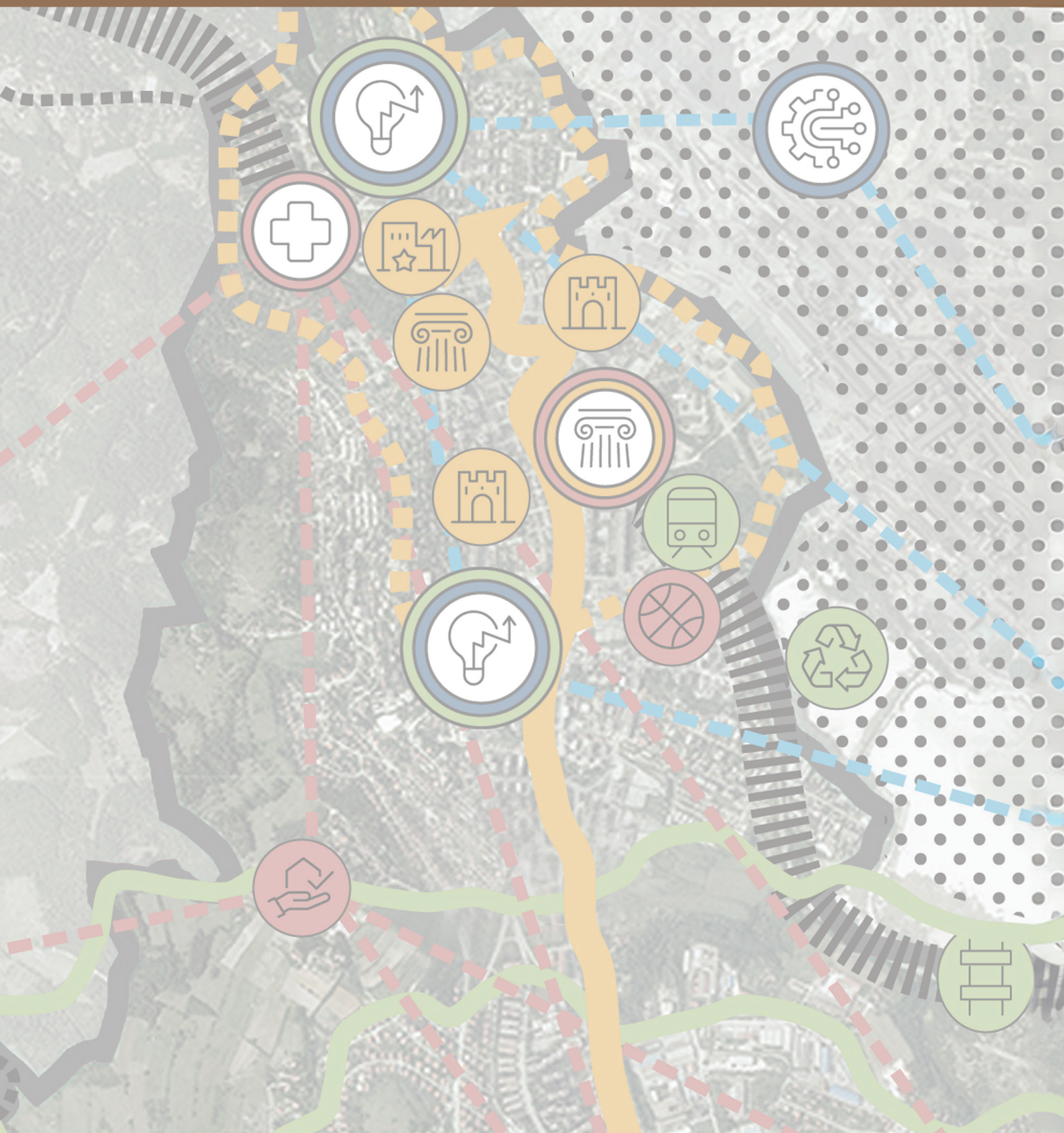


# TERRITORIAL STRATEGY OF THE CITY OF BOR URBAN AREA



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Ministry of European Integration  
REPUBLIC OF SERBIA

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**EU** THE EUROPEAN UNION FOR  
**PRO+** LOCAL DEVELOPMENT

## **INTRODUCTORY SPEECH**

### **BY THE MAYOR OF THE CITY OF BOR**

In order to improve development of the planning document of the city of Bor development, the Territorial strategy of the urban area of the city was developed based on improvement of spatial, social, economic, cultural climate and environmental aspects.

The territorial strategy of the city of Bor urban area was developed with support of the European Union through the EU PRO Plus programme. Strategy is designed for a period of 10 years.

The strategy determines priorities and goals in several basic areas, measures for further development of the urban environment, proposals for sustainable projects, and therefore the priorities of sustainable and integrated territorial development are set; it contributes to a more efficient pooling of funding sources and more effective use of financial resources and the development of connections within and outside the environment.

The process of developing the Strategy was initiated in 2022 with the task of assessing needs, formulating vision, goals and measures, mapping areas and strategic projects within an intersectoral, transparent and participatory environment involving actors from different sectors.

The goal of the Strategy is to contribute to the sustainable development of the territory based on the improvement of social, economic, climate, cultural and spatial aspects of development, as well as environmental aspects. Special attention is paid to finding solutions for environmental aspects and climate challenges, the transition to a climate-neutral economy, better use of the potential of digital technologies for innovative purposes, and encouraging the development of urban areas.

The strategy should strengthen social components in the field of employment, education, socioeconomic inclusion and integration, housing, social and health care, culture, sports, social innovation and innovation in the field of digital technologies, approach to the development of society and economy, cultural heritage, natural heritage and sustainable tourism.

The implementation of the Strategy will promote intersectoral cooperation and information exchange, the inclusion and coordination of the public, private, civil and scientific-research sectors in the decision-making process, and partnership between institutions.

During the development of the Strategy, thematic round tables, workshops, citizens's forum and public discussions were organized, where proposed solutions were agreed upon.

Implementation of the Strategy begins immediately after its adoption.



Aleksandar Milikić



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# CONTENT

<b>1</b>	<b>INTRODUCTION</b>	<b>1</b>
<b>2</b>	<b>APPROACH AND STEPS IN STRATEGY DEVELOPMENT</b>	<b>3</b>
2.1	DESCRIPTION OF THE INTEGRATED APPROACH	4
2.2	DESCRIPTION OF INVOLVEMENT OF PARTNERS	5
2.3	APPROACH TO STRATEGY DEVELOPMENT	8
2.4	STEPS IN STRATEGY DEVELOPMENT	9
<b>3</b>	<b>DESCRIPTION OF THE TERRITORY</b>	<b>14</b>
<b>4</b>	<b>TERRITORIAL CONTEXT</b>	<b>16</b>
<b>5</b>	<b>CONTEXTUAL ANALYSIS</b>	<b>20</b>
5.1	SOCIETY	20
5.1.1	Demographics	20
5.1.2	Social inclusion and social protection	21
5.1.3	Housing	22
5.1.4	Social standard facilities	24
5.2	ECONOMY	28
5.2.1	General economic trends and the labor market	28
5.2.2	Economy and business environment	30
5.2.3	Tourism and culture	30
5.3	URBAN ENVIRONMENT	32
5.3.1	Historical overview of the spatial and urban development of the city	32
5.3.2	Urban area	35
5.3.3	Natural environment	38
5.3.4	Quality of environmental factors, exposure to environmental risks and climate change risks	40
5.3.5	Primary utility infrastructure	43
5.3.6	Primary transport infrastructure and traffic	44
5.4	URBAN AND TERRITORIAL DEVELOPMENT GOVERNANCE	47
5.4.1	Access to governance	47
5.4.2	Sources of funding	47
5.4.3	Transparency and information	48



<b>6</b>	<b>SWOT ANALYSIS AND NEEDS</b>	<b>49</b>
	6.1 IDENTITY OF THE URBAN AREA	49
	6.2 GREEN AND ENERGY TRANSITION AND MOBILITY	51
	6.3 INNOVATIVE AND SMART ECONOMY	53
	6.4 SOCIAL WELLBEING	54
	6.5 URBAN AND TERRITORIAL DEVELOPMENT GOVERNANCE	56
<b>7</b>	<b>VISION, OBJECTIVES, SPECIFIC OBJECTIVES AND MEASURES</b>	<b>58</b>
	7.1 VISION	58
	7.2 THEMATIC OBJECTIVES, SPECIFIC OBJECTIVES AND MEASURES	58
<b>8</b>	<b>PRIORITY AREAS OF INTERVENTION</b>	<b>68</b>
	8.1 STRATEGIC APPROACH AND SPATIAL DIMENSION	68
	8.2 PRIORITY AREAS OF INTERVENTION - FIGURE	69
	8.3 LIST OF STRATEGIC PROJECTS	72
	8.3.1 Identity of the urban area	72
	8.3.2 Green and energy transition and urban mobility	72
	8.3.3 Innovative and smart economy	72
	8.3.4 Social wellbeing	73
	8.3.5 Urban and territorial development governance	73
	8.4 STRATEGIC PROJECTS - FIGURE	74
<b>9</b>	<b>SOURCES OF FUNDING</b>	<b>76</b>
<b>10</b>	<b>MONITORING AND EVALUATION</b>	<b>82</b>
<b>11</b>	<b>IMPLEMENTATION</b>	<b>90</b>
<b>12</b>	<b>SOURCES</b>	<b>93</b>
<b>13</b>	<b>ANNEXES</b>	<b>96</b>
	ANNEX 1 - DECISION ON DEVELOPMENT OF THE TERRITORIAL STRATEGY OF THE CITY OF BOR URBAN AREA	96
	ANNEX 2 - LIST OF PROJECT IDEAS	99
	ANNEX 3 – PARTICIPANTS IN STRATEGY DEVELOPMENT	101
	ANNEX 4 - NATIONAL AND INTERNATIONAL SOURCES OF FUNDING URBAN AND TERRITORIAL DEVELOPMENT	102
	ANNEX 5 - DECISION ON ADOPTION OF THE TERRITORIAL STRATEGY OF THE CITY OF BOR URBAN AREA	173

## 1 INTRODUCTION

The European Union programme for local development - EU PRO Plus contributes to a more balanced socio-economic development by strengthening the management of urban and territorial development, supporting economic growth and improving social cohesion in 99 local governments in two regions: Šumadija and Western Serbia and Southern and Eastern Serbia. The European Union (EU) has allocated 40 million euros through the Instrument for Pre-Accession Assistance (IPA) 2020 to finance this Programme, which is led by the Ministry of European Integration of the Republic of Serbia and implemented by the United Nations Office for Project Services (UNOPS).

Relying on the results of three previous development programmes, the Programme in all its activities focuses special attention on good governance, digitalization and innovation, environmental and climate change aspects, as well as gender equality. In addition, as part of its activities, where relevant and possible, EU PRO Plus will contribute to eliminating some of the negative consequences of the COVID-19 pandemic.

The direct beneficiaries of the EU PRO Plus Programme are the Ministry of European Integration, 99 local self-government units (LSG), local government structures, regional development agencies (RDAs), other business support organisations, micro, small and medium-sized enterprises (SMEs) and civil society organisations (CSOs), while the final beneficiaries of the programme are residents of 99 cities and municipalities. All programme activities are undertaken in partnership with the Government of the Republic of Serbia, while respecting national policies and priorities, in order to ensure national “ownership” of them and contribute to the development of national capacities. The EU PRO Plus programme is based on the National Priorities for International Assistance of the Republic of Serbia until 2025, which is of key importance for economic and social development and the process of European integration, where it will especially contribute to the preparations for fulfilling the requirements from Chapter 22 of the accession negotiations EU - Regional Policy and Coordination of Structural Instruments.

Direct technical assistance was provided with the aim of improving the competences of LSGs to introduce and implement an integrated approach to territorial development, in accordance with EU territorial development policies. In order to implement an integrated and sustainable approach to development planning, the Programme provided support to local governments through the development of territorial strategies. A total of 12 territories - urban areas that include 31 LSGs were selected through the Public Call for submission of applications for the development of territorial strategies.<sup>1</sup> The activities of the Programme included the following: a) support to interdisciplinary working groups formed for the development of strategies, in the form of advisory assistance and the organisation of training and workshops for the development of strategies, b) organisation and facilitation of stakeholder involvement (thematic round

<sup>1</sup> Urban areas of Bor, Kruševac, Leskovac, Loznica, Novi Pazar, Smederevo, Šabac; The urban area of the city of Kragujevac and the municipalities of Aranđelovac, Batočina, Knić, Lapovo, Rača and Topola; The urban area of the city of Zaječar and the municipalities of Boljevac, Knjaževac and Sokobanja, the urban area of the city of Niš and the municipalities of Gadžin Han, Merošina and Svrlijig; The urban area of the city of Pirot and the municipalities of Babušnica, Bela Palanka and Dimitrovgrad and the urban area of the city of Užice and the municipalities of Bajina Bašta, Čajetina, Požega and Priboj.

tables and workshops with experts and the general public) and citizen participation (survey, public forums and public hearings), v) provision of technical support for consolidation of materials and formulation of strategies, g) preparation for the press and printing of strategies, and support for strengthening transparency through the development of a website with a presentation of the strategy development process.

The time horizon foreseen for the realisation of territorial strategies is the year 2034, that is, the period that includes two programme periods of the EU Cohesion Policy.



## 2 APPROACH AND STEPS IN STRATEGY DEVELOPMENT

The goal of the Strategy is to contribute to the sustainable development of the urban area based on encouraging:

- application of an integrated and participatory approach to the development of society and economy, development of the landscape, cultural and architectural heritage, natural heritage, sustainable tourism and strengthening of urban-rural linkages;
- transition to clean and fair energy, green and blue investments, climate change mitigation and adaptation, risk prevention and management, sustainable and multimodal urban mobility;
- innovative, smart, low-carbon and circular economies, with better use of the potential of digital technologies for innovative purposes;
- strengthening the social component by implementing the European pillar of social rights in the field of employment, education, socioeconomic inclusion and integration, housing, social and health care, culture, sports and recreation, creating a stimulating environment for youth initiatives and activities, and social innovation.

The strategy sets priorities for sustainable and integrated territorial development, contributes to a more efficient pooling of funding sources and more effective use of financial resources and development of connections within and outside the environment.

The reasons for development of the Territorial Strategy of the Urban Area are:

- encouraging sustainable and integrated development of the urban area;
- identifying the key needs of the development of the urban area;
- encouraging the effective use and improvement of urban/territorial capital management;
- the application of EU development management instruments, which enables the establishment of a framework for sustainable and integrated urban and territorial development of the urban area by connecting the traditional system of spatial and urban planning, the planning system of public policies, the improvement of urban development funding and the management of local public finances;
- improving the conditions for urban development in accordance with the New EU Cohesion Policy, the Paris Agreement, Urban Agenda for the EU, the New Leipzig Charter on Sustainable European Cities, the Green Agenda for the Western Balkans and other EU documents;
- implementation of the Sustainable Urban Development Strategy of the Republic of Serbia until 2030: Measure 5.2.3 Application of EU Cohesion Policy instruments - integrated territorial investments (*ITI – Integrated Territorial Investment*), within the Package of measures 5.2 - Improvement of public finance management for sustainable and integrated urban development, and measure 5.3.3 Local strategies of integrated urban development within the Package of measures 5.3 - Integrated planning of sustainable urban development) within the Urban Development Governance Strategic axis;
- encouraging multi-level development governance and application of various governance instruments (collaborative, command, hybrid); encouraging a multi-stakeholder

approach (economy, education, science, public and civil sector); improvement of inter-municipal cooperation; encouraging a participatory approach and involvement of local actors; encouraging mixing (*blending*) funding urban development from different types of funding (domestic and international); strengthening the transparency of decision-making at the level of the urban area;

- improvement of institutional and personnel capacities and governance mechanisms for the implementation of the Strategy.

## 2.1 DESCRIPTION OF THE INTEGRATED APPROACH

Integration is one of the four key elements of the Integrated Sustainable Territorial Development (ISTD) planning approach tested within the EU PRO Plus programme. Integration has two main dimensions: territorial and thematic integration. The territorial dimension of integration, although it is important for all types of urban areas, is especially relevant for those who prepared strategies of integrated territorial investments (ITI), that is, urban areas that cover more than one LSG.

The thematic aspect of the integrated approach is a key characteristic of territorial strategies, which implies an integrated approach among different sectoral policies. Strategies can cover a wide range of policies, from different types of infrastructure, to business support, social measures or environmental investments. The instruments tested in the EU PRO Plus programme apply a multisectoral approach that goes beyond traditional sectoral policies, supporting the delivery of a response that is both place-based and integrated, thereby allowing interlinked and cross-sectoral responses to territorial challenges.

Within the EU Cohesion Policy 2021-27, the integrated approach is one of the four mandatory elements of territorial strategies, with regulations requiring “*a description of an integrated approach to address the identified development needs and potential of the area*”<sup>2</sup>. The aforementioned approach and prescribed content of territorial strategies, defined by the new legislation of the European Commission from 2021, determined the legal basis for the adoption of this strategy, namely Articles 49 and 50 of the Law on the Planning System<sup>3</sup>. Namely, integration is a key dimension of Cohesion Policy in a broader sense, which implies not only integration between different governance levels (vertical) and different spatial levels and areas (territorial), but, most importantly, coordination between different policy areas (horizontal).

The intersectoral approach aims to overcome “*silo structures*”, i.e. the traditional division of functions according to sectors or policy areas, which is typically present in public administration. There are both horizontal and vertical dimensions of the intersectoral approach: horizontal refers to the relationship between departments in the same administration (e.g. in LSGs), and vertical refers to the relationship between departments in different administrations, state administration departments or other service providers. According to the Handbook on Sustainable Urban Development Strategies of the Joint Research Centre of the European Commission, cross-sectoral integration can be achieved by: 1) ensuring the consistency of

<sup>2</sup> See Article 29 of the Common Provisions Regulation:

<https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32021R1060&from=EN>

<sup>3</sup> Law on the Planning System of the RS (Official Gazette of the Republic of Serbia No. 30/2018)

<https://www.paragraf.rs/propisi/zakon-o-planskom-sistemu-republike-srbije.html>

policy-making principles and goals among different policy sectors in public administration, harmonizing priorities and time frames; and 2) cooperation between different departments at all levels, in order to jointly create policies<sup>4</sup>.

Just as in EU Cohesion Policy, the strategies developed in the context of EU PRO Plus programme are multi-sectoral, organized under five objectives representing different thematic areas, and therefore require cross-sectoral integration. In practice, this can be supported by strong coordination structures involving stakeholders and other organisations at all stages, thus providing support for the implementation of a cross-sectoral strategy. Supported projects should contribute to the objectives of the strategy and be cross-sectoral. This requires adequate procedures, such as project eligibility and selection criteria, as these will have a major impact on how integrated the projects will be and how they will be linked to the strategy.<sup>5</sup>

## 2.2 DESCRIPTION OF INVOLVEMENT OF PARTNERS

In the dynamic environment of sustainable and integrated urban and territorial development, the creation and implementation of effective strategies is of key importance for ensuring the prosperity and sustainability of cities and wider urban areas. The territorial strategy traces the path for development, including various sectors such as: infrastructure, economy, environment, social protection services, etc. However, the complexity of contemporary challenges requires a collaborative approach that goes beyond LSGs. The involvement of partners - different levels of government, non-profit organisations, private companies, social groups, universities, institutes, development and research organisations, plays a key role in shaping and implementing a successful territorial strategy.

