Standing Conference
of Towns and Municipalities

SKG National Association of Local Authorities in Serbia

Funded by the European Union

exchange3

RESULTS

ABOUT THE EXCHANGE 3 PROGRAMME

The ***EXCHANGE 3*** **Programme** represents a continuation of activities and measures launched under the EXCHANGE 1 and EXCHANGE 2 Programmes, aiming at introducing EU models into the operations of local government units in Serbia and improving their capacities and efficiency. The total Programme was valued at 13 million Euros, out of which 11 million Euros funded grants for municipal projects, while a contract with the Standing Conference of Towns and Municipalities accounted for the remaining 2 million Euros.

OBJECTIVES

The implementation of the ***EXCHANGE 3 Programme*** contributed to capacity building of local governments in Serbia to further participate in the decentralization process in line with EU standards.
The Programme was implemented in the period between 2010 and 2013 through the following five components:

(1)) Component 1: SLOR and SLAP – provided support to municipalities to develop their Sustainable Development Strategies and infrastructure projects (SLAP information system);

(2) Component 2: Municipal Finances – provided support to cities and municipalities to improve financial management and introduce programme (multiyear) planning;

(3) Component 3: Coordination and Training – strengthened the role that the SCTM has in coordination and implementation of training intended for local government units;

(4) Component 4: EXCHANGE 3 grant scheme – successfully implemented the EXCHANGE 3 grant scheme through two calls for proposals;

(5) Component 5: Programming – *provided support to the donor assistance programming activity for the purpose of development of local communities*.

BENEFICIARIES

- ✓ The direct beneficiary of the ***EXCHANGE 3*** **Programme** has been the Standing Conference of Towns and Municipalities (SCTM)
- ✓ The end beneficiaries of the Programme have been cities and municipalities in Serbia and their citizens as users of improved services of their local government.

The ***EXCHANGE 3*** **Programme** is funded by the European Union, managed by the EU Delegation to Serbia and implemented by the Standing Conference of Towns and Municipalities.

RESULTS BY COMPONENTS

Component 1: SLOR and SLAP - *support to local government units to plan and implement sustainable development strategies, including municipal infrastructure. Results achieved:*

- ✓ The SLOR methodology has been recognized by ministries, national and regional institutions/agencies and local government units as the standard for planning at the local level.
- ✓ Improved capacities for planning, good governance and coordination in 15 towns and municipalities through strategic planning for local sustainable development.
- ✓ The database of local strategic documents placed on the SCTM website has been recognized by ministries, national and regional institutions/agencies and local government units as a means of development planning and a tool for providing information about planning at the local level.
- ✓ The "Assessment of the planning process in towns and municipalities in the Republic of Serbia" has presented real, quality local planning documents, and the recommendations thereof have been used to further improve the planning process in towns and municipalities of Serbia.
- ✓ Local authorities have recognized the benefits of the SLAP information system of infrastructure projects and through regular update contributed to coordination and promotion of the programming process for infrastructure projects at the national, regional and local levels.
- ✓ The SLAP Information system, as the pioneering and unique online database of municipal investment projects has been recognized as a tool for providing support to programming and planning international aid, EU funds and budgetary funds of line ministries for utility infrastructure development.
- ✓ A project pipeline of infrastructure projects at the local level has been established and developed in line with sector strategic documents and EU procedures; a total of 9 larger capital environment and economic infrastructure projects have been selected by national institutions for further development of project and technical documents through EU funds.
- ✓ The developed network of SLAP coordinators has contributed to planning, identification and presentation of infrastructure priorities of local government units at the local and regional levels through the SLAP IS.

Component 2: Municipal Finances - *support to local government units with the aim of improving municipal financial management and introducing multiyear planning. Results achieved*:

- ✓ Improved financial management through introduction of municipal bonds, as a new local debt instrument in Serbia, which has had a very positive effect on the budgets of the pilot local government units (Novi Sad and Pancevo) and to the possibility to finance capital investment projects.
- ✓ The legal framework which regulates the local government finance area has been improved through active participation in drafting amendments and addenda to the law and secondary legislation which regulates this area, as well as by assuming a significant role in drafting amendments of the Public Debt Law, or, by enabling public offerings of municipal bonds for the first time in Serbia.
- ✓ The basis for the introduction of programme budgeting has been provided for local government units in Serbia, by establishing co-operation with the Ministry of Finance.
- ✓ Strengthened institutional dialogue between the central and the local government level in Serbia through engagement in the work of the Intergovernmental Finance Commission.
- ✓ Improved administration of local revenues by strengthening the Network of Local Tax Administration Heads; and by establishing a Coordination Team of the Network of Local Tax Administration Heads.
- ✓ Increased efficiency in financial management, through support to practical implementation of new laws regulating the intergovernmental finance system.

Component 3: Coordination and Training - *strengthening the role of the SCTM in coordination and implementation of training intended for local government units. Results achieved*:

- ✓ Improved relevant knowledge and skills of employees in local government units through implementation of 27 regional trainings on the following topics: urbanism and spatial planning, solid waste management, local economic development, attracting investments, participatory budgeting, drafting project proposals in line with EU procedures, developing a human resources management system in local government units, monitoring and evaluation of local government operations and public relations. Over 700 representatives of local governments from 118 towns and municipalities have been trained.
- ✓ Improved business process and services in 11 local government units through support packages to units in the following areas: urban planning and management, asset management, sustainable local development, human resources management and services provided to citizens. The support packages have been provided to the following units: Aranđelovac, Bogatić, Lazarevac, Leskovac, Kraljevo, Novi Sad, Pančevo, Paraćin, Sokobanja, Zaječar and Zrenjanin.
- ✓ Improved operations of the Network of SCTM Commissioners composed of commissioners of over 150 cities and municipalities in Serbia, through 6 one-day and 3 three-day events. This way the commissioners were able to hear about the most important initiatives and activities of the SCTM and partner organizations and institutions important for local government units, build their knowledge and skills through two day trainings on selected topics and through thematic study tours to city and municipal administrations in Serbia.

Component 4: Support to the Exchange 3 grant scheme implementation *though two calls for proposals. Results achieved*:

- ✓ Improved relevant knowledge and skills of employees in local government units needed for project implementation in line with EU procedures through the implementation of 67 municipal projects.
- ✓ Provided conditions for faster economic development and investment attraction through the establishment of and support to local economic development offices, through support to tourism development, to rural development, to development of spatial and urban plans, and development of geographic information systems in 32 towns and municipalities in Serbia.
- ✓ Improved capacities for good governance and management through the establishment of new organizational units and through training of employees in local government units; better quality of existing services has been provided and new municipal, social welfare and utility services have been introduced in 29 towns and municipalities in Serbia.
- ✓ Environmental protection has been improved through primary waste separation and the establishment of energy efficiency management systems in 6 towns and municipalities.
- ✓ Improved inter-municipal cooperation and cooperation between local government units and civil society organizations, scientific and culture institutions and state authorities as a basis for further comprehensive development of the quality of life at the local level.

Component 5: Support to the programming process of donor aid to development of local governments. *Results achieved*:

- ✓ A platform for aid programming in the area of good governance and community development which includes problems, goals, measures and stakeholders defined through a wider consultative process which has been presented to ministries and donors:
  During the life of the project two needs assessments of the SCTM membership have been performed. The results of the assessment were used as guidelines for further SCTM development and presented in relevant events. A workshop "Mapping local governments' needs for international assistance" was held in November 2010. The workshop was organized by sector working groups which identified priorities, goals and measures of cities and municipalities in Serbia. The report with the results of the workshop has been included as an Annex to the „Needs of the Republic of Serbia for International Assistance in the period 2011-2013" (NAD). A workshop "Mapping local governments' development needs" was held in November 2012, and it included group work by sector groups, which identified goals, measures and types of projects of cities and municipalities which will be supported through the planned Exchange 4 programme.
  A national conference "Financing local infrastructure – opportunities and challenges" was held in October 2012. On that occasion representatives of cities and municipalities learned about opinions and plans of line ministries in this area for the forthcoming period.
- ✓ Local authorities kept regularly informed about possibilities for project financing: The European Union Delegation to Serbia has provided support to organize 12 trainings for representatives of local government units within EU TAIEX, which were held in Brussels. Information about financial opportunities has been regularly updated and provided on the SCTM website and local government units have been additionally informed through the Network of SCTM Commissioners.

LIST OF MUNICIPAL PROJECTS FINANCED FROM THE EXCHANGE 3 PROGRAMME

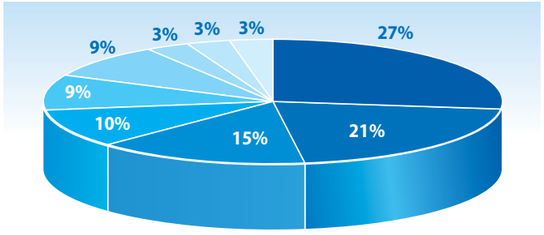
Name of Municipality	Name of the project	Project Value (€)	EU Partners	Local Partners
Municipality of Arandjelovac	Public Fund Management Improvement in Arandjelovac	239,324.00	Tartu City Government (Estonia)	
Municipality of Paracin	Better records – increased revenues – increased investments	121,499.00	Municipality of Murska Sobota (Slovenia)	
City municipality of Palilula, Niš	Increasing municipal capacities for improving the quality of life of vulnerable groups	113,100.00	Municipality of Kyustendil, Bulgaria	
Municipality of Čoka	Sharing smiles	171,530.00		Municipality of Kanjiža Municipality of Novi Kneževac Municipality of Kikinda
Municipality of Vrsac	E-Government for our Citizens	291,489.00	Municipality of Mórahalom (Hungary)	
Town of Vranje	E-uprava.vranje.rs – reaching standards of an information society	164,420.00	Municipality of Trikala (Greece)	
Municipality of Žitorađa	Establishment of EU corporate model for improvement of municipal services in Zitoradja municipality	183,585.00	Municipality of Odense, Denmark	Citizens Association "Initiatives", Prokuplje
Town of Krusevac	Citizen Contact Center – Better Quality of Life	192,345.00	Municipality of Zalec (Slovenia)	Regional Centre for development of Small and Medium scale Enterprises
City of Niš	Improvement of city services and management capacities in the City of Nis	143,000.00	City of Aarhus, Denmark	NGO "Balkan Development Team"
City of Novi Sad	E-Government	193,790.00		City of Nis Public Utility Company “Informatika”
City Municipality of Palilula, Belgrade	Development of Service Delivery in Palilula Municipality	179,770.00	Tartu City Government (Estonia)	Municipality of Zvezdara BEOKOM-Service for Communication and Coordination with the Citizens of Belgrade
Municipality of Svilajnac	Implementation of Modern Methods and Technologies in The Municipal Government’s Operational Work	119,025.00	Municipality of Radovljica (Slovenia)	
Municipality of Stara Pazova	Multi-channel municipal contact centre in Stara Pazova	143,847.00	Viljandi Town Government (Estonia)	Municipality of Pecinci
Municipality of Cuprija	Building new managment systems and network IT infrastrusture for the new citizens servising era	177,200.00	Municipality of Celje (Slovenia)	
Municipality of Koceljeva	Koceljeva – Nice place for livin’	163,185.00		City municipality of Vračar, Belgrade Citizens Association for European Integration Support “Evrokontakt” Kruševac
Town of Uzice	Cultural Bridge between Mountain and Plain – creating local cultural policies through cooperation and exchange of Uzice and Pancevo	207,715.00		Town of Pancevo
Municipality of Arilje	Reducing waste together – A New step to Europe!	208,400.00		Municipality of Indjija Ibar Development Association “IDA”
Municipality of Beočin	Improving and invironmental protection to the more efective solid waste management	145,645.00		Town of Valjevo Center for Equitable Regional Development, NGO
Municipality of Bela Crkva	Better tomorrow begins today- application of the European practices in the solid waste management	141,797.00	Municipality of Pojejena (Romania)	
Municipality of Gornji Milanovac	Water Supply In Line With European Standards	236,525.00		City of Uzice Public Utility Company Gornji Milanovac
Municipality of Dimitrovgrad	Integrated Solid Waste Management System	250,156.44	Municipality of Morbach, Germany	Town of Čačak Municipality of Žabalj
Municipality of Gadžin Han	SWAM Sustainable waste management in Minicipality Gadzin Han	244,790.00	Municipality of Lolland, Denmark	
Municipality of Bac	Public Awareness Facilitating Environmental Protection in the Municipality of Bac	111,645.00		Town of Sombor Public Utility Company ‘Tvrdjava’ Bac
Municipality of Blace	When we heal the world, we heal ourselves- healthy environmental campaign in the community of Blace in Serbia	113,234.47	Municipality of Chmielnik, Poland	
City Municipality of Savski Venac, Belgrade	ENERGIS	215,701.69	Municipality of Padua and Veneto Region Brussels Department	
Municipality of Veliko Gradiste	Joining Efforts for Protection and Management of the PEK River	148,801.00	Municipality of Poljcane (Slovenia),	Municipality of Kucevo Municipality of Majdanpek Union of Ecologist UNECO
Municipality of Zabalj	Capacity strengthening for local self-governments	264.895,00	Municipality of Žalec (Slovenia)	Municipality of Temerin Municipality of Titel Regional Agency for development of SMEs, Alma Mons Ltd, Novi Sad Municipality of Varvarin
Municipality of Kula	Establishment of the energy management at municipal level in order to increase energy efficiency	193,334.00		Municipality of Backa Palanka Municipality of Vrbas Agency for Development of Temerin Municipality
City Municipality of Barajevo, Belgrade	Introduction Of Geographic Information System In Barajevo	141,500.00		Municipality of Vlasotince City Municipality of Lazarevac, Belgrade
Municipality of Bujanovac	Launching of preconditions for spatial planning through establishment of Geographic Information System (GIS) in the municipality of Bujanovac	147,340.00	Municipality of Odense (Denmark)	Citizens Association “Initiatives”
Municipality of Vršac	Spatial Information for our Citizens	276,696.35	Municipality of Morahalom, Hungary	
Town of Zrenjanin	Establishment of GIS centre	309,188.08		Town of Subotica Municipality of Žitište Municipality of Novi Bečej Municipality of Nova Crnja

City municipality of Zvezdara, Belgrade	Extending the geographical information system to support other municipal services in Zvezdara munipalitity	246,787.00	Town of Tallinn, Estonia	City of Belgrade, Institute for Informatics and Statistic City municipality of Palilula, Belgrade City municipality of Stari Grad, Belgrade
Municipality of Kursumlija	Step to GIS as advance tool in planning and guiding sustainable development	146,355.00		Municipality of Arilje
Town of Kruševac	GIS as a Tool for Improving Efficiency and Competitiveness in the City of Krusevac	264,895.00	Municipality of Žalec, Slovenia	Regional Centre for Small and Medium Sized Enterprise Development Kruševac
Municipality of Koceljeva	GIS for Efficient Services in Koceljeva Municipality	255,626.00		Municipality of Ub Regional Centre for Development of Small and Medium scale Enterprises
Town of Kraljevo	Promotion of new development tools by introducing GIS	305,090.00		City of Kragujevac
Municipality of Merosina	Improvement of the process of attracting investments to the municipality of Merosina	117,813.00		Municipality of Stara Pazova
City of Novi Sad	Web portal for investor with GIS	292,289.09		Town of Subotica Public Enterprise for City Construction and Development, Novi Sad
Town of Požarevac	Spatial and urban planning for future	346,975.00		Municipality of Petrovac na Mlavi Municipality of Velika Plana Municipality of Kučevo
Town of Pancevo	Upgrading of GIS in Pancevo	150,780.00		City of Sabac
Municipality of Pirot	The Development of Geographic Information System (GIS) of Pirot Municipality	291,115.00		Town of Subotica
Municipality of Senta	Introduction of Geo Informational System and Documents Management System at Senta Local Self-government Level	176,409.00	Municipality of Hodmezovasarhely, Hungary	
Municipality of Trstenik	Introduction of Geographic Information System (GIS) in the Municipality of Trstenik	230,283.30	Municipality of Torokbalint, Hungary	Technical Faculty Čačak, University of Kragujevac
Municipality of Čajetina	Planned development of the central part of Zlatibor	119,555.00		Municipaliy of Arilje
Municipality of Čajetina	GIS, key of the development of new Zlatibor	191,529.58		Town of Kragujevac
Municipality of Bač	Building of Human Resource Capacity within the municipality of Bac	115,416.00		Town of Sombor
Municipality of Bela Palanka	Support to the Unit for Development in the Municipality of Bela Palanka	122,762.00	Municipality of Slovenska Bistrica, (Slovenia)	Democratic Transition Initiative
Municipality of Vladičin Han	Development through partnership by learning	114,095.08		Municipality of Lebane Association of Citizens "NEXUS-Vranje"
Municipality of Kikinda	Developing local government	112,607.00		Municipality of Inđija
Municipality of Kikinda	Digitization of the municipal archive	172,121.00		City Municipality of Zvezdara, Belgrade
Municipality of Svrljig	Integrating Distributed Municipal Offices of "The Green Svrljig" into an Effective and Efficient Networked Citizen-Care Center - "Idemo Svrljig"	192,403.00	Lom Municipality (Bulgaria),	National Alliance for Local Economic Development (NALED) Municipality of Cuprija Municipality of Surdulica

