REPUBLIC OF SERBIA
MINISTRY OF PUBLIC ADMINISTRATION
AND LOCAL SELF-GOVERNMENT

MINISTRY OF FINANCE
Department for Contracting and Financing of
European Union Funded Programmes

This programme is funded by the
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#ЕУ ЗА ТЕБЕ

Exchange 5

SUPPORT OF THE EUROPEAN UNION TO LOCAL SELF-GOVERNMENTS

Standing Conference
of Towns and Municipalities

SKG National Association of Local Authorities in Serbia

Exchange Programme

The Exchange Programme is one of the longest-running donor assistance actions in the Republic of Serbia intended for local self-government. In scope of the five phases total value of EUR 33,080,000, priority reforms of the local self-government (LSG) system were supported through a range of activities aimed at contributing to decentralisation process, local self-government capacity building and improved service delivery to citizens and businesses. In all phases of this EU Programme, ministries in charge of public administration and local self-government, finance and European integration were actively involved, same as other line ministries and national institutions, while the Programme was implemented by the Standing Conference of Towns and Municipalities (SCTM).

In the period between 2004 and 2015, four phases of the Exchange Programme were implemented, while phase five of the Programme was delivered in the period between April 2017 and the beginning of July 2021.

PREVIOUS PROGRAMME PHASES

Exchange 1
October 2004 – December 2007

The overall goal of the Programme was to support efforts of the Republic of Serbia in the area of European integration through LSG capacity building in line with EU standards. The purpose of the Programme was to stimulate innovation and enhance capacities of Serbian towns and municipalities through project-based cooperation of Serbian LSGs and partner municipalities from EU countries, through exchange of knowledge and presentation of best practice applied by LSGs in the EU. The Programme was implemented by the SCTM in cooperation with VNG International and International Cooperation Agency of the Association of Netherlands Municipalities. Total Programme value amounted to EUR 5,330,000. The total budget for municipal projects equalled EUR 3,300,000, with EUR 600,000 being allocated for training of town/ municipal representatives in the Republic of Serbia.

During the Programme implementation, 49 local projects were delivered including: in 19 towns and municipalities direct service delivery to citizens was improved through establishment of service/ info centers; 5 LSGs introduced primary waste separation system, another 6 improved operation of public utility companies (PUC) in this area; 3 geographic information systems (GIS) were established; in 7 LSGs conditions were improved for rural development, development of small and medium-sized enterprises (SME) and local tourism; two centers for provision of social services and Youth Office were established and general administration functioning was achieved in 6 LSGs. Additionally, cooperation was established between Serbian towns/ municipalities and 31 LSGs from the EU, of which 25 signed permanent cooperation agreements. Over 130 LSGs have had an opportunity to improve knowledge of their staff in 10 thematic areas.

Exchange 2
February 2008 – March 2010

The goal of the Exchange 2 was to ensure support in capacity building of the SCTM and selected LSGs in defining their roles and competences in line with EU standards, so as to ensure preconditions for faster pace of reforms needed for integration into European trends.

The Exchange 2 Programme comprised two components: 1) SCTM capacity building and 2) Joint support to LSGs in Serbia, with the total Programme value of EUR 4,500,000.

The Programme contributed to improved daily operation of the SCTM, LSG interests advocacy function was strengthened, same as cooperation and approximation of national legislation to EU standards. Through the analysis of the legal framework and elaboration of 6 sector analyses,

the foundation was laid for the development of the SCTM Advocacy Strategy. Moreover, the initial analysis and manual for introduction of programme budgeting were drafted. In the planning standardisation domain, methodological framework for local sustainable development strategies (LSDS) was developed and piloted, which became a planning standard at local level in the years ahead.

EXCHANGE 3
March 2010 – April 2013

The purpose of Exchange 3 was to contribute to Serbian LSG capacity building for further participation in the decentralisation process in line with EU standards.

The total Programme value amounted to EUR 13,000,000, of which the fund for local projects totalled to EUR 11,000,000, while EUR 2,000,000 was allocated for implementation of five programme components.

During the Programme implementation period, 67 local projects were implemented in scope of which in 32 LSGs conditions were developed for faster local economic development and attracting investments, through establishment and support in operation of local economic development offices, support to tourism development, rural development, elaboration of spatial and urban development plans and GIS.

The quality of work was enhanced through introduction of new municipal/town social and utility services for citizens in 29 LSGs. Environmental protection was enhanced in six LSGs through primary waste separation and introduction of energy efficiency management systems.

Drafting of local sustainable development strategies led to improved capacities for planning, good governance and coordination in 15 LSGs, along with established database of local strategic documents on the SCTM website. Moreover, information system assessing the maturity of planning, project-technical documentation for municipal/intermunicipal and regional infrastructure projects (SLAP IS) was established. Local authorities and line ministries have recognised SLAP IS as an instrument supporting programming and planning of international assistance, EU funds and budget funds for the development of municipal infrastructure, and the network of SLAP coordinators was developed in addition. Financial management process was improved through introduction of municipal bonds and foundations were laid in the area of programme budgeting in Serbian LSGs.

Dialogue between central and local levels of government was strengthened through participation in the work of the Local Government Finance Commission. Improved LSG operation was supported through organisation of 27 trainings and implementation of 11 packages of (expert) support in the areas of urban planning, property management, service delivery, local economic development, etc.

EU Exchange 4
May 2013 – December 2015

The Programme lasted from May 2013 to December 2015, and was implemented as the EU grant to the Republic of Serbia under the IPA 2012 Programme, designed to ensure a follow-up of activities launched in the previous Exchange Programme phases, focusing on introduction of European models of functioning in the work of Serbian LSGs.

The overall goal of the EU Exchange 4 Programme was to contribute to the process of strategic change at the local level, through enhanced administrative capacities and service delivery efficiency in LSGs in Serbia, in line with the public administration reform principles, relevant national sector policies and EU practice.

The EU Exchange 4 focused its project activities on strengthening LSG in the domains of municipal planning, finance and service delivery. Specific objectives of the Programme were divided into three components:

- **Component 1**: Support to implementation of relevant national priorities of local governments by linking sector strategies and action plans, and development of specific municipal infrastructure projects.
- **Component 2**: Support to fiscal decentralisation by facilitating implementation of new financial legislation in the area of programme budgeting, local tax administrations and alternative sources of funding.
- **Component 3**: Support in implementation of priority national measures in the areas of economic development, social services and environmental protection at local level, through grant scheme projects.

Total Programme value amounted to EUR 5,800,000. Out of this amount, EUR 4,500,000 was allocated for town/ municipal projects, while EUR 1,300,000 was earmarked for the implementation of three Programme components managed by the SCTM as implementing partner for the entire Programme.

The Programme beneficiaries were Serbian towns and municipalities, but also their citizens and beneficiaries of improved services provided by their LSGs, then line ministries, national and regional institutions. The EU Exchange 4 directly supported 85 towns and municipalities.

Exchange 5

April 2017 – July 2021

The Exchange 5 Programme represents a donation approved to the Republic of Serbia under allocation IPA 2014, as a part of IPA II Action Programme implemented under the indirect management regime whereby management powers in relation to the EU funds were delegated to a national administration. The Programme was essentially intended as support to LSGs (as final grant beneficiaries), *in efficient property management (component one)* and *support to LSGs in strategic planning and programme budgeting (component two)*.

The main modalities of support to LSGs implied technical, expert assistance and allocation of funds for the implementation of municipal projects. Certain Programme activities were designed to cover all LSGs in Serbia, while others included only a limited number of LSGs (according to the competition for specific support).

The total budget of the Programme was EUR 4,750,000 EUR 4,450,000 from the EU contribution (EUR 3,000,000 was the grant scheme fund for implementation of local projects, and EUR 1,450,000 was a direct grant to support the implementation of both Programme components), while the amount of EUR 300,000 was the co-financing by LSGs that obtained funds for implementation of projects.

The Programme was implemented in line with the goals laid down in the Public Administration Reform (PAR) Strategy by 2020, so during the implementation period, Programme results achieved at the local level were directly embedded in strategic reports on the measures relating to the development of public property management and improved planning and budgeting processes. The work with LSGs included intensive promotion of new planning system aspects in the Republic of Serbia, and contribution to drafting the new PAR strategic framework for 2021-2030 and accompanying Programmes on LSG system reform, public financial management and public policy coordination.

The Ministry of Public Administration and Local Self-Government (MPALSG) was the main Programme beneficiary at national level, with an important role played by the Ministry of Finance (MFIN) given that the content of the support and topics represented a major part of the MFIN portfolio-programme budgeting and property management. MFIN also played the role of the Contracting Authority, given that Department for Contracting and Financing of EU funded Programmes (CFCU) approved and signed contracts for the implementation of town/municipal grant scheme projects. The Ministry of European Integration monitored the Programme implementation through participation in the steering committee and in the reporting process, and the EU Delegation also had a role in issuing prior approval for certain steps in the implementation of the Programme (ex ante control). As in previous phases of the Exchange Programme, the SCTM was positioned as an implementing partner, implying that the SCTM directly provided all forms of technical assistance to LSGs, as well as support in the implementation of grant scheme projects.

The Exchange 5 Programme directly supported 68 LSGs under Component 1, and 12 LSGs under Component 2.

Component 1 SUPPORT TO LOCAL SELF-GOVERNMENTS IN PROPERTY MANAGEMENT

Support in the field of property management was aimed at raising the financial capacity of LSGs and the competitiveness of the local economy. Under this component, the Programme supported LSGs in the process of the public property inventory and registration, in the process of establishing sustainable property management units in LSGs, improving databases for keeping records on real estates, financing geodetic surveys of constructions/facilities and networks above and underground, same as drafting studies for preparation of cadastral and topographic plans/ maps and calculation the value of real estates.

