

**CAPACITIES OF LOCAL SELF GOVERNMENTS IN SERBIA FOR  
ENVIRONMENTAL PROTECTION TOWARD EU ACCESSION  
– CASE STUDY**

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# 1.Introduction

National Environmental Approximation Strategy (NEAS) is developed as a result of the understanding reached between Serbia and the European Commission in accordance with the conclusions of Bilateral Screening (17-21<sup>st</sup> November 2014). Serbia committed to providing follow-up information on the status of its transposition and implementation plans for approximation to EU environmental *acquis*.

The European Commission defined the scope of information required in the letter of the Directorate-General Environment of 22<sup>nd</sup> December 2014. As the letter stated, the Commission appreciated the level of preparedness and knowledge of representatives of Serbia and understanding of the requirements to transpose the relevant legislation. However, in order to gain complete picture of state of play of approximation efforts in Serbia the Commission requires further information on implementation aspects. The purpose of this document is, therefore, to provide the most up-to-date information possible on Serbia's transposition and implementation plans. The document describes Serbia's understanding of the scale and complexity of the task in order to reach full compliance. The document is developed within the framework of the Negotiation Group 27, consulted with AP Vojvodina, local self-governments, industry and civil sector, agreed within the Serbian negotiation structure, and adopted by the Government. As such it reflects Serbia's current understanding of the investments required, cost estimations related to them, and likely timescales for achieving full compliance with the environmental *acquis*. It is based on the best information available to date, and it follows the strategic direction defined under the NEAS adopted on 13 October 2011 and, it is in accord with the Opening Statement of the Republic of Serbia (Opening Statement) made on 21 January 2014 at the Intergovernmental Conference on the Accession of the Republic of Serbia to the European Union.

NEAS is designed as flexible policy instrument and since 2011 Serbia has made significant progress in the development of legislation and planning documents. Serbia will achieve full compliance with the majority of Chapter 27 *acquis* before accession. For those directives for which full alignment cannot realistically be achieved by the date of the accession, Directive Specific Implementation Plans (DSIPs) will be the policy tool to implement the overall NEAS strategic direction.

Given the phase of the accession in which Serbia stands and open-ended nature of accession negotiations that alone present a challenge to the long-term planning, it should be emphasized that this document has the meaning and purpose that correlates to its function. It is the post-screening document designed to help proper assessment by the EU institutions of Serbia's capacity to advance to the further phase of accession. It indicates Serbia's vision on how it intends to overcome serious financial challenges stemming from implementation of the environmental legislation of the EU. Therefore, the Post-Screening Document defines the status and plans for the transposition and implementation of the EU acquis in Chapter 27. The document takes as a planning reference the Opening Statement in which Serbia declared its aim "to become fully prepared to take on the obligations of the EU membership by the end of 2018 in order to become the EU Member State at the beginning of the next EU budgetary period." However, "affordability" of plans may depend upon the overall pace of the negotiation process as well. As a result, while general direction set in the NEAS and in the Post-Screening Document will remain the specific implementation plans may evolve as circumstances change. Accordingly, requests for the specific adaptations to the *acquis*, including requests for the transitional periods will be defined after the EU Presidency invites Serbia to submit its Negotiating Position in accordance with the procedure defined by the Negotiating Framework.

The document has a following structure:

**I National Policy and Institutional Framework:** The strategic framework is explained, working hypothesis for the planning defined, and sources used for the development of the information are identified. A description of the overall allocation of responsibilities and the legal basis for actions to fulfill Chapter 27 requirements in Serbia are provided.

**II Sector Status Overview and Approximation Plans:** each sector is described presenting transposition situation and plans to complete transposition, institutional responsibilities, main actions and deadlines for implementation, summary of preliminary required implementation costs.

**III Cost Assessment and Financing of Implementation:** Preliminary estimation of the approach, deadlines and costs for implementation including investments related to the cost estimates and identification of financial sources to cover financial gaps for some of the heavy-investment directives. (Annex I and Annex II)

**IV Latest Developments regarding transposition:** Since Bi-lateral Screening in November 2014 further progress has been made in some areas of legislation.

Intention here is not only to repeat the information presented during the bilateral screening but also to provide latest information regarding ongoing activities towards achieving full transposition.

## **2.National Policy and Institutional Framework**

The Republic of Serbia has in place the main planning documents governing the environmental policy. These documents guide the planning and implementation activity of this policy area. Policy documents, which are under development or planned to be developed are presented in sections regarding individual sectors.

Main documents guiding EU approximation process are:

### **National Environmental Approximation Strategy (NEAS)**

The Strategy was adopted in October 2011. The strategy builds on the National Programme for the EU Integration (NPI, (now succeeded by the NPAA) ,the National Programme for Environmental Protection (NPEP) and the National Sustainable Development Strategy (NSDS).

The objectives of NEAS are twofold: firstly, to address the complexity of the challenge to apply EU environmental legislation in Serbia and secondly, to provide a sound basis for the accession negotiations on Chapter 27. It aims to address the challenges the approximation will pose to legislation (including the response to deficiencies in the current legislative process in Serbia), the extent of change that will be required in organizing and operating institutions responsible for environmental protection, and the approach to closing the economic gap between business as usual and full compliance with the *acquis*. NEAS applies the standard planning hierarchy. It provides policy framework for two further levels of planning instruments: strategies for individual environmental sectors and Directive-Specific Implementation Plans. Both of these lower layers of planning provide more flexible and living documents available to the Ministry and Negotiating Group 27, which is why at this stage they are not considered for formal approval by the Government. Thus, generic approach presented in the NEAS is tailored for and applied to specificities of the various environmental sub-sectors. At the level of operational planning the DSIPs will be defined. Therefore, on the basis of the cross-cutting

approach presented in NEAS's Sectoral Approximation Strategies were developed for the following sectors: horizontal, air quality and climate change, industrial pollution and noise, waste management, water management, nature protection and forestry, chemicals and GMO. Furthermore, the Ministry is developing DSIPs and implementation plans for the following directives:

Table 1 EU directive

1	2008/50/ECAAQ	Directive 2008/50/EC of the European Parliament and of the Council of 21 May 2008 on ambient air quality and cleaner air for Europe	Implementation plan
2	2001/81/EC NEC	Directive 2001/81/EC of the European Parliament and of the Council of 23 October 2001 on national emission ceilings for certain atmospheric pollutants amended by Directive 2006/105/EC and Regulation (EC) 219/2009	Implementation plan
3	1999/32/EC Sulphur Content in Liquid Fuels 2012/33/EU	Council Directive 1999/32/EC of 26 April 1999 relating to a reduction in the sulphur content of certain liquid fuels and amending Directive 93/12/EEC, as amended by Regulations (EC) 1882/2003 and (EC) 219/2009 and Directives 2005/33/EC, 2009/30/EC and 2012/33/EU as regards the sulphur content of marine fuels	Implementation plan
4	94/63/EC Petrol Vapour Recovery Stage I	European Parliament and Council Directive 94/63/EC of 20 December 1994 on the control of volatile organic	DSIP

		compound (VOC) emissions resulting from the storage of petrol and its distribution from terminals to service stations as amended by Regulations (EC) 1882/2003 and (EC) 1137/2008	
5	2009/126/EC Petrol Vapour Recovery Stage II	European Parliament and Council Directive 2009/126/EC of 21 October 2009 on Stage II petrol vapour recovery during refuelling of motor vehicles at service stations	DSIP
6	2008/98/EC Waste Framework	Directive 2008/98/EC of the European Parliament and of the Council of 19 November 2008 on waste (in force as of 12 December 2010)	DSIP
7	2006/66/EC Batteries	Directive 2006/66/EC of the European Parliament and of the Council of 6 September 2006 on batteries and accumulators and waste batteries and accumulators and repealing Directive 91/157/EEC, as amended by Directive 2008/12/EC and Directive 2008/103/EC; Commission Decisions 2008/763/EC, 2009/603/EC, 2009/851/EC	Implementation plan
8	94/62/EC Packaging	European Parliament and Council Directive 94/62/EC of 20 December 1994 on packaging and packaging waste as	DISP

