Standing Conference
of Towns and Municipalities

National Association of Local Authorities in Serbia

Programme funded
by the European Union



EU EXCHANGE 4 May 2013 – December 2015.

The implementation period of the Programme was May 2013 – December 2015. It was implemented as the EU grant to the Republic of Serbia in the scope of National Programme IPA 2012. EU Exchange 4 was designed in a manner to ensure continuation of the activities commenced in the previous phases of the Exchange Programme and was focused on introducing the European working models in the operations of local self-government (LSG) in Serbia.

The overall objective of the EXCHANGE 4 is "to contribute to the strategic changes at the local level by improving administrative capacities and the efficiency of service delivery by Serbian LSG units, in accordance with the principles of public administration reform, relevant national sector specific policies and EU practice".

The activities of the EU Exchange 4 Programme have concentrated around fostering the LSG units in the areas of municipal planning, finances, and service delivery. The specific objectives of the programme are divided into three components:

Component 1: Support the implementation of relevant national priorities by linking the LSG sector strategies with action plans and developing the pipeline of specific sectors municipal infrastructure projects.

Component 2: Support fiscal decentralisation by facilitating the implementation of new financial regulations in the areas of programme budgeting, tax administration, and alternative sources of financing.

Component 3: Support the implementation of priority national policies in local economic, social, and environmental sectors at local level, through the grant scheme projects.

Total value of the programme was € 5.8 million. Out of this amount, € 4.5 million was earmarked for town/municipal projects and € 1.3 million was allocated for the implementation of the three programme components carried out by the Standing Conference of Towns and Municipalities (SCTM) as the implementation partner for the entire Programme.

The Programme beneficiaries were the towns and municipalities of Serbia, as well as the population thereof as the users of improved services delivered by their local governments, and also the line ministries, the national and regional institutions.

COMPONENT 1 MUNICIPAL PLANNING AND SLAP IS SUPPORT

LSGs supported in strategic and action planning

LSGs supported in strategic and action planning
Strategic planning – local/regional waste management

• Ivanjica	• Niš	• Negotin

Strategic planning – plans for the development of local environment protection programmes

• Kruševac	• Novi Sad	• Novi Bečej

Strategic planning – Local energy plans

• Ćuprija	• Paraćin	• Pirot
• Nova Varoš	• Kruševac	

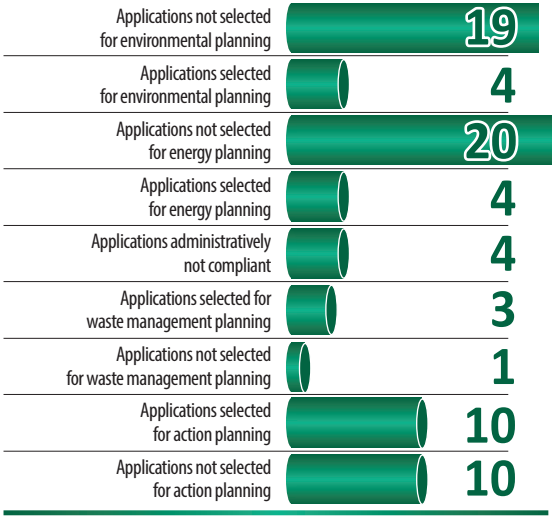
Strategic planning – Action planning

• Rača	• Čoka	• Lučani
• Krupanj	• Žagubica	• Bačka Topola
• Bogatić	• Bela Palanka	
• Leskovac	• Trstenik	

The objective of the Component 1 of EU Exchange 4 Programme was to support the implementation of national priorities by linking them with sector strategies and action plans of LSGs, including the support for identification and preparation of local infrastructure projects.

The SCTM has long-standing experience in supporting the LSGs in strategic planning. In consultations with relevant ministries of the Republic of Serbia and other national and international partners, a methodological framework for the development of umbrella strategic plans – the Local Sustainable Development Strategies (LSDS) – was developed as support to standardising local planning processes. This methodology was piloted in towns and municipalities through various phases of the Exchange programme. The SCTM also manages the SLAP – first and unique online database of municipal infrastructure projects that serves also to support LSGs in operational strategic planning.

Applications received for the support in strategic planning



STRATEGIC PLANNING

In the scope of support to strategic planning, in cooperation with line ministries, 10 LSGs received support to develop sector-specific development plans: three of them in the area of waste management, five in the energy area, and three in the area of environmental protection, whilst 10 LSGs were supported in the development of action plans to accompany their respective umbrella strategies.

Through this process, the supported LSGs:

- improved data collection and recording system at local level, with the use of performance indicators for the analysis of the state of play
- strengthened local community's ownership over the strategic / action plan by including local stakeholders in the strategic/action planning process,
- aligned their policies with the national legal and planning framework defined a suitable organizational and functional structure

for the Implementation, monitoring, and evaluation of achievement of strategic goals and

- prepared the strategic/action plan with a list of projects per strategic priorities so that the projects are linked to financing sources and the programme budget, while the SLAP IS is used for project identification.
- likewise, the plans have been developed to reflect the specific features of each LSG and are designed in such a way to serve as direct instruments both for outlining the development needs of LSGs, as well as for coping with national policies.

Moreover, cooperation with the central level with regard to standardisation and harmonisation of planning processes has been importantly improved in the scope of this component. A methodological framework was elaborated for the development of local environmental programmes and the line ministry was provided support to define a methodological framework for the development of energy plans.