### Partners in territorial strategy:

The development and implementation of a territorial strategy has enormous benefits as it involves different perspectives, expertise and resources brought by different partners. The comprehensive territorial strategy includes the following types of partners:

- **Authorities:** Local and national authorities are key partners due to their regulatory powers, financial resources and policy-making competencies. Their participation ensures alignment with broader development goals and effective coordination of efforts.
- **Non-profit organisations:** Civil society organisations often work closely with communities, addressing social and environmental challenges. Their knowledge of the environment can help identify the specific needs, concerns and priorities of the local population.
- **Private enterprises:** Private sector participation is vital to infrastructure development, innovation and economic growth. Partnerships with businesses can lead to investment in real estate, transportation, energy and technology, driving progress in urban areas.

<sup>4</sup> Fioretti C, Pertoldi M, Busti M and Van Heerden S (2020) Handbook of Sustainable Urban Development Strategies, <https://publications.jrc.ec.europa.eu/repository/handle/JRC118841>

<sup>5</sup> Pertoldi M, Fioretti C, Guzzo F, Testori G, De Bruijn M, Ferry M, Kah S, Servillo L A and Windisch S (2022) Handbook of Territorial and Local Development Strategies. <https://publications.jrc.ec.europa.eu/repository/handle/JRC130788>



- Academic and research institutions: Universities and research organisations contribute to intellectual capital by conducting studies, analysing data and proposing evidence-based solutions. Their research can lead to the formulation of a strategy based on sound principles.
- Community groups and citizens: Local people and community organisations ensure that the real needs of citizens are taken into account, thus creating the basis for strategies to be developed on local knowledge. The participation of local residents fosters a sense of ownership, ensures inclusiveness and increases the likelihood of successful implementation of strategies.
- International organisations: Cooperation with international organisations and cities enables learning from examples from the best world practices, access to finance and exchange of experiences. These partnerships can facilitate knowledge sharing and cross-border cooperation.

The involvement of partners in territorial strategies has several advantages, it will improve the quality of strategy development and support its effective implementation. Therefore, partnership and participation are important prerequisites for developing a territorial strategy within the EU's cohesion policy. Also, the New European Bauhaus initiative emphasizes the added value of combining local knowledge with an interdisciplinary approach in achieving creative solutions to social problems - solutions that are inclusive, sustainable and beautiful.

Involving partners in the strategy development phase will help in:

- Problem identification: Partners contribute their expertise to comprehensively assess development challenges and opportunities. This joint effort provides a more “nuanced” understanding of the urban area.
- Data collection and analysis: Academic and research institutions, along with non-governmental organisations, can help collect and analyse data to identify trends, gaps and potential solutions.
- Stakeholder engagement: Community groups, NGOs, government and public organisations work together to engage citizens - in meetings, workshops and research. This participatory approach ensures that the strategy is aligned with the needs of those it serves.
- Establishing a strategic vision: Collaborative workshops involving different actors enable the creation of a common vision for the development of the urban area. This process ensures that the strategy reflects diverse views.
- Formulation of solutions: Drawing knowledge from different sectors, private companies, non-governmental organisations and academic institutions contribute to the proposal of innovative solutions with their ideas.

Equally important is the involvement of partners in the phase of implementing the territorial strategy. This often presents a challenge because it is easier to give an opinion or provide data than to engage in concrete activities. A common pitfall in the development of a territorial strategy is to expect activities from partners who were not involved in the development of the strategy and who do not feel engaged. Or vice versa, partners who engaged resources and knowledge in the strategy development phase were not later involved in the implementation

of activities, which leads to disappointment. The territorial strategies of the EU PRO Plus programme pay special attention to this.

The roles that partners can play in implementing the strategy are as follows:

- **Support through resources:** Partners play a key role in providing the financial resources necessary for the successful implementation of various aspects of the strategy of sustainable and integrated urban and territorial development. National and local governments, their agencies and companies, private companies and international organisations allocate funds that enable the implementation of infrastructure projects, community programmes and sustainable initiatives. These resources are of vital importance for the improvement of the traffic system, the improvement of water and sewage systems, the promotion of the use of renewable energy sources and economic growth within the wider urban area.
- **Technology and Innovation:** Partners, including academic institutions and private companies, bring their expertise in technology and innovation to the fore. To face the urgent challenges of urban development, they propose innovative solutions. The application of “smart city” technology enables the optimisation of city services, and solutions that include renewable energy reduce carbon emissions. Digital management platforms and data analysis systems, for example GIS, improve operational efficiency. This infusion of innovation helps create a sustainable and thriving urban area.
- **Community participation:** Partners actively engage with local communities to ensure that the strategy of sustainable and integrated urban and territorial development is adapted to the specific needs and aspirations of residents. This participation process not only encourages a sense of ownership (over the process and decisions) and inclusiveness, but also helps in the realisation of targeted social and environmental projects and improves, for example, environmental awareness, waste reduction or the introduction of new green areas. Civil society organisations and advocacy groups can collaborate with the public sector to advocate for policy changes that are consistent with the strategy of sustainable and integrated urban and territorial development, thereby ensuring that the principles of the strategy are incorporated into the legal framework.
- **Data-driven decision-making:** Academic institutions and research groups contribute to the implementation of the strategy by collecting, analyzing and using data. This data-driven approach guides the decision-making process and allows all stakeholders to monitor progress, identify areas for improvement, and make informed decisions. Data analysis provides insight into the effectiveness of various initiatives, helping urban planners and policy makers to adapt and improve strategies in real time. This analytical approach ensures that the territorial strategy remains relevant and responds to the needs of a changing and evolving urban area.
- **Capacity building and collaboration:** Partners work together to build capacity among stakeholders involved in implementing the strategy. This takes place through training programmes, workshops and knowledge exchange initiatives aimed at improving the competencies of public administration employees, local community leaders and other key participants. This capacity building effort ensures that those responsible for

implementing the strategy have the understanding, knowledge and skills to apply the various instruments necessary for successful implementation. Furthermore, cross-sectoral collaboration among partners fosters a culture of collaborative problem-solving, drawing on the strengths of different actors to address complex urban challenges and promote inclusive development.

The wider urban area is a complex milieu that requires a collaborative approach to create lasting positive change. The involvement of partners in the preparation and implementation of the territorial strategy enriches that process with different views, resources and expertise. By encouraging the establishment of partnerships between the administration, non-profit organisations, private companies, academia and research institutions and various community groups, urban areas in the EU PRO Plus programme have the opportunity to develop and implement high-quality territorial strategies that will lead to a sustainable and inclusive transformation of urban areas.

### **2.3 APPROACH TO STRATEGY DEVELOPMENT**

In the development of the Strategy, a participatory and integrated approach was applied, taking into account the spatial dimension of urban and territorial development and the organisation of the process, which ensures coordination and cooperation.

The strategy starts from the topics contained in international and national policies of integrated and sustainable urban and territorial development, which are adapted to the local context of urban and territorial development in the Republic of Serbia. This was achieved by applying a participatory approach through public dialogue and inter and transdisciplinary cooperation of a wide range of actors from different sectors, professional fields and levels of administration. The applied participatory procedure is characterized by diversity (represented institutions/ participants, levels of administration, policies, disciplines, etc.), interaction using methods of consultation and active participation, and the existence of mechanisms for selection (prioritization). The purpose is to:

- identify the key needs of urban and territorial development and improve the use of urban/territorial capital;
- defines a strategic framework (for the time horizon until 2034, i.e. two programme periods of the European Union's Cohesion Policy), which is based on management instruments and oriented towards efficient and effective implementation;
- enable an open and flexible approach to urban and territorial development governance topics in the local context, taking into account the administrative, legal, institutional framework, capacities, etc.;
- enable inter- and transdisciplinary discussion on cross-cutting urban development topics in order to overcome the limitations of the sectoral approach;
- ensure the participation of interested actors in solving key problems and challenges, identifying areas of intervention and prioritising urban development projects, as well as to enable the optimal combination of resources.

The development of the Strategy was carried out in accordance with the Law on Gender Equality



("Official Gazette of RS", No. 52/2021) through the application of the principle of gender perspective in planning and adoption of public policies in the areas of planning, traffic and infrastructure (Article 40). The integration of the gender perspective in the process of creating the Strategy is supported by a participatory approach and communication as instruments for the representation of various interests within the local community concerning daily work, economic habits, social and cultural practices, as well as the need to access public purposes.

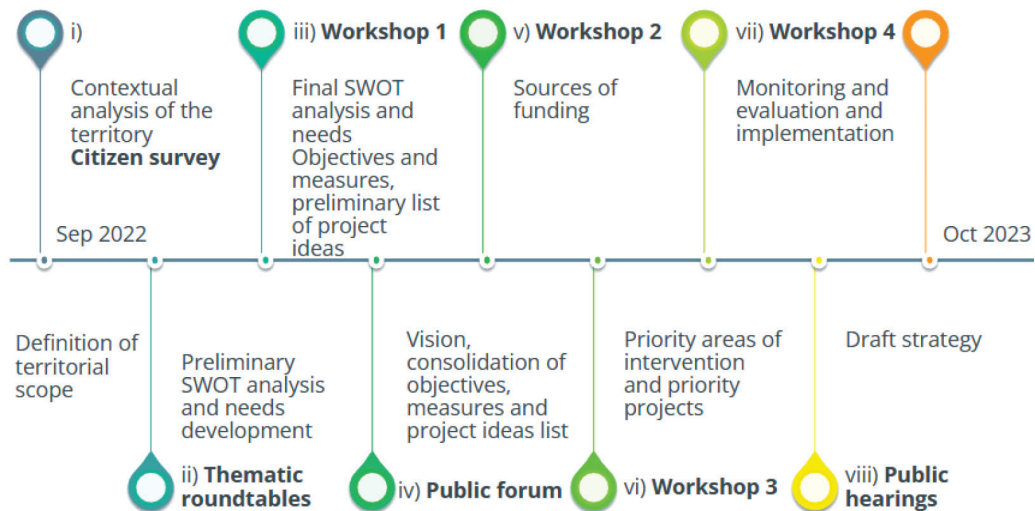
The organisation of the Strategy development process implies the coordination of cooperation between different sectors and levels of administration, facilitated communication with the participants of the planning process, the establishment of networks of administration and actors in the covered urban area and with the environment, as well as the involvement of the local economy, representatives of public institutions, education and science, and other relevant actors in planning i implementation of urban development programmes and projects.

## **2.4 STEPS IN STRATEGY DEVELOPMENT**

The process of developing the Strategy was initiated in 2022 with the establishment of an institutional framework, the adoption of the Decision on territorial strategy development, the Decision on the formation of the Council for the Development of the Urban Area and the Decision on the formation of the Working Group for the development of the strategy. The task was to assess needs, formulate vision, goals and measures, and to map areas of intervention and strategic projects within an intersectoral, transparent and participatory environment with actors from different sectors.

The steps in the process of the Strategy development were as follows (Figure 1):

- 1) Contextual analysis by thematic areas;
- 2) SWOT analysis through identification of key problems of urban and territorial development and assessment of needs;
- 3) Vision, goals and measures;
- 4) Sources of funding;
- 5) Priority areas of intervention and strategic projects;
- 6) Monitoring, evaluation, implementation of strategies and governance mechanisms.



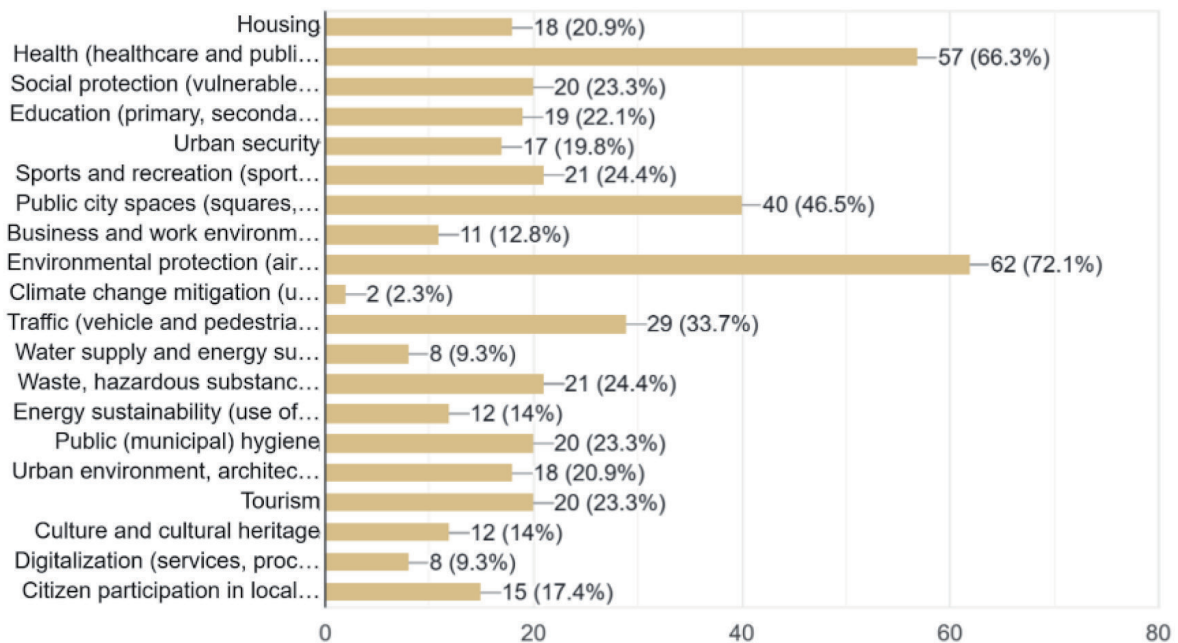
**Figure 1** Steps in the strategy development process

In the first step, a contextual analysis was made by thematic areas: a) Society (demography, social inclusion and social assistance services, social and health infrastructure, education); b) Economy (general economic trends, labor market, business environment, tourism and culture); c) Urban environment (quality of urban structures and public spaces, quality of urban environment, exposure to environmental risks and climate risks, primary infrastructure, infrastructure for mobility and internet connectivity, urban transport, management of urban development). The analysis of the situation was accompanied by an online survey of citizens, the results of which were presented separately at the thematic round tables. (Appendix 1)

#### Appendix 1 Citizen survey results

##### 6. In which of the following areas should local government take action? (list five)

86 responses



After this step, a preliminary SWOT analysis was prepared, which was presented, discussed and supplemented at the thematic round tables. Thematic round tables were held on the following topics: 1) Economic development (innovative, smart, low-carbon and circular economy); 2) Energy (clean and fair), green and blue investments; mitigating and adapting to climate change, preventing and managing risks; 3) Sustainable and multimodal urban mobility; 4) Social welfare - employment, education, housing, social and health care, culture, socio-economic inclusion and integration, social innovation; 5) Urban renewal and regeneration (urban structures, public spaces, etc.), development of landscape, cultural and architectural heritage, natural heritage, sustainable tourism and strengthening of urban-rural ties; and 6) Urban and territorial governance. At the same time, the first ideas for projects and priority areas of intervention began to be recorded at the thematic round tables, for which the mapping technique was used.



**Pictures 1 and 2:** *Thematic round tables, preliminary SWOT and contextual analysis, Public Library, Bor, February 27 and 28, 2023.*

In the next step, after inputting all the participants' comments and consolidating the material, a final SWOT analysis was prepared with a needs assessment, as well as a proposal of goals and measures, which was discussed and verified at the first workshop with members of the Development Council and Working Group.



**Pictures 3 and 4:** *Workshop with members of the Development Council and Working Group - proposal of goals and measures, Public Library, Bor, April 18, 2023.*



The summarized results were presented at the Citizens' Forum, which followed. On that occasion, the participants of the forum gave proposals for the formulation of the vision of the development of the urban area, the addition and reformulation of measures and goals. At the forum, the proposal of the area of intervention was discussed and additional proposals of ideas for projects were given. The meeting opened with an exhibition of children's drawings by elementary school students on the topic "My city/territory in the future", and the participants evaluated the children's works. At the end of the forum, the best children's works were awarded with awards and commemorative books.



**Figures 5 and 6:** Citizens' Forum: the formulation of the vision of the development of the urban area, the addition and reformulation of measures and goals, and the exhibition of children's drawings by elementary school students on the topic "My city/territory in the future", Dom kulture, Bor, June 5, 2023.

At the next workshop on sources of funding for urban and territorial development, national and international sources of funding for urban and territorial development in Serbia were presented in detail. The participants of the workshop pointed to some other national funding sources, and expressed their satisfaction with the latest review of the possibilities for using various funds, donations, loans, etc. The prepared material in a broader version was delivered to all local and regional partners of the EU PRO Plus programme in all 99 LSGs.



**Figures 7 and 8:** Workshop priority areas of intervention and strategic projects, City of Bor building - room no. 2, Bor, July 25, 2023.

At the third workshop in a row, mapped priority areas of intervention and consolidated strategic projects were presented. Again, after discussion with local partners, the materials were corrected and supplemented.

The last in a series of workshops was held on the topic of monitoring, evaluation, strategy implementation and management mechanisms. It took place with a lively discussion on the necessary development of institutional capacities and considering the possibility of establishing a project coordination unit.

The prepared material of the Draft Strategy was presented at a public hearing, which took place in the form of a presentation and discussion, and submission of suggestions and objections by the public. After correcting the draft strategy in relation to the submitted suggestions and remarks, the material was sent to the assembly for adoption.

After its adoption, the important task of implementing the Strategy awaits the city and professional institutions in the field of urban and territorial development. Similar to international experiences, this Urban Area Development Strategy aims to establish more effective and efficient funding of urban and territorial development.



### 3 DESCRIPTION OF THE TERRITORY

Urban areas in the Republic of Serbia are defined through the system of urban centres in the Draft Spatial Plan of the Republic of Serbia from 2021 to 2035 and the report on the strategic environmental impact assessment of the Spatial Plan of the Republic of Serbia from 2021 to 2035. Cities - centres of urban areas that can establish urban areas for the purposes of testing the application of the mechanism of integrated territorial investments (ITI) are defined by the Guidelines for applicants within the Public Call for submitting applications for the development of territorial strategies within the EU PRO Plus programme through two sets of criteria:

#### Basic criteria

- a) That the local self-government units (LSGs) are classified as an urban area - an integration centre of more than 100,000 inhabitants, or an urban area - an integration centre of more than 40,000 inhabitants as defined in the system of urban centres in the Draft Spatial Plan of the Republic of Serbia from 2021 to in 2035 and the report on the strategic environmental impact assessment of the Spatial Plan of the Republic of Serbia from 2021 to 2035,

and in the case of the wider territory:

- b) They fulfill the condition of spatial continuity of the territory,
- c) Ensure partnership with at least three (3) LSGs, which is confirmed by signing the application partnership statement and the partnership agreement between the LSGs, and
- d) Ensure partnership with the Regional Development Agency (RDA) covering the territory in question.