		amended by Regulations (EC) 1882/2003 and (EC) 219/2009 and Directives 2004/12/EC and 2005/20/EC	
9	2012/19/EU WEEE	Directive 2012/19/EU of the European Parliament and of the Council of 4 July 2012 on waste electrical and electronic equipment (WEEE)	DISP
10	1999/31/EC Landfill	Council Directive 1999/31/EC of 26 April 1999 on the landfill of waste as amended by Regulations (EC) 1882/2003 and (EC) 1137/2008 Council Decision of 19 December 2002 establishing criteria and procedures for the acceptance of waste at landfills pursuant to Article 16 of and Annex II to the Directive 1999/31/EC	DISP
11	2000/60/EC Water Framework	Directive 2000/60/EC of the European Parliament and of the Council of 23 October 2000 establishing a framework for Community action in the field of water policy as amended by Decision 2455/2001/EC and Directives 2008/32/EC, 2008/105/EC and 2009/31/EC	DISP
12	91/271/EEC UWWT	Council Directive 91/271/EEC of 21 May 1991 concerning urban waste-water treatment as amended by Directive 98/15/EC and Regulation	DISP



		(EC) 1882/2003 and Regulation (EC) 1137/2008 <i>Commission Implementing Decision concerning formats for reporting on the national programmes for the implementation of Council Directive 91/271/EEC</i> <i>(notified under document C(2014) 4208, (2014/431/EU))</i>	
13	98/83/EC Drinking Water	Council Directive 98/83/EC of 3 November 1998 on the quality of water intended for human consumption as amended by Regulations (EC) 1882/2003 and (EC) 596/2009 Commission Decision 95/337/EC concerning questionnaires relating to directive in the water sector	DISP (implementation plan)
14	91/676/EEC Nitrates	Council Directive 91/676/EEC of 12 December 1991 concerning the protection of waters against pollution caused by nitrates from agricultural sources as amended by Regulations (EC) 1882/2003 and (EC) 1137/2008	Implementation plan
15	2010/75/EU IED	Directive 2010/75/EU of the European Parliament and of the Council of 24 November 2010 on industrial emissions (integrated pollution prevention and control) (Recast – transposition deadline 7 January 2013)	DISP

16	2007/2/EC INSPIRE	Directive 2007/2/EC of the European Parliament and of the Council of 14 March 2007 establishing an Infrastructure for Spatial Information in the European Community (INSPIRE)	DISP
17	2003/87/EC Emissions Trading	Directive 2003/87/EC of the European Parliament and of the Council of 13 October 2003 establishing a scheme for greenhouse gas emission allowance trading within the Community and amending Council Directive 96/61/EC as amended by Directive 2004/101/EC (in respect of Kyoto Protocol's project mechanism), 2008/101/EC (to include aviation activities), 2009/29/EC (to improve and extend) and by Regulation (EC) 219/2009	Implementation plan

### **National Program for the Adoption of the EU Acquis 2014-2018 (NPAA)**

NPAA was adopted in July 2014 and defines development and strategic goals, relevant policies, forms and measures required for the realization of these goals. NPAA succeeded the NPI which envisaged adoption of the National Environmental Approximation strategy (NEAS). NPAA establishes a plan for transposition and implementation of the acquis and defines human and budget resources, and other funds required for the implementation of envisaged tasks.

The part related to environment (3.27) describes the current situation in terms of transposition and implementation of EU acquis. It also briefly describes the measures envisaged to be taken *per directive* by 2018.

Other documents guiding environmental policy include:

- National Sustainable Development Strategy (NSDS), 2008
- National Strategy of Sustainable Use of Natural Resources and Goods, 2011
- National Program of Environmental Protection (2010.) and Action Plan for the period 2015-2019 (proposal)
- Biodiversity Strategy of Republic of Serbia 2011- 2018 and its Action Plan, 2010
- National Waste Management Strategy for the period 2010-2019 (proposal of Amendment)
- Water Management Strategy of Republic of Serbia (draft) and Water Pollution Protection Plan (draft)
- Strategy for cleaner production of Republic of Serbia (2009)
- Strategy for implementation of Convention on Access to Information, Public Participation in Decision-making and Access to Justice in Environmental Matters, Aarhus Convention (2012)

The policy framework is being constantly strengthened by revising already approved strategies and plans but also developing new. In addition, horizontal planning documents will be developed during

2016 including:

- Action Plan for Administrative Capacities Development;
- Multiannual Investment and Financing Plan.

Action Plan for Administrative Capacities Development is particularly important in assessing institutional capacities and capabilities and planning of institutional development activities.

Foreseen activities will include:

- Describing institutional competencies (transposition, implementation, monitoring, inspection, enforcement), structure and resources at national, regional, provincial and local level;
- Describing current vertical and horizontal institutional coordination for implementation of the environmental acquis;
- Identifying institutional gaps for implementation, monitoring, inspection, enforcement of transposed requirements;

-Proposing actions regarding establishment or extension of institutions where there relevant capacity is not available or proposing actions on how to strengthen capabilities of available institutional resources (according to acquis and institutions);

-Providing assessment of human and financial resources to implement proposed strengthening measures;

Development of the Multiannual Investment and Financing Plan (MIFP) will include:

-Timeframe for the implementation of requirements in each sector (such as water, waste, air, etc.);

-Identifying investment actions required to develop a new or to upgrade existing infrastructure complying with environmental requirements in each sector;

-Providing cost estimates of achieving the objectives (at the project level);

-Developing ranked list of infrastructure projects based on criteria for priority project selection;

-Identifying sources of financing and expected allocations by year;

-Proposing distribution of financial resources among sectors;

-Matching investment needs and available or potential financial resources;

-Proposing policy to close the financing gap, if any;

-Proposing terms of financing, co-financing requirements, maximum/minimum level of support;

-Establishing affordability criteria to “accept” investments;

-Establishing eligible project types and eligible beneficiaries;

-Proposing any other principles, proposals for rules and operating procedures to make MIFP operational.

Actions Plan for Administrative Capacities Development is expected for end of 2016 and Multiannual Investment and Financing Plan shall be prepared end of 2016, beginning of 2017 (support from IPA confirmed).

### **3.Sector Status Overview and Approximation Plans**

As previously identified, progress on transposition across the sector is relatively advanced. The process of developing the implementation policies, plans and capacity is ongoing.

Sections in this document provide information on the progress made in the transposition and implementation of EU requirements under each specific sector and

are followed by annexes covering preliminary cost assessment and financing of implementation for some of the heavy investment directives in the field of waste and water:

Section 1 – Horizontal Sector

Section 2 - Air Quality Sector

Section 3 - Waste Management Sector

Section 4 – Water Protection Sector

Section 5 – Nature Protection Sector

Section 6 – Industrial Pollution Sector

Section 7 Chemicals Sector

Section 8 Climate Change Sector

Section 9 Civil protection

Annex1 Preliminary Implementation Plan for Urban Waste Water Treatment Directive

Annex 2 Preliminary Implementation Plan for the Integrated Regional Waste Management Systems

Annexes provide more detailed information regarding the implementation of the UWWTD and waste sector directives (Landfill Directive together with Waste Framework Directive and Packaging Waste Directive) because they are recognized as heaviest for public sector in terms of investment.

With the benefit of the support from EU and bi-lateral donors Serbia has been able to recognize the scale and complexity of the challenge represented by the heavy directives to candidate countries and new member states. These challenges will have particular impacts not only on cost and financing but in terms of the time required and the implementation capacity at local and national level.