City municipality of Lazarevac, Belgrade	Establishing the Centre for Sustainable Project Development, Designing and Implementation of Projects according to EU Standards	126,758.89		City of Niš
Municipality of Arilje	Tourism a new chance for cooperation and development	203,790.00		Municipality of Čajetina Ibar Development Association "IDA" Tourist Organisation of Municipality Majdanpek
Municipality of Beocin	Beocin-new vision of touristic destination! Creation of preconditions for development of rural tourism in Beocin Municipality	185,115.00		Municipality of Cajetina Tourist Organization of the Municipality of Gornji Milanovac Center for Equitable Regional Development
Tourist Organization of the Municipality of Gornji Milanovac	Planned development of the central part of Zlatibor	119.555,00		Municipality of Arilje
Municipality of Backi Petrovac	Empowering local government in supporting business incubation in Backi Petrovac Municipality	180,647.00	Municipality of Kamnim (Slovenia) Municipality of Martin (Slovakia)	City of Kragujevac
Municipality of Despotovac	Partnership for Rural Development of the Municipality of Despotovac	166,436.30	Obec Vlkos Municipality (Czech Republic)	Regional Economic Development Agency for Sumadija and Pomoravlje
Municipality of Žagubica	LED offices development	201,815.00	Town of Piotrkow Trybunalski, Poland	Municipality of Velika Plana Municipality of Kučevo Town of Požarevac
City Municipality of Zemun, Belgrade	Zemun On Danube	212,550.00	Municipality of Kranj (Slovenia)	College of Tourism
Municipality of Knjaževac	Increasing Tourist Competitiveness of the Eastern Serbia	113,620.00	Municipality of Belogradchik, Bulgaria	Municipality of Sokobanja Regional development Agency for Eastern Serbia - RARIS
Municipality of Nova Varoš	Development of business climate	128,223.51	Municipality of Skocjan, Slovenia	Municipality of Priboj Municipality of Prijepolje
Municipality of Rača	Strengthening local economic development of Raca municipality through strengthening capacities of agricultural producers	114,425.00		Municipality of Senta
Municipality of Ruma	Improving of construction land management	174,471.00		Town of Valjevo Regional Development Agency of Srem
Municipality of Sokobanja	Healthy place for healthy investments	117,348.12	Municipality of Kopar (Slovenia)	Municipality of Knjazevac
Municipality of Sjenica	Support to local economic development office in sjenica	134,038.00	Municipality of Jesenice (Slovenia)	
Municipality of Ub	Creating conditions for rural development of the Ub municipality	209,961.00	Municipality of Braslovce (Slovenia),	City Municipality of Obrenovac Citizen Association ''Evrokontakt'' Krusevac
Town of Čačak	The development of an integrated pest, disease and natural hazard management system in agricultural crops	269,428.81	Municipality of Valašske Meziriči, Czech Republic	Ovčar Agricultural Extension Service-Čačak Moravica Agricultural Extension Service - Užice Fruit Research Institute -Čačak

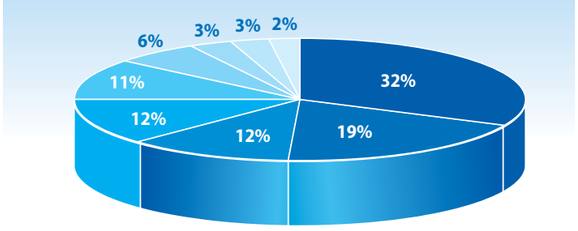
NUMBER OF PROJECTS PER SECTOR / THEMES

Spatial planning	18	27%
Local economic development	14	21%
Municipal services	10	15%
Good governance and municipal management	7	10%
Municipal services	6	9%
Enviromental issues	6	9%
Municipal finance	2	3%
Social services	2	3%
Living environment	2	3%

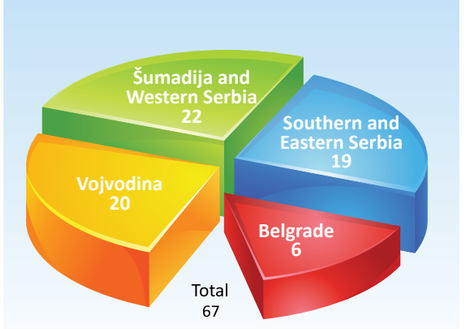


SUMMARY OF FUNDS SPENT BY THEMATIC AREAS

THEMATIC AREA	EUR	%
Spatial planning	3.801.002,52	32%
Local economic development	2.294.325,3	19%
Municipal services	1.380.765,47	12%
Municipal services	1.351.471,28	12%
Good governance and municipal management	1.250.987	11%
Living environment	746.140,2	6%
Enviromental issues	363.457,49	3%
Municipal finance	337.782,9	3%
Social services	274.484,9	2%

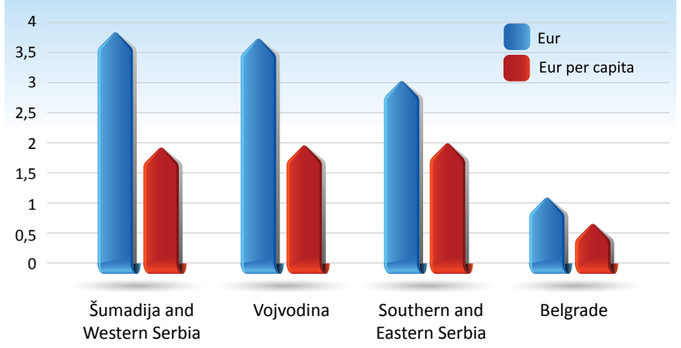


PROJECTS FINANCED BY REGION



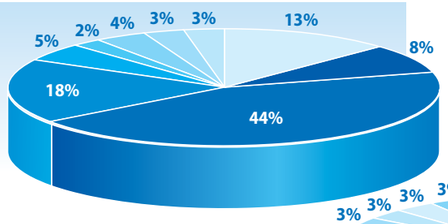
DONATIONS BY REGION AND BY CAPITA

REGION	EUR	EUR PER CAPITA
Šumadija and Western Serbia	3.839.687	1,91
Vojvodina	3.722.696	1,94
Southern and Eastern Serbia	3.027.505	1,95
Beolgrade	1.123.068	0,69



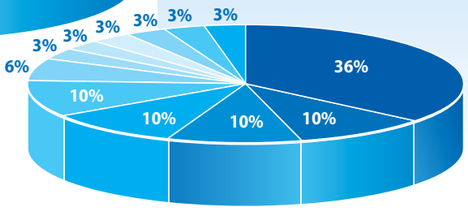
PARTNER MUNICIPALITIES, CITIES AND ORGANIZATIONS FROM SERBIA

Municipalities	34	44%
Organizacije civilnog društva	14	18%
Civil society organizations	10	13%
City Municipalities - City of Belgrade	6	8%
Public utilitycompanies	4	5%
Institutes	3	4%
Tourist Organization	2	3%
Regional Agencies	2	3%
Educational institutions	2	2%

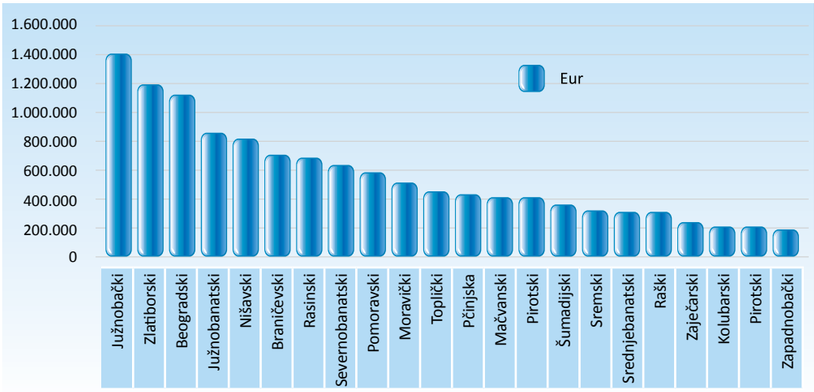


EU PARTNER MUNICIPALITIES

Slovenia	11	36%
Hungary	3	10%
Estonia	3	10%
Bulgaria	3	10%
Denmark	3	10%
Czech Republic	2	6%
Germany	1	3%
Greece	1	3%
Poland	1	3%
Italy	1	3%
Slovakia	1	3%
Romania	1	3%



SUMMARY OF TOTAL PROJECT VALUE BY GEOGRAPHIC AREA



SUMMARY OF DONATIONS BY GEOGRAPHIC AREAS AND BY PER CAPITA

Area	Eur	Population
Južnobački	1.408.427	607.835
Zlatiborski	1.193.251	284.929
Beogradski	1.123.068	1.639.121
Južnobanatski	860.762	291.327
Nišavski	811.106	373.404
Braničevski	697.591	180.480
Rasinski	687.523	240.463
Severnobanatski	632.667	146.690
Pomoravski	584.160	212.839
Moravički	505.953	212.149
Toplički	443.174	90.600
Pčinjska	425.855	158.717
Mačvanski	418.811	297.778
Pirotski	413.877	92.277
Šumadijski	353.749	290.900
Sremski	318.318	311.053
Srednjebanatski	309.188	186.851
Raški	305.090	300.102
Zaječarski	230.968	118.295
Kolubarski	209.961	174.228
Pirotski	205.156	92.277
Zapadnobački	193.334	187.581



MUNICIPAL FINANCES

ARANĐELOVAC MUNICIPALITY:
Public Funds Management Improvement in Aranđelovac
Partner: City of Tartu (Estonia)

Aranđelovac Municipality has, thanks to the project, systematized, harmonized and, where possible, centralized the management of its public funds by developing and installing financial management software in all public organization and the municipal administration. By introducing new procedures to manage public funds Aranđelovac Municipality has become a pioneer in the use of E-government in this area. The new system has been created in such way to meet the needs of the local government, local management, and direct and indirect budget beneficiaries (city administration, utility companies, educational institutions, health care institutions, businesses, NGOs, etc.). It enables faster decision making and better spending control and savings. Municipal employees have built their capacities in the area of a modern financial management and gained knowledge to manage models of the municipal financial management. During the implementation of the project Aranđelovac representatives visited the City of Tartu, Estonia and on the spot learned about best practices and how to improve financial management, practical budget reporting and budget transparency. During their expert mission to Aranđelovac, the experience and advice of Estonian experts was valuable for software development, a basic tool for a successful municipal financial management. The Municipality has promoted the improved municipal financial management system through local media, its website, and distributed promotional material. Funds for further improvement of the system will be provided from the municipal budget. Aranđelovac Municipality will, in line with European practice, continue its cooperation with its Estonian partner on further improvement of municipal administration operations.

PARAĆIN MUNICIPALITY:
Better Records – Increased Revenues– More Investments
Partner: Murska Sobota Municipality (Slovenia)

Paraćin Municipality has introduced European standards of financial management, improved predictability of its revenue sources and secured better quality of capital investment planning, through exchange of experience with its European partner municipality. Thanks to the project and an updated database, local administration capacity to efficiently collect public revenues and fees for municipal services has been improved. Paraćin Municipality engaged eleven external associates, who were working in the field, for the most part of the project duration, and visited households in the local government collecting data within the jurisdiction of the municipal administration and the public utility company and processing them for updating the existing databases and creating new ones in the geographic information system. Within the project, the Municipality has implemented a door-to-door campaign together with the public utility company, with the slogan „Paraćin – our backyard" and used it to control compliance of dog owners, to offer assistance for legalization of structures built without a building permit at the doorstep, to create and update records of users of improved garbage collection service and to update records of tax payers of the Local Tax Administration with the aim of having a just distribution of the tax burden. Paraćin Municipality has obtained significant support from its Slovenian partners who have transferred their experience and best practices in creating, maintaining and updating comprehensive databases. By distributing promotional material and setting up a media campaign, citizens were informed about the importance of tax collection in rural areas, since those revenues will be used in the future to improve rural infrastructure. Funds for future improvement and update of the databases will be set aside from the municipal budget and the budget of the public utility company. Paraćin Municipality will, in line with European practice, continue its cooperation with the Slovenian partner on further improvement of municipal government operations.



SOCIAL WELFARE SERVICES

PALILULA CITY MUNICIPALITY, NIŠ: **Increasing Municipal Capacities to Improve the Quality of Life of Vulnerable Groups**
Partner: Kjustendil Municipality (Bulgaria)

Palilula – Niš City Municipality has improved the professional skills of its employees in its social welfare departments. Better quality of city social welfare services has been achieved thanks to technical assistance received from its Bulgarian partner. During the life of the project, an innovative method has been implemented in providing social welfare services (formation of multi-disciplinary mobile teams – providing assistance in the field) with the aim of preventing and combating social exclusion. The mobile project teams were, daily, on duty in the local communities of Palilula City Municipality, responding to calls in the field. This enabled savings for clients who were relieved of the costs of bus tickets and the participation fee for the obtained service. Socially vulnerable persons who cannot take care of themselves and senior citizens (over 70), particularly those living in villages around Palilula municipality, have been able to turn for help through the newly created SOS line set up in the Social Welfare Centre. In addition to the set of social welfare services provided, users can obtain legal advice free of charge. Socially vulnerable categories and persons with disabilities in Palilula can more easily access and communicate with social welfare workers who have improved their skills thanks to the training held during a study tour which encompassed seven different topics. During the project implementation, 4.908 socially vulnerable citizens of Palilula acquired, free of charge, assistance from experts, physicians, sociologists, psychologists, attorneys, and gerontology assistants. The project helped the employment of 10 persons, the upgrade of the database of socially vulnerable persons, provision of material aid to 70 persons, while 88 persons obtained assistance from gerontology assistants. Within the project, the Municipality procured a vehicle used for distribution of supplies to mobile teams in the field. Citizens were informed through distributed promotional material about permanently introduced social welfare services funded by the municipal budget, such as the SOS line, legal advice free of charge, and visits in the field by social welfare workers.

ČOKA MUNICIPALITY: **Sharing smiles**
Partners: Novi Kneževac Municipality, Kanjiža Municipality and Kikinda Municipality

Čoka Municipality has, thanks to the project, continued improving its social welfare services, an action which began within the EXCHANGE 1 Programme grant scheme, by developing and adopting the Strategic Plan for Social Welfare Development. Čoka Municipality has, through the project, formed a Day Care Centre for Mentally Challenged Children in the Čoka Preschool Institution, by reconstructing a room adapted to fit mentally challenged children, by servicing it with equipment and employing additional staff for the Centre. The project helped staff in the preschool institution and experts working with mentally challenged children improve their knowledge and skills through four trainings aimed at improving the work of employees providing social welfare services. By forming this centre the Municipality showed its support to the mentally challenged children and children with behavioural problems in Čoka Municipality with the aim of preventing and combating social exclusion of mentally challenged children. Inter-municipal cooperation of social welfare centres in municipalities of Novi Kneževac, Kanjiža and Kikinda, and employees in the municipal administration of Čoka handling social welfare issues and providers of social care services has contributed to introduction of new approaches and improved the quality of the existing social welfare services. The quality of social welfare services have been achieved thanks to the technical assistance provided by local partners. Within the „Sharing Smiles" project extended day care has been provided in three elementary schools (in Ostojićevo, Čoka and Padej), and two branch departments (Sanad and Jazovo) in Čoka municipality, with the aim of providing support and assistance to children with learning and behavioural problems. By introducing extended day care, 150 children received assistance to master their school subjects. The extended day care classes are a combination of formal and informal education methods (lectures, workshops and games) and an atmosphere of group support. By producing a promotional film, holding 6 press conferences and distributing extensive promotional material, citizens' awareness and sensitivity of preventing and combating against social exclusion of mentally challenged children have been raised. Funds for future activities of the centre will be provided from the municipal budget. Čoka Municipality will continue its cooperation with partners in the area of social welfare.



MUNICIPAL SERVICES

VRŠAC: **E-Government for our Citizens**
Partner: Morahalom Municipality (Hungary)

Vršac Municipality has reduced its costs by standardizing its operations, increased the quality and efficiency of its procedures, and by introducing E-government, improved overall functioning of the local government. Thanks to the project, Vršac has introduced a document management system (DMS) in order to create conditions for quick and simple access to documents in the system, to ease the search by different criteria and define authorization rights for access to different types of documents. In order to use the new system to the maximum extent, financial planning has been integrated in the DMS as well as a subsystem for IT control. An efficient and uniform info-service system has been created to serve citizens. The procurement and installation of a virtual info-centre (VIC), that has also been integrated into the DMS, enabled citizens to easily forward their questions and requests to one place by using phone, sms or the Internet. The info-centre has been introduced as a local government service through which citizens may obtain quick answers to questions and requests that pertain to the jurisdiction of the Municipality. The Municipality used project funds to adapt offices of 12 local communities, procured adequate equipment and software and networked offices of local communities and the local administration in order to enable better access to municipal services for citizens. Thanks to its experience, the Hungarian partner municipality has provided technical assistance to introducing new features of the municipal GIS with the aim of supporting new E-government services and creating an E-government counter. Distribution of promotional material within the media campaign which took place throughout the whole project implementation period and four press conferences and billboards enabled presentation of new municipal E-government tools which will support faster and more efficient problem solving to the citizens of Vršac. Funds for future upgrades of the system will be provided from the municipal budget. Vršac Municipality will continue cooperation with the partner in the area of improving efficiency of the local government.