With the aim to harmonise the planning process between central and local levels, during the implementation of the Programme consultations have been intensified in the scope of SCTM LSDS working group gathering representatives of several ministries, Government agencies and services, and representatives of partner programmes/projects. Through advocating on the importance of the role of LSG in planning processes, active support was provided in the preparation of the new legal framework intended to regulate the planning system in the Republic of Serbia.

Three rounds of mapping of the local strategic documents have been carried out during the implementation of the Programme. The SCTM undertakes this mapping regularly on annual basis and, based thereon, updates the interactive database on the SCTM website containing the information about municipal strategic documents.

Out of the total of 897 mapped strategic/action plans, 355 plans have expired, 491 are still in force, and 51 plans are pending adoption by local assemblies.

SLAP IS

Within the EU Exchange 4 Programme, support has constantly been provided to the LSGs in the process of updating the SLAP database. For this purpose, the Programme relied upon the network of 160 SLAP coordinators from the LSGs and 145 other users of the system (ministries, regional developmental agencies, donors, embassies, etc.). Four meetings of SLAP coordinators took place during the implementation of the Programme with the attendance of 270 participants. Likewise, during this period 37 new projects were registered which makes the total number of projects currently registered in the SLAP database – at 91 (with this the programme indicator pertaining to the increase of the number of projects was achieved at the level of 82% surpassing the planned level of 50%), with the total investment value of € 1,328.76 million, out of which 28 projects are of regional nature. Besides those, further 38 projects are undergoing the data entry phase.

Table 1: **Results of local strategic/action plans in 2015 mapping**

Mapping	2007	2008	2009	2010	2011	2012	2013	2014	2015
Plan not adopted	231	205	183	142	150	109	130	148	152
Plan is adopted by the Local Assembly	157	278	334	476	526	599	673	726	745
Total	396	483	537	618	676	718	803	874	897

The data structure of the SLAP system was updated to accommodate the amendments to the Law on Planning and Construction, and, besides the areas of environmental protection and economic infrastructure, the SLAP database was also added the energy area questionnaires and evaluation systems for four new sectors (district heating, public lighting public buildings, and water-supply). In the process of system development, cooperation was established with competent ministries as well as with relevant donor programmes (Swedish Development Agency/SIDA, and USAID).

Since September 2015, the Ministry of Mining and Energy has been using SLAP IS to collect data about municipal infrastructure projects related to increasing the energy efficiency and to the use of renewable energy sources in the facilities in the competence of LSGs. SLAP IS enabled this Ministry to gain overview of the scope and nature of possible investments suitable to be proposed to potential donors and financiers for further improvement and implementation.

Current status of data in the SLAP system per areas is as follows:

- Environmental protection:
  - Management of solid waste - 18 projects in the total value of € 251.15 million
  - Water supply – 8 projects in the total value of € 193.95 million
  - Waste water management - 30 projects in the total value of € 727.78 million.
- Economic infrastructure:
  - Tourism - 10 projects in the total value of € 58.53 million
  - Industrial zones, including technology parks - 17 projects in the total value of € 95.79 million
- Energy:
  - Public buildings – 6 projects in the total value of € 1.2 million
  - District heating – 2 projects in the total value of 0.94 million

Due to continuous dedication of SLAP coordinators to entering and updating the data on infrastructural projects, SLAP database facilitated the performance of different tasks throughout the duration of the Programme: identification of projects for IPA II programming by the line ministries; presentation of selected projects to high representatives of the EU (Ministry of Public Administration and Local Self-Government); promotion of a credit line for infrastructure (Ministry of Economy); improving the planning of the local funds for environmental protection, and proper funds of budget beneficiaries (Ministry of Mining and Energy); and the identification of projects to be supported by the National Agency for Regional Development. Via periodical workshops organized by the Serbian Chamber of Commerce, Public Utility Companies and potential investors from private sector have been informed about the SLAP system as a source of data on projects and on potential joint ventures.

Cooperation with the partners from the national level has been improved (Ministry of Agriculture and Environmental Protection, Ministry of Mining and Energy, Ministry of Public Administration and Local Self-Government, Ministry of Economy) and further steps on identification and development of local infrastructure projects were agreed upon.

Table 2: **Overview of the projects registered in SLAP IS, across sectors (data as of November 2015):**

	Total	Waste management	Wastewater management	Water supply	Industrial zones	Tourism	Energy/Public buildings	Energy/ District heating	Planned	Achieved
Baseline value	**50**	**15**	**19**	**6**	**3**	**7**	**0**	**0**	**+50 %**	**+82 %**
Total	**91**	**18**	**30**	**8**	**17**	**10**	**6**	**2**		

COMPONENT 2 MUNICIPAL FINANCES SUPPORT

In planning and implementation of the fourth phase of Exchange Programme, a special focus was awarded to local finances given the challenges the towns and municipalities are facing when undergoing multiple reform processes coinciding in Serbia on its way to the European Union. Likewise, it is critical to provide soft funds for financing the infrastructural projects which represent serious expenditure of every LSG unit.