### ***3.1. Cost Assessment and Financing of Implementation***

The Ministry of Agriculture and Environmental Protection (MAEP) is taking following steps in order to establish efficient system for environmental financing, which would allow implementation of transposed EU requirements into national legislation:

-Developing implementation plans in order to better understand actions to be taken and their implications;

-Assessment of implementation costs;

-Assessing potential financing sources and developing financing model;

- Developing additional financing instruments (Green Fund);
- Review and development of new economic instruments to provide incentives for compliance but also additional financial resources;
- Developing long pipeline of projects and preparing projects for financing;
- Establishing institutional system to manage environmental financing process.

### **3.1.1. Cost assessment and financing planning process**

The process of environmental financing capacity development can be described as containing three phases:

- First phase. Aggregated assessment:

Adoption of the National Environmental Approximation Strategy (2011) and development Sectoral Approximation Strategies (2011-2012);

- Second phase. Methodology development:

Development of Directive Specific Implementation Plan (DSIP) for Landfill Directive (2014) and establishment of methodology on how to approach development of DSIPs for other heavy investment directives;

Development of Environmental Financing Direction (2014-2015);

- Third phase. Detailed assessment:

Development of draft Water Management Strategy (2014 - 2015) and draft Water Pollution Protection Plan;

Development of DSIPs for Waste Framework Directive, Packaging Directive, WEEE Directive (during 2015 – 2016);

Development of DSIPs for Urban Waste Water Treatment, Drinking Water, Nitrates directives (during 2015 – 2016);

Development of DSIPs in air sector (2016 – 2017);

Development of Multiannual Environmental Investment and Financing Plan (2016 - 2017).

Currently, besides National Environmental Approximation Strategy, draft Environmental Financing Direction (EFD) and two draft directive implementation plans are being considered in order to better assess implementation implications and manage investment process until next generation of planning documents is developed.

In cooperation with international development assistance programs, it is planned to increase public awareness regarding circular economy. An ongoing project in Serbia with an aim closely related to this issue is GIZ IMPACT.

### **3.1.2. Principles for managing environmental investment**

While investment and financing planning is still in intensive development phase, available resources for environmental financing are being managed using following principles:

1. Concentrating resources on the most expensive sectors;
2. Meeting EU requirements at the lowest cost;
3. Public funds allocated for priority public infrastructure;
4. Cooperation in order to reduce costs;
5. Staged approach during implementation;
6. Sharing IPA II funds among priority infrastructure needs (70% for water and 30% for waste);
7. Reducing highest impacts on environment first;
8. Getting maximum environmental funds by co-financing;
9. Making investments affordable;
10. Long term planning to improve investment process;
11. Active participation in project preparation.

### **3.1.3. Cost estimates**

According to the NEAS, greatest costs of approximation are related to three sectors – water, industrial pollution and waste.

Costs in respect of industrial pollution will be predominantly met by the private sector. Currently Directive Specific Implementation Plan for the Industrial Emissions Directive is being developed and expected to be finalized by September this year. The DSIP will provide updated cost assessment and potential implementation periods based on possibilities to mobilize required financing.

Most of public financing needs are related to waste (municipal solid waste management) and water (drinking water supply and waste water collection and treatment) -sectors.

During period after the NEAS adoption two main activities related to cost assessment were performed:

-Development of the draft Water Strategy and Water Pollution Protection Plan, which are expected to provide identification of agglomerations and upgrade assessment of implementation costs in water sector,

-Development of DSIP for the Landfill Directive.

As the new water sector documents are still in progress (adoption expected 2015), cost estimates for Drinking Water Directive provided by the NEAS are used. However, draft Water Pollution Protection Plan provides more developed information on cost estimate for the Urban Waste Water Treatment Directive, hence this figure is used for analysis at this stage.

Cost assessment provided in the draft DSIP for Landfill Directive is used for waste sector.

According to the referenced documents identified above, about 7.880 € mill is necessary to implement EU requirements of three selected

Table 2 Need funds for the implementation of EU requirements per sectors

Directive/reference	Undiscounted investment costs € million
Drinking water	2,000
UWWT/Draft Water Pollution Protection Plan	4,962
Landfill/DSIP	918
Total investment costs for three selected directives	7,880

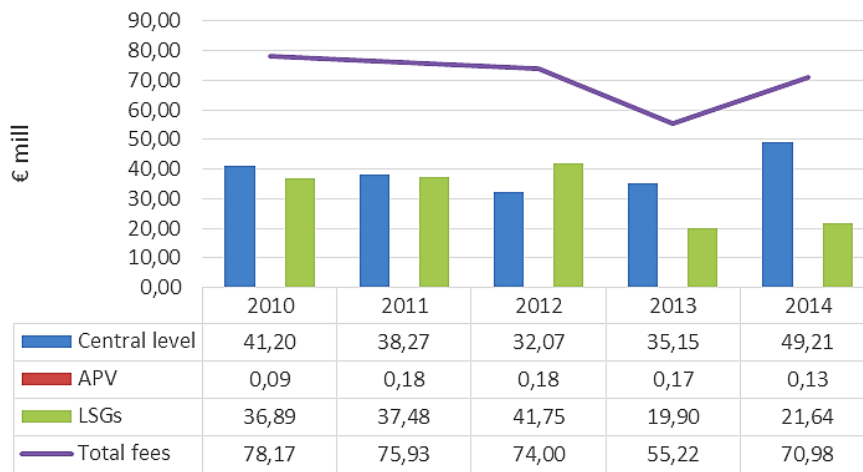
According to the analysis, approximately € 600 mill were available for environmental financing from public institutions at central and provincial level in period 2010-2014. It is estimated that additional € 158 mill were available at local level in the same period. Environmental financing in this regard refers to financing of all environmental sectors, including water, throughout grants (direct project financing and transfers to province and LSGs for project financing), subsidies to public and private companies to perform environmental related activities, and IPA co-financing.

Particular attention in overall analysis of financing sources is being paid to revenue generated from environmental and water fees as potential source for reestablishment of the fund which is expected to become one of major sources for co-financing environmental activities. Environmental fees collected at all levels of



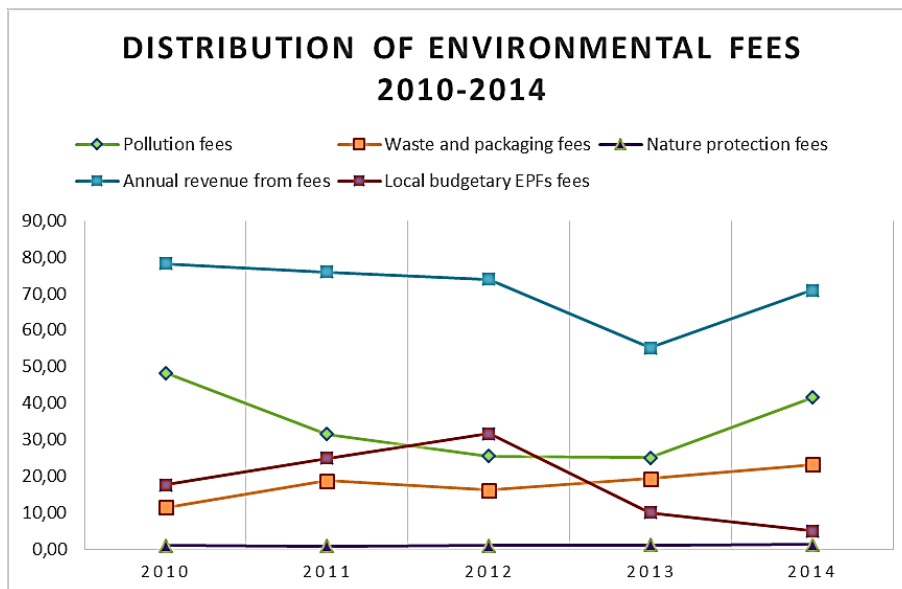
governance generated substantial cash-flow of about 350 € mill in mentioned period (Figure 1).

Figure 1 Environmental fees collected at all levels of gernance



As can be seen (Figure 1) overall capacity for environmental financing was substantially decreased in last few years following decrease in collection of environmental fees but then showing tendency to increase during 2014 mainly because improved enforcement from the MAEP side (Figure 2).