THE TOWN OF VRANJE: **E-uprava.vranje.rs – Reaching Standards of an Information Society**
Partner: Trikala Municipality (Greece)

The Town of Vranje builds its development vision around integrative processes and modernization. One of the steps towards achieving the city's development vision has been made by introducing a document management system (DMS) and E-government (web-portal). By introducing new information technologies, procuring new software and equipment, the city improved operations of its administration and enabled timely service provision to citizens and businesses. The project included development of software for automation of town administration procedures, adaptation of a server room and procurement of equipment for it, procurement of equipment for 15 internet kiosks, out of which one is in the CAC of the town administration, two have been installed in urban local communities and the remaining 12 in rural local communities. This way, citizens were enabled to easily obtain documents, and this indicates that not only better efficiency has been achieved but also considerable savings. Thanks to the project, the Town of Vranje procured and installed wireless internet equipment which covers the town centre, installed an interactive internet E-government station for citizens to access municipal documents and file electronic requests to the local government. The partner Municipality of Trikala is among the leading Greek municipalities in the area of modern information technologies and during the project implementation, in addition to the project memorandum of understanding, the partners signed a twinning charter. The following cooperation will be particularly focused on connecting the small and medium enterprises of Trikala and Vranje. Distribution of promotional material and public presentations helped citizens get to know the improved service delivery system in Vranje. Funds for further maintenance and upgrades of the E-government system will be provided from the town budget. The Town of Vranje will continue its cooperation with partners with the aim of improving services and capacities to apply information technologies.

ŽITORAĐA MUNICIPALITY:
Establishment of EU Corporative Model for Improvement of Municipal Services in Žitorađa Municipality
Partners: Odense Municipality (Denmark) and „Initiatives" Citizens Association

Žitorađa Municipality has, within this project, continued improving its municipal services, an action which had been initiated within the EXCHANGE 1 grant scheme. To that end, thanks to the project, Žitorađa Municipality carried out a „Baseline Assessment of Services" and based on the defined needs, improved the efficiency of the administration through modernization and establishment of a CAC. For the CAC's purposes the Municipality provided space, renovated it and provided equipment for it. It has nine counters providing ten services pertinent to the registry, notary, voters' roll, and employment booklets, building permitting process, agricultural development and rural areas. During the project's implementation about 50% of registry books (birth, death, citizens, and marriage) were entered into software, a database of documents and cases relevant for local government operations has been formed. The municipal working group, which has been formed within the project, initiated networking of utility/public companies with the CAC and the representatives sitting on it will continue their cooperation with municipal authorities and act proactively to strengthen local management and operations. In order to train employees for the work in the CAC representatives of Odense Municipality organized technical trainings, while the „Initiatives" Citizens Association provided logistics support to partners with the aim of smooth project implementation. In order to introduce the CAC to the public the project team organized a promotional campaign which included regular information provided through TV and radio stations and regular updates of the municipal website. Within the project a brochure about the CAC has been designed and printed and distributed to citizens and representatives of the PUC. Funds for future operations and development of the CAC will be provided from the municipal budget. Žitorađa Municipality will continue its cooperation with the partners to improve operations of other municipal services.

TOWN OF KRUŠEVAC: **Citizen Contact Centre - Better Quality of Life**
Partners: Žalec Municipality (Slovenia) and the Regional Centre for Small and Medium Enterprises –NGO

The Town of Kruševac has, based on a public opinion poll about the quality of local government's services and services provided by local public enterprises, defined the need to introduce a consolidated contact centre for the local government and public enterprises, which has been achieved with this project's implementation. In order to secure the technical conditions for the contact centre to be established, computer equipment has been procured for the town administration and five public enterprises, and connected into a network and 159 employees who will be working in the system have been trained. The contact centre main office is in the Town Administration building with separate units in every public enterprise. This has provided transparency and efficiency of operations. Since the system is based on an Android application, citizens may access it by phones with Android applications. This way they can obtain adequate and accurate information within 48 hours from initial query and they can file a complaint on issues from the jurisdiction of public enterprises like infrastructure, urban planning, environmental protection, water supply and sewer systems, etc. With intensive promotion which included two press conferences, regular information broadcast by the media and distribution of 3.000 information leaflets citizens were presented with the introduced contact centre system and how to use it. During the project implementation, representatives of the Town of Kruševac visited the town of Žalec, its Slovenian partner, three times, and there learned about best practices and how to improve the quality of services. Also, Žaleca representatives shared their know-how and provided technical support during their visit to Kruševac, while the Regional Centre for Small and Medium Enterprises provided logistics support to the partners with the aim of enabling smooth project implementation. Funds for further improvements of the system will be provided from the town budget. The Town of Kruševac will continue its cooperation with its partners in order to improve the operation of other town services.

CITY OF NIŠ: **Improvement of City Services and Management Capacities in the City of Niš**
Partners: The City of Arhus (Denmark) and the „Balkan Development Team"

The City of Niš has contributed to the efficiency of city operations and development of management capacities by establishing a Citizen Information Centre/Call Centre and the City Building Permitting Centre. The project enabled implementation of EU standards and norms for city services through technical support provided by its partners. By connecting public utility companies in a network and by establishing a consolidated Building Permitting Centre, by consolidating city and republic institutions everyday operations of the local government has been improved together

with services provided to citizens, entrepreneurs and representatives of small and medium enterprises. The Building Permitting Centre is a place where all domestic and foreign investors (persons and legal entities) may obtain information they need about possibilities and construction rules in the territory of Niš, and also may file requests and required documents. By establishing the City Call Centre the citizens have been enabled to obtain accurate information pertinent to the jurisdiction of the local government unit or have their utility problems addressed. During the project's implementation representatives of the City of Niš visited the City of Arhus in Denmark twice and there learned about best practices and how to improve the quality of services. Representatives of the City of Arhus visited Niš with the aim of providing technical assistance with their presentations and training. The „Balkan Development Team", a nongovernmental organization provided logistics support to the partners enabling smooth project implementation. Distribution of promotional material helped introducing to citizens of Niš the newly opened city services which increases the efficiency of local government's daily operations. Funds for further activities will be provided from the city budget. The City of Niš will continue its cooperation with the partners in order to improve operations of other city services.

CITY OF NOVI SAD: **E-Government**
Partners: the City of Niš, „Informatika" Public Utility Company Novi Sad

The City of Novi Sad has increased its capacities to improve city services and stimulate local development through new mechanisms of a modern and efficient government serving citizens and businesses. Thanks to the project, the capacities for good governance, city management and local government services have been increased by introducing electronic services. At the outset and at the end of the project needs assessments have been published, or rather citizens' satisfaction surveys on a sample of 10.000 respondents for each. The first survey pointed to important guidelines in terms of citizens' expectations of e-government services, while the closing survey showed a high degree of satisfaction of citizens with services offered on the introduced web portal. The project team has carried out numerous analyses which identified needs and mechanisms of local government operations and current situation and defined the basis for establishing e-government. Participation of the project partners has been crucial and intensive, through it the „Informatika" PUC supported the project with its technical expertise and skills and the partner city has, also, shared its experience and know-how in the introduction of this e-government system. The introduced web-portal at http://www.euprava.novisad.rs has included a series of electronic services to make administrative services simpler to both users and providers in the administration. Employees of local institutions, the project's target group, have been trained to work with new electronic tools developed within the software designed for this purpose, which includes an e-registry and an integrated document management system. Citizens and persons with disabilities, end beneficiaries of the project, can file their requests and they can be processed without them being physically present at the counters of the city administration. The sustainability of the project is guaranteed by the ownership over project results which will be further developed by the Infomatika PUC and the City, while the funds will be provided from the city budget. The City of Novi Sad will continue its cooperation with its partners in order to continue development of e-services.

PALILULA, BELGRADE CITY MUNICIPALITY:
Development of Service Delivery in Palilula Municipality
Partners: City of Tartu (Estonia), Zvezdara, Belgrade City Municipality, and BEOKOM – Service for Communication and Coordination with Citizens

Palilula, Belgrade City Municipality improved efficiency of its administration by modernizing existing system and creating better links with other city municipalities and the city administration. Provision of services was improved through development of a software platform for automated communication with Belgrade Contact Centre (Beokom). The project was recognized as an opportunity to network Beokom Service, and its Belgrade Contact Centre, with the Municipality of Palilula, as well as to provide citizens with streamlined and easier method to address their problems. The City Institute of Informatics and Statistics, as an organizational unit in charge of information and communication technologies on the territory of the City of Belgrade, provided full support to the project implementation in terms of creation and formation of a single spot where the citizens can receive all the information they need. The administrative load of the city administration has been decreased through integration of the existing information system in the municipality (a document management system and a contact centre). The project is just the beginning of activites on building an information technology centre, where one information technology hub would expand to entire city territory through which the citizens would be in the position to find all answers to, more or less, everything they are interested in. New Palilula Contact Centre will be integrated into the city administration through Beokom Service. The idea is to enable online transfer of all information from the city's jurisdiction to the operators of Palilula Contact Centre, and the city to keep all information from the jurisdiction of the Palilula City Municipality, and to allow providing as complete answers as possible. The project facilitated application of EU standards and norms in the domain of e-services provision by municipal servants with the aim of processing available data and respond to inquiries of citizens and businesses. Through technical assistance and technical support of the partner, the municipality improved knowledge and skills of its employees, thus, making services more accessible to end-users. The project prepared the plan of further e-service development with financial estimates, as well as the manual for e-service application at the local level. Funds for further improvements will be provided from the municipal budget. Palilula City Municipality will continue its cooperation with its partners in order to improve other municipal services.

SVILAJNAC MUNICIPALITY:
Implementation of Modern Methods and Technologies in the Municipal Government's Operational Work
Partner: Radovljica Municipality (Slovenia)

Svilajnac Municipality has, within the project, continued improving service provision, an action initiated within the EXCHANGE 1 grant scheme, by developing and adopting the local development strategy. Svilajnac Municipality made local government services more efficient through the certification activity in line with ISO 9001:2008 standard – a quality management system. By introducing the ISO 9001:2008 standard, the Municipality has decided to become a certified organization with an efficient system which enables it to achieve: users' satisfaction and compliance with their requests, effectiveness and continuity in following the ISO 9001 standard, credibility due to meeting legal, contractual and other commitments and trust of end users/citizens in the quality of services. Thanks to the project, 17 local municipal offices in the territory of Svilajnac municipality (Lukovica, Kušiljevo, Crkvenac, Gložane, Proštinac, Dublje, Grabovac, Troponje, Sedlare, Roćevac, Bobovo, Radošin, Roanda, Subotica, Kupinovac, Dubnica, Vojska) have been fully supplied with office equipment and IT equipment and connected into a consolidated data base and provided with internet connectivity. Svilajnac municipality began introducing e-government technology by applying EU standards and norms and with the technical support of its partners. The Outreach and Communication Office has been established with the aim of collecting, processing and distributing data and information important to citizens, and for doing so through the web portal which has been designed and set up during the project implementation. Also, thanks to the project, a Manual for city employees and employees of local municipal offices has been prepared and distributed. Thanks to the distribution of the manual and promotional material, the citizens of Sviljanac have been informed about the new office's increased efficiency of daily local government's operations. Funds for further improvement of the system will be secured from the municipal budget. Svilajnac Municipality will continue its cooperation with its partners in order to improve operations in other municipal services.

STARA PAZOVA MUNICIPALITY:
Multi-Channel Contact Centre in Stara Pazova
Partners: The City of Viljandi (Estonia) and Pećinci Municipality

Stara Pazova Municipality has received a modern system for processing requests, questions and issues filed by citizens and businesses by establishing a municipal contact-centre. An automated information service available 24 x 7 has been introduced, while procedures for processing requests have been harmonized and standardized with the goal of increasing efficiency of services. The project has contributed to building municipal capacities to provide information and public services by developing a modern information system. This has also enabled higher transparency of municipal procedures, human resources capacity building, and shorter time for processing requests or questions filed by citizens or businesses. In order to provide the technical conditions for the contact centre to be able to operate, IT equipment has been procured. During the project's implementation, representatives of Stara Pazova Municipality visited the Partner City of Viljandi, Estonia, and there learned about best practices and how to improve the quality of municipal services. Also, representatives of the City of Viljandi shared their know-how, experience and provided technical assistance during their visit to Stara Pazova Municipality. Pećinci Municipality followed the steps of Stara Pazova during the project implementation so as to be able to use this experience to introduce a similar mechanism in its own administration. Funds for further activities will be provided from the municipal budget. Distribution of promotional material enabled informing the citizens of Stara Pazova about the newly established local services which contribute to higher efficiency of local government operations. Stara Pazova will continue its cooperation with its partners in order to improve the operations of other local services.

ĆUPRIJA MUNICIPALITY:
New Management Systems and Information Infrastructure Network for a New Era in the Provision of Services to Citizens
Partner: Celje Municipality (Slovenia)

Ćuprija Municipality has made local government services more efficient through certification activity in line with the ISO 9001:2008 standard – a quality management system. By introducing the ISO 9001:2008 standard, the Municipality has decided to become a certified organization with an efficient system which enables it to achieve: users' satisfaction and compliance with their requests, effectiveness and continuity in following the ISO 9001 standard, credibility due to meeting legal, contractual and other commitments and trust of end users/citizens in quality of services. Based on defined needs and with an aspiration to improve the efficiency of the existing system through modernization, the Municipality opted for establishing a citizens assistance centre. For that purpose the Municipality provided, renovated and supplied with equipment around 50m2 of space, with ten counters where the eight following services are provided: general information, notary-certification (three counters), registry, system 48h, licensing, social welfare, and building permitting. The system has been additionally improved with software for the contact-centre and scheduling appointments. Employees, using the system, have been trained to manage documents in line with the ISO 9001:2008 standard. During the project's implementation, representatives of Ćuprija Municipality twice visited its partner municipality Celje and there learned about best practices and how to improve the quality of municipal services. Since the CAC with its staff is part of the local administration, funds for its further operations will be provided from the municipal budget. Ćuprija Municipality will continue its cooperation with the partners in order to improve operations of other municipal services.



ENVIRONMENT

Koceljeva Municipality: **Koceljeva – A Nice Place for Living**
Partners: Vračar Belgrade City Municipality, „Evrokontakt" Citizens Association from Kruševac

Koceljeva Municipality contributed to better quality education and life in its community by improving elementary physical education and sport. In view of improving sports, cultural spheres of life and entertainment, Koceljeva Municipality provided equipment for its sports hall in line with the requirements of the physical education curriculum and thus enabled regular sports activities of pupils and their teachers in the elementary and secondary schools, the project's target group, as well as sports clubs in the municipality as end users of the project. The sports hall with its equipment enables all citizens in the municipality, as project beneficiaries, to use it for recreational purposes. The partner municipality supported teaching the staff to introduce modern physical education methods, through study tours and training, while the NGO partner assisted with the organization of the project implementation and promotional activities. Systematic medical checkups of athletes have been introduced, thanks to procured computer equipment and software. Local physicians in the Community Health Centre in Koceljeva, as the project's target group, have been trained to use it. Different sports and cultural events have been organized within the project and will continue in the future, which has been regulated by the Rulebook on the Sports Hall, which has been adopted during the project implementation period. Koceljeva Municipality has established its Sports Association which has provided an institutional framework for the projects results, and further improvements will be funded from the municipal budget. Koceljeva Municipality will continue its cooperation with its partners in order to improve the quality of life of its citizens.

Town of Užice: **Cultural Bridge between Mountain and Plain– Creating Local Cultural Policies through Cooperation and Exchange of Užice and Pančevo**
Partner: The Town of Pančevo

The Town of Užice has, together with its project partner, the Town of Pančevo, improved its capacities to assume responsibility and decision making authority in the cultural policy making decentralization process. By strengthening the capacities of representatives of the cultural organization, the conditions were created for introducing multi-disciplinary mechanisms for taking a strategic approach to planning and implementing cultural activities. Through technical assistance and support from representatives of cultural institutions, the Town, together with its project partner, formed town councils of culture, and drafted a Cultural Development Strategy for the Town of Užice and an action plan for the implementation of the Cultural Development Strategy of Pančevo, adopted by the Pančevo Town Assembly during the project implementation period. Cultural institutions and organizations, together with the local authorities, participated, as the project's target group, in the process of drafting the strategy/action plan and that way gained knowledge about planning as well as about the main postulates of Agenda 21 for Culture. This provided the two town administrations with a multidisciplinary mechanism to create, implement, monitor and evaluate cultural policies which are in line with the citizens' needs. During the life of the project, cultural events were initiated and organized in both towns: Pop and Rock Music and Culture Festival, Alternative Street Art Festival, and „Bread and Games" Creative Industries Fair, Strip Art Festival, two exhibitions in museums and galleries in each town. The Cultural Centre Uzice, the former Army Club, reconstructed with project support, has created new opportunities for national and international cooperation and partnership in the area of culture. The new space in the City Cultural Centre enabled stage performances. Funds for unobstructed operations of the Cultural Centre have been provided in the town budget. The Town of Užice will continue its cooperation with its partners to improve cultural policies and organize joint cultural events.