#### Additional criteria

- a) Capacities of the applicant to apply instruments of territorial development,
  - 1) Existence of internal institutional capacities, i.e. capacities for urban planning within the department, institute or public enterprise of the LSG; local offices for economic development or other similar capacities; departments/institutions for social and environmental issues, etc.
  - 2) Experience in similar actions - in implementing participatory processes, applying new methods and innovative approaches in urban development and related projects funded by the EU
- b) Socio-economic and spatial characteristics
  - 1) in the case of a narrower territory: industrial/business and commercial zones and brownfield locations: illegally built and undeveloped peripheral city zones (areas of uncontrolled expansion of urban settlements) and degradation of rural areas; endangered urban structures and central city zones; parts of urban settlements with a concentration of social problems - social inclusion and poverty reduction; settlements or parts of settlements exposed to problems of environmental protection and climate change; spatial entities with cultural and architectural heritage, important features

of the cultural and historical development of an urban settlement/group of urban settlements and

2) in the case of a wider territory: common characteristics – important infrastructure corridors, geography, morphology, industrial capacities; endogenous potential; common needs, problems and challenges and common development plans and initiatives.

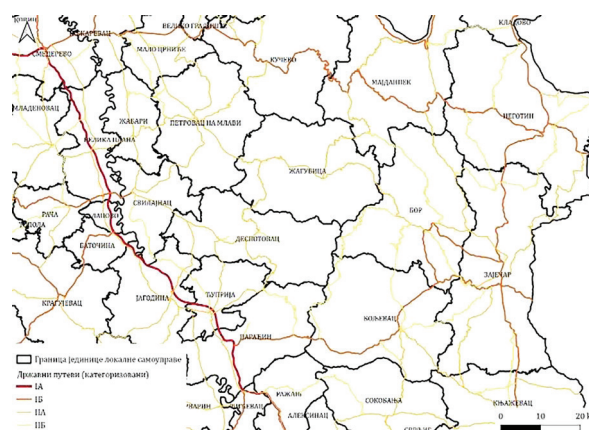
c) Experience in partnerships (in the case of a wider territory)

1) Relevant partnerships established for the implementation of similar or related initiatives in the previous period, which can represent the foundations for the establishment of management mechanisms that will ensure the implementation of the territorial strategy.

## 4 TERRITORIAL CONTEXT

The city of Bor is located in eastern Serbia and is included in the administrative district of Bor, of which it is the administrative centre. According to the nomenclature of statistical territorial units, it belongs to the statistical region (NSTJ2) of Eastern and Southern Serbia. The City area is located between the municipality of Majdanpek in the north, the municipality of Negotin and the town of Zaječar in the east, the municipality of Boljevac in the south and the municipalities of Despotovac and Žagubica in the west.

With significant urban centres in the surrounding area, Bor provides traffic connections: state road IB row no. 36 - Paraćin - Boljevac - Zaječar - state border with Bulgaria (Vrška Čuka border crossing); and state road IB order no. 37 - Selište - Bor - Zaječar. It is also connected to smaller centres and other settlements in the surrounding area by a network of IIA and IIB state roads<sup>6</sup>. In addition to road traffic, the territory of the City is also represented by railway traffic (single-track railway (No. 45) Zaječar - Bor - Majdanpek - Požarevac) (Graphic 2).



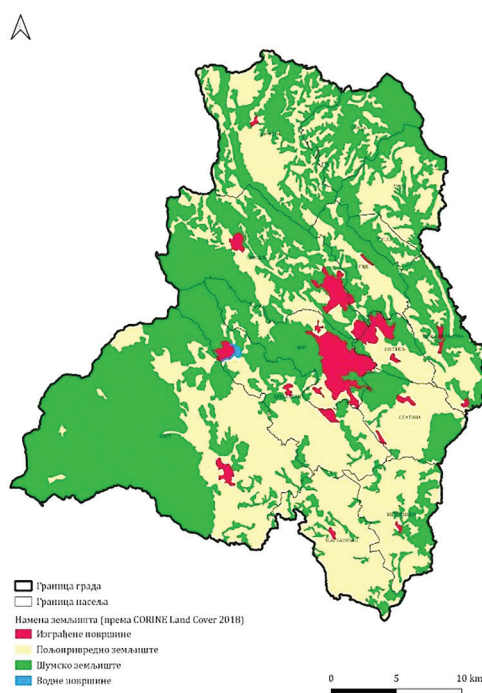
**Graphic 2** Position and traffic connectivity Urban area of Bor (Sources: Map of state roads, PC “Serbia Roads”, 2022; Register of spatial units)

The town of Bor covers an area of 856 km<sup>2</sup>, which stretches between Deli Jovan, Veliki karst and Crni vrh in the north and the Kučaj Mountains in the west, and includes the central zone with ore deposits and the southern zone in the Crni Timok basin. Used agricultural land occupies only 25.3% of the total area of the City, while overgrown forest areas occupy 41.9%. Arable land and gardens make up 48.1% (10,401ha) of agricultural land, 47.1% (10,180ha) are meadows and pastures, while orchards make up only 2.6% (553ha) and vineyards 0.8% (171ha) (Graphic 3).

On the territory of the City there is a protected natural area, the natural monument Lazarev kanjon (gorge) (a geoheritage site).

<sup>6</sup> State roads of the IIA order: no. 161 - Bratinac - Salakovac - Malo Crniće - Petrovac na Mlavi - Žagubica - Brestovac; no. 165 - Porec bridge - Klokočevac - Miloševa Kula - Zagrađe - Rgotina - Vražogrnac - Zaječar - Zvezdan; and no. 166 - Bor - Zagrađe; National roads of the IIB order: no. 389 - Straža - Brezovica - Borsko Jezero; no. 391 - Brestovačka Banja - Zlot - Boljevac; no. 392 - Zlot - Zlot Cave; no. 393 - Jasikovo - Vlaole - Krivelj - connection with state road 166; no. 394 - Brestovac - Metovnica - Gamzigradska Banja - Gamzigrad - connection with state road 36; and no. 398 - Luka - Salaš - Brusnik - Rečka - Negotin.

According to the 2011 Census, the city of Bor had 48,615 inhabitants (0.7% of the population of the Republic, i.e. 38.9% of the population of the Bor district), while according to the first results of the 2022 Census, 41,280 inhabitants live in the same area, 7 thousand inhabitants less in compared to the previous Census and almost 15 thousand inhabitants less compared to the beginning of the 21st century, i.e. Census of 2002 (when 55,817 inhabitants lived in the City). In the period from 2012 to 2021, both components of the City's population movement were negative. In the mentioned period, 3,948 people were born and 7,653 people died (total natural change -3,705). The migration balance, viewed from the aspect of internal migration (without migration abroad), in the same period amounted to -2,024 inhabitants (6,282 inhabitants immigrated, while 8,306 emigrated).



**Graphic 3** Detailed land use (Source: Copernicus Land Monitoring Service, 2022; Republic Geodetic Authority, 2020)

The basic characteristics of the population (basic contingents of the population, average age, aging index, etc.), as well as the structure of the population according to economic activity, do not deviate to a greater extent from the average at the level of the Republic. The economically active population makes up 43% of the total population of the City, of which 33.7% are employed (the national average is 32.1%), and 9.3% are unemployed (3.8% are looking for their first job). 57% of the population is inactive, of which: 13.8% are children under the age of 15, 8.4% are pupils and students, 7.1% are housewives and 23.8% are pensioners. The educational structure of the population is characterized by the dominance of the population with secondary education (51%). The representation of the population without a school education is above the average for the Republic of Serbia (15.2% compared to 13.7%), while the representation of the highly educated population is below the average (12.4% compared to 16.2%). The structure of the population according to nationality is dominated by Serbs (73% of the population), and the most numerous national minorities are Vlachs (13.8% of the population) and Roma (3.6% of the population).

The average population density on the territory of the City (in 2022) is 48 inhabitants/km<sup>2</sup>, which is above the average of the Bor district (29 persons/km<sup>2</sup>), but below the average of the region of Eastern and Southern Serbia (54 inhabitants/km<sup>2</sup>) and significantly below the average of the Republic (76 inhabitants/km<sup>2</sup>).

The city of Bor includes 14 settlements, of which only the city centre of Bor has the status of a city settlement, where according to the 2011 Census, 34,160 inhabitants lived, i.e. 70.3% of the total population of the city. The city's settlement network is demographically differentiated into the central and southern parts, which include the city centre with suburban and other demographically significant settlements (over 1,000 inhabitants), and the northern part, which is characterized by a concentration of demographically smaller settlements (up to 1,000 inhabitants). Unfavorable demographic trends (decrease in natural growth and emigration) led in the period from 2002 to 2011 to a decrease in the number of inhabitants in all 14 settlements of the City, including the city centre.

Preschool education on the territory of the City is realised within the Preschool Institution "Bambi" Bor, which includes 8 facilities in the city settlement. Primary education is provided in 8 main schools, in the city settlement (5) and the settlements of Brestovac, Zlot and Krivelj, and 10 school branches (two regional eight-grade branch schools (Metovnica and Šarbanovac) and eight four-grade branch schools). In Bor there is also a primary music school and a School for primary and secondary education of children with developmental disabilities. Secondary education is realised in 4 secondary schools in the city centre: Gymnasium, School of Economics and Trade, School of Mechanical and Electrical Engineering and Technical School. Among the institutions dedicated to higher education in Bor, there is the Technical Faculty and the Student Centre. Health institutions<sup>7</sup> on the territory of the City are: Health Centre Bor, which includes the Health Centre and the General Hospital, and the Pharmacy Institution Bor (competent for the municipalities of Bor, Kladovo, Negotin and Majdanpek). The network of primary health care facilities of the Bor health centre includes: 2 health clinics in the urban area; 3 health stations<sup>8</sup> and 7 health clinics<sup>9</sup> in suburban and rural settlements. Social protection is organized within the centre for social work. Cultural institutions on the territory of the City are: the Public Library, the Museum of Mining and Metallurgy and the Cultural Centre of the City of Bor. The sports centre has facilities that include: a large and small hall (multipurpose), open and covered swimming pools, tennis courts, small sports courts, a gym, a soccer field, etc.

On the territory of the City of Bor, 16 immovable cultural properties (IMP) have been recorded, of which: 11 monuments of culture, 4 archaeological sites and one spatial cultural-historical unit. Half of the IMP is located in the Bor settlement (2 archaeological sites and 6 monuments of culture). The narrower area of Brestovačka spa is protected as a spatial cultural-historical unit. In this settlement there is also an archaeological site and 3 monuments of culture (Residence of Prince Miloš, Hammam of Prince Miloš and the Castle of Prince Aleksandar). The archaeological site of Lazareva Pećina is located in the settlement of Zlot. The remaining two monuments of culture are located in the settlements of Slatina (Church of the Assumption) and Brusovo.

<sup>7</sup> The Zaječar Public Health Institute is responsible for the Bor Administrative District.

<sup>8</sup> Donja Bela Reka, Zlot and Brestovac.

<sup>9</sup> Šarbanovac, Metovnica, Bučje, Oštrelj, Slatina, Gornjane and Veliki Krivelj.

In the structure of the economically active population of the City, according to activities, the following dominate: mining (26.3%) and processing industry (16.5%); they are followed by trade (9%) and activities from the domain of public services: health and social protection (7.4%), education (6.8%) and state administration and social insurance (5.1%) (Chart 1). Compared to the economic structure at the level of the Republic, mining is much more represented in the territory of the City (26.3% compared to 1.2%), while other activities are generally comparatively less developed. The average net salary in the territory of the city of Bor for the year 2021 was 77,390 dinars, which is 17.5% higher than the average salary in the Republic of Serbia for the same year (65,864 dinars).



## 5 CONTEXTUAL ANALYSIS

The city of Bor is located in the administrative district of Bor, whose eponymous urban settlement is the centre of the district and the administrative territory that occupies 856 km<sup>2</sup>. Apart from it, it also consists of twelve rural settlements - Gornjane, Tanda, Luka, Krivelj, Bučje, Oštrelj, Donja Bela Reka, Brestovac, Slatina, Zlot, Šarbanovac and Metovnica. The city centre is eccentrically placed in the northern part of the administrative territory and is located in the immediate vicinity of the mine (an urban-planned settlement in an inappropriate location). The status of the local self-government unit was changed from a municipality to a city in 2018, after 71 years.

### 5.1 SOCIETY

#### 5.1.1 Demographics

According to the census of 2011, the urban settlement of Bor had 34,160 inhabitants, of whom 49% were men and 51% were women, and 48,615 inhabitants lived in the total territory of the city. According to the preliminary results of the 2022 census, 41,290 inhabitants live in the entire territory of the city of Bor, which is a 15% decrease from the last census.

In 2011, on average, 26 inhabitants lived on 1 ha in the inner city area (in 2002, 30 inhabitants), while there are significant differences when looking at spatial units. According to the RZS estimate for 2021, the average population density on the territory of the entire city of Bor (856 km<sup>2</sup>) is 50 inhabitants/km.

According to the estimate of the Statistical Office of the Republic of Serbia for the year 2021, the average age of the inhabitants of the urban area is 44 years. The rate of live births is 8, the rate of deaths is 24, and the rate of negative natural increase is - 16. The aging index is 153. Life expectancy of those born in 2010-2012 in Bor is 73.87 years old (70.86 men, 76.87 women), which is below the RS average of 74.74 years. By age, the age group from 18 to 64 dominates the total number of inhabitants, which is 62% of the total number of inhabitants. This is at the level of the national average, by one percent above the average of the region of Southern and Eastern Serbia and by 2% above the average for the Bor region. The age group of 65 years and above occupies 21% of the total population and is on par with the average of the Republic, by one percent less than the average of the Region of Southern and Eastern Serbia and by 4 percent of the Bor region. The smallest part is the group of the youngest, the age group from 0 to 17 years is 17% of the total population.

Bor was inhabited 70 years ago by workers - the population of the entire former Yugoslavia and other countries. The villages are inhabited by natives, 80% of whom are predominantly of Vlach origin, while cultural diversity can be seen in the urban settlement of Bor. In the old part of this settlement (periphery of the mine), groups of Roma families from Macedonia, from Kosovo, as well as from the south of Serbia live in workers' collective non-conditional apartments. Groups communicate but are different and function as a separate unit.

Population migration represents a very important component of demographic growth and development in the City of Bor. In general, until the 1990s, immigration was more dominant

than emigration, and then there were changes in the flows and intensity of migration. Migration movements towards this administrative unit have weakened, and emigration movements towards more developed regions in the country are strengthening, and in an increasing percentage, in a significant volume, towards abroad. The city of Bor recorded a negative migration balance: in the period 1991-2002 the average annual rate of the migration balance was - 6.4‰ (in absolute terms - 2,823 persons), and in the period 2002-2011. a significantly higher value was recorded (- 13.9‰, i.e. - 4,613 persons). This is a direct consequence of the deterioration of existential conditions (the economic “collapse” of the only development giant - RTB), which intensified emigration, mainly of the younger educated population, and significantly reduced immigration. In Brestovac, the migration balance, although insignificant, was positive (0.2‰ in the period 1991-2002 and 0.3‰ in the period 2002-2011).

In the last period, and especially since 2018, an increasing influx of residents outside the urban area (permanent or occasional/temporary) has been observed. The reason for these migratory movements is the renewal of the economy in Bor (RTB Bor) and the growing need for a workforce of various qualifications. A large influx of residents from other parts of the Republic of Serbia, as well as from abroad (mostly Chinese citizens), has been observed, and daily rural-urban migrations have increased, all due to employment in the urban settlement of Bor.

The demographic development of the City of Bor is characterized by three key trends:

- Negative natural increase
- Progressive trend of population aging
- Positive migration balance.

### **5.1.2 Social inclusion and social protection**

#### ***Average salary of inhabitants***

The average net salary per employee in the territory of the city of Bor in October 2022 was RSD 86,240, which is 12.9% more than the average of the Bor district (76,405) and 14.4% more than the average of the Republic of Serbia (75,353).

#### ***Social assistance services***

The total number of beneficiaries of social protection on the records of the Centre for Social Work is 3,702 (8.6% of the total population). Existing services in the community are well developed and are divided into:

- Personal assistance
- The child’s support assistant
- Day care for children with developmental disabilities
- Help at home for children with developmental disabilities - caregivers
- Help in the home for the elderly

There is a need to expand the Home Help service for the elderly in rural areas, to establish a day care centre for the elderly and Safe Houses. All services could be implemented from one place, that is, through the establishment of an institution/organisation for the provision of services in social protection.

***Endangered zones***

Zones with social problems are mainly in the old part of the city settlement of Bor, where mainly members of the Roma nationality and Roma from Kosovo and Metohija live, who are mostly beneficiaries of cash benefits from which they support themselves, and also earn additional income from occasional seasonal jobs. Most of them have low educational qualifications. These are large families, with two or more children.

Rural households engaged in agriculture are also very vulnerable (mainly elderly households) due to heavy pollution from intensive mining and the impact of climate change. Beneficiaries of agricultural pensions are on the verge of poverty.

***Security***

There is a sense of reduced security in the local communities Sever, Stari centar and Staro Selište. The cause of the problem is the presence of a large number of problematic/marginal populations that are prone to deviant behavior.

**5.1.3 Housing*****Housing offer***

According to the data of the 2011 Census, 14,659 housing units were recorded in the construction area of the town settlement of Bor (the scope of the General Plan) (about 96% of the housing stock of the settlement of Bor and about 28% of the settlement of Brestovac). Compared to 2002, the number of residential units increased by 354 (average area from 58 to 61m). In 2020, an average of one apartment per 1,000 inhabitants was built.

More than half of the housing stock in Bor was built after the 1970s, with relatively good indicators of surface area, quality of construction, rooms and equipment. The older housing stock requires reconstruction, especially in terms of surface area and structure (number of rooms), since about a quarter (26%) of inhabited apartments are one-room apartments (including separate rooms and studios). The establishment of appropriate standards and regulations that would be binding both for new construction and for reconstruction and renovation in a certain period of time, and the introduction and wider application of incentive conditions for reconstruction and communal equipment, will contribute to raising the overall quality of the built environment.

Part of the housing stock in certain spatial units is substandard to a greater extent, especially in terms of unregulated waste water drainage (in spatial unit VII there is no residential sewage system).

Smaller apartments (in terms of room size and surface area) that have substandard performance can be prepared for the use of specific social groups that need apartments of moderate quality and smaller areas (single households, students, housing of temporarily present persons, etc.) through appropriate reconstruction and renovation. Of the total number of apartments in Bor, the share of uninhabited apartments (10%) is significant. Such situations can be one of the potentials for improving housing conditions of social groups with unresolved housing issues or substandard housing. Areas for residential construction also include undeveloped zones

within the planned spatial units, especially V and VI, which must be equipped with utilities beforehand.