Accordingly, the support provided in municipal finance area/component made it possible for LSGs to:

- introduce and/or improve programme budgeting in accordance with the methodology specified by the Ministry of Finance for budget preparation and implementation obligatory as of year 2015
- develop capital budgets in accordance with the requirements of the Budget System Law prescribing that all capital expenditure are to be planned and presented for a period of three years
- issue municipal bonds as alternative funding sources for financing of capital investment projects.
- foster the cooperation between the tax administrations of the LSG units and gain better insight into the effects of implementation of the Law on Property Taxes.

PROGRAMME/CAPITAL BUDGET

Improving the budget process through the introduction of programmes budgeting is part of a broader reform process of public finance management (PFM). Therein, programme budgeting focuses on identification of priorities and optimisation of expenditures so as to promote economic growth and effective delivery of quality public administration services. Programme budget is an effective mechanism for the implementation of respective PFM reforms since it improves the performance management of public administration, ensures higher accountability of budget beneficiaries and the better transparency of spending, as well as the establishment of tighter relations between the annual budgeting, identification of priority expenditures, and implementation of public policies.

Budget System Law has prescribed that the introduction of the programme model of budget shall apply beginning with the adoption of

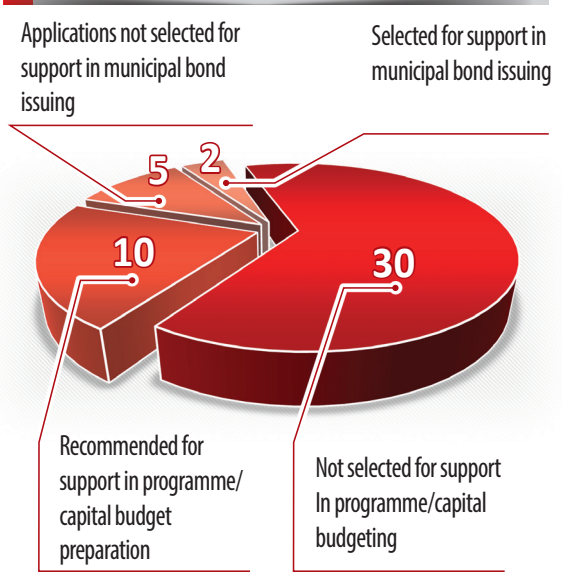
Programme/capital budgeting

• Knić	• Kovin	• Trstenik
• Trgovište	• Novi Pazar	• Lučani
• Gornji Milanovac	• Valjevo	• Bačka Topola
	• Zrenjanin	

Municipal bonds

• Šabac	• Stara Pazova	

Applications for the municipal finance support



the Law on Budget of the Republic of Serbia and of Budget Decisions of LSGs for year 2015. In cooperation with the SCTM, and with the support of the EU and other donors, the Ministry of Finance developed the methodology and, based thereon, the Instruction for programme budget preparation. In accordance with this Instruction, the SCTM is given an important role through the public authorisation to coordinate the introduction of programme budgeting at local level.

Within the EU Exchange 4 Programme and in cooperation with LSG representatives, the SCTM prepared a document containing Objectives for Programmes and Programme Activities as well as the List of Uniform Indicators for year 2015, in accordance with the Instruction of the Ministry of Finance prescribing a single programme structure for all LSGs. The guidelines to LSGs for the preparation of the Budget Decision for year 2015, including the proposed model of the Decision, were also developed, as well as other documents (templates and examples as necessary for the development of programme budgets in towns and municipalities, including a Q&A document). These materials are permanently available on the SCTM website and have been updated as necessary for the current budget cycle.

In addition to direct support in programme/capital budgeting for 10 towns and municipalities selected under the call for applications announced in autumn 2013, three rounds of workshops were organised in the period September - November 2014, attended by more than 2000 LSGs representatives. After the budget process for 2015 was completed, the SCTM has undertaken the analysis in the scope of EU Exchange 4 Programme of the process of introduction the programme budgeting at the local level in the first year of obligatory implementation. Based on such analysis, as well as upon consultations in the forum of sector-specific workshops, the SCTM prepared improved version of the document containing Objectives for Programmes and Programme Activities as well as the List of Uniform Indicators for year 2016. The SCTM has also carried out another round of 12 regional workshops for all LSGs in Serbia and developed recommendations for improvement the programme budgeting process in the coming period.

MUNICIPAL BONDS

The EU Exchange 4 Programme has also awarded special attention to exploring and introducing alternative modalities of fundraising for the implementation of infrastructure projects. Municipal bonds were the right choice as they allow the towns and municipalities the access to capital market under the borrowing conditions that are much more favourable compared to regular commercial/bank loans.

Within the EU Exchange 4 Programme, Šabac and Stara Pazova have issued bonds via a public offer and thus provided opportunity to all legal and natural persons to invest their money under favourable conditions and profit more than they would in the case of classic saving.

The town of Šabac had invested the funds raised in this way into the reconstruction of an indoor swimming-pool which was completed in July 2015 to the great satisfaction of local population. The remaining funds will be invested in the modernisation of street lighting and the landscaping of the city park. The municipality of Stara Pazova - thus far the only local self-government which raised the funds by issuing bonds both via private placement and public offer – will invest the collected funds in the construction of a nursery and a sport centre, exactly in line with the preferences/choice of citizens.

Issuing of bonds in both LSGs attracted great interest of the business community as well as of citizens (in Stara Pazova the demand exceeded the offer by three times). Namely, it was recognised how effective this financing modality is for investing in facilities of major importance for local community and for providing investors with very sizeable profits.

