a Local Level*[[31]](#footnote-30), covering roles, coordination, monitoring, and best practices;
* *A training programme on establishing integrated support for FSA users at the local level* *[[32]](#footnote-31)* will equip a diverse group of local stakeholders with tools to establish integrated support mechanisms. A training programme is under consideration for accreditation by the RISP.
* *Rulebook on the Cooperation between CSWs and the National Employment Service (NES)[[33]](#footnote-32)* that defines specific roles, responsibilities, and procedures for collaboration, aiming to eliminate systemic barriers to integrated services. The MLEVSA and the RISP are considering the document for official use with the aim to formalise a cooperation between CSWs and NES at local and national levels.[[34]](#footnote-33)
* **Act. 2.1.6:** **Capacity building on child rights:** The activity was completed in 2023. A total of 29 employees (22 women) from 20 LGs successfully completed a comprehensive training programme on child rights with the aim of recognising and prioritising children's needs for local measures and policies. Subsequently, as a direct response to a request from LGs for additional support, a [Legislative guide on implementation of child rights](https://pro.org.rs/uploads/files/102-9193-vodic-prava-deteta.pdf) was developed, published, and disseminated to LGs. [[35]](#footnote-34)

**Output 2.2: Local CSOs have strengthened capacities for addressing the rights and needs of LB groups**

* **Act. 2.2.1: Social integrated projects implemented by CSOs:** In November**,** the Programme organised the Final event for presenting [results of 20 CSOs social integrated projects](https://pro.org.rs/uploads/files/134-3255-results-09-12-2024-draft2.pdf) results of 20 CSOs social integrated projects that contributed to the better quality of life for 6,315 beneficiaries (3,738 women) out of which 2,778 Roma, 1,698 children and 178 PWDs. The new concept of the event with the panelist and moderator provided opportunity for open discussion among the civil and public sector representatives. The final conclusion pointed out that partnership between the civil and the public sector is valuable not only for better outreach of beneficiaries and the quality of services but also for better sustainability prospects. The cost-extension[[36]](#footnote-35) was approved for the project implemented by the Centre for Digital Inclusion from Niš as additional support in terms of humanitarian assistance to waste pickers since the Programme realised that the majority of waste pickers` families live in extreme poverty without household appliances and with lacking possibilities to provide some other products for more decent living such as food, hygiene products and clothes, especially when it comes to children.
* **Act. 2.2.2: Youth Wellbeing Index:** Data availability related to YWI at national and local levels enhances the capacity of institutions to evaluate policy effectiveness and drive targeted interventions. To support replication and capacity-building, the *Youth Wellbeing Index Guidebook[[37]](#footnote-36)* was developed which includes: i) a structured framework for designing similar tools, ii) alignment of input indicators with the SDGs, and iii) step-by-step guidance for national and local stakeholders. Additionally, YWI was amended with the number of indicators of statistically significant issues for the local level, thus these indicators will be measured separately, allowing addition of new relevant input indicators (e.g. AI usage) without affecting the index score. As a result, the [Annual Survey on the Needs and Position of Young People](https://mto.gov.rs/extfile/sr/7971/Istrazivanje112024.pdf) was revised using the updated indicators. Local data collection process and piloting of YWI in all participating LGs are enhanced through training of nine Local Youth Office (LYO) coordinators (four women) who improved their understanding of the national youth policy framework and YWI methodology.[[38]](#footnote-37)

**Output 2.3: Enhanced institutional capacities for family centred service delivery**

* **Act. 2.3.1:** **Assessment on LGs capacities for the deinstitutionalization:** Local capacity assessment for the process of deinstitutionalization was initiated in 13 LGs[[39]](#footnote-38), selected In close collaboration with the MLEVSA. The assessment is focusing on identification of existing community social services and normative framework supporting the [Strategy on Deinstitutionalization and Development of Social Protection Services (2022-2026)](https://www.minrzs.gov.rs/sr/dokumenti/ostalo/sektor-za-socijalnu-zastitu/strategija-deinstitucionalizacije-i-razvoja-usluga-socijalne-zastite-u-zajednici-za-period-2022-2026godine), assessing the current capacities and service provider standards, and reviewing financial assumptions and staffing potentials in both LGs and residential institutions. Special attention was given to protecting individuals at risk of residential placement by establishing community-based mechanisms and alternative living solutions, with a particular focus on young people transitioning out of the social protection system and older persons in rural areas.As a result, the *Report on the Assessment of Local Capacities and Guidelines for Further Improvement of the Deinstitutionalization Process in Serbia (2022–2026)[[40]](#footnote-39)* has been developed.[[41]](#footnote-40) Based on this Report, Guidelines will be developed that will help 13 LGs in the process of deinstitutionalisation.
* **Act. 2.3.2: Sustainable child and family centred local governance:**  A total of 16 selected LGs[[42]](#footnote-41) established intersectoral teams for innovative services with relevant local stakeholders i.e. Primary health centres (PHC), Centres for social welfare (CSWs), and preschool institutions (PSI). In close cooperation with the Ministry of Health (MoH), the Programme included additional 11 LGs[[43]](#footnote-42) and facilitated establishment of district networks/clusters[[44]](#footnote-43) for horizontal learning and intermunicipal exchange. Meetings across four districts and additional district centers have facilitated the formation of inter-municipal learning and collaboration networks, engaging 282 stakeholders (251 women). The capacity building package, developed in partnership with SCTM, aims to strengthen inclusive local policies and services for vulnerable families. The capacity building of LGs was launched with presentation of the example of good practice for family-centred intersectoral collaboration in the City of Bor, with local measures and financial support allocated for intersectoral school for families in the City of Bor that provides new parents, both mothers and fathers, with an essential package of knowledge and skills to support optimal child development and wellbeing, including basic care for parents’ mental health needs and stress reduction. Further TA will focus on planning, budgeting and monitoring Family-Centered Early Childhood Intervention (FECI) and family-centered services. Grants will support selected municipalities in developing sustainable, community-based service models linked to local budgets, ensuring long-term impact and commitment.
* **Act. 2.3.3: Foster care:** Following the selection of 18 LGs in close coordination with the MoFD, a comprehensive capacity-building plan was launched to strengthen local service providers' capabilities in implementing foster care. The TA also supported service providers to develop local-level foster-parents’ recruitment campaigns. To strengthen sustainability and further improvement of alternative care system, examples of good practices and lessons learned were compiled in the [*Handbook for Creating, Implementing and Evaluating Community Foster Care Campaigns*](https://pro.org.rs/uploads/files/166-8420-vodic_kampanje-za-hraniteljstvo_web.pdf)which will be distributed to CSWs and CFCAs beyond included municipalities, to further expand the learning of professional community. The accredited training *"*[*A Family Tailored to the Child*](https://www.zavodsz.gov.rs/media/2869/porodica-po-meri-deteta.pdf)" was successfully completed by 48 professionals (46 women).

A total of 66 professionals (63 women) from centres for foster care and adoption (CFCAs) and CSWs underwent specialised training on intermittent foster care, urgent foster care and foster care to children with Down syndrome. A total of 76 foster families were supported through mentoring i.e. 32 new foster families for standard and 44 existing for specialized, urgent and respite foster care[[45]](#footnote-44).

Finally, the Programme especially enhanced the capacity of local social services for families with children with disabilities in 17 LGs[[46]](#footnote-45) focussing on day-care for children and youth with disabilities, family counselling and home care, which were prioritised for integration of parenting programmes.[[47]](#footnote-46) Capacity building for prioritised social services was conducted through two training programmes i.e. "*Home care service for children with disabilities*", intended for service providers to expand the target group to children with disabilities and *"Improving the competence of service providers to work with parents of children with disabilities",* intended for providers of daycare centres and counselling centres. A total of 103 professionals (95 women) from 27 LGs passed the mentioned programmes, submitted for accreditation to ensure sustainability.

* **Act. 2.3.4: Early childhood intervention:** Local FECI professional teams have been successfully established in 27 targeted LGs[[48]](#footnote-47). This strategic selection is aligned with the national plan for scaling of FECI services across the country i.e. to increase coverage of FECI in central LGs of districts and enhance its provision in small LGs through inter-municipal cooperation. The tailor-made training programme for FECI teams was developed based on findings from mapping local capacities and needs for ECI services, including data of number of children with developmental risks, current practices of service provision to children and parents and the specific educational needs of newly established ECI teams. An introductory online session was conducted with 150 ECD practitioners (140 women) from 66 institutions (PHCs, PSIs and CSWs) in 22 LGs that already established FECI teams. A training programme on FECI has been adapted and accredited across relevant sectors[[49]](#footnote-48) while it includes both face-to-face and online components, specific content, and tools for skills development as well as mentoring, supervision, and opportunities for horizontal exchange among local FECI teams. In addition, a FECI Training of Trainers programme was successfully completed by nine new national FECI trainers.