The average price per square meter of residential space is, acceptable for the population, 550 - 900 euros, depending on the location and condition of the residential space itself. Apartments are most often bought through housing loans.

On the basis of the Agreement between the Commissariat for Refugees of the Republic of Serbia and the City of Bor, two residential buildings for multi-family housing with 15 residential units each were built in the Novi gradski centar settlement. This solved the housing issue of 30 families, mostly from Bosnia and Herzegovina and Croatia. There is no precise data on the number of households without a resolved housing issue.

### ***Substandard settlements***

The urban settlement of Bor, like most similar ones in Serbia, faces the problem of poor housing, unhygienic settlements and zones predominantly inhabited by a population that is unable to reach the quality and standards of urban life. In the area covered by the General Plan of the Bor urban settlement, there are several poor enclaves (Old Centre - spatial unit I; Staro selište - spatial unit II) and Rudar - spatial unit III), and immediately outside the borders are slightly larger and more densely populated zones - North I, Sever II and Brezonik. The settlement "Sever" is on the edge of the mine and is unsafe for life (the edges of the mine are unsecured).

Activities of the local self-government to solve the problems and living conditions in these settlements began in 2011 by applying to projects for the improvement of Roma housing, which were implemented by the Ministry of Environment, Mining and Spatial Planning in cooperation with the OSCE. An analysis of the situation was carried out and a proposal of activities was made. Due to the lack of funds and administrative obstacles, the implementation of the project was stopped. Namely, the Assembly of the then Municipality of Bor, in December 2012, passed the Decision on joining the development of the Local Housing Strategy for Roma 2012-2022 and the Local Action Plan for Roma Housing in the Municipality of Bor. The goal of the development was to improve the housing conditions of this population (ensuring legal use of the apartment and property in all aspects, enabling a better and healthier life for families and individuals, improving existing housing units and building new ones, improving and building infrastructure). The preparation of these documents has not started.

In one part of the city, due to the mine, dilapidated buildings, landslides and multi-family housing on the edge of the mine, the city cannot issue a certificate, confirmation or contract for the use of an apartment, and therefore there is not an official permanent residential address. Insufficient education and illiteracy make it even more difficult for citizens to understand and exercise their rights (e.g. personal documents, maternity rights, child allowance, etc.). Most Roma families who do not pay utilities live in non-conditional apartments, so they are most often without electricity, and PUC sporadically takes out garbage and arranges those parts of the settlement.

### ***Illegal construction***

Based on official data from the Ministry of Construction, Transport and Infrastructure, the total number of illegal buildings in the territory of the City of Bor is 1,000 buildings (423 residential, 122 auxiliary and 455 economic).

Based on data from the Department for Urban Planning, Construction, Communal, Property - Legal and Housing Affairs, the annual number of legalized buildings is an average of 298 buildings, and the trend is still increasing.

#### **5.1.4 Social standard facilities**

##### ***Social infrastructure***

A network of educational, social and health infrastructure has been developed in the area of the City of Bor. The system functions on the basis of the adopted Social Protection Strategy and with the support of the Council for Social Protection, which operates in the territory of LSGs. At the moment, however, there is a visible lack of social protection facilities in the public sector (daycare for the elderly, safe house, support clubs for people with developmental disabilities, counseling centres with services and programmes for people with disabilities, etc.)

There is one Preschool "Bambi" in Bor, with six kindergartens (four of which are located in the inner city, three in spatial unit III, and one in spatial unit IV according to GUP). The facilities meet communal standards - they are connected to the village's water supply system, sewage system, have central heating and accompanying rooms (toilet, kitchen, dining room, etc.). The oldest and, at the same time, with the smallest capacity (144 children) is the facility "Crvenkapa", built in 1966. Two were built in the mid-1970s ("Bambi" - capacity for 208 children and "Boško Buha" - 172 children), and the latest date and largest capacity (244) is the facility "Dečija radost", built in 1982. A total of 797 children are enrolled in these facilities, of which about 60 children are over capacity, and 53 children are on the waiting list.

Preschool education and upbringing of children is moving from the social protection sector to the education sector, so preschool classes are organized in four primary schools, but the city's coverage of these facilities is not uniform. At the same time, due to the insufficient capacity of the existing facilities in relation to the needs, as well as due to the expected increase in the number of children of preschool age, it is necessary to upgrade the existing facilities or build new facilities. In the New City Centre (spatial unit V), a group of preschool children (15 in total) is organized, which works in a room/premises of 56m<sup>2</sup>. Within the preschool institution, there is also a children's resort "Savača" near Borsko jezero.

The capacities of preschool institutions, which are insufficient and territorially inadequately distributed, can be increased by long-term leasing of privately owned buildings, encouraging the engagement of the private sector and its networking in the system of preschool upbringing and education, and access to public funds. The support is directed towards innovative modalities of the organisation of preschool institutions that do not require major investments (legal regulation of long-term leases, reduction of tax rates for renting out buildings/spaces intended for public services, use of prefabricated buildings, formation of mobile kindergartens,

etc.). Part of the missing capacity can be provided by repurposing spaces (residential and non-residential), as well as by involving the private sector in preschool care. For the sake of better service, it is possible to organize smaller groups (departments) as part of family or multi-family housing, in compliance with standards and regulations (must provide up to 5m<sup>2</sup> of free space per child).

For the construction of the necessary capacities of children's institutions, the areas in the GUP - designated spatial units V and VI - within the areas for public facilities in the zone of additional city centres are planned. According to estimates, the number of children in these units ranges from 210 to 320 in spatial unit V, that is, from 100 to 150 in spatial unit VI. In spatial unit V, there is already a request to open a kindergarten for the accommodation of children from the "Novi Gradski Centar" MZ, "Sloga" MZ and "Mladost" MZ.

On the territory of the City, there is one home for the elderly, which is privately owned.

There is a very high-quality way to motivate the population to increase birth rate and educate the population through organized actions (free help for newborn children, free textbooks for the first educational cycle, scholarships for students, free transportation for children, high school students, etc.) and help for the elderly over 65, marginal (free transportation for the needs of the national kitchen - 450 meals) and groups with reduced mobility, etc.

### ***Health infrastructure***

The public sector in health care is organized in the Health Centre, which has two organisational units: the Health Centre for primary, i.e. non-stationary health activities and the General Hospital for in-patient health care.

The general hospital has 12 buildings of different years of construction. Six facilities have departments for the accommodation of patients, and six facilities are for ancillary purposes. It is located on a plot of 126 are. The hospital has 111 rooms and 310 beds.

The Health centre was built in 1982. An integral part of the Health Centre is the Rudar health unit, which operates every day. The services of the Health Centre are also used by gravity areas - residents of other settlements in the City (48,615 in total), from which it follows that there is 0.22m<sup>2</sup> per inhabitant of gross developed construction area of primary health care facilities, which meets the needs of the standard of 0.06-0.09m<sup>2</sup>/inhabitant. For now, there is no need for capacity expansion, except for the reserved areas within supplementary centres, and for the sake of better accessibility for the population in the sixth spatial unit, where it is desirable to find the possibility of opening a health centre unit.

The "Bor" pharmacy, apart from the premises in the Health Centre, has two other facilities at locations in spatial units I and III.

The private sector in the field of health care currently consists of: four general medical practice offices (internal medicine, pediatrics, gynecology and cardiology), six dental offices, two laboratories and more than 10 pharmacies (pharmaceutical products, medical and orthopedic aids, veterinary pharmacy).

In the General Plan, spaces are reserved (as part of areas for public facilities) in the supplementary centre in spatial unit V for the purposes of opening a clinic, outpatient clinic, pharmacy, as well



as organizing activities, contents and programmes in the field of social protection aimed at different target groups of residents (counseling centre for addictions with a primary prevention programme, clubs for support for people with developmental disabilities, a counseling centre with services and programmes for people with disabilities, services in the field of prevention in order to prevent the need for hospital and institutionalized services - reception centres and transitional homes after the end of hospital treatment until return to the family, etc.). Also, in the supplementary centre, areas have been reserved for these purposes, as well as for the construction of a new health centre.

There is no organized public or specialized transportation to the neighboring place where the missing health care facilities exist.

### ***Educational infrastructure***

Out of a total of eight main eight-grade primary schools in the City, five operate in the central settlement and one in Brestovac. Four city schools are connected to city water supply, sewerage and district central heating. All schools work in two shifts. Some buildings with an older construction date have been adapted in the meantime, but some have been in use for a long time without renovation and are in a relatively poor condition (Primary School "D. Radović", built in 1970; Primary School "3 Oktobar", 1979).

In Bor, there is a school for children with disability "Vidovdan", which is attended by children of elementary and high school age. It is located on the same plot and in the same building as the elementary schools "B. Radičević" and "Sveti Sava".

In Bor, the "Miodrag Vasiljević" music school operates in a building built in 1970, renovated in 1982, with a total area of 2,096m<sup>2</sup>.

There are four high schools in Bor. They are located in the area of the urban settlement and are in public property. The high school "Bora Stanković" was built in 1953, the Mechanical and electrical school was built in 1953, the Technical school works in the building built in 1946, and renovated/extended in 1982, part of the building was given to the School of Economics and Commerce. In the Technical school, dual education has been improved and future candidates for the Technical Faculty or for work in practice are educated. This is done in cooperation with business entities on the territory of the City, especially RTB Bor.

Higher education is represented by the Technical Faculty of Bor, which belongs to the University of Belgrade, occupies a plot of about one hectare, has eight buildings, a total area of 6,630m<sup>2</sup>. All buildings were built before World War II, except for the Metallurgical Building, built in 1966 and the PSM building, which was added in 1985 and are not adapted for the movement of people with disabilities. There are 1,300 students.

The student centre "Bor" was built in 1977, with floors P + 4. It is not adapted for the movement of people with disabilities.

### ***Cultural and scientific infrastructure***

There are three publicly owned cultural institutions in Bor, which nurture, improve and propagate the identity and rich heritage of this region.

The Public Library operates in a purpose-built building (Dom kulture) built in 1972. It has a fund of about 80,000 books and has 25 employees. During 2011 and 2012, works were carried out in terms of technical maintenance of the building (electrical installations, installation of fire protection systems, replacement of parts of the facade carpentry, etc.), but it is necessary to perform waterproofing of the flat roof, as well as adaptations in the building and replacement of old equipment. The existing space of the Public Library is not sufficient for the work of this institution. There is another reading room, a space for the registry office, cultural, public and publishing activities, a cloakroom, etc., which would be solved to some extent by adapting the existing capacities (new functional 73m<sup>2</sup> would be obtained), for which the main project has been completed and permits obtained, but the funds are missing.

The Museum of Mining and Metallurgy, located within the House of Culture, contains business and exhibition space. The museum organizes over 20 thematic exhibitions a year and has a rich publishing activity.

The Cultural centre is located in the building of the music school, with limited use of the theater hall, and also owns the "Zvezda" cinema building. There are two departments in the Centre - the department for Roma culture and the department for Vlach culture. Due to the lack of adequate space, the work of these departments is limited, so it is necessary to provide adequate space for holding cultural and educational workshops.

In Bor, there is a department of the Historical Archive from Negotin, located in part of the abandoned premises of the Primary School "3. Oktobar".

In the field of culture, the introduction of new mechanisms and organisational forms of cultural policy and the creation of a coherent system that will balance private and public initiatives and enable intersectoral cooperation are counted. Preservation of the cultural identity and diversity of the area will be achieved through local and regional cultural development programmes and by integrating cultural-educational and other intersectoral programmes. The preparation and realisation of these programmes also requires rehabilitation, networking and modernization of existing cultural institutions, as well as the active involvement of the private and non-profit sector. In this sense, in the development of cultural activities, the completion of the network of facilities for cultural activities and the reconstruction, arrangement and adequate maintenance of facilities used for these purposes (House of Culture, Music School, Historical Archive, Museum building) are considered a priority. It is proposed to build the second phase of the House of Culture, which would provide space for the missing contents in the field of culture.

In Bor, there is the Bor Mining and Metallurgy Institute (formerly the Copper Institute), in the system of state institutes, with significant research and professional staff (spatial unit V).

### ***Sports infrastructure***

Sports centre “Bor” is the most important sports institution in Bor. It is located in the “Mladost” MZ, it has a building with an area of 34,000 m<sup>2</sup> which contains: a large and small hall (multipurpose) for small sports, open and covered swimming pools (Olympic and small), indoor gym, trim room and bowling alley, 4 open tennis courts, open small sports park with 3 fields, football field of FK “Rudar” “ and the karting driving range.

In the area of Bor settlement there are also:

- the City Shooting Range opened in MZ Mladost;
- FC “Bor” in MZ “Bakar” with a football stadium and an auxiliary field;
- open Small Sports Stadium in MZ “Rudar” with 3 fields;
- sports hall in MZ “Sever”;
- soccer fields in MZ “Brezonik” and Brestovac;
- open fields for small sports in the MZs “Sever”, “Staro Selište”, “Mladost”, “Rudar”, “Stari centar”, “Bakar”, “Napredak” and “Novi centar” and in Brestovac.

Sports, physical culture and recreation facilities in Bor are insufficiently used (clubs, schools, citizens - especially children and youth) and have a considerable potential for inclusion in the tourist offer (a large part of closed facilities immediately, and open facilities with the condition of significantly raising the quality of life environment, renewal and expansion of greenery). Also, the city lacks more diverse and richer sports and sports-recreational events.

## **5.2 ECONOMY**

### **5.2.1 General economic trends and the labor market**

#### ***Employment***

The average net salary per employee in the territory of the city of Bor is 12.9% higher than the average of the Bor district and 14.4% higher than the average of the Republic, as well as employment in mining and other related sectors (in the sector for professional, scientific and technical activities, construction, etc.)

At the end of 2020, there were 3,887 unemployed people in Bor, which is a significant decrease of almost 10% compared to the same month of the previous year, when the number of unemployed people was 4,306. Despite this, the level of unemployment in relation to the total number of working-age population is still high.

Of the total unemployed, 2,455 are women (63.16%). The lower employment of women in this area and the increase in this trend are evident (in 2019 it was 60.98%, which is an increase of almost 2.5%), as a consequence of the character of the occupations in demand, especially in mining and primary activities where more men are looking for.

In the age structure, the largest share of the unemployed is between the ages of 30 and 50 (46.23%). They are followed by those younger than 30 years old (27.09%). There are 26.68% of unemployed people aged 50 to 65.

In the structure of the unemployed by level of vocational education, persons with qualifications from III to V level of vocational education predominate, of which there are a total of 1,987 (51.12%). In terms of number, the persons with the lowest qualifications are in second place, i.e. with I and II degrees, of which there are 1,421 (36.56%) on the NES records. Then there are the unemployed with VI-VIII degrees, of which there are 479 (12.32%) in total. According to data from November 2021, the total number of unemployed, long-term unemployed persons is 2,301, i.e. 64.87% of the total number of unemployed, which is 2.4% less than the previous year. Among the long-term unemployed, women predominate - 71.10%, which is 4.33% less than the previous year.

In terms of employment, the long-standing trend is for two production sectors to dominate: mining and manufacturing. In mining, employment increased by 10% in one year, while in the processing industry there was a slight decrease in the number of employees. It is obvious that the trend of increasing employment in this sector will continue due to the intensification of mining, the opening of new mines and the increase in the production of existing ones. A significant increase in employment occurred in the sector for professional, scientific and technical activities (by almost 7%) and in construction (by as much as 16.5%), which is all closely related to the increase in mining activities. For the same reason and due to the inflow of labor from abroad, there was a significant increase in the sector for accommodation and food services (12.4%) and other service activities (9.6%). There was also an increase in employment in the arts, entertainment and recreation sector. In general, there is a small share of employees in local entrepreneurial entities and SMEs, although the number of companies increased by 26% in 2021 alone.

In the information and communication sector, there is a constant decrease in employment from year to year, which can be connected to the departure of experts to bigger cities and to foreign countries for better earnings. The constant reduction of registered farmers continued in 2021.

In Bor, the programmes of secondary and higher education institutions have been training staff that meet the needs of the local economy for decades: Technical school with majors in mining, metallurgy and environmental protection; School of Mechanical and Electrical Engineering, School of Economics and Business with majors in economics, tourism, catering, business administration; Technical faculty in Bor with majors in mining, metallurgy, industrial informatics and management.

### ***Employee mobility***

On the territory of the City of Bor, there is a high-quality organized public city and intercity transportation that largely meets the needs of workers' transportation to and from work.

## 5.2.2 Economy and business environment

### *Business subjects*

According to the data of the Statistical Office of the Republic of Serbia, in 2019, 394 companies, 1,128 entrepreneurs and 101 registered agricultural farms were active in Bor. In 2021, there were 496 active companies in the city (increase by 25.9%) and 1,174 active entrepreneurs (increase by 4%). The constant reduction of registered farmers continued in 2021. According to the data of the Local Employment Action Plan for 2021, entrepreneurs in Bor employed 13.40% of the workforce in 2019, and only 12.92% in 2021. With the arrival of the Zijin company, the city's economy is growing significantly.

The development of the economy is based on high-quality local development plans, reflected through the spatial and urban plans provided by the locations.

Commercial zones

There are four equipped and organized industrial zones in Bor:

- central city area,
- zone at the 4th kilometer
- zone next to DP IB-37
- zone next to DP IIA – 166

A Business Incubator Centre was formed and through the trial opening of the smelter, the concept of circular economy is being applied.

## 5.2.3 Tourism and culture

### *Tourist infrastructure*

The tourism sector in the territory of the City of Bor was intensively developed after the Second World War. Hotels, catering facilities, sports fields were built, which are still in operation today. In the first period, great importance was attached to the recreation of workers and resorts for children, which was also the reason for the formation of tourist infrastructure. Over time, the tourist demand of the local population moves towards sea and, to a lesser extent, mountain destinations, while the local tourist infrastructure is placed on the tourist market. Lake Bor is the main driver of tourist movements in the territory of the City of Bor.

With the development and intensification of mining, business tourism begins to occupy a significant place in the tourist traffic of the City. Rural tourism, as a young and developing branch of tourism, has been growing for the last decade, both in terms of accommodation and catering services, as well as in the offer of the local tourism sector. The number of tourists in 2021 is 18,402 (about 75% domestic and 25% foreign guests), and in 2022 more than 22,000. The average length of overnight stay is less than 3 days.

There are two hotels in the city: the 3-star Hotel Albo Bor with a capacity of 29 rooms in the urban area of Bor and the Hotel Borsko jezero (Zijin) with 240 beds. Also, the capacity is supplemented by: restaurants with overnight accommodation: "Zijin Club" in Brestovačka banja with 30 rooms and "Srpska kruna" in Brestovačka banja with about 40 beds, and the Savača resort on Borsko jezero with 12 six-bed and 34 double rooms. Catering facilities for

tourist accommodation are in 28 registered houses, apartments and rural tourist households. There are lodgings in Bor (Serbia Eurotransver DOO Bor and Kristal Bor) and on Borsko jezero, where Villa Vertigo is located.