Figure 2 Distribution of environmental fees



### 3.1.4. Financing options

Several options are being considered based on impacts of policy choices for generation of resources to finance Chapter 27 commitments. Forecasts for future financing (2015-2041) were developed under EFD model, assuming as follows:

-All financial planning is divided in four financing periods, which correlate with EU programming periods, namely 2015-2020, 2021-2027, 2028-2034 and 2035-2041;

-National financing was estimated as variable, depending mostly on environmental financing policy chosen by RS Government;

-EU funds were foreseen to be one of the major environmental investment financing sources.

Estimation of potential resources is based on experience of new Member States in particular taking Bulgaria's experience as a reference

EU funds were assumed as constant (*Table 3*).

Table 3 Projection of EU funds 2015-2041 (€ mill)

EU funds	Financing period 1 (2015-2020)	Financing period 2 (2021-2027)	Financing period 3 (2028-2034)	Financing period 4 (2035-2041)	Total
Water and waste infrastructure	144	1,288	1,288	1,288	4,007

### 3.1.5. Institutional responsibilities

The primary responsibility for water management resides with the Serbian Government, which performs this function via the Ministry of Agriculture and Environmental Protection, provincial secretariats, public water management companies, local self-governments and public utility companies. Only their concerted efforts can ensure effective functioning and development of the water sector.

Apart from the parent ministry, water sector affairs are also handled by the Ministry of Finance, Ministry of Public Administration and Local Self-Government,

Ministry of Mining and Energy and the Ministry of Construction, Transportation and Infrastructure. According to the draft Water Management Strategy, such division of responsibilities, along with insufficient inter sectorial coordination and cooperation, does not ensure efficient and prudent water management, from planning, funding and construction of infrastructure.

The chapter 27 – Environmental Protection is one of the most complex negotiation chapter in EU accession because of high implementation costs, complex institutional framework and administrative capacities at all level improvement necessity.

The main principles of environmental protection investment managing are:

- Concentration of resources on the most expensive sectors,
- EU requirements fulfilment on the lowest price,
- Public funds allocation to the public infrastructure with high priority
- Cooperation toward cost reduction
- Phase approach during the implementation,
- IPA II funds reallocation on the priority infrastructure needs (70% on water and 30% on communal solid waste)
- Long term planning in order to improve investment cycle,
- Active participation in project preparation.

The main activities related to cost approximation are:

- The Draft of the Strategy of water management on the territory of the Republic of Serbia and Water Pollution protection Plan which identifies agglomerations and gives precise implementation costs in the Water area,
- The development of the Specific Implementation Plan for Directive of landfills
- The development of other sectors' documents is in progress, and supposed to be adopted by the end of 2015

The goals of national strategies of the sectors: Communal Solid Waste, Waste Water and Remediation are:

- To construct Regional centres for solid waste management in accordance to the Directive for landfills 99/31/EU and relevant Serbian legislative,
- To expand percentage of households connected to the public sewerage network to 65% of inhabitants until 2019.

-To ensure communal waste water treatment (in the settlements where organized water supply and significant influence on the recipients exist as well as water quality in sensitive areas)

-To ensure revitalization and normal operation of the existing waste water treatment plants in the settlements,

-Existing dumps with the highest risk on the environment pollution, sanitation and location of “black points” with historical pollution with hazardous waste.

The preparation of planning and project documentation – experiences, so far:

-Lack of prepared project documentation is one of the main obstacle for IPA funds absorption

-It is need to strength of the capacities and awareness at all levels institutions for project documentation

-Project documentation has to be prepared in accordance to Serbian legislative as well IPA funds

## 4. Material and methods

### 4.1. Assessment of 20 local programme budgets<sup>1</sup> for 2015

Assessment of 20 local programme budgets for 2015 on the basis of parameters identified and data collected was performed in SCTM in the period March-July. The overall objective of was: to assess compliance between selected Local Self Governments / LSGs' local budgets targeted and Methodology of Program Budgeting Implementation issued by Ministry of Finance in February 2014 in terms of usage of defined list of programmes and programme activities.

Table 4 The number of inhabitants of the selected local self-governments

	Local self-government	inhabitants		
		number	% of total	% of Serbia
1	The city Zrenjanin	120709	9.89%	1.61%
2	The city Novi Pazar	103087	8.44%	1.37%
3	The city Valjevo	88527	7.25%	1.18%
4	The municipality Trstenik	41381	3.39%	0.55%
5	The municipality Gornji Milanovac	43140	3.53%	0.58%
6	The municipality Bačka Topola	32305	2.65%	0.43%
7	The municipality Kovin	32808	2.69%	0.44%
8	The municipality Lučani	20012	1.64%	0.27%
9	The municipality Knić	13675	1.12%	0.18%
10	The municipality Trgovište	4806	0.39%	0.06%
11	The city Novi Sad	348540	28.55%	4.65%

<sup>1</sup> The programme budgets system was implemented for the first time for the budget for 2015 of all levels: national, provincial and local. SCTM was appointed by the Ministry for Finance of the Republic of Serbia for technical support LSGs in programme budgeting, especially in programmes' programme activities' unique goals and indicators determination. More at: <http://www.skgo.org/reports/details/1542>

12	The city Vranje	82425	6.75%	1.10%
13	The city Sremska Mitrovica	78186	6.40%	1.04%
14	The municipality Paraćin	52860	4.33%	0.70%
15	The municipality Aleksinac	49928	4.09%	0.67%
16	The municipality Kula	41587	3.41%	0.55%
17	The municipality Knjaževac	29948	2.45%	0.40%
18	The municipality Ada	16555	1.36%	0.22%
19	The municipality Koceljeva	12497	1.02%	0.17%
20	The municipality Golubac	7940	0.65%	0.11%
total		1220916	100.00%	16.28%

Within the scope of support provided to LSGs in programme budgeting and strategic planning, SCTM fulfilled following activities during 2015 with objective of improving programme budgeting (PB) process for 2016 and strategic planning:

1.Screening of the implementation of strategic planning process in 20 selected LSGs based on the evidence of implementation of strategic documents with regards to budget spending for the relevant timeline (March 2015);

2.Screening of the implementation of programme budgeting with regards to the compliance with the proposed PB structures, objectives and indicators for 20 targeted LSGs (March 2015) ;

3.Assessment and revision of SCTM recommended PB programme/programme activities' goals and indicators and provision of recommendation for their improvement (JulyApril 2015);

4.Field work with LSGs on enforcement of PB and SP.

## ***4.2. National project pipeline - SLAP information system<sup>2</sup>***

SLAP IS is a database, structured collection and pre-evaluation/scoring tool of municipal infrastructure projects, It allows the municipalities to present their infrastructure priorities by registering projects within a strategic framework set by relevant line ministries. The database can be accessed online and has been managed by the **Standing Conference of Towns and Municipalities** (<http://www.slap.skgo.org>) since 2008 and financially supported by European Union.

The main purpose of SLAP is to facilitate identification and prioritization of municipal and inter municipal infrastructure projects in a transparent and efficient manner and in line with the national strategic framework. Main features of the information system include:

- Continuous and sustainable system of presenting municipal infrastructure projects;
- Top-down approach: central level sets up policy and criteria for selecting priorities;
- Bottom-up approach: LSGs identify and present the priorities;
- Sector based approach: relevance of sector strategies and support to their implementation;
- Flexibility: available online, reporting, grading. Possibility to extend to monitoring and implementation in the future;
- Transparency: evaluation of projects using objective criteria, based primarily on relevance and quality, while taking project maturity into account.

The system therefore acts as a link between the local and national level:

**1.FOR MUNICIPALITIES** - it is an easily accessible system for registering projects and uploading project documentation. Municipalities can use it to make their priority projects visible to national and other institutions in order to obtain support. However, data in SLAP IS can also assist the municipalities in keeping track of their own project development, since different project documentation might have been prepared by various local institutions (PUCs, institutes, directorates, etc...). By having priority projects registered in SLAP, municipal decision makers can have project data and documentation available in one place. Municipalities can also use SLAP IS as a support tool for local strategic and action planning, as well as

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<sup>2</sup> Author is SLAP manager: [www.slap.skgo.org](http://www.slap.skgo.org)

municipal program budgeting. By using SLAP for those tasks, LSGs can better assess the priority level of their projects within the overall sector, contributing to improved efficiency of local action/budget planning.