It should be noted that LSGs - the Issuers of municipal bonds, guarantee for their validity by their respective budgets, while investors can sell their securities on the stock market at any time.

All municipal bonds issued thus far are the result of the EU support provided to Serbia under IPA funds and Exchange Programme. Considering that the positive experiences of the towns and municipalities which have already undergone the issuing of bonds have raised great interest, it can be reasonably expected that in the coming period, municipal bonds issuing will become a common method of financing the construction of infrastructure facilities.

SUPPORT TO LOCAL TAX ADMINISTRATIONS

All local tax administrations in Serbia have been receiving continuous support to implement their activities through the work of SCTM Network of heads of local tax administrations (LTA Network). This

support is provided for the arrangement of periodical meetings of the Network, continuous communication with the staff of local tax departments, through distribution of information via LTA Network, through receipt of comments to the legislation governing the local revenues administration, their processing and shaping with the aim to prepare the initiatives intended for the Ministry of Finance, as well as for analysing the implementation of the Law on Property Taxes at local level, and for other issues of relevance for functioning of local tax departments.

Ever since LSGs assumed the property tax administration competences, LTA Network has been proving itself as a valuable tool for sharing information with the staff of local tax departments, aiming to further improve their activities.

One of the largest challenges in this regard, within the duration of the Exchange 4 Programme, was to improve the legal framework governing this area, primarily by identifying its shortcomings and by strengthening the cooperation with the Ministry of Finance. To this end, in the scope of Programme implementation, key areas have been thoroughly analysed so as to define the argumentation for the proposals on improving the property taxation in Serbia.

COMPONENT 3 EU EXCHANGE 4 GRANT SCHEME SUPPORT

The intention of the Grant Scheme within the EU Exchange 4 Programme was to build upon the results accomplished in legal and institutional reforms within previous Exchange grant schemes and to support in an optimal manner meeting the set priorities of public administration sector and the needs of local self-government.

The general objective of the grant scheme was to support implementation of priority national policies in the defined areas at the local level. The specific objective was to contribute to the implementation of national priorities in the areas of environmental protection, local economic development and social welfare at the local level through four thematic areas of support: waste management, property management, cooperation in agribusiness, and social welfare services for the elderly.

The results achieved with the grant scheme:

1. Municipal projects selected for financing and prepared in accordance with defined national priorities in the areas of environmental protection, social welfare, and local economic development;

2. Improved municipal services and inter-municipal cooperation within the defined national priority areas, through the implementation of municipal projects;

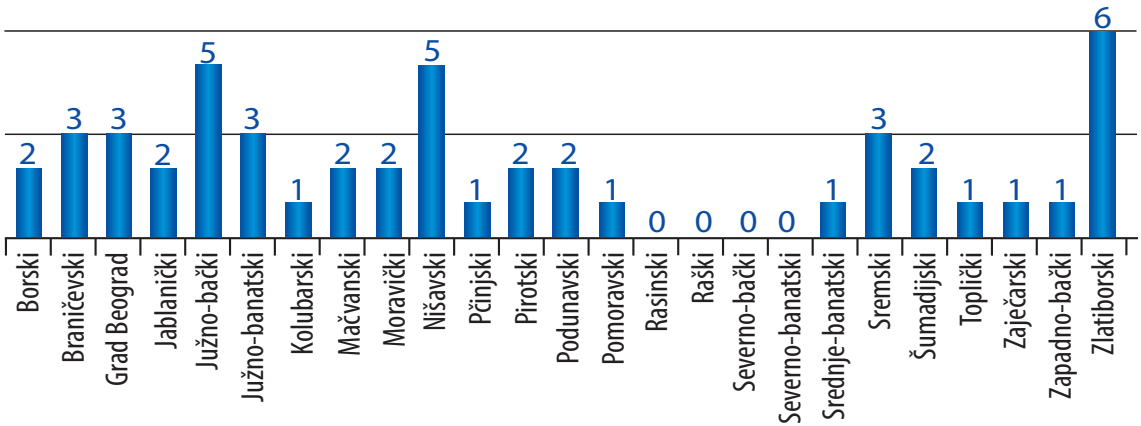
3. Lessons learnt, innovative approaches, know-how and best practices observed in municipal projects in the areas covered by the grant scheme disseminated and used for future planning.

The call for submission of applications for financing was announced on May 28th , 2013 as a national restricted call divided into 2 lots: **Lot 1:** targeted Priority 1 - ENVIRONMENT, Priority 2 – LOCAL ECONOMIC DEVELOPMENT, and Priority 3 - SOCIAL WELFARE; **Lot 2:** targeted Priority 1 – ENVIRONMENT, and Priority 2 - LOCAL ECONOMIC DEVELOPMENT. Lot 1 was eligible for grant scheme applications by all municipalities, towns, and city municipalities from the territory of the Republic of Serbia. In the case of Lot 2, the proposed projects had to include cross-border impact with FYR Macedonia and they had to be proposed by a municipality, town, or a city municipality from Pčinj or Jablanica counties.