On this territory, there is also the mountain lodge “Stol” with a capacity of 25 beds and the Bor camping-caravanning club, with 220 campers and 40 caravans on an area of 2.5 ha.

### ***Cultural heritage***

Among the cultural and historical values, certain objects in Brestovačka banja, 12 km from Bor, are of special importance. There is the residence of Prince Miloš from the first half of the 19th century, the Prince’s Castle with a small circular pool and a hot water spring, and the castle of Aleksandar Karađorđević from 1856, built in the Romanesque-Renaissance style.

The largest part of the cultural heritage of the Bor region is concentrated in the form of exhibits in the Museum of Mining and Metallurgy in Bor, which from its collection of over 20,000 objects from the oldest epochs to the present day, follows and shows life, work, mining, agriculture, life in these areas. In addition, there are a large number of monuments of culture, buildings, written traces, customs, traditional ceremonies, original Vlach music, handicrafts, costumes, predominantly Vlach cuisine, which are cultivated in all villages. More than 25 nations live in Bor, which over time have woven their customs into the multi-national everyday life of Bor.

The natural rarities that are characterized as the “Green Ring” around the settlement of Bor are under attack from intensive mining development, which has a destructive effect on the preservation of existing and potential future attractions, on the demographic trends of the local population and on the preservation of traditions, customs, Vlach language and culture.

On the territory of the City of Bor, there are established tourist and recreational zones: Lake Bor, Savača Resort, Lazareva pećina, Lazarev kanjon, Stol Mountain, Brestovačka banja, Crni Vrh Ski Resort. The process of preparing the “Elaborate on the protection of the architectural heritage of the village of Krivelj”, which includes religious, residential and commercial buildings, as well as the old cemetery of Krivelj, is underway.

Potential attractions would be within the viewpoints in the industrial part of the territory of the City of Bor, as well as visits to the Jama coffee shop (which was once in the service of tourism), as well as visits to industrial plants within the framework of industrial tourism. Initiatives have also been launched by the local self-government to arrange a suitable area owned by the City, where interested newlywed couples would plant tree saplings, ornamental shrubs, etc. The development of hunting tourism is also planned.



## 5.3 URBAN ENVIRONMENT

### 5.3.1 Historical overview of the spatial and urban development of the city

The planning of the urban development of Bor is almost older than the city settlement itself. Although Bor existed as a rural settlement before, the period of greatest importance for the formation of an urban structure was the beginning of intensive exploitation of copper ore and the opening of the Bor mine in 1903, when the mining settlement of Bor began to develop for the purpose of housing miners. Along with the increase in production in the Bor mine complex, the need for labor also increased, which was accompanied by an increase in the number of housing units for the population that emigrated to Bor.

The basic premise of the spatial development of the city was created spontaneously, based on the opinion of the mine management that employees in the mine, later in the large mining and metallurgical system, should live close to the workplace. That starting point had an impact on the formation of an administrative, business and commercial centre in the immediate vicinity of the mine. Thus, for the conditions of the time, an urbanistically arranged city was created in an unsuitable location. From that period, the settlement began to intensively expand to the south, and all on the basis of planning documents.

The modern urban settlement of Bor still has a linear form that was created as a result of the planned development of the settlement. From the earliest days, with the exception of the period in which the village of Bor existed as a village, construction was carried out in accordance with urban plans, which already had a certain degree of regulation according to the time they were made. In the beginning, mainly in the period up to the 1960s, when the settlement developed as a mining colony and successively, according to the need for labor, expanded to the south, the street system was orthogonally designed. In the following period, freer forms were given to the newly formed city districts, which, as before, were linearly lined up east or west of the main road that ran in the north-south direction. To the west of this road, settlements were formed with streets that gave them an extremely unusual - irregular shape, such as Novo Selište, 4th local community, 5th local community, Naselje sunca, Bor 2, Metalurg. The settlements that arose east of this road had an orthogonally designed street system, and these are today's settlements of Sloga, the New City Centre and the industrial zone located north of the two aforementioned settlements.

The urban planning practice in Bor can be divided into four periods of time, i.e. four stages of planning, different both in the time of creation with the accompanying socioeconomic conditions and in the regulations governing planning and construction.

The first stage includes the period from the opening of the mine and the construction of the first mining colony to the 1950s. This is the period when the entire construction of the Bor settlement was subordinated to the needs of the mine. At that time, several colonies were built to accommodate miners, smelters and other workers of the Bor mine, as well as a large number of houses and apartments for the mine management, technical and administrative staff. First, a colony was built in the immediate vicinity of the mine (MZ "Centar"), then the settlement "Sever" and the settlement on the "Second Kilometer". Between the two wars,

many business and public facilities were built: the mine's administrative building, hospital, schools, post office, hotel, and a large number of service facilities (trade, catering, crafts). Despite extensive construction, the settlement has retained the characteristics of a mining colony. In addition to the permanent resident population, there has always been a significant participation of the "non-stationary" population in Bor - a temporary workforce with or without families. Migration movements in Bor (immigration and emigration) were intense and constant.

The mining colonies were built according to the designs of French engineers in orthogonally placed grids of streets with a clearly defined urban regulation. Residential buildings were built on the basis of typical projects for buildings with two, four or six apartments. The apartments had electricity and water from public taps. During this period, the number of inhabitants in Bor increased from 1,000 to around 5,500 on the eve of the Second World War. During the war, the workforce was forcibly brought to the mine, and accommodation was provided in wooden barracks of a special camp. At the end of the fifties, Bor had 15,000 inhabitants.

The second stage in the spatial development of Bor includes a period of about 20 years (1961-1981) in which there was a strong economic, population and spatial expansion of the city. The number of inhabitants increased by over 15,000 (1961 – 18,816 inhabitants, 1981 – 35,591). Economic development was characterized by an increase in production in RTB (transition to surface mining in Bor, Majdanpek and Krivelje) and the opening of new factories for the final processing of copper, precious metals and other raw materials from copper ore and the beginning of economic activities that are not directly related to RTB- omg Strong economic growth was accompanied by the improvement of exploration works in the country and abroad (concession in Burma), the initiation of scientific research work (Copper Institute) as well as the improvement of the educational system (Faculty of Mining and Metallurgy).

The dynamic spatial development of the city required the adoption of appropriate planning documents. The first municipal spatial plan in the history of the former SFRY was the Regional Spatial Plan of the Municipality of Bor, adopted in 1968. During the 1960s, the General Urban Plan of the city (ZUKD) was prepared. After that, detailed urban plans were made for the entire area of the General Plan, including M.Z. "Sever", which was planned for relocation and demolition due to the expansion of the surface mine in Bor. For the future 4th Municipal Community on the "Third Kilometer", a Yugoslav competition for conceptual architectural and urban planning solutions was announced, but the first prize was not awarded. After that, a detailed urban plan and an urban project for the entire local community of 10,000 inhabitants was made. The settlement was completely built in the next 5 to 7 years, with certain changes compared to the original plan.

At this stage of the city's development, there were several initiatives to build a completely new settlement of Bor at a location that would be far from the source of environmental pollution in RTB's facilities. However, the inertia of the construction started at the existing location was strong enough to make it impossible to implement such initiatives. In those circumstances, the gradual relocation of housing towards the south in locations that had better physical and geographical conditions and were at the same time 2-4 km away from the source of pollution was sought. New public and business facilities were built in the central zone (municipal

assembly, post office, cultural centre, hotel, new administrative buildings of RTB and utility companies, department store, shopping centre, banks, etc.). Numerous residential buildings for collective housing were also built. The stream in the city centre was buried and turned into a city park. Business, industrial and service facilities, as well as many public facilities (schools, dormitory, post office, sports fields) were built on the “third and fourth kilometers”. IV Municipal Community was built with buildings for collective housing, family rows and family houses; before that, the individual settlement “Metalurg” was built. A new railway passenger and freight station was built - after the construction of the Zaječar-Bor-Požarevac railway line.

The spatial matrix of the city took a linear form, the axis of which consists of Đorđe Vajfert, Nikola Pašić and Moša Pijade streets and Zeleni boulevard (at the third kilometer). The city's public services are concentrated in the central zone of the city with a tendency to spread linearly along the main axis towards the south.

The third stage in the spatial development of Bor arose after the adoption of the General Urban Plan from 1982. The plan was made on the assumption of the continuation of the dynamic economic, social and population development of the city (in 1961 - 18,816 inhabitants, in 1971 - 29,418 inhabitants according to the results of the census and forecasts: in 1985 - 49,000 inhabitants, in 2000 - 74,000 inhabitants), accordingly, the formation of two new settlements towards the southwest in the area of K.O. is planned. Brestovac - Bor 2 and Bor 3, a new social centre and sports and business centre on the “fourth kilometer”. These assumptions did not come true, but already during the 1980s there was stagnation in the development of RTB and the city, which was followed by a period of significant recession and a radical reduction in production in the RTB system. Part of the planning concepts of this GUP was nevertheless realised - the construction of the IV Municipal Community was completed, and a settlement for family housing was built on the Bor 2 location, a complex of multi-family residential buildings was built on the site of the new community centre, the family settlement “Slatina”, was built new sports and business centre at intersections of Zeleni boulevard and Branka Dimić Street and others. Thus, the expansion of the city was significantly shifted to more favorable areas towards the south, south-west and south-east.

The fourth stage in the spatial development of Bor was created after the adoption of the General Urban Plan of Bor in 2015.

Bor is one of the few cities in Serbia where the volume of unplanned construction is negligible. Future development will largely depend on the revitalization and growth of production in the mining and metallurgical complex. Development opportunities are also in the development of industry and SMEs, agriculture and tourism. Despite the considerable degradation of the natural environment caused by the intensive activity of mining production and industry, the area around Bor has significant potential for the development of tourism, sports and recreation (Brestovačka banja, Lake Bor, Crni vrh, Dubašnica, Zlot, Stol, etc.).

Planned development directed Bor towards more favorable terrain in the southwest, located in the territory of the cadastral municipalities of Bor 2 and Brestovac. This conception implies the development of a polycentric model for the organisation of the city space with a linear structure of public contents on the stretch from the existing to the new city centres.

### 5.3.2 Urban area

#### *Network of settlements*

The average population density on the territory of the City (in 2022) is 48 inhabitants/km<sup>2</sup>, which is above the average of the Bor district (29 persons/km<sup>2</sup>), but below the average of the region of Eastern and Southern Serbia (54 persons/km<sup>2</sup>) and significantly below the average of the Republic (76 inhabitants/km<sup>2</sup>).

The city of Bor includes 14 settlements, of which only the city centre of Bor has the status of a city settlement, where according to the 2011 Census, 34,160 inhabitants lived, i.e. 70.3% of the total population of the city. The city's settlement network is demographically differentiated into the central and southern parts, which include the city centre with suburban and other demographically significant settlements (over 1,000 inhabitants), and the northern part, which is characterized by a concentration of demographically smaller settlements (up to 1,000 inhabitants). Unfavorable demographic trends (decrease in natural growth and emigration) led in the period from 2002 to 2011 to a decrease in the number of inhabitants in all 14 settlements of the City, including the city centre.

#### **Appendix 2: Population, area and density in settlements**

Settlement	No. inhabitants	Area	Density
Topola	97	10,404	9,6
Tanda	319	40,764	8,6
Slatina	890	38,575	23,9
Oštrelj	586	19,6	33,4
Metovnica	1.111	44,131	30,2
Luka	537	44,995	13,6
Krivelj	1.052	99,207	13,3
Zlot	3.299	229,867	16,3
Donja Bela Reka	741	40,674	20,2
Gornjan	930	90,349	12,3
Bučje	579	30,633	21,7
Brestovac	2.690	69,108	42,7
Bor	34.160	47,621	827,1
Šarbanovac	1.836	50.415	36,4

### ***Urban units***

The city of Bor has a specific spatial and functional structure. The inner city centre is located in the northern part of the city territory, eccentric in relation to the size of the city. It is an unfavorable position for the city centre, but it is a factual situation that is not easy to change. Within the narrow centre there are almost all important buildings with public functions (Municipality, Post Office, Cultural Centre, Faculty, Hospital, Museum, as well as important business buildings and facilities in the domain of RTB services, communal organisations, banks, department stores, shopping centres, hotels, etc.). The linear extension of the central city zone towards the south includes facilities in the field of education (schools, kindergartens, boarding schools), sports and recreation (sports centre), business, services (trade, catering, banks, agencies) and others.

The area of the urban settlement of Bor is divided into seven spatial entities in relation to the morphological characteristics of the terrain, the existing and planned construction of the area, the number of inhabitants, the use of areas, the provision of public, communal and other facilities, the division of the urban area into statistical and census circles, etc., as and on the assessment of the possibility of spatial entities organised as local communities.

The first spatial unit includes residential buildings that were mostly built after World War II and, to a lesser extent, residential buildings of the so-called “mining colonies” that were built in the first half of the 20th century. In this spatial unit there is a significant part of central and public city facilities, business and service facilities. Due to dilapidation, rehabilitation of the inherited housing stock is needed, and in the long term, the relocation of part of the buildings to more favorable locations (hospital, business, etc.). There are very limited possibilities for building new buildings.

The second spatial unit is for the most part intended for housing and contains the building stock that was built after World War II. A small part of the buildings belong to the “mining colony”. Here too, rehabilitation of the inherited housing stock is necessary. In a convenient location, it is necessary to provide space for central facilities for the needs of the local community.

The third spatial unit includes the housing stock that was built in different periods of the city’s spatial development, as well as most of the buildings with public functions. In this spatial unit there is also an economic zone. Along with the rehabilitation and revitalization of the inherited housing stock, it was also recommended to convert residential buildings located next to the main traffic highways into commercial ones and build new ones. Buildings with public functions are mostly in good condition, so there is no need for renovation. The construction of a new district/municipal court building and a building with office space for NGOs, professional and other associations around the perimeter of the central city park is planned.

The fourth spatial unit is composed of two formed residential areas - “Metalurg” with predominantly family residential buildings and residential area on “III kilometer” with planned multi-family and family blocks and individual family buildings. The housing stock and facilities with public functions (schools, kindergarten, health centre) are recent and in good condition.

The fifth spatial unit contains three residential groups, spacious areas intended for industry, business and communal (cemetery) and infrastructure facilities (transformer station, etc.),

a city sports centre and a location intended for a secondary city centre. The residential settlement next to the road to Slatina with family buildings does not have the conditions for spatial expansion, so it is only necessary to complete the communal arrangement of the settlement. The settlement “Novi gradski centar” with multi-family residential buildings was built several years ago. The existing city sports and recreation centre on the “III kilometer” requires additional arrangement and training for year-round functioning under market conditions. An area has been reserved for the secondary city centre, health and social facilities and a kindergarten, and the expansion of the green market. The belt next to the city highway is intended for business and sports fields on the southern edge of the settlement. In this spatial unit, it is possible to expand the existing areas intended for industry, warehouses, business and services, as well as the expansion of the existing cemetery and the creation of a livestock market with a veterinary station.

The sixth spatial unit is reserved for the expansion of the settlement in the period until 2025 with a spatial capacity that enables the development of the city in the post-planning period as well. In the southern (lower) part of the spatial unit, multi-family housing is planned, while the northern and western parts are intended for housing. In addition, space has been reserved in this spatial unit for a new medical and social centre, an elementary school and a kindergarten, as well as for a secondary city centre and a local community centre and for business. The southern exposure and gentle slopes of the terrain, shelter from sources of environmental pollution and good traffic accessibility make this spatial unit very suitable for living.

The seventh spatial unit includes the area of the Brestovac settlement, that is, the central part of the settlement located south of the city highway. This spatial unit has an urban-rural character, bearing in mind that part of the households are engaged in agriculture, so most of the buildings, in addition to housing, also have economic ones intended for agriculture. In the central part of the settlement there is an Orthodox church as well as buildings with public functions (school, local community, sports fields) that require renovation. In part of the settlement, the slope of the terrain is relatively large, which makes construction on those terrains irrational. On terrains with gentler slopes, there are possibilities for the formation of new construction plots. It is planned to build a kindergarten and park areas in the central part of the settlement. In the part of the settlement next to the city highway, a business location is planned as well as the expansion of the existing cemetery.

The traffic system of Bor consists of a network of streets that relies on the main city road that connects the inner city centre and the industrial complex of RTB with the southern parts of the city, and through the exit routes with the neighboring cities and the state road of the first order to Belgrade. The bus and train stations are located in contact with the central area of the city, next to the main city highway. In the continuation of the new industrial zone, next to the road to Zaječar (via Nikolicevo), there is a runway with installations for landing commercial and sports aircraft.



### 5.3.3 Natural environment

#### *Natural entities*

The natural units of the City bordered its territory. Mountainous parts of the city are located in the west, northwest and northeast. To the west are the Kučaj mountains with the Dubašničko surface and Crni vrh, and to the north are Mali karst, Veliki karst, Goli karst with Stola and Deli Jovan. The highest peak on the territory of the city is Velika Tresta (1,284 m) on Kučaj, and the lowest part is the Crni Timok valley near the village of Metovnica. In addition to these mountains, there are also numerous paleovolcanic mounds of the Timok andesite massif determined in three sequences: the Prvul chukka sequence, the Strahin chukka sequence and the Tilva Njagra sequence. Gorges and canyons were formed by the cutting of rivers in the area of the city of Bor, the most famous of which is the Lazarus Canyon. The entire territory of the city belongs to the Danube basin or the Black Sea basin and is rich in water. The most important rivers are Crni Timok with its tributaries Zlotska, Šarbanovačka and Brestovačka reka, Borska, Kriveljska, Ravna reka, Crnajka, Lozovica and Ljubova reka. Abyssal rivers also occur in the karst regions of Kučaj.

At the foot of Crni vrh and Tilva Njagra, 17 kilometers from Bor, is Lake Bor, a 30-hectare artificial lake created in 1959 by damming the Brestovačka River. The main purpose of the lake is to supply water to mining and industrial plants in Bor, but today it is also a very important tourist destination.

#### *Natural goods*

In the area of the City of Bor, there are localities that have been placed under protection due to their natural features, that is, separated and identified as potential areas for protection:

National Park “Kučaj-Beljanica” includes a part of the mountainous area of Eastern Serbia, bounded from the north by the Žagubički basin, from the east by the Bor-Zaječar depression, the southern border is made by the mountain Rtanj and the Čestobrodica pass, and the western by Velika Morava. The Kučaj - Beljanica area is the largest limestone massif in Serbia, composed of two separate mountain units - the Beljanica limestone block stands out in the north, and the vast Kučajska plateau extends across the Resava valley to the south. The area of the National Park “Kučaj-Beljanica” is administratively located in the territories of the municipalities: Despotovac (K.O. Sladaja, K.O. Strmosten and K.O. Jelovac), Žagubica (K.O. Žagubica, K.O. Mali Kamen, K.O. Suvi Do, K.O. Milanovac and K.O. Zlot and K.O. Zlot V) and Boljevac (K.O. Podgorac I). According to the Rulebook on evaluation criteria and the procedure for categorizing protected areas, the National Park “Kučaj-Beljanica” is classified in category I - of international, national, or exceptional importance. The total area of the protected area is 45,371.62 ha. Protection regimes of I, II and III degrees have been established in the protected area. The Ministry of Environmental Protection informed the public about the procedure for starting the protection of the natural area of the I (first) category - National Park “Kučaj-Beljanica” in January 2022. Natural monument “Lazarev kanjon”, on an area of 1,755ha, of which 1,176ha is located in the territory of the city of Bor (KO Zlot I and Zlot II) and 579ha in the territory of the municipality of Boljevac (KO Podgorac I). Within the boundaries of the natural monument, two areas of exceptional natural value have been singled out: “Malinik”

- a beech rainforest with a relict yew species on an area of 58ha and “Lazareva Pećina” - a geomorphological landmark. The Geological Trail in Brestovačka Banja is also a natural asset registered for protection, which is in the process of being prepared for protection.