**2.FOR LINE MINISTRIES AND OTHER USERS** - SLAP provides key information on municipal/inter-municipal projects that represent priority needs of LSGs in each sector. It contains flexible filtering and searching systems, allowing users to select projects of a certain scope, value or by using other parameters. In addition to that, SLAP contains a scoring mechanism for each (sub) sector, allowing projects to be graded through a number of criteria set by the Line Ministries. The database also allows several types of reports to be generated, providing decision makers with specialized reports on each project. Since the Line Ministries set the framework for SLAP registration (structure of the questionnaires and scoring mechanism), the projects within the database can be compared against each other, as all the projects follow the same format.

As an additional effect, SLAP supports improvement of intra- and inter-municipal cooperation regarding infrastructure projects. During SLAP registration, various project information and documents are required, contributing to a more active cooperation between different institutions on local level (municipal administration, public utility companies, construction directorates, etc). For this reason, SLAP registration is performed by SLAP coordinators, municipal servants appointed by mayors. In order to successfully perform their activities, SLAP Coordinators are responsible for coordination of project-related activities on the local level, contributing to a better overall project management in their municipality. In certain sectors (notably environmental protection), as required by national policy framework, a regional/intermunicipal approach is encouraged, and even mandatory. For such projects, SLAP registration includes information and documentation from all the involved municipalities. Therefore, cooperation between beneficiary municipalities is facilitated by SLAP Coordinators (at the municipalities and RDAs), supported by the SLAP Office within the SCTM, often with direct involvement of the responsible ministry.

**Main components of registering projects in SLAP are:**

- 1.**(sub)sector questionnaires** - containing seven sets of required information;
- 2.**Scoring mechanisms** - which allow quantitative evaluation of projects based on the provided answers and following a system of criteria set by the Line Ministries.



These two systems are flexible and can easily be modified. The SCTM therefore has an ability to modify contents of the questionnaires (in cooperation with the Line Ministries), as well as to adjust the scoring systems based on the current national priorities.

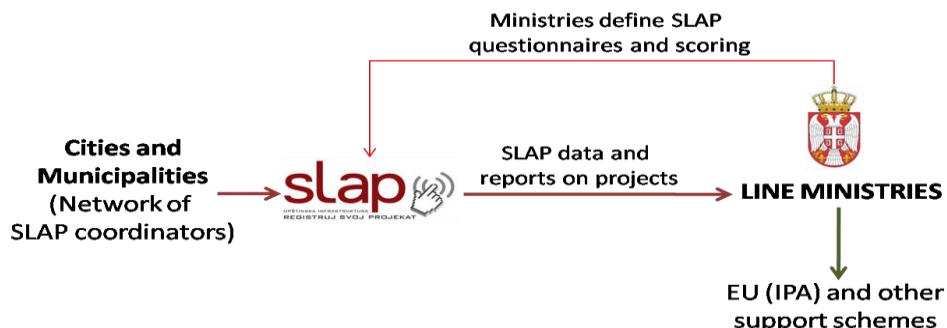


Table 5 the list of sectors questionnaires and scoring implemented into SLAP IS

<b>Environmental Protection</b>	<b>Business Related Infrastructure</b>	<b>Energy (Energy Efficiency and Renewable Energy Sources)</b>
<ul style="list-style-type: none"> <li>▪Municipal Solid Waste</li> <li>▪Water Supply</li> <li>▪Wastewater</li> <li>▪Remediation</li> </ul>	<ul style="list-style-type: none"> <li>▪Industrial Zones and Technological Parks</li> <li>▪Tourism</li> <li>▪Business Incubators</li> </ul>	<ul style="list-style-type: none"> <li>▪District Heating</li> <li>▪Water Supply</li> <li>▪Public Buildings</li> <li>▪Public Lighting</li> </ul>

For each sector, separate questionnaires for registering projects were defined in cooperation with the responsible Line Ministry. Questions are divided into **7 groups**, as follows:

- 1.Basic Information;
- 2.Socio-Economic and Financial Criteria;
- 3.Environmental Criteria;
- 4.Technical Criteria;
- 5.Institutional Criteria;
- 6.Project Maturity;
- 7.Project Maturity in accordance with amendments to the Law on Planning and Construction from December 2014<sup>3</sup>.

<sup>3</sup> The additional set of project maturity questions (group 7) was implemented into SLAP in March 2015.

Questions are presented with appropriate instructions for SLAP Coordinators who are registering projects. Users are allowed to attach documents (up to 10MB per file) to each question, and certain attachments are mandatory. For most of the questions, users are asked to select one or several of the offered answers, which allows projects to be graded and compared (since “free form” answers are limited). An improvement to how the questions are displayed was made in 2013, when a tab based system was introduced.

#### **4.2.1. Registration of the projects into SLAP IS**

As noted before, projects in SLAP are registered by **SLAP Coordinators**, appointed by municipal mayors, as well as RDA managers. In April 2015, there are **161<sup>4</sup>** appointed SLAP Coordinators, who are responsible for coordination, collection of data and documentation between various local institutions (and between municipalities for regional projects), input the data into SLAP, and (pre)publish the project. Once a project is (pre)published or registered, SLAP Office receives a notification, and the project is then reviewed. During the review, it is checked whether all the required questions have been answered (as per Line Ministry guidelines), with proper attachments, and if there are some inconsistencies in the submitted project data. It should be noted that the quality of attached project documentation, offered technical solutions, and other qualitative elements of the project are not analysed (although they are to a certain degree evaluated through the project scoring system). If no issues are detected with the (pre)published project, the publishing is confirmed, and the project becomes part of the SLAP project pipeline, visible to all SLAP users. If the project application in SLAP needs to be modified, SLAP Coordinator is informed by email, with a list of additions/corrections needed to be made before publication.

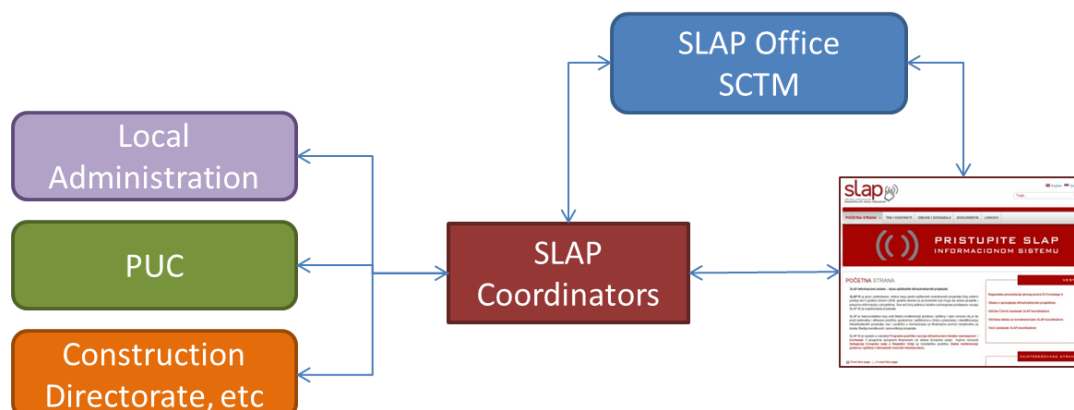
#### **4.2.2. SLAP IS visual identity**

SLAP visual identity was updated (with technical support from MISP Programme) in 2012, when the following promotion materials were delivered: letter/presentation templates, brochures, leaflets, roll-up/posters, bags and a modified web site design.

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<sup>4</sup> On the 4th meeting of SCTM presidency (October 2012) official recommendations to mayors for SLAP coordinators appointment was adopted.

