



Ministry of European Integration
REPUBLIC OF SERBIA

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EU
PRO+

ANNUAL REPORT

1 January –
31 December 2025



UNOPS Implementing partner
in 99 cities and municipalities in Serbia

Project title:	European Union for Local Development Programme - EU PRO Plus
Overall objective:	To contribute to socio-economic development, prosperity and social cohesion of Serbian society
Purpose:	To decrease socio-economic disparities in two regions within Serbia
Budget:	40 million Euros
Donor:	The European Union
Start date:	1 January 2021
End date:	31 December 2026
Programme area:	The Regions of Šumadija and Western Serbia and the Southern and Eastern Serbia
Implementing partner:	United Nations Office for Project Services (UNOPS)
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Acronyms

AoR	Area of Responsibility
BSO	Business Support Organisation
CAT-I	Capacity Assessment Tool for Infrastructure
CFP	Call for Proposals
CLLD	Community-led Local Development
CSO	Civil Society Organisation
DEU	Delegation of the European Union
DAS	Development Agency of Serbia
DOA	Description of Action
EU	European Union
EPSCA	EU PRO Communication Strategy Assessment
GAP	Gender Action Plan
GEM	Gender Equality Mechanism
HR	Human Rights
ITI	Integrated Territorial Investment
ISTD	Integrated Sustainable Territorial Development
LAGs	Local Action Groups
LSG	Local Self-Government
MPALSG	Ministry of Public Administration and Local Self Government
MLEVSP	Ministry of Labour, Employment, Veteran and Social Policy
ME	Ministry of Economy
MEI	Ministry of European Integration
MTY	Ministry of Tourism and Youth
NGO	Non-governmental Organisation
MPI	Ministry for Public Investment
PSC	Programme Steering Committee
RDA	Regional Development Agency
RFP	Request for Proposals
RSMCO	Republic of Serbia Multi Country Office
SCTM	Standing Conference of Towns and Municipalities
SME	Small and Medium Sized Enterprises
SUD	Sustainable Urban Development
ToR	Terms of Reference

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1. EXECUTIVE SUMMARY

In 2025, the European Union for Local Development - **EU PRO Plus Programme has completed implementation of an additional 11 projects contributing to a total of 285 (or 93.4%) out of the 305 supported.**

The greatest progress has been made with implementation of 18 integrated projects deriving from the twelve territorial strategies which were awarded in June 2024 in total value of €12.8 million. Five of these projects were completed during the year, seven are finalised aiming at completion during the first quarter of 2026, while the remaining six will continue implementation during 2026. The projects, implemented by local self-governments (LSGs) or the regional development agencies (RDAs) from the eleven supported territories, **address territorial and sustainable urban development challenges**, mainly related to identity of urban areas, brownfields and locations with tourism potential, improvement of social infrastructure and services, improvement of waste management and supporting innovative economy.

The Programme significantly **advanced the implementation of territorial strategies across supported territories by successfully engaging in major EU initiatives**, particularly Interreg and URBACT. Key achievements include the Regional Development Agency Zlatibor's award under the New European Bauhaus (NEB) Co-Create Call for its "BioRider" project, and the establishment of eight partnerships that submitted applications to the Interreg Danube Region 3rd Call. Furthermore, three supported territories submitted four applications for URBACT transfer networks, with the Cities of Užice and Niš securing awards. This engagement leverages expert and financial support to adapt successful European practices locally. Additionally, five LSGs from four supported territories were selected for the URBACT Pioneers Accelerator.

Overall, focused strategy and capacity-building efforts resulted in a high success rate, with **30 awarded projects and networks established through EU initiatives**, totaling a cumulative project value of €34,128,135 across all supported territories except the City of Bor. **Further enhancing its European integration efforts**, the Programme successfully supported establishment of twelve partnerships that submitted applications to the Interreg IPA Adriatic 2nd Call, closed in June 2025. These partnerships involved various regional development agencies and municipalities, collectively submitting projects to secure funding worth €21.9 million.

The Programme's economic infrastructure projects have generated significant results, with 17 projects finalised, including four completed in 2025. These projects have already fostered new investments, overall totaling €235 million in six new production facilities, which generated 2,084 new jobs. The most notable impact was in the Šabac North West Free Zone, which attracted €219.5 million across five new facilities, creating 1,512 jobs. Other successes include Feka Automotive's €15.5 million investment and 500 new jobs in the Minel zone in Čuprija, and the reconstruction of the water supply network in Mataruška Spa, creating 57 jobs and providing services to 97 new connections. In parallel, efforts to secure funding for future development are ongoing, with Paraćin being awarded 530 million Dinars for infrastructure equipping of the Zmič industrial zone, and Surdulica applying for Cross Border Cooperation funds for the Vodeničište sports complex.

Direct support initiatives to women and youth startups and Micro and Small Enterprises (MSEs) resulted in 338 new jobs in total, with women holding 52.66% of these positions. This targeted support focused on balanced regional development, creating 152 new jobs in underdeveloped LSGs and 121 in rural areas.

The Programme built on the results achieved in 2024, which **improved social infrastructure through 37 projects in 35 LSGs, benefiting over 280,000 people**. Continuing this momentum, grants for two additional local infrastructure projects from the reserve list were awarded to Medveđa and Raška. These projects, once completed in early 2026, will significantly enhance community services - in Medveđa, the grant project will improve learning conditions for 400 pupils and teachers at the “Gornja Jablanica” Primary School, while healthcare conditions for over 20,000 patients and 136 medical workers will be improved in the Raška Health Centre.

Positive developments were also noted in the operationalisation of new services of completed projects. In Lebane, the “Sunce” Day Care facility for children with special needs successfully obtained its operating licence in December 2025, enabling the provision of new social services to 48 beneficiaries starting in January 2026. Furthermore, both bridges constructed in 2024 in Vrnjačka Banja and Rača municipality secured their permits for use, ensuring safe transport and access for 4,000 people connecting to neighbouring municipalities.

The majority of risks and issues registered during the fifth year of Programme implementation relate to the capacity of beneficiaries to implement projects, alongside external factors influencing the pace of work. The Programme supported 20 infrastructure-component projects, facing common challenges such as the quality of technical documentation, difficulties in public procurement, securing additional financing, and complex construction site and partnership issues. External risks, including political and social developments, also arose; for example, the complex political situation in Zaječar following local elections severely impacted local administration operations and prevented the processing of payments for grant support agreements until a temporary authority was established in December 2025.

Specific implementation challenges included the low capacity of contractors for works, which resulted in slow progress on several integrated projects. The Programme proactively mitigated this through frequent coordination meetings with grantees and contractors, yielding results but requiring continuous monitoring in 2026. A recurring issue was the slow progress in contracting works and services due to lengthy public procurement processes, including a lack of bidder interest, high estimated bids, and frequent complaints to the Republic Commission for Protection of Bidders’ Rights, exemplified by the four-times re-tendered procurement in Preševo. Technical difficulties at construction sites, such as in Bosilegrad and Užice, were resolved through expert consultation and modified methodologies.

The Programme successfully maintained high **visibility, generating 1,170 media reports** from 14 press releases, with coverage largely focused on integrated projects, and infrastructure improvements. External engagement was robust, including supporting five high-level visits of EU Delegation representatives and organising two events. Digital media also thrived, with the website recording over 147,764 visits and maintaining strong social media followings across platforms. Content creation included 21 success stories and six thematic newsletters, which reached approximately 4,500 stakeholders.

This Report provides review of progress and performance, update on management and coordination issues, review of assumptions and risks, quality and sustainability considerations, insight into the key outputs for the next reporting period, and lessons learned. A number of annexes give the readers opportunity to get in depth knowledge of some specific actions taken by the Programme.

2. REVIEW OF PROGRESS AND PERFORMANCE

2.1 Policy and Programme Context

Several important developments related to the policy and the Programme context both at the national and European Union level marked the year 2025. These include strategic EU policy directions, key financial instruments and reforms, as well as national and EU-supported sectoral programmes and investments in Serbia relevant to local and regional level, and local communities.

In its [2025 Annual Report](#), the European Commission assesses Serbia as having a moderate level of preparation regarding Chapter 22 (Regional Policy and Coordination of Structural Instruments), emphasizing that while technical criteria for opening the chapter have been met, overall reform progress has slowed significantly. The Commission highlights that Serbia's future cohesion policy depends on the urgent adoption of a comprehensive legislative framework, specifically a systemic law to manage EU structural funds upon accession. A critical concern remains the weak administrative capacity within key institutions, where high staff turnover and the use of "acting" positions for senior management hinder the development of the long-term expertise required for complex programming and monitoring. Furthermore, the report underscores the need for a single mechanism for prioritizing investments to ensure that regional development projects are transparently selected and effectively managed in alignment with EU standards.

The Republic of Serbia received the first funds from the European Union (EU) in the amount of €51.66 million [as part of the pre-financing from the Growth Plan for the Western Balkans](#), adopted in 2023, with the aim of strengthening the process of the region's rapprochement with the EU through gradual inclusion in certain policies, programmes and benefits of EU membership, already in the preparatory phase before official accession. The Growth Plan for the Western Balkans envisages pre-financing of seven percent of the total funds for each beneficiary. Serbia has received a part of the advance payment of €51.66 million, which is direct budget support, while the remaining advance payment, amounting to €59 million, is intended for projects under the Western Balkans Investment Framework (WBIF). The Republic of Serbia previously met all formal conditions for the approval of the first disbursement, including the ratification of two significant financial agreements with the European Union: The Facility Agreement and the Loan Agreement, under the Reform and Growth Facility for the Western Balkans. These agreements constitute a financial instrument that will make available to Serbia funds in the total amount of approximately €1.59 billion for the period 2024–2027.

Serbia signed the Agreement on financing the [Multiannual Operating Programme for the environment and energy sectors](#) worth €325 million, of which €240 million are the grants extended through the IPA funds. The programme is to be managed by the institutions of the Republic of Serbia in an indirect management system, in line with the way EU Member States implement EU programmes under the cohesion and regional development funds. The Managing Authority of the Programme is the Ministry of Mining and Energy, while the Intermediate Bodies for policy management within their respective competences are the Ministry of Environmental Protection and the Ministry of Agriculture, Forestry and Water Management. The work of the Intermediate Body for Financial Management is carried out by the Ministry of Finance - Sector for Contracting and Financing of Programmes from European Union Funds. The programme covers the 2024 - 2027 programming period and will be implemented from 2025 to 2032, while the co-financing rate of the programme is 26.2%.

The Agreement on financing of the [Multiannual Operational Programme for Employment, Skills and Social Inclusion](#), was also signed, with a total budget of €126.93 million, of which €100 million are IPA allocated grants. The programme will finance support to employment, education, housing and social protection of the Serbian citizens until 2032. The Managing Authority for the Programme is the Ministry of Labour, Employment, Veterans and Social Affairs. The intermediate bodies for policy management are the Ministry of Education, the Ministry of Tourism and Youth, the Ministry of Construction, Transport and

Infrastructure and the Commissariat for Refugees and Migration, while the Intermediate Body for Financial Management is the Ministry of Finance - Sector for Contracting and Funding of Programmes from the European Union.

The Government of Serbia adopted the Law on Confirmation of the Loan Agreement with the European Bank for Reconstruction and Development (EBRD) for the implementation of the [Air Quality Improvement Project](#), worth up to €50 million. The goal of the project is to shut down outdated boiler plants that use coal and fuel oil, as a significant source of harmful gas emissions, mainly located in public buildings in the city centre, and replace them by sustainable heating gas systems, or connect them to the district heating network or the gas network, where possible. The project is to include several local self-governments (LSG), with priority given to cities with recorded emissions of harmful gases, out of which four are from the Programme Area of Responsibility (AoR) - Niš, Zaječar, Novi Pazar and Smederevo. The project is implemented by the Ministry of Environmental Protection, which will form a special Unit for the implementation of the project that should be completed by December 2029.

Serbia launches [FOREST Invest project](#) to boost energy security and climate resilience. The \$84 million initiative aims to strengthen forest ecosystems, support vulnerable communities, and advance Serbia's climate and energy goals. The project will help revitalize ecosystems by restoring 7,000 hectares of forests, converting 51,000 hectares of degraded low forests into high forests, and establishing agroforestry systems. It will also establish protective shelterbelts, and energy plantations with fast-growing tree species on 1,000 hectares of abandoned agricultural land. These activities are expected to reduce greenhouse gas emissions by 8.4 million tons of CO₂ equivalent, while also positively impacting nearly three million people across Serbia. The project is implemented through a partnership between the Food and Agriculture Organisation of the United Nations (FAO), the Government of the Republic of Serbia through the Ministry of Agriculture, Forestry and Water Management, and the public enterprises "Srbijašume" and "Vojvodinašume," with financial support from the Green Climate Fund (GCF).