Ecologically significant areas (on the basis of the Regulation on the ecological network of the Republic of Serbia):

- the regions of the Lazarev kanjon and the Kučaj Mountains that are covered by the EMERALD network (areas of special interest for the preservation of European wild flora and fauna and natural habitats based on the Berne Convention);
- the area Veliki krš - Stol and the gorge of the Lazareva River, which are protected as an internationally important area for plants (IPA/Important Plant Area);
- Zlotska gorge, which is protected as an international and national important bird area (IBA / Important Bird Area);
- Veliki karst - Table and associated parts of Mali karst and Deli Jovan, protected in the rank of selected area for daily butterflies (RVA/Prime Butterfly Area)

The identified landscape units for conducting field research and starting the preparation of a study for the protection of their natural values are:

- paleovolcanic cup “Tilva njagra” (geomorphological and vegetation characteristics),
- Bela reka gorge (geomorphological features),
- Surdup river canyon with bigrain waterfalls, “pots” and bigrain deposits,
- paleovolcanic mounds of Tilva Mika, Strahinova čuka and Prvulova čuka, with significant geoheritage elements,
- the occurrence of latites of the Timok eruptive zone near Zlot,
- Brestovačka banja with its immediate surroundings as an area of exceptional features with a traditional spa settlement, cultural heritage, outcrops of volcanic breccia and tuffs.

### ***Green infrastructure***

There are 49.7 ha of public green areas within the construction area. The largest areas are represented in the zone of multi-family housing - 28.4ha and within the complex of public purpose buildings - 11.5ha, through park areas (4.1ha), squares (2.7ha) and linear greenery (30.1ha).

In relation to spatial entities, the largest areas are represented in spatial entity IV - 16.9ha and III - 12.4ha. In spatial unit II, green areas occupy 7.2ha, in spatial unit I 6.8ha and 5.5ha in spatial unit V. The least green areas are in spatial unit VI - less than 1ha, while in spatial unit VII there are no public green areas.

In the urban area of the city, the area of greenery (according to the 2011 census data) is 14.5 m<sup>2</sup> per inhabitant.

In the city area, there are 22 km of linear greenery.

Green areas next to family housing buildings are very common. The courtyards are arranged, cared for and characterized by a significant presence of flower species. There are unorganized green areas within the construction land.

The territory under forest is 35,839ha, that is, 42% of the territory of the city of Bor.

### ***Brownfield sites***

There are significant brownfield sites on the territory of the City, especially in the city settlement of Bor. With the arrival of the Zijin company in Bor, the demand for all kinds of services (from the tertiary and secondary sectors) and diversified production also increased for new premises in the central areas of the settlement, which resulted in the reactivation of abandoned industrial premises. The main disadvantage of brownfield sites is the dilapidation or incompleteness of the infrastructure in some places.

#### **5.3.4 Quality of environmental factors, exposure to environmental risks and climate change risks**

The state of the environment in Bor is unsatisfactory. The combination of synergistic and cumulative effects of various activities on the environment resulted in exceptional air, water and soil pollution, the revitalization of which will entail monitoring all environmental parameters and implementing measures necessary to reduce all forms of pollution.

The quality of the environment is directly caused by the impact of mining (activities within the RTB Bor Group and the extremely negative effects on the environment they cause), activities in metallurgy and flotation (which pollute water and air - with sulfur dioxide, suspended particles, soot, lead, arsenic, cadmium, nickel, etc.), activities in industry (dust emissions, suspended particles), energy facilities (dust, soot and sulfur dioxide emissions from the heating plant), traffic (air pollution with suspended particles, dust, sulfur dioxide; noise, vibrations), pollution caused by inadequate waste management (soil pollution with leachate unsanitary landfills) and others.

#### ***Air***

Air quality is directly affected by RTB Bor Grupa surface mining activities and metallurgy. The nearest residential buildings are located at a distance of 100-500 meters from the operations of the mining and smelting basin (MZ Brezonik, MZ Sever, MZ Stari gradski centar) and suffer from excessive pollution and a low quality of life.

During 2011, daily concentrations of SO<sub>2</sub> were higher than the limit values (50 µg/m<sup>3</sup>) in 45% of cases, of which 12% caused the appearance of polluted air, and in 33% of cases highly polluted air. The annual value of SO<sub>2</sub> in 2011 above the limit values was at the AMSKV-city park measuring station 193 µg/m<sup>3</sup> and AMSKV-Institut RIM - 77 µg/m<sup>3</sup>. Exceedings of the maximum allowed daily limit (125 µg/m<sup>3</sup>) were measured at the locations of the City Park (162 days) and the RIM Institute (77 days). The dynamics of measurements in the area of the Bor settlement are such that SO<sub>2</sub> concentrations are measured daily, suspended particles PM<sub>10</sub> 8 weeks a year, and UTM once a month. Based on the results of the air quality assessment, Bor is in the III category in terms of quality, i.e. it has the characteristics of excessively polluted (exceeded tolerance values TV for one or more pollutants).

#### ***Water***

The state of water quality in Bor is one of the worst in Serbia, especially for wastewater of inorganic origin. Borska Reka in the profile of Rgotina is in "out of class" condition according

to all considered parameters. This condition means an ecologically completely destroyed watercourse, which essentially represents an open collector for the evacuation of waste water. The waters are threatened by dangerous substances (Cd, Pb, Cu, As, Ni) that reach the MDK here, which makes this watercourse one of the most endangered rivers in Serbia, those whose recovery will take a long time, even after the emission of pollution has stopped.

### ***Land***

The level of soil pollution was assessed based on the content of heavy metals and pesticides. According to the test results, the content of lead, cadmium, zinc, chromium, nickel and pesticides in the soil is below the maximum allowed concentrations. The content of copper in the soil of the urban area is slightly below the norms allowed by law. Copper is primarily accumulated in the roots of plants. The content of arsenic is below the permitted norms, i.e. below 25 mg/kg, and in plants it is usually much lower than in soil. Factors that influence the behavior of arsenic compounds in the soil are the pH value and the content of iron, aluminum, calcium and magnesium.

### ***Noise***

The problem of the impact of noise and vibrations is of a local character and located in time at the moment of the execution of works of any kind. Greater continuity of noise is recognized only in the central city area and is related to the intensity of traffic, city activities and activities. Significant noise corridors are highways and railways, and noise can also be caused by work in industry and RTB Bor Group plants. In addition, sources of noise are railway and bus stations, catering facilities, sports and recreational facilities and surfaces, and craft and service shops and services. Acoustic zones have not yet been determined in Bor, but their definition is expected in the planning period, in accordance with existing legislation. More precise measurements of the level of noise and vibrations were made for the purposes of the study "Cutting acoustic zones in a settlement on the territory of the municipality of Bor" (Institute for Safety and Security at Work, Novi Sad, 2012).

### ***Heat islands***

There is no data on the heat island effect in the city.

### ***Vulnerability from floods, landslides, earthquakes, erosion and climate risks***

Since the middle of the last century on the territory of the Republic of Serbia, there has been a significant increase in the average, maximum and minimum daily temperature. Average temperature change trend for the territory of Serbia in the period 1961-2017 was 0.36°C per decade, and during the period 1981-2017 this rising temperature trend was 0.60°C per decade. The entire territory of Serbia is faced with a significant increase in temperatures, especially in the summer and spring seasons, while the least pronounced trends were observed during autumn. According to available data<sup>10</sup>, climate changes in the City of Bor that can be expected at the current level of knowledge in the long term in the future are:

<sup>10</sup> Observed climate changes in Serbia and projections of the future climate based on different scenarios of future emissions, UNDP Serbia, 2018

- An increase in average temperature, where the magnitude of this increase will depend on future greenhouse gas emissions. In relation to other parts of Serbia, the territory of LSG Bor will have an average temperature increase for Serbia.
- An increase in average maximum and minimum temperatures, where the temperature increase during the colder part of the year will be slightly lower than the temperature increase during the warmer part of the year.
- A slight decrease in the mean annual total precipitation can be expected, but also a slightly more pronounced decrease in precipitation during the June-August period (this trend has already been observed in the recent past).
- The number of frosty and icy days is progressively decreasing in the future due to rising temperatures.
- The number of summer and tropical days will continue to increase.
- Heat waves during future climate periods will become more intense and more frequent.

### ***Waste management***

In the territory of the city of Bor, there is not a single deposit location that can meet the minimum sanitary conditions prescribed by the standards. There is one official depositing place for the whole city, and the locations are established by agreement in the villages, which can be seen in the database created by the city's expert service in cooperation with PUC "3. Oktobar" and representatives of local communities. In addition, there is a large number of illegal landfills both in the city and in the surrounding villages, which are an additional potential source of infection as well as the embodiment of the still low environmental awareness of the population.

The official municipal landfill, where solid municipal waste has been deposited since the beginning of the 80s, is located in an abandoned part of the mine within the RTB Bor industrial area. The landfill is located at a distance of 2 km as the crow flies, southeast of Bor, or 8 km on the regional road Bor-Oštrelj. It is located in a depression, the lowest elevation of which is +330m, and it is surrounded by a high landfill of PK "Bor" overburden. The location of the municipal landfill is on an area of already degraded soil (pH=3) where there are no conditions for the development of flora and fauna. The access roads are a section of the Bor-Oštrelj regional road with a length of 7 km, including the access road to the gate of the RTB industrial circle, as well as the approach to the tailings dump itself with a length of about 8 km.

The existing city landfill occupies cadastral plot no. 4400/11 K.O. Bor II, the area is 36,892m<sup>2</sup>. Waste from the territory of the urban settlement of Bor and from six rural local communities is disposed of at the landfill. Since the waste was disposed of in an uncontrolled manner from the beginning - without any conditions for sanitary disposal and treatment, the landfill represents a threat to the environment and human health. There were plans to take all the soil from the construction works on the territory of the City to the landfill site and spread it for recultivation, but this did not come to fruition in practice. The consequence of this is the frequent burning of the body of the landfill and endangering the environment and the health of people who are under the influence of the wind rose. The municipal landfill in Bor does not meet the basic protection measures. There is no protective fence around the site (which all together allows unhindered access to individual collectors of secondary raw materials,

domestic animals, various rodents, insects, birds, etc.), and there are no channels for draining surface and seepage water at the landfill itself. The landfill is located near the bank of the Bor river, into which water infiltrates with no sanitary-technical protection measures, which is why it can be considered a landfill with uncontrolled material disposal.

In addition to municipal waste, industrial, medical and other hazardous waste has also been deposited at the mentioned location, which in many ways endangers the environment and pollutes the soil. The space occupied by the landfill is an abandoned tailings dump, created as a result of the surface exploitation of ore deposits.

The main project of rehabilitating the official landfill of municipal solid waste on the territory of the then municipality of Bor was completed in 2007 and funds are needed for its realisation.

### **5.3.5 Primary utility infrastructure**

#### ***Plumbing and sewerage***

Wells and springs (catchments) are the main sources of drinking water in the City. The problem is the occasional turbidity of the water at the springs during heavy rains, and for this reason it is necessary to build a plant to remove the turbidity.

Existing capacities of 4 springs:

- Bogovina (intake from Mrljiš spring) 250 l/s
- Zlot 300 l/s
- Surdup 70 l/s
- Krivelj 90 l/s

The maximum capacity of these 4 springs in the winter/spring period is about 710l/s. It is necessary to perform the reconstruction of the primary water supply network from the source to the main reservoirs, as well as the reconstruction of the existing pumping stations in order to achieve energy efficiency. The current engaged power of all pumping stations is about 2MWh.

Water source protection zones are not threatened.

Water consumption per household member is about 5m<sup>3</sup> per month, and for the economy about 4,500m<sup>3</sup> per day. The total water consumption at the city level per month is about 231,000m<sup>3</sup>. Water supply is regular and there are no restrictions. As mentioned earlier, in periods of heavy rains, the water at the springs may become cloudy. About 5% of the population is not connected to the water supply network and they are located mostly in rural areas. The reason is the lack of financial resources for the design and execution of works and a potentially small number of users. The villages of Gornjane, part of Metovnica, Luka, Tanda and part of Bučje have their own water supply. Projects are being developed for the construction of the water supply network at certain locations (Metovnica-Bijanov Potok phase 9, Metovnica via the tunnel phase 8 and Metovnica Timok phase 8, two reservoirs Metovnica phase 7, the secondary water supply network Donja Bela Reka, water supply to the Kučajna-Crnovrška railway area of MZ Brestovac, reconstruction with extension of the water supply network at Borsko jezera MH Brestovac, harmonization of project and technical documentation with location conditions, water supply of MH Gornjane).



Close to 10% of the territory of the urban settlement of Bor is not connected to the sewage system. The villages do not have a fecal sewage network, as well as the old centre of the city of Bor and the higher parts of the city. The reason is the lack of financial resources for the design and execution of works. Currently, projects are being developed for the construction of fecal sewage networks in certain locations.

The old centre of the city of Bor and the higher parts of the city do not have an atmospheric sewage system. It is necessary to reconstruct the existing atmospheric sewage network due to the small diameter of the pipes and the filling of the pipes with veins from vegetation, but also due to the age and wear and tear of the pipe system. Where there is no atmospheric sewage network, fecal matter is used for both purposes.

The wastewater treatment system exists in the settlements of Metalurg and Banjsko Polje, and it covers only these settlements. The plants are sized at 1000 population equivalents (ES) each.

### ***Energy***

#### ***Hot water system***

In the urban settlement of Bor, there is a remote heating system to which 10,800 users are connected. More than 80% of households are connected to the district heating system, while around 10% of consumers also have domestic hot water. About 800,000 square meters are heated in the village of Bor. Individual fireplaces and electricity are used as the primary alternative source of thermal energy.

#### ***Gas pipeline system***

There is no gas network in the city area.

#### ***Electric power system***

There are sufficient capacities of electricity for planned consumption and demand. The percentage of households that are not connected to the public power grid is negligible.

#### ***Renewable energy sources***

There are conditions for the use of renewable energy sources on the territory of the City. Bio fuels (wood pulp, pellets) are mostly used, and there is more and more interest in using solar energy for heating hot water, as well as for the production of electricity. Subsidizing the installation of a system for the use of renewable energy sources has started in the urban settlement of Bor.

So far, 51 energy passports have been issued for built objects.

### **5.3.6 Primary transport infrastructure and traffic**

#### ***Traffic network***

The state of construction of the basic street network in the urban area is satisfactory. Smaller problems are related to the permeability of the street network, which occur due to restrictions on the traffic regime in some streets (eg 3. Oktobar Street). Spatial unit IV is distinguished by the density of the basic street network.

Bearing in mind that economic activities, which are very intensive, represent a generator of the movement of people and goods, but also a significant factor in the formation of budget funds from which the construction of local infrastructure is financed, they represent the greatest limitation but also potential in the development of the traffic system of Bor. As for the natural conditions, there are no major restrictions for the development of traffic infrastructure.

The goals of the development of the traffic system in the area of the General Plan are:

- achieving equal accessibility of all parts of the construction area, which implies: uniform development of the basic street network, coverage of spatial entities by a system of public urban passenger transportation of appropriate quality and frequency of service,
- improvement of public parking, especially in the central zone and zones with a higher concentration of activities (improving the utilization of existing capacities through the introduction of a system with a restriction on the parking of vehicles),
- encouraging pedestrian movements by forming “calm traffic” zones, especially in units with higher concentrations of housing and central activities and
- encouraging bicycle movements through the construction of paths and through the reorganisation of existing street profiles.

#### ***Public city and suburban transport***

In the Plan area, there is organized public urban and suburban passenger transportation on 5 urban (estimated length of 28.5 km) and 9 suburban lines. It is estimated that on an average day around 4,000 passengers are transported on city lines (around 1.1 million passengers per year), and around 2,500 passengers on suburban transport (around 680,000 passengers per year). The bus and train stations are located in contact with the central zone of the settlement (in the meantime, another bus station has been opened at the 4th kilometer). About 93,000 passengers depart from the bus station daily (about 604,000 passengers annually, with 11 departure platforms).

Public urban and suburban transport represents a good basis for the conception and development of a sustainable transport system in the urban area, with the condition that, with appropriate incentives, its participation in the realisation of the transport requirements of the population increases. Public transport in the City of Bor is provided by a public-private partnership, based on the Decision on the adoption of a public-private partnership project for entrusting the municipal activity of urban and suburban passenger transport on the territory of the City of Bor (“Official Gazette of the City”, no. 2/21).

Part of the urban settlement has been arranged for access by people with disabilities, but work is still being done to increase accessibility. There are projects that are still being implemented, as well as those that are planned for 2023.

#### ***Railway***

The City has the following railway infrastructure:

- single-track non-electrified railway line number 36: Mala Krsna–Bor–Rasputnica 2–(Vražogrnac), with a length of about 7.72 km (from km 221 + 170 to km 228 + 920), on which public passenger and freight traffic is organized,

- passenger railway station Bor in km 221+ 400 of the subject line with three station tracks,
- freight railway station Bor in km 224+ 400 of the subject line with ten tracks, two of which are for the needs of the RTB Bor Group, as well as tracks 9a and 10a with an industrial track whose user is “Jugopetrol” and
- the route of the discontinued narrow-gauge railway Paraćin-Metovnica-Bor

### ***Air traffic***

There is a sports airport in Bor, while commercial flights for the transportation of passengers and goods require the expansion of the runway, etc.

### ***Pedestrian zones***

There are no permanent pedestrian zones in the urban area of Bor. There are two streets that represent occasional pedestrian zones, the so-called. corso, closed to motor vehicle traffic in the summer from 18:00 to 22:00.

### ***Bicycle traffic***

The conditions for the movement of cyclists along the street network are not suitable from the point of view of safety, but the potential for a wider use of this mode of transport exists (the participation of cyclists is estimated at around 7.5%). There are no separate bicycle paths on the territory of the urban settlement. Corridors of abandoned railways can be used to connect tourist zones with bicycle traffic.

### ***Parking***

Within the construction area of Bor, there are 2,985 parking spaces, 50 of which are charged, and which are mostly located in the central area of the settlement.

Accordingly, for every third registered vehicle (it is estimated that there were around 8,500 of them in the city area in 2010) one parking space is offered for public parking. The existing capacities represent potential, which could be improved by introducing parking time limits (increasing the number of parking spaces per parking space).