**Output 2.4: Increased local capacities for improving the quality of life of older persons and youth**

* **Act. 2.4.1: Reducing age-based discrimination:** In close cooperation with MLEVSA, a total of 12 LGs[[50]](#footnote-49) were selected for strengthening capacities for reducing age-based discrimination through a [Public Call](https://ravnopravnost.gov.rs/rs/javni-poziv-za-prijavljivanje-jedinica-lokalne-samouprave-za-organizaciju-okruglih-stolova-u-cilju-jacanja-lokalnih-kapaciteta-za-smanjenje-diskriminacije-starijih-osoba/) for expression of interest that was published on the official website of the CPE. The main criteria for selection were the number of complaints sent to the CPE in LGs where the rights of the older persons are most violated as well as examples of good practice. A total of 239 participants (172 women) from relevant local stakeholders[[51]](#footnote-50) attended 12 roundtable discussions specifically addressed age-based discrimination, aiming to foster a more inclusive and equitable environment for older persons. Special focus was placed on the findings of the [Special Report on Discrimination against Older Persons](https://ravnopravnost.gov.rs/en/special-reports/) and the [National Roadmap Call to Action to Stop Discrimination against Older Persons in Serbia.](https://serbia.unfpa.org/en/publications/call-action-stop-ageism-serbia) Participants shared best practices, research findings, and personal experiences related to combating discrimination against older persons. This exchange of knowledge provided valuable insights and strategies for local-level action, emphasizing the importance of intergenerational solidarity and cooperation as a key approach. Following these discussions, a comprehensive *Report for Combat Age-Based Discrimination[[52]](#footnote-51)* with recommendations was developed.[[53]](#footnote-52)
* **Act. 2.4.2: Resource centres for intergenerational cooperation:** In close consultation with CEP, the Programme developed a concept for Resource Centers for Intergenerational Cooperation (RCIC) model which is based on an in-depth analysis of the needs of older persons in Serbia, a review of best practices from the EU and the region, and alignment with the [Strategy for Active and Healthy Aging 2024-2030](https://www.minbpd.gov.rs/wp-content/uploads/2023/10/Serbia-Strategy-for-Active-and-Healthy-Ageing.pdf). The RCIC model will serve as a platform for fostering intergenerational solidarity, promoting active and healthy aging, and enhancing the socio-economic inclusion of older persons. A national-level roundtable discussion which gathered 23 representatives (17 women) from key ministries, national institutions, local communities, CSOs, and the business sector resulted in broad endorsement of the RCIC concept which will secure institutional support and sustainability prospects. After conducting a mapping of 15 LGs for assessing their existing activities related to older persons, resource allocation for social welfare, and readiness to establish an RCIC, LG Pirot has been selected as the pilot LG for the development of RCIC plan. This plan outlines key steps for integrating existing resources, creating new intergenerational activities, establishing partnerships, and formalising the RCIC in 2025. To enhance stakeholder engagement and sustainability, the RCIC concept includes a C4D component aimed at promoting positive changes in attitudes, knowledge, and behaviors regarding active and healthy aging and intergenerational cooperation.[[54]](#footnote-53)
* **Act. 2.4.4: Addressing digital literacy gap:** The intervention to reduce the digital literacy gap in local communities was implemented through training held in six LGs[[55]](#footnote-54) that was completed by 377 participants (342 women), mainly older people.[[56]](#footnote-55) The training programme covered essential digital skills needed to access and exercise rights. The greatest interest was in using e-Cadastre, obtaining documents such as ID cards and passports and access to the "My Doctor" application. The full sustainability was reached in LG Zaječar through a signed MoU among LG, CSW and Red Cross. The added value is reflected in the inclusion of 34 younger foster parents (20 women) as well as cooperation with the Center for Family Accommodation of Children in Velika Plana, therefore expanding the training with an application related to child protection.

**Output 2.5: Sustainable livelihood of informal waste pickers**

* **Act. 2.5.1: Support to LGs to set up LCMs:** Out of 12 eligible LGs for the [CFP for Establishment of Local Coordination Mechanism](https://pro.org.rs/uploads/files/66-6655-public-call-description-and-criteria.pdf)[[57]](#footnote-56), a total of 10 LGs[[58]](#footnote-57) applied and contracted in March. All ten grant awarded LGs established LCM as a multisector working body for systemic addressing to waste pickers` needs at the local level. LCMs are formally established as a new body or using the existing resources (such as Mobile Team for Roma Inclusion or Local Office for Poverty Reduction). Each LCM is consisted of representatives of various local institutions i.e. CSW, National Employment Service (NES), Health Centre, Public Utility Company (PUC), the business and civil sector.

All ten LGs conducted recruitment processes and engaged Family Supporters (FSs) as the main focal points for support to beneficiaries from the priority group. Due to disinterest of LGs Ub and Apatin in applying to the CFP, the Programme directly provided FSs service in these municipalities through the procurement process. There are **a** total of 13 FSs[[59]](#footnote-58) (six women as well as six Roma) who are supporting families with residence on the territory of 15 LGs.[[60]](#footnote-59) So far, FSs attended four training cycles on quality performance while a mentor is assigned to each FS for additional support in proper performance. All FSs finalised checking the status of the initial list[[61]](#footnote-60) of the priority group and determining the final one[[62]](#footnote-61) that counts a total of 61 families and 311 family members.[[63]](#footnote-62) Firstly, FSs conducted initial assessment of the family profile and its needs using the Questionnaire,[[64]](#footnote-63) prepared by the Programme. These findings served as a basis for development of the Individual Household Support Plans (IHSP) for each family with set priorities for support, especially in terms of their economic empowerment. The FSs actively provided various types of support to families, mostly in the areas of social protection, health and education. As illustration of support: a total of 28 families were provided with the financial social assistance, medical surgeries were organised for two persons, 17 beneficiaries were provided with personal documents (ID and health cards), construction materials were provided for two families to repair the roofs, almost all families provided with additional humanitarian support provided by the local Red Cross or LCMs.

As a crucial document for protection of waste pickers`s rights during the support, the Programme developed Guidelines for Grievances Mechanism[[65]](#footnote-64) which was shared with LGs for the purpose of use by the LCM.

* **Act. 2.5.2: Assessment of the local context:** *The activity is completed.* A comprehensive assessment of local community context[[66]](#footnote-65) of 12 LGs[[67]](#footnote-66), where the priority group of waste pickers has a residence, engaged 97 local partners and 190 participants (120 women). The data collected provided a comprehensive overview of available public services at the local level related to social protection, health, education and employment. The assessment especially highlights availability of gender-sensitive measures as well as youth employment opportunities. The assessment findings will be used by FSs as an additional tool for the provision of support to waste pickers and their family members.
* **Act. 2.5.3: TA for better social inclusion of waste pickers:** The Programme prepared conceptualisation of TA to 42 LGs[[68]](#footnote-67) for developing local systemic policies and institutional foundations for addressing the rights and needs of informal waste pickers in their respective areas. However, although the key three ministries signed an official letter on importance for active participation in the TA which was shared with cabinets of all 42 LGS as additional motivation for municipalities` proactive role, out of 42 LGs, a total of 25 LGs[[69]](#footnote-68) signed the Letter of Intent to participate in TA while two LGs (Bajina Bašta and Ljig) officially refused to participate along with justification that there are no waste pickers on their territories.

The following areas for support were identified: a) support in developing the methodology for mapping the informal waste pickers and their needs; b) support in development/update of local strategic documents and local normative acts; c) support in identifying the best solution in securing the sustainable income of informal waste pickers related to employment measures as well as social inclusion measures; and d) support in developing the methodology for monitoring and reporting of provided assistance to informal waste pickers at the local level. So far, a total of 61 participants (36 women) from 20 LGs attended three regional workshops while a total of 13 LGs[[70]](#footnote-69) were selected for the mentoring phase related to sustainable solutions for improving the social and economic positions of waste pickers. As the current result of TA, LG Bela Palanka improved Local Action Plan for Roma Inclusion 2025 - 2027 with measures related to waste pickers while the process of improvement Local Action Plan for Waste Management 2024 - 2022 of Nova Varoš is still ongoing. The separate capacity building package will include professionals from health, education and social protection sectors in order to prevent children’s dropout from the system as well as to tailor practices to the needs of affected families. [[71]](#footnote-70)

* **Act. 2.5.4: Employability of waste pickers in the context of family empowerment:** With the aim of intensive support to waste pickers during their integration into the formal labor market, two documents are in the process of development i.e. the *Employability Programme* as a methodological framework to increase employment opportunities for waste pickers through their awareness of rights and available services, and *Illustrated Manual* tailored specifically for waste pickers, particularly for individuals with literacy challenges. The finalisation of both documents and delivery of the training programme are planned for 2025.
* **Act. 2.5.5 and 2.5.6: Cooperatives and on-the-job training:** Preliminary, a total of 54 beneficiaries were determined as eligible for on-the-job training. Although some of the beneficiaries are older than 45 years of age, the Programme considers that on-the-job training would be a good option for their economic empowerment, so they are also included as potential beneficiaries. Currently, a total of 44 companies applied for providing the on-the-job training in all 12 LGs. A total of 20 beneficiaries from the priority group were matched with companies that offer adequate training, so the first contracts are expected in Q1 2025. However, two beneficiaries from Prijepolje refused to be employed in the local Public Utility Company (PUC) while seven beneficiaries from Obrenovac rejected the offer for training/employment due to lack of transportation lines from their village to the place of work.

Regarding recycling cooperatives, in line with families` profile as well as potential for LG`s support for sustainability, there is opportunity for establishment of two recycling cooperatives in Šid and Odžaci. Due to the Programme support, LG Odžaci firstly adopted an amendment to the Local Action Plan for the improvement of Roma 2024 - 2027 with the inclusion of the new measure i.e. Allocation of subsidies to newly opened social enterprises whose founders belong to Roma nationality. Furthermore, LG Odžaci allocated RSD 500.000 for 2025 with the plan to allocate the same amount for 2026 and 2027. At the same time, LG Šid allocated 500.000 RSD as additional support for the establishment of a new recycling cooperative which makes the first step towards their sustainability. Moreover, the LG Šid will adopt local regulations to connect local PUC “Standard” with newly established recycling cooperative for their easier placement of goods while PUC “Standard” will also employ at least five beneficiaries.