Furthermore, the Ministry of Environmental Protection and the European Union early in 2025 launched a [new support package](#) in the areas of climate change policies, circular economy and businesses, and bio-waste management. The package, worth about €16.3 million, is to help further enhance the environment and quality of life for Serbian citizens through improving legal and policy framework, building capacities of both public and business sectors and investment in waste separation and collection. The €1.5 million Climate Change component addresses climate change policy and legal framework, strengthening capacities for climate change management and assisting in developing mechanisms for support of industry related to decarbonisation. The €709,000 Circular Economy component is aimed at developing circular economy roadmaps for local self-governments, circular economy business action plans, and raising awareness. The € 14.1 million bio-waste component, planned to be implemented in 24 months, supports new services such as bio-waste collection from individual households, small businesses and collection of green waste from public places in 25 municipalities across five waste management regions, including the territories supported through the programme, i.e Užice, and Pirot). Over 90% of the project budget will be invested into equipment that local and regional utility companies will use on a daily basis.¹

The European Union [committed €134 million to modernize, reconstruct and electrify the Niš-Dimitrovgrad railway section](#). The financing package includes a €100 million of European Investment Bank (EIB Global) loan to upgrade the Sićevo-Dimitrovgrad rail line, electrify and install signaling along the entire Niš-Dimitrovgrad route. This is complemented by the EU grant of €34 million for constructing a rail bypass around Niš. With these latest agreements, the European Union's support for this section has reached €342 million, including €234 million in EIB Global loans and €108 million in EU grants. The project benefited from EIB advisory support via the JASPERS programme and the Western Balkans Investment Framework (WBIF), covering advanced preparation of the Niš bypass and support to implementing the Niš-Dimitrovgrad rail link. Through integrated transport planning for the city of Niš aligned with EU

¹ Europa.rs [Bio-waste five region project - factsheet](#) t
www.euproplus.org.rs

standards, the project aims to reduce congestion and enhance traffic functionality. Niš-Dimitrovgrad railway section is a railway backbone of two territories supported in development of territorial strategies by the Programme.

The EU and Serbia [signed an agreement for access to the EU4Health Programme](#) in December 2025 that will give Serbia's health sector access to EU funding starting in 2026, aimed at strengthening treatment, digitalization, and the accessibility of healthcare services. By joining the [EU4Health programme](#), Serbia as an EU candidate country, officially became a full participant in the largest health initiative in the history of the European Union, worth more than five billion Euros. This landmark agreement will allow Serbia's health authorities and the broader healthcare sector to access EU programme funding under the same conditions as EU member states, as well as Norway, Iceland, Ukraine, Moldova, Montenegro and Bosnia and Herzegovina. From 1 January 2026, both public and private entities in Serbia's healthcare sector will be eligible for financing through open calls, direct grants, and joint actions. These opportunities will support key areas such as improving diagnosis, treatment, and care for cardiovascular diseases and cancer, contributing to the European Health Data Space, developing strategies for critical medicines and stockpiles, strengthening mental health—especially among young people, and initiatives related to cross-border health threats.

In the second half of the 2025, [the Government of the Republic of Serbia allocated from its budget 25 millions RSD for the Programme for Financing Projects of Public Interest Implemented by Associations from Territories of Extremely Underdeveloped Municipalities](#) (LSGs from the Fourth Group). The Programme should contribute to the improvement of the quality of life of the local population in the areas of employment, culture, security, environment, gender equality and social issues. In November 2025, [the Ministry for the Development of Underdeveloped Municipalities supported 80 projects within this Programme](#).

In September 2025, the Serbian government adopted [the Decision on a regular increase in minimum wage](#) to amount to RSD 371 per working hour (a rise of 10.1%), which will apply as of 1 January 2026. With this increase, the minimum wage will amount to RSD 64,554 or €551 per month as of 1 January of next year. This represents an increase from €404 in 2024 to €551, while the [minimum wage in Serbia remains among the lowest in Europe](#).

With the [adoption of the Decree on establishing the Programme for incentivising the development of entrepreneurship through financial support for women's entrepreneurship](#) in September 2025, the GoS secured RSD 70 million of non-repayable funds from the budget for the implementation of the programme for development of women's entrepreneurship, while an additional amount of investment was planned to be financed from beneficiaries' own funds or through loans from the Serbian Development Fund. Shortly after the launching of the Public Call in November, the Ministry of Economy secured additional funding due to the exceptionally high level of interest in the Call.

The Government of the Republic of Serbia [adopted the Bill on Official Statistics](#) in November 2025, in order to provide the legal framework for the development of an efficient, independent and sustainable statistical system. Statistics should provide objective data on society and economic developments in the country, as well as high-quality and timely data to the government, ministries, bodies of autonomous provinces and bodies of local self-government units, so that they can perform their functions efficiently and effectively, and their decisions are based on reliable data. By adopting these legal provisions, the field of official statistics will be harmonised with European regulations, namely the European Statistical System, thereby contributing to the country's European integration.

At the European level, the year, in relevance to the Programme, was marked by the European Commission proposing a more flexible and performance-based [Cohesion Policy for 2028-2034](#). It is to be integrated in 27 National and Regional Partnership (NRP) Plans providing each Member State the possibility to direct the EU support to national and regional challenges, while a special plan will be prepared for Interreg. In the NRP Plans, Member States and regions can propose place-based key investments to better solve the

pressing challenges. Designed in close partnership between the Commission, Member States, regions, local communities and other relevant stakeholders, the NRP Plans will allow for a better coordination of Cohesion Policy with other policies such as the Common Agricultural Policy, thus maximising the impact of each euro invested. The total financing of the National and Regional Plans will amount to about €865 billion over the 2028-34 period. Out of that, around €450 billion is to be dedicated to cohesion, rural development and fishing communities, which is broadly equivalent to that provided in the current multi-annual financial framework. Economic, social and territorial cohesion, as enshrined in the Treaties, is at the core of the National and Regional Partnership Plans. The proposal also includes a minimum allocation of €218 billion for less developed regions and differentiated co-financing rates according to the level of a region's development. Moreover, there is a safeguard ensuring that less developed regions will receive at least as much funding as they receive in the 2021-2027 period. This maintains Cohesion Policy as a policy of solidarity with the highest share of funding for those who need it most, leaving no region and no person behind. Cohesion Policy will also continue to invest in all regions solving structural challenges across the whole EU. When it comes to integrated territorial development, all types of territories will be supported, but without clear earmarking for territorial instruments.

The European Commission published the [EU Agenda for Cities: Driving Growth and Prosperity](#) in December 2025. It is the one of the two flagship instruments under the 2021-2027 EU Cohesion policy framework that provide direct support to cities. With this document, the Commission lays out its vision and policy response to shape Europe's urban future, to reinforce urban development policy and strengthen the role of cities in Europe's future growth and development. It builds on existing strategic frameworks such as the Territorial Agenda 2030 and the New Leipzig Charter, complementing ongoing intergovernmental cooperation under the Urban Agenda for the EU. The Agenda focuses on main three areas: 1) Continuous dialogue: annual high level exchanges with cities to ensure EU policies meet local needs; 2) Simplification and capacity building: A new EU cities platform and web portal will streamline support, funding and information for urban areas and 3) Investment: Strengthening financial support through sectoral policies and sectoral programmes, including national/regional partnership plans, Horizon Europe and the European competitiveness fund.

[Interreg Danube Region 3rd Call](#) is closed on 15 December 2025. The call is designed to support of the specific objectives under the programme priorities 1, 2, 3 and 4, namely: SO1.2 (Development of skills for advancing smart specialisation strategies, industrial transformation and transition towards industry 4.0, including cross-sectorial collaborations); SO2.1 (Support greening the energy and transport sectors in the Danube Region by enhancing the integration of renewable energy sources); SO2.2 (Promoting climate change adaptation capacities in the Danube Region and disaster management on transnational level in relation to environmental risks taking into account ecosystem-based approaches); SO2.3 (Sustainable, integrated, transnational water and sediment management in the Danube River Basin ensuring good quality and quantity of waters and sediment balance); SO3.1 (Accessible, inclusive and effective labour markets); SO3.2 (Accessible and inclusive quality services in education, training and lifelong learning); SO4.2 (Increased institutional capacities for territorial and macro-regional governance). The Call was open for ASPs (Associated Strategic Partners) located either in an EU country or in EU candidate countries, Switzerland, EEA countries and the UK. The estimated project start date is 1 July 2026.

URBACT launched the [URBACT Pioneers Accelerator](#) in June 2025 - a bespoke learning programme designed exclusively for cities from accession countries (Albania, Bosnia and Herzegovina, Montenegro, North Macedonia and Serbia). Five cities from supported territories Arandjelovac, Kragujevac, Niš, Novi Pazar, and Smederevo, out of 27 cities in total, will participate in a programme transforming local governance by drawing on URBACT's expertise and real-life experiences from EU cities. The programme is structured around four thematic clusters - Mobility, Sustainable Tourism, Waste Management, and Urban Nature through which is addressing some of the most pressing urban challenges.

The URBACT Programme closed the [Call for Transfer Networks](#) on 30 June 2025, looking for applications from city administrations willing to transfer one of the 116 URBACT Good Practices labelled in 2024. An

URBACT Transfer Network is composed of 6-8 city partners, with an URBACT Good Practice city in the role of the Lead Partner. With expertise, support and funds, partners learn and exchange with European peers, adapting the Good Practice to the context of their cities, benefitting from capacity-building and knowledge opportunities, while gaining visibility and recognition at the European level. [Out of seven applications in total submitted from Serbia and out of 39 applications in total from Europe](#), two applications from supported territories were awarded in October 2025: the City of Užice and the City of Niš.

[Interreg IPA Adrion 2nd Call](#) worth €21.869 million was closed on 30 June 2025. The call was designed to support projects under three priority axis: 1) Supporting a smarter Adriatic and Ionian region, 2) Supporting a Greener and Climate Resilient Adriatic-Ionian Region and 3) Supporting a Carbon Neutral and Better-Connected Adriatic-Ionian Region. The IPA ADRION Programme brings together ten countries, four EU Member States (Croatia, Greece, Italy, and Slovenia), five non-EU Partner States (Albania, Bosnia and Herzegovina, Montenegro, North Macedonia, and Serbia) and one third country (San Marino). This unique blend of IPA ADRION area within the Adriatic-Ionian Region creates a vibrant collaborative environment, nurturing cross-border partnerships and propelling regional development initiatives. Twelve partnerships from supported territories were established and applications submitted. The Call results will be published in 2026.

EIT Climate-KIC advertised a [Sustainable Cities Mobility Challenge](#) call for European cities to identify bold and impactful projects which seek to decarbonise transport, improve local air quality and accelerate the take-up of active, shared and collective mobility. The call aims to support the transition to cleaner, greener, and more inclusive transport, in line with the objectives of the European Green Deal, Urban Mobility Framework, New European Bauhaus and the EU Cities Mission. In this year, the projects that will be supported are those that create street space that enables healthy, active mobility and that also incorporate greening (e.g. planters, trees, parklets, shrubs, pocket gardens), as these can simultaneously deliver benefits for the climate, quality of life, biodiversity and sustainable transport. The call was open by 12 March 2025. Cities and towns (with a population of at least 25,000) in the EU Member States and Horizon Europe Associated Countries Each city project selected will be granted up to €90,000.

The year was also marked by nationwide student-led protests across Serbia, initially focused on accountability following the collapse of a railway station canopy in Novi Sad in late 2024, which resulted in 16 fatalities, and subsequently expanding to include demands for early parliamentary elections.

The local elections were held in several municipalities in Serbia in 2025, in Sečanj, Kosjerić, Mionica and Zaječar, in certain locations, accompanied by increased tensions and reports of incidents during and after the electoral process. In Zaječar in particular, difficulties and political and legal disputes in forming the local administration led to a prolonged institutional stalemate, accompanied by heightened political tensions and public debate.

2.2 Progress Towards Achieving Objectives

Preliminary data from the [Statistical Office of the Republic of Serbia](#) indicates economic expansion, with the nominal national Gross Domestic Product (GDP) registering a 10.6% increase in 2024 compared to 2023. Regional performance was positive, as evidenced by the Šumadija and Western Serbia Region achieving a nominal growth of 12.9%, and the South and East Serbia Region also recording a notable 12.3% increase.

Although regional development remains uneven in terms of GDP share, the less-developed regions of Šumadija and Western Serbia and the South and East Serbia Regions experienced a notable increase in their contribution to the national GDP. The share of Šumadija and Western Serbia regional GDP in the national GDP has increased in 2024 to 15.3 from 15.1% in 2023 and the share of South and East Serbia region has increased from 17 to 17.4%. This positive trend extended to GDP per capita across all regions in 2024. Specifically, the less-developed Šumadija and Western Serbia region recorded a 13.8% nominal growth in GDP per capita, reaching RSD 943,000, while the South and East Serbia region achieved a 13.3%

increase, elevating its GDP per capita to RSD 1,078,000. This not only reflects nominal improvements but also a demonstrable reduction in the regional GDP per capita gap relative to the national average. Given that the 2023 trend was in the opposite direction, this progression suggests a measurable impact from measures aimed at more balanced economic development, including the EU PRO Plus programme.

Furthermore, unemployment rates in Serbia's Western and South-Eastern regions also saw a reduction. Western Serbia experienced a substantial decline of 12.7% compared to 2023, resulting in 72,300 unemployed individuals, which marks a 31.8% reduction from the 2019 baseline. Conversely, South-Eastern Serbia registered a 2.15% decrease in unemployment, totaling 77,500 individuals in 2024, a level 11.12% below the 2019 baseline.