Under this component, three modalities of support for capacity building in property management were made available to LSGs:

- Support to implementation of the grant scheme for implementation of projects by LSGs
- Expert technical support – support packages
- Capacity building and ongoing advisory support for all LSGs

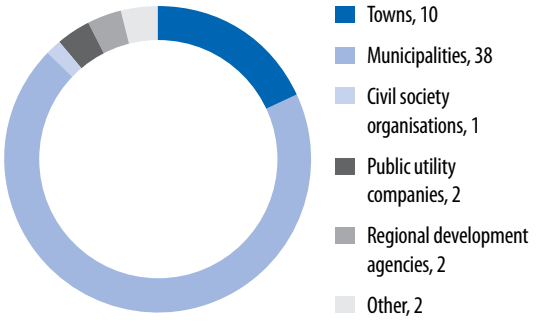
Support to implementation of the grant scheme for implementation of projects by LSGs

The grant scheme was a follow-up to the results achieved in the area of legislative and institutional reforms under previous Exchange Programme grant schemes, contributing to improved intermunicipal cooperation. Grant scheme was focused on improving quality, efficiency and transparency of public administration and public finance through enhanced property management at local level. Specific objective was LSG capacity building in property management and delivery of related services, in order to bring public administration closer to citizens and businesses.

Under the grant scheme, 18 projects were implemented in the area of property management at local level. The project covered 48 towns and municipalities (18 coordinators and 30 partners), as well as several other beneficiaries (PUCs, development agencies, CSOs). Project coordinators were mainly towns gathering several neighbouring municipalities gravitating towards them as administrative centers with sufficient capacities for project management, but also having knowledge and experience in the property management domain that could be transferred to their partners. The total value of contracted projects was more than EUR 3,500,000, of which EU grant was almost EUR 3,000,000, while the rest was co-funding on behalf of the beneficiaries.

The average value of an individual grant was ca. EUR 165,000.

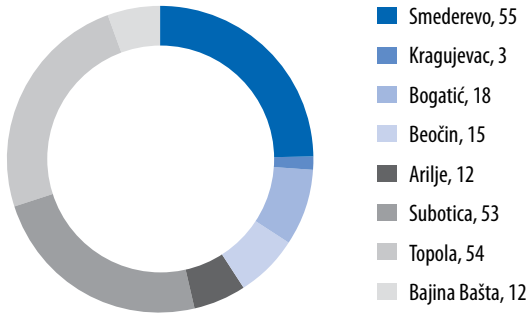
OVERVIEW OF GRANT SCHEME BENEFICIARIES



LGSs involved in the implementation of the supported projects have improved their internal organisation and capacities for property management by drafting new and amending existing acts, through delivery of various types of training for the staff and decision-makers, software and equipment for property management, etc. In all supported LSGs, the number of property units orderly entered in local records was significantly increased, same as in the central public property register, compared to the initially planned values. Over 200,000 property units were entered in the local registers, while 130,000 units were recorded in the central public property register. Likewise, bookkeeping value was determined for nearly 30,000 property units and over 400 km of utility networks, same as market value for 899 property units.

In addition to this, a large number of geodetic surveys of aboveground and underground structures/facilities and networks were undertaken, project – technical documentation was prepared same as geodetic studies for legalisation of 222 facilities and over 800 km of utility networks, geospatial data management on municipal property was improved by linking GIS system with local property databases, etc.

PREPARATION FOR LEGALISATION OF BUILDINGS/FACILITIES



Implementation of support packages in the property management domain

Besides the projects financed under the grant scheme, for 20 beneficiary LSGs which did not receive support in the property management area in the previous Programme phase and did not benefit from the Exchange 5 grant scheme, the Programme provided technical assistance for improving the situation in this area in the form of support packages. Based on the review of the existing relevant documents regulating real estate management at local level, and information received during the interviews with LSG representatives though field visits, situational analyses in the property management area were prepared for each beneficiary LSG. The analyses, in addition to screening in the area of law, finance and information-communication technology (ICT), contain initial recommendations for improvement of the observed situation in regard to completion of the property registration process, establishing real estate registers and harmonisation of internal acts. To allow for understanding the state of play in relation to public property registration and harmonisation of LSG bookkeeping records with the cadastre, in cooperation with the Republic Geodetic Authority (RGA) electronic records of real estates maintained by the RGA were acquired for all beneficiary LSGs. Via support packages, beneficiary LSGs have entered in the Public Property Register maintained by the Republic Property Directorate (RPD) in total ca. 13,000 real estates and determined factual situation for ca. 2,000 real estates in public ownership or used by LSGs. Their capacities in the public property management domain were improved through adoption/ amendment of internal acts and participation of LSG representatives in trainings organised concerning the topics of public property management, consolidation and record-keeping on the publicly owned real estates.

Support packages for property management in local self-governments

Trgovište	Trstenik	Svilajnac	Ljubovija	Belgrade
Novi Pazar	Mionica	Vrnjačka Banja	Prijepolje	Tutin
Bela Palanka	Crna Trava	Kikinda	Babušnica	Sjenica
Rača	Varvarin	Nova Varoš	Šabac	Gadžin Han

Capacity building and ongoing advisory support for all LSGs

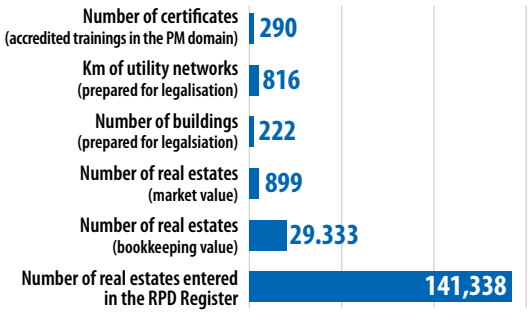
To raise capacities and awareness on the importance and perspectives of efficient public property management for local development, three rounds of regional trainings were organised for LSG staff. The first set of 7 two-day regional trainings was delivered live in 2017, whereas the two remaining rounds delivered in 2020-2021 were organised in a combined modalities – 6 two-day regional trainings live and 5 two-day trainings in the webinar format.

The second and third cycles of training were organised under the Sector programme for professional development of LSG employees which is a part of the accredited programme of the National Academy for Public Administration. The accredited trainings organised in the period March-September 2020 were attended by 206 participants from 101 LSGs, while the trainings organised in the period April-May 2021 were attended by 139 participants in total, coming from 65 LSGs.

In order to improve internal coordination and ensure harmonisation with legal framework, during the Programme implementation period the following models of local acts were prepared and made available to all LSGs:

- Model Decision on acquisition, disposal, management and use of property publicly owned by LSG
- Model Decision on construction land
- Model Rulebook on registration of publicly owned real estates

ACHIEVED RESULTS IN THE PROPERTY MANAGEMENT DOMAIN



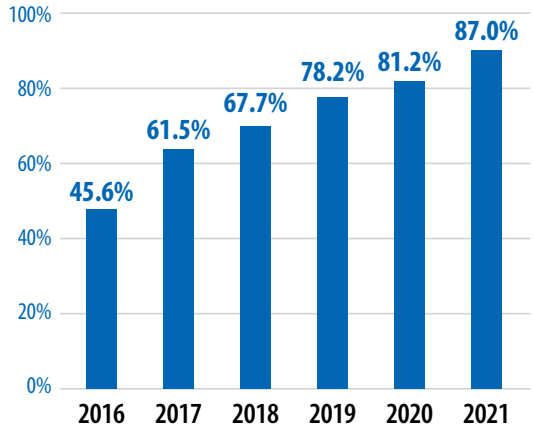
Component 2 SUPPORT IN PLANNING AND PROGRAMME BUDGETING AT LOCAL LEVEL

Yearslong work with LSGs in improving planning and budgeting processes was continued within the Exchange 5 Programme. The focus was on the implementation of programme budgeting as a modality in budget planning enabling improved public administration performance management, increased accountability of budget beneficiaries, establishing stronger links between annual budget, prioritising expenditures and public policy implementation, same as improved transparency of spending.

This budgeting system reform (initiated in 2015), in addition to changed presentation of budget expenditures via programmes, programme activities and projects, required LSGs to prepare and present additional programme-related information (objectives and indicators) demonstrating what was to be achieved with the planned funds, same as reporting on what has been actually achieved. According to the latest data and measurement within the Programme for 2021, programme information was stated by 87% of LSGs in Serbia, which is an almost twofold better result compared to the baseline for budgets in 2015 (ca. 45% of LSGs). Such progress can largely be assigned to activities undertaken in cooperation with MFIN in the past several years, primarily under the Exchange Programme.

Within the Programme, support was delivered to LSGs in all stages of the budget cycle in each year of implementation, in line with the Budget System Law and methodologies defined by the MFIN, with the SCTM being in charge of coordination, improvement and support provided to Serbian towns and municipalities. At annual level during the Programme implementation period, reviews and analyses of the Budget Decisions were prepared of all (170) LSGs regarding the implementation of programme budgeting, with the delivery of sector workshops for the LSG programme budget improvement in specific areas (e.g. utilities, housing and urban planning, local economic, agriculture and tourism development, environmental protection and energy efficiency, social and health care, development of culture and information, sports and youth). Moreover, packages of supporting documents and models were prepared for the LSG Budget Decision drafting, and during the budget elaboration phase, all LSGs in Serbia were supported through annual regional seminars. These included, besides the programme budget preparation and performance reporting, topics pertaining to gender responsive budgeting, capital planning and promotion of drafting citizens› guides to budget.