* **Act. 2.5.7: Training for NEET youth:** To ensure inclusion and employment of 15 young people from 12 targeted LGs, a model to reach young people from NEET (Not in Education, Employment, or Training) was developed. The outreach approach is based on active support provided through collaboration with youth workers with the aim to be more effective in reaching, motivating and supporting young people, thus it will be implemented by Centre for Youth Work (CYW). Through this process, a total of 20 young people were identified as well as accredited adult training providers along with potential employers willing to hire them after completion of the training. Since the NEET youth are not a homogeneous group, a model for reaching NEET youth with similar backgrounds will be developed and presented to the government working group responsible for monitoring of [Youth Guarantee Implementation Plan 2023 - 2026](https://nsz.gov.rs/filemanager/Files/Dokumenta/Garancija%20za%20mlade/Youth%20Guarantee%20Implementation%20Plan%202023-2026.pdf) as a beneficial outreach strategy.
* **Act. 2.5.8: Economic empowerment of Roma women:** As of 1 August, the Programme engaged UN Women as implementing partner through UN to UN Agreement, to contribute to the economic empowerment of up to 100 working-age Roma women, providing tailored mentoring and socio-economic integration support. UN Women developed a comprehensive Socio-economic profile of Roma women waste pickers[[72]](#footnote-71), capturing key aspects of their educational background, employment status, sources of income, and access to social protection and healthcare. The profile serves as a tool to identify specific subgroups among Roma women, especially those who demonstrate the highest interest and suitability for further project support. Finally, the profile will categorise Roma women into distinct groups based on their specific needs and the required types of support (e.g. single mothers, heads of households, extreme poverty, women with more than four children, women with high-school education), which will further inform the development of the tailor-made support. The UN Women also initiated the development of a Model for the Socio-Economic Integration of Roma Women Waste Pickers in the Labor Market aiming to provide a structured and sustainable approach to their economic and social inclusion, considering both individual circumstances and systemic barriers. On the basis of the finalised Model, a mentoring and peer learning programme will start aiming to equip Roma women waste pickers with the necessary skills and support for transitioning into formal employment.
* **Act. 2.5.9: Equipment for income generation:** The first round of equipment for income generation purposes i.e. greenhouses and small agriculture machines delivered to the beneficiaries from seven families of the priority group. For the purpose of precaution and better sustainability, the Programme requested from each head of the households to sign the Statement that the equipment will be used for regular income generation, thus it will not be sold or disposed of in any other way at least in the period of two years from the date of receipt of the equipment. Municipalities will independently provide land preparation for setting up greenhouses, as well as training for greenhouse production. The procurement of equipment for the remaining 54 families is in process. The most frequently requested equipment is related to beneficiaries` existing skills as well as to the possibility of additional income (e.g. construction equipment, sewing machine, painting tools, a wood splitter or a lawnmower).
* **Act. 2.5.10:** **Access to health services in the context of increased employability:** Activity will start in June 2025.
* **Act. 2.5.11: CSOs social inclusion projects for waste pickers:** The Programme published [CFP for Support to CSOs in Implementing Social Inclusion Projects](https://pro.org.rs/en/ktext/support-to-civil-society-organizations-break-for-better-social-inclusion-of-informal-waste-pickers) for addressing needs of informal waste pickers and their families on 15 October. The topics of project proposals can be economic empowerment through various measures for better employability or self-employment[[73]](#footnote-72), as well as better access to intersectoral services in the field of health, education and social protection. Planned targeted impact of this CFP is strengthening the overall capacity of CSOs to deliver sustainable and integrated social services while at least 1000 informal waste pickers and their family members benefitting from livelihood restoration on and better access to social integrated services at the local level.

The deadline for applications was extended for one week, until 6 December, while a total of nine project proposals were received. A small number of received applications triggered the Programme to make an informal inquiry among CSOs about potential difficulties for applying to this CFP. As the main difficulties the CSOs stated the following: small amount of grants having in mind constant inflation on the market price as well as limited area for implementation on 42 LGs which often prevents establishment of partnership with the local institutions when CSO with the outside residence proposes cooperation. The evaluation process is ongoing while the grant contracts are planned to be signed in March 2025.

**Outcome 3 - LGs improve capacities and apply environmental governance processes in practice, resulting in an improved environmental protection system**

Through focused technical assistance and capacity-building workshops, **the Programme has fostered essential dialogue** among LGs, national environmental institutions, and other stakeholders, addressing immediate needs for fulfilling legal obligations and strategic environmental priorities at the local level. Remarkably, 20 LGs have actively participated in the process, with all of them formulating and adopting new decisions that align with commitments derived from national and international environmental agreements ratified by the Republic of Serbia, including the UN Agenda 2030 and the Green Agenda for the Western Balkans.



As the Programme’s support continues, LGs will have the opportunity to pilot some of the measures from current strategic and planning documents in collaboration with the civil sector. This will be done through implementation of grant projects that aim to further strengthen the institutional capacities of LSGs and civil society actors to ensure that environmental projects are developed, implemented, and monitored in line with good governance principles. Additionally, these projects will contribute to the national objectives of environmental protection, focusing on sustainable development, preservation of natural resources, pollution control, environmental quality, health, public awareness, and participation.

The Programme advanced youth participation in environmental governance by equipping young people with the skills, platforms, and opportunities to contribute to local climate action and decision-making. Through the UPSHIFT workshop, 50 young people from multiple municipalities co-developed ten innovative environmental solutions, five of which secured institutional support, demonstrating the potential of youth-led initiatives in addressing local climate challenges. Additionally, U-Report engaged 3,432 young people across 70 LSGs, amplifying youth voices in environmental policy discussions. Moving forward, the Programme will ensure the direct participation of young people in policy development, integrating their perspectives into decision-making processes and ensuring that U-Report insights inform and navigate future environmental policies, strengthening participatory governance at the local and national levels.



**Output 3.1. LGs have improved capacities to effectively apply the positive legal and policy framework on environmental protection**

* **Act. 3.1.1:** **Increasing LGs capacities for applying EG:** A total of 20 LGs[[74]](#footnote-73) participate in TA for strengthening local capacities for environmental governance. In 2024, two workshops were held for representatives of the participating LGs which enabled **dialogue between LGs representatives and competent national institutions** - Ministry of Environmental Protection (MEP), Environmental Protection Agency (SEPA), Institute for Nature Protection and Institute for Public Health, to discuss the obligations of LGs arising from positive law and valid public policies related to environmental protection. [The first workshop](https://pro.org.rs/en/vtext/izgradnja-kapaciteta-lokalnih-samouprava-za-upravljanje-zastitom-zivotne-sredine) was held in May, and the [second workshop](https://pro.org.rs/en/vtext/local-actions-and-cooperation-for-better-environmental-governance) in October in Belgrade, gathering 48 representatives (32 women, 16 men) from 16 LGs and relevant institutions. A **participative approach** was applied throughout the TA delivery, in development of internal public policy documents with more than 80 acts developed, discussed and adopted, as well as in promotion and informing public on the ongoing processes.[[75]](#footnote-74) Two public forums were held as a result of advocating the participative approach in dealing with environmental issues. The first [public forum was held in LG Medvedja](https://pro.org.rs/en/vtext/a-step-towards-improving-local-environmental-management) in October, dedicated to the process of evaluation and categorization of Mrkonjski Vis - a protected area of local importance. The [second public forum was held in LG Tutin](https://pro.org.rs/en/vtext/mojstirsko-draske-mountains-declared-special-nature-reserve) to inform the public about the declaration of the Mojstirsko-Draske mountains as a special nature reserve. These two events brought together more than 120 representatives of LGs, the Institute for Nature Conservation of Serbia, PE Srbijašume, local public organisations and institutions, representatives of local private companies, CSOs, interested citizens and local media. The focus of the TA was local waste management, air quality and energy efficiency. A total of three local waste management plans and three air quality control programmes were developed and adopted during the intervention, as well as one local development plan, an energy efficiency plan, and one soil monitoring programme. Adoption of additional 12 documents is pending. Seven LGs created a Road Map for the creation of public policy documents which is to be used for any policy development in future. According to the findings of the State of EG overview document completed for all participating LGs, 10 LGs[[76]](#footnote-75) were selected for further support and deep dive into policy frameworks, in accordance with the obligations of the relevant international documents ratified by the Republic of Serbia. Dialogues were conducted in six out of 10 selected LGs, with nature protection, Green councils and waste management as dominant topics. Environmental governance was analyzed, and “Green Passports"[[77]](#footnote-76) were created for each LG, aligning with national and local obligations. After analysis, recommendations for improvement were developed. [[78]](#footnote-77)
* **Act. 3.1.2: Implementing local EP projects:** The [Call for Proposal for small environmental grants](https://pro.org.rs/en/ktext/support-to-local-self-governments-break-in-implementing-environmental-protection-projects-extended-until-31-january-2025) was published on 27 November with 31 January 2025 set as a deadline for applying. Two info sessions were held, on 10 and 11 December, with a total of 65 LGs and CSOs’ representatives attending. The Programme will support up to 20 LGs to implement their environmental protection projects in partnership with civil society organisations during 2025.
* **Act. 3.1.3: Participatory development of EP and climate policies:** This activity focused on stakeholder dialogues to engage the broader community and relevant institutions in policy development and addressing priority issues. Dialogues were successfully conducted in nine out of ten LGs, focusing on the following topics of interest: air quality monitoring and management, energy efficiency, waste management planning, nature protection procedures, establishment and operationalization of Green Councils, as well as project development. Stakeholders involved in the dialogues included representatives of city administrations, public health Institutes, local CSOs and professional associations, members of working groups, public communal services and enterprises, tourism organizations, cultural centres, and others, as relevant.[[79]](#footnote-78) As the City of Valjevo withdrew from the offered support mid-period, the funding initially allocated to Valjevo was redirected to the LG Medvedja and LG Knić, which had requested additional support in waste management and horizontal topics. Nevertheless, the City of Valjevo will be invited to take part in training scheduled for the second quarter of 2025.
* **Act. 3.1.4: Youth empowerment and participation:** In 2024, the first UPSHIFT[[80]](#footnote-79) workshop took place in Niš, bringing together 50 young participants from Niš, Vranje, Pirot, Žitorađa, Svrljig, Prokuplje, and Varvarin. During the three-day workshop, participants tackled local community issues, particularly those related to climate change and its consequences. They developed 10 solutions and these projects gained direct **collaboration with local governments and local institutions**, ensuring that young people's solutions were integrated into local environmental efforts. For example, the [Hydro Heroes](https://pro.org.rs/en/vtext/hydro-heroes-youth-innovation-for-environmental-protection-in-pirot) team in Pirot partnered with the city's emergency response sector to install flood monitoring sensors, securing necessary permits and public support from local officials. The **Antiperon** team in Vranje worked closely with the Office of fire department, organizing wildfire prevention workshops and live demonstrations for youth. Similarly, **PolyProRecycle** in Svrljig received support from the **local government and public utility services** to implement recycling initiatives at major public events. Ash&Glow (Žitorađa) repurposed ash from fossil fuels into an eco-friendly pet spray, engaging students in production and Ekološka kaNtastrofa (Niš) tackled poor waste separation in schools by installing color-coded bins and introducing biodegradable pencils with embedded plant seeds.