The efforts to create a more conducive business environment through improving economic infrastructure, the Programme has thus far contributed to facilitating significant investments in Šabac, with five new production facilities in North West Free Zone, worth €219,5 million, and 1,512 new jobs. Further in Ćuprija, in the Minel zone, the investment of €15,5 million of Feka automoto also generated 500 jobs, while in Mataruška spa there have been 57 new employees. To date, the supported economic infrastructure projects have contributed to realisation of €235 million worth investments and creation of 2,084 new jobs, with potential to contribute to creation of 2,000 more jobs in the future.

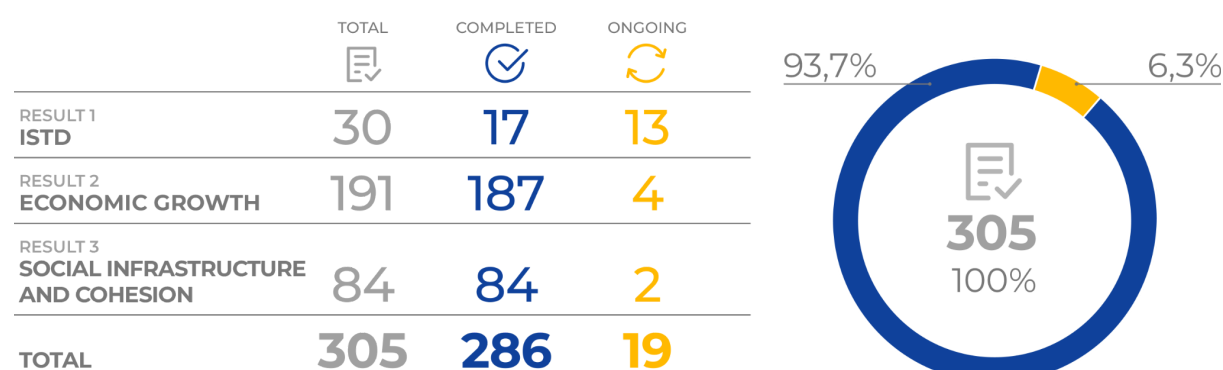
Furthermore, two new social infrastructure grants awarded to Medveđa and Raška in 2025 should bring improved learning conditions to 400 pupils and teachers in Medveđa and improved healthcare conditions for 20,000 patients and 136 medical workers employed in Raška Health Centre, in addition to direct benefits to over 280,000 inhabitants of the two less-developed regions of the country, achieved during 2024 as a result of 37 completed social infrastructure projects.

To date, strategies across the twelve supported territories- inhabited by 1.6 million people -have resulted in 226 contracted projects worth a cumulative €517 million.

The Programme continued to contribute to gender equality and social inclusion with these elements embedded into all supported activities thus ensuring equal results for men and women, promoting support to vulnerable groups and ensuring inclusive participation in supported activities.

2.3 Results and Activities

The Programme has diligently continued completion of its activities marking the end of 286 projects in total, and leaving 19 projects in implementation, including 13 integrated projects, four economic infrastructure projects and two local infrastructure projects.



Within the Result 1 - Improved development planning and introduction of the Integrated Territorial Investment (ITI) concept - the key progress relates to implementation of territorial strategies, with 92% of territorial strategies (or 11 out of the 12) being implemented using different funding sources.

Implementation of integrated projects derived from territorial strategies progressed, with four out of the 18 awarded projects completed during the year providing tangible results for the beneficiary territories. In the Pirot urban area, the development of the pre-investment feasibility study for the establishment of a higher education institution enabled conditions for launching a formal initiative towards the Government of Serbia to establish the Faculty of Organisational Sciences in Pirot. Likewise, in the Uzice urban area, the development of the study of the unique identity of urban areas has identified areas of reaffirming urban identity and the project ideas that streamline territorial initiatives in particular LSGs as well the whole urban area. Further, in Novi Pazar, with the completion of the project related to improvement of the management of recyclable waste, the Recycle centre tripled its processing capacity, while over 400 children have been engaged in the activities aimed at increasing awareness of environmental protection. In Leskovac, the improvement of the waste management system with more advanced and innovative environmentally friendly solutions focused on the primary waste separation and involving citizens and primary school pupils in its activities.

Additionally, an integrated project implemented by the city of Loznica was partially completed, the City obtained the analysis of the current status of the Viskoza site with preliminary proposals for its reactivation and remediation.

As part of the Result 2 - Improved economic growth, the Programme completed the implementation of 16 economic infrastructure projects out of 20 awarded, ensuring the conditions were met for fostering new investment initiatives and employment opportunities. As a result, six new investments valued at over €235 million materialised in the industrial zones in Šabac and Čuprija as well as in the tourism supported project in Mataruška Banja. They jointly registered 2,084 new jobs, of which 1,084 were generated in 2025, deriving from the investment in Čuprija (500), Mataruška Banja (54) and Šabac (530).

One additional job has been created in 2025 through the supported women and youth startups, making up a total of 64 new jobs generated through this activity, and demonstrating the significant impact of targeted interventions to foster entrepreneurship in the extremely underdeveloped municipalities. This makes a total of 338 new jobs created in total, including 274 generated through direct support to Micro and Small Enterprises (MSEs). Women hold 178 of these new positions, representing 52.66% of the total. Looking at location, 152 new jobs were opened in local self-governments classified as underdeveloped or extremely underdeveloped, and 121 were created in rural areas.

Within the Result 3 - Improved social infrastructure and social cohesion in the targeted local self-governments - progress was made with the remaining two social infrastructure projects in Medveđa and Raška, the implementation of which was initiated during the year. The results are expected to be visible in early 2026, upon their completion.

Result 1 Improved development planning in targeted municipalities and introduction of the ITI concept

During the year, the establishment of Project Coordination Units (PCUs) in all supported territories has been completed. Through conducting two training cycles in 2025, on the Development of integrated strategic projects and the integrated investment plan, the total number of trained individuals (unique participants) through the overall CB programme reached 1,449 (52% were female). In addition, the first pilot investment plan was developed, as a unique, first of a kind tool for territorial strategy implementation in the Serbian context, which additionally emphasises the integrated approach. The Programme achieved an indicator related to Implementation of at least 80 percent adopted SUD and ITI Strategies, with 92% of territorial strategies (or 11 out of the 12) being implemented using different

funding sources².

The Programme continued supporting and encouraging territories to apply for the calls relevant for implementation of territorial strategies, with the latest one related to currently open and forthcoming calls under the [European Union New European Bauhaus \(NEB\)](#). Regional Development Agency Zlatibor was awarded under the [Co-Create NEB Call for proposals 2025](#) for the project “Bridging Communities: Co-creating a Sustainable and Beautiful Đetinja Riverfront- BioRider”.

Considering [Interreg Danube Region 3rd Call](#), eight partnerships³ were established within submitted applications, namely: RDA RARIS with “DANUBE MUNIPACT”, “RUR:ACT4Danube”, “ENRESDA”, “HYDROCEDA” and “DARHUB”, RDA SEDA with “StoreMoreWarm+”, City of Niš with “BRIDGE” and City of Pirot with “Danube Smart Green Municipalities”.

Additional efforts were invested in encouraging partnerships and additional capacity building of supported territories, resulting with three supported territories submitting four applications for URBACT transfer networks [out of seven applications in total submitted from Serbia and out of 39 applications in total from Europe](#). Two applications from supported territories were awarded in October 2025: the City of Užice with the Intermunicipal Community of Coimbra Region (PT) for [SIT FLEXI Demand responsive transport solution](#), and the City of Niš with Ostrava (CZ) for [We Create Space: revitalisation of public space](#). The call for Transfer Networks enables the transfer of [URBACT Good Practices labelled in 2024](#) and implies that an URBACT Transfer Network is composed of 6-8 city partners, with an URBACT Good Practice city in the role of the Lead Partner. The partners with expert and financial support in a period of 2.5 years will have the opportunity to expand knowledge, exchange with European peers, adapt the Good Practice to the context of their cities, while benefitting from capacity-building and visibility and recognition at the European level.

The five LSGs from four supported territories - Niš, Kragujevac, Aranđelovac, Novi Pazar and Smederevo were awarded within [URBACT pioneers accelerator](#) call. The Programme supported the territories to apply for intervention related to territorial strategies. The bespoke learning programme dedicated to cities from the Western Balkans is designed to support cities from the region to tackle specific urban challenges with sustainable solutions in line with the EU integrated sustainable urban development policy framework, values and practices. The inspiring good practices from EU cities will be explored and expert support for structured action learning around integrated and participatory approaches in project design and delivery will be provided.

Concerning [Interreg IPA Adrion 2nd Call](#), worth €21.9 million, which was closed on 30 June 2025, twelve partnerships from supported territories were established and applications submitted, namely: Regional development Agency of Šumadija and Pomoravlje REDASP with four projects; Regional Development Agency JUG applied as a partner with two projects; Municipality of Dimitrovgrad with one project; Regional Development Agency RARIS with two projects; Regional Development Agency Zlatibor with two projects and Sandžak Regional Development Agency SEDA with one project.

To date, the number of awarded projects/networks established through most important EU networks (Interreg and URBACT) reached 30 projects with a total project value of €34,128,135⁴, and includes all supported territories with exception of the City of Bor.

Activity 1.1 Enhancing national capacity to introduce integrated territorial development

The Programme organised a presentation of the Study of Integrated Sustainable Territorial Development (ISTD) for the representatives of the Ministry of European Integration and EU Delegation to Serbia, conducted by international and national experts.

² Only City of Smederevo does not have projects with at least three different sources of funding

³ Preliminary data

⁴ The list of awarded networks is available in Annex I, Attn 1.1

Upon the MEI request for additional clarification, the Programme prepared two documents: 1) note on Cohesion Policy and ISTD, elaborating different options for the architecture of Cohesion Policy, with pros and cons for each of the options presented, and 2) the clarification of third category of territories elaborated in the Study, with possible scenarios for territorial grouping by using four proposed criteria.

Activity 1.2 Improving capacities of municipalities and regional development agencies to introduce concepts of integrated territorial planning

In support of implementation of the twelve territorial strategies, the activities on the establishment of Project Coordination Units (PCUs) were completed with all twelve territories having established PCUs. Namely, during the first half of 2025, the four remaining territories - Kragujevac, Kruševac, Niš and Šabac established PCUs.

As a part of the Module IV of the capacity building plan, two training sessions including five cycles for each training were delivered for all 12 territories. 1) Training on Development of integrated strategic projects, focusing on integrated and participatory approach⁵, multi-level governance and selection and development of integrated project proposals that gathered 63 participants in total, out of which 33 (52%) were female; 2) Training on Integrated investment plans⁶ that includes linking development priorities and strategic objectives to an investment plan, creating and prioritizing a project pipeline and developing funding and financial plans, including blended financing, gathered 62 participants, out of which 34 (55%) were female. After these two sets of training, the total number of trained individuals (unique participants) through the overall CB programme has increased to 1,449 (52% were female).

Following the establishment of PCUs in all twelve territories, the Programme supported the development of the first pilot integrated investment plan for Užice territory. In September 2025, the list of 22 strategic projects were selected to be elaborated in the integrated investment plan, which also encapsulated project ideas within selected projects defined in the Study for unique urban identity for ITI Užice. The plan will be adopted early next year. The remaining 11 integrated investment plans will be developed following the logic and the structure consolidated through piloting development in Užice.

The project initiated the process of placing territorial strategies developed by the Programme on the European Union [STRAT-Board](#) online platform, where territorial strategies of EU member states were presented. The strategies will be placed at an “additional resources” section.

Activity 1.3 Implementing activities contributing to socio-economic growth deriving from integrated territorial planning strategies

The implementation of **18 integrated projects** selected through the [Public Call for proposals for integrated projects derived from 12 territorial strategies supported through the programme](#), covering the territory of 30 local self-governments, progressed to **72% with over €9.3 million of contracted works and services**, resulting from 194 successfully finalised procurements out of 255 overall project procurements. Of 18 awarded grants, **five were completed in 2025**, and 13 extended into 2026. The Programme team facilitated over 150 meetings and site visits during 2025, to support the implementation of complex projects, specifically those with infrastructure components with an average number of 19 procurements per project. From 34 sites, work is completed on 21, while ongoing on 11 construction sites at different progress rates. Two sites within projects Niš Tabula Peutingeriana and Užice Green and Energy Transition are facing implementation delay, while the site within Kragujevac Connect project, despite one whole year in the procurement stage, finally managed to contract and initiate works in December 2025.

Within **LOT 1, the eleven projects** which include infrastructure and other works, procurement of equipment and measures that enable broad consultation, participation, capacity building and training, etc, are being implemented at different paces. Two projects, the improvement of the waste management

⁵ The training report is available in the Annex I, Attn 1.2

⁶ The training report is available in Annex I, Attn 1.3

system in the urban area of Leskovac and the Novi Pazar project aimed at improving the management of recyclable waste, implemented all activities in 2025.