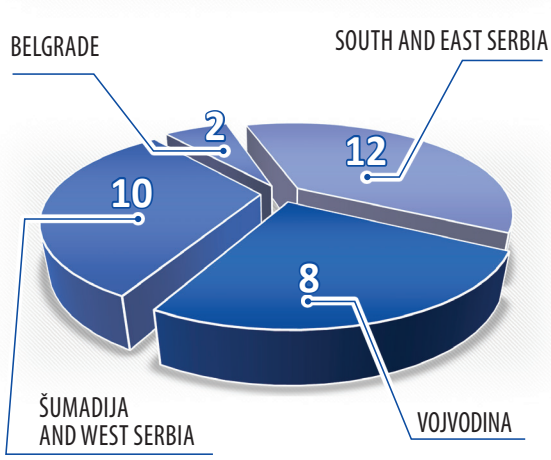
The total of **32 municipal project**s were financed within the grant scheme and the total value of projects was € 4,534,089.12 out of which € 3,903,650.01 was the EU contribution and € 630,439.11 was the share (co-financing) of towns/municipalities.

The total number of Serbian towns/municipalities participating in the implementation of the projects funded under EU EXCHANGE 4

Distribution of grant scheme projects per administrative districts



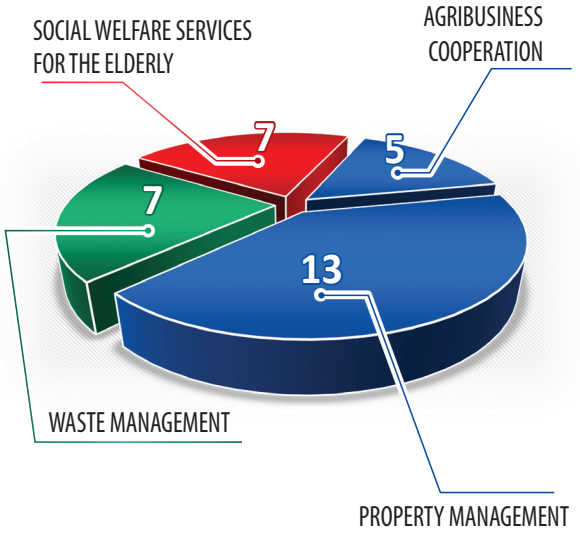
Distribution of grant scheme projects per regions



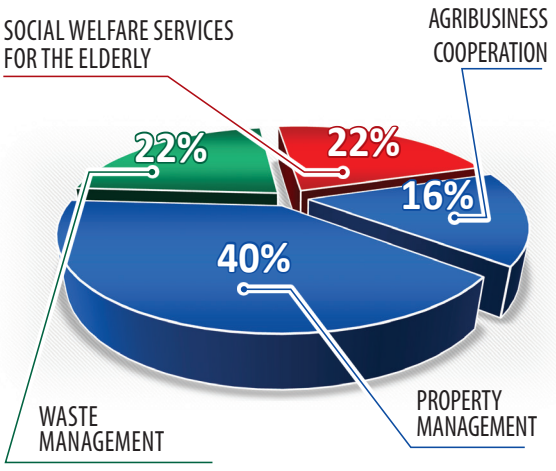
Overview of users



Number of projects per thematic areas



Allocation of funds per thematic areas



grant scheme was 69: 32 as the beneficiaries (project coordinators) and 37 as other users. Other actors in the implementation of projects funded under EU Exchange 4 grant scheme, in the role of other users and affiliated entities were: four LSGs from EU (two from Italy and two from Germany), four regional development agencies, eight Public utility companies, three construction directorates, five CSOs, five agricultural cooperatives, and seven social work centres.

In respect of territorial distribution of projects, the greatest concentration of projects is in the region of South and East Serbia - 12, followed by the 10 projects in regions of Šumadija and Western Serbija, 8 projects in Vojvodina, and the City of Belgrade with 2 implemented projects.

THEMATIC AREA: WASTE MANAGEMENT

In the area of environmental protection, grant scheme supported the sustainability of already established regional waste management systems by introducing and/or improvement of the model for primary separation of waste in 15 LSGs participating in the implementation of seven funded projects. These projects contributed to decreasing waste quantities disposed of in dump sites, raising public awareness about the importance of waste management, promoting waste recycling and reuse (both that of secondary raw materials and in the case of particulars waste streams), 10 creation of conditions for separate collection and treatment of biodegradable waste instead of disposing it on a dump sites, promoting inter-municipal cooperation in collecting, treatment, and putting into market circulation secondary raw materials, and supporting further development of secondary raw materials market.

The analysis of the level of achievement of **indicators defined for the grant scheme** suggests that the objective defined for this thematic area - "***the improvement of waste management system at local level"*** - has been achieved and that each of 15 LSGs made a step forward in the waste management modalities, methodology, capacities, and procedures.

Implementation of projects led to the achievement of the following:

1. Increased total waste quantities appropriately disposed and reduction of the total waste quantities disposed inappropriately (this is an indirect result of a decrease in number of illegal dumpsites and the shut-down of non-sanitary landfills).

2. Increased quantity of waste undergoing primary waste selection (primarily concerning packaging waste, but also other waste) and increased share of selected waste in the total quantity of produced waste (approximately 2.4 %); 7 municipalities introduced primary selection for the first time; and about 13,000 new households are covered.

3. Increased functionality and improved stability of regional systems so as to ensure long-term sustainability. Also, processes and operations of local PUCs were improved, which led to the establishment of more efficient waste collection routes, the improvement of payment collection, the simplification of the procedures and processes within the organization, etc.; This has a positive effect on the stability of PUCs business operations, and, accordingly, an indirect effect on the functionality and sustainability of regional schemes.