SLAP IS website (<http://www.slap.skgo.org>) is regularly updated with information on latest developments and events by SCTM-SLAP office.



**Table 6** the status of project submitted to SLAP as per December 2015<sup>5</sup>

Sector	Number of projects	Investment (mill €)
Communal solid waste	18	251,15
Waste water	30	727,78
Water supply	8	174,38
Tourism	10	58,53
Industrial zones, including technological parks	17	95,49
Energy – public buildings	19	2.57
Energy – district heating	3	1.11
<b>TOTAL:</b>	<b>105</b>	<b>1.329,88</b>

#### 4.3. Programme budgeting system in Serbia

Starting from 2015, the programme budgeting principles are obligatory for all local self-governance.

The budgets of local self-governance in Serbia are obligatory to be prepared in accordance to the following programme structure<sup>6</sup>.

<sup>5</sup> Up to now, 19 projects from SLAP have been selected for financial and technical support by EU. The list of financed projects are on [www.misp-serbia.rs](http://www.misp-serbia.rs). 25 project was selected by Environmental protection fund in October 2011. The average amount of investment of those projects is about 10 million of Euro

Figure 3 The structure of the Programme's budget in Serbia as for 2015.

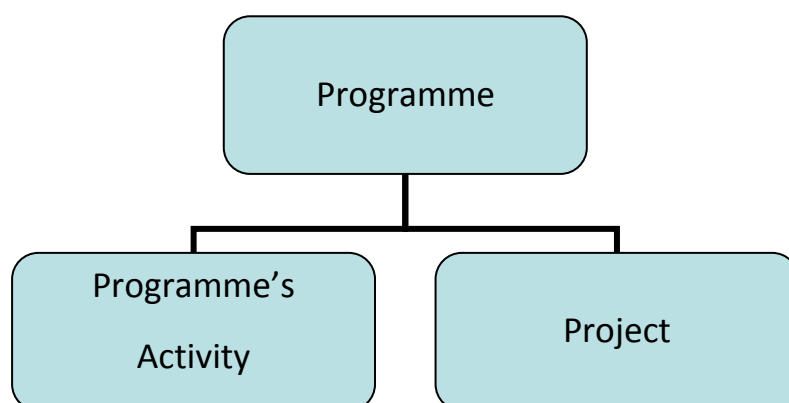


Table 7. The list of programmes and programme's activities defined by the Ministry of Finance

The name of the programme	The name of the programme activities
1. Local development and spatial planning	Strategic, spatial and urban planning, The constructing land planning
2. Communal services	Water supply Waste water Landfill maintenance District heating Public transport Parking services Green markets maintenance and construction Public hygiene Green surfaces maintenance and construction Public lighting Cemetery maintenance and construction Public buildings maintenance Taxi services Other communal services
3. Local economic development	The existing economy support Business ambient improvement

<sup>6</sup> The programme structure prepared by SCTM in autumn 2014 and summer 2015. The Guidelines for local self-governance in Serbia and related necessary documents have been prepared by SCTM in accordance with the Ministry of Finance and posted on the <http://www.skgg.org//reports/details/1542>

	Entrepreneurship boosting Economic infrastructure maintenance Financial support to the local economic development
4. Tourism development	Tourism development management Tourist promotion
5. Agriculture development	Conditions for agriculture improvement Agriculture production boosting Rural development
6. Environment protection	Environment protection and natural values management Communal solid waste management The environmental environment quality monitoring Natural values protection and protected area improvement
7. Road infrastructure	Road infrastructure management Roads maintenance
8. Pre-school education	Pre-schools institutions operating
9. Elementary school education	Elementary schools operating
10. Secondary education	Secondary education schools operating
11. Social welfare and child protection	Social welfare Shelters and other type of public reception Socio-humanitarian organizations support Advice-therapeutic and socio-education services The Red Cross activities support Child protection
12. Prime health protection	Prime health protection institutions operating
13. The culture development	Local culture institutions operating Cultural and artistic creative work support
14. The sport and youth development	Local sports and youth organizations support Support to the local pre-school, school and recreational sport and mass sport culture

	Sport infrastructure maintenance
15.Local self-governance	Local self-governance operating Local communities Public debt management Public law protection services Ombudsman Information The youth office support National minorities support Law services The reserves

## 5. Results and discussion

Based on the mentioned Analysis the following graph shows average percentage of 20 LSGs' budget relocation in the 15 programmes and average percentage of projects. The following LSGs budget was analysed: the Cities: Zrenjanin, Novi Sad, Vranje, Valjevo, Sremska Mitrovica, Novi Pazar, and the Municipalities: Trgoviste, Koceljeva, Kula, Trstenik, Lucani, Backa Topola, Gornji Milanovac, Ada, Aleksinac, Paracin, Knic, Kovin, Knjazevac, Golubac