MAPPING RESULTS OF THE PROGRAMME BUDGET IMPLEMENTATION IN THE LSG BUDGET DECISIONS AT ANNUAL LEVEL



Training

The aforementioned regional seminars for all LSGs in Serbia were, in the initial three years of the Programme implementation (2017-2019) implemented in cycles of 12 regional events, whereas in September 2020 due to the Coronavirus pandemic, this activity was delivered in the form of four webinars (online training). The turnout of LSG representatives was significant (from 60-80% of LSGs) given that the seminars were delivered in the autumn part of the budget cycle and that on such occasions recommendations and models for direct improvement of the budgeting quality for the coming year were presented. Specifically, findings of the MFIN and State Audit Institution were presented regarding the harmonisation of the LSG Budget Decision with the legislative framework for elaboration and adoption of the LSG Budget Decision, accompanied with recommendations for their improvement especially in part of presentation of programme-related information and defining objectives and indicators at all levels of the programme structure. Particular segment of trainings was dedicated to importance of timely and adequate reporting

on the performance of the programme and programme activities, and on relevance of such reporting for improving the planning in the next budget cycle. Furthermore, during these trainings, LSGs were presented with the novelties in the area of gender responsive budgeting, citizen participation in the budgeting process and its improved transparency, and as of 2018 these seminars included a segment on the new concept of development and strategic planning, establishing links with the budget and elaboration of planning documents at the local level in accordance with the Law on Planning System.

Direct technical (expert) assistance to LSGs

Direct technical (expert) assistance (one-on-one) in planning and programme budgeting within the Exchange 5 Programme was provided to 12 LSGs selected based on the public calls. The first public call was implemented at the beginning of 2017, when 8 local self-governments were selected: Vršac, Šabac, Niš, Belgrade, Veliko Gradište, Požarevac, Novi Sad and Sremska Mitrovica, with additional 4 LSGs being selected within the second call implemented in 2019, namely: Nova Varoš, Kanjiža, Trstenik and Pančevo for support in planning and programme budgeting. The main form of technical assistance pertained to support in improving the process of Budget Decision drafting in line with the Guidelines on programme budgeting published by the MFIN. At the beginning of the process, a report was compiled for each beneficiary LSG containing the analysis of LSG organisational structure, analysis of strategic/ planning documents and links between the strategic planning process, action planning and programme budgeting, same as the analysis of the reporting process on the programme budget performance. Based on this report and in cooperation and direct work with the local self-government representatives, work was continued on improving the programme part of the Budget Decision, i.e. the quality of defined objectives and indicators, and other elements of programmes and programme activities. Likewise, part of this support was focused on improving the capital projects' planning process in accordance with the applicable legislative framework. To that end, for each beneficiary LSG the Analysis was undertaken of planned and implemented capital projects in the reference period, and their links with the projects indicated in strategic/ planning documents, so as to properly include priorities in capital projects' financing based on the planning documents in budget planning for the coming budget year. To round up the support in programme budgeting improvement, one segment of the activities was dedicated to support in drafting reports on the programme performance in line with the Instruction on monitoring and reporting of programme performance published by the MFIN. Part of the support during the work with beneficiary LSG was focused on providing advice regarding inclusion of gender perspective in the budget, same as in development citizens' guides in specific stages of the budget cycle.

Besides the support in improving programme part of the budget provided to beneficiary LSGs, a line of activities under Programme Component 2 in cooperation with LSG representatives was related to piloting the broadened programme structure within the LSG Budget Decision and identification of potential new programmes and programme activities in line with the local government competences. The Programme also tested the improved packages of documents for programme budgeting and enabled drafting of recommendations for all LSGs in Serbia based on the work with this specific LSG sample.

The results of work from the previous phases, and especially of the Exchange 5 Programme Component 2, were embedded in the new PAR strategic framework – primarily in the adopted Strategy for the period 2021-2030, in cooperation with the MPALSG, MFIN and Public Policy Secretariat. These results were directly relevant in drafting the accompanying Programmes for the period by 2025, as follows: LSG System Reform Programme, Public Financial Management Reform Programme and the Programme for Public Policy Management and Regulatory Reform.

Advisory support to LSGs through development of model documents

During Programme implementation period, part of the support was focused on the development of model documents aimed at improving the process of LSG Budget Decision preparation through updating, development and harmonisation of models with representatives of the MFIN Budget Department. In this way, in 2017 the Model LSG Budget Decision was updated, as well as accompanying forms for programme budget elaboration. These forms contain all elements defined in the Instruction on programme budget, including the financial part covering planned revenues and expenditures, and these models were being updated each year in line with the evolution of the MFIN Instruction. In cooperation with the MFIN, at the beginning of 2018, the forms on performance reporting upon programmes, programme activities and projects

at semi-annual and annual level were developed. Advisory support in this segment was provided in due time, given that LSGs were to prepare and submit performance reports for the first time at the beginning of 2018, i.e. in the course of preparing the Decision on Final Annual Accounts for year 2017. The Programme provided support in the process of gradual introduction of gender responsive budgeting through development and updating of documents containing guidelines for implementation and broadening the scope of gender sensitive objectives and indicators in budget programmes. This included likewise annual elaboration of model of the Plan for gradual introduction of gender responsive budgeting as relevant for LSG budget preparation for the following cycle. Furthermore, in the course of the Programme, model Citizens' Guide to the Budget Decision was drafted, aiming to make the LSG budget more transparent and understandable to citizens. The development and promotion of the citizens' guide to LSG budget within the Exchange 5 Programme in 2018, directly contributed to the increase in number of LSGs publishing these simplified, illustrative presentations of one of the most important local acts (Budget Decision). Thus, in comparison to the baseline when only ca. 10% of LSGs had these citizens' guides, the percentage was increased to ca. 37% in 2019, and to ca. 44% in 2020. In cooperation with other development assistance initiatives, additional model Citizens' guides were developed such as the Guide to LSG Final Annual Account and the Guide to the draft Budget Decision intended to be used during the public debate, prior to the LSG budget adoption. In addition to regular communication with LSG representatives via the SCTM Networks and Committees, all the material, developed models and guidelines are made available on the website dedicated to the programme budget: *http://www.skgo.org/strane/225*



GRANT SCHEME
LSG projects on property management



Empowering local property management systems

Project coordinator: City of Novi Sad
Project partners: Municipalities of Apatin and Sremski Karlovci
Project duration: 24 months
Project budget: EUR 242,860.18

The project implemented by the City of Novi Sad with Municipalities of Apatin and Sremski Karlovci contributed to improved organisational capacities in all three administrations for more efficient management of municipal infrastructure, and at the same time it brought about specific improvements in regard to legal and accounting status of municipal infrastructure. Over 50 km of utility networks in all three LSGs were legalised and entered in the RGA utility cadastre, and at the same time, the value of the said infrastructure recorded in the public utility companies' balance sheets was re-assessed. In this way, further devaluation of fixed capital of public utility companies was prevented, while ensuring calculation of depreciation on the strategic utility infrastructure fixed assets against the realistic amount.

Through implementation of this project, the City of Novi Sad strengthened cooperation with the Municipalities of Apatin and Sremski Karlovci, thus deepening the process of exchange of knowledge, experiences and good practice examples in efficient and accountable property management.

Enhanced staff capacities and established property management commissions

During the project implementation, three trainings were delivered, first of which was focused on the legal framework and organisational aspects of property management, while the remaining two were focused on ICT aspects and valuation of publicly owned real estates. The trainings were attended by 82 local employees. Additionally, in all three LSGs, commissions were established tasked to define the plan of activities concerning the inventory of municipal infrastructure (district heating, gas, power, water supply, sewerage and telecommunication networks) and establish coordination with competent authorities at the level of LSG, Province and Republic of Serbia and RGA for the purpose of legalisation of non legalised infrastructure. Their task was likewise to draft the plan of measures for GIS upgrade and for monitoring the PUCs' activities concerning GIS updating on publicly owned infrastructure facilities and networks.

Inventory, registration in the utility cadastre and municipal property records

In all three LSGs, geodetic studies were prepared and submitted to the RGA Utility Cadastre Department in Novi Sad, using E-counter for registration. The RGA Utility Cadastre Department passed the decision on registering in the cadastre of 43.07 km of networks surveyed in the scope of the project, and 7.36 km of previously surveyed networks with as-build designs from the previous period, same as 9 facilities also surveyed in scope of the project. All these items were entered in the utility cadastre.

Determined bookkeeping value of municipal property

In the property valuation domain, valuation Methodology was developed which will be useful in further work in property valuation area in all three LSGs. The valuation reports contain the data on the assessed value based on the facility age, construction quality, depreciation level and other factors.

Determined bookkeeping value of the following property:
58.7 km of utility networks
22 publicly owned buildings





Efficient property management for successful local governments

Project coordinator: Town of Požarevac
Project partners: Municipalities of Petrovac na Mlavi, Kučevo, Velika Plana, Veliko Gradište, Golubac and Žagubica
Project duration: 12 months
Project budget: EUR 177,310.77

Same as in the previous Exchange 4 project, municipalities gathered around the Town of Požarevac have managed under this project to achieve improvement in expert-technical capacities for public property management and ensure necessary funding for legalisation of municipal infrastructure and strategically selected commercial facilities and public buildings. Gradual increase in the staff capacities, improvement of existing softwares enabling relatively simple mass migration of data to the RPD register, focus on legalisation of strategic municipal infrastructure, all represent logical and clear steps towards achieving regulated and sustainable system for local property management in all participating LSGs. In the majority of cases, project indicators were exceeded by several tenths, hundreds, and even thousands of property units surveyed, registered in the cadastre or entered in the RPD database, compared to the initial plan.

Improved capacities of the staff and adopted decisions on property management

During the project implementation and in relation to initial plans, partners have successfully established 2 organisational units for public property management in the Town of Požarevac and Municipality of Veliko Gradište, while 33 employees from all 7 LSGs have harmonised their job descriptions/ operating tasks in regard to property management. Special attention was paid to defining job description of the GIS database administrator.

Building and strengthening capacities of employees in the property management area was established by implementing 3 different types of training, attended by 90 local officers from the Town of Požarevac and partner municipalities (in the following areas: GIS, ICT and public property valuation). Particularly useful was the property valuation, while the training participants especially emphasised the assessment of historical costs for older properties without ownership or construction documents. Training participants have learned that the estimated historical cost may be used if the actual historical cost cannot be identified.