### ***Commuting***

It is estimated that on an average day around 4,000 passengers are transported on city lines (around 1.1 million passengers per year), and around 2,500 passengers on suburban transport (around 680,000 passengers per year).

### ***Internet and digitalization***

“Smart” technologies are not used in public administration and systems. There are parts of the settlement that are covered by public free internet.

## 5.4 URBAN AND TERRITORIAL DEVELOPMENT GOVERNANCE

### 5.4.1 Access to governance

Integrated and sustainable urban development implies a specific way of managing the process that tends to harmonize the various relevant actors in planning, financing and managing the development and implementation of the strategy. The key aspects of urban development management are: 1) a multi-level management approach (in this area it exists), which refers to the coordination and harmonization of activities between different levels of management; 2) multi-stakeholder approach, which refers to the inclusion of all relevant actors during the public policy development cycle; and 3) the principle of “bottom-up” and citizen participation, which refers to initiatives led by the local community and encouraging the involvement of local actors.

#### *Participatory approach*

The participation of interested persons is possible during all stages of the development of spatial and urban plans. The law precisely determines the method of participation of interested parties (during early public inspection and public inspection), however, the practice that has existed in the City Administration of Bor for more than 10 years allows all interested parties to participate from the moment when the development of the planning document is initiated in such a way that all interested parties can submit in writing or in electronic form (via e-mail) their opinions and suggestions.

### 5.4.2 Sources of funding

In previous practice, the projects implemented by the City of Bor were financed from the following sources:

#### National sources of funding

- Ministry of Economy
- Ministry of State Administration and Local Self-Government
- Ministry without portfolio for population policy
- Green Fund of the Republic of Serbia
- Ministry of Environmental Protection

#### EU funds

- EU SUPPORT TO ROMA INCLUSION

#### International financial instruments

- Numerous international projects and funds, as well as the involvement of international organisations in the process of helping to create development policies - URBACT 4, BAUHAUS, EU CBC Bulgaria - Romania, Danube Strategy, etc.
- International programme “Satrebs”

#### Bilateral and multilateral cooperation and donor programmes

- IPA project Bulgaria – Serbia
- IPA project Romania – Serbia
- Swiss PRO Programme – UNOPS

### **5.4.3 Transparency and information**

The transparency index for the city of Bor in 2022 is: LTI 65, rank 14/145.

A system of electronic communication between the administration and citizens is available on the city's website. The project "Web portal - my case" was implemented, through which citizens can monitor the status of their cases at the city administration.

Access to information of public importance is enabled through the Work Informer.

Monthly reports on the city's budget are available on the City's budget portal.

There is no GIS management platform, but there is a strong need. It is necessary to equip and train quality personnel.

## 6 SWOT ANALYSIS AND NEEDS

### 6.1 IDENTITY OF THE URBAN AREA

#### *advantages/strengths*

- The identity of the place is linked to the tradition of mining activities since the beginning of the 20th century
- A pronounced planned approach to the development of the city, while the volume of unplanned construction is negligible
- Formed morphological-spatial identity and recognizable urban matrix - linear form of the city
- Multicultural and multinational city (more than 25 nations live in Bor)
- Natural assets (Kučaj-Beljanica National Park, Lazarev kanjon, Zlotska Pećina) and an area of exceptional features with a traditional spa settlement, cultural heritage, outcrops of volcanic breccia and tuffs (Brestovačka spa and immediate surroundings)
- Linear greenery in the city area (22 km built) and in the RTB Bor complex (17% of the area)
- The area is highly forested - 42% of the territory of the city of Bor is covered by forest
- Formed tourist infrastructure and superstructure (hotels, restaurants with overnight accommodation, resorts, catering facilities for accommodation, lodgings, mountain lodges, camps)
- Lake Bor as the main driver of tourist movements
- Affirmed recreational/tourist zones: Lake Bor, Savača Resort, Lazareva pećina, Lazarev kanjon, Stol Mountain, Brestovačka Spa, Crni Vrh Ski Resort

#### *weaknesses/deficiencies*

- Location of the settlement as an administrative, business and commercial centre in the immediate vicinity of the mine (an urban-planned town in an unsuitable location)
- The city centre is eccentrically placed in the northern part in relation to the administrative territory
- Brownfield sites with dilapidated or incomplete infrastructure
- Insufficiently recognizable tourist image and brand and unevenly developed and underutilized tourist potentials
- Insufficient communal/infrastructural equipment of the Urban area (water supply, fecal and atmospheric sewage) and insufficiently developed road network towards tourist destinations
- Airport "Bor" is not in operation
- The lack of public squares in the urban settlement of Bor

#### *potentials/possibilities*

- Undeveloped areas within the spatial urban units of the settlement of Bor (especially zones V and VI)



- Active projects to increase the accessibility of public spaces and facilities
- Potentials for the development of spa, industrial and hunting tourism (Brestovačka spa, Lake Bor, Crni vrh, Dubašnica, Zlot, Stol, etc.)
- Traditional and authentic villages (12 Vlachs, 1 Serbian village (Donja bela Reka)), as a basis for events, traditional village meetings (song, dance, customs)
- Potentials for settlement expansion to the south and southwest
- Brownfield regeneration and reactivation and equipping of these sites
- Increased daily rural-urban migrations, strengthening of urban-rural links
- A large number of buildings of social enterprises in need of renovation
- Construction of the new Green Mine
- Architectural Museum and Copper Colony
- Museum of Architecture Bor “8.km”

### ***threats/risks***

- Continuation of depopulation trends (15% fewer inhabitants in the inter-census period), especially in rural areas
- The “green ring” around the town of Bor is under the influence of intensive mining development
- Endangered preservation of traditions, customs, Vlach language and culture
- Ethnic and cultural stratification and conflicts between different groups
- Further endangerment of natural and cultural assets, primarily by further expansion of production in RTB Bor
- Loss of quality agricultural land

### ***needs***

- Control of the expansion of the continuously built urban area and urban regeneration of city and settlement structures with the establishment of a network of green and open public spaces
- Preservation of the cultural identity and diversity of the area through local and regional cultural development programmes and by integrating cultural-educational and other intersectoral programmes
- Development of sustainable tourism throughout the year - industrial, sports-recreational, rural, spa, etc.
- Improving the traffic connectivity of the Urban area (construction and reconstruction of roads, railways) and the construction of green infrastructure in all settlements, permanent pedestrian zones and the creation of a new identity of public urban spaces
- Adequate transformation and reactivation of a brownfield site.

## 6.2 GREEN AND ENERGY TRANSITION AND MOBILITY

### *advantages/strengths*

- The location of the bus and train station, which is in contact with the central area of the city, right next to the main city highways
- A runway with installations for landing commercial and sports aircraft near the new industrial zone
- The location of the city landfill is on an area of already degraded land where there are no conditions for the development of flora and fauna
- Wastewater treatment system in Metalurg and Banjsko Polje settlements
- District heating system to which 80% of households are connected
- Sufficient capacities and good coverage of the power grid
- Construction and condition of the basic street network
- Organized public city and suburban passenger transport (5 city and 9 suburban lines)
- Free public Internet in many parts of the city of Bor
- Realised energy efficiency projects
- Institute of Mining

### *weaknesses/deficiencies*

- Poor environmental condition, especially air quality, due to mining activities, activities in metallurgy, flotation and industry, as well as energy facilities, traffic, inadequate waste management, etc.
- Proximity of residential buildings to the facilities of the mining and smelting basin (MZ Brezonik, MZ Sever, MZ Old City Centre are only 100-500 meters away)
- An unsanitary city landfill where waste is disposed of in an uncontrolled manner (without primary selection) and the body of the landfill is often set on fire and endangers the environment and the health of people who are exposed to the wind rose. Pollution of the Bor river by infiltration waters from the landfill and a large number of illegal landfills in Bor and the surrounding villages
- Unfinished connection to the water supply and sewerage network at the level of the city and village territory (5% of the population outside the water supply system and 10% outside the sewerage network in the urban settlement of Bor. The villages do not have fecal sewage)
- Absence of marked bicycle paths
- Weak application of “smart” technology

### *potentials/possibilities*

- Subsidies for the use of renewable energy sources
- Improved public urban and suburban transport as a good basis for designing and developing a sustainable transport system

- Improved railway infrastructure for passenger and freight traffic
- Bor Airport with the necessary facilities and infrastructure and a 900m runway
- Favorable conditions for the use of renewable energy sources (construction of wind farms, solar power plants, etc.)
- A new heating plant is planned
- EU “Clean Serbia” - atmospheric sewage project
- Regional recycling centre (at the site of the existing landfill)
- Introduction of green belts and zones as a measure to mitigate heat islands
- Expansion of automatic measuring stations for the environment (especially for air quality)
- The old route of the railway for the development of cycling and the connection of tourist zones

#### ***threats/risks***

- The settlement and the “green ring” around the town of Bor are being hit by intensive mining development
- Underutilization of the potential of natural resources and renewable energy sources
- Soil erosion, danger from floods and landslides, as well as risks due to the spillage of dangerous substances
- Flooding in urban areas of the Urban Area (lack of atmospheric sewage in the street network)

#### ***needs***

- Urgent improvement of the state of the environment through a set of technical and normative solutions that lead to the preservation and improvement of the environment in Bor (green technologies in mining and metallurgy)
- Preservation of the “Green Ring” around Bor and relocation of freight traffic from the central area of the city
- Improvement of the condition of the communal infrastructure (reconstruction of the primary water supply network from the source to the main reservoirs, such as the existing pumping stations, and sewerage and purification of waste water)
- Arrangement and modernization of the waste management system - separation, recycling yards and organized garbage removal at the new sanitary landfill
- Introduction of a greater volume of bicycle and pedestrian movements through the city

### 6.3 INNOVATIVE AND SMART ECONOMY

#### *advantages/strengths*

- Reestablishment of activities and intensification of production in RTB Bor
- The average net salary per employee in the territory of the city of Bor is 12.9% higher than the average of the Bor district and 14.4% higher than the average of the Republic, as well as employment in mining and other related sectors (in the sector for professional, scientific and technical activities, construction, etc.)
- Training of staff in secondary and higher education that meet the needs of the local economy - providing scholarships to quality students
- Organized and high-quality public city and intercity transport that connects economic zones and the settlement
- Increased number of active companies (by 25.9% in 2021)
- Four equipped and organized industrial zones in the city
- Business incubator centre and trial opening of the smelter (circular economy concept)
- Quality local economic development plans

#### *weaknesses/deficiencies*

- Weak diversification of the economy, i.e. dominance of RTB Bor in the city's economy
- Small share of local entrepreneurs in employment
- Very uneven structure of the unemployed - 63.16% of the unemployed are women (among the long-term unemployed even 71.1%)
- Constant reduction of registered farmers
- Weak coordination between local economic actors and the administration regarding the concept of economic development (especially Zijl)
- Lack of entrepreneurial spirit

#### *potentials/possibilities*

- A positive migration balance between the village and the city and a greater capacity of the potential labor force
- Development of industry, agriculture and SMEs and cooperation with scientific and research institutions
- Stronger involvement of the Technical Faculty in Bor in the development of the economy of the local community
- Encouraging the employment of women in central and rural areas

#### *threats/risks*

- Continued decrease in the number of inhabitants due to negative natural growth, aging and migration (especially of the highly educated contingent)
- Threatening the quality of life and the environment due to intensive mining production
- The dominance of RTB Bor in the overall structure of the economy without networking activities

***needs***

- Development of employment programmes, with special emphasis on the employment of women and hard-to-employ categories
- Institutional and non-institutional support for start-up companies
- Differentiation of the economy and the formation of clusters (networks) to support Zi Jing's business

**6.4 SOCIAL WELLBEING*****advantages/strengths***

- Education, social and health care in the public sector and a built network of facilities
- Technical Faculty Bor, University of Belgrade and student centre "Bor"
- Institute of Mining and Metallurgy Bor
- Cultural institutions of local importance with existing infrastructure and content
- Relatively new housing stock, with over half built after the 1970s
- Built network of sports, physical culture and recreation facilities
- Motivating for childbirth and education through organized actions (free aid for newborn children, free textbooks for the first educational cycle, scholarships for students, free transportation for children, high school students, etc.) and help for the elderly over 65, marginal (free transportation for the needs of the people kitchen - 450 meals) and groups with reduced mobility, etc.
- Dual education (technical school in Bor)
- Existence of the social protection strategy and the Council for Social Protection

***weaknesses/deficiencies***

- Insufficient capacities of preschool facilities in relation to needs and their uneven spatial distribution
- Lack of social protection facilities in the public sector (day care for the elderly, safe house, support clubs for people with developmental disabilities, counseling centre with services and programmes for people with disabilities, etc.)
- The absence of organized public or specialized transportation to places where there are missing health care facilities
- Underutilization of sports, physical culture and recreation facilities
- Absence of records on housing needs and the number of people without a solved housing issue
- Substandard settlements - the most endangered settlement "North" on the edge of the mine
- Stopped implementation of projects and adoption of strategic documents related to the housing of vulnerable groups, primarily Roma
- Feeling of reduced security in public spaces of Sever, Stari centar and Staro Selište local communities
- Lack of staff at the request of the employer, especially geronto housewives
- Large waiting list for kindergartens (250 children waiting)

***potentials/possibilities***

- Development of social entrepreneurship, inclusion of the private sector as a provider of services in the fields of social care, health care, and education
- Solving the problem of substandard settlements
- Utilization and activation of unoccupied apartments (10% of the total number of apartments in Bor)
- Expansion of the space for the accommodation of children's institutions (defined in the plan)
- Active projects to increase the accessibility of public spaces and facilities
- Construction of a European kindergarten (capacity of 300 children)
- Career counseling, staff scholarships for young people and housing support
- Consistent implementation of the Health Care Plan

***threats/risks***

- Negative natural increase and increase in the share of the elderly in the total population
- High percentage of patients with malignant diseases (impact on social, educational and health infrastructure)
- High prices of social and health care and education in the private sector
- Lack of professional staff in the field of health, education (departure of trained health workers abroad and private sector)
- The perspective of the old population in the countryside without social assistance and protection
- Binding cultural events and facilities to urban areas only
- High prices of new apartments for local residents
- The absence of a system for monitoring the effects and results of projects in the field of social policy and spontaneous implementation of projects - the lack of a social map
- Insufficient income of employees in the field of education, health and social protection

***needs***

- Centralized provision of services in social protection and expansion of activities, especially for the elderly and infirm (help at home for the elderly in rural areas, establishment of day care for the elderly and safe houses, etc.)
- Better coverage and spatial distribution of primary health care facilities, preschool and educational services.
- Preservation of the cultural identity and diversity of the area through local and regional cultural development programmes and by integrating cultural-educational and other intersectoral programmes
- Establishment of appropriate standards and regulations for new residential construction, as well as for the reconstruction and renovation of the existing housing stock



## 6.5 URBAN AND TERRITORIAL DEVELOPMENT GOVERNANCE

### *advantages/strengths*

- Adopted and up-to-date planning documentation
- Numerous European projects implemented in the Urban Area (Horizon Project, IPA, etc.)
- Experience in applying and using different (international and domestic) sources of project funding
- Experience in networking with domestic and international partners - cross-border cooperation
- A developed system of electronic communication between the administration and citizens ("Web portal - my subject" project)
- Relatively good transparency of local self-government for 2022 (LTI 65, rank 14/145)
- Digital promotion of the region (RARIS)
- Public utility company for public city transport and heating plant
- Established partnership (intermunicipal cooperation) - waste management, Bogovina water system)
- The working body for waste management and the permanent working body for the implementation of the air protection plan

### *weaknesses/deficiencies*

- Insufficient coordination of national, regional and local actors in the management process
- Weak cooperation of various local actors (public sector enterprises, economy, civil sector, scientific and research institutions)
- Weak formal participation of citizens through legally mandated public consultations and public inspection of planning documents and a low level of confidence in their own influence on the development policies of the city
- Lack of personnel in LSGs for urban development management and low level of implementation of public policies
- Absence of a GIS management platform

### *potentials/possibilities*

- Development of mechanisms of real participation and process transparency for the purposes of drafting planning documents
- International and national programmes and projects for building and increasing management capacity
- Public-private partnerships in various fields - infrastructure, place branding, sustainable mobility and JGP, development of sustainable tourism
- International programme "SATREBS"
- Regional waste management plan
- Numerous international projects and funds, as well as the involvement of international organisations in the process of helping to create development policies - URBACT 4, BAUHAUS, EU CBC Bulgaria - Romania, Danube Strategy, etc.

***threats/risks***

- Insufficient institutional capacity to solve key problems,
- Slow governance reform for multi-stakeholder management processes
- Continued low level of citizen participation in the process of urban development
- High pressure from the central level of administration through the introduction of new formal obligations for LSGs
- The outflow of quality staff from the management system and employment bans

***needs***

- Capacity building in integrated urban management
- Systematic and relevant application for international projects - greater involvement of international partners
- Essential participation of citizens and interested parties in the planning process beyond formal forms for quality management of urban development
- Greater use of ICT and GIS tools for management as well as participation of citizens and interested parties (Smart Management)

## 7 VISION, OBJECTIVES, SPECIFIC OBJECTIVES AND MEASURES

### 7.1 VISION

NOT JUST A MINE CITY, BUT A CITY WITH A MINE.

SEVEN KILOMETERS OF THE HISTORICAL DEVELOPMENT OF THE MODERN CITY.

A GREEN CITY THAT IMPROVES THE HEALTH AND WELL-BEING OF CITIZENS.

CENTRE OF INNOVATION AND SUSTAINABLE APPROACH IN MINING.

A MULTICULTURAL CITY, A CITY OF YOUNG PEOPLE AND SETTLERS.

Bor is a city with a unique urban identity, which is characterized by a linear structure, which, in addition to the spatial dimension, also has a cultural-historical dimension, showing the development of the city and its built structure. Bor is also a city of greenery characterized by a green ring around the city and within the city fabric. Greenery is the basis for the development of Bor as a healthy city, aimed at improving the health and well-being of citizens. As a centre of higher education, science and technology, Bor is becoming an innovative mining centre with a focus on developing sustainability and creating a healthy environment in balance with economic development. Thanks to the economic opportunities and the high quality of life in the city, Bor is a multicultural and young city, prosperous and favorable for life, where new residents and visitors are welcome.

### 7.2 THEMATIC OBJECTIVES, SPECIFIC OBJECTIVES AND MEASURES

The starting framework for formulating the goals, specific goals and measures of the urban area strategy (SUP) is the new legislation of the European Commission, which establishes common performance and result indicators for the European Fund for Regional Investments (Investments in Jobs and Growth and Interreg) and the European Cohesion Fund<sup>11</sup> (EC, 2021). The goals of the new EU Cohesion Policy for the period 2021-2027 are: 1) A more competitive and smarter Europe by promoting innovative and smart economic transformation and ICT regional integration; 2) A greener, more resilient, low-carbon Europe, transitioning to a net-zero carbon economy by promoting the clean and fair energy transition, green and blue investments, circular economy, climate change adaptation and mitigation, risk management and its prevention, and sustainable urban mobility; 3) A more connected Europe by strengthening mobility; 4) A more inclusive Europe with a prominent social component by implementing the EU pillar of social rights, and 5) Europe closer to citizens by encouraging sustainable and integrated development of all types of areas and local initiatives.