In **Šabac**, despite overall progress of 83% of 22 project activities, 110 days of delays were registered in the construction works on the gym within the **“Fair Play for Inclusion”** project. The contractor finally mobilised in the last quarter and progressed to 52%, committing to complete all works by 15 February 2026. To ensure completion of all activities dependent on finalised construction, the Programme approved the extension to Šabac until end March 2026. Šabac, however, achieved solid progress in the implementation of activities independent of infrastructure works such as procurement of costumes for art and cultural programmes, pupils' sports clothing for sports events, equipment for gym and the physical education cabinets. Further to this, there are twice a week organised exercises for 39 children with development disabilities, conducted by 29 teachers who were trained, through two sessions, to provide the exercises tailored for this target group. Also, the physical examination of 304 children was conducted determining over 350 deformities as a consequence of lack of exercise. The examination results will be a base for structuring specific physical exercises for the children and for monitoring their progress. The results, also disseminated among parents, were recognised as a good practice for further replication in all primary schools.

Likewise, in **Loznica**, design deficiencies delayed execution works on rehabilitation of the **Institution for sports and culture Lagator**. Although all soft activities were completed, overall progress of 75%, is dependent on slow progress in the construction works, which reached only 30%, mainly due to deficiencies in design that were resolved only in August 2025. After Loznica amended the contract for unforeseen works in October, the contractor resumed the works, reprogramming the schedule to complete it all by 15 February 2026. During August, teams composed of professionals from various fields of expertise were formed to prepare documentation for the proper functioning of the newly renovated centre, including Rulebooks on the management of the facility, Internal communication protocols, Rulebooks on the protection of data etc. The first first aid training for 3,000 high school students was also completed.

Zaječar, the lead implementing partner of the **Magic of Eastern Serbia** project on behalf of Boljevac, Sokobanja and Knjaževac, faced an institutional vacuum after the failure to constitute the local assembly following the elections in June. Until 18 December, when the Government of Serbia established a temporary body, Zaječar was unable to enact any payments toward the providers of works, goods or services, rendered for project activities in an approximate amount of half a million Euros. In addition, Zaječar had no contracting authority in place to sign the extension to GSA, although the currently highest authority, Head of Zaječar administration, timely signed the request for extension. Upon Zaječar receiving the temporary government, the Programme initiated signing of the GSA amendment as for the Force Majeure foreseen by the Contribution Agreement, while Zaječar fulfilled its obligation to the vendors. Zaječar and partnering LSGs successfully implemented all five work contracts, included the completion of works on Zaječar Youth Camp, landscaping arrangement and sports terrains in Banjica complex in Knjaževac, landscaping of Bovan lake in Sokobanja and trim and pump truck, along with tourist signalisation in Boljevac. The governance mechanism for Zaječar youth camp was also completed, and services for development of marketing strategy for Zaječar district contracted. However, the tender for the Zaječar district tourist card failed three times, for which Zaječar requested a grant extension until June 2026.

In 2025 all activities within the **Leskovac** project **Improvement of the waste management system in the urban area of Leskovac with more advanced and innovative environmentally friendly solutions - PRO WASTE INNOVATIVE SOLUTIONS** were completed and the project is now in the closing phase. Namely, 22 underground containers were delivered and installed on eight locations in the city of Leskovac. The containers are equipped with sensors measuring the temperature and the fill level. The locations around the underground containers were equipped with greenery and marked with signs containing basic information of the container use and waste recycling. Further to this, a vehicle for waste collection and

emptying of underground containers was procured and training held on the use of the subject vehicle. Parallel to these activities, the Academy of Professional Studies South Serbia (APSSS) implemented a 12-month activity aimed at promoting environmental awareness and sustainable waste management among primary and secondary school students. Special laboratory equipment, including a portable X-ray fluorescence (XRF) spectrometer, was procured to analyze the chemical composition of waste, identify hazardous elements, and support efficient recycling. A total of 120 students (80 primary, 40 secondary) from four primary and four secondary schools participated in the workshops covering waste segregation, recycling of paper, plastics, textiles, composting, and innovative methods for waste reduction. High school students received hands-on experience using the XRF device to analyze waste both in laboratory settings and on-site, enhancing STEM education and practical skills. Additionally, the Zero waste campaign for promotion of waste reduction, segregation and recycling was organised to include schools and local community centres. The campaign was also used to present the Zero waste game application called "Let's save Leskovac" designed to raise awareness among the youngest population. Finally, a web GIS application for displaying the waste management system in part of the urban area of Leskovac has been developed and is an integral part of the Leskovac Geoport.

In 2025 two sites were officially closed and works handed over within the implementation of the **Improving Educational Ecosystem in the Urban Area of the City of Pirot and Municipalities of Dimitrovgrad, Babušnica and Bela Palanka**. Namely, the contracted works on the replacement of lights and flooring at the secondary school in Bela Palanka were completed and handed over. The works on the fencing of the primary school in this partner LSG were postponed due to the poor quality of the available design. The LSG has, however, funded the improvement of the design in question and these works would be carried out in the next reporting period. Further to the works on the secondary school in Bela Palanka, works on the arrangement of the outdoor facilities in the primary school in Babušnica were completed and handed over in December 2025. Finally, 70 % of the works on the reconstruction of the facade of the Grammar school in Pirot have been completed and the works on the exterior lights and fence contracted. Further to the above, delivery of equipment (furniture, toys and kitchen equipment and IT equipment) for the Dimitrovgrad pre-school institution was completed. The majority of soft activities have also been implemented, with co-creation workshops completed and workshops on educational opportunities in the region and potentials for improvement carried out in the schools of the partner municipalities. In the preschool institution in Dimitrovgrad, workshops were held on the topic of environment protection adapted to the knowledge and skills of the participants.

Within the project **Cultural Revival for an Enriched Šumadija Tourism: Creating an Integrated and Innovative Regional Tourism Offer (CREST)**, the infrastructure activities at four sites are progressing at different dynamics. The arranging and furnishing of the area of the cultural-historical site "Petrovi dvori" in Viševac, in the Rača municipality was completed, while the reconstruction of the King's Winery in Topola and the surrounding ground area is projected for completion in January 2026. The construction of the "Risovača Cave" Visitor-Educational Centre in Aranđelovac is progressing slower than anticipated; however, completion is still expected by the end of March 2026. Significant delays have been encountered in the procurement of furniture, which is now scheduled to commence in the first quarter of 2026. Workshops, as part of the soft measures, are nearing their final phase. However, the work contract for rehabilitation of the Knić cultural centre was terminated due to disputes on the quality of the works between the contractor and technical supervision. The actual status of completed works is undergoing court expert evaluation and will be subject of a civil dispute in the economy court. Given the contractor presented invalid guarantees for both advance payment and performance, Knić accepted to bear all costs for incomplete works that must be finished after remaining scope is officially determined.

Despite significant initial delays in the procurement of construction works for the reconstruction and adaptation of the High School "Knez Aleksandar Karađorđević" building, primarily due to multiple requests for the protection of bidder rights, the **project Šumadija CONNECT Fostering territorial development through innovation and cultural heritage valorisation** is now moving forward with construction works. After the fourth iteration of the procurement evaluation process, the contract for reconstruction works

was finally awarded, and the initial meeting with the selected contractor was successfully organised in December 2025. Complementing this progress, soft measure activities such as the analysis of cultural goods and the definition of the Rulebook for cultural heritage management have been largely finalized. The reconstruction works are now expected to be completed by September 2026, necessitating a project extension until October 2026 to ensure full completion and project closure.

The **City of Novi Pazar** successfully completed the project aimed at **improving the management of recyclable waste** in December 2025. Key accomplishments include the finalisation of construction works to increase the capacities of the Recycling Centre, the installation of a new sorting line with an automatic baling press that tripled the centre's processing capacity, and the delivery of necessary equipment for both the recycling centre and the High school for textile and leather design. The project also delivered two vehicles, for the collection of recyclable waste, one truck and one electric van for collection of textile waste. The project also increased the capacities of the textile high school to support textile recycling, complemented by workshops for school students and promotional recycling campaign and a fashion show where students presented their creations made from the recycled textile. A total of 17 workshops were held with the participation of more than 400 primary and secondary school students, while Eco Festival "Green World" was in cooperation with the Center "Duga".

Implementation of the **Green and Energy Transition project in the Užice ITI territory** has seen recent progress, despite earlier delays primarily concerning the National Theatre roof reconstruction and corresponding solar power plant installation. The design for the National Theatre's reconstruction upon being revised according to the results of testing conducted on the structure of the building, received a positive expert review, confirming it can be published for tendering. Furthermore, the solar power plants on the swimming pool in Užice, PUC Zlatibor, and the sports hall in Bajina Bašta were installed, and installation has commenced for the solar power plant at the Regional Training Centre for Dual Education. Works on the green facade in Zlatibor have been completed, and equipment and machinery delivered for the agricultural school in Požega, with work on the irrigation system ongoing. Both training and mentoring for the agricultural school professors and five workshops from 20 representatives of public companies related to green solutions and energy efficiency were conducted. Due to the delays in the works on the National Theatre roof reconstruction the project has been extended until October 2026.

Within the **"Ecosystem for innovation and smart economy in Bor"** project, two rural start-up points in Zlot and Gorjane were successfully equipped with IT computer equipment. The solar panels were installed on the buildings, initiating the implementation of smart energy supply sources. The Start-up Centre in Bor was successfully established within a completely refurbished building, also furnished with modern IT equipment. The building has been renovated to fulfil all requirements of a modern start-up centre, encompassing a co-working area, two private offices, silent room, a conference room, and a reception space. The Start-up Centre employed five individuals while the official opening is scheduled for January 2026. Regarding the soft measures component, mentoring sessions were delivered to ten small and medium-sized enterprises (SMEs) focusing on enhancing the digital intensity index, with the overall objective of improving the digital literacy of the entrepreneurs. Furthermore, mentoring was provided to another ten SMEs concerning their innovative capacities to optimise business operations. The Guide for Circular Economy Preparation and Promotion and the Guide for Digital Marketing Preparation and Promotion were both successfully developed. In preparation for the reconstruction of the Business Incubator Center (BIC) Bor, an Elaboration of energy efficiency, including architectural and construction specifications, was completed. In the coming period one more procurement will be carried out for the additional equipment for BIC, RARIS and Bor city administration.

Under the **Active protection of the cultural heritage 'Tabula Peutingeriana' project**, the City of Niš completed the reconstruction of six casemates within the Niš Fortress. The Call for leasing the casemates is planned for early January 2026, following expert workshops to define their utilisation. Complementary activities included workshops on projection mapping and 2D AI animation, and training for tourist guides and creative industry entrepreneurs. Furniture and IT equipment were procured for tourist information

points in Merošina, Svrljig, Gadžin Han, and for the City of Niš. Marketing, promotion, and murals are underway. However, reconstruction of the atelier in the Niš Fortress is delayed; revised technical documentation is pending. Due to a doubled cost estimate, UNOPS agreed on 30 December 2025 to take over the design review with value engineering. The project's final cost will determine if UNOPS can proceed with procurement, as a co-funding value exceeding the awarded amount would force the reallocation of funds.

The realisation of seven **LOT2** projects supporting the development of documentation relevant for increasing the level of maturity and readiness for implementation of strategic projects within territorial strategies is advancing well with the majority projects entering final implementation stages.

Two projects are in the administrative closure phase, including the project for the development of an **unique urban identity study for ITI Užice** and development of the **pre-investment feasibility study for the establishment of a higher education institution in Pirot**. The results of the Unique urban identity study represent a significant improvement in planning practice in Serbia, as the process, strongly supported by Programme, received recognition in the category “Digital techniques, design and production in urbanism and architecture; Media presentation of urbanism and architecture for [Media Presentation of the Process of Developing the Study on the Unique Identity](#)” at 34 International Urban Planner Exhibition. Concerning the pre-investment feasibility study for the establishment of a higher education institution in Pirot, thanks to the prepared study, the City of Pirot formally submitted an [initiative to the Government of Serbia for establishment of higher education institution](#).

The process of development of the **traffic study and related strategic environmental impact assessment (SEIA) in Novi Pazar** entered into the final phase, by passing a public discussion procedure, which will be finalised upon processing the remarks. The Study provides short-term affordable solutions that will contribute to immediate improvement of the traffic situation in the city centre, but also provides long-term systematic solutions that will enable the shift of transport modes towards public transport and pedestrian and bicycle ones, which will, beside the improvement of transport, contribute to the reduction of air pollution.

The **Leskovac Previous study of recultivation of the closed solid waste landfill at the location "Brst" into an ecologically acceptable area of public use** is developed as a draft, and will be completed in early 2026. The study is providing two scenarios for re-use of degraded land, which is one of the priorities of the territorial strategy.

The study for the revitalisation of **Lazarev Grad in Kruševac** has been prepared, and the remaining activity related to the development of preliminary design is to be finalised in early 2026. Due to prolongation of the research, the project duration is extended until 15 February 2026. With prepared study and preliminary design, the conditions for the revitalisation of the heritage site will be ensured, which will finally lead into the transformation of the whole area of significant importance for the City of Kruševac and Serbia in general.