Inventory, registration in the utility cadastre and recording municipal property in the RPD software

In the Town of Požarevac and Municipality of Velika Plana data was collected and verified for ca. 60% of the entire water supply and waste water networks, same as the district heating network in Požarevac. In the remaining municipalities, data was collected, analysed and verified for 1,133 property units. The project indicator concerning the entry of data in the RPD Register has been exceeded several times. Namely, this indicator was exceeded by entering in the database 21,907 property units, along with establishing an efficient link – interface between the local databases and RPD database. A special place in this project refers to the fact that in total 200 km of water supply network was geodetically surveyed, in addition to preparation of geodetic studies and project – technical documentation for registration in the utility cadastre.

21,907 property units (real estates) were entered in the RPD register.

Geodetic survey completed, geodetic studies prepared and project-technical documentation elaborated	
200 km water supply network	124 facilities/ buildings

Determined market and bookkeeping value of municipal property

Furthermore, during the project implementation, project partners have assessed property value for 800 priority real estate units compared to the 200 planned, which was also a proof of the project partners' commitment. Požarevac and all other municipalities followed the recommended best practice and established Commissions for the real estate bookkeeping value assessment (members of these Commissions were lawyers, economists, licensed architects and licensed civil engineers).

Property of local self-government – important link of local economic development Phase II

Project coordinator: Municipality of Beočin
Project partners: Municipality of Šid and Center for Balanced Regional Development – CenTriR
Project duration: 18 months
Project budget: 166,089.17

Quantitatively (with convincingly exceeded level of all target values) and qualitatively – by reaching essential institutional sustainability of the achieved results, the project implemented by the municipalities of Beočin and Šid with the support of the Center for Balanced Regional Development represents the best practice of establishing public property management system in small and medium-sized municipalities. Gradual staff capacity building, procurement of quality software that enables relatively simple mass migration of data to the RPD Register, focus on legalization of strategic municipal infrastructure, ensuring transparency of property data (web presentation) and inventory of municipal property with a larger number of external enumerators – represent logical and clear steps towards establishing an orderly and sustainable municipal property management system in both municipalities. Project implementation enabled both municipalities to establish updated and accurate municipal property registers.

Improved capacities of the staff and adopted decisions on property management

Initial training for employees in both municipalities was organised to present in detail new elements of the software for registration of real estates and the manner of entering data in the database, same as the procedure for data migration to the RPD records. Second training was dedicated to property valuation and different methods for assessing real estate value. Besides these two trainings attended by 30 participants from both municipalities, a webinar on best practices in property management in Croatia and Slovenia was also organised, same as six coordination meetings of employees responsible for registration and management of public property with users of public property from both municipalities. Likewise, in Beočin and Šid, decisions on acquisition, disposal and management of municipal public property were prepared and adopted.

Inventory of municipal property, registration in the cadastre, data entry in the RPD Register

Internet presentation of 60 real estates including 40 commercial buildings and 20 public buildings was uploaded on the website of the Municipality of Beočin with 22 most important pieces of data regarding each real estate. Municipal property register on the website of the Municipality of Beočin contains data on publicly owned commercial and public buildings in Beočin and comprises three parts (inventory of real estates, notice board, legislation). During project implementation, geodetic surveys were conducted for 10.24 km of water supply network in total, along with preparation of studies and project – technical documentation for registration in the utility cadastre. Additionally, in both municipalities project – technical documentation was elaborated for legalisation of 15 non legally constructed buildings with the purpose of registration of related rights, and their legalisation procedures were initiated. It has been enabled for the databases/ softwares containing records on the condition, value and trends in public real estates in the Municipalities of Beočin and Šid to support the function of mass data migration to the RPD software, which significantly facilitated administrative – technical part of the data entry activities.

5,981 property units (real estates) were entered in the RPD Register
Beočin – 2,431 property units
Šid– 3,550 property units

Determined market and bookkeeping value of municipal property

Certified (licensed) valuers have assessed the bookkeeping value for 1,961 property units, namely for 269 buildings and 1,692 parcels and market value for 200 property units in both municipalities. Real estate valuation was performed using the cost-based method.

Determined bookkeeping value for 1,961 property (real estate) units		
Beočin – 1,482 property units	148 buildings	1,344 parcels
Šid– 479 property units	121 buildings	358 parcels

Determined market value for 200 property (real estate) units		
Market value for 200 property (real estate) units	150 buildings	50 parcels

Collected and verified data for 11,296 property units, 5,201 (buildings and roads) and 6,095 cadastral parcels
Beočin – 1,605 (buildings and roads); 2,409 (cat. parcels)
Šid – 3,596 (buildings and roads); 3,686 (cat. parcels)





Property of local self-government as a potential for sustainable local economic development

Project coordinator: Municipality of Bačka Palanka
Project partner: Municipality of Bač
Project duration: 24 months
Project budget: EUR 192,110.40

The project implemented by municipalities of Bačka Palanka and Bač has significantly contributed to improved organisation and practice in both municipalities in the property registration and management processes. The provided software solution is a solid foundation for the continued improvement of practice in managing the entire public infrastructure. Gradual staff capacity building, purchase of quality software, inventory of municipal property, represent logical and clear steps towards establishing orderly and sustainable municipal property management system. Within the project for the municipality of Bač, new document management software was procured (eRegistryOffice in the area of public property and ownership – legal relations), and for the municipality of Bačka Palanka their already existing software was additionally upgraded. The software is linked to websites of both municipalities and in that way, all service users of both LSG, citizens, businesses, interested investors – can have an insight into the condition and manner of disposal of publicly owned real estates in both municipalities. Under this activity, mobile application was purchased and operationalised for collection of data on the physical condition of real estates, verification and entry of data in the software.

Adopted Rulebooks on job classification

During the project implementation period, both local self-governments have amended the Rulebooks on internal organisation and job classification and envisaged positions with the job descriptions concerning public property management.

Inventory, registration in the utility cadastre and recording municipal property in the RPD software

During the project implementation, the data was also entered on property units undergoing legalisation process, property units that have not been legalised, same as on the real estates over which LSG still holds the right of use. For 73 km of utility networks documentation was filed for registration, including studies and as-build designs. 4,008 property units were entered in the RPD Register.

4,008 property units (real estates) were entered in the RPD Register
Bačka Palanka– 2,015 property units
Bač – 1,993 property units

Determined market value of municipal property

By applying real estate valuation methodology developed within the project in the municipalities of Bačka Palanka and Bač, market value was assessed for 25 property units in both municipalities.



Mapa evidentiranih parcela Bačka Palanka



Mapa evidentiranih parcela Bač

Efficient and effective public property management – an integral part of transparent public administration

Project coordinator: Municipality of Kuršumlija
Project partners: Municipality of Blace, PUC Toplica and PUC Blace
Project duration: 18 months
Project budget: EUR 155,731.80

The project implemented by Municipalities of Kuršumlija and Blace in cooperation with PUCs, significantly contributed to improved organisation and practice in both municipalities in the public property registration and management processes. Public property management in both municipalities participating in this project was organised via GIS application for display, overview, analysis and entry of data on infrastructure facilities and other publicly owned facilities, or those intended for public use. Efficient property management via centralised GIS enables system users access to updated data relevant for decision-making at any point. GIS platform ensures integration of spatial and alpha-numerical data from different sources via introduced services. Thus an option is provided for networking between different public enterprises and institutions competent for different categories of spatial and alpha-numerical data of importance for efficient and transparent public property management.

Improved capacities of the staff and adopted decisions on property management

During project implementation, four two-day trainings were organised in the area of public property management for 69 participants in total. The trainings were organised to the following topics: general overview of issues regarding property management, determining the content of training and mentoring support and harmonisation with the needs of municipalities and method of collecting geospatial data, same as the method for coordinating necessary amendments to general acts. Municipality of Blace amended six general acts as follows: Decision on public property management, Decision on construction land, Decision on fees for the use of public resources in the Municipality of Blace, Decision on installation of small temporary structures (kiosks) in the Municipality of Blace, Decision on water supply in the Municipality of Blace and Decision on the sewage system in the Municipality of Blace. At the same time, Municipality of Kuršumlija adopted the Rulebook on disposal of construction land and Decision on fees for the use of public resources.

Inventory, registration in the utility cadastre and recording municipal property in the RPD software

The data collected in the field was analysed and verified for 3,000 property units entered in the digital database. Additionally geodetic surveying was conducted for 25 km of water supply network and 15 km of sewerage network, and project – technical documentation prepared for registration in the utility cadastre. By means of mass data migration, 1,900 property units were entered in the RPD Register.

Property units (real estates) entered in the RPD register:

Kuršumlija and Blace – 1,900 property units

Determined market and bookkeeping value of municipal property

In the property valuation domain, a lot has been done as well. Trainings on the topic of real estate valuation produced significant results. The valuation reports contained the data on the assessed value based on the facility age, construction quality, depreciation level and other factors. Market value was assessed for 16 property units.

Efficient Property Management in the City of Niš and the Municipality of Ćuprija through the Introduction of the Geographic Information System

Project coordinator: City of Niš
Project partner: Municipality of Ćuprija
Project duration: 24 months
Project budget: EUR 220,700.00

The project implemented by the City of Niš and Municipalty of Ćuprija has significantly contributed to improved organisation and practice in both LSGs in the property registration and management processes. The provided software solution linked to GIS is a solid foundation for the continued improvement of practice in managing the entire public infrastructure. In both LSGs new software was installed for geospatial property management. GIS contains geospatial presentation of all real estates in public ownership of the City of Niš and Municipality of Ćuprija, same as useful information about their purpose, type of facilities, number of floors, and enables different types of queries, analyses and reports. The GIS-based "Public Property" application enables full insight into the data contained in cadastral registers (parcel number, area, cadastral municipality), but also in the planning and ownership – legal LSG records.