UTILITY SERVICES

Arilje Municipality: **Reducing Waste Together - A new step to Europe!**
Partners: Inđija Municipality, IDA - Ibar Development Association

Arilje Municipality has developed its utility infrastructure, the developed public areas, through efficient, market based utility services, have contributed to development of an entrepreneurial spirit and environmental protection. The municipality has established an efficient solid waste management system in line with its strategic priorities, partner experience and the principles of sustainable development and good governance. Employees of the „Zelen" Public Utility Company, the project's target group, have been practically trained by the partner municipality's public utility company – „Komunalac" Inđija, which has contributed to more efficient operations of the Zelen company. During the project's implementation period, Zelen PUC Arilje introduced the ISO 9001 quality management standard, and improved the technical conditions of its business by procuring office and IT equipment. Experts from the partner municipality held trainings for children, citizens and local communities and took part in assessments, preparation of documents and a promotional campaign. The municipalities of Arilje and Inđija developed cadastres of unregulated landfills and organized cleaning of six of them. The Inđija partner municipality compiled a database of polluters in its territory in order to improve its already established waste separation system. Equipment for primary selection (60 containers of 1,1 m3 and 15 containers of 5 m3) and composting (three composting vessels) has been procured, and pupils of three elementary schools in Arilje, after the training, continued composting on a regular basis and using the products for growing flowers and plants in school yards. Throughout the project implementation period an intensive promotional campaign has been organized to build citizens' awareness about the importance of environmental protection. The Municipal Assembly has adopted the Local Solid Waste Management Plan for the period until 2022, which has secured institutional sustainability, while further financing will be provided from the municipal budget. The Zelen PUC's business development plan has also been drafted. Arilje Municipality will continue its cooperation with its partners in the area of utility services.

Beočin Municipality: **Improvement of Environmental Protection through More Efficient Solid Waste Management**
Partners: the Town of Valjevo, CenTriR NGO

Beočin Municipality has improved environmental protection and created conditions for sustainable development by introducing a new solid waste management method based on separation of

cost effective secondary raw materials, and by raising the environmental awareness of the local population. The project helped achieve several important goals: long lasting quality of the soil through reduction of disposed waste; increased municipal budget revenues through reduction of solid waste management costs and generated revenues through sale of secondary raw materials; strengthened human resources' capacities through continuous training of employees in charge of solid waste management and environmental protection, as the project's target group; better quality of the waste collection service; increased environmental awareness of citizens through training and continuous promotion of the new solid waste management method; and secured successful operations of the new solid waste management method through economic incentives for all stakeholders in the process. The Town of Valjevo, a project partner, contributed to achieving the goals by transferring its experience through technical assistance, education, and study tours; while the Centre for Equitable Regional Development from Belgrade contributed to a stronger and more successful media campaign intended for the local population as the end users of the project. Special attention has been paid to raising awareness of children through training, art contests and a study tour to the Zasavica Nature Reserve. Thanks to the project, a recycling centre has been formed in the PUC's yard and supplied with modern equipment. The Town Assembly has adopted a series of important local ordinances and measures which include new principles of solid waste management and include incentives for recycling which secures local sustainability of the project, while financial sustainability has been provided thanks to the municipal budget which has increased due to new revenues. Beočin Municipality will continue its cooperation with its partners in the area of environmental protection.

Bela Crkva Municipality:
Better Tomorrow Begins Today – Application of the European Practice in the Solid Waste Management
Partner: Pojejena Municipality (Romania)

Bela Crkva Municipality has, within the project, continued to improve municipal services – an action which began under the EXCHANGE 1 grant scheme, by developing and adopting the strategic local economic development plan. The Municipality decided to establish a long-term sustainable solid waste management system which produces minimal detrimental effects on environment and citizens' health combined with rational use of resources and compliance with waste management principles. Municipality of Bela Crkva conducted an intensive media campaign focused on all inhabitants with the aim to raise environmental awareness and inform citizens on the new Law on Solid Waste Management according to which utility waste separation is a legal responsibility of all citizens. Bela Crkva Municipality supports solid waste management concept with the aim to provide protection of environment and citizens' health. To provide support, and thanks to the project, the municipality procured four recycling bins for each household, in total 8,000 bins of 30l and eleven recycling containers for neighbourhoods. The project supported training for various target groups (children in pre-schools and schools, Roma population, elderly population and employees of the PUC) focused on knowledge transfer and professional education on significance of environmental protection and importance of solid waste management. Recycling equipment procured within the project was delivered to the „Belocrkvanski komunalac"PUC, for treatment and maintenance. At the outset of the project, representatives of Bela Crkva Municipality visited Pojejena Municipality to learn about best practices in the field of solid waste management. Funds for further system improvements will be provided from the municipal budget. Bela Crkva Municipality plans to improve the quality of life of its citizens by further application of EU standards in the area of sustainable waste management.

Municipality of Gornji Milanovac:
Water Supply in Line with European Standards
Partners: Town of Užice and Public Enterprise Gornji Milanovac

Gornji Milanovac Municipality has made a strategic decision in the domain of remote monitoring and management of city water supply, and implemented the project to contribute to reduction of water losses in the network, as well as the consumption of electricity. Through the project, the Municipality provided electronic equipment for five water reservoirs and two pumping stations. Application of the telemetry system (wireless communication used in radio-frequency systems for data transfer capability), enables remote digital monitoring, control and management of water supply. Established central water monitoring and management system operates as follows: at all times, the Waterworks Company is provided with current measured values and signalling of the entire water supply system. Introduction of the system enabled regular and safe supply of consumers with sufficient quantities of clean water and constant monitoring of equipment and technical and technologic parameters. Municipality conducted an intensive media campaign focused on all inhabitants with the aim to raise awareness of the rational water consumption with particular focus on rural areas. Training for school children of all schools in Gornji Milanovac Municipality was organized. Children were introduced to protection, rational consumption, production and distribution of water, as well as to wastewater treatment. Exchange of knowledge was implemented through visits to Užice project partner and trainings for employees of the municipal administration and Gornji Milanovac PE. Trainings were conducted by partner experts and the topics were related to introduction of new technological and information processes. Funds for further improvements of the water supply system management will be provided by the municipal budget. Gornji Milanovac Municipality plans to continue cooperating with its partners.

Dimitrovgrad Municipality:
Integrated Solid Waste Management System
Partners: Morbach Municipality(Germany), the Town of Čačak and Žabalj Municipality

Dimitrovgrad Municipality has improved its capacities to separate, collect and treat solid waste by improving the local government's services and the service of the Public Utility Company. By additional training and strengthening the personal responsibility of the citizens, the Municipality has created sustainable habits of its citizens in the solid waste management process. By embracing a new solid waste management system which has covered 98% of the population, Dimitrovgrad Municipality managed to reduce the amount of non-recycled waste by 34%. This system has defined zones, dynamics and costs of solid waste collection. Based on these data, the employees of the PUC were trained to perform a financial analysis of waste collection for the purposes of the PUC and the Municipality. In order to provide the technical conditions for waste separation, thanks to the project, three containers, two transport trucks, one of them large, the other of smaller bearing capacity, were procured. The project team conducted trainings for 140 volunteers- pupils of elementary and secondary schools on waste separation, the importance of every individual's role in the environmental protection and expansion of the new concept. The volunteers learned about techniques of knowledge transfer for their future work in the field and with the aim of disseminating acquired experience and skills in their schools, households and the local community. Through this action the volunteers were educating their peers and neighbours about waste separation and environmental protection. In addition to this activity, broadcasts of the promotional videos in local media helped raise citizen's awareness on this matter. During the project's implementation, the experience and best practices of partner municipalities of Čačak, Žabalj and Morbach, Germany had an important role in establishing an efficient and sustainable solid waste management model. Further development of the system will be provided by the municipal budget. Dimitrovgrad Municipality plans to continue its cooperation with its partners for the purpose of improving the environmental protection mechanism.

Gadžin Han Municipality:
Sustainable Waste Management in Gadžin Han Municipality
Partner: Lolland Municipality (Denmark)

Gadžin Han Municipality has conducted a survey and mapped dumping areas on its territory and based on these data drafted a prevention and cleaning plan. The Municipality opted for establishing a long term, sustainable solid waste management system in such a way to produce as little negative effects as possible on the environment and health of people, along with rational use of resources and following the principles of solid waste management. The existing Local Solid Waste Management Plan has been updated with information about the current situation in the field regarding solid waste management, volume, type of waste, the manner of collection and disposal. The system of collection, transport and disposal of waste has been improved thanks to the procurement of a garbage truck and seven containers and cleaning of 36 illegal dumping areas. Knowledge transfer has been implemented during a study tour to the Danish municipality, through trainings for employees in the municipal administration and the Directorate for Construction and Utility Affairs PC, conducted by foreign experts. The project enabled formation of a cluster for sustainable solid waste management and delivery of five action plans. The public has been introduced to the correct management and separation of solid waste and how to protect the environment through the media campaign. At the beginning of the project, representatives of Gadžin Han Municipality visited Lolland Municipality and there learned about best practices in the area of sustainable solid waste management. Thanks to this, the experts from Denmark and stakeholders from Gadžin Han have established business contacts. Funds for further improvements of the system will be provided from the municipal budget. Gadžin Han Municipality plans to improve the quality of life of its citizens by applying EU standards in the area of sustainable solid waste management.



ENVIRONMENTAL PROTECTION MATTERS

Bač Municipality:
Public Awareness Facilitating Environmental Protection in Bač Municipality
Partneri: The Town of Sombor and „Tvrđava“ Public Utility Company, Bač

Bač Municipality has contributed to the preservation of a healthy environment and improved the quality of life in the municipality by improving its capacities to manage solid waste. Through the project's implementation, Bač Municipality managed to: raise the level of public awareness and improve knowledge of target groups about the need to manage solid waste and protect the environment; improve technical capacities with modern equipment for waste collection and primary separation; and establish a partnership with local authorities from Sombor and Bač through exchange of experience and knowledge transfer. Employees in the municipal administration, public sector institutions and the Tvrdjava PUC successfully completed trainings organized by the project partner. A study tour to Baja, Hungary, provided an opportunity for the participants to learn about practical application of the method they had been listening to during the training. Thanks to the project, 55 containers were procured (30 for paper and 25 for PET packaging), and a baling press machine which has been installed in the yard of the „Tvrđava“ PUC. Special attention has been paid to children as the project's target group. They went through three levels of training tailored to fit their age and took part in an art colony. Thanks to an intensive promotional campaign, citizens, the end beneficiaries of the project, took part in many public debates about environmental protection (12 of them were held, two in every local community). A website with a database has been designed at www.jkptvrdjava.rs. Bač will continue improving the solid waste management process which has been introduced through the project. The signed Memorandum of Agreement with the Town of Sombor is a basis of the continued cooperation of Bač Municipality and its partners on environmental protection.

Blace Municipality: **When we heal the World, we heal ourselves - Healthy Environmental Campaign in the Community of Blace in Serbia**
Partner: *Čmielnik Municipality (Poland)*

Blace Municipality conducted the environmental protection campaign and raised citizens' awareness of importance of ecology and environmental protection, during the project's implementation. During the visit to the Municipality of Čmielnik, participants of the study tour attended three specialized trainings that contributed to successful implementation of media and educational campaign of healthy environment. Knowledge and skills of municipal employees and employees of schools, as well as representatives of nongovernmental organizations, in regard to environmental protection and ecology were significantly improved during their visit to polish municipality. During the project implementation, specialized trainings and workshops for target groups (adults and children in preschool institutions, primary and secondary schools) were organized in regard to ecology and waste separation. The project supported work of local and international experts in the preparation of the environmental model of education in line with European practices, as well as the preparation and printing of the publication containing environmental education methodology for youth in Blace Municipality. In cooperation with public utility enterprises, the municipality identified recycling locations and procured 25 sets of three recycling containers for glass, paper and metal separation. The principle of ECO Office was established within the municipality. Project funds were used to procure energy efficient light bulbs for the municipal administration. The municipal administration introduced the basic principles of energy efficiency and preservation of environment. Within the scope of media campaign, the municipality organized celebration of the international Earth Day, and this event was introduced as the municipal event which will be celebrated by youth and children in Blace. The municipality set aside budget funds for further promotion of environmental protection to further shape and improve citizens' attitudes and personal responsibility. Blace Municipality will continue its cooperation with the Polish partner through EU projects, particularly those related to environmental protection, healthy living and positive youth policies.

Savski venac Belgrade City Municipality: **ENERGIS**
Partners: Padua Municipality (Italy) and Representing Office of the Veneto Region in Brussels (Italy)

Savski venac Belgrade City Municipality has, through to the project, improved its capacities to provide services in the area of environmental protection and energy efficiency. Thanks to the „EnerGIS“ project Savski venac Municipality has improved its knowledge and skills in regards to the financial, technical and communication tools for interventions in the domain of energy efficiency. A „Green Office“ has been established as one of the results of this project, it has organized „ad hoc“ campaigns to raise awareness of various target groups about environmental protection, green economy, and energy efficiency. The City Municipality of Savski venac has paid special attention to exchanges of experience regarding the quality of air and how to reduce hazardous gas emissions, especially those stemming from residential units. The issue of dust in cities with high levels of pollution and emissions of carbon-monoxide were the topics of several trainings intended for representatives of institutions and other stakeholders dealing with environmental protection, interested in expanding their knowledge about innovative approaches and experience in this area. The target groups obtained an insight into new EU regulations and policies regulating energy efficiency through exchange of experience with Italian partners who have already gone through the process. Also, examples of successful projects within the Smart cities programme have been presented in order for Serbian cities and municipalities to get ready for applying for EU grants available for these topics and obtain positive results. The project has been presented to the citizens, during its implementation, in numerous events including an Eco Expo fair, and the Info-Centre for Energy and Environmental Protection will continue organizing campaigns in order to raise awareness of citizens about environmental protection. This way, the number of citizens informed about how to increase energy efficiency in their households and reduce energy consumption and costs has increased and awareness of businesses about profitable opportunities in the energy marker has been raised. The project partners were in charge of providing assistance in creating tools for providing services to citizens and businesses, of technical support and exchange of experience and best practice and of the implementation of Local Agenda 21 for Kyoto. Funds for further improvements of the environmental protection and energy efficiency will be provided from the municipal budget. Environmental protection and energy efficiency will remain a priority in Savski venac Municipality; information on this area has been regularly updated at www.energis.rs.

Veliko Gradište Municipality:
Joining Efforts for Protection and Management of the Pek River
Partners: Poljčane Municipality (Slovenia), Kučevo Municipality, Majdanpek Municipality, UNECO –the Union of Ecologists

Veliko Gradište Municipality has applied a bottom-up approach to planning and management of the Pek river basin by building the capacities of the key stakeholders in partner municipalities and including stakeholders in drafting, implementation and revision of the River Basin Management Plan as a tool for long term cooperation on protection of natural resources. During this process, the Municipality made an assessment of the current condition of the environment in the municipalities of Veliko Gradište, Kučevo and Majdanpek with technical assistance from the Union of Ecologists (UNECO). In addition to monitoring the chemical quality of ground and surface water, the UNECO identified and analyzed all polluters affecting the existing water resources, identified swamp areas and made an economic analysis of water usage, entered the collected data into the GIS database which enabled easier monitoring of the implementation of the Management Plan. The analysis of the water samples collected in the field was carried out in the laboratory, formed and supplied with equipment during the project with the aim of having a regular monitoring of the quality of water resources in the area of the Pek river basin. At the outset of the project, representatives of Veliko Gradište visited Poljčane Municipality and, there, learned about best practices of planning and management of the Dravinja river basin. Representatives of Poljčane Municipality visited Veliko Gradište Municipality several times, paying special attention to practical matters of drafting a plan for integral management and protection of the river Pek, which has been printed and distributed to the key stakeholders dealing with environmental protection, the project's target group, in partner municipalities. Funds for further improvements of the water supply system management will be provided from the municipal budget, with expert recommendations of the inter-municipal commission for the protection of the river Pek. Veliko Gradište Municipality plans to improve the quality of life of its citizens by further implementation of the best practice of regular monitoring the quality of water resources in the catchment area of the river Pek.

Žabalj Municipality: **Strengthening Local Government Capacities to Implement Energy Efficiency Measures**
Partners: Varvarin Municipality, Titel Municipality, Temerin Municipality, „Alma Mons" l.t.d. Novi Sad Regional Agency for Small and Medium Enterprises

Žabalj Municipality has strengthened its capacities in order to improve utility services and stimulate local economic development by applying measures of energy efficiency. The project achieved significant goals: created conditions for establishing a system for energy management and consumption monitoring; established a framework for utility services in terms of energy preservation; strengthened local government capacities to plan energy development and introduced a systematic monitoring of energy consumption, energy efficiency measures were introduced in public institutions. Žabalj Municipality and the partner municipalities of Titel and Temerin have established energy management offices and supplied them with equipment; and their staff, the project's target group, went through adequate training; while the partner municipality of Varvarin provided support to this process through knowledge and experience transfer. Study tours to this municipality and relevant centres in Slovenia and Germany have contributed to the improvement of knowledge about how to implement energy efficiency measures. During the life of the project, equipment and software were procured and used to establish and monitor energy efficiency measures; elaborated energy balance reports of public institutions and the public lighting system were drafted, a register of consumers and the public lighting system and critical levels of energy consumption was created, as well as an energy management manual. Citizens, the end beneficiaries of the project, were informed about the importance of energy saving through the info-days and by distribution of accompanying promotional material. Establishment of energy management offices and their institutional regulation has created a basis for sustainability of the project, while future measures and their monitoring will be funded from the municipal budget. Žabalj Municipality will continue its cooperation with the partners in the area of energy efficiency.