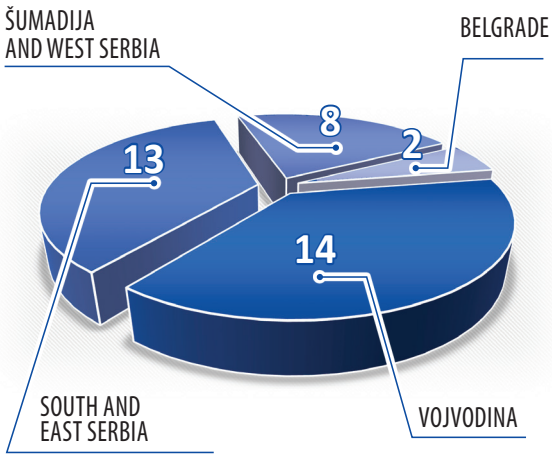
4. Supported LSGs have in place Local Waste Management Plans that are consistent with the Regional Waste Management Plan and take into account the objectives set for the national level by the Waste Management Strategy and relevant laws and regulations.

THEMATIC AREA: PROPERTY MANAGEMENT

Support in the property management area was focused on raising the competitiveness of domestic economy through the inventory and registration of public property the ownership of which is being transferred to LSGs. Within the grant scheme the total of 37 LGSs received financial support through 13 projects, to establish or improve their property management systems. The implementation of these projects led to the establishment of sustainable organizational structures for property management in all supported LSGs. Technical capacities for property management have been improved by the establishment of databases for keeping records on publicly owned real estates in accordance with national legislation. Likewise, the process of transferring public ownership to LSGs was accelerated as demonstrated by the increased number of submissions made to the Republic Property Directorate.

The analysis of the level of achievement of **indicators defined for the grant scheme** reveals: that the number of recorded real estates at the end of implementation of projects has been significantly increased compared to the baseline at the beginning, that the process of establishing the right of public ownership was accelerated and improved in supported LSGs and that the number of real estate pending transfer into LSG ownership has considerably increased compared to the assessments at the beginning of respective projects. Based on the above stated, it can be concluded that the objective of this thematic area - "***increasing the competitiveness of local economy through better property management*** (through the inventory and registration of public property to be transferred into the LSG ownership)" - has been achieved.

Regional distribution of LSGs supported in property management



Implementation of projects led to the achievement of the following:

1. 70% of supported LSGs have in place a Statute that is consistent with the Law on Public Property, and all supported LSGs have adopted Decisions on treatment of the real estates in public ownership. With this, the necessary legal framework for property management at local level has been established for the subject LSGs;

2. Almost all supported LSGs have implemented the process of recording the public property in their respective territories and initiated the procedure for the transfer of ownership rights by submitting NEP forms to the Property Directorate. During the project

implementation period, more than 100,000 NEP forms have been submitted to the Republic Property Directorate;

3. The total of 35 LSGs acquired the databases for keeping records about public property, and the data collected on the registered property have been inserted into these databases;

4. 37 LSGs have improved their capacities for public property management by acquiring the necessary equipment and training the relevant staff; LSGs included in agribusiness cooperation;

5. Most projects entailed different aspects of geodetic works and public property valuation, as necessary for the registration of rights and for the management of public property;

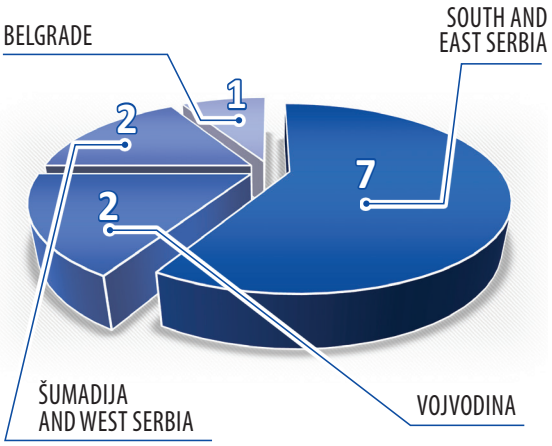
6. as regards the registration of public ownership rights over the construction land, the process has been completed in 4 LSGs, and in other municipalities the registration has been achieved in the range 0% - 33% of the total number of the construction land cadastral parcels over which a LSG, or its public companies, institutions, or local communities, were registered as the users.

THEMATIC AREA: AGRICULTURAL BUSINESS COOPERATION (COOPERATIVES)

In this area, the focus of the grant scheme was on providing direct support to LSGs for the development of economic policies and financial incentives for the cooperatives, as well as in the improvement of their managerial capacities. Raising the competitiveness of local economy through strengthening the role and importance of agricultural cooperatives was supported through five projects the implementation of which was carried out by 12 LSGs.

The objective of this thematic area - ***"raising the competitiveness level of local economies through strengthening the agricultural cooperatives sector"*** - has been achieved for the most part. Based on the analysis of - new cooperative members, the level of development, and the transfer of know-how, the creation of new products and new marketing tools, regional recognisability, the allocations from LSG budgets for supporting the agricultural cooperatives, and the innovated local policies, - it may be concluded that all agricultural cooperatives that were supported though the grant scheme

Regional distribution of LSGs supported in agricultural business cooperation



have strengthened their market positions to certain extent. At the same time, within all five supported projects, the studies have been developed offering the analysis of potential markets for the products of cooperatives, as well as the business plans with overviews of current and future business of supported cooperatives; The following has been achieved within the project implementation: supported cooperatives.