Figure 4 Distribution of the 2015 budget per Programmes in the selection LSGs

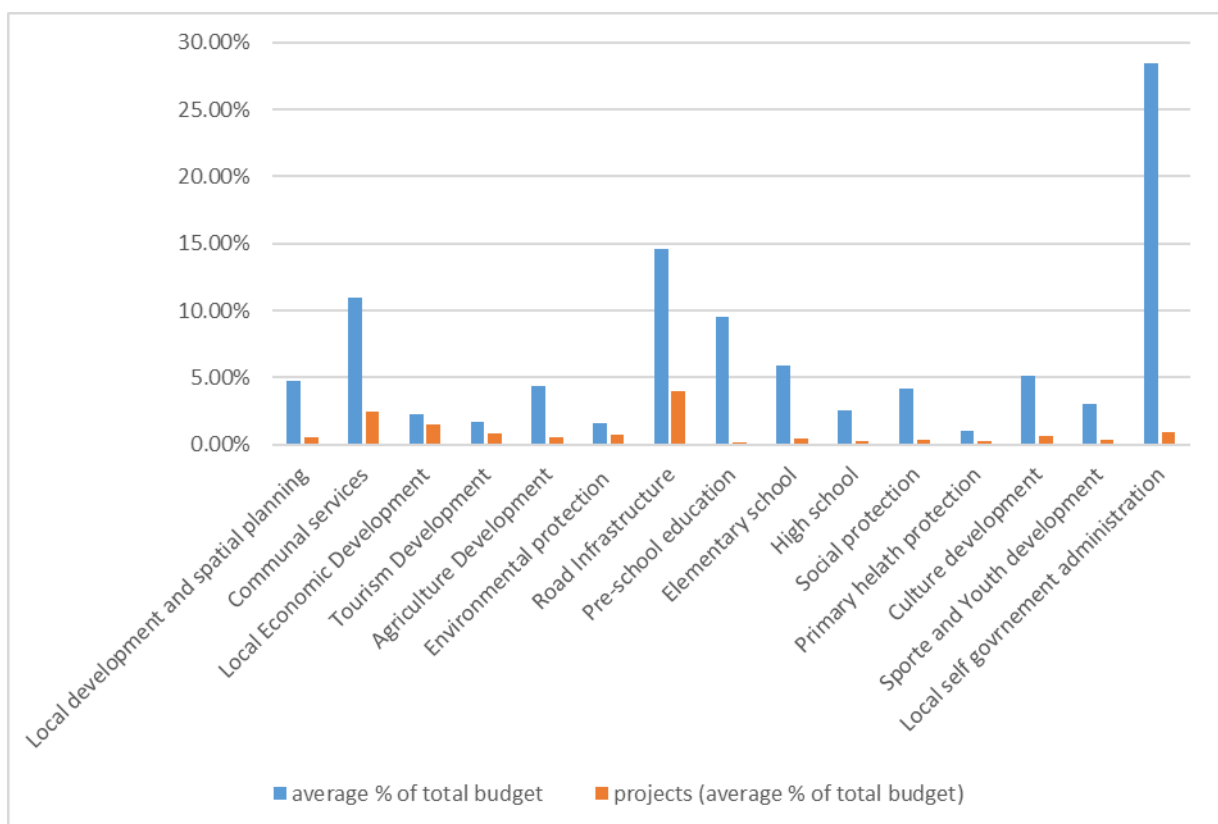


Table 8. The list of selected municipalities/cities <sup>7</sup>

no.	municipality	Area		Population size (2014)		Population density (people per sq km) 2014	Expenditures of budgetary funds beneficiaries (RSD thousand) 2013	
		(km <sup>2</sup> )	% of the state	Number of inhabitants	% of the state		(RSD thousand)	% of the state
	<b>Serbia (total)</b>	<b>88499</b>		<b>7131787</b>		<b>92</b>	<b>1302181698</b>	
1	Ada	227	0.26	16555	0.23	73	915908	0.07
2	Aleksinac	707	0.80	49928	0.70	71	3077940	0.24
3	Backa Topola	596	0.67	32305	0.45	54	1655039	0.13
4	Golubac	367	0.41	7940	0.11	22	428113	0.03
5	Gornji Milanovac	836	0.94	43140	0.60	52	2598004	0.20
6	Knjasevac	413	0.47	13675	0.19	33	522876	0.04
7	Knjasevac	1202	1.36	29948	0.42	25	1893014	0.15
8	Koceljeva	257	0.29	12497	0.18	49	562700	0.04
9	Kovin	730	0.82	32808	0.46	45	1882933	0.14
10	Kula	481	0.54	41587	0.58	86	1970979	0.15
11	Lucani	454	0.51	20012	0.28	44	628339	0.05
12	Novi Pazar	742	0.84	103087	1.45	139	6930586	0.53

<sup>7</sup> Source of data: DevInfo : <http://devinfo.stat.gov.rs/DI6Web/home.aspx>



13	Novi Sad	610	0.69	314620	4.41	516	54515362	4.19
14	Paracina	542	0.61	52860	0.74	35	3086409	0.24
15	Sremska Mitrovica	762	0.86	78186	1.10	103	7338805	0.56
16	Trgoviste	370	0.42	4806	0.07	13	233398	0.02
17	trstenik	448	0.51	41381	0.58	92	1815544	0.14
18	Valjevo	905	1.02	88527	1.24	98	11047314	0.85
19	Vranje	602	0.68	73200	1.03	122	6639719	0.51
20	Zrenjanin	1327	1.50	120709	1.69	91	9929958	0.76
	total (20)	12578	14.21	1177771	16.51		117672940	9.04

Table 9. The list of the project submitted by selected local self-governments into SLAP / project maturity status



SLAP 2.0 Project Documentation															
Municipality	Project title	INVEST.V ALUE(mil. Euro)	Land acquisition	General design	Preliminary design	Prefeasibility study	Environmental impact assessment	General urban plan	Final design	Construction permit	Local ecological action plan	General regulation plan or Detailed regulation plan	Feasibility study with CBA according EU requirements	Feasibility study	Location permit
<b>WASTE WATER SECTOR</b>															
Vranje	Sewerage and Pavement Reconstruction	0.80	-	-	-	-	-	-	-	-	-	-	-	-	-
Golubac	wastewater treatment	1.63	ongoing	approved	ongoing	completed	ongoing	-	-	-	-	-	-	-	-

Novi Pazar	Waste water treatment	0.00	-	completed	ongoing	completed	approved	ongoing	none	none	approved	ongoing	ongoing	none	-
Novi Pazar	Main network for waste water collectors	22.83	-	completed	-	completed	-	-	-	-	-	-	-	-	-
Novi Pazar	Wastewater management fase 1	21.25	ongoing	completed	approved	completed	none	approved	none	none	none	ongoing	completed	none	none
Vranje	Building of WWTP for Vranje	15.60	ongoing	approved	none	-	ongoing	-	none	none	-	-	none	completed	none
Novi Pazar	Construction of sewage in S. Nemanje,1 eg	0.02	-	-	-	-	-	-	-	-	-	-	-	-	-
Novi Pazar	Sewage at Mesa Selimovic street	0.03	-	-	-	-	-	-	-	-	-	-	-	-	-
Novi Pazar	Communal organizati	1.00	done	approved	completed	approved	none	approved	none	none	none	ongoing	approved	none	done

	on of Erozija															
Novi Pazar	Sutenovac and Selakovac, collectors	0.83	done	approved	approved	approved	none	approved	none	none	none	ongoing	completed	none	none	
Trstenik	Енгисх наме	4.50	-	-	-	-	-	approved	-	-	approved	-	-	-	-	
Novi Pazar	Industrial waste water treatment	0.00	done	none	none	none	none	approved	none	none	none	ongoing	none	none	none	
Koceljeva	Filter of waste water	1.86	none	completed	completed	completed	none	none	completed	none	ongoing	approved	none	completed	none	
Knić	ц	0.21	-	-	-	-	-	-	approved	-	-	-	-	none	-	
Novi sad	Interceptor, sewage – treatment plant	0.00	none	-	-	-	ongoing	-	-	-	-	-	-	-	-	
Novi sad	The Liman collector	0.00	-	-	-	-	ongoing	-	completed	-	-	-	-	-	-	
Novi sad	Interceptor GC1-GC2	0.00	-	-	completed	-	ongoing	-	-	-	-	-	-	-	-	

Vranje	The project of development of water supply system and drainage and filtration of wastewaters in Vranje	15.60	ongoing	approved	none	approved	approved	approved	none	none	ongoing	ongoing	none	approved	none
Knjaževac	Construction of WWTP Knjaževac	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Kula	Construction of sewage collector Crvenka-Kula	150.00	done	none	none	none	none	-	completed	none	none	completed	none	none	-
Ada	slobo -test	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Knić	Collection ,dead well and waste	33.44	-	-	-	-	-	-	-	-	-	-	-	-	-

	water treatment on the territory of municipality of Knić														
Trgovište	WWTP Trgoviste	33.50	-	-	-	-	-	-	-	-	-	-	-	-	-
Zrenjanin	WW pump station CENTAR and reconstruction and building of water supply net	1.66	done	none	ongoing	none	none	approved	approved	done	approved	ongoing	none	none	done
Zrenjanin	WWTP CITY OF ZRENJANIN	18.57	done	approved	none	approved	none	approved	none	none	approved	ongoing	none	none	none
Valjevo	“The reconstruction of a water treatment plant”	4.77	done	none	none	none	none	approved	completed	none	approved	none	none	none	none

Lučani	Construction of a sewage system in the neighborhood in Guča-village Kornet-	0.08	done	none	none	none	none	none	ongoing	approved	done	ongoing	ongoing	none	none	done
Trstenik	The main collector of distribution network	1.70	ongoing	none	none	none	none	none	approved	approved	none	approved	none	none	none	-
Kovin	Канализација Гај	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>WATER SUPPLY SECTOR</b>																
Gornji Milanovac	The main Water Supply pipeline	0.21	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Koceljeva	Rural water Supply systems	0.62	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Paraćin	Stubica potable water supply	0.80	-	-	-	-	-	-	-	-	-	-	-	-	-
Sremska Mitrovića	Rural Water Supply	2.56	done	-	-	-	-	-	-	-	-	-	-	-	-
Valjevo	Water treatment Plant	0.62	done	-	-	-	-	-	-	done	-	-	-	-	-
Valjevo	Water Supply and Sewerage System Co	0.50	-	-	-	-	-	-	-	-	-	-	-	-	-
Vranje	Reconstruction of Water supply system	10.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Trgovište	Water system Trgoviste	1.00	-	approved	-	approved	ongoing	-	-	-	-	-	-	-	-
Trgovište	Water supply sytem Novo Selo	0.10	-	-	-	-	ongoing	-	approved	-	-	-	-	-	-
Knjaževa	Reconstru	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-



c	ction of magistral pipeline														
Valjevo	Regional Water Supply Scheme	75.37	done	none	completed	none	completed	approved	completed	done	approved	approved	completed	none	done
Valjevo	Dam cleaning	5.06	-	approved	-	-	-	-	approved	-	-	-	approved	-	-
Valjevo	Local water supply	1.00	done	approved	-	-	approved	-	approved	done	-	-	approved	-	-
Vranje	Regional Water Supply System	45.60	done	none	approved	none	completed	approved	approved	none	none	none	approved	none	none
Novi Pazar	Water supply at R. Krilatice street	0.10	-	-	-	-	-	-	-	-	-	-	-	-	-
Novi Pazar	Dezevska street, water networks	0.03	-	-	-	-	-	-	-	-	-	-	-	-	-
Novi Pazar	Dezevski put, water network	0.07	-	-	-	-	-	-	-	-	-	-	-	-	-