Kula Municipality: **Establishment of the Energy Management at Municipal Level in order to Increase Energy Efficiency**
Partners: Bačka Palanka Municipality, Vrbas Municipality, Temerin Development Agency

Kula Municipality established an energy management system which enables implementation of energy efficiency measures through development and adoption of procedures for newly formed municipal energy management teams in order to reduce energy losses and municipal budget expenses for energy and contribute to environmental protection. Study tours to Vrbas, a project partner, as well as to relevant centres in Slovenia and Germany, contributed to knowledge improvement about energy efficiency measures application. During the project implementation, energy management team members participated in trainings, contributed to creation of the register of public buildings and users of local buildings financed by local government funds, collected data and created database on energy supply and consumption in public buildings, created energy balance of the municipality, identified possible energy savings, prepared periodic reports on energy consumption analysis and analysis of expenditures of public buildings, and prepared and organized promotional activities. Info-days for schools and citizens of partner municipalities were organized. They were introduced to the project and significance of measures contributing to better energy efficiency. Project organized training for managers of budget beneficiaries and municipal energy management team. Equipment for mapping energy consumption in public buildings and scanning the public lighting system in a transformation field in Vrbas Municipality was procured. The goal was to develop a model of the public lighting cadastre, and the software of the information system of energy management (ISEM) was procured to substantially streamline the activities of the municipal energy management team. Project replaced old carpentry with PVC carpentry in the Primary School „Vuk Karadžić"in Crvenka, which resulted in direct reduction of energy costs. The Municipal Energy Management Office initiated creation and keeping of the list of buildings and proposed energy efficiency projects which will be financed from savings made in the municipal budget. Funds for further improvements of the energy management and energy efficiency measures implementation system will be provided from the municipal budget. Kula Municipality plans to improve the quality of life of its citizens by further application of best practices in the sphere of energy efficiency.



SPATIAL PLANNING

Barajevo, Belgrade City Municipality:
Introduction of a Geographic Information System (GIS) in the Municipality of Barajevo
Partners: Vlasotince Municipality and Lazarevac, Belgrade City Municipality

Barajevo, Belgrade City Municipality began introducing a modern system of service provision to citizens, representatives of small and medium enterprises, representatives of public utility enterprises and potential investors, through acquisition of GIS software. Barajevo City Municipality opted, in this stage, for introduction of three basic software components, namely: MapInfo Professional 11-Desktop GIS Application; DBL MapManager V11.0 – system for data maintenance and archiving; and WGL Stratus V11.0 – web (Internet and Intranet) GIS application. Through this system, the Municipality has improved the municipal management and spatial planning processes. Through strengthening capacities of employees in the local administration, who went through a specialized GIS training, quality and efficiency of everyday work of municipal administration was improved. Experience of the representatives of Vlasotince Municipality and Lazarevac City Municipality, which have already introduced a Geographic Information System in their administrations and public enterprises, largely contributed to successful implementation of the Project. By distributing promotional material, the citizens of Barajevo and potential investors were informed about the new system, which provides them with larger degree of operability and enables better communication in everyday work with local administration, with simplified and shorter procedures involving smaller expenditures for the service rendered. Through expert support of the partners, the Municipality has improved knowledge of its employees, who became more readily available to the end-users. Funds for further improvement of the system will be secured from the municipal budget. Barajevo City Municipality will continue cooperating with its partners in order to improve its Geographic Information System.

Bujanovac Municipality:
Creating Preconditions for Spatial Planning in Bujanovac Municipality by Establishing Geographic Information System (GIS)
Partner: Odense Municipality (Denmark)

Bujanovac Municipality has, through the project, established its geographic information system and with it improved the quality and efficiency of local government operations and the operation of public utility companies in the area of spatial planning. Thanks to the project, the Municipality drafted and adopted a GIS Development Strategy, procured required equipment and GIS software, compiled a good database of digitized spatial and infrastructure data, and connected all relevant local institutions in a network. The database includes aero photo maps received from the Republic Geodetic Authority, a digitized municipal spatial plan and a master plan, a layer with the primary water supply and sewer lines and information about utility infrastructure structures (substations, streets, containers, parking spots, landfills and others). The Municipality has established a GIS Centre within its Urban Planning, Utility and Housing and Environment Department and created a promotional brochure. Danish experts provided support to Bujanovac Municipality throughout the whole process which included compiling a database, procuring equipment, software, training of employees who will be responsible for the maintenance of the system and adopting the strategy. The future GIS technical staff from the local government and the public utility company has been trained how to collect, enter, store and use spatial data in GIS. By distribution of promotional material, all local stakeholders, as well as citizens, were informed about the introduction of GIS and its advantages for the operations of the local administration and the public utility company. Funds for further upgrades of the GIS will be provided from the municipal budget. Bujanovac Municipality will continue its cooperation with its partner in order to improve municipal services in line with best practices from the EU, and so increase the quality of life for its citizens.

Vršac Municipality: **Spatial Information for our Citizens**
Partner: Morahalom Municipality (Hungary)

Vršac Municipality improved municipal capacities though implementation of electronic government technology aimed at improving service management and provision. Introduction of the geographic information system and training for employees to use GIS application helped municipality improve administrative system by allowing faster data and information access. The project supported development of GIS infrastructure and spatial data on real-estate (lots, structures) and rational use of services through improvement of remote access to real-estate data. All data (utility data, cadastre maps, orthophoto maps) were geo-referenced and transferred to the grid system of Serbia. By implementing the project, the Municipality of Vršac conducted technical verification of collected digitized spatial data. This facilitated access of the National Infrastructure of Geospatial Data to the municipal GIS in accordance with the strategy of the Serbian Geodetic Authority. Partner municipality provided technical support and improved knowledge of Vršac municipal administration employees related to development, further improvements and upgrading of GIS. The municipality posted interactive webpage providing for various data access levels in GIS database and data exchange between different local stakeholders. Each institution will update data contained in the database under its direct responsibility. Distribution of promotion materials and public presentations were focused on informing citizens and experts on existence and operations of GIS in Vršac. A publication presenting the project results in Serbian, Hungarian and English was prepared and printed. Funds for further system maintenance and development will be provided from the municipal budget and the budget of the „Varoš“Vršac PC, wherein special service with two staff members in charge of GIS maintenance and coordination with other public enterprises and cadastre was established. Municipality of Vršac will continue cooperation with the partner in the sphere of introduction and improvement of e-government technology.

Town of Zrenjanin:
Establishment of a Geographic Information System Center (GIS)
Partners: Town of Subotica, Nova Crnja Municipality, Novi Bečej Municipality, Žitište Municipality

The Town of Zrenjanin, within the project, continued improving its information system– an action of improvement and standardization of the IS began under the EXCHANGE 1 grant scheme. City of Zrenjanin and project partners, municipalities of Nova Crnja, Novi Bečej and Žitište, improved the capacities of their local administrations in the spheres of spatial planning, municipal management and service provision through introduction of the geographic information system (GIS). Ordinances of local assemblies, as well as the signing of the agreement on technical cooperation between all project partners, local government units created an institutional framework for GIS development. The project enabled procurement of digital cadastre maps of areas of all partner municipalities and the city, as well as relevant software required for GIS development and establishment and special databases within GIS. With technical support of partners from Subotica, employees of the city and three partner municipalities improved their knowledge in the area of spatial planning and about advantages of investing in GIS improvements. The GIS Center of the Town of Zrenjanin was established within the ICT Department, the role of which is maintenance and improvement of GIS, as well as networked communications and spatial data exchange with GIS services of partner municipalities. Equipment procured thanks to the project significantly improved operational capacities as it was an important technical requirement for on-the-job trainings in the sphere of GIS. Introduction of such a modern system helps the employees of local authorities and public enterprises to use GIS for faster and more efficient preparation of technical documentation and public infrastructure maintenance, which contributes to better coordination at the local level between line institutions. By means of public presentations and distribution of promotional material, during the project's implementation, citizens and business sector were introduced to improved system which enables their better operability in everyday activities with local administration, as well as streamlined access to more users. Funds for further system maintenance and improvement will be provided from the local budgets. Based on the inter-municipal agreement, all project partners will continue their cooperation on further GIS development.

Zvezdara, Belgrade City Municipality:
Extending the Geographical Information System to Support other Municipal Services in Zvezdara Municipality
Partners: City of Tallinn (Estonia), Stari grad, Belgrade City Municipality; Palilula, Belgrade City Municipality; Institute of Informatics and Statistics - City of Belgrade

Zvezdara, Belgrade City Municipality, has, through this project, contributed to exchange and improvement of know-how in the area of electronic administration. Within the project, licensed data visualization software was procured, which enabled introducing GIS Zvezdara web geoportal, or in other words, a visual map of the municipality. The specific benefit for the citizens of Zvezdara, from the introduction of the geoportal at www.gis.zvezdara.rs, is the fact that the citizens can now see the general and detailed urban plans and water supply network plan, they can search data per address or parcel, as well as get the information on entered objects of public significance (local offices, social offices, schools, libraries, kindergartens, state-owned pharmacies). The system also shows sites for which the municipality issued construction permits in the previous year, as well as information on the scale and deadline of the construction. GIS database has been updated with the procurement of new GPS devices for collection of geospatial data. Software for database was acquired in the Department for Utility Affairs for keeping information on citizens' (or communal inspectors') complaints about utilities in Zvezdara. In addition to the Zvezdara GIS Web Geoportal, software was installed to enable exchange of planning documents with the state institutions and public enterprises. Staff members of the Geoinformation Department and Department for Utility Affairs have improved their knowledge and skills through additional trainings on how to use new software, and the Municipality is now able to address citizens' and enterprises' requests much faster. Through technical assistance and expert support from the international partners, the Municipality has improved knowledge and skills of its employees, who became more readily available to the end-users. Also, GIS Development Strategy was prepared within the project, which supported other services in the partner city Municipalities of Palilula and Stari grad. Funds for further improvement of the system will be secured from the municipal budget. Zvezdara City Municipality will continue its cooperation with the partners in order to improve other municipal departments.

Kuršumlija Municipality: **Geographic Information System as an Advanced Tool in Planning and Guiding Sustainable Development**
Partner: Arilje Municipality

Kuršumlija Municipality has, thanks to the project, established GIS, modernized procedure and digitized data for urban and spatial planning and with this improved its efficiency and quality of services. Through the project, the Municipality procured required technical equipment, software and compiled a digital database of spatial data as a basic tool for issuing urban planning documents and a basis for further GIS development. During the project three urban plans were digitized with the help of employees handling urbanism and spatial planning. Also, with the support of the partners, study tours were organized to enable employees in the Kuršumlija municipal administration to learn how to efficiently and simply issue urban and building permits. Municipal employees working in the public utility company first attended a presentation about the importance and benefits of GIS and then went through specialized training in GIS management; digitalization of urban and spatial plans; usage and administration of GIS databases; and three training modules on how to improve operations of the CAC. By distribution of promotional material the Municipality informed citizens and local stakeholders about advantages of having GIS in Kuršumlija, and about the potential for its further development. The municipal website has been updated with new urban planning and spatial data. Funds for maintenance and further improvement of GIS will be provided from the municipal budget. Kuršumlija Municipality will continue its cooperation with the partners in order to improve urban and spatial planning.

Town of Kruševac: **Geographic Information System (GIS) as a Tool for Improving Efficiency and Competitiveness in the Town of Kruševac**
Partners: Žalec Municipality (Slovenia) and Regional Centre for Development of Small and Medium Enterprises Kruševac

The Town of Kruševac has, within the project, continued improving its information systems – an action initiated within the EXCHANGE 1 grant scheme, when the upgrade and standardization of the information system of the town began. At the outset of the project, Kruševac formed a city GIS council to be responsible for GIS development and coordination of all stakeholders involved in the development of GIS. The project team has conducted public polling about GIS and efficiency of municipal departments and enterprises and their communication with citizens at the beginning and end of the project. Also, public utility companies were surveyed about their operations and the manner they keep their data. The conclusions drawn from the needs assessment in terms of further upgrade, and survey results have been entered into a guide through GIS as recommendations for improvement of the existing system. Thanks to the project a GIS office has been established and serviced with equipment in the building of the Kruševac Directorate for Urbanism and Construction, and the project's website design. A procurement procedure has been organized to procure digitized scanned plans which cover 42% of the total area included in the Master Plan of Kruševac. Through technical assistance of the partners municipal employees improved their knowledge that became more accessible to citizens. Distribution of promotional material enabled presentation of the new system to citizens and prospects, the system has improved operations of the local administration, simplified and shortened procedures and made the services less costly for the budget. Funds for further improvement of the system will be provided from the town budget. Kruševac will continue its cooperation with the partners in order to improve its geographic information system.

Koceljeva Municipality:
GIS for Efficient Services in Koceljeva Municipality
Partners: Ub Municipality, Regional Centre for Development of Small and Medium Enterprises, Kruševac

Koceljeva Municipality has created the conditions for increasing its efficiency and effectiveness to improve services provided to citizens and prospects. The project managed to achieve several significant goals: improve the administrative operations of Koceljeva Municipality by developing a GIS based information system module; increase local government capacities by adding information infrastructure which will enable reaching EU standards in planning and municipal management; knowledge transfer from Ub Municipality in regard to usage of GIS and methodology of operations and handling citizens' problems. Koceljeva Municipality has formed a Municipal GIS Council with 18 members from the local government and public enterprises and serviced the GIS Office with equipment, and with one staff member, which will be handling further GIS development together with the Council. Adequate computer equipment has been procured and software has been designed based on a needs assessment of the Municipality and public enterprises made at the beginning of the project. Digitization of cadastre plans has been done for 257 m2, of the territory of Koceljeva, while the data that are currently available to users are that of Subotica village pilot area. The end beneficiaries of the project were trained to use GIS and a database of agricultural data has been compiled within the introduced system. Public polling at the end of the project showed a high degree of citizens' satisfaction with services provided from GIS. Further improvement of the geographic information system will be funded from the municipal budget. Koceljeva Municipality will continue its cooperation with the partners in order to further develop its GIS.

Town of Kraljevo: **Promoting New Development Tools by Introducing a Geographic Information System**
Partner: The City of Kragujevac

The Town of Kraljevo has developed its Geographic Information System (GIS), with the support of the City of Kragujevac, by following its best practice of including in the system the city administration and all (7) public enterprises. This helped improve institutional procedures, increase efficiency and effectiveness of the administration and improve spatial planning. In order to establish a sustainable GIS, a protocol of cooperation has been signed by decision makers, the Mayor, directors of 7 public enterprises, the Manager of the Project Management Centre and the LEDO, committing this way to jointly supporting further GIS development and improvement. The baseline assessment for the introduction of GIS was the one of spatial planning which presents needs and condition of all public enterprises and the town administration. Based on the assessment results, and with the help of the partner city Kragujevac a GIS draft has been made for which adequate software has been designed and 17 computers procured. Through the project, a central database has been formed with several modules designed in line with authority of every enterprise. Also, software has been procured which enables access to the town GIS Office and every public enterprise, which are allowed to administer data from their purview. Data in the database mostly originate from digitization of 122 maps obtained from the Geodetic Authority with data about property units, while other data were entered by public enterprises in line with their authority. Representatives of the GIS Office and persons responsible for database administration in public enterprises were trained to work with GIS and handle database administration. Also, the database has been connected to the phone book in order to obtain as detailed data about a location as possible. The introduced system includes particular detailed views of industrial parks in Kraljevo, entered infrastructure lines, solid waste collection routes, and street cleaning, etc. It is possible to access the data at www.giskraljevo.rs. The results of the introduced GIS were presented to citizens through the media campaign and distribution of 2000 leaflets. Sustainability of the system will be provided with town budget funds.

Merošina Municipality: **Improvement of the Process of Attracting Investments to Merošina Municipality**
Partner: Stara Pazova Municipality

Merošina Municipality has, thanks to the project, improved its capacities to attract investments by developing a municipal spatial plan, by obtaining an environmental impact assessment for the plan and a base for a master plan of Oblačin Lake. The spatial plan and the strategic environmental impact assessment of the plan went through the entire drafting procedure in line with the Law on Planning and Construction and were adopted by the Municipal Assembly of Merošina. The project has stimulated local economic development and formation of attractive and competitive locations for investors through responsible use of space, creating conditions for servicing the land with infrastructure and eliminating conflicting purposes of the space. In order to improve efficiency, employees of the Local Economic Development Office (LEDO) and other representatives of the local government went through a comprehensive training programme, with special focus on strategic and spatial planning, local economic development, promoting and attracting investments and project cycle management in line with EU procedures. The training was held by experts on investment promotion and attraction from the partner municipality of Stara Pazova. Within the project, a Guide for Investors has been drafted, printed and distributed with the aim of improving availability of the potential and the resources Merošina has to offer. To that end, a municipal website has been designed. The media campaign and distribution of promotional material helped to inform local and regional stakeholders about the available potential for investments in the municipality. Funds for further efforts of the LEDO on attracting investments will be set aside from the municipal budget. Merošina Municipality will continue its cooperation with its partner municipality in order to improve its capacities and enable local resources to be used as much as possible for development purposes.