**3.2. Stage tolerances status**

* **Activity 1.3.2 (UNOPS):** Tender for provision of services for Strengthening Local eGovernance, eGovernment and Open Data was published in early May with almost two months delay. The reason for the deviation was alignment of the content of the TA with proposals given by the Office for IT and eGovernment. This delay did not significantly affect the further dynamics of this activity.
* **Activities 2.3.2 and 2.3.4 (UNICEF):** Start of capacity building was postponed for three months due to local elections that affected the process of gathering inter-sectorial teams both within LGs and within relevant institutions for establishment of FECI professional teams. However, the capacity building processes initiated with the expected dynamic and caught up fully by the end of the year. Since the establishment of 27 FECI teams has boosted inter-sectoral collaboration, implementation of this intervention was extended to June 2026.
* **Activity 2.3.3 (UNICEF):** Development of the capacity building in child/family community based social services was extended for additional three months. However, this delay did not affect the overall results as preparatory activities were conducted during the development phase, thus until the end of 2024, six trainings were delivered to 103 professionals. In addition, one sub activity i.e. creation of the Handbook for planning and implementing foster-care campaigns, was slightly prolonged, aiming to increase its quality and include examples of good practice and lessons learned from the local campaigns conducted after the training. The Handbook was finalised in 2024.
* **Activity 2.4.2 (UNFPA):** Out of a total of three LGs for piloting RCIC model, one LG was selected while selection of the remaining two LGs was postponed for Q1 2025 due to the need for coordination with the MFWD activities i.e. establishment of Family Offices in three LGs. To address this, the final selection of the remaining two LGs will be completed by February 2025 which will not affect the overall Work Plan or the Programme dynamic.
* **Activity 2.4.3 (UNFPA):** The activity aimed at supporting LGs to improve protection for older persons living in poverty was postponed from Q2 to Q3 due to the payment schedule dynamics of the programme tranches. However, this will not impact the implementation of other planned activities, as it is stand-alone, nor the overall Programme implementation and its long-term objectives.
* **Activities 3.1.1 and 3.1.3 (UNEP):** Due to the internal reform of UNEP delivery model, as well as the upgrade of UNEP's financial-administrative system in April 2024, the allocation of received funds to project budget lines was delayed causing a delay in signing the contract for provision of TA with selected IP. The agreement was signed in June 2024. However, this three-month delay did not have an impact on the overall Work Plan, as the implementation arrangements between UNEP and IP ensured the accelerated pace in order to complete all activities within the planned timeframe by mid-2025. With regard to implementation bottlenecks, following the consultations, one of the initially selected LGs, Majdanpek, informed the project team that they lacked the capacity to continue their participation in TA. To fill this gap, an additional round of online consultations was conducted with LGs that were not selected for deep-dive support in the prior phase. As a result, LG Bela Palanka was identified as the most suitable candidate for further support and was subsequently included in the Programme TA. In addition, LG Valjevo’s irresponsiveness, despite several inquiries and across various channels, has led to exclusion of this LG from the package of deep-dive support.
* **Activity 3.1.4 (UNICEF):** The establishment of the Innovation Club in LG Zaječar has been postponed from Q4 2024 to Q2 2025 in agreement with the Ministry of Tourism and Youth, following the budget amendment in late 2024, which secured funding for a Youth Centre. In case of further postponements, the Programme will consider selecting the next city in line with the competition requirements. The Programme is now developing the legal framework with the LG and identifying a youth organization to run activities, ensuring resource optimization and sustainability by integrating Innovation Clubs into Youth Centres under the local government mandates. In case we have further postponements, we will consider changing the city, meaning we will choose the next city that was next in line in the competition.

# Management and Coordination Arrangements

**4.1. Management Arrangements**

When it comes to **governance and coordination**, the Programme ensured stable implementation throughout 2024, despite external factors and changes, such as those resulting from parliamentary and local elections. Nevertheless, the Programme maintained uninterrupted implementation and continued providing support to its partners and beneficiaries.

In February 2024, the second **Steering Committee** meeting was held, during which the work plan and budget for 2024 activities were approved. The third Steering Committee meeting took place in June, where the 2023 Annual Narrative and Financial Reports were endorsed, the next SDC tranche payment and the second tranche for PUNOs (UNICEF and UNFPA) were approved. Additionally, this meeting addressed minor deviations in the implementation of the approved work plan, discussed potential risks related to the implementation of activities for informal waste pickers, and provided an overview of progress towards the end of the year.

The Steering Committee underwent minor changes in 2024 regarding the replacement and appointment of new members, which did not negatively impact its operational work or decision-making processes. As a result of the parliamentary elections, there were changes in the members and deputy members representing the Ministry of Labour, Employment, Veteran and Social Affairs, with two new members appointed from among the assistant ministers. Additionally, a change occurred at the RC Office level with the replacement of the Resident Coordinator in June 2024. Lastly, changes also took place within UNICEF, where two new members were appointed following the arrival of a new Deputy Representative and a new Programme Lead. The rest of the Steering Committee membership and structure remained unchanged.

Alongside the governance mechanism, regular **Joint Programme Team (JPT)** meetings continued, with a total of five held in 2024. These meetings provided an opportunity to monitor implementation progress, discuss potential risks and challenges, ensure alignment with the work plan and budget, and coordinate upcoming activities throughout the year. In addition to the regular meetings, the third annual planning workshop was held in December 2024, during which PUNOs presented the status of their 2024 activities and the proposed work plan for 2025. The 2025 work plan is scheduled for approval at the fourth Steering Committee meeting, planned for February 2025.

In addition to the JPT meetings, a **thematic coordination group** was established, dedicated exclusively to activities supporting informal waste pickers. This informal group aims to facilitate information exchange, monitoring, and planning of implementation, particularly ensuring coordination among the numerous partners involved in this intervention (four UN agencies, service providers, implementing partners, and others). The meetings of this coordination group are held on a monthly basis, enabling more efficient implementation of activities.

**4.2. Coordination with partners**

**Coordination with the national level stakeholders**

Coordination of activities and exchange of information with relevant national institutions continues to be one of the mechanisms of directing and precisely defining specific programme interventions. Presentation of findings of the citizens’ satisfaction survey was fully coordinated with MPALSG. Cooperation with the MEP was intensified within the framework of the implementation of TA for environmental governance and the preparation of the first workshop for 21 LGs. As for support to waste pickers, the Programme initiated and agreed with MEP the establishment of a Working group for Legalisation of Working Status of Waste Pickers that will gather all relevant stakeholders aiming to determine the optimal solution for regulatory framework regarding legalisation of waste pickers within the waste management system. Representatives of both ministries actively participate in the activity for strengthening LGs’ capacities for the implementation of gender-responsive governance and budgeting. MLEVSA provided instruction and approval of the Call for Proposals related to social protection services. The MLEVSA also resolved the potential issue of immediate abolishment of social financial assistance due to subsidies for beneficiaries of on-the-job training and disseminated this information to all relevant CSWs since in accordance with the national regulations, subventions for training could not be a ground for abolition of social assistance.

Meetings were regularly held with OITEG for defining the content of TA for the improvement of local eGovernance. Additionally, in order to strengthen the capabilities of NAPA to provide local officials with additional skills and know-how, regular communication is carried out with representatives of NAPA during the development of two training programs.

Other relevant ministries such as MoFWD, MTY, MoH, MoHMRSD, MoE as well as relevant national institutions i.e. RISP, CPE, SEPA are included in the consultation process, especially in selection of target LGs or in recommendations for design of capacity building packages. Involvement of national partners enhances national ownership in all the processes and better sustainability prospects.

**Coordination with the local level**

Successful partnership among key local stakeholders from health, social welfare and education sectors was achieved through support of local services for children and families, having in mind that inter-sectoral teams for ECD and ECI include representatives from city administrations, health centres, CSWs, service providers, the Institutes of Public Health, preschool institutions as well as associations representing parents of children with disabilities.

A total of 32 LGs were visited with the aim of proper informing on Programme`s interventions, especially within the environmental governance and social inclusion pillars, which was of benefit for additional consultative support to LGs.