The development of the **Prefeasibility study for revitalization of Mechanical Workshop at the Military Technical Institute (MTI), Kragujevac** is also entering its final phase. After preparation of three possible scenarios, the consultation was conducted to receive additional inputs from relevant stakeholders which informed identification of the additional fourth solution. As the completion of the final solution, which is a precondition for development of preliminary design, will require additional time, the project duration is extended by 31 March 2026. The agreed solution of the study is focusing on culture and creative industries, the realisation of which should create a new city centre within the Military Institute.

Regarding the **Viskoza factory Master Plan in Loznica**, the project had initially been temporarily suspended due to the planned use foreseen in the draft General Regulation Plan of the City of Loznica, which was in its final phase, that envisages high-density multi-family housing for the area of the former Viscose factory. As the planned use in the General Regulation Plan is different from what is the framework

for the development of the Master Plan, it was not possible to continue with its development. The Programme completed the clarification process with the UNOPS Legal Group and during November, a meeting in Loznica was held in order to reach mutual agreement on grant termination which was formally accepted by the City of Loznica. With this termination, the project will be partially implemented, and will be concluded with the developed current status analysis and with the proposal of possible solutions.

During this year, the Programme started a collection of projects derived from territorial strategies from various funding sources. During the year, two cycles of collection were conducted, with a preliminary result of 226 contracted projects in total, with a total value of €517 million. Beside collecting projects, these efforts are intended to increase the capacity of established Project Coordination Units (PCUs) in all twelve territories in monitoring and reporting territorial strategies implementation.

Result 2 Enhanced economic growth in targeted municipalities

In 2025, four⁷ economic infrastructure projects completed all activities, totaling to 17 finalised economic infrastructure projects. Although the full impact is expected in five years after project realisation, the conditions for economic and tourism development have already commenced to yield results, fostering new investments and new jobs. Thus far €235 million worth investments in six new production facilities generated 2,084 new jobs.

The highest impact was registered in Šabac North West Free Zone with five new production facilities, worth €219,5 million, which generated employment for 1,512 people from Šabac and neighbouring municipalities. Currently, there is only one 1,5 ha available landplot out of 69 ha covered by the Zone equipped through the Programme. Further impact is expected once all 16 companies that have bought land within this part of the zone, realise their investments. In the Minel zone in Čuprija, Feka automoto invested €15,5 million in the newly built facility, and employed 500 workers during 2025. Mataruška spa employed 57 citizens of Kraljevo after the water supply network was reconstructed, while 93 households of which four public institutions obtained connection to the newly built water supply system, as an added value to this project.

Apart from the strong impact of the projects with physical sites, two⁸ LSGs are in the process of securing the funds for realisation of technical documentation projects supported within the EU PRO Plus Call for economic infrastructure. Paraćin was awarded 530 million Dinars, through the Call for economic infrastructure of the Ministry of Economy, for infrastructure equipping of the part of the Zmič industrial zone where two new investors already purchased landplots. Additionally, the Municipality of Surdulica applied to the Call for the Cross Border Cooperation for construction of the first phase of the sports complex Vodeničište on Vlasina Rid. The results will be known after the evaluation of the full proposal, but Surdulica expects positive feedback, since their concept was positively assessed.

The direct support provided to 42 women and youth startups resulted in the creation of 64 new jobs, including one additional job in 2025. Women occupy 36 of these positions, accounting for 56% of the total. When combined with the 274 jobs generated through direct support to Micro and Small Enterprises (MSEs), the total number of new jobs created reaches 338. Of these, 178 or 52.66% are held by women. Specifically, 152 new jobs were opened in underdeveloped and extremely underdeveloped local self-governments, and 121 new jobs were created in rural areas.

Activity 2.1 Developing economic infrastructure and business related services at the local level

⁷ Zaječar, Surdulica, Paraćin and Kragujevac

⁸ Paraćin and Surdulica

Four economic infrastructure projects⁹ were completed during 2025, amounting to 17 finalised out of 20 awarded grants.

Despite the service provider having completed the technical documentation for Zaječar Emperors park in February 2025, only in December 2025 did Zaječar pay for the rendered services, thus enabling the closure of the grant. Similarly, the completion of the design documentation for Surdulica Vodeničište Sports Complex on Vlasina Rid, was pending the issuance of the conditions, approval and finally permit, which generated a cumulative delay of 19 months. The Ministry of Construction, Transport, and Infrastructure (MCTI) finally issued the construction permit on 20 October 2025, after rejecting the design submitted on 12 November 2024 four times. The service provider managed to finalise and hand over the final portion of the design for the execution of works thus ensuring the closure of the project. The design for equipping the Paraćin industrial zone Zmič also had to undergo changes to address legal property ownership rights, prior to issuing the construction permit. Ultimately, the permit was issued in November 2025, after which the service provider submitted the final portion of design documentation resulting in the grant entering into closure as well.

The contractor in Kragujevac managed to finalise the reconstruction works on the road pedestrian bridge over the Lepenica in the FAS zone hosting 17 companies which employ over 4,000 workers. Among them is Stellantis, for which the Government of Serbia allocated 48 million Dinars to facilitate a €190 million investment in the facility for production of electrical vehicles and created 500 new jobs, aside from employing 580 FIAT workers. The technical committee issued the positive technical commissioning report, recommending this bridge for use. The development of technical documentation for this bridge was also funded by the EU through the predecessor EU PRO Programme.

The remaining three¹⁰ projects under implementation are in the final phase of realisation, with a deadline for completion of all activities set in Q1 2026.

The contractor in **Preševo** finalised all works on equipping the industrial zone Čukarka in August 2025, and the technical committee issued a positive report in October 2025, recommending them for use. However, the tender for soft measures, encompassing marketing and promotion of the zone and establishment of the governance mechanisms with elaborated modalities for selling the landplots to the future investors, failed twice, due to complaints of the bidders to the Republic Committee for the bidders rights. In the third procurement procedure, the second best bidder once again filed a complaint, but the Republic Committee ruled against it, allowing Preševo to finally sign the contract with the selected company in December 2025. With the finalisation of this activity, the Preševo project could enter into closure.

Užice was granted an extension until 2 March 2026 to facilitate additional works on the rehabilitation of the access path, stabilisation of the supporting wall, and the provision of a new set of staircases with appropriate handrails, all assessed as needed to secure safe access for visitors of the reconstructed water tower at the medieval Old Town fortress. The works were very complex, given they had to be arranged in the river bed of the Đetinja, within periods of favourable weather conditions and with special attention to the safety of the workers involved in the stone works. Despite severe working conditions, the contractor managed to complete 95% of the works during 2025, and will finalise all work under the contract by mid-February.

The project related to the reconstruction of the Kobos factory in **Bosilegrad** was also extended until the end of January, allowing implementation of works on the reinforcement of the roof structure, which was determined to be of insufficient bearing capacity. All equipment was procured, and once the contractor finalises the remaining additional work, Kobos will be ready to host a new tenant which will initiate textile production and facilitate employment for 100 citizens of Bosilegrad, contributing to its economy.

Activity 2.2 Enhancing competitiveness and sustainability of enterprises contributing

⁹ Zaječar, Paraćin, Surdulica and Kragujevac

¹⁰ Bosilegrad, Preševo and Užice

to economic stability of local communities

The Programme successfully concluded the women and youth startups grant implementation phase in the first quarter, finalising the last two grants and bringing the total number of implemented grants to 42. This initiative has been highly effective in job creation, resulting in 64 new positions, with women securing the majority of these jobs (36 jobs, or 56.3%). Following a survey of beneficiary needs, the Programme developed and launched a structured mentoring support component in Q2 2025.

Twenty-two out of the 45 supported startups opted into the mentoring program. This support included three online workshops focused on essential topics such as marketing, sales, and digital marketing, with recordings made available to all beneficiaries. Furthermore, all 22 supported grantees received individualised support, comprising initial individual mentoring meetings, field visits, and tailored reports and recommendations. The Programme ensured complete follow-through by organising individual follow-up meetings with all participating grantees in December 2025. More details on provided support to women and youth startups is available in the [Annex II Attn 2.1](#).

Result 3 Improved social infrastructure and social cohesion in targeted municipalities

Further to the results achieved during 2024, through improving social infrastructure through 37 projects in 35 LSGs that have brought benefits to over 280,000 beneficiaries, the Programme awarded grants to Medveđa and Raška, for two additional local infrastructure projects from the reserve list. Both LSGs managed to procure work successfully, which, once completed, should bring improved learning conditions to 400 pupils and teachers in the primary school “Gornja Jablanica” in Medveđa and improved healthcare conditions for over 20,000 patients and 136 medical workers employed in Raška Health Centre.

As part of monitoring activities of the completed local infrastructure projects where new services were introduced, a positive step forward is evident in the case of Lebane, where the daycare facility for children with special needs, “Sunce”, obtained an operating licence in December 2025 thus enabling the provision of new services as of January 2026. The Ministry of Labour, Employment, Veterans and Social Affairs commission certified the appropriateness of the day care centre, following a visit to the rebuilt premises, allowing 18 children and 30 young people with disabilities from this town, to gain access to new social services.

In addition, both bridges in Vrnjačka Banja and Rača municipality, constructed during 2024, obtained a use permit, which ensured safe transport of goods, services and access for 4,000 people using this road for connection to neighbouring municipalities.

Activity 3.1 Developing and improving infrastructure which contributes to enhanced quality of life

The grants awarded to local self-governments of Medveđa and Raška from the reserve list of projects, will be completed ahead of schedule, as both manage to procure the works timely and successfully implement all project activities.

The works on the replacement of the facade of the Primary school “Gornja Jablanica” in Medveđa were completed in December 2025. Namely, all the works on the replacement of the old joinery at the school facility, carried out in two phases were completed, marking this as one of the most efficiently completed projects as they were initiated in September 2025. Further to the implementation of works that should improve the learning conditions for over 328 pupils from the subject school, 30 students from “Stanislav Binički” Music school from Leskovac, three students of the special department of the School for Primary and Secondary Education “11 October” from Leskovac and 51 employees using the school premises, a

series of workshops were held among the primary school pupils on the importance of environmental protection and energy efficiency.

Although the interior works at the Raška health centre had initially been progressing somewhat slower than planned due to the complex organisation, requiring completion of work in one unit before commencing another, all works were carried out by 31 December. In parallel, the municipality of Raška contracted works on the facade, roof reconstruction, and radiator replacement through the funds allocated by the Ministry of Mining and Energy.

Activity 3.2 Supporting public institutions, including the social protection institutions, to enhance social services and preparedness for emergencies

The activity was completed in earlier reporting periods.

Activity 3.3 Support to Covid-19 related prevention and response activities

The activity was completed in earlier reporting periods.

Activity 3.4 Support in rehabilitation of the flood-caused damages

Both bridges in municipalities Vrnjačka Banja and Rača, constructed during 2024, were technically commissioned, with positive reports recommending them for use. Following the municipality of Vrnjačka Banja, which obtained the use permit for the bridge over the Mala Reka river in June 2025, the municipality of Rača also secured the permit for use for the bridge over the Krčmara River in September 2025. The Programme was monitoring both bridges during one year defect notification period, which expired, respectively in July and October 2025 for both bridges. After the expiration of defect notification period, the Programme issued the Final Completion Certificates and returned the performance guarantees to both contractors, officially closing both contracts.

3. MANAGEMENT AND COORDINATION

3.1 Governance

During the year the Programme Steering Committee (PSC) members actively monitored, and supported the implementation of the Programme, in particular the representative key national partner Ministry of European Integration and the EU Delegation. They were engaged in Programme implementation, through provision of guidance and feedback on the key outputs of the Programme, and participated in a Programme event to award winners of the annual art competition for the 2026 Calendar. During the year, the Programme held several discussions and regularly informed the MEI and the DEU about the projects at risk of timely implementation.

In December 2025 the fourth Addendum of the EU PRO Plus was formally finalised, extending the Programme implementation period until 31 December 2026. This nine-month extension was agreed with the donor and the MEI in order to provide support and allow additional time for completing the projects defined as at risk of finalisation within the current Programme duration. As these significant delays were caused by the lower capacity and inefficiency of the work of the grantees, the solution for the integrated project in Niš requires amending the Grant Support Agreement as UNOPS will take over procurement of the construction.

3.2 Coordination

The EU PRO Plus Programme continued its well established collaboration and coordination of its activities with the relevant stakeholders and other development interventions throughout the year.

The initial introductory meeting to consider possible synergies was held in February with the new Sustainable cities project funded by the Embassy of Netherlands, as a successor of the Green Cities Serbia project. Later, the Programme presented its activities and participated in the initial conference of the Embassy of the Netherlands [Sustainable Cities Serbia Project](#) on 7 May 2025. This Project, supported by the Netherlands Enterprise Agency, part of the Ministry of Economic Affairs and Climate, also includes prominent Dutch companies and organisations committed to co-creating a sustainable, resilient, and green economy together with Serbia.

The introductory meeting with the [EU for Circular Economy in Serbia project](#) was held in March with an aim to explore potential complementarity between two projects. Three LSGs from supported territories are included in the project - Novi Pazar, Čajetina and Arandjelovac.

The Programme participated in the Interreg Project event [FutureECOS Hybrid Study Tour in Niš - Future-Proof Living Spaces for All](#), held in September 2025, and presented the project and the case study of Niš territory.