City of Novi Sad: **Web Portal with GIS**
Partners: the Town of Subotica, Public Enterprise for City Construction and Development of Novi Sad

The City of Novi Sad has improved services and stimulated further local development by building its capacities, improving its decision making process and implementation monitoring by means of modern technologies; and improved cooperation of institutions at all levels and their communication with citizens. The project enabled financing procurement of adequate equipment and software as a technical basis for a web portal with GIS. The partners have provided technical assistance; the city partner has contributed with transfer of knowledge and experience in using GIS, through a study tour. The project's target group, representatives of local institutions, were successfully trained to use GIS tools. The web portal includes a large amount of data, cadastres and catalogues, and citizens and entrepreneurs and prospects, the end beneficiaries of the project, can access the information and forms they need which saves them a lot of time, simplifies their business obligations and everyday life. The City of Novi Sad has signed a Memorandum of Understanding with four relevant institutions – the Republic Geodetic Authority, the Public Enterprise for City Construction and Development of Novi Sad, „Urbanizam"PC and the City Administration for Urbanism and Housing Affairs, which was used to form a standing working body responsible to update and expand the web portal and GIS once the project is done. The GIS includes plots, structures for C.M. Novi Sad I, II, III and IV, a cadastre of the public lighting system, a cadastre of educational institutions, a cadastre of the public transport system, a cadastre of free sites, urban plans, the defined purpose of the land, local communities, neighbourhoods, cadastral municipalities, etc. The project enabled delivery of a long term plan for GIS development with guidelines for the standing working body to continue to work on development of GIS, which will be funded from the city budget. The City of Novi Sad will continue its cooperation with the partners on further development of GIS.

Town of Požarevac: **Spatial and Urban Planning for the Future**
Partners: Petrovac na Mlavi, Municipality, Velika Plana Municipality and Kučevo Municipality

The Town of Požarevac has, thanks to the project, directly supported and contributed to the increase of its capacities for service provision and stimulation of local economic development in line with its development priorities. The project promoted local sustainable development and formation of attractive and competitive sites through responsible use of space and creating conditions for servicing the land with infrastructure and eliminating unclear purposes of the land. The planning documents have been created out of strategically important planning documents such as: The Spatial Plan of the Kostolac Coal Basin – a Special Purpose Area, The Spatial Plan of the Republic of Serbia, the Spatial Plan of the Braničevo-Danube Region, the Spatial Plan of the International Navigation Route Danube – E80 (Pan European Corridor VII)- a Special Purpose Area, Identification of Viminacium Locality in Stari Kostolac Village as an Archaeological Site, and other master plans and documents. The main purpose of the documents delivered, thanks to this project, was to use the baseline assessment and assessment of available resources and provide an expert and objective guidelines for further development of Požarevac, Petrovac na Mlavi, Kučevo and Velika Plana and other places in the Braničevo-Danube Region. The Town of Požarevac has delivered, during the project implementation period, 12 planning documents (1. Spatial Plan of the Town of Požarevac; 2. Spatial Plan of the Petrovac na Mlavi Municipality; 3. Master Plan of Velika Plana Municipality; 4. Detailed Regulation Plans for Kučevo Municipality: Detailed Regulation Plan for the „Ring Road"; Detailed Regulation Plan for the „Convention Centre"; Detailed Regulation Plan for the „Industrial Zone"; Potajnica „Jelina stena"); 5. Detailed Regulation Plan for the „Porečka Block"in Požarevac; 6. Study of Preservation, Maintenance and Use of Monumental Legacy and Specified Protection Measures within Planning Areas: the Spatial Plan of the Town of Požarevac; Spatial Plan of the Petrovac na Mlavi Municipality and Detailed Regulation Plan of Velika Plana Municipality; 7. Obtaining a Geodetic Map for the Master Plan of Velika Plana; 8. Geo-referencing of Cadastral Maps for the Spatial Plan of Petrovac na Mlavi; 9. Cadastral-Topographic Plans within the boundaries of the Detailed Regulation Plan for the „Porečka Block"; 10. The Main Infrastructure Projects for the „Novo groblje" in Velika Plana; 11. The Main Project of the „Krvije" road at the intersection with the regional R 108 road at Petrovac na Mlavi; and 12. The Land Subdivision in the „Ring Road" Zone in Požarevac). Four municipal departments handling spatial planning were trained on how to use GIS. Thanks to the project, the website of the Town of Požarevac has been improved and all planning documents can be found there. Municipal officials and administration staff, planners and all citizens of

partner municipalities were involved in the preparation of the said planning documents (through the media campaign and public presentations of the plans). The Town of Požarevac plans to continue investing in planning documents with the aim of improving the quality and content of the spatial and urban plans.

Town of Pančevo: **Upgrading of the Geographic Information System in Pančevo**
Partner: Town of Šabac

The Town of Pančevo implemented the project to improve existing geographic information system through procurement of relevant software and additional supporting technical elements to create conditions for coordinated development and regular updating of GIS. The project created conditions for further GIS development in Pančevo through provision of technical requirements for systematic implementation of GIS improvement activities, training of staff in the city administration and public enterprises and public utility enterprises for data entry, as well as through adoption of the ordinance of the Town Assembly of Pančevo regulating the authority and responsibilities for further GIS development. During the project implementation, the level of knowledge of the city administration employees in responsible to maintain and update data was improved – ten trainings for IT professionals with highly specialized topics were held; level of knowledge of PC/PUC employees in charge of data entry in GIS through relevant software was improved – 16 employees attended basic and advanced GIS training and the knowledge acquired was successfully implemented; technical capacities and spatial conditions for training and operations were improved through adaptation of and supply of equipment for the city administration training centre; Town procedures needed for GIS to be regularly developed and updated were established – Town Assembly adopted an ordinance defining responsibilities of the town administration, PUs and PUCs; environmental database of the Town of Pančevo was created within its GIS – analysis and management system was improved and geo-database was expanded by environmental data; level of information and knowledge of various GIS user groups was improved – series of promotional activities were conducted, as well as two TV productions and publications on GIS, and video material with instructions on GIS application was created. Distribution of promotional material facilitated informing of citizens of Pančevo and prospects on the new system that provides better operability in everyday work with local administration. Technical support of the partner expanded the knowledge of significance of GIS improvements and benefits for the city from a modern system of that kind. Funds for further system improvements will be provided from the town budget. The Town of Pančevo will continue cooperating with its partner in the domain of geographic information system improvement.

Pirot Municipality: **Development of a Geographic Information System (GIS) in Pirot Municipality**
Partner: Subotica Municipality

Pirot Municipality has, within the project, continued developing its GIS Office formed within the EXCHANGE 1 grant scheme. The project supported development of software solutions and a database with the resources of public enterprises and the municipality pertinent to four key areas: public lighting system maintenance; roads, streets and traffic signs maintenance; utility structures maintenance and a thematic layer with natural resources. The four main utility companies: „Komunalac", „Pirot", Construction Land Fund and Public Urban Planning Company and Parking Service, have the right to administer the GIS information. The project has supported formation of 3 databases: a database of lines (sewer, electricity, water supply), formed thanks to 314 scanned maps obtained from the Geodetic Authority; a special database for the „Komunalac" PUC and the Parking Service; and a common database for the Public Urban Planning Company and the Construction Land Fund. A software solution has been developed to connect utility vehicles with GPS and GIS and this way it is possible to monitor their movement with the aim of detecting problems and plan recovery measures. Twenty representatives of the local government and public enterprises were trained for system administration and work in GIS. The GIS system has been connected with the Tax Administration's database which has contributed to more efficient and objective collection of public revenues. By introducing a web geoportal (www.gis.pirot.rs), as a central place for access to the municipal GIS, all interested users may access documents with a spatial feature, e.g. to cadastre and urban plans, information about public sanitation and the lighting system, natural resources, etc. The Subotica partner municipality, contributed to development of adequate and sustainable GIS in Pirot by presenting its experience. Through an intensive media campaign and distribution of leaflets about GIS to all households, citizens were informed about the possibilities and benefits that the introduced GIS can offer to citizens. Maintenance and improvement of the said model is provided from the municipal budget.

Senta Municipality: **Introduction of a Geographic Information System (GIS) and a Document Management System to Senta Municipality**
Partner: Hódmezővásárhely Municipality (Hungary)

Senta Municipality has, thanks to the project, improved efficiency of its administration by introducing a modern document management system and improved capacities of its employees for municipal management, spatial planning, and providing services by introducing a geographic information system. The overall goal of the project has been achieved by joining together all stakeholders for the purpose of collecting comprehensive information and the possibility of planning further development of municipal infrastructure with the aim of raising the level of productivity, transparency and standardization of local government operations. Thanks to GIS, services provided to citizens, the project's target group, have been improved by enabling access to geodetic data in urban and spatial plans, while the public GIS web portal is particularly attractive for investors since it contains a consolidated database of infrastructure data. By providing access to data to all infrastructure companies, the permitting process has been shortened. By introducing a document management system, the Municipality has contributed to improvement of the decision making process by formulating more efficient, transparent and accessible procedures. Distribution of promotional material enabled informing citizens of Senta about the new system which gives them higher operability in their daily work and communication with the local government. End users of the project, citizens and prospects received efficient and transparent service with simplified and shortened procedures which involve lower costs of service. Funds for further improvement of the system will be provided from the municipal budget. Thanks to the technical assistance of the partners, the Municipality has improved the skills of its employees who are now more accessible to the citizens thanks to transparent operations. Senta Municipality will continue its cooperation with its partner in order to improve its geographic information system.

Trstenik Municipality: **Introduction of a Geographic Information System (GIS) in the Municipality of Trstenik**
Partners: Törökbálint Municipality, Hungary and Technical Faculty of Čačak

Municipality of Trstenik has, through the project, established the Municipal GIS Centre, equipped the offices of the Centre and acquired a central server and six workstations in the Municipal Administration (Client/Server GIS). Also, through the project, a server was provided for three municipal public enterprises, along with the network to connect them and licensed software. The hybrid map was developed thanks to the project, which was transferred to the central server, in order to get the single hybrid layer used for different purposes. Staff in the offices providing public services was trained to use GIS technology, software, and how to collect and enter data. The Project contributed to formation of the address system database and water cadastre data. A GIS module on development was established for maintaining public lighting, utility facilities and development of environmental and agricultural modules in the system. The GIS administrators have gone through the advanced course for system maintenance and development of new applications. Through expert support of the partners, the municipality has expanded its knowledge regarding significance of investments into GIS. Through distribution of promotional material, the citizens of Trstenik and potential investors were informed about the new system, which enables them better operability in their everyday work with the local administration. Funds for further improvement of the system will be secured from the municipal budget. The end-users of the project, citizens and potential investors, have been provided with efficient and transparent service, with simplified and shorter procedures demanding lower costs for the service rendered. Trstenik Municipality will continue its cooperation with the partners in order to improve its Geographic Information System.

Čajetina Municipality: **Planned Development of the Central Part of Zlatibor**
Partner: Arilje Municipality

Čajetina Municipality has completed and developed planning documents providing for functional and spatial integration creating conditions for sustainable development in the municipality. As a consequence, development of the central part of Zlatibor will be pursued within the framework defined as zone planning. Citizens, as end users of the project, participated in the public hearing on the draft plan of detailed regulation of Zlatibor, as well as in public presentations, and all comments and suggestions were processed to adapt final version of the plan. Employees of the Urban Planning Department, as the target group of the project, participated in relevant trainings and the technical capacities were improved by procurement of computer equipment and software (Auto CAD software, Adobe Photoshop CS5 Win and CorelDraw X5) to serve as important tool in future urban planning activities. Target groups - employees of the municipal administration, public enterprises and tourism organization - were provided with conditions for better quality and more efficient work. Tourists, investors and entrepreneurs, as end project users, who stay or work in this popular tourism destination, will be provided with a regulated and organized space and clearly defined guidelines for future activities in this sphere. Municipal Assembly of Čajetina adopted the Detailed Plan of Regulation of Zlatibor to create sustainable institutional framework, while the development of other planning documents will be financed from the municipal budget. The partner contributed to project implementation with its knowledge and experience, and the cooperation between partners will continue.

Čajetina Municipality: **GIS - A Key to Development of New Zlatibor**
Partner: City of Kragujevac

Čajetina Municipality developed a modern service for citizens and economic development by establishing an operational geographic

information system available on-line; The Municipality trained the employees of the municipal administration and public enterprises to use GIS and apply their knowledge, and successfully presented GIS possibilities and its development to the public. Project partner provided significant support in education and experience transfer to the target group, as well as through constant evaluation of the quality of developed GIS. The end-users of the project, citizens, tourists and potential investors were provided with efficient and transparent service with simplified and streamlined procedures requiring lower costs for service rendered. Employees were also trained to use software tools (AutoCAD) that are applied to GIS improvement activities. Considering the tourism related significance of the district, special attention was paid to digitization of tourism infrastructure data (digitalized data on road network, visitors pathways, mountain peaks, touristic destinations, rivers, lakes and similar). Maps of two areas, Zlatibor and Čajetina were completed during the project implementation, while the territorial coverage expansions will be continued after the project. The developed GIS is available at www.giscajetina.org. The protocol on cooperation signed with stakeholders allowed Čajetina Municipality to build the foundation of future cooperation, and further development of GIS will be financed by the municipal budget. Čajetina will continue cooperating with its partner in order to enable continuous GIS improvement.



GOOD GOVERNANCE AND MUNICIPAL MANAGEMENT

Bač Municipality: **HR Capacity Building in Bač Municipality**
Partner: The Town of Sombor

Bač Municipality has improved municipal services and the quality of life for its citizens: by raising and building capacities of municipal employees by applying the computer literacy standard (ECDL); by building their capacities to develop project proposals and applications for EU funds; by building its technical capacities through new modern IT equipment and through partnership with local government units of Sombor and Bač, and exchange of experience and know-how. The target group – municipal employees, 36 of them, received certificates after going through the ECDL training and successful exams which were testing their computer literacy by the ECDL standard. The results of the training on EU funds were three project proposals. A study tour to the Serbian European Integration Office and the Danube Strategy Office of the Republic of Serbia enabled participants to learn more about possibilities to access EU funds. Surveys of citizens' satisfaction with municipal services done at the beginning and at the end of the project indicate that citizens' satisfaction considerably increased. Sustainability of the project has been secured by the commitment of Bač municipality to fund similar activities from its budget in the future. Bač Municipality has signed a Memorandum of Understanding with the Town of Sombor on various areas of cooperation.

Bela Palanka Municipality: **Support to the Development Department of Bela Palanka Municipality**
Partners: Slovenska Bistrica Municipality (Slovenia)
„Democratic Transition Initiative" - NGO

Bela Palanka Municipality has recognized the fact that human capital is part of the overall quality of the administration and that investing in employees should be a strategic interest of the unit. With the implementation of this project, the Municipality has improved capacities of the Development Department as an integral part of the municipal administration, enabling more efficient service provision. In order to take a strategic approach to capacity building, the Municipality conducted a needs assessment at the beginning of the project and obtained guidelines for the training needs of employees. During the project's implementation, nine trainings were organized on five areas (community development and communications; support to development and planning of local economy; project development and management in local communities; the English language; and procurement procedures via the PRAG) for 100 participants – representatives of project team, employees of the Development Department, representatives of public enterprises, entrepreneurs, businesses, farmers, and NGOs. As additional incentive to the private sector, two brochures were prepared, one about local economic development and the other about environmental protection, they were intended for prospects, entrepreneurs and farmers. Thanks to the trainings organized, local government capacities have been raised, and through distributed brochures the local government, businesses and NGOs have been provided with information about

implementation of EU projects for local development, with the aim of best possible implementation of the Sustainable Development Strategy of Bela Palanka. Based on data obtained by a citizens' needs assessment, the municipal website has been designed and put online with general information about Bela Palanka, cultural and historical heritage, information about the municipal administration, about local government services provided at citizens requests and accompanying procedures, with strategic documents, etc. Adequate working conditions in the Development Department have been created thanks to the procurement of appropriate office equipment for eight offices and a conference room. The project has been promoted through 15 media reports broadcast on TV and radio stations and in the print media. Considerable contribution to successful implementation of the project has been provided by partner organizations through exchange of experience during study tours to Slovenska Bistrica and trainings organized by the NGO partner – Democratic Transition Initiative. Sustainability of the project has been secured by the commitment of Bela Palanka Municipality to fund from its budget future activities pertinent to improvement of its employees' performance in a strategic, ethical and socially responsible manner.

Vladičin Han Municipality: **Development through Partnership by Learning**
Partners: Lebane Municipality and NGO „Citizens Association- NEXUS – Vranje""

Municipality of Vladičin Han has recognized the fact that human capital is part of the overall quality of the administration and that investing in employees should be a strategic interest of the unit. Within the project implementation, the Municipality has built capacities of employees of the municipal administration, public enterprises, education and culture institutions, health and social institutions, tourism organizations and nongovernmental organizations in the municipalities of Vladičin Han and Lebane, through numerous and various trainings. During the project implementation, five trainings lasting four days were held, and each was attended by 30 trainees. Representatives of target groups acquired required knowledge and skills related to IPA funds (Instrument for Pre-Accession Assistance) and underwent trainings in project preparation and project cycle management. During the trainings, organizers invested special efforts in transferring their knowledge to employees of the organizations they represented. In cooperation with „Citizens Association NEXUS – Vranje"NGO, the project team prepared and distributed the manual for project cycle management and the guide for preparation and implementation of projects financed by IPA programs. Project implementation resulted in establishment of partnerships and the representatives of various organizations were trained for future preparation and implementation of joint projects to be financed by IPA funds. Project partners from Serbia established cooperation with the Regional Development Agency from Zasavja, Slovenia. During the study visit to Slovenia, they were introduced to advanced system of fund acquisition from various donors, especially from the funds of the Instrument for Pre-Accession Assistance. Project sustainability is guaranteed by the commitment of Vladičin Han Municipality to use municipal budget funds for future activities related to improvement of staff operational performance in strategic, ethical and socially accountable manner.