Novi Pazar	Construction of water supply in Postenje	0.06	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Novi Pazar	Water supply in the Sestovo	0.13	-	-	-	-	-	-	ongoing	-	-	-	-	-	-	-
Paraćin	Multi-purpose accumulation Zabrege	52.00	none	none	none	none	ongoing	approved	none	none	none	none	none	none	none	none
Despotovac, Paraćin, Rekovac, Svilajnac	Priorities in Water Supply and Urban Waste Water Project in Pomoravlje Region	31.57	none	none	none	none	none	ongoing	none	none	none	none	none	approved	none	none
Lučani	Water supply network to another altitude	0.03	done	none	none	none	none	approved	completed	done	ongoing	ongoing	none	none	none	done

	zone in Guca															
Gornji Milanovac	Water supply sistem Gornji Milanovac - Rudnik	3.21	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Lučani	The main pipeline from the reservoir to the reservoir Lučani Puhovo for the purposes of water supply Guca and roadside settlements	1.18	ongoing	none	none	none	none	ongoing	completed	none	approved	ongoing	none	none	none	none
<b>SOLID WASTE MANAGEMENT</b>																

Valjevo	Regional solid waste	20.00	done	-	-	-	-	approved	ongoing	none	approved	completed	approved	-	-
Zrenjanin	Regional landfill Zrenjanin	21.00	ongoing	approved	none	approved	none	approved	none	none	completed	ongoing	none	none	none
Valjevo	Construction of transfer station	0.53	done	-	-	approved	approved	-	approved	done	completed	-	-	-	-
Paraćin	Main project of a transfer station	0.28	done	none	none	none	none	none	none	none	none	approved	none	none	none
Golubac	Technical documentation	0.03	-	approved	-	-	-	-	-	-	-	-	-	-	-
Novi Pazar	Rehabilitation of landfills "Golobrdo"	2.00	none	none	none	none	none	approved	none	none	none	none	none	none	none
Novi Pazar	Rehabilitation of landfills "Batnjik"	1.20	none	none	none	none	none	approved	completed	none	none	none	none	none	none
Novi Pazar	Recycling yard	0.55	ongoing	none	none	none	none	approved	none	none	none	none	none	none	none

									d							
Novi sad	Regional centre for solid waste management	4.80	none	none	approved	none	none	approved	none	done	none	completed	none	none	none	
Vranje	Recycling yard in Vranje	0.70	done	none	none	none	none	approved	completed	done	none	none	none	none	done	
Vranje	Regional recycling center in Vranje	6.25	done	none	none	none	none	approved	approved	done	approved	none	none	none	done	
Vranje	Extension of sanitary land fill "Meteris"	8.10	ongoing	none	none	none	none	approved	approved	none	ongoing	approved	approved	none	none	
Trstenik	Recycling centre in Trstenik	0.00	done	none	none	none	none	approved	approved	none	approved	none	none	none	done	
<b>TOURISM</b>																
Golubac	bicycle and footpath	3.29	ongoing	approved	approved	completed	ongoing	-	completed	done	-	-	approved	-	-	
Novi Pazar	Increasing touristic	0.12	-	-	-	-	-	-	-	-	-	-	-	-	-	

	offer															
Golubac	Фортресс Голубац	6.42	done	approved	-	approved	-	-	-	-	-	-	approved	-	-	-
Novi sad	a	1.00	ongoing	-	-	-	ongoing	approved	ongoing	none	-	approved	-	-	none	-
Kovin	Nautical Centre and Marina Kovin	3.97	none	none	none	none	none	ongoing	none	none	-	ongoing	none	none	none	-
Trstenik	AQUA PARK Trstenik	2.20	done	none	none	none	none	approved	approved	none	-	approved	none	none	done	-
Kovin	Cycling route Kovin - Skorenova c	25.78	done	none	none	none	none	approved	completed	none	-	none	none	none	done	-
<b>INDUSTRIAL ZONES INCLUDING TECHNOLOGI CAL PARKS</b>																
Valjevo	INDUSTRIAL ZONE	0.03	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Knić	industrial zone	3.00	-	-	-	-	approved	-	-	-	-	-	-	-	-	-

	"Ravni Gaj"															
Kula	Industrial zone- Blok 66 Kula	100.00	done	-	-	-	none	-	-	-	-	approved	-	-	-	
Novi sad	The new Danube bridge (Boulevard Europe route)	0.00	ongoing	none	none	none	none	approved	none	none	-	approved	none	none	none	
Kovin	Block 119	0.00	-	-	-	-	-	-	-	-	-	-	-	-	-	
Vranje	Development of infrastructure in Industrial Zone Bunusevac	5.27	done	none	completed	none	none	approved	ongoing	none	-	approved	none	none	done	
Vranje	Construction of bypass road in Vranje	1.70	none	none	approved	none	none	approved	approved	none	-	approved	none	none	none	
ENERGY - PUBLIC BUIODING																

S																
Kula	Improvement of energy efficiency in primary school Vuk Karadžić in Crvenka	0.10	-	not relevant	completed	not relevant	not relevant	-	not relevant	not relevant	-	-	not relevant	not relevant	not relevant	
Kula	"Green school"	0.40	-	none	-	ongoing	ongoing	-	none	none	-	-	ongoing	ongoing	not relevant	



The average budget appropriation to the programmes Environmental Protection is relatively small (less than 5% with smaller portion of budget for projects). For the Programme Communal Services average budget appropriation is in the third place, but relatively with small appropriation to the projects. The biggest budget appropriation for projects goes to the Road infrastructure, approximately equal of the sum of portion of Environmental protection and Communal Services. Generally the distribution of the budget to the projects in area of environmental protection at LSGs level, is not sufficient toward requirements of the EU accession and present limited absorption capacity at local level.

According to the list of project maturity from SLAP IS, it is need much more investment by LSGs in project maturity preparation.

Comparing the list of identified projects in programme budgets with projects from action plans of local development strategies the conclusion is: For the projects of the Environmental protection area of the local action plans of the strategic document, in average 4.24% of budget selected LSGs allocate, which is twice bigger then appropriation for the Programme Environmental Protection and approximately the same portion for the Programs: Communal services and Environmental protection together.

According to previous data, the proportion of budget reallocation of the LSGs budgeted to the programs of Environmental protection and Communal Services is not balanced refer to the estimated approximate costs (the most higher costs are related to the sectors: Communal Solid Waste, Waste Water Treatment, and Water Supply and Industrial pollution.

So, the needs for synchronization of local processes of budget and strategic planning at local level and with national level is obvious and urgent.

## 6. Conclusion

Considering that goals and priorities of the strategy development documents from all levels of governance is achieved by the *projects*, and that 60% of all activities related to environment protection will be realized on the local level and under responsibility of LSGs, it can be concluded that the processes of local strategic, financial planning has to be improved in order to increased it' efficiency and effectiveness. The source of data for local *strategic, capital and programming budgeting* in the area of environmental protection is the same: the project documentation. Since, the comprehensive data on project documentation is embedded into SLAP data base structure, SCTM will promote it as *unique* data source for the similar planning and programming purpose. By that way. LSGs will be motivated to input and update data on their projects, regularly, which ensure data base for strategic planning at ministry level and IPA 2 programming.

## REFERENCES

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