**Programme coordination**

Four **coordination meetings** **among four big initiatives in the social protection** area i.e. the PRO Programme, SCTM Programme, GIZ Programme and Programme for TA of the MLEVSA were held with the aim to coordinate mutual activities and avoid any overlapping or to overburden LGs. A joint tracking tool in the form of a table with type and timeline of activities implementation was established while programmes mutually shared lists of awarded projects in order to avoid overlapping in financial support. Moreover, the Programme organised a Lessons Learned Workshop for all relevant stakeholders for presentation of the main recommendations derived from the Programme TAs for social protection.

**Coordinating activities with GIZ representatives** carried out in the field of digitization of services and conducting citizens' satisfaction with services provided by LGs. As the third phase of the GIZ project “Supporting administrative reform in Serbia” mainly refers to the national level, and activities are carried out for the needs of national institutions, it was concluded that there was no overlap in activities, but that the two programmes would keep exchanging information. A **coordination was also achieved with UNDP**, related to implementation of the Digital Service Design Hub – Clicking Together with Citizens, a three-year initiative funded with 3.25 million euros by the Joint SDG Fund. The project in Serbia is led by the RCO and is implemented by UNDP, FAO, and UNICEF. There is no overlap in the implementation of the activities of the two programmes, but further coordination of activities was agreed, especially in terms of informing citizens about the possibilities of electronic administration, eOffice and the use of electronic services.

**4.3. Resources and Budget**

All **financial and administrative records** were maintained in accordance with UNOPS rules and procedures and an appropriate monitoring system has been established.

In accordance with the Standard Administrative Arrangement, Annex B - Schedule of Payment, and following the approval of the Annual Narrative and Financial Report for 2023, UNOPS, as the Administrative Agent, received the third tranche in June 2024, amounting to a total of USD 3 million.

Based on the Memorandum of Understanding and with the approval of the Steering Committee, the **following instalments were made in 2024**:

* UNEP received full instalment of USD 124,280.50 in February 2024;
* UNICEF received its second instalment of USD 600,000 in July 2024;
* UNFPA received its second instalment of USD 250,000 in July 2024.

The total **Programme expenditure** is:

|  | **SDC** | **PUNOs** | **Total** |
| --- | --- | --- | --- |
| **Total budget:** | **9,473,684.21** | **1,088,957.04** | **10,562,641.25** |
| **Cash received:** | **5,500,000.00** | / | / |
| **Total expenditure as on 31 December 2024:** | **4,218,021.41** | **657,104.24** | **4,875,125.65** |
| UNOPS expenditure: | 3,057,940.02 | 0.00 | 3,057,940.02 |
| UNFPA expenditure: | 365,439.29 | 457,528.24 | 822,967.53 |
| UNICEF expenditure: | 693,791.63 | 187,076.00 | 880,867.63 |
| UNEP expenditure: | 100,850.47 | 12,500.00 | 113,350.47 |

More details about the Programme expenditures are presented in the consolidated JP Annual Financial Report.

# Risks and Issues

The Programme has established a risk management system with two main elements: Risk Management Strategy defining the techniques, standards and processes to be used in identifying and assessing risks, as well as planning and implementing risk responses, and the Risk Register, which will be used as a record of all identified risks and their status. The application of this system should reduce negative effects that certain events might have on the Programme objectives and achievement thereof.

**Risks**

* Changes to the Law on Electronic Administration and a new Methodology for Generating Electronic Services may impact TA delivery for 30 LGs. The evolving regulatory framework introduces uncertainty in the implementation of digital services, requiring the Programme to maintain close coordination with OITeG to adapt interventions and ensure alignment with new requirements. This risk is particularly significant as digital transformation remains a key priority for good governance and service efficiency.
* The three-month delay in UNEP’s implementation of Activity 3.1.1 posed a risk to TA delivery synergy. The delay disrupted the intended sequencing of interventions, requiring UNEP to introduce enhanced monitoring and communication mechanisms with UNOPS to realign efforts.
* Local elections in June 2024 (89 LSGs) risked disrupting local capacity assessments. Elections often lead to shifts in local government priorities and administrative staff, causing delays in Programme activities. Proactive engagement helped secure participation from 12 LGs, including 8 that held elections, ensuring some level of continuity.
* Environmental governance initiatives risk reputational damage due to tensions between activists and foreign mining companies. The Programme’s engagement in environmental governance must balance economic interests with community concerns. To mitigate the risk of reputational damage, structured participatory decision-making processes are being introduced, ensuring inclusive consultations with marginalized groups and local communities.
* The Ministry of Finance’s mandate to transition from sub-accounts to the SPIRI system for managing international donations (effective January 2025) risks project delays due to unclear financial regulations. The lack of clear operational guidelines has caused uncertainty among LGs and Programme stakeholders. Urgent discussions with the Project Board are being held to clarify procedures and avoid bottlenecks.
* A lack of real-time data on child institutionalisation threatens the monitoring of the Programme’s target to reduce institutional placements by 20%. Without accurate data, it is difficult to track progress and adjust interventions accordingly. UNICEF is developing an independent data collection system to ensure timely and reliable monitoring.
* Limited responsiveness of social service providers to Programme monitoring requests. Service providers often operate under resource constraints, making it difficult for them to prioritize Programme-related reporting. To address this, more frequent communication and stronger incentives are being introduced through frequent field visits and prepared templates for service provider`s monthly and final reports with all relevant details related to monitoring requests.

**Issues**

* Local elections which were held in June slightly affected regular participation of LGs representatives in the Programme activities, especially capacity building activities. The Programme monitored the situation and made an effort to secure the participation of the local temporary governing bodies.
* The emergence of extreme temperatures in June and December 2024 posed a significant risk to the health and safety of older participants in digital literacy training sessions. Although an initial mitigation measure involved transporting older persons to training venues via the Red Cross, this solution proved inadequate given the scale and continuity for many days of the climate emergency, thus some training sessions were rescheduled to ensure safe conditions for older participants.
* An interactive survey on reducing age-based discrimination revealed a significant digital literacy gap among older persons, as many lacked smartphones or needed additional time to complete the survey. To ensure their full participation, printed copies were provided, allowing most participants to complete the survey, effectively overcoming this issue.
* Despite the fact that the Programme shared an official letter, co-signed by three ministries, with cabinets of 42 LGs covered by the Solid Waste Programme aiming to encourage broader engagement, only 25 LGs signed Letter of Intent for participation in the TA for social inclusion of waste pickers in local communities. As a mitigation measure, the Programme will allow subsequent inclusion in TA of the remaining LGs in case of their later interest.
* LGs that were not eligible for grants within the Output 2.5 do not show proactive approach within the TA for better social inclusion of waste pickers. As a mitigation measure, besides further motivation, the consultants divided 25 LGs into four groups depending on their interest in different types of support in order to adjust the support package to their particular interest and needs.
* Out of 32 eligible LGs, a total of 15 applications were received to the CFP for support to LGs in implementation of the SPS. In accordance with feedback received by LGs, the main reason for non-participation is lack of their capacity to implement several projects simultaneously having in mind that they have already got grants from SCTM or GIZ complementary programmes. However, the LFM indicator will not be jeopardised since LFM envisages 10 LGs that introduced integrated approaches in social services while there are 13 project proposals for integrated services.
* Although the Programme conducted proper outreach for CSOs as potential applicants to the CFP for social inclusion projects for waste pickers, the response to the CFP was extremely low i.e. nine applications. Through an informal inquiry among CSOs, the Programme determined the main difficulties for applying a small amount of grant, especially when it comes to active labour measures, as well as limited area for implementation on 42 LGs which often prevents establishment of partnership with the local institutions when CSO has outside residence. The Programme will consider potential for utilisation of savings.
* Several beneficiaries rejected the offer for training/employment due to high transportation costs from their village to the place of work which in some cases reaches the entire amount of financial subsidy for on-the-job training. Since this issue could jeopardise inclusion of waste pickers into the on-the-job training, the Programme would propose allocation of savings for the purpose of provision of additional amount for transportation costs.

# Communications and Visibility

In the second year of the Programme’s implementation, the Programme’s Communications and Visibility Strategy continued to be actively implemented, ensuring a cohesive approach to promoting the Programme’s activities and achievements in all three Programme pillars. The outreach efforts at both the national and local levels, encompassing meetings, workshops, information sessions, and public events, have established a strong strategic position for the Programme among key stakeholders while also enhancing the visibility of the Government of Switzerland as a supporter of good governance, social inclusion, and environmental protection.

The Communications Action Plan and C&V Guidelines for grantees and PUNOs were implemented, ensuring that communications across all levels were coordinated and aligned with the Programme's objectives. This concerted approach led to enhanced visibility for the Programme and its donor, evidenced by the significant media presence and online engagement.

In 2024, the programme maintained a strong online presence through its website and social media channels, ensuring broad visibility and engagement. The official PRO website recorded 31,188 visits and 68,031 page visits, reflecting not just sustained but growing interest in Programme activities. On Facebook, content reached 13,400 users, representing a 45% increase from 2023, while posts generated 36,600 views and drove 4,400 visits to the Programme profile page, marking a 33% year-on-year growth. Similarly, Instagram outreach resulted in 19,900 views, reaching 6,500 users, and contributing to 585 visits, an increase of 28% compared to the previous year. These analytics underscore the Programme’s effective digital engagement strategy, leveraging social media and web platforms to maximize visibility and audience interaction.