The visit of the Deputy Heads of Missions were organised in coordination with the cross-border cooperation programmes as two CBC projects were included. In addition, the cooperation continued with the MEI and EU House related to provision of the list of projects recommended to be filmed as the success stories.

3.3 Human Resources

Throughout 2025, the performance of Programme personnel was continuously assessed throughout the yearly performance cycle. In Q1, personnel completed performance reviews for 2024 and established individual performance related objectives for 2025. The objectives are set as specific, measurable, achievable, relevant, and time-bound (SMART), allowing evaluation of individual engagement, contribution and results achieved.

The Programme established its learning plan for 2025 based on individual development plans already set by personnel during the performance objectives setting exercise. During the year, the Programme personnel courses were made available with UNOPS corporate funds.

In summary, 32 courses are completed during the year. The courses completed in 2025 cover a diverse range of professional development, leadership, and core business skills, including process improvement, strategic communications, and career planning. A significant focus was also placed on modern organizational necessities, such as digital proficiency (AI and Google Suite tools), as well as project management, risk, and compliance training (e.g., Ethics, HSSE, and Infrastructure Asset Management).

3.4 Procurement and Grants

The EU PRO Plus predominantly uses grant methodology which gives ownership over the projects to the grantees while the Programme maintains monitoring and advisory roles. While there were no public calls implemented in 2025, the Grant Administration Unit provided administrative support for implementation of projects supported through Calls implemented in previous years and issuance of two Grant Support Agreements (GSAs) from the reserve list of the Call for Local Infrastructure Projects conducted in 2022.

During the year, 36 GSAs were administrated, and this included:

- Processing of 18 request for payments,

- Verification of 24 financial reports,
- Registration and update of 29 GSAs with the VAT Office,
- Processing of 46 budget revisions and time extensions.

In addition, the Grant Administration Unit had conducted administrative closure of 9 GSAs.

The Procurement Unit conducted 28 various procurement processes for the EU PRO Plus in 2025. In relation to the value of the goods, works or services and nature and complexity of the requirement, the statistic of all conducted solicitation processes is as follows:

- 9 Shopping processes, i.e. small value procurements of up to USD 10,000.00 value
- 19 Requests for Quotations processes, i.e. procurements above USD 10,000.00 value

3.5. Finance

The total delivery of the EU PRO Plus as of 31 December 2025 was €6,814,399.33 or 92.04% of the Programme budget. The Programme delivery in 2025 was €3,905,715.59. The forecast delivery for the first quarter of 2026 is €2,722,898.40.

4. RISKS AND ISSUES

The Programme identifies and assesses risks and issues, plans and implements responses in line with the EU PRO Plus Risk Management Strategy based on UNOPS project management structure. This section provides insight into key risks and issues registered during the fourth year of Programme implementation.

Considering that the projects are implemented through grant modality, the majority of the identified risks and issues relate to the capacity of beneficiaries to realise the supported projects, with the external factors influencing the pace of implementation.

During the year 2025, the Programme supported implementation of **20 projects with infrastructure components**, of which two local infrastructure projects and seven economic infrastructure projects implemented by local self governments (LSGs), and an additional 11 integrated projects implemented in partnerships between the LSGs and Regional Development Agencies (RDAs), many of which with complex partnership arrangements and infrastructure interventions on multiple locations. The numerous related risks and challenges include, inter alia, the quality of technical documentation, difficulties with public procurement processes, difficulties in securing additional financing where needed, challenges at the construction sites, and, for integrated projects, partnership arrangements and coordination. Among the identified risks there were also those beyond the project control including election campaigns, political and social developments, etc.

For example, during 2025, the **complex political situation in Zaječar** following the local elections held in summer 2025 seriously affected the operations of the local administration and consequently, the implementation of grant support agreements signed with the Programme. Namely, despite notable progress of the project, during the period of dispute of eligibility of the mandate of the elected Mayor, none of the payments could be processed, as the Mayor is officially the holder of the local budget. This resulted in the inability of the finance unit to process payments to the providers of the works, goods and services, rendered under the projects, and finally disabled Zaječar to sign the amendments to two grants. Upon the Government of Serbia establishing temporary authority on 18 December 2025, Zaječar processed the pending payment and the Programme triggered the mechanism for the recognition of the eligibility of the costs for economic infrastructure project and for ex tempore extension of ISTD project, in

consultation with UNOPS Legal. The issue of non-existent governance is closed, but the risk of ineligible costs and time-gap in the ISTD grant still remain open until the finalisation of due processes.

Low capacity of the contractors for works impacts the contracted schedule for works and might impact the overall grant duration. In the case of ISTD projects awarded to the cities of Šabac and Loznica and CREST projects implemented by REDASP, slow progress of works was evident during 2025. Therefore the Programme proactively engaged through the weekly/monthly coordination meetings with grantees, contractors and construction supervisors to swiftly address all challenges preventing the contractor from performing in line with the schedule and ensure time, scope and quality of projects are within tolerances, with all changes recorded. The mitigation measures showed results, however, the risk of further delays is still open and will need continuous monitoring in 2026.

Slow progress in contracting works or services affects the grant implementation timelines. It has been proven that public procurement processes take much longer than it is anticipated by the grantees in their project action plans. The reasons for slow progress in contracting works and services are lack of interest of potential bidders, bids surpassing the procurement estimated values and, most frequently, complaints to the Republic Commission for Protection of Bidders' Rights. These processes are usually very time consuming, with Preševo being one of the most striking examples, since the procurement of soft measures lasted more than a year and finally completed in December 2025. This procedure had to be retendered four times due to complaints to the Republic Commission for Protection of Bidders' Rights. The LSG has lastly contracted the services with the best bidder within the fourth procurement procedure of the soft measures, after the Republic Committee denied a complaint from the second best bidder. Several procurements of soft measures failed also in Zaječar due to the low interest of the potential bidders, such as tender for tourist card, which needs to be re-tender for the third time. Although risk of failed procurement was minimised in case of several grants, it still remains open in case of projects in Zaječar, the Knić part of the CREST project, and part of the Green and Energy Transition in Užice, in addition to implementation delays that could again impact the timelines. The Programme is continuously monitoring and supporting LSGs in drafting a good quality of tender documentation and management of contracted works and services.

Due to the **slow administration**, the City of Niš has not initiated the procurement process for the reconstruction of the atelier in the Niš Fortress from May 2025, when the first procurement for works failed due to submission of one bid exceeding the value of estimated in the project budget. Further, Niš failed to provide a third party review of technical documentation three months after requesting UNOPS to take over the procurement. As the finalised third party review is prerequisite for UNOPS to initiate the procurement, UNOPS agreed with MEI to take over this activity. In case optimisation shows prices doubled from the amount Programme awarded for this activity, UNOPS will not be able to assume the risk of implementing the procurement and works during 2026, and will reallocate funds.

The **financial and legal issues** impacted the implementation of the **CREST** project, thus delaying implementation of two project activities. First, criminal proceedings have been initiated between the grant beneficiary and the contractor at the Knić location due to an invalid bank guarantee, while the municipality of Knić has secured additional funds to launch a new public procurement for the remaining works. The second challenge relates to the delay in paying the contribution of the municipality of Topola, at whose location the works are being carried out without any disruption. The duration of the Grant Agreement has been extended with the note that the spending of project funds for the works in Topola is conditional on the payment of the contribution, and that the re-procurement for the works in the municipality of Knić depends on the ongoing criminal proceedings.

Further, the beneficiary LSGs faced **technical difficulties in implementing construction works**. In Bosilegrad, the implementation of local infrastructure project on the reconstruction of the "Kobos" factory www.euproplus.org.rs

was suspended once the technical supervisor established that the new roofing was significantly heavier than the one being replaced, thus an independent opinion was outsourced to the Faculty of Civil Engineering and Architecture of the University of Niš before the works were finalised. Likewise, in the City of Užice, the initiation of works on reconstruction of the Water Tower at the medieval Old Town fortress was delayed until the contractor produced the methodology for construction for this challenging infrastructure project. The Programme's infrastructure team was closely involved in monitoring the implementation of projects, with at least bi-weekly visits to the active construction sites¹¹, while the individual projects took the necessary steps, as advised, to solve the technical issues, resulting in the continuation of works but also in the extension of their duration, which the Programme approved.

The political and social developments in the country, mainly referring to the protests of students and citizens, somewhat **reduced the presence of the high state and DEU officials in the field**. As the field visits have been proven the most important factors in promoting the EU support and the Programme results in the media and among the citizens, the reduced number of field missions and media presence affected the number of the media reports. In the response, the Programme continued its practice of publishing the press releases to mark beginning and completion of the project activities, managing to ensure continuous presence in the media domain.

5. QUALITY

The already proven quality of the developed territorial strategies is additionally confirmed with a preliminary number of collected contracted projects derived from strategies. With 226 contracted projects in total, with a total value of €517 million from various funding sources, the strategies showed full alignment with available sources of funding and national policies, thanks to the linkages with the EU Cohesion Policy and relevant national public policies, and the designed framework of objectives and measures that match funding requirements.

The Programme continued monitoring the implementation of 27 ongoing grants during 2025, assisting the LSGs to procure and implement works, goods and services under the awarded projects. The programme reviewed and approved tender documentation for 229 procurements related to activities within ISTD grants and three work related procurements for two LIPs from the reserve list. Also, the Programme reviewed and approved multiple justified time extension requests to seven¹² economic infrastructure and 12 ISTD grants to allow successful implementation of all planned project activities. In addition, reviewed and allowed budget modification requests to two EIP and two ISTD¹³ grants to register changes in the budget lines derived from the processed and approved change requests in works or services or resulted from increased prices on tender from those that were budgeted for the works or services.

During the year, the Programme continuously monitored the progress of all individual projects, against the set action plans and continued to monitor impact indicators for completed projects. For all completed and ongoing infrastructure projects, the Programme assured the set of quality control and assurance mechanisms were in place, encompassing technical supervision and health and safety coordinator being present on each construction site and full set of attest documentation, tests, energy efficiency passports, quantity books, log books, inspection books and other relevant documentation was prepared for technical commissioning and handover of works. For those sites requiring issuance of the use permit, the Programme ensured that all LSGs apply for its issuance according to the Law on Planning and construction. Thus far, besides two bridges in Vrnjačka Banja and Rača that obtained the use permit in 2025, five¹⁴ EIP projects from nine completed managed to secure a use permit.

The Programme paid 240 visits to active construction sites to ensure the quality and safety requirements

¹¹ During the year, a total of 240 visits to active construction sites were conducted by the Programme personnel

¹² Kragujevac, Surdulica, Zaječar, Bosilegrad, Paraćin, Užice and Preševo

¹³ Bosilegrad, Zaječar, Loznica and Kragujevac

¹⁴ Kragujevac, Kraljevo, Knjaževac, Čuprija and Novi Pazar

have been met, assisting LSGs in resolving technical, financial and contractual challenges.

Regarding support of Women and Youth Startups for the procurement of equipment and introduction of services, besides review of tender documents, the programme staff upon the completion of two final grants finalised mandatory handover documents, and in person concluded the verification of all pieces of equipment procured by Women and Youth grantees.

The Programme provided regular support to individual projects in presenting and promoting the results and milestones achieved and organising promotional activities, thus ensuring the alignment with the communication and visibility requirements and proper mentioning of the EU support. The guidance and comments were also provided to the procurement processes related to media and communication activities within the projects.

6. SUSTAINABILITY: Social, Environmental, Economic and National Capacity

While the Programme is entering in the final year of implementation with achieved most of the set success indicators in the sustainability management plan, the EU PRO Plus team continue to monitor the success indicators set in the logical framework matrix of individual projects, thus supporting beneficiary local self-governments to ensure long-term sustainability of the supported interventions.

Out of 50 completed infrastructure grants, 45 reached full functionality, including the **Lebane Day Care Centre** that finally managed to obtain the certificate for the new service in December 2025 thus meeting all requirements for the Institution to be fully operational in January 2026 and ready to host the children and young people with disabilities. Further, the **Municipality of Knjaževac** finally decided on governance structure in the **rehabilitation centre within the Banjica complex**, funded through EIP Call, entrusting the ownership for the governance to the tourist organisation. It will manage the wellness part of the centre and outsource services for management of its rehabilitation part. The municipality, however, invested continuous efforts to further develop the tourist potential of this location, and, in addition to landscaping around Banjica pool implemented through the ISTD project Magic of Easter Serbia, Knjaževac secured additional 66,7 million Dinars for the construction of a water park adjacent to the pool in the Banjica complex. In addition, the reconstruction of the **"Institution for rest and recreation of children "Lipovac"**, supported through EIP Call in **Aleksinac**, although fully operational with strong governance prior to intervention, is still in the process of obtaining a use permit. Namely, after completing the works from the project scope, during technical inspection of the project, the fire department instructed the municipality of Aleksinac to secure the water tank for supply of the fire protection system in the building. Aleksinac secured technical documentation and funds, and completed the works on the water tank during Q3 2025. The technical inspection of the water tank was finally completed during December 2025, ensuring the basis for the completion of the technical inspection of the facility. Upon obtaining the use permit, this facility is expected to formally commence work in Q1 2026. The Programme is still following five infrastructure projects, struggling to achieve fully functionality, as **Ćuprija, Paraćin, Sjenica, Ražanj, Bujanovac and Bosilegrad** are in the various stages in the process of obtaining use permits, while Ražanj and Ćuprija municipalities are the most advanced.