Improved capacities of the staff and adopted decisions on property management

Capacities of the staff have been considerably enhanced through training on public property management. The topics covered included: collection, verification and analysis of property data, developing skills of employees to independently prepare Property Management Plan and Action Plan for the period of minimum three years, managing financial aspects of the public real estate trade and developing methodology for assessing bookkeeping value of publicly owned real estates. The trainings on GIS were attended by 82 participants in total from both LSGs. In these trainings participants were introduced with basic characteristics of GIS and method of its use.

During project implementation, both LSGs have amended their Rulebooks on internal organisation and job classification regarding GIS database maintenance. The list of buildings for legalisation mainly included the buildings serving public purpose such as buildings of primary schools, municipal administration building, culture centers, buildings of mesne zajednice (wards), etc.

Inventory, registration in the utility cadastre and recording municipal property in the RPD software

Inventory of real estates was continued by determining factual situation in regard to real estates in the field, verification of collected data and its analysis. The data was also entered on property units undergoing legalisation process, property units that have not been legalised, same as on the real estates over which LSG still holds the right of use. The procedure of collection, verification and analysis of data on non legalised public buildings, starting from identification of such properties (real estates) until completion of the legalisation procedure and filing application for registration of such property in the real estate cadastre, included joint work and activities of several departments and administrations of the City of Niš and Municipal Administration of Ćuprija.

Collection, analysis and verification of documentation on non legalised buildings

LSG	Number of buildings	Area (m^2)
City of Niš	23	6,000
Municipality of Ćuprija	12	4,000

1,271 property units (real estates) were entered in the RPD Register

City of Niš – 846 property units
Municipality of Ćuprija – 425 property units

Determined market value of municipal property

One of the project activities was the assessment of the real estate market value. Methodology was developed for determining bookkeeping value of real estates in the City of Niš and Municipality of Ćuprija. The problem and challenge for both LSGs was how to determine the purchase value of real estates, but the problem was resolved by developing methodology for determining revalued bookkeeping value to be used later as well. Market value was determined for 23 real estates in Niš and for 13 real estates in Ćuprija.

Public Property Management – for increasing revenue, accountability and transparency of Public Administration and improving economic conditions for business

Project coordinator: Municipality of Arilje
Project partners: Municipality of Lučani, Municipality of Požega and Municipality of Kosjerić
Project duration: 24 months
Project budget: EUR 251,029.90

The project implemented by Municipalities of Arilje, Kosjerić, Požega and Lučani has significantly contributed to improved organisation and practice in all four municipalities in the property registration and management processes. The provided software solution linked to GIS is a solid foundation for the continued improvement of practice in managing municipal infrastructure, primarily water supply and sewerage networks and municipal roads.

Improved capacities of the staff and adopted decisions on property management, GIS software

During project implementation, two two-day workshops were organised on each of the following topics: public property management, valuation and ICT implementation, accompanied by technical and mentoring support; inter-municipal cooperation and exchange of experiences were established in all four municipalities in the property management domain. Municipality of Požega adopted the Decision on acquisition, disposal, management and use of public property, while in addition to this decision, Municipality of Arilje also passed the Rulebook on internal organisation and job classification in the municipality and adopted amended founding act and harmonised equity amounts with the bookkeeping value of PUC "Zelenilo" from Arilje.

Public property management in all four municipalities participating in this project was organised via GIS application for display, overview, analysis and entry of data on infrastructure facilities and other publicly owned facilities, or those intended for public use. Efficient property management via centralised GIS enables system users access to updated data relevant for decision-making at any point. After having ensured geodetic studies on municipal roads for the Municipality of Arilje enabling their accurate geospatial positioning, GDi Ensemble Field Tool was used and linked to GIS database, allowing for updating of all data on the physical condition and changes in the physical condition of municipal roads.

Data on the database is available at: *https://gdigeoportal.rs/portal/apps/sites/#/exchange*

Inventory, registration in the utility cadastre and recording municipal property in the RPD software

In the digital database 103,562 property units were entered, while 85 property units were entered in the RPD Register. Regarding the preparation of documents for registration of line infrastructure in utility cadastre, during the project implementation 77,628.40 km of sewerage network were surveyed including geodetic studies, and submitted to the RGA Utility Cadastre Department in Užice via E-counter, for further registration. In addition, 147.23 km of local roads were surveyed in the Municipality of Arilje. In the course of surveying, data was collected on 1,806 parcels cross-sectioned by municipal roads or those located in the zone of roads, requiring procedure for resolving ownership-legal issues with owners. Surveyed sections of municipal roads were entered in the webGIS database.

Technical documentation for legalisation of 12 buildings of total area of 6,097m^2 was prepared for 5 buildings in Arilje, 3 buildings in Požega, 3 buildings in Lučani and 1 building in Kosjerić.

Prepared documents for registration in the utility cadastre and legalisation
Surveyed sewerage network – 77,628.40 km
Surveyed local roads in the Municipality of Arilje – 147,23 km
Prepared technical documentation for legalisation – 12 buildings

Determined market and bookkeeping value of municipal property

The valuation reports contain the data on the asssessed value based on the facility age, construction quality, depreciation level and other factors. Valuation was performed based on the depreciated replacement cost method. Real estate market value assessment was undertaken for 20 property units.

Effective management of public property – a step towards faster development of our local self-governments

Project coordinator: Municipality of Bogatić
Project partners: Municipality of Vladimirci and Municipality of Mali Zvornik
Project duration: 21 months
Project budget: EUR 193,198.28

By implementing this project, Municipalities of Bogatić, Vladimirci and Mali Zvornik have both quantitatively and qualitatively exceeded planned indicators, therefore this action represents the best practice in establishing public property management system in small and medium-sized municipalities. Gradual staff capacity building, adoption of new decisions in the property management domain, procurement of quality software enabling relatively simple mass migration of data to the RPD Register, focus on legalization of strategic municipal infrastructure and inventory of municipal property with a larger number of external enumerators – represent logical and clear steps towards establishing an orderly and sustainable municipal property management system in all three municipalities.

Improved capacities of the staff and adopted decisions on property management

Delivered trainings directly contributed to capacity building of municipal administrations and improved quality of the municipal property inventory process since they included also externally engaged municipal property enumerators. Professional development of employees encompassed two three-day trainings on property registration and data collection on buildings, construction and other land. Via these trainings, 15 municipal employees and 10 externally engaged enumerators have gained necessary practical knowledge and skills in the area of property management. Practical knowledge and skills referred to the use of databases, collection and verification of data, development of NEP-JS forms, which are to be used in the period ahead in further registration and municipal property management processes. Through additional training, 5 municipal employees were trained to use municipal property databases.

All three LSGs adopted decisions on municipal administrations defining the scope of work in the area of municipal property management and amended rulebooks on organisation and classification of jobs. In the Municipality of Vladimirci, two positions were systematised in the area of municipal property management, and one in the Municipalities of Bogatić and Mali Zvornik respectively. In all three municipalities, decisions on public property management and assessment of bookkeeping value of public property were adopted.

Inventory, registration in the utility cadastre and recording municipal property in the RPD software

The project also included recording physical condition for intended 145 buildings in all three LSGs including public buildings. However, by within the project this number was significantly increased, to reach 346 buildings in all three municipalities. Prior to starting their work in the field, enumerators got familiarised with all data about the buildings whose physical characteristics they were expected to determine (cadastre data, location, data from the website GeoSrbija). The enumerators first had to identify if the building existed at all, in which parcel it was located, its physical condition, who was using it, what was the purpose of its use and to substantiate each assessment by documentation and photographs. After that, the data was entered in electronic records.

In all three municipalities, documentation for legalisation was prepared for 18 buildings, same as studies for deletion from the RGA registers for 10 buildings.

By mass data migration, 6,467 property units were entered in the RPD Register. Softwares (databases) for registration of property in all three municipalities enabled mass transfer of data which largely facilitates the work of local employees.

Determined market and bookkeeping value of municipal property

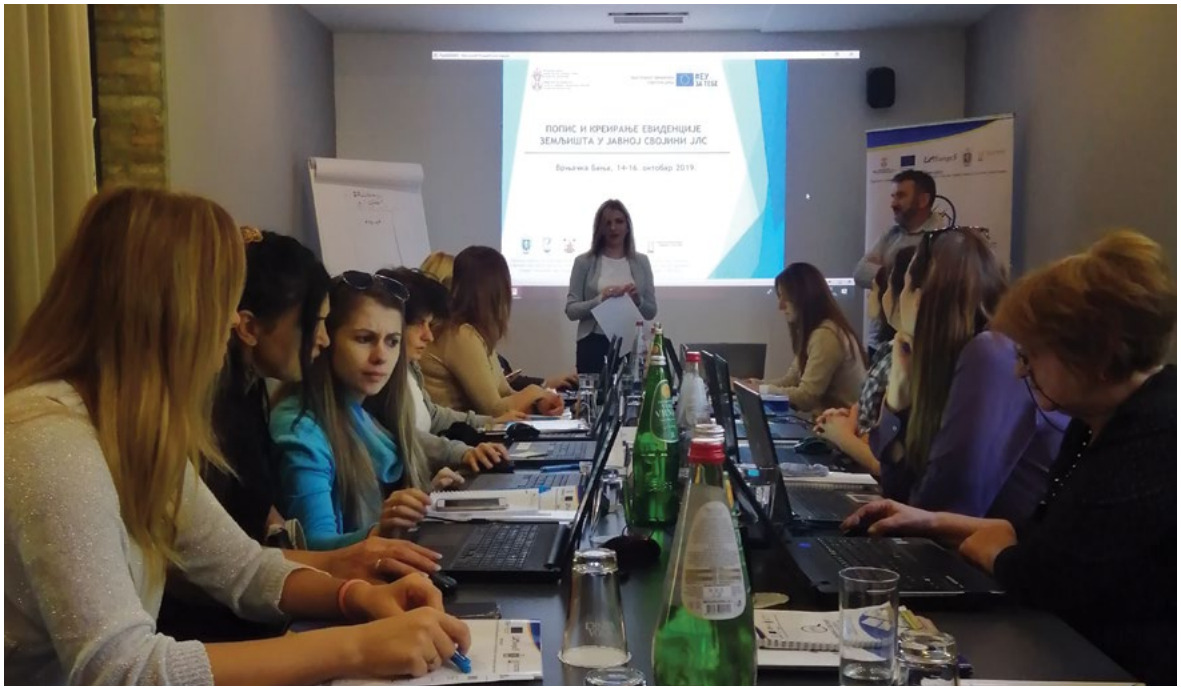
Certified (licensed) valuers have assessed the market and bookkeeping value for 210 property units and cadastral parcels in all three municipalities. Real estate valuation was performed using the cost-based method.