Targeted social media outreach by PUNOs related to the Programme were similarly successful. UNFPA included seven posts on Instagram and Facebook, supported by follow-up promotions via stories, with stories reaching cumulatively over 2,500 users. On X (formerly Twitter), 13 posts were published, generating a reach of 3,671. Facebook analytics recorded a reach of 1,000, while Instagram posts reached 2,578 users. Additionally, PRO Programme activities were highlighted on the UNFPA website, attracting 102 users, and further disseminated through the UNFPA Cluster Newsletter and the UNCT Serbia Newsletter, ensuring broader stakeholder engagement and sustained visibility. The Programme also achieved significant visibility through UNICEF Serbia’s social media channels, reaching nearly 1.7 million people and garnering more than 3 million impressions. Engagement metrics were particularly noteworthy, with almost 10,000 reactions and approximately 12,000 interactions across platforms. One standout achievement was the Success Lies in Unity human-interest story, which reached over 1.25 million people, and amassed almost 6 thousand reactions, underscoring the effectiveness of the digital communication strategy.

Over the past year, the Programme was mentioned by name in over two hundred positive news reports, including 43 at the national level and 180 at the local level. The following activities were among those that received the greatest amount of media attention:

The [launch event for support to informal waste pickers’ activities](https://pro.org.rs/en/vtext/vlada-svajcarske-ulaze-2-miliona-evra-u-poboljsanje-zivotnih-uslova-neformalnih-sakupljaca-otpada) was successfully held on 12 November at the Sava Center in Belgrade, with over 90 representatives from the donor community, national and local partners, and institutions attending. Three media outlets were present (Tanjug, Radio Beograd and Newsmax Adria) and reported on it, with a total of 10 reports published regarding the event in the following days.

In addition, the Programme organised an event on 29 November in Niš [to present the results of 20 civil society organisations](https://pro.org.rs/en/vtext/improved-lives-for-over-6-000-vulnerable-people) (CSOs) implementing projects in social inclusion. Over 30 representatives from CSOs participated, and the event featured a panel discussion highlighting several successful projects. This event garnered 18 media reports, including 17 at the local level and one nationally.

The results of the [Citizens' Satisfaction Survey (CSS)](https://pro.org.rs/en/vtext/predstavljeno-istrazivanje-zadovoljstva-gradana-kvalitetom-zivota-u-lokalnoj-zajednici-i-uslugama-lokalnih-samouprava) were strategically promoted through four regional presentations held in June in Kraljevo, Leskovac, Zaječar, and Šabac, and reached a wide audience, with over 20 local media reports published. The CSS results were also published on the Programme’s website ([Factsheet](https://pro.org.rs/uploads/files/106-3971-pro-lgpn_citizens-satisfaction-survey_fs_0624.pdf) and [Report](https://pro.org.rs/uploads/files/107-5747-pro-lgpn_istrazivanje-zadovoljstva-gradana_izvestaj_0624.pdf)), providing a permanent resource for stakeholders to access and reference.

The Programme also promoted the activities of the [Steering Committee](https://pro.org.rs/en/vtext/the-third-steering-committee-meeting-of-the-joint-un-programme), highlighting its governance role and decisions through updates on the Programme’s website and social media channels. This ensured transparency and kept all stakeholders informed about the Programme's governance and strategic direction.

The Programme promoted several publications on its website, including the [Guide to the Regulatory Framework for Exercising the Rights of the Child](https://pro.org.rs/uploads/files/102-9193-vodic-prava-deteta.pdf), the [“Family Tailored to the Child”: Training manual for foster carers](https://pro.org.rs/uploads/files/140-2589-porodica-po-meri-deteta_prirucnik-za-obuku-hranitelja_web.pdf) and [Assessment of the current situation and local mechanisms for systemic support to waste collectors](https://pro.org.rs/uploads/files/151-6401-final-assessment-report-dopunjen-izvestajem-o-potrebama-porodica_korektura.pdf), ensuring long-term access to these documents and thus greater sustainability of Programme results.

The Programme further enhanced its stakeholder communication through the publication of the Programme’s Newsletter, with three editions being sent out in [March](https://pro.org.rs/newsletter/2024-03/newsletter_en.html), [July](https://pro.org.rs/newsletter/2024-07/newsletter_en.html) and [December](https://pro.org.rs/newsletter/2024-12/newsletter_en.html). The Newsletter was disseminated to all partners, numbering nearly 1200, providing updates on the Programme’s progress and upcoming activities, and has become an essential tool for maintaining regular communication with stakeholders.

In regards to activities related to age-based discrimination and intergenerational cooperation, the Programme achieved notable results in 2024. This included the launch of the [Youth Wellbeing Index](https://pro.org.rs/en/vtext/youth-well-being-index-shows-improvement-in-quality-of-life), roundtable discussions aimed at combating age-based discrimination, and the formal awarding of digital literacy certificates to older persons in Zaječar who successfully completed the training. These efforts were strategically promoted across PRO and partner social media channels, amplifying visibility and engagement with detailed statistics provided below. The YWI Launch emerged as the most high-profile event under the Programme, featuring active participation from the MTY, the Divac Foundation, SDC, and other national and local partners. The YWI Launch alone garnered over 5,000 views on Instagram, more than 1,000 views on Facebook, and over 500 views on X (formerly Twitter).

Throughout the reporting period, Programme activities related to children and family were communicated through multiple channels to maximise outreach and engagement. These efforts included the publication of eleven news articles on its website, as well as the publication: [A Family Tailored to the Child: A Key Resource for Foster Care](https://pro.org.rs/en/vtext/continued-support-to-foster-families-training-manual-family-tailored-to-the-child). The communication strategy was further enriched by the production of two human-interest stories, [Heroes of Our Present and Future](https://pro.org.rs/en/vtext/hydro-heroes-youth-innovation-for-environmental-protection-in-pirot) ([video](https://www.youtube.com/watch?v=R-U2Dkip6BA)) and [Success Lies in Unity](https://pro.org.rs/en/vtext/success-lies-in-unity) ([video](https://www.youtube.com/watch?v=MtOgFSS3Uf4)). Social media platforms played a central role in amplifying messages and engaging diverse audiences. This comprehensive approach enhanced the visibility of the PRO programme while providing stakeholders with a deeper understanding of its initiatives and outcomes.

The consultative dialogues with LGs and other relevant local community stakeholders regarding environmental governance that took place in the last quarter of 2024 and January 2025 have been captured and a joint news story featured at the Programme website. Activities foreseen to take place in the course of 2025 will be captured in accordance with the JP Communication and Visibility Strategy requirements and Action Plan for 2025. Close to the conclusion of the activities, a brochure will be prepared to inform on the activities conducted at the local level and lessons learnt throughout the process of engagement with LGs.

Throughout the past year, significant progress was made in integrating the Communication for Development (C4D)[[81]](#footnote-80) approach within the Programme. The C4D approach aims to engage communities and stakeholders in a participatory manner, ensuring that the voices of those directly impacted by the PRO Programme are heard and incorporated into its design and execution. The C4D has been systematically integrated into all key activities related to the establishment of inter-municipal cooperation (IMC) in social service delivery. During training, participants were introduced to C4D principles within the context of results-oriented planning, resource mapping, and citizen engagement. The CLEAR tool was presented to strengthen citizen participation, and interactive methodologies ensured that local governments actively contributed to discussions on improving communication with their communities. Several municipalities have begun developing their own social media channels to enhance outreach, complementing traditional methods such as radio and local TV broadcasts. In field visits, C4D was discussed extensively with local authorities in Pirot, Raška, Kraljevo, and Prijepolje, focusing on the importance of communication both between neighboring municipalities and between local governments and citizens. Furthermore, online and in-person meetings throughout the year, particularly in October 2024, emphasized the shift toward data-driven decision-making instead of relying on assumptions. Key discussions also addressed stakeholder mapping and engagement, highlighting the need for better coordination between NGOs, service providers, and local governments. Moving forward, additional joint C4D capacity-building initiatives are planned to support professionals in identifying effective strategies for behavior change, social norm transformation, and community mobilization in support of inter-municipal cooperation.

A key milestone was the agreement on the overarching C4D framework, which provides a structured and strategic foundation for enhancing communication practices in support of issue areas including IMC, strengthening early childhood intervention, strengthening intergenerational cooperation, and applying environmental governance. In collaboration with relevant stakeholders, the thematic areas that will be addressed through this intervention were carefully identified, ensuring that the approach remains both targeted and impactful. This coordination has allowed for a more coherent and efficient operationalization of the C4D strategy, setting the stage for its integration into the broader Programme. As the year progressed, initial steps were taken to put this framework into practice, with a focus on laying the groundwork for the next two years, prioritizing sustained engagement and capacity building.

These efforts were complemented by the production of a comprehensive and interactive [Map of Support](https://pro.org.rs/en/mapasrbije), which detailed the Programme’s activities, projects and initiatives in 110 cities and municipalities in Serbia across different sectors and types of support, offering stakeholders clear insights into the impact and scope of the interventions. In addition, the map allows users of support and other interested parties to obtain a clear overview of all implemented and ongoing projects, which further promotes the Programme’s activities and results.

Throughout the year, communication aspects of the Programme’s implementation were discussed and refined during JPT meetings, ensuring that all communications personnel were aligned with the Programme's strategic objectives. The internal coordination mechanisms previously established were further refined in order to facilitate a unified communication strategy and heighten the visibility of the Programme. This concerted approach not only heightened the visibility of the Joint UN Programme, but also afforded stakeholders in-depth insights into pivotal initiatives and achieved results.

# Lessons Learnt

This section provides an overview of **key lessons learned** recorded in the reporting period.