Nevertheless, the social, economic and environmental impact is visible in all **39 local infrastructure projects where more than 280,000 beneficiaries** now have improved working and living conditions due to infrastructure interventions that decreased impact to the environment and generated savings due to energy efficiency measures and/or use of renewable energy sources. On the other hand, completed economic infrastructure projects have already proven their sustainability, among them **Šabac industrial zone**, where 69ha equipped through the project were sold to **16 different investors which ensured employment to 1,512** citizens of Šabac and neighbouring municipalities. Furthermore Šabac connected micro and small entrepreneurs with the large enterprises in the zone, ensuring a stable supply chain and economy of scale. There have been **500 new jobs generated in Ćuprija Minel zone**, after one investor in the zone expanded its production capacities. In addition to industrial zones, measurable tourism sector

growth and tangible new business development was registered after a new water supply line in the length of 5,1 km was constructed in **Mataruška Banja**. This supported rehabilitation of the hotel Termal and park cafe, which registered an **18,8% increase in revenue**. As add value to the project, 93 households were connected to the new water supply network, among them four public buildings - Preschool Institution Lane, Special Hospital for Rehabilitation Agens, Sports Centre Okanik and Gerontological Centre.

Although the implementation of seven technical documentation projects supported by the EIP Call, requiring over 42 million Euros, will take substantial efforts to secure funds in the coming years, some LSGs are already actively working to provide financial support. For instance Paraćin has managed to secure over 500 million Dinars for equipping Zmič zone with infrastructure and the Surdulica application for funding of sports complex Vodeničište is currently under evaluation within the cross border cooperation call.

The developed pilot integrated investment plan in Užice, inter alia, introduced two important elements that promote an integrated approach in two directions. Namely, each project identified in the investment plan clearly integrates different objectives and measures from the strategy, thus enabling territories and local practitioners to apply with the same project to various funding sources with different objectives and thematic areas of support. Secondly, through developed investment packages clustering projects from different thematic areas and different size according to diverse criteria, the larger scale projects that contain multiple elements are recognised, thus setting the ground for the territories to have a clear territorial or thematic focus and to implement long-term complex initiatives.

The **tailored mentoring support provided to women and youth startup grantees significantly enhanced the social and economic sustainability** of these enterprises. By offering specialised guidance through online workshops and individualised sessions focused on critical areas like marketing, sales, and digital presence, the Programme directly addressed skill gaps and improved business acumen. This targeted support empowered the grantees not only to effectively utilize their initial grant funding but also to develop robust, market-driven strategies, thereby increasing their long-term viability, revenue generation potential, and capacity for sustained job creation, particularly for women in the local economy.

The successful **installation of solar power plants across multiple locations**—including the Užice swimming pool, PUC Zlatibor, and the sports hall in Bajina Bašta directly contributes to enhanced sustainability by diversifying the energy mix and reducing reliance on conventional power sources. Furthermore, the implementation of a Green Facade on the Sports Centre in Zlatibor significantly boosts the building's energy efficiency by providing natural insulation and cooling, thereby lowering operational energy demand. This infrastructural development is coupled with significant human capital investment: training and mentoring for the Požega agricultural school, alongside specialised training for representatives of public companies focused on green solutions and energy efficiency, ensures that the initial investments are sustained by locally empowered experts and promotes the long-term adoption of environmentally conscious operational practices within the ITI territory.

Successful implementation of **improving the management of recyclable waste projects in the City of Novi Pazar** has a substantial and lasting positive impact on environmental sustainability in Novi Pazar. By tripling the processing capacity of the Recycling Centre and introducing modern sorting and baling technology, the City can significantly divert a greater volume of plastic, paper, and metal from landfills, thereby reducing soil and water contamination, mitigating greenhouse gas emissions associated with waste decomposition, and conserving natural resources. Furthermore, the focus on textile recycling through the high school collaboration fosters a circular economy model for a major local industry, creating a sustainable educational pipeline and reducing the textile waste burden, collectively establishing a more resilient and environmentally responsible waste management system for the region.

Although all envisaged project activities were completed, **the functioning of the Bujanovac transfer station, is dependent on** the activities on reparation or procurement of equipment identified in the action plan that was also produced within project activities, along with equipping the transfer station with water and electrical installations. The full functioning of the Bujanovac transfer station is dependent on **the finalisation of the regional landfill Meteris in Vranje**, which is under construction through KfW funds ensured for the rehabilitation of six regional landfills, **due to be completed by the end of 2027**. Once all

the above mentioned is completed, this transfer station may commence its operational lifecycle, and enable over 43,000 inhabitants of Bujanovac to have better air quality and a sustainable waste management system.

7. CROSS-CUTTING THEMES: Good Governance, Gender Equality, Social Inclusion and Digitalisation

In 2025 the Programme has continuously invested efforts in fostering good governance, social inclusion, gender equality and digitalisation throughout different activities and further results were recorded. Furthermore, implementation of the Gender Action Plan¹⁵ is advancing in line with the set targets for all Programme activities.

The establishment of Project Coordination Units (PCUs) in all 12 supported territories concluded the establishment of institutional mechanisms required for implementation of territorial strategies. Beside previously established development councils for designated territories, with advisory roles, PCUs as operational bodies should secure implementation of strategies and coordination between multiple institutions and partner LSGs. With envisaged capacity building activities related to established PCUs, the Programme contributes to good governance aspects and systematic solutions for the territories, which should ensure successful implementation of territorial strategies.

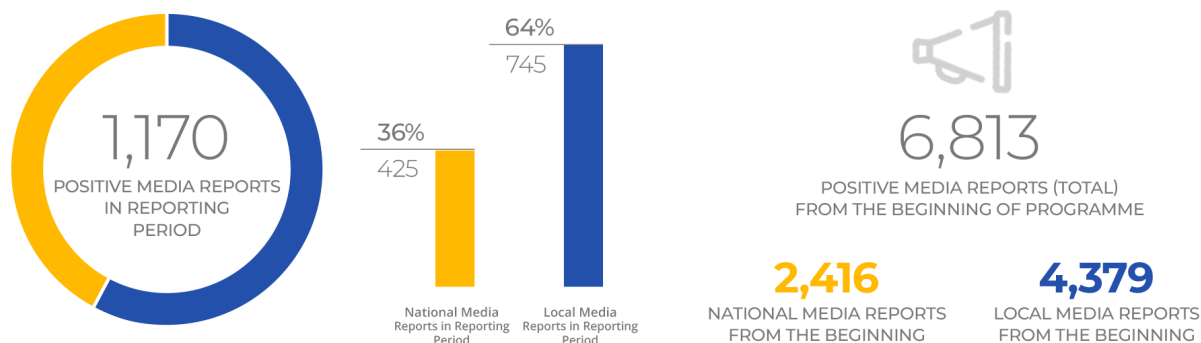
The two trainings on integrated strategic projects and integrated investment plans including five cycles for each training were delivered for all 12 territories and were attended by 125 participants in total, out of which 53% were female.

COMMUNICATIONS AND VISIBILITY

Throughout the year, the Programme maintained **high visibility supported by 14 press releases disseminated** that together with other programme activities **resulted in 1,170 media reports**, of which 36 percent (425) appeared in national media.¹⁶ Coverage predominantly focused on piloting territorial development and implementation of integrated projects, accounting for almost 70 percent of all reports, i.e. 793 media stories. The support to improving local and economic infrastructure was also prominently featured, accounting for 234 reports. This confirms that large infrastructure projects and those with higher value still attract most media and public attention, as the most prominent ones. Together with support to medium, micro, and small enterprises, women and youth start-ups, and the annual calendar competition formed the core of the Programme's media narrative.

¹⁵ Gender Action Plan is available in Annex V Attachment 5.2

¹⁶ Annex IV_Attachment 4.1_EU PRO Plus_Overview of Communication Activities-Media Coverage_2024

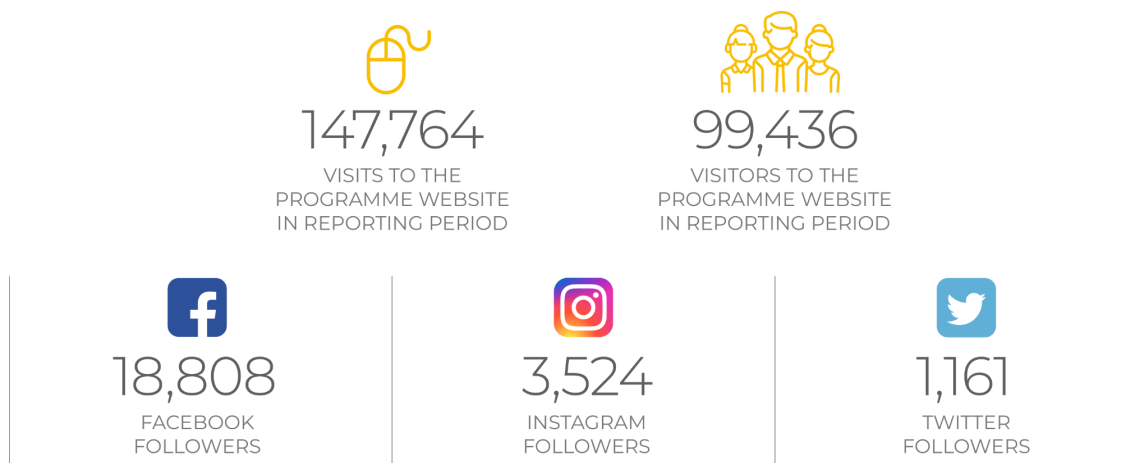


The Programme also supported the organisation of **five visits** of the representatives of the EU Delegation, including the former EU Ambassador visit to Bujanovac and Preševo on 6 June 2025, the visit of the new EU Ambassador to Novi Pazar on 9 December 2025, while on 23 and 24 September a two-day visit of the Deputy Head of the EU Delegation and eleven deputy heads of missions of the EU member states was organised. The visit to south east Serbia included EU funded projects in Aleksinac, Sokobanja and Knjaževac, of which four implemented within EU PRO Plus, two cross-border cooperation projects and the capital project in the environment sector related to the construction of a Waste Water Treatment Plant in Sokobanja. The Programme also supported the visits of the DEU Head of Cooperation to Zrenjanin and Sremska Mitrovica, serving to promote EU PRO Plus results as examples of best ITI practice and to support the introduction of the new programme at the local level. The appearances of the both DEU and MEI officials in the field has been significantly lower in comparison to the previous years of the Programme implementation, which combined with the visits conducted without media presence, affected the media coverage of the programme activities.

Two events were organised including the opening of the fair venue in Pirot, attended by representatives of the MEI, and the Art Calendar Competition Award Ceremony held on 17 December in Belgrade Europe House in the presence of the Deputy Head of the EU Delegation and the special advisor to the Minister of European Integration. This year's EU PRO Plus Calendar Competition, themed “Create, Play, Connect the World,” received 160 submissions from 40 high schools across 27 local self-governments, thanks to the direct outreach via email and phone, alongside with digital campaigns featuring an animated video on Facebook and Instagram. The Instagram post through the campaign reached 13,027 people and had 22,511 views. A total of 2,200 EU PRO Plus 2025 Calendars were printed and distributed to national and local stakeholders.

To meet stakeholder needs, **34 documents, including briefing notes and project overviews**, were prepared for high-level visits and reporting purposes, ensuring stakeholders were well-informed about Programme achievements and developments in the Area of Responsibility (AoR).

The Programme developed a total of **21 success stories** published on the website and promoted mainly through the newsletters. Through the six thematic newsletters dedicated to the International Women's Day, World Health Day, Labour Day, World Environment Day, International Youth Day, European Week of Sport, and World City Day, the project achievements were shared with approximately 4,500 stakeholders. Further, selected success stories were distributed through the UN Serbia E-Newsletter. Additionally one media statement was organised for Radio Television of Serbia and presentation of the integrated project in Pirot by the Head of Programme. In addition, MEI further promoted EU PRO Plus results through the Evropska Srbija series, highlighting a kindergarten project in Karan (Užice) and the Moravski Market BSO project in Čačak, produced by Jovan Memedović. The Programme also selected a list of projects to be presented as success stories within the DEU and MEI campaign.



The Programme's **digital media** continued to thrive. The website attracted 147,764 visits (99,436 unique visitors), with significant interest in the Public Call page. Social media platforms maintained the followership on Facebook, Instagram and X, with 18,808, 3,524 and 1,161 followers respectively along with informative content including 48 media reports on the programme activities and success stories on YouTube.

The Programme also led the organisation of the visit of the UNOPS Deputy Executive Director to the projects in Sviljanac, including one EU SHAI and two EU PRO projects, while support was provided to the organisation of the visit of the Regional Communication Director to Serbia. The briefing document for the RSMCO Director's meeting with the Minister of Education and Science of North Macedonia was developed, as well as the overview of the water management project for the meeting with the Ambassador of the Netherlands. Upon the meeting with the UNOPS Nepal office, the team shared best practices including ToRs, open documents, interactive tools etc. for strengthening EU stakeholder engagement.