Determined bookkeeping and market value for 210 property units (real estate)		
Bogatić – 100 units	50 buildings	50 parcels
Vladimirci – 60 units	35 buildings	25 parcels
Mali Zvornik – 50 units	25 buildings	25 parcels

6,467 property units (real estates) were entered in the RPD Register
Bogatić – 2,774 property units
Vladimirci – 2,741 property units
Mali Zvornik – 952 property units

Collected and verified data for 11,036 property units, 4,706 (buildings and roads) and 6,330 cadastral parcels
Bogatić – 2,680 (buildings and roads); 3,378 (cat. parcels)
Vladimirci – 1,294 (buildings and roads); 1,572 (cat. parcels)
Mali Zvornik – 732 (buildings and roads); 1,380 (cat. parcels)





Enhancement of public property management efficiency

Project coordinator: Town of Čačak
Project partners: Municipalities of Gornji Milanovac and Ivanjica and Regional Agency for Spatial and Economic Development of Raška and Moravica districts and Science and Technology Park Čačak (associated body)
Project duration: 23 months
Project budget: EUR 205,035.57

The project implemented by the Town of Čačak and Municipalities of Gornji Milanovac and Ivanjica has significantly contributed to improved organisation and practice in all three LSGs in the property registration and management processes. Registration of municipal infrastructure in the area of water supply in the RGA utility cadastre will facilitate in the future faster and easier preparation of investment projects and issuance of construction permits for rehabilitation projects. Likewise, linking data from the property records with financial records of fixed assets will improve efficiency in property management and integrity and quality of accounting statements.

Improved capacities of the staff and adopted decisions on property management

Six trainings were delivered to the following topics: Public property management and relevant legal framework, Legal framework for LSG funds management, Valuation of fixed assets, Recording and registration of municipal infrastructure in public registers, Registration and entry of utility networks and ICT and GIS support in public property management. In this way, for further work on the property management related tasks, 184 employees were trained in local administrations of the Town of Čačak and Municipalities of Gornji Milanovac and Ivanjica. During the project implementation, 12 general legal acts concerning municipal property management were harmonised/ amended/ supplemented. The Town of Čačak adopted the Decision on construction land, Decision on property acquisition, disposal and management, Decision on town administration and Rulebook amending the Rulebook on internal organisation and job classification in town administrations and expert service of the town attorney general. Municipality of Gornji Milanovac improved its organisational structure for public property management by amending municipal Statute and accompanying rulebooks and decisions on internal organisation and job classification in municipal administration and exper service of attorney general. Municipality of Ivanjica amended and supplemented its Statute, Decision on the use of public areas and Decision on the lease of public public areas, warehouses and garages owned by the municipality.

Inventory, registration in the utility cadastre and recording municipal property in the RPD software

To link up the publicly owned real estate registers in all three LSGs, publicly accessible property database was created, common to all three LSGs, containing the data on construction land and public facilities – publicly available data on the real estate type, location, designation of the real estate deed, cadastral municipality, cadastral parcels, land area and facility. This database will enable gradual harmonisation of data from the auxiliary records of fixed assets in the LSG bookkeeping, and thus accuracy of budget reporting and at the same time, accuracy of data on the value and condition of assets recorded in the LSG statements for the needs of establishing property management system. To continue registering property in the RPD Register, same as in the register of the Town of Čačak and Municipalities of Ivanjica and Gornji Milanovac, 6,504 property units were entered, while 46 km of water supply network was entered in the utility cadastre.

Property registration in the Town of Čačak and Municipalities of Gornji Milanovac and Ivanjica
6,504 property units
46 km of water supply network

Determined bookkeeping value of the following property:

The valuation reports contain the data on the asssessed value based on the infrastructure age, construction quality, depreciation level and other factors. Bookkeeping value was assessed for the water supply network in all three public utility companies of 46 km in length.

Integrated approach to public property management in Municipality of Stara Pazova and Municipality of Ruma

Project coordinator: Municipality of Stara Pazova
Project partner: Municipality of Ruma
Project duration: 21 months
Project budget: EUR 173,016.14

Quantitatively (with convincingly exceeded level of all target values) and qualitatively – by reaching essential institutional sustainability of the achieved results, the project implemented by the municipalities of Stara Pazova and Ruma represents the best practice in establishing public property management system in small and medium-sized municipalities. Gradual staff capacity building, procurement of quality software that enables relatively simple mass migration of data to the RPD Register, linking data from the property database with accounting database and GIS and inventory of municipal property – represent logical and clear steps towards establishing an orderly and sustainable municipal property management system in both municipalities. Municipalities of Stara Pazova and Ruma have established solid cooperation with the Municipality of Beočin while implementing this project, thereby initiating a process of transfer of knowledge, experience and good practice in efficient and accountable municipal property management.

Improved staff capacities and established Center for Integrated Property Management

During project implementation, in total six trainings were organised attended by 64 participants. Two trainings were organised to the topic "New approaches and methodologies in public property management", two were organised for staff to be engaged at the "Center for Integrated Data Management in the Public Property Domain", and two for employees who would be using the software (database) for registration of publicly owned real estates. In both municipalities Center for Integrated Public Property Management was established, and capacities of employees in municipal administrations of Stara Pazova and Ruma were improved for updating of the municipal property register. In this way, by establishing the Center for Integrated Property Management, all preconditions were created for institutional, organisational and technical sustainability of the public property management concept.

Inventory, registration in the utility cadastre and recording municipal property in the RPD software

The project has made a tremendous contribution to technical capacity building given that the software for public property management was procured in Stara Pazova, modules were improved for linking up with the bookkeeping records and development of electronic NEP forms in the RPD records. Under IPA Exchange 4 Programme, Stara Pazova developed a public property management system (PPIS) containing databases with all data required in accordance with the Decree on registration of publicly owned real estates. Within the Exchange 5 Programme system was upgraded by modules supporting bookkeeping, GIS and data transfer (eNEP forms) in the RPD database. Likewise, during the project implementation period, 5,546 property units were entered in the RPD database.

5,546 property units (real estates) were entered in the RPD Register
Stara Pazova – 2,294 property units
Ruma – 3,252 property units

Data was collected and verified for 10,712 property units in both municipalities
Stara Pazova – 6,729 property units
Ruma – 3,983 property units

Determined market and bookkeeping value of municipal property

During the project implementation period, certified (licensed) valuers engaged in the public procurement procedure have assessed market value of 23 buildings in total, and bookkeeping value of 5,546 property units using the cost-based method.

Determined bookkeeping and market value of the following property:
Bookkeeping value for 5,546 property units
Market value – for 23 buildings

Effective local public property management

Project coordinator: Municipality of Topola
Project partners: Municipalities of Rekovac and Lapovo supported by the Development Business Center Kragujevac
Project duration: 24 months
Project budget: EUR 206,210.63

Municipalities of Topola, Lapovo and Rekovac have managed to use in the best possible way available funding and technical assistance and to significantly enhance their public property management capacities. These three LSGs are the best example how small municipalities can, although not initially at the same level of public property management, find a common denominator and achieve maximum progress in all assessed areas. Both quantitatively (with convincingly exceeded level of all target values) and qualitatively – by reaching essential institutional sustainability of the achieved results, the project implemented by these municipalities with the support of the Development Business Center Kragujevac, represents the best practice in establishing public property management system.

Improved capacities of the staff and adopted decisions on property management

In total 23 participants from three municipalities attended four training sessions delivered in scope of the project. The first training was delivered to the topic "Legal framework on public property management", second addressed the topic of "Valuation of publicly owned real estates", third one was entitled "Inventory of underground infrastructure (utilities)", whereas fourth was at the same time the last training dedicated to introduction to AutoCad. Municipality of Lapovo adopted 6 general acts (Rulebook on public property records, Rulebook on property valuation, Decision on competences and procedure in the process of acquisition and disposal of public property owned by the municipality, Decision on valuation of fixed assets used by public utility companies, Decision on the procedure for transfer of public property from the state as the right holder to public property to municipality without compensation, Decision on the construction land building fee). Municipality of Topola adopted 7 general acts (Decision on construction land, Decision on acquisition, sale and management of public real estates owned by the municipality, Decision amending the Decision on the use of public areas for events and gatherings, Decision on acquiring real estates to public property via direct bargain, Decision on disposal of public apartments owned by the municipality, Decision on assessing the property tax rate and Decision on installation of small prefabricated structures (kiosks) in municipal public areas). Municipality of Rekovac adopted three general acts (Rulebook amending the Rulebook on municipal property valuation, Decision amending the Decision on appointment of the commission on the municipal property valuation and Decision on acquisition, disposal and use of public real estates owned by the municipality).

Inventory, registration in the utility cadastre and recording municipal property in the RPD software

Public property management in all three municipalities was organised via GIS application for display, overview, analysis and entry of data on buildings/ facilities and their intended use. Efficient property management via centralised GIS enabled system users access to updated data relevant for decision-making at any point. GIS application ensures integration of spatial and alpha-numerical data from different sources via introduced services. Thus, an option if provided for networking between different public enterprises and institutions competent for different categories of spatial and alpha-numerical data of importance for efficient and transparent public property management.