* Acknowledged importance and necessity of continuous coordination, monitoring, and proactive communication within PUNOs for maintaining Programme delivery synergies. Fragmented coordination leads to inefficiencies; having a structured framework ensures that efforts remain aligned.
* Stronger coordination with complementary programmes (e.g., SCTM, GIZ) is crucial to maximize synergy and avoid duplication. Mapping shared objectives and integrating efforts has proven to enhance impact while optimizing resource allocation
* LGs are more motivated to invest time and resources in developing proposals for larger grants due to the potential for greater impact, enhanced capacity building, and increased resource availability. Therefore it is safe to conclude that there is a clear and direct correlation between the anticipated grant budget per local government (LG) and the volume of applications received.
* Investing in local institutional capacity yields tangible impacts. Tailored training and mentorship have significantly improved the ability of CSWs and CFCAs to recruit new foster care families.
* Adaptive planning processes that involve all PUNOs help anticipate local government capacities and unexpected challenges. Flexibility in planning ensures that unforeseen political and administrative changes do not derail key interventions.
* Stakeholder involvement from inception, combined with tailored capacity-building, results in higher participation and better project outcomes. Engaging LGs early in programme design builds ownership and ensures sustainability beyond the intervention period.
* Waste picker support requires a highly coordinated approach due to their complex vulnerabilities. The multifaceted challenges of informal waste pickers necessitate an integrated support model, combining social services, employment pathways, and advocacy.
* A longer preparatory period (beyond 8 months) is needed for waste picker interventions. Seasonal migration, trust-building with Family Supporters, and employer engagement take time; rushing interventions reduces their effectiveness.
* Aligning local initiatives with national strategies increases institutionalization and long-term sustainability. Programmes linked to broader national reforms (e.g. Deinstitutionalization Strategy) gain greater traction and legitimacy.
* Extreme weather conditions impact training attendance and require adaptive scheduling. Future training sessions should incorporate flexible delivery models to account for climate-related disruptions.

# Annexes

**Annex I – Programme**

**Annex I\_Att.1.1**\_LFM\_Progress against indicators

**Annex I\_Att.1.2**\_Overview of Policy and Programme Context

**Annex I\_Att.1.3**\_Overview of Contribution to SDGs

**Annex II – Good Governance**

**Annex II\_Att.2.1**\_Overview of CB activities

**Annex II\_Att.2.2**\_Overview of MSP implementation

**Annex II\_Att.2.3**\_Citizen Satisfaction Survey Report

**Annex II\_Att.2.4**\_Overview of post-CSS TA

**Annex III – Social Inclusion**

**Annex III\_Att.3.1**\_Overview of Progress Support to Waste Pickers

**Annex III\_Att.3.2**\_TA for SPS Final report

**Annex III\_Att.3.3**\_TA CSO Licensing Final Report

**Annex III\_Att.3.4**\_Handbook for Professionals in Centres for Social Welfare (CSWs)

**Annex III\_Att.3.5**\_Guideline for Establishing Integrated Support for FSA Recipients at the Local Level

**Annex III\_Att.3.6**\_Training Programme on Establishing Integrated Support for FSA Recipients at the Local Level

**Annex III\_Att.3.7**\_Rulebook on Cooperation between CSWs and the NES

**Annex III\_Att.3.8**\_Youth Wellbeing Index Guidebook

**Annex III\_Att.3.9**\_Report on the Assessment of Local Capacities and Guidelines for Further Improvement of the Deinstitutionalization Process in Serbia (2022–2026).