Kikinda Municipality: **Local Government Development**
Partner: Inđija Municipality

Kikinda Municipality has recognized the fact that human capital is part of the overall quality of the administration and that investing in employees should be a strategic interest of the unit. The municipality has decided to strengthen its capacities with the aim of introducing tools and mechanisms of new management culture, and providing better services and implementation of policies and successful implementation monitoring. Kikinda Municipality has improved the quality of local government operations by introducing two new instruments of e-government: a call centre (system 48) „one-stop-shop"– and a permitting counter within the citizens' assistance centre. By implementing EU standards of local development, the Municipality improved the transparency, quality and efficiency of its services provided to citizens – the end users. Inđija Municipality which had already established a call centre (system 48) within its local administration, which is managed by the Inđija Agency for IT, GIS and Communications, has delegated, for project purposes, its four experts to share their experience and knowledge through trainings for direct and senior managers of both projects segments. Distribution of promotional material and a media campaign enabled introduction to the citizens of Kikinda the new municipal instruments which have enabled them to faster and more efficiently address their problems. Funds for further improvement of the system will be provided from the municipal budget. Kikinda Municipality will continue its cooperation with its partner in order to continue improvements..

Kikinda Municipality: **Digitization of the Municipal Archive**
Partner: Zvezdara Belgrade City Municipality

Kikinda Municipality took upon itself to reform its operations and define its institutional norms in line with EU norms and standards. The Municipality is committed to establishing mechanisms and practice which will enable it to implement principles of good governance, publicity, efficiency and effectiveness. Kikinda Municipality has improved its efficiency through modernization of its operations and

introduction of a document management system (DMS) and through improvement of its archive by introducing digital archived material. By the procurement of a server for storing digitized archived data, a functional municipal e-archive has been formed with 930.000 scanned documents. Procured additional computer equipment enabled improving the capacities and efficiency of employees. This way the Municipality automated its office management, archiving, and monitoring documentation flow in registries. Zvezdara - a Belgrade City Municipality, which has already established a digital archive, improved the knowledge and skills of its partner with its advice and with knowledge transfer. Distribution of promotional material and a media campaign enabled introducing the citizens of Kikinda with these new municipal e-government tools, which enabled them to faster and more efficiently address their problems. Funds for further improvement of the system will be provided from the municipal budget. Kikinda Municipality will continue its cooperation with the partners in the area of local government development.

Svrljig Municipality: **Integrating Distributed Municipal Offices of "The Green Svrljig"into an Effective and Efficient Networked Citizen-Care Centre „IDEMO SVRLJIG"**
Partners: Lom Municipality (Bulgaria), National Alliance for Local Economic Development (NALED), Ćuprija Municipality, Surdulica Municipality

Svrljig Municipality has introduced a certified environmental protection management system and strengthened its management capacities in this sphere thanks to the project. During the project implementation, Svrljig introduced and certified the system of integrated environmental protection management in accordance with requirements of ISO 90001, ISO 14001 and ISO 27001 standards. Introduction of standards provided municipality with the management tool for: identification and control of the impact of its activities on environment; improvement of attitudes toward environment; implementation of systemic approach to achieve the goals related to environmental protection. A systemic approach conformed to standards provides municipality with an opportunity to pursue appropriate assessment of the activities with adverse impact on environment to achieve the following benefits: reduction of waste management expenditures; reduction of energy and material consumption; reduction of distribution costs; established basis for continuous improvement of attitudes towards environment. With the project funds, municipality adapted offices in seven local communities, procured relevant technical equipment and software and networked all municipal branch offices with the local government to provide citizens with access to effective municipal services. During their visits to the Municipality of Svrljig, partners provided practical advice and shared their knowledge of best practices found in the EU and other Serbian municipalities and, improved the knowledge and skills of Svrljig municipal administration representatives in the sphere of municipal and information system management. The National Alliance for Local Economic Development (NALED), as a project partner, presented its experience with certification of business-friendly local governments in Serbia. Public presentations and distribution of promotional materials was used to introduce citizens with the improved service provisions system in Svrljig, as well environmental standards to be applied by both local government and citizens and all local stakeholders with the aim of securing sustainability of the environmental protection system. Funds for further maintenance and improvement of the certified environmental protection management systems will be provided from the municipal budget. Svrljig Municipality will continue its cooperation with partners in the domain of capacity building and improvement of local government services.

Lazarevac, Belgrade City Municipality: **Establishing the Centre for Sustainable Project Development – Designing and Implementation of Projects according to EU standards**
Partner: grad Niš

Lazarevac – a Belgrade City Municipality – has formed a Project Development Office to design project proposals, with the aim of creating the preconditions for faster and more comprehensive local economic development. The Office has contributed to improvement of communication and coordination between Lazarevac City Municipality, businesses and citizens associations active in the territory of the municipality for the purpose of joint preparation of projects. Thanks to the project, a consolidated database of all ongoing and planned municipal projects has been formed. The database was used as a basis for a strategic document which defined the direction for long term development. The City of Niš, which has already established its City Development Centre, helped project team members and external associates, who have been recognized as valuable support to the project centre, improve their knowledge and skills through training and experience transfer within the project. A study tour to Prague and Brno and visit to the Czech Development Agency which enabled delegation members to learn about their partner's best practices was added value to the project. Distribution of promotional material enabled the citizens of Lazarevac to learn about the new municipal office which will help them articulate their needs in the form of project proposals and assist them in securing funds for their implementation from international institutions and funds. Funds for further improvement of the centre's operations will be provided from the municipal budget. The Lazarevac city Municipality will continue its cooperation with its partners in the area of local government development.



LOCAL ECONOMIC DEVELOPMENT

Arilje Municipality: **Tourism – A New Opportunity for Cooperation and Development**
Partners: Majdanpek Tourism Organization, Čajetina Municipality, IDA -Ibar Development Association, Kraljevo

Arilje Municipality has improved the quality of life for its rural population by creating stimulus conditions for development of tourism, good governance and efficient services in tourism. The experience of the project partners has been significant because the exchanged knowledge has helped Arilje improve the quality and quantity of its offerings to tourists, in line with its adopted priorities and the principles of sustainable development defined in the Program for Tourism Development in Arilje for the period 2011–2016, which was drafted and adopted by the Municipal Assembly during the project implementation period. Thanks to the project, Arilje Municipality formed a Tourist Information Centre in the downtown area and improved the capacities of the project's target groups – municipal employees and entrepreneurs in rural tourism – through numerous trainings and study tours. Participants of CEFE training, 38 of them, received certificates and additional knowledge in the area of tourism marketing, business plan design, food production, preservation of natural resources, etc. The Arilje - Entrepreneurs Association of Tourism, has been formed and registered which has strengthened the other group of end users – the rural population. The Municipality presented its offerings in tourism fairs held in Belgrade and Novi Sad, producing additional motivation for its tourism organization to make progress. Within the project, expert consultations were held for Arilje municipal employees organized by experts from partner municipalities; a work plan for the Tourist-Information Centre has been delivered and regular consultative meetings of the Arilje Tourism Association members with experts held for the purpose of drafting a three-year business strategy of the Association. Media and tourism agencies, as the project's target groups, were informed about Arilje's offer to tourists through a media-weekend, and attractive promo material and an interactive presentation of Arilje's potential for tourism development which has been presented at: www.novasansa.arilje.org.rs. Distribution of promotional material, souvenirs and brochures intended for tourists enabled promotion of Arilje's improved tourist offerings. Also, the Municipality supplied three tourist localities with 16 benches, 9 lay-bys and 15 trash bins, developed walking paths by installing fences and enabling access to people with disabilities, placed 500 garbage bags. During the project implementation, 80 information boards have been installed, out of which 30 carry caution about nature preservation and protection. The newly formed Eco-Tourist Service, which employs five people and reports to the local government, has provided permanent maintenance of tourist localities while funds for further activities will be provided from the municipal budget. Arilje Municipality will continue its cooperation with its partners in the area of tourism.

Beočin Municipality: **Beočin – A New Vision of a Tourist Destination! Creation of the Preconditions for Development of Rural Tourism in Beočin Municipality**
Partners: Čajetina Municipality, Gornji Milanovac Tourism Organization, „Centre for Balanced Regional Development, Belgrade"NGO

Beočin Municipality has created the conditions for better positioning itself on the tourist map of Serbia and its region by improving tourist-information signs, educating households interested in providing services in rural tourism and by presenting its existing tourist packages. Several significant goals have been achieved within the project: improved existing tourist-information signs with the help of new information messages and new information boards along the roads leading to Beočin Municipality; enabling of the future increase of municipal revenues due to increased number of incoming tourists; strengthened existing municipal capacities for tourism development and promotion of its tourist packages; increased capacities of rural households interested in rural tourism; defined tourist offerings through newly compiled, consolidated records of all tourist localities in the municipality; presentations of Beočin's potential for tourism through an intensive promotional campaign. The project partners have provided technical assistance through training, study tours and expert missions aimed at the project's target groups, as well as with participation in the intensive promotional campaign which, amongst other things, included production of promotional films and videos, erecting billboards and organizing media weekends

for representatives of media and tourist agencies – the project's end users. A Serbian-English Dictionary of Travel and Tourism has been prepared in order to enable rural households providing services in rural tourism easier communication with foreign guests. Two destinations with the highest potential for tourism have been adapted and serviced with amenities, also four information messages with a board in the form of a „Sremac" – a local wearing national costume – enable travellers which are passing by to rest for a while and obtain information about the tourism offerings of the municipality. The project's end users – the citizens, rural entrepreneurs, tourists and tourist agencies have benefited from the project in various ways – through increase of revenues, enriching the offerings and contribution to local development. Beočin Municipality has developed and its Assembly adopted the Beočin Tourism Development Plan for the period 2012–2017, which has defined future tourism development directions. Its financial sustainability is provided by the funds from the municipal budget. Beočin Municipality will continue its cooperation with its partners in the area of tourism.

Bački Petrovac Municipality: **Empowering Local Government in Supporting Business Incubation in Bački Petrovac Municipality**
Partners: Kamnik Municipality (Slovenia), Martin Municipality (Slovakia), Women's Entrepreneurship Academy

Bački Petrovac Municipality has contributed to establishment of functional ties and dialogue between the state administration and entrepreneurs and businesses. The Municipality has further strengthened capacities of the Local Economic Development Office, for providing relevant business information and services. Within the Project, analysis was prepared of entrepreneurial sector in Bački Petrovac Municipality from the standpoint of women entrepreneurs, entrepreneurs and innovations as the foundation for preparation of the strategy for development of small and medium-sized enterprises. The Project contributed to full operational capacity of Business and Innovation Centre of Bački Petrovac by reconstructing the office that was turned into a training centre, together with technical equipment of the office and acquisition of additional computers. Also, website of the Business and Innovation Centre of Bački Petrovac has been improved. Exchange of knowledge was implemented through visits to partner municipalities in Slovakia and Slovenia, and through training for employees in the municipal administration and Business and Innovation Centre in Bački Petrovac. Experts from Slovakia and Slovenia provided technical assistance with their practical advice and transfer of experience regarding best practice of efficient planning and advancing local economic and social development, for the purpose of establishing public-private partnerships, which function efficiently in these countries. The Women's Entrepreneurship Academy was a major project partner, which guaranteed that the future strategic planning process would also include women entrepreneurs, women-managers, women interested to get actively involved in economic life of the Bački Petrovac Municipality. Municipal officials and administration, along with service beneficiaries of the Business and Innovation Centre of Bački Petrovac, had the opportunity to get acquainted with project results during the first municipal business conference on local economic development, and to get information on business incubation during the final conference. Funds for further improvement of the system will be secured from the municipal budget. Bački Petrovac plans to significantly improve the quality and content of the services provided to the citizens through implementation of EU standards.

Despotovac Municipality: **Partnership for Rural Development of Despotovac Municipality**
Partners: Obec Vlkos Municipality (The Czech Republic), Regional Agency for Economic Development of Šumadija and Pomoravlje

Despotovac Municipality has, through the project, contributed to rural development of its entire territory by creating a network of seven Rural Info-Centres (RICs), which represent a decentralized institutional framework for providing services to citizens in rural areas in the municipality. Thanks to the project, Despotovac Municipality adapted and furnished with furniture and technical equipment the offices of all seven rural info-centres. RIC team members went through a voluminous training programme in order to be ready to respond to all requirements of rural population with the aim of providing information about the development and improvement of agriculture. In Despotovac, a local action group „Resava LAG" has been established comprised of 26 local stakeholders tasked to provide support to local farmers, promote rural tourism, support cooperation and networking of local agricultural associations and promote finding and usage of alternative sources of energy. „Resava LAG" members visited Obec Vlkos partner municipality and signed a Memorandum of Understanding with „LAG Kyjovské Slovácko v pohybu" and learned about their best practices. Thanks to the project, technical support has been provided improving knowledge about rural development of a large number of farmers in Despotovac. A mini fair called „Resava Rural" was held within the project in the city park in Despotovac attended by more than 30 exhibitors with high quality agricultural products and hand-crafted products of the most successful producers in this area, and as such, it represents the first rural development fair in Despotovac and the whole Šumadija and Pomoravlje Region. Distribution of promotional material and brochures intended for farmers provided the citizens with information about this new institutional framework supporting the rural population. Funds for further operations and costs of the RICs will be provided from the municipal budget. Despotovac Municipality will continue its cooperation with its partners from the Czech Republic on rural development, especially through partner cooperation of two local action groups - „Resava LAG" and „LAG Kyjovské Slovácko v pohybu".

Žagubica Municipality: **Development of Local Economic Development Offices**
Partners: The City of Pjotrkov Tribunalski, (Poland), the Town of Požarevac, Kučevo Municipality, Velika Plana Municipality

Žagubica Municipality has, within the project, continued improving its municipal services – an action initiated within the EXCHANGE 1 grant scheme, by forming a citizens' assistance centre. Through the project, the municipalities of Žagubica, Kučevo, Velika Plana and the town of Požarevac improved the capacities of their local economic development offices (LEDO) to work with investors, existing and potential ones and farm owners, with the aim of presenting new programs and services that promote business. The staff of the LED offices in the partner municipalities went through a training program, prepared by experts from the Pjotrkov Tribunalski partner city, to learn how to provide relevant, quality and timely information as a form of assistance to all local stakeholders. Representatives of four LED offices participated in study tours to the Polish partner and, there, learned about European practices regarding attracting investors and various ways of investment promotion. The project supported a joint presentation of all partner municipalities at fairs in Novi Sad and Belgrade where they presented potential investments. Thanks to the project, partner municipalities procured furniture and technical equipment for all four LED offices and training rooms in their local government units. Relevant reference books were obtained with the aim of improving the knowledge base and availability of relevant information important for local stakeholders and citizens. All four offices have used project funds to develop new services and support programmes which will be provided to businesses and local investors in the future. The promotion through media and distribution of promotional material raised the knowledge level of all local stakeholders. Funds for further improvement and operations of LEDOs will be provided from the local budgets. Žagubica Municipality will continue its cooperation with project partners and further exchange of experience in order to improve the business climate in Braničevo-Danube area.

Zemun, Belgrade City Municipality: **Zemun on the Danube**
Partners: Kranj Municipality (Slovenia), the College of Tourism (Belgrade)

The Zemun City Municipality has, thanks to the project, set the grounds for promoting the „Zemun on the Danube" brand and begun promoting itself as a tourist destination - an integral part of the tourism offer of the cities on the Danube, offering culture, cuisine, entertainment and sports. In order to assess, improve, and provide various tourism offerings, a survey and assessment of tourism service providers/providers within the hospitality industry has been organized by experts from the College of Tourism. Representatives of the College of Tourism, as project partners, took upon themselves to deliver training to representatives of hospitality units and tourism facilities and enable them to improve their services and to train two persons who will be employed in the Tourist Information Centre. The project's activities and results were regularly promoted during the following tourist events: „Summer on Lido", „Summer on Gardoš", and „Summer on the Quay", including the 34th International Fair of Tourism held in Belgrade. At the fair, in addition to the presentation of its rich tourist offerings, the Municipality presented the project itself by distributing brochures, leaflets and tourist maps. Communication with tourists and citizens was established by means of tourism signs which were as follows: an interactive board with information about Zemun close to the summer stage at the Danube promenade and 16 tourist billboards and directional signs pointing to Zemun's landmarks. The Manager of the Zemun Tourist Centre borrowed a mobile kiosk, procured during the project, to place it in the Tourist Information Centre which will be providing information about tourist events and cultural heritage to tourists. Representatives of the Zemun City Municipality visited, during the project's implementation, the City of Kranj, their partner city in Slovenia, and there learned about best practices and how to improve tourism development. The Zemun City Municipality has, within the project, launched an initiative which has resulted in establishing the „Zemun on the Danube" Association of Tourism Service Providers, with 40 members who are now jointly presenting their offerings to visitors and assume the same holding when they advocate their interests before the local authorities. The „Diplomatic Weekend" was a very significant event organized during the project's implementation period which gathered together representatives of foreign embassies to Serbia. They were presented the new tourism brand – „Zemun on the Danube". Sustainability of the project is secured by the commitment of the municipal authorities of Zemun to continue funding similar activities from the municipal budget.