Determining the actual condition of real estates, verification of collected data and its analysis in all three municipalities
6,031 property units (real estates)
259 km of underground infrastructure

10,789 property units (real estates) were entered in the RPD Register.
Applications filed for registration of 259 km of utility lines in RGA-SKN
Applications filed for legalisation of 34 non legalised buildings

Determined market value of municipal property

The property valuation reports contain the data on the assessed value based on the building age, construction quality, depreciation level and other factors. Market value was assessed for 41 property units in all three local self-governments.

Only legal assets are good assets

Project coordinator: Town of Subotica
Project partner: Municipality of Senta
Project duration: 21 months
Project budget: EUR 240,095.00

The project jointly implemented by the Town Administration of the Town of Subotica and Municipal Administration of the Municipality of Senta, represents one of the projects where results were achieved not only with the assistance of externally engaged consultants, but by ongoing interaction between decision-makers in the Town of Subotica and Municipality of Senta and technical assistance Subotica constantly provided to the Municipality of Senta. Municipality of Senta achieved results not only by reaching all envisaged objectives, but also by raising overall institutional capacities for municipal property management in the future. Gradual staff capacity building, focus on legalization of strategic municipal infrastructure in the Municipality of Senta, ensuring transparency of property data in Subotica and Senta, and inventory of property with assistance of a larger number of external enumerators – represent logical and clear steps towards establishing an orderly and sustainable municipal property management system in both LSGs.

Staff capacities improved in both LSGs

The intermunicipal project concept implemented in Subotica and Senta was based on the idea of transfer of knowledge, experience and technical expertise from the Town of Subotica to their peers in the Municipality of Senta, who at the onset of the project implementation, were at the beginning of the inventory process and registration in the public property registers. To that end, two trainings were organised as an exchange of good practice through technical consultative meetings in Senta and Subotica, whereas the remaining trainings were organised to train the municipal administration staff in Senta to implement physical inventory and registration of publicly owned real estates in their municipality.

Inventory, registration in the utility cadastre and recording municipal property in the RPD software

Improvement of overall efficiency of the Town Administration in Subotica and Municipal Administration in Senta in the public property management domain was very clearly quantified through the increased number of resolved ownership – legal cases in the area of legalisation and public property registration by more than 10%. During project implementation, the highest priority was given to activities pertaining to elaboration of geodetic studies, subdivision plans, as-built designs and resolving administrative cases deciding on the applications for legalisation of the town/ municipal property. Especially important was the support of representatives of executive branch of both LSGs during the implementation. The result was not lacking, 53 applications for legalisation were filed, same as 22 requests to delete facilities from the cadastral records. In terms of entering the real estates in the RPD Register, project indicator was fully met with 659 property units publicly owned by the Municipality of Senta being entered.

Elaborated as-built designs and subdivision and deletion plans
Subotica – 88 buildings
Senta – 48 buildings

659 property units (real estates) were entered in the RPD Register.

Determined market value of municipal property

Market (fair) value of real estates was assessed for 28 buildings in public ownership and two agricultural land parcels, with new values being entered in the LSG business books.



Public property management in the service of local development

Project coordinator: Town of Kruševac
Project partner: Municipality of Aleksinac
Project duration: 18 months
Project budget: EUR 173,600.00

Both LSGs have considerably improved their organisation and operation in the public property management domain, set up new tasks for registration of real estates as scope of work of organisational units engaged in ownership and legal affairs, trained the necessary number of employees-officers entering data in the RPD database. For the major number of public real estates, these LSGs compared factual situation in the field with the cadastre, registered in the cadastre the real estates which were not registered, legalised ca. 10 km of utility infrastructure and undertook numerous other steps enhancing public property management both in the Town of Kruševac and in the Municipality of Aleksinac. The project implemented by the Town of Kruševac and Municipality of Aleksinac undoubtedly is one of the most successful and best implemented projects under the Exchange 5 grants scheme.

Improved capacities of the staff and adopted decisions on property management

Project activities included organisation of four trainings, of which three on the public property management and one aimed at real estate valuation (assessment and identification of bookkeeping value). In addition, during project implementation, Decision on the town administration organisation and the Rulebook on internal organisation and job classification in the Town Administration of Kruševac and the Rulebook on internal organisation and job classification in the Municipality of Aleksinac were amended. The Assembly of the Town of Kruševac adopted the Decision amending the Decision on organisation of the town administration of Kruševac amending the scope of work of Department for Housing – Utility and Ownership and Legal Affairs. It now includes protection, conservation, recording and registration of rights of publicly owned real estates in Kruševac and real estates used by the Town, identification and keeping records on the real estates' value, acquiring documents needed for registration of public property rights and legalisation of buildings; submitting data and records on the right of use and ownership right via web-application to the RPD Register. In the Municipality of Aleksinac, Property Department was reorganised by adding another position in this department – an officer in charge of entering property in the RPD Register.

Determined actual situation regarding real estates in the field, verification, data collection and analysis for 272 buildings
Town of Kruševac – 222 buildings
Municipality of Aleksinac – 50 buildings

Registration in the cadastre, records of municipal property in the RPD Register and GIS software

Electronic public property registering in the Town of Kruševac and Municipality of Aleksinac in local public property databases was completed, and now they contain the same property units as registered in the RPD database. For this purpose, a contract was signed with the RPD on the method of data migration. GIS data was also migrated from the RGA database, so the entire property of both LSGs is visible in their geospatial maps in GIS. Both of these local databases are inter-linked, meaning that the data contained in one of them can be migrated to the other. In total 10.44 km of lines were surveyed (district heating, water supply and sewerage networks) and studies and project – technical documentation were prepared for their registration in the utility cadastre.

During project implementation, in total 2,479 property units were entered in the RPD Register, which was a tremendous progress compared to the previously entered 140 property units.

2,479 property units (real estates) were entered in the RPD Register

Surveyed utility lines (km)
District heating – 5.81 km
Water supply network – 2.56 km
Sewerage network – 2.07 km

New buildings registered in the cadastre (175 buildings)
Kruševac – 28
Aleksinac – 147

Determined market value of municipal property

Licensed valuers have assessed market value for 157 buildings in total (66 apartments and 91 offices) intended for sale or lease. Each valued property unit was described in full and in detail with all necessary information, representing a part of the rationale for the stated – assessed market price.





Public Property for the Public Development

Project coordinator: Town of Užice
Project partners: Municipality of Bajina Bašta and Regional Development Agency "Zlatibor"
Project duration: 20 months
Project budget: EUR 192,781.90

The project achieved optimum result, and even more importantly, ensured all preconditions for institutional sustainability. Both Užice and Bajina Bašta have considerably improved their organisation and operation in the public property management domain. By amending respective Rulebooks on job classification and by establishing inter-sector working groups, they have determined all tasks pertaining to registration of real estates as a scope of work of organisational units engaged in ownership and legal affairs, and trained the necessary number of staff – employees responsible for entering data in the RPD database.

Gradual increase in the staff capacities, procurement of a quality software enabling relatively simple mass migration of data in the RPD register, focus on legalisation of strategic municipal infrastructure, all represent logical and clear steps towards achieving regulated and sustainable system for town/ municipal property management in both LSGs.

Improved capacities of the staff and adopted decisions on property management

During the project implementation period, a training for the staff was organised to the topic «Evaluation of usefulness of public property» comprising four modules: in the course of the first module, participants were acquainted with the depreciation concept and other concepts of physical, economic and functional damage; second module referred to the principles and models of valuation: third module introduced the participants with the depreciation concept; while the fourth was related to the construction cost estimate and the manner of construction cost estimate in determining bookkeeping value of real estates. In the property valuation domain, sustainability was ensured by delivering two two-day workshops whereby employees were trained to independently assess real estate bookkeeping value in the future.

The rulebooks on internal organisation and job classification were amended in both LSGs, with the establishment of inter-sector working groups monitoring public property management procedure. Amended rulebook on job classification in the Town Administration in Užice established new organisational unit on property management, and in Bajina Bašta job descriptions of employees addressing different aspects of property management were amended.

Inventory, registration in the utility cadastre and recording municipal property in the RPD software

Regarding property registration, data was collected and verified for in total 54.2 km of water supply and 12.8 km of district heating networks in two PUCs. The collected data enable the registration of networks in the utility cadastre with the competent Utility Cadastre Department in Užice, competent for Bajina Bašta as well.

The databases/ softwares recording the condition, value and trends of public real estates in both LSGs, enable mass migration of data in the RPD software, which significantly facilitates administrative – technical part of work in relation to data entry in the future, same as institutional sustainability of activities even after the project closure.

Geodetical surveys of utility networks, prepared studies and project – technical documentation
Užice: 22.5 km of water supply network; 17.08 km of district heating network
Bajina Bašta: 27.27 km of water supply network; 2.98 km of district heating network

13,016 property units (real estates) were entered in the RPD Register
Užice: 6,000 property units
Bajina Bašta: 4,016 property units
Užice and Bajina Bašta: 3,000 property units (additionally)

Determined bookkeeping value of municipal property

Applying the cost-based method, licensed valuers have determined bookkeeping value:

Determined bookkeeping value of the following property:
Water supply network – 54.2 km
District heating network – 12. 8 km
Public buildings – 6.000m^2

Improvement of rural development through effective public property management

Project coordinator: Municipality of Kovačica
Project partner: Municipality of Kovin
Project duration: 21 months
Project budget: EUR 146,208.57

In the Municipalities of Kovačica and Kovin, all project results were achieved, efficient public property management system was established, and ownership and financial (bookkeeping) property records were inter-linked. With gradual staff capacity building, this represents logical and clear steps towards establishing regulated and sustainable property management systems in these municipalities. Even more important is the fact that all key activities pertaining to municipal property management will be continued after the project completion, as part of regular maintenance of data on public property units. Sustainability of these activities was ensured by establishing organisational units engaged in property management and by introducing operating protocols and procedures for property management. The software improved via this project will be used for submission of regular annual reports to the RPD in accordance with the Decree on registration of public property.