**Annex III\_Att.3.10**\_Report for Combat Age-Based Discrimination

**Annex III\_Att.3.11**\_Questionnaire for families from the priority group

**Annex III\_Att.3.12**\_Guidelines for Grievances Mechanism

**Annex III\_Att.3.13**\_Assessment of the Local Context

**Annex III\_Att.3.14**\_Socio-economic Profile of Roma Women Waste Pickers

**Annex IV – Environmental Governance**

**Annex IV\_Att.4.1\_**Overview of TA for EG

**Annex IV\_Att.4.2**\_Report on the current state of EG in selected LGs

**Annex V – Communications and Visibility**

**Annex V\_Att.5.1**\_Communications for Development Approach

1. This intervention will contribute to achievement of the Impact indicator - Proportion of beneficiaries satisfied with supported public services delivered by local authorities and CSOs (target 24%) - GOV\_CSI\_3 [↑](#footnote-ref-0)
2. **Annex II\_Att.2.1**\_Overview of CB activities (for 1.1.1, 1.1.2, 1.1.3 and 1.2.1) [↑](#footnote-ref-1)
3. Arilje, Veliko Gradište, Ćuprija, Kosjerić and Temerin (four LGs from AoR, one LG out of AoR) [↑](#footnote-ref-2)
4. Mionica, Bogatić, Boljevac, Kuršumlija and Pantelej (Niš) [↑](#footnote-ref-3)
5. Vrnjačka Banja, Lebane, Vlasotince, Subotica and Vrbas (three LGs from AoR, two LGs out of AoR) [↑](#footnote-ref-4)
6. **Annex II\_Att.2.2**\_Overview of MSP implementation [↑](#footnote-ref-5)
7. **Annex II\_Att.2.3**\_Citizen Satisfaction Survey Report [↑](#footnote-ref-6)
8. This intervention will contribute to achievement of the Outcome 1 indicator - Number of people participating in and influencing public service provision, decision-making and budgets in their localities (target 17,500) - GOV\_ARI\_1 [↑](#footnote-ref-7)
9. Babušnica, Bajina Bašta, Bela Palanka, Boljevac, Knić, Kragujevac, Kraljevo, Ljubovija, Nova Varoš, Novi Pazar, Rača, Sokobanja, Topola, Mionica and Vrnjačka Banja [↑](#footnote-ref-8)
10. **Annex II\_Att.2.4**\_Overview of post-CSS TA [↑](#footnote-ref-9)
11. This intervention will contribute to achievement of the Outcome 1 indicator - Number of persons within covered LGs who benefit from services provided by local authorities or CSOs (target 8,000) - GOV\_CSI\_4 [↑](#footnote-ref-10)
12. Arilje, Veliko Gradište, Čačak, Prijepolje, Boljevac, Velika Plana, Pirot, Prokuplje, Bor, Svilajnac, Krupanj, Mali Zvornik, Surdulica, Dimitrovgrad, Valjevo and Kraljevo. [↑](#footnote-ref-11)
13. Surpassed indicator for the Output 2.1. that at least 10 LGs introduced evidence-based local social protection policies and services [↑](#footnote-ref-12)
14. Arilje, Veliko Gradište, Čačak, Prijepolje, Boljevac, Prokuplje, Bor, Svilajnac, Mali Zvornik, Surdulica, Kraljevo, Trstenik, Loznica, Ivanjica and Ćuprija [↑](#footnote-ref-13)
15. Surpassed initial indicator of 10 LGs [↑](#footnote-ref-14)
16. Arilje, Čačak, Prijepolje, Boljevac, Prokuplje, Bor, Svilajnac, Mali Zvornik, Surdulica, Kraljevo, Trstenik, Loznica and Ivanjica [↑](#footnote-ref-15)
17. Surpassed indicator for the Output 2.1. that at least 10 LGs introduced integrated policy approach [↑](#footnote-ref-16)
18. Both TAs will contribute to the achievement of three Outcome 2 indicators: 1. Improved efficiency and quality of social protection services provided to the users of support in participating LGs and 2.- Number of LGs established the institutional framework for developing and implementing social protection policies as well as 3. Global SDG indicator 16.3. - Number of gender-responsive policies, with UN support that promote and protect human rights, prevent systemic human rights violations to strengthen social cohesion. [↑](#footnote-ref-17)
19. Association for Support People with Autism from Kragujevac [↑](#footnote-ref-18)
20. This intervention will contribute to the achievement of the Outcome indicator: Number of persons from LNOB groups benefiting from projects that reduce exclusion, discrimination and inequality (target 7,500)\_POV\_ARI\_1 [↑](#footnote-ref-19)
21. Surpassed indicator for the Output 2.2. that at least five social integrated services will be established [↑](#footnote-ref-20)
22. This intervention will contribute to the achievement of the Outcome 1 indicator- Number of persons within covered LGs who benefit from services provided by local authorities or CSOs (target 8000, LNOB, 1000) and surpassed indicators for Output 2.3. which specifies that at least 80 children separated from their families benefiting from foster-care, and at least 50 new foster families recruited. [↑](#footnote-ref-21)
23. **Annex III\_Att.3.1**\_Overview of Progress Support to Waste Pickers [↑](#footnote-ref-22)
24. This intervention will contribute to the achievement of the Outcome indicator: Number of persons from LNOB groups benefiting from projects that reduce exclusion, discrimination and inequality (target 7,500)\_POV\_ARI\_1 [↑](#footnote-ref-23)
25. Particularly, Action Plans for Social Protection, individualised Decision on social services and the Rulebook for the selected services [↑](#footnote-ref-24)
26. **Annex III \_ Att.3.2**\_TA for SPS Final report [↑](#footnote-ref-25)
27. Trstenik, Kraljevo and Raška in Rasinski & Raška districts and Veliko Gradište and Požarevac in Braničevo District [↑](#footnote-ref-26)
28. This support will be coordinated with UNICEF support for establishment of family centred services. [↑](#footnote-ref-27)
29. **Annex III\_Att.3.3**\_TA CSO Licensing Final Report [↑](#footnote-ref-28)
30. **Annex III\_Att.3.4**\_Handbook for Professionals in Centres for Social Welfare (CSWs) [↑](#footnote-ref-29)
31. **Annex III\_Att.3.5**\_ Guideline for Establishing Integrated Support for FSA Recipients at the Local Level [↑](#footnote-ref-30)
32. **Annex III\_Att.3.6**\_ Training Programme on Establishing Integrated Support for FSA Recipients at the Local Level [↑](#footnote-ref-31)
33. **Annex III\_Att.3.7\_** Rulebook on Cooperation between CSWs and the NES [↑](#footnote-ref-32)
34. This intervention will contribute to the achievement of the Outcome 2 indicator - Number of persons from LNOB groups benefiting from projects that reduce exclusion, discrimination and inequality (target 7,500) and the indicator for Output 2.1 which specifies number of LGs and CSWs that raised capacities for establishment of mechanisms for working activation models for users of financial social assistance (target 12). [↑](#footnote-ref-33)
35. This brings the total number of trained employees under this initiative, financed by both the PRO LGPN and UNICEF, to 153 (84% women) from a total of 73 municipalities over 2023 and 2024.  [↑](#footnote-ref-34)
36. Cost-extension for the period of six months until 30 June 2025 [↑](#footnote-ref-35)
37. **Annex III\_Att.3.8**\_ Youth Wellbeing Index Guidebook [↑](#footnote-ref-36)
38. All relevant materials are available at the official website of the MTY under section [**Publications**](https://mto.gov.rs/tekst/sr/1235/publikacije.php)**.** [↑](#footnote-ref-37)
39. Šabac, Kruševac, Lajkovac, Užice, Ivanjica, Raška, Despotovac, Aleksinac, Petrovac na Mlavi, Smederevska Palanka, Surdulica, Dimitrovgrad, Leskovac [↑](#footnote-ref-38)
40. **Annex III\_Att.3.9**\_Report on the Assessment of Local Capacities and Guidelines for Further Improvement of the Deinstitutionalization Process in Serbia (2022–2026). [↑](#footnote-ref-39)
41. This intervention will contribute to the achievement of the Output 2.3 indicator which specifies the number of LGs built capacities for organised and systematic approaches for the deinstitutionalization process (target 12). [↑](#footnote-ref-40)
42. Sabac, Loznica, Cacak, Gornji Milanovac, Ivanjica, Kraljevo, Raska, Nis, Aleksinac, Jagodina, Bor, Uzice, Pirot, Svrljig, Vrnjacka Banja, Mali Zvornik [↑](#footnote-ref-41)
43. Vladimirci, Lučani, Ljubovija, Krupanj, Gadzin Han, Doljevac, Merošina, Ražanj, Koceljeva, Valjevo, Smederevo [↑](#footnote-ref-42)
44. Mačva, Moravski, Nišavski and Raški [↑](#footnote-ref-43)
45. This intervention will contribute to the achievement of output 2.3. which specifies that at least 50 existing foster families trained for specialised forms of foster care. [↑](#footnote-ref-44)
46. Kraljevo, Niš , Šabac, Čačak, Vrnjačka Banja, Raška, Aleksinac, Svrljig, Loznica, Mali Zvornik, Ivanjica, Gornji Milanovac, Užice, Pirot, Bor, Jagodina, Lučani [↑](#footnote-ref-45)
47. This intervention will contribute to the achievement of the Outcome 2 indicator number of persons from LNOB groups benefiting from projects that reduce exclusion, discrimination and inequality (target LNOB: 7500) [↑](#footnote-ref-46)
48. The originally selected priority 16 LGs and additional 11 LGs with support of MoH. [↑](#footnote-ref-47)
49. Health Council/Chamber of Doctors, Ministry of Education/Institute for Advancement in Education and Republic Institute for Social Protection [↑](#footnote-ref-48)
50. Požarevac, Nova Varoš, Kruševac, Šabac, Aranđelovac, Pirot, Vrnjačka Banja, Bor, Bela Palanka, Tutin, Novi Pazar, and Valjevo. [↑](#footnote-ref-49)
51. Representatives of LGs, CSWs, healthcare institutions, youth offices, clubs for older persons/pensioners' associations, the Red Cross, educational institutions, CSOs, and older persons themselves. [↑](#footnote-ref-50)
52. **Annex III\_Att.3.10**\_Report for Combat Age-Based Discrimination [↑](#footnote-ref-51)
53. Achieved the Output 2.4 indicator which specifies the number of LGs built capacities for response on ageism and improved intergenerational cooperation (target 12). [↑](#footnote-ref-52)
54. This intervention will contribute to the achievement of the Outcome 1 indicator - Number of persons within covered LGs who benefit from services provided by local authorities or CSOs (target 8,000) and indicator for Output 2.4 which specifies number of existing structures upgraded into RCIC (target 3). [↑](#footnote-ref-53)
55. Kragujevac, Kruševac, Velika Plana, Zaječar, Boljevac, and Niš [↑](#footnote-ref-54)
56. This intervention will contribute to the achievement of the Outcome 2 indicator - Number of persons from LNOB groups benefiting from projects that reduce exclusion, discrimination and inequality (target 7,500) and indicator for Output 2.4 which specifies number of LGs established models for improving digital inclusion of older people and rural women (target 9). [↑](#footnote-ref-55)
57. CFP was published on 30 January 2024 and lasted until 20 February 2024 [↑](#footnote-ref-56)
58. Bač, Valjevo, Kula, Loznica, Obrenovac, Odžaci, Prijepolje, Ruma, Sremska Mitrovica and Šid [↑](#footnote-ref-57)
59. Two in Obrenovac due to high number of families i.e. 14 families with 78 family members [↑](#footnote-ref-58)
60. Initial 12 LGs eligible for Call along Vladimirci with one family and two LGs Vrbas and Mali Idjoš that are outside of the Programme AoR [↑](#footnote-ref-59)
61. Prepared by European Bank for Reconstruction and Development (EBRD) consultants LINK 011 [↑](#footnote-ref-60)
62. Only LG Loznica made its own list of beneficiaries since LG Loznica was subsequently included in the intervention. [↑](#footnote-ref-61)
63. A total of 54 families from the initial list accepted participation in the Programme while seven families refused participation in the Programme activities or could not be found due to their relocation. Additional nine families meet the criteria to participate in the Programme as a priority group, thus the final number of a priority group counts 63 families with 319 family members. However, two families from Bač and Odžaci recently quit the Programme support due to issuing working permits in Austria and due to expectation of getting cash money as support. [↑](#footnote-ref-62)
64. **Annex III\_Att.3.11**\_Questionnaire for families from the priority group [↑](#footnote-ref-63)
65. **Annex III\_Att.3.12**\_Guidelines for Grievances Mechanism (available in Serbian) [↑](#footnote-ref-64)
66. **Annex III\_Att.3.13**\_Assessment Report of Current National and Local Support Mechanisms for Waste Pickers and Service Provider Capacities [↑](#footnote-ref-65)
67. Loznica, Ub, Bač, Šid, Odžaci, Kula, Obrenovac, Apatin, Valjevo, Sremska Mitrovica, Prijepolje, and Ruma. [↑](#footnote-ref-66)
68. Participating also in Solid Waste Programme [↑](#footnote-ref-67)
69. Apatin, Babušnica, Bač, Bela Palanka, Bogatić, Ivanjica, Koceljeva, Krupanj, Kula, Lazarevac, Ljubovija, Loznica, Mali Zvornik, Nova Varoš, Obrenovac, Odžaci, Osečina, Požega, Priboj, Prijepolje, Šid, Valjevo, Vladimirci, Ruma and Sremska Mitrovica. [↑](#footnote-ref-68)
70. Bač, Kula, Ljubovija, Loznica, Odžaci, Sremska Mitrovica, Šid, Bela Palanka, Lazarevac, Obrenovac, Osečina, Prijepolje and Valjevo [↑](#footnote-ref-69)
71. This intervention will contribute to the achievement of the Outcome 1 indicator - Number of persons within covered LGs who benefit from services provided by local authorities or CSOs (target 8,000). [↑](#footnote-ref-70)
72. **Annex III\_Att.3.14**\_Socio-economic Profile of Roma Women Waste Pickers [↑](#footnote-ref-71)
73. The Call envisages mandatory synergy with the SDC funded project “Education to Employment” related to the economic empowerment of youth as a target group that would be on the territory of Pirot, Požega and Šabac [↑](#footnote-ref-72)
74. Bela Palanka, Brus, Ćuprija, Knić, Knjaževac, Lapovo, Majdanpek, Mali Zvornik, Malo Crniće, Medveđa, Prijepolje, Ražanj, Šabac, Sjenica, Svilajnac, Tutin, Valjevo, Varvarin, Vrnjačka Banja, Žagubica [↑](#footnote-ref-73)
75. This intervention will contribute to the achievement of the Outcome 1 indicator - Number of supported policies elaborated in a participatory manner and adopted (target 30) [↑](#footnote-ref-74)
76. Malo Crniće, Ražanj, Majdanpek, Šabac, Knić, Žagubica, Tutin, Prijepolje, Medveđa and Valjevo [↑](#footnote-ref-75)
77. **Annex IV\_Att.4.2**\_Report on the current state of EG in selected LGs [↑](#footnote-ref-76)
78. **Annex IV\_Att.4.1**\_Overview of EG TA [↑](#footnote-ref-77)
79. This intervention will contribute to achievement of the Outcome 1 indicator - Number of people participating in and influencing public service provision, decision-making and budgets in their localities (target 17,500) - GOV\_ARI\_1 [↑](#footnote-ref-78)
80. UPSHIFT is a social innovation programme that empowers young people to identify and solve local challenges through mentorship, teamwork, and seed funding. [↑](#footnote-ref-79)
81. **Annex V\_Att.5.1\_**Communications for Development (C4D) approach [↑](#footnote-ref-80)