8. LESSONS LEARNED

The wide range of Programme activities, project implementation, including procurement of goods, works, and services, monitoring, finance to their closure, the year 2025 brought many lessons, the key ones described in this section.

Additional resources and technical assistance is to be provided to the Project Coordination Units (PCUs) in order to ensure their sustainability and functionality. PCUs were initially designed based on EU member states experience, as a robust institutional mechanism with the purpose to simulate implementation of Integrated Territorial Investments (ITI) instrument, implemented in EU member states' environment, when the territories have designated substantial funding sources for strategy implementation. In the Serbian context, establishment of such task forces shows to be too ambitious for the currently available funding sources and capacities of the territories. Such a situation requires investment of additional resources and technical assistance to enable PCUs to become real operational bodies, which needs to be planned and determined in the forthcoming period.

Providing professional mentoring support to newly established enterprises is highly valuable, offering guidance that can make the difference between struggling and thriving in the early stages of business. Practical advice and tailored recommendations on key aspects such as business expansion, marketing

strategies, and operational improvements, provided by experienced mentors, help startups identify opportunities, avoid common pitfalls, and develop a clear path for growth, increasing their chances of long-term success and sustainability.

Ensuring full **functionality and sustainability in projects where new services are being introduced or new industrial zones** established is significantly more challenging than in cases of projects with already established and ongoing services, where only improvements to existing conditions are needed. During the selection of projects, special attention should be paid to the adequacy of available time and the measures foreseen for achieving operational functionality. Likewise, the applicant's capacity to establish a new service or attract investment should be evaluated prior to recommending a project proposal for award.

The **capacities of Regional Development Agencies** to implement complex infrastructure projects are proven to be lower than the capacities of local self-governments, especially in relation to understanding of public procurement processes and infrastructure requirements. This is often accompanied by the lack of technical capacities and manpower in both beneficiary RDAs and LSGs, while the LSGs are better equipped for management of various technical aspects of integrated projects, having access to various departments and units with different expertise ranging from development of Terms of References (ToR) for services to Bills of Quantities (BoQ) for infrastructure works. Nevertheless, they too ultimately rely on the expertise of a limited number of people, whose absence, if prolonged, affects both the quality and the timeliness of activities. One of the ways to address these shortcomings is a very strict assessment of capacities of applicants to implement proposed projects, during the evaluation process, and an appropriate availability of funds for human resources within the project. This assessment should also take into account the overall workload of a potential implementing partner as the resources may be scattered between different projects.

Likewise, the **differences in capacities among LSGs** are also noted, with larger LSGs being less efficient than the smaller LSGs. This challenge may be addressed by introducing retainer technical expertise at the beginning of the project implementation.

The quality of technical designs remains a challenge to be dealt with in implementation of supported projects. Even with the strict policies which include a number of steps dealing with quality control of technical designs prior to issuance of construction permit, the quality of technical designs for infrastructure works presented a challenge on a significant number of projects. Namely, though all infrastructure - related Public Calls implemented by the Programme required construction permit for eligibility of projects, additional corrections and improvements of submitted designs needed to be done prior to implementation. Furthermore, many of the projects dealt with works regulated with Article 145 of the Law on Planning and Construction for which the construction permit is not issued. To ensure efficiency of the evaluation process a more extensive review of technical documentation for all applications may not be feasible, however, more time for correction of technical designs, where needed, needs to be planned for in the implementation period of the project.

9. NEXT REPORTING PERIOD

This section provides a list of priorities/activities for the subsequent reporting period. A detailed Work Plan is annexed to this report¹⁷.

Result 1 Improved development planning in targeted municipalities and introduction of the ITI concept

- *Activity 1.2 Develop integrated investment plans for 11 territories with finalisation of three plans*
- *Activity 1.3 Finalise implementation of integrated projects derived from territorial strategies*

¹⁷ EU PRO Plus Work Plan for 2023 is provided in Annex V Attn. 5.1

Result 2. Enhanced economic growth in targeted municipalities

- Activity 2.1 Finalisation of the remaining three economic infrastructure projects

Result 3. Improved social infrastructure and social cohesion in targeted municipalities

- Activity 3.1 Finalisation of the remaining two local infrastructure projects

jCommunications and Visibility

- Promotion of completion of ISTD, local and economic infrastructure projects
- Development of thematic newsletters
- Developing of final film and final publication

LOGICAL FRAMEWORK MATRIX – progress against indicators

Legend

	Activity completed, outputs delivered in accordance with the set targets
	Activity progressing in accordance with the plan
	Activity progresses with manageable delay
	Activity is critical

Objectively verifiable indicators	Objectively Verifiable Indicators - Target	Progress during the reporting period
Overall Objective: To contribute to socio-economic development, prosperity and social cohesion of Serbian society	WB Doing Business Report score 74	WB replaced the Doing Business report with Business Ready (B-READY) report that evaluates the business and investment climate worldwide. However, B-READY 2024 does not cover Serbia. Data for Serbia are expected to be included from the B-READY 2025 report.
	Global Competitiveness Index Rank 69	The World Economic Forum has not continued comparative country rankings on the Global Competitiveness Index after the COVID-19 pandemic in 2020.
SO1. To decrease socio-economic disparities of two regions within Serbia	Šumadija and Western Serbia Region GDP and number of unemployed - 20% / 101,760	The 2024 data shows that the nominal GDP of Šumadija and Western Serbia Region increased by 12.9%. In addition, the share of this Region in the national GDP increased by 0.4% to 17.4% in 2024 compared to 2023. The number of unemployed in the Western Serbia Region was 72,300 persons in 2024, which is a decrease by 31.79% compared to the 2019 baseline. Statistical data for the year 2025 is not yet available.
	South-East Serbia Region GDP and number of unemployed - 14.2% /	The 2024 data shows that the nominal GDP of South and East

	83,712	<p>Serbia Region Region increased by 12.3%. The share of the same Region in the national GDP increased by 0,2 % to 15.3% in 2024 compared to 2023.</p> <p>The number of unemployed in the South-East Serbia Region was 77,500 persons in 2024, which is 2.15% less than in 2023, and by 11.12% less compared to the 2019 baseline. Statistical data for the year 2025 is not yet available.</p>
RESULT 1		
Improved development planning in targeted municipalities and introduction of the ITI concept		
Result 1. Improved development planning in targeted municipalities and introduction of the Integrated and Sustainable Territorial Development (ISTD) concept	OC 1.1 The number of adopted Integrated Territorial Investment (ITI) and Sustainable Urban Development (SUD) strategies and the number of LSGs covered with these Strategies (Corresponds with IPA PF 2.11) - At least 15 strategies which include at least 35 LSGs	All 12 supported strategies including 31 LSGs are adopted by all 31 local assemblies
	OC 1.2 Implementation of at least 80 percent adopted SUD and ITI Strategies initiated with at least three different funding sources - at least 12 (mid 2024)	Implementation of 92% (11 out of 12) territorial strategies initiated with at least three projects with different funding sources
Result 2 Enhanced economic growth in targeted municipalities	OC 2.1 Number of jobs created or facilitated - At least 300 (2023)	274 new jobs created by supported MSEs. 64 new jobs created by supported women and youth startups 2,084 new jobs created as an indirect result of economic infrastructure projects.
	OC 2.2 Number of start-ups and MSEs that benefited - 500 (2023)	The Programme supported a total of 674 MSEs out of which 113 directly through grants and 519 through assistance provided by the business support organisations (BSOs) and 42 women and youth business start-ups.
	OC 2.3 Number and financial value of initiated investments in industry and services facilitated - At least six investments valued at least 25 million Euros (mid of 2024)	Seven new investments worth over 230 million Euros have been realised in three supported projects - Šabac, Čuprija and Kraljevo.
Result 3: Improved social infrastructure and social cohesion in targeted municipalities	OC 3.1 Number of persons benefiting from improved public facilities/ services - at least 35,000 (2023)	Over 280,000 persons benefited from the improved conditions and services in cultural, educational, sports and health infrastructure as a result of 37 completed projects.
	OC 3.2 Number of introduced or improved social services provided by CSOs and/or LSGs - at least 15	The activity for strengthening social services is completed successfully, resulting in establishment and/or improvement of 28 services in 22

		LSGs, thus facilitating better access to education, health and social care services for over 7,700 disadvantaged citizens.
	OC 3.3 Number of persons benefiting from enhanced health care services related to Covid-19 prevention and recovery - at least 300,000 (2022)	The activity for supporting 23 medical centres to enhance services related to Covid-19 prevention and recovery is completed successfully, facilitating provision of over 2,645,000 medical services related to Covid-19. 5.000 disinfection devices, 60,000 L disinfection liquid and 41 triage containers were delivered.
Activity 1.1 Enhancing national capacity to introduce integrated territorial development	Number of persons at the national level trained - 40 (middle 2023)	50 persons at the national level trained to date, out of which 24 from MEI
	Proposals for regulators and procedural framework to enable preparation of the EU model for territorial planning - in place (end of 2024)	The Comparative Study on EU member states prepared. The draft Study on the National Model for ISTD prepared and presented to DEU and MEI
	Monitoring, reporting and evaluation approaches related to ISTD model - in place (2022)	The objectives framework indicator set for monitoring, reporting and evaluation of territorial strategies developed and agreed with the Public Policy Secretariat.
	Number of tools developed or enhanced - at least one (2022)	Initial ISTD networking platform is established. A revised Concept Note on the potential IT tool prepared .
Activity 1.2 Improving capacities of municipalities and regional development agencies to introduce concepts of integrated territorial planning	Number of LSGs and RDAs benefiting from interventions - at least 80 percent (middle 2023)	85,9 percent of the LSGs and RDAs benefiting from the capacity building process (85 LSGs and 11 RDAs participated in the training activities within Module I, II, III and IV of Capacity Building Programme - 1,449 persons in total)
	Population covered by SUD and ITI Strategies - at least 2 million (end of 2022)	The territories supported for development of territorial strategies are inhabited by approximately 1,6 million people.
Activity 1.3 Implementing activities contributing to socio-economic growth deriving from integrated territorial planning strategies	Number of integrated projects deriving from the ISTD strategies, whose implementation is supported - at least 15 (mid 2024)	A total of 18 integrated projects deriving from ISTD strategies are supported.
RESULT 2 Enhanced economic growth in targeted municipalities		
Activity 2.1 Developing economic infrastructure and businesses related services at the local level	Number of supported economic infrastructure projects - 16 (2024)	20 economic infrastructure projects supported projects during 2024, among them 17 finalised, 3 in implementation due to complete in Q1 2026.

	Number of LSGs supported in improvement of at least one business related service - 10 (2024)	Activity reprogrammed.
Activity 2.2 Enhancing competitiveness and sustainability of enterprises contributing to economic stability of local communities	Number of supported start-ups, entrepreneurs and enterprises - 100 (2022)	113 MSEs directly supported in acquiring new equipment and introduction of services.
	Number of supported youth and women entrepreneurs - at least 50 (2022)	42 Women and Youth Startups supported with new equipment and introduction of services.
	Number of people benefiting from skill-development training - 200 (2022)	Activity reprogrammed.
	Number of supported BSO projects - 10 (2022)	Sixteen BSO projects were implemented.
RESULT 3		
Improved social infrastructure and social cohesion in targeted municipalities		
Activity 3.1 Developing and improving infrastructure which contributes to enhanced quality of life	Number of social infrastructure projects implemented - at least 30 (2022)	All of 37 awarded grants for local infrastructure projects completed, and two (2) from the reserve list awarded and implemented in 2025
Activity 3.2 Supporting public institutions, including the social protection institutions, to enhance social services and preparedness for emergencies	Number of CSO projects related to social services supported - 20 (2023)	Activity completed with 20 projects, supported to strengthen social services with engagement of 23 CSOs and 25 public institutions.
Activity 3.3 Support to COVID-19 related prevention and response activities	Number of medical centres supported to enhance services related to Covid-19 prevention and recovery - at least 20 (2022)	Activity completed with 23 medical centres supported to enhance services related to Covid-19 prevention and recovery.
Activity 3.4 Support in rehabilitation of the flood-caused damages	Number of infrastructure projects related to rehabilitation of flood-caused damages implemented - up to 3 (2024)	Both bridges in municipalities Vrnjačka Banja and Rača completed in 2024, technically commissioned and permits for use issued in 2025.

LIST OF ANNEXES

Annex I Improved Development Planning

Annex I Attn 1.1_List of EU Networks

Annex I Attn 1.2_Training Report on Integrated strategic projects

Annex I Attn 1.3_Training Report on Integrated investment plans

Annex II Enhanced Economic Growth

Annex II Attn 2.1 EU PRO Plus Overview of grant support to Women and Youth Startups

Annex IV Communications

Annex IV Attn 4.1 EU PRO Plus Overview of Communication Activities 2025 Media Coverage

Annex V Programme Management

Annex V Logical Framework Matrix - integral part of the Report

Annex V Attn 5.1 EU PRO Plus Work Plan for Q1 of 2026