The following has been achieved within the implementation of projects:

1. further development of four existing cooperatives has been supported and two new agricultural cooperatives have been established;

2. all four existing cooperatives have increased their memberships;

3. all 12 supported LSGs have introduced financial incentives for the development of agriculture/cooperatives in their budgets for 2015 and envisaged non-financial measures for the support of this sector;

4. business and marketing plans have been developed, and market research carried out in view of placement of agricultural products respectively from all supported cooperatives;

5. capacities of cooperative members have been improved, both in terms of cooperative management and in terms of special skills and knowledge, through different training courses and study visits both to foreign cooperatives and domestic organic production farms;

6. cooperatives have been supported in entering potential markets in such a manner that their participation at international and national trade fairs and other promotional events was enabled, and they were assisted in the development of presentations;

7. the branding process has been supported for 6 products made by the supported cooperatives. This encompassed: certification of products with geographic origin; purchase of necessary production and packaging equipment; and activities related to product marketing and visual identity development.

THEMATIC AREA: SOCIAL WELFARE SERVICES FOR THE ELDERLY POPULATION

Grant scheme supported the total of 7 projects focused on the introduction and/or improvement of welfare services – home care services. The implementation of these projects in 18 LSGs helped improving social welfare services, initiating the process of licensing and accreditation of service providing organisations and professionals, developing the criteria for acceptance and prioritisation of service beneficiaries, improving the organisation and service management and the processes of monitoring the service delivery and evaluation of related expenditures by towns/municipalities. All of this greatly contributed to the improvement of the community-based system of providing the social care for the elderly population and quality of their life.

Data analysis showed that a progress was made with all **grant scheme-level indicators** and that the objective of this thematic area - ***"introduction and improvement of existing services for the elderly at local level"*** - has been achieved.

The following results of the grant scheme were achieved related to this area:

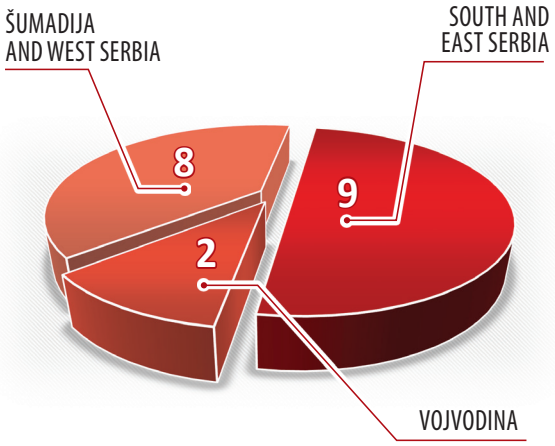
1. Home care service for the elderly population has been for the first time established in an institutionally and financially sustainable manner in 10 LSGs, while in remaining 9 LSGs , existing delivery of this service has been aligned with the Law on Social Welfare and relevant bylaws;

2. Home care service for elderly has been introduced for the first time in 4 supported LSGs, and in 12 LSGs the number of users of home care service has been increased. The total number of users of home care service for the elderly has been increased from the baseline **757 to 1206 persons, namely by** 62.79 percent;

3. New employment has been provided for 205 direct service providers: 157 gerontology nurses and 58 professional staff;

4. All supported LSGs have established legal grounds for user participation by adopting new or improving the already existing Rulebooks on criteria for delivery of home care services with the provisions concerning the price of home care service and the criteria for user participation.

Regional distribution of LSGs supported in social care services for elderly population