Improved capacities of the staff and adopted decisions on property management

During the project implementation period, 6 trainings were delivered, per 3 in each municipality, attended by 32 local administration staff in total. The trainings were delivered to the following topics: New approaches, models and organisational approaches in property management and Management and internal verification of the public property management process, while the third training was delivered to present new elements of the software for registration of real estates and the manner of entering data in the database, but also the procedure for implementing data migration to RPD Register. In this training, experiences of municipalities already using similar software were likewise presented.

Inventory, registration in the utility cadastre and recording municipal property in the RPD software

Considerable progress was achieved in the property registration domain. Public property management softwares in Kovačica and Kovin were linked to the bookkeeping records and records for development of electronic NEP-JS forms in the RPD Register. Municipality of Kovačica already had a previously developed public property management system (PPIS) containing databases with all data in accordance with the Decree, while the project upgraded the system by modules for bookkeeping and data transfer (eNEP forms) to the RPD Register. While the Municipality of Kovačica worked on improving their solution, Municipality of Kovin received the software within the project, same as training to continue completing property databases – which created a solid foundation for more advanced activities in property management domain in both municipalities. Additionally, 14, 241 property units were entered in the RPD Register.

14,241 property units (real estates) were entered in the RPD Register
Kovin – 8,200 property units
Kovačica – 6,041 property units

Collected and verified data for 14,738 property units
Kovin – 8,678 property units
Kovačica – 6,060 property units

Determined market and bookkeeping value of municipal property

In the Municipalities of Kovačica and Kovin, licensed valuers have assessed market (fair) value of 20 prioritised real estates. The real estates were selected by the managers employed in local economic development departments based on criteria embedded in strategic documents in the area of tourism and rural development. Methodology used for market value assessment was the usual methodology used in practice of licensed valuers based on the cost method, comparative method (transactions in real estates of similar characteristics) and revenue capitalisation method. After the undertaken assessment, in both municipalities a study entitled "Real estate valuation in the Municipalities of Kovačica and Kovin" was elaborated. Bookkeeping value was determined for all real estates entered in the local databases in both municipalities and the respective data was migrated to the RPD database.

Effective and efficient property management – property valorisation and new organizational framework

Project coordinator: City of Kragujevac
Project partner: Municipality of Batočina
Project duration: 24 months
Project budget: EUR 215,320.64

The project implemented by the City of Kragujevac and Municipality of Batočina has significantly contributed to improved organisation and practice in both LSGs in the property registration and management processes. The provided software solution linked to GIS is a solid foundation for the continued improvement of practice in managing municipal infrastructure. Gradual staff capacity building, purchase of quality software, inventory of municipal property represent logical and clear steps towards establishing orderly and sustainable property management in both LSGs.

Improved capacities of the staff and adopted decisions on property management

During project implementation, in the City of Kragujevac and Municipality of Batočina capacities of local employees were considerably strengthened in the property management domain. The trainings organised to the topic of public procurement, public property management and real estate valuation were attended by 37 local employees. The City of Kragujevac amended its Decision on organisation and job classification and job descriptions of employees who will be dealing with real estate valuation in the future. Namely, in the project implementation period, new Decision on City Administration was adopted, followed by the Rulebook on organisation and job classification in city administration and expert services of the City of Kragujevac. According to the Rulebook, two new organisational units were established in scope of the Property Secretariat – Property Registration Department and Property Management Department.

Registration in the cadastre, municipal property records in the RPD Register and Web GIS software

The City of Kragujevac has filed to the competent cadastre (RGA – SKN) applications for legalisation of three commercial buildings (halls) while

9,528 property units (real estates) were entered in the RPD Register

Software for geospatial property management was procured and installed during the project implementation period.

GIS platform ensured integration of spatial and alpha-numerical data from different sources via services and thus an option of networking between different public enterprises and institutions competent for different categories of spatial and alpha-numerical data of importance for efficient and transparent public property management.

Determined actual situation regarding real estates in the field, verification, data collection and analysis performed for
5,644 property units

Determined market and bookkeeping value of municipal property

Since large number of employees in the town administration of the City of Kragujevac and Municipality of Batočina have completed the training course in property valuation, bookkeeping value was determined for 6,758 property units, while market value was assessed for 54 property units (real estates).

Determined bookkeeping value of the following real estates
6,758 property units
Determined market value of real estates
54 property units

Readjustment of the public property with the needs of socio-economic development

Project coordinator: Town of Valjevo
Project partner: Municipality of Ub
Project duration: 26 months
Project budget: EUR 171,816.55

Project implementation in the Town of Valjevo and Municipality of Ub was well planned, while these two LSGs are to further improve their property management systems in the sustainable manner in the future. Municipality of Ub realised more significant institutional benefits from the project, given that prior to the project it practically had no employees to address property management within their job description.

Improved capacities of the staff and adopted decisions on property management

Delivered training directly contributed to capacity building of municipal administrations and quality of the municipal property registration process. During the project implementation period, 5 trainings were attended by more than 20 participants, whereby operating procedures and protocols for further progress in this area were established. A proposal of new organisational scheme on property management was developed in both LSGs, along with developed and implemented procedures for internal verification of property management. Especially important to stress is that during the project implementation period a lot has been achieved in the urban land consolidation area, whereby feasibility studies were developed for both LSGs. Urban land consolidation is used to consolidate construction land parcels and undertake re-parcellation to provide space for green areas, new housing parcels and economic activity, same as parcels for line infrastructure. In this way, both private and public parcels receive higher operating and market value.

Inventory, registration in the utility cadastre and recording municipal property in the RPD software

During the project implementation, data was collected and verified, and 14,731 property units were entered in the RPD Register.

Collected and verified property data
Valjevo – 9,195 property units
Ub – 5,536 property units

Registered in the RPD Register
Valjevo – 9,195 property units
Ub – 5,536 property units

Determined market and bookkeeping value of municipal property

Bookkeeping value was determined for all property that has previously been the subject of verification and registration in the RPD Register, with market value being determined for 20 property units.

Determined bookkeeping value for 14,731 property units
Valjevo – 9,195 property units
Ub – 5,536 property units



Managing property for future benefits

Project coordinator: Town of Smederevo
Project partners: Municipality of Žabari and Municipality of Malo Crniće
Project duration: 15 months
Project budget: EUR 152,984.15

The Town of Smederevo and Municipalities of Žabari and Malo Crniće have successfully implemented all project activities and ensured further sustainability of achieved indicators and project results. Defined indicators were exceeded by far. The number of successfully trained local employees is an indicator of commitment to continue with work in establishing the municipal property management system.

Staff capacities improved

During implementation of project activities, trainings were organised for employees in local services so as to raise their capacity and train them for work pertaining to data entry and use of the property database. Particularly important were the trainings on property database management/ ICT aspect of the database and training for the use and entry of geospatial property data, attended by 50 participants engaged in the municipal property registration and management tasks. This was followed by training on identification of models of property valuation attended by 20 participants, whereby the property valuation model was developed. The result was reflected in the fact that in all three municipalities, parameters were developed for bookkeeping property valuation.

Inventory, registration in the utility cadastre and recording municipal property in the RPD software

Project indicator relating to determination of factual situation of real estates, verification of collected data and related analysis, was multiply exceeded. Namely, in this area excellent results were achieved by collecting and verifying data and implementing analyses for 4,585 property units in total. Based on determining factual situation and identification in the field, amendment to cadastral records was initiated for 98 buildings, with legalisation applications filed for 55 non legalised buildings constructed by LSG funds.

Collected and verified data on real estates, filed applications for registering change with the RGA
Data collected for 4,585 property units
Determined factual situation for 98 buildings
Legalisation applications filed for 55 buildings
Project – technical documentation RGA – SKN developed and filed for 65 real estates

Moreover, project indicator relating to the data entry in the RPD database was fully exceeded by entering 15,025 property units in this application.

15,025 property units (real estates) were entered in the RPD Register

Determined market and bookkeeping value of municipal property

Applying recognised property valuation methods and with developed valuation methodology, valuation was undertaken for 57 property units publicly owned by the Town of Smederevo and Municipalities of Malo Crniće and Žabari.






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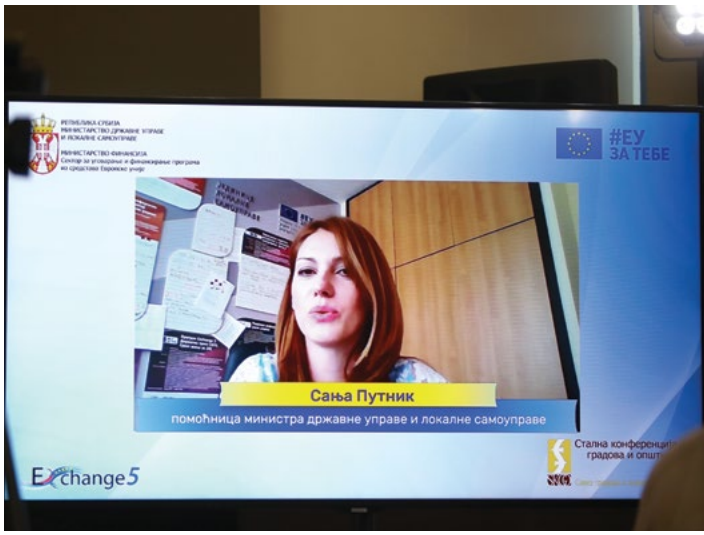









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The Exchange 5 Programme is funded by the European Union and implemented by the Ministry of Public Administration and Local Self-Government in cooperation with the Ministry of Finance – Department for Contracting and Financing of EU funded Programmes (CFCU), while the Standing Conference of Towns and Municipalities (SCTM) is an implementing partner.
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