Knjaževac Municipality: **Increasing Tourist Competitiveness of Eastern Serbia**
Partner: Belogradčik Municipality (Bulgaria), Sokobanja Municipality, Regional Development Agency for Eastern Serbia– RARIS

Knjaževac Municipality has promoted the project tourism potential and offerings of local government units in Eastern Serbia

(Knjaževac, Sokobanja, Zaječar, Boljevac, Bor, Negotin, Kladovo and Majdanpek) and thus provided support to attracting investments into tourism. The project supported a baseline assessment of the tourism of Eastern Serbia with recommendations and best practices provided by the partner municipalities from Bulgaria. Based on the assessment, the municipalities of Knjaževac and Sokobanja prepared and adopted tourism development local action plans. Knjaževac Municipality prepared, thanks to the project, a presentation of its tourism packages for the Belgrade Fair of Tourism in 2011. Also, within the project, radio and TV advertisements were produced with the aim of promoting the tourism potential of Eastern Serbia. Municipal employees of the administrations of Knjaževac and Sokobanja handling tourism development matters had the opportunity to improve their knowledge and skills through training and a study tour to the Bulgarian project partner. The Regional Development Agency for Eastern Serbia– RARIS, with its participation on the project has contributed to improvement of competitiveness of local tourist agencies. Distribution of promotional material has enabled citizens and local stakeholders to understand the added value of the project in terms of promotion and creating better conditions for tourism development. Funding activities on further promotion and improvement of tourism in Eastern Serbia will be provided from the local governments' funds, in line with the adopted action plans. Knjaževac Municipality will continue its cooperation with the partners in order to jointly promote tourism and their offers in Eastern Serbia.

Nova Varoš Municipality: **Development of a Business-Friendly Environment**
Partners: Škocjan Municipality (Slovenia), Priboj Municipality, Prijepolje Municipality

Nova Varoš Municipality has contributed to economic development of the municipalities of Nova Varoš, Priboj and Prijepolje by improving their environment for doing business. During the project's implementation, local economic development offices were established and regulated by municipal ordinances in all three partner municipalities. Within the project, best EU practices have been identified, analyzed and presented to partner municipalities, while the Slovenian partner presented best practices in this area through knowledge and experience transfer during expert missions and study tours. Staff of the newly established LEDOs were trained on the following topics: „Organization of LEDO Operations"; „PR in the Service of LED"; „EU Financial Instruments – How to Write a Good Project Proposal" with the aim to improve their knowledge while the procurement of equipment improved the technical capacities of these offices. Businesses in the three partner municipalities were surveyed to identify their capacities, needs and to better define the role of LED offices. The results were entered into the consolidated and networked database. Brochures with specific information, intended for investors were prepared for all three municipalities in Serbia. Documents which were adopted during the project implementation period built the institutional framework for the project results, and funding of further activities is planned by the municipal budget. Nova Varoš Municipality has signed a protocol to continue its cooperation with Škocjan Municipality, and cooperation with two partners in Serbia will be continued through future joint initiatives in this area.

Rača Municipality: **Strengthening the Local Economic Development of Rača Municipality by Strengthening the Capacities of Farmers**
Partner: Senta Municipalities

Rača Municipality encouraged and developed through the project specific skills of its farmers as a contribution to local economic development of the entire Šumadija area. Within the project, the Municipality established a Farmers Support Office within its Local Economic Development Office. Thanks to the project, the Municipality organized and implemented a training programme for 50 farmers on various agricultural areas which included two study tours to the Senta partner municipality. Experts from Senta and professors from the Agricultural Faculty in Belgrade shared their knowledge and dispensed advice regarding agricultural production. Through the project, technical assistance has been provided to farmers to establish and register their two associations: „Fruit Production Cluster" and „Wheat Production Cluster". Rača Municipality, together with the clusters, organized a presentation in the Town Hall for distributers of agricultural products, and there each cluster signed contracts with two distributers. The exhibition in the Rača Cultural Centre, a final public event within the project, was attended by 50 members of the fruit and wheat clusters, and in addition to farmers, representatives of Senta Municipality and Agricultural Advisory Office also exhibited. After the opening ceremony the farmers, members of the clusters were handed certificates for successfully completed training program planned by the project. Distribution of promotional material and the campaign in the media enabled informing citizens of Rača about efforts made by the Municipality to improve the quality of life in the local community and stimulate local economic development. Funds for further improvement of the municipal office's operations and the clusters will be partially provided from the municipal budget (agricultural fund), and partially from the membership fee. Rača Municipality will continue its cooperation with its partner on promoting rural development and stimulating agricultural production in Serbia.

Ruma Municipality: **Improving Construction Land Management**
Partners: Town of Valjevo, Regional Development Agency Srem

Ruma Municipality has improved the construction land management process in the territory of the municipality through the project's implementation. The project enabled more efficient and faster operation of the municipal administration and public enterprises in the Construction Land Management Department. Ruma Municipality developed the Construction Land Management Strategy, improving the availability of information on its investment potential, along with the visibility and significance of the construction land management issue. In addition, the capacities of employees in the municipal administration and public enterprises were strengthened through organization of trainings on land management and project preparation in this area, so that solving problems with infrastructure on construction land and attraction of investors could be done in a high-quality manner. Adoption of the Construction Land Management Strategy created the basis to establish an adequate construction land use fee, also a basis for increase of municipal budget revenues. During the implementation of the project, a study tour was organized to Slovenia, for the purposes of understanding and adopting the experience of Slovenian local government units in this area. Also, urban planning experts from the Town of Valjevo transferred their experience and provided professional support in land management through numerous joint meetings and workshops. The role of the Regional Development Agency Srem was an educational one, and included organization of trainings for employees in the municipal administration and public enterprises. Implemented activities and achieved project results were regularly presented during relevant events, as well as on local media. Ruma Municipality will continue improving its construction land management system through implementation and regular updates of the Construction Land Management Strategy.

Sokobanja Municipality: **Healthy place for healthy investments**
Partners: Kopar Municipality (Slovenia), Municipality of Knjaževac

Sokobanja and Knjaževac Municipalities have developed legal, physical and social framework for attracting investments in spa tourism, through preparation of the Analysis on Thermo Mineral Potential of Three Water Springs (two in Sokobanja and one water spring in Knjaževac) and through preparation of the "Public Infrastructure Investment Packages for 5 Locations in Sokobanja", for which detailed project and study on subdivision of land for two locations (Podrina and Podinaria) was developed, along with the Study on subdivision of land of the Podrina location. Investment packages contain general information on locations, description of potential, revenue assessment etc. Framework for attracting investments in spa tourism was additionally supported with the "Analysis of Possible Strategies of Sokobanja and Knjaževac Municipalities for Further Development of Thermal Tourism", as well as with the Investors' Guide, a guide with important information for the investors about state and local legal framework for exploitation of thermo-mineral waters. For the purposes of promotion of potential and attracting investors, List and Analysis of 22 Prospects was prepared, along with the Catalogues of Investment Sites for Sokobanja and Knjaževac; billboard campaign was organized in Belgrade, Novi Sad and Niš, along with a presentation on the International Fair of Tourism in Belgrade. Also, with the help from international experts, one-day forum was organized in Ljubljana, where the representatives had the opportunity to directly present potential of their municipalities to the prospects. The cooperation between Municipalities of Sokobanja and Knjaževac will continue through further development of local capacities and mutual promotion of investment potentials of activities funded from the municipal budgets.

Sjenica Municipality: **Support to the Local Economic Development Office in Sjenica**
Partner: Jasenica Municipality (Slovenia)

Sjenica Municipality began supporting local economic development by establishing a Local Economic Development Office, by increasing its capacities and introducing a series of incentives. Within the project, best EU practices, applicable in Sjenica, was identified, analyzed and presented. During the life of the project, the Local Economic Development Office was established and serviced with equipment. Its staff members are meant to represent a link between businesses and the municipal administration, and to become the main tool for attracting investors. During study tours to the Jasenica partner municipality, employees in the LED office went through a series of trainings, which enabled them to acquire the necessary knowledge in recognizing investment opportunities and potentials for cost-effective investment. The partner municipality from Slovenia provided support during preparation of significant planning documents. Also, an Information Training Centre was founded and technically equipped, for the purposes of providing training and information to various target groups and in order to improve local economic development. During the project, a pilot stage of the LED office operation was implemented, which included identification of project potentials of Sjenica Municipality and implementation of public information campaigns for the citizens of Sjenica. The public information campaign concept implied organizing three public meetings in order to inform citizens, the end-users of the project, about services that the LED office would be providing. The project supported trainings for the project target groups:

entrepreneurs, potential entrepreneurs and the unemployed. A needs assessment of the businesses was carried out by means of the questionnaire prepared by the LED office employees. The assessment represents a significant document for the municipality, as a set of guidelines for improvement of conditions for sustainable local economic development. Funds for future operations and operating costs of the LED office will be provided from the municipal budget. The Municipality of Sjenica will continue its cooperation with the partner in the area of local economic development.

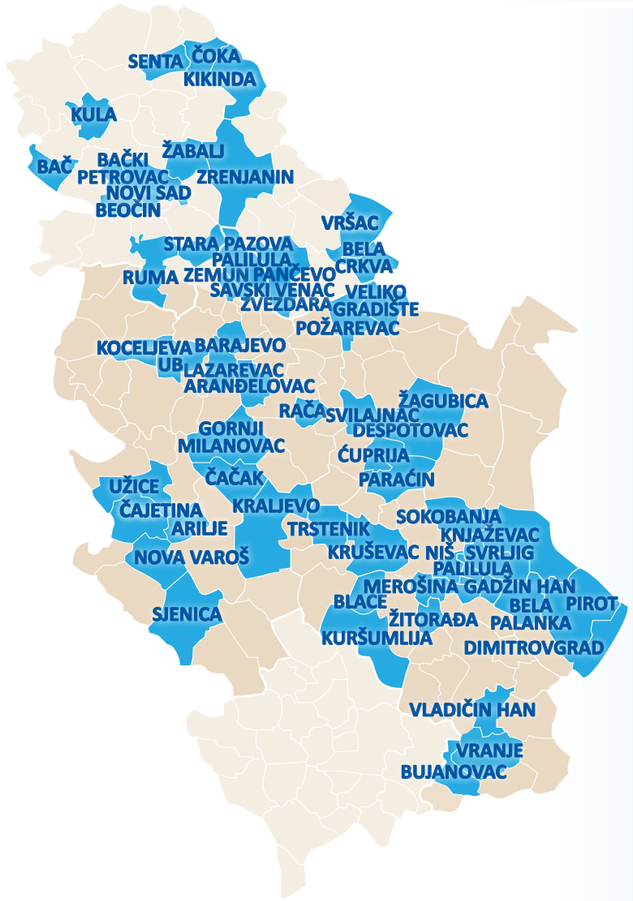
Ub Municipality: **Creating Conditions for Rural Development in the Municipality of Ub**
Partners: Braslovče Municipality (Slovenia), Obrenovac, Belgrade City Municipality, „Evrokontakt"- Citizens Association, Kruševac

Ub Municipality has contributed to the local economic development by strengthening the capacities of stakeholders in the domain or rural development by advancing efficiency of the local government and by improving the level of competitiveness of agricultural production, as well as by improving environmental situation in villages in accordance with EU standards. Farmers and employees of the municipal administration, public enterprises and institutions, as the project target groups, improved their knowledge and skills through trainings and study visits, with the support of project partners. In addition to trainings in new agricultural technologies and application of EU standards, farmers went through a computer training, and were trained on how to develop business plans and business strategies, while the employees improved their knowledge of not only specific rural development topics, but also of project preparation for applying for EU funding. Ub Municipality developed a database covering more than 40% of farms in the municipality. A cattle market was opened and supplied with equipment. The procurement of 32 containers and cleaning of 72 unregulated dump sites created conditions for improvement of the solid waste management quality and improvement of environment in rural areas. An agricultural library - media library was established in the Ub Rural Development Fund and fitted with relevant computer and office equipment, as well as with numerous books and magazines on this matter. Specialized TV and radio shows were produced and broadcasted. Ub citizens, the end-users of the project, were successfully informed on new and improved conditions created through the project implementation though intensive media campaign. Two new web pages, webpage of the Ub Rural Development Fund and the webpage of the project, that were regularly updated with project data, will continue to provide significant and timely information. Ub Municipality adopted a series of ordinances to secure institutional sustainability of the project results, while further development will be financed by the municipal budget. The Municipality of Ub and the Municipality of Braslovče signed a Memorandum of Understanding which will expand their cooperation in other key areas. Ub Municipality will continue its cooperation with the partners in the sphere of rural development.

Town of Čačak: **Development of an Integrated Pest, Disease and Natural Hazard Management System in Agricultural Crops**
Partners: Valašske Meziriči Municipality (Czech Republic), Agricultural Consulting and Expert Service Čačak, Agricultural Consulting and Expert Service Moravica and Fruit research Institute, Serbia

The Town of Čačak has, through the project's implementation, improved living conditions in rural areas through horizontal decentralization and by bringing local authorities closer to rural population. The project contributed to reduction of negative effects of natural hazards, diseases and pest on agricultural crops through full application of forecasting and information service for primary agricultural producers. This helped increase agricultural production volumes through intensive communication and data exchange between rural development centres, agricultural consulting and expert services and primary agricultural producers. The Town of Čačak improved the system of integrated protection of agricultural production from diseases, pest and natural hazards by procuring technical equipment for the laboratory for agro-chemical soil analyses, 13 automatic weather stations for agricultural producers, 14 software programs for automatic weather stations for apples and potatoes and 83 pheromone trap sets. In order to train farmers and associates of institutions responsible to manage the new system and the information it generates, 16 forums were organized for 117 participants in the sphere of organic food production and protection and plant protection, as well as training for 108 users of anti-hail protection equipment. A guide for news system operation was also prepared for farmers. Based on data collected by automatic weather stations, pheromone traps and laboratory analyses, municipal administration is able to provide accurate daily information on occurrences of main diseases and pests with recommendations for appropriate treatment through the specialized webpage www.agrosos.net, as well as along the weather forecast report on local TV stations. A Field Data Book was developed as a method of continuous monitoring of the main disease, pests and pesticides applied. During the project implementation, 15 hours of specialized TV program was broadcasted focused on informing wider public and farmers on the need to use pesticides for relevant diseases and pests at the appropriate moment. This will increase the volume of production of better quality and healthy products with particular view to environmental protection. Project sustainability is guaranteed by the commitment of the Town of Čačak to use the city budget funds for similar future activities.

MUNICIPALITIES THAT RECEIVED THE DONATION FROM THE EXCHANGE 3 PROGRAMME



Municipalities

1. Municipality of Aranđelovac
2. Municipality of Paraćin
3. City Municipality of Palilula, Niš
4. Municipality of Čoka
5. Municipality of Vršac
6. Town of Vranje
7. Municipality of Žitorađa
8. Town of Kruševac
9. Town of Niš
10. Town of Novi Sad
11. City Municipality of Palilula, Beograd
12. Municipality of Svilajnac
13. Municipality of Stara Pazova
14. Municipality of Ćuprija
15. Municipality of Koceljeva
16. Town of Užice
17. Municipality of Arilje
18. Municipality of Beočin
19. Municipality of Bela Crkva
20. Municipality of Gornji Milanovac
21. Municipality of Dimitrovgrad
22. Municipality of Gadžin Han
23. Municipality of Bač
24. Municipality of Blace
25. City Municipality of Savski Venac, Beograd
26. Municipality of Veliko Gradište
27. Municipality of Žabalj
28. Municipality of Kula
29. City Municipality of Barajevo, Beograd
30. Municipality of Bujanovac
31. Town of Zrenjanin
32. City Municipality of Zvezdara, Belgrade
33. Municipality of Kuršumlija
34. Town of Kraljevo
35. Municipality of Merošina
36. Town of Požarevac
37. Town of Pančevo
38. Municipality of Pirot
39. Municipality of Senta
40. Municipality of Trstenik
41. Municipality of Čajetina
42. Municipality of Bela Palanka
43. Municipality of Vladičin Han
44. Municipality of Kikinda
45. Municipality of Svrljig
46. City Municipality of Lazarevac, Beograd
47. Municipality of Bački Petrovac
48. Municipality of Despotovac
49. Municipality of Žagubica
50. City Municipality of Zemun, Beograd
51. Municipality of Knjaževac
52. Municipality of Nova Varoš
53. Municipality of Rača
54. Municipality of Ruma
55. Municipality of Sokobanja
56. Municipality of Sjenica
57. Municipality of Ub
58. Town of Čačak

Standing Conference
of Towns and Municipalities
SKGO National Association of Local Authorities in Serbia

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