LIST OF THE MUNICIPAL PROJECTS FUNDED WITHIN THE EU EXCHANGE 4 GRANT SCHEME

Theme	Beneficiary - Project Coordinator	*Project Title*	Other beneficiaries	Associated organisation(s)	Total Value of the Project (€)
Waste Management	**City of Čačak**	*Development of primary selection of waste on the territory of Moravica Region*	Municipality of Ivanjica; the Municipality of Lučani;	Public Utility Company; Regional Centre for Waste Management Duboko - Užice	**136.452,68**
	Municipality of Bogatić	*Improving waste management services in Bogatic and Vladimirci*	Municipality of Vladimirci	Public Utility Company Bogatić	**141.115,27**
	Municipality of Bajina Bašta	*No more dump sites!*	Municipality of Sjenica	/	**165.039,69**
	City of Užice	*Waste Is Not Trash!*	Municipality of Čajetina	Public Utility Company Bioktos; Public Utility Company Zlatibor; Regional Development Agency Zlatibor	**148.282,42**
	Municipality of Surdulica	*Don't waste waste*	Municipality of Vladičin Han	Public Water Supply Company; Surdulica	**124.740,81**
	Municipality of Babušnica	*Clean environment for a better life*	Municipality of Dimitrovgrad	/	**152.930,01**
	City of Sremska Mitrovica	*Regional landfill "Srem-Macva"*	City of Šabac	Public Utility Company Srem-Mačva; Public Utility Company Komunalije; Public Utility Company Stari Grad; Šabac	**146.550,83**
Property Management	**Municipality of Kovačica**	*Fostering socio-economic development through efficient property management*	Municipality of Alibunar	/	**132.600,71**
	City of Kragujevac	*Effective property management – the basis for sustainable local economic development*	Municipality of Topola; Municipality of Batočina; Municipality of Knić; Municipality of Rekovac	Directorate for Urban Planning; Kragujevac	**172.015,15**
	Municipality of Beočin	*Property of local self-governments - important link of local economic development*	Municipality of Sremski Karlovci; Municipality of Šid; Municipality of Čajetina; NGO Centre for Balanced Economic Development - CenTrirR	/	**143.909,93**
	Municipality of Negotin	*Improvement of property management in the municipalities of Negotin and Kladovo*	Municipality of Kladovo	/	**101.641,53**
	City of Pančevo	*Property management 1,2,3*	Municipality of Zrenjanin	/	**105.671,42**
	Municipality of Stara Pazova	*Effective property management in Stara Pazova and Indjija Municipality*	Municipality of Inđija; Construction Directorate of the Municipality of Inđija	/	**143.216,63**
	City of Požarevac	*Property management – benefit for all*	Municipality of Petrovac na Mlavi; Municipality of Kučevo; Municipality of Velika Plana; Municipality of Veliko Gradište; Municipality of Golubac Municipality of Žagubica	/	**205.731,57**
	City Municipality of Voždovac	*Improvement of property management in the municipalities of Vozdovac and Rakovica*	City Municipality of Rakovica	/	**169.754,06**
	Municipality of Lučani	*Our Property Supports Our Development*	Municipality of Arilje; Municipality of Gornji Milanovac	Public Utility Company Gornji Milanovac; Public Utility Company Komunalac; Lučani	**180.623,76**
	City of Novi Sad	*Public Property Management*	Municipality of Apatin	Public Utility Company Informatika; Novi Sad	**144.858,40**

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Property Management	**Municipality of Aleksinac**	*Inventory and registration of public property in Aleksinac and Ražanj*	Municipality of Ražanj	/	**132.903,35**
	Municipality of Bačka Palanka	*Inventory and registration of the public assets undergoing the transfer to the Municipality of Bačka Palanka*	Municipality of Bački Petrovac	/	**160.005,34**
	City of Niš	*LSG assets in the process of EU Integrations*	Municipality of Pirot	/	**117.298,98**
Agricultural business cooperation	**City Municipality of Lazarevac**	*"Beekeping centre – Kačerski med"*	Municipality of Lajkovac; Agricultural Cooperative "Kačarski med"; Municipality of Ljig	/	**108.809,04**
	Municipality of Bač	*Economic competitiveness through associating into agricultural cooperatives*	Municipality of Bački Petrovac; Agricultural Cooperative Vojvodina	/	**125.438,59**
	Municipality of Lebane	*We Call it "Paradise Fruit" for a Reason!*	Municipality of Bojnik; Agricultural Cooperative "Bumbari"; Municipality of Collecorvino (Italy); Municipality of Bobritzsch – Hilbersdorf (Germany)	/	**87.097,71**
	Municipality of Merošina	*Dried Cherry and Plum for European Markets*	Municipality of Blace; Agricultural Cooperative "Oblačinska višnja"; Municipality of Reichenbach (Germany); Municipality of Collecorvino (Italy); Regioal Development Agency South	/	**88.843,49**
	Municipality of Svrljig	*Svrljig lamb & "belmuž" cheese – organic brands from villages of green Svrljig for large European cities - Svrljižanka*	City Municipality of Niška Banja; City Municipality of Crveni Krst; Agricultural Cooperative "Svrljižanka"; Municipality of Bobritzsch-Hilbersdorf (Germany); Municipality of Collecorvino (Italy); NGO "Kulturni kod"	/	**99.793,22**
Home care services for the elderly population	**Municipality of Veliko Gradište**	*Caring for elderly – returning the favour*	City of Požarevac; Municipality of Golubac; Municipality of Malo Crniće	/	**117.229,48**
	Municipality of Alibunar	*Home care at Alibunar and Kovačica municipalities*	Municipality of Kovačica; NGO Centre for Liberal Democratic Studies	/	**186.584,58**
	Municipality of Priboj	*We Care for the Elderly*	Municipality of Prijepolje; Centre for Social Welfare Priboj; Centre for Social Welfare Prijepolje; Centre for Social Welfare Nova Varoš	/	**181.175,38**
	City of Zaječar	*Helping hand*	Municipality of Negotin; Centre for Social Welfare Zaječar; Centre for Social Welfare Negotin; Municipality of Majdanpek; Centre for Social Welfare Majdanpek; Regional Agency for the Development of East Serbia - RARIS	/	**152.475,65**
	Municipality of Topola	*Home Care Service for the Elderly in Topola, Arandjelovac and Smederevska Palanka Municipalities*	Municipality of Aranđelovac; Municipality of Smederevska Palanka	/	**133.063,04**
	Municipality of Žabari	*Building Sustainable Services, Jobs and Organisations*	Municipality of Žagubica; Association of the Development of the Municipality of Žagubica; Centre for Social and Economic Development	Centre for Social Welfare Žabari	**167.916,69**
	Municipality of Sjenica	*Improvement of life conditions for elderly persons in the municipalities Sjenica and Bajina Basta*	Municipality of Bajina Bašta	/	**160.319,71**

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