The national framework for SUP consists of public policies, which are prepared and adopted in the process of Serbia's integration into the EU. They are listed chronologically starting from the most recent, namely: Draft Law on the Establishment and Functioning of the Cohesion Policy Management System, 2023<sup>12</sup>; Sludge management programme in Serbia from 2023 to

<sup>11</sup> <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=OJ:L:2021:231:FULL&from=EN>

<sup>12</sup> <https://www.mei.gov.rs/srp/vesti/2811/detaljnije/w/0/nacrt-zakona-o-uspostavljanju-i-funkcionisanju-sistema-za-upravljanje-kohezijom-politikom-na-portalu-ekonsultacije/>

2032<sup>13</sup> (Government of RS, 2023); Low-carbon development strategy of the Republic of Serbia for the period from 2023 to 2030 with projections until 2050<sup>14</sup>; Strategy for young people in the Republic of Serbia for the period from 2022 to 2030<sup>15</sup> ("Official Gazette of RS", No. 9/2023); Strategy of deinstitutionalization and development of social protection services in the community for the period 2022-2026. year<sup>16</sup> ("Official Gazette of the RS", no. 12/2022); Air protection programme in the Republic of Serbia for the period from 2022 to 2030 with an action plan<sup>17</sup> ("Official Gazette of RS", no. 140/2022); Circular economy development programme in the Republic of Serbia for the period 2022-2024. year<sup>18</sup> ("Official Gazette of RS", no. 137/2022); Waste management programme in the Republic of Serbia for the period 2022-2031<sup>19</sup> ("Official Gazette of RS", No. 12/2022); Programme of adaptation to changed climatic conditions with Action Plan, Draft<sup>20</sup>; Spatial Plan of the Republic of Serbia from 2021 to 2035, Draft<sup>21</sup>; Strategic priorities for the development of the culture of the Republic of Serbia from 2021-2025<sup>22</sup> (Ministry of Culture and Information of the RS, 2021); Integrated national energy and climate plan of the Republic of Serbia for the period 2021 to 2030 with a vision until 2050<sup>23</sup>; Strategy for the development of information society and information security in the Republic of Serbia for the period from 2021 to 2026<sup>24</sup> ("Official Gazette of RS", No. 86/2021); Strategy of scientific and technological development of the Republic of Serbia for the period from 2021 to 2025 "Power of knowledge"<sup>25</sup> ("Official Gazette of RS", No. 10/2021); Strategy for the development of the startup ecosystem of the Republic of Serbia for the period from 2021 to 2025<sup>26</sup> ("Official Gazette of RS", number 125/2021); Industrial policy strategy of the Republic of Serbia from 2021 to 2030<sup>27</sup> ("Official Gazette of RS", No. 35/2020); Employment strategy in the Republic of Serbia for the period from 2021 to 2026<sup>28</sup> ("Official Gazette of RS", no. 18/2021, 36/2021); Strategy for the development of education and upbringing in Serbia until 2030<sup>29</sup> ("Official Gazette of RS", No. 107/2021); Strategy of smart specialization in the Republic of Serbia for the period 2020-2027. year<sup>30</sup> ("Official Gazette of RS", No. 21/2020); Strategy of sustainable urban development of the Republic of Serbia until 2030<sup>31</sup> ("Official Gazette of RS", No. 47/2019); Artificial intelligence development strategy in the Republic of Serbia for

13 <https://www.ekologija.gov.rs/lat/saopstenja/vesti/prvi-put-usvojen-vazan-planski-dokument-%E2%80%93-program-upravljanja-muljem-u-republici-srbiji>

<https://www.srbija.gov.rs/vest/735156/usvojen-program-upravljanja-muljem-u-srbiji-od-2023-do-2032-godine.php>

14 <https://www.ekologija.gov.rs/saopstenja/vesti/vlada-republike-srbije-usvojila-strategiju-niskougljenicnog-razvoja-do-2030-godine>

15 <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2023/9/1/reg>

16 <https://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2022/12/1>

17 <https://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/drugiakt/2022/140/1>

18 <https://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/drugiakt/2022/137/1>

19 [http://demo.paragraf.rs/demo/combined/Old/t/t2022\\_02/SG\\_012\\_2022\\_010.htm](http://demo.paragraf.rs/demo/combined/Old/t/t2022_02/SG_012_2022_010.htm)

20 <https://www.ekologija.gov.rs/informacije-od-javnog-znacaja/javne-rasprave/javni-poziv-za-ucescje-javnosti-u-procesu-konsultacija-u-vezi-sa-izradom-programa-prilagodjavanja-na-izmenjene-klimatske-uslove-sa-akcionim-planom-0>

21 <https://www.mgsi.gov.rs/sites/default/files/PPRS%20Nacrt.pdf>

22 <https://www.kultura.gov.rs/extfile/sr/6132/Strate%C5%A1ki%20prioriteti%20razvoja%20kulture.pdf>

23 <https://www.mre.gov.rs/dokumenta/strateska-dokumenta/integrisani-nacionalni-energetski-i-klimatski-plan-republike-srbije-za-period-2021-do-2030-sa-vizijom-do-2050-godine>

24 <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2021/86/1/reg>

25 <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2021/10/1/reg>

26 [http://demo.paragraf.rs/demo/combined/Old/t/t2021\\_12/SG\\_125\\_2021\\_011.htm](http://demo.paragraf.rs/demo/combined/Old/t/t2021_12/SG_125_2021_011.htm)

27 <https://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2020/35/1/reg>

28 <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/ispravka/2021/36/1>

29 <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2021/63/1/reg>

30 <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2021/10/1/reg>

31 <https://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2019/47/1/reg>

the period 2020-2025. year<sup>32</sup> ("Fig. Gazette of the RS", no. 96/2019); Public health strategy in the Republic of Serbia 2018-2026. year<sup>33</sup> ("Official Gazette of the RS", No. 61/2018); Tourism development strategy of the Republic of Serbia for the period from 2016 to 2025<sup>34</sup> ("Official Gazette of RS", No. 98/2016); Strategy of agriculture and rural development of the Republic of Serbia for the period 2014-2024. year<sup>35</sup> ("Official Gazette of RS", No. 85/2014); Strategy for supporting the development of small and medium-sized enterprises, entrepreneurship and competitiveness for the period from 2015 to 2020<sup>36</sup> ("Official Gazette of RS", number 35/15).

By harmonizing the goals and measures from the EU and national policies, a framework for sustainable and integrated territorial development of urban areas was formulated, which consists of the following goals:

- 1) Strengthening the urban identity and renewal of the urban area by encouraging sustainable and integrated development;
- 2) Promoting the transition to clean and fair energy, green and blue investments, climate change adaptation and mitigation, risk prevention and management, and sustainable urban mobility;
- 3) Promoting innovative and smart economic transformation, circular and low-carbon economy and ICT integration;
- 4) Improvement of social wellbeing;
- 5) Improvement of urban development governance.

The "localization" of goals, specific goals and measures was checked for each territory and adapted to the local context. It took place through workshops with local actors - members of working groups and strategy councils, as well as in public forums with citizens. After the cycle of checks on individual strategies, the next iteration was carried out where the proposals were sublimated and the specificities of local territories, problems, needs, project proposals were considered, and where the final correction of specific goals and measures was made. The following text presents the goals, specific goals and measures for the urban area.

**Table 1: Thematic goals, specific goals and measures**

Explanation of abbreviations used: **O** – OBJECTIVE, **SO** – specific objective, **M** – measure<sup>37</sup>

<b>O 1. Strengthening the urban identity and renewal of the urban area by encouraging sustainable and integrated development</b>
<b>SO 1.1 Improved and uniform quality of arrangement and accessibility of the urban area</b>
<b>M 1.1.1</b> Development, renovation and regeneration of underutilized buildings, zones and entire settlements, including the revitalization of brownfield sites
<b>M 1.1.2</b> Urban regeneration of parts of the settlement that are exposed to devastating processes, including the consequences of climate change (flooding, heat islands, etc.)

32 <https://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2019/96/1/reg>

33 <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2018/61/1/reg>

34 <https://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2016/98/1>

35 <https://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2014/85/1>

36 <http://www.pravno-informacioni-sistem.rs/SlGlasnikPortal/eli/rep/sgrs/vlada/strategija/2015/35/1/reg>

37 In accordance with EC Legislation (2021) Common performance indicators and common result indicators for the ERDF ("Investment for jobs and growth" and Interreg) and the Cohesion Fund and national strategies

<b>M 1.1.3</b> Arrangement, preservation and connection of public spaces (areas and facilities) in accordance with the concept of accessibility and increasing accessibility to facilities of public services and services
<b>M 1.1.4</b> Establishment of measures to improve the management, maintenance and promotion of the culture of housing in residential communities (multi-family buildings) and increase the accessibility of multi-storey residential buildings (ramps, elevators)
<b>M 1.1.5</b> Improving security in urban areas
<b>M 1.1.6</b> Creation of a polycentric city - formation of new squares, urban pockets, public areas (parks) and revitalization of existing spaces
<b>SO 1.2 Encouraging the protection of cultural and architectural heritage</b>
<b>M 1.2.1</b> Active protection of cultural heritage and recommendations for the character and intensity of acceptable activities in urban development planning.
<b>M 1.2.2</b> Restoration and protection of buildings and wholes of architectural and urban heritage that are not protected cultural assets (traditional types, vernacular architecture, industrial buildings, architecture and urbanism before and after World War II, etc.)
<b>M 1.2.3</b> Preservation of the cultural diversity of the landscape
<b>M 1.2.4</b> Preservation of the architectural identity and specificity of the city, i.e. diversity
<b>SO 1.3 Encouraging the development of sustainable tourism</b>
<b>M 1.3.1</b> Diversification of the tourist offer based on the identity of the urban area with the sustainable use of natural and cultural assets, their more effective and comprehensive protection, and mitigation of the negative impacts of tourism
<b>M 1.3.2</b> Development of tourist infrastructure and infrastructure
<b>SO 1.4 Encouraging an integrated and sustainable approach in remediation of illegal construction and its prevention</b>
<b>M 1.4.1</b> Prevention of uncontrolled expansion of construction land at the expense of agricultural, forest and water land
<b>M 1.4.2</b> Rehabilitation and renovation of existing substandard or unorganized residential areas and units through their infrastructural equipment, construction of public facilities and improvement of the quality of public spaces
<b>M 1.4.3</b> Removal of illegal structures in zones under protection regimes (sanitary protection of sources of drinking water, floodplains, wetlands, protected cultural and natural assets, proximity to mines...)

## **O 2. Promoting the transition to clean and fair energy, green and blue investments, climate change adaptation and mitigation, risk prevention and management, and sustainable urban mobility**

### **SO 2.1 Improvement of energy efficiency and reduction of greenhouse gas emissions**

**M 2.1.1** Establishing sustainable energy (using energy efficiency measures, using renewable energy sources and applying norms and innovative materials for environmental protection and reducing harmful effects on the climate)



<b>SO 2.2 Encouraging the use of renewable energy sources</b>
<b>M 2.2.1</b> Integration of renewable energy sources (electrical, solar, thermal, wind energy, etc.)
<b>SO 2.3 Development of smart energy systems, networks and storage</b>
<b>M 2.3.1</b> Introducing a smart energy network, advanced energy storage and distribution systems, thermal energy (district heating), energy efficiency monitoring, development of smart cities, energy-efficient lighting, sustainable biomass production, etc.
<b>SO 2.4 Adaptation to climate change and disaster risk prevention, strengthening resilience to climate change, taking into account an ecosystem-based approach</b>
<b>M 2.4.1</b> Establishment of new or improved systems for risk monitoring, preparedness, warning and response in case of natural disasters and hazards
<b>M 2.4.2</b> Enhanced protection measures against climate change-related natural disasters (except floods and forest fires)
<b>M 2.4.3</b> More effective protection against flooding by external waters (rivers and lakes)
<b>M 2.4.4</b> Newly built or strengthened and improved protection against landslides and landslides
<b>M 2.4.5</b> Built or improved green infrastructure to adapt to climate change
<b>M 2.4.6</b> Measures (technical systems) of forest fire protection
<b>SO 2.5 Ensuring equal access to sanitation and water supply and promoting sustainable water management</b>
<b>M 2.5.1</b> New or improved systems to improve the quality of drinking water delivered to consumers in public water systems
<b>M 2.5.2</b> New or improved public distribution water systems
<b>M 2.5.3</b> New or improved public sewage collection systems
<b>M 2.5.4</b> New or improved capacities for wastewater treatment and sewage sludge treatment
<b>M 2.5.5</b> New or improved stormwater flood protection systems, including rainwater harvesting systems
<b>SO 2.6 Improvement of waste management</b>
<b>M 2.6.1</b> Establishing a regional waste management system
<b>M 2.6.2</b> Creation of a planning basis for the establishment of a waste management system
<b>M 2.6.3</b> Development, adaptation and modernization of municipal infrastructure for waste management
<b>M 2.6.4</b> Increasing capacity for waste management
<b>M 2.6.5</b> Encouraging and introducing waste separation

<b>M 2.6.6</b> Introduction of adequate management of household hazardous waste
<b>M 2.6.7</b> Introduction of adequate construction waste management
<b>SO 2.7. Strengthening the protection and preservation of nature, biodiversity and green infrastructure, and reducing all forms of pollution</b>
<b>M 2.7.1</b> Systemic protection of green infrastructure (plants) and blue infrastructure (water)
<b>M 2.7.2</b> Identification of areas within the framework of preparation for NATURA 2000 networks covered by protection and restoration measures
<b>M 2.7.3</b> Reclaimed land for green areas, housing support, economic or other purposes
<b>M 2.7.4</b> Improvement and expansion of the areas covered by the installation of the air quality monitoring system
<b>M 2.7.5</b> Clearly defining the areas covered by the protection against major chemical accidents and limiting the consequences of those accidents on human health and the environment through the control of the Seveso plant/complex
<b>SO 2.8 Encouraging sustainable multimodal urban mobility</b>
<b>M 2.8.1</b> Encouraging the use of alternative modes of transportation - car share, electric scooters, bicycles, etc. in order to reduce the occupancy of public (parking) areas
<b>M 2.8.2</b> Introducing environmentally friendly vehicles into the collective public transport system
<b>M 2.8.3</b> Provision of infrastructure intended for pedestrians (pedestrian paths) and bicycle traffic
<b>M 2.8.4</b> Introduction of infrastructure for alternative fuels
<b>M 2.8.5</b> Establishment of a new or modernized digitalized system of monitoring and management of city transport
<b>SO 2.9 Development of a smart, safe, sustainable and multimodal transport network of international and national importance that is resistant to climate change</b>
<b>M 2.9.1</b> Inclusion of population impact assessment in technical and planning documentation
<b>M 2.9.2</b> Harmonization of spatial and urban planning documents at the level of LSGs and ITIs with the development of a traffic network of international and national importance
<b>SO 2.10 Development and strengthening of sustainable, smart and multimodal national, regional and local mobility that is resilient to climate change, including better access to the transport network of international and national importance and cross-border mobility</b>
<b>M 2.10.1</b> Improvement of the road network and road traffic
<b>M 2.10.2</b> Improvement of the road traffic management system
<b>M 2.10.3</b> Improvement of the railway network and railway traffic
<b>M 2.10.4</b> New and modernized multimodal connections

<b>O 3. Promoting innovative and smart economic transformation, circular and low-carbon economy and ICT integration</b>
<b>SO 3.1 Development and strengthening of research and innovation capacities and application of advanced technologies</b>
<b>M 3.1.1</b> Supporting companies and creating jobs, strengthening innovation capacities and applying advanced technologies in micro, small, medium and large companies
<b>M 3.1.2</b> Support to researchers and scientific research organisations participating in joint research projects that have applications in the economy and public sector
<b>M 3.1.3</b> Increasing the number and support of companies cooperating with scientific research organisations
<b>M 3.1.4</b> Encouraging interregional investment for innovation
<b>M 3.1.5</b> Support for the establishment of a Regional Technology Incubator as a mixed system of NTP (Science and Technology Park) and the establishment of a Start-up Centre
<b>SO 3.2 Using the advantages of digitization for citizens, businesses, research institutions and public administration bodies</b>
<b>M 3.2.1</b> Improving the digital knowledge and skills of citizens (including senior citizens 65+), raising the capacity of employees in the public and private sector to use new technologies and improving the digital infrastructure in educational institutions
<b>M 3.2.2</b> Digitization of services and business in the public and private sector
<b>M 3.2.3</b> Support for the improvement of digital tools in order to make public services accessible to people with special needs
<b>M 3.2.4.</b> Improvement of information security of citizens, public administration and economy
<b>SO 3.3 Strengthening sustainable growth and competitiveness of SMEs and job creation</b>
<b>M 3.3.1</b> Improved operations and development of SMEs, improved business infrastructure, strengthening of innovation and stimulation of business association and creation of value chains
<b>M 3.3.2</b> Improvement and strengthening of the infrastructure for supporting entrepreneurship and support for the formation of a city council for supporting SMEs and entrepreneurship and an entrepreneurial service centre
<b>SO 3.4. Development of competences for smart specialization 4S, industrial transition and entrepreneurship, within the quadruple spiral of innovation (economy, education, science, public and civil sector - institutional participants)</b>
<b>M 3.4.1</b> Developing the capacity of institutions and institutions for the development of SMEs
<b>M 3.4.2</b> Developing the competences of SMEs and institutional participants oriented towards innovation and entrepreneurship
<b>M 3.4.3</b> Participation of SMEs and institutional participants in competitive calls
<b>M 3.4.4</b> Connecting to a platform for the promotion of services, technologies and products in the areas of digital, innovative and creative activity
<b>M 3.4.5</b> Connecting institutions and entities from the field of tourism to the tourism platform

<b>M 3.4.6.</b> Institutional linking of the public and private sectors
<b>SO 3.5 Strengthening digital connectivity</b>
<b>M 3.5.1</b> Provision of broadband access with high data transmission capacity
<b>SO 3.6 Encouraging and promoting the transition to a circular and resource-efficient economy</b>
<b>M 3.6.1</b> Education of business entities and encouragement of investments in circular economy solutions as growth generators (new waste recycling capacity, investments in facilities for separate waste collection, waste processed for reuse)
<b>M 3.6.2</b> Encouraging the provision of subsidies for the implementation of circular economy projects
<b>SO 3.7 Encouraging and promoting the transition to a net zero carbon economy</b>
<b>M 3.7.1</b> Encouraging investments in low-carbon economy solutions as generators of growth, more efficient use of material resources and energy efficiency

<b>O 4. Improvement of social welfare</b>
<b>SO 4.1 Improving the effectiveness and inclusiveness of the labor market and access to quality employment and dignified work and encouraging social entrepreneurship</b>
<b>M 4.1.1</b> Development of new or modernization of existing employment services and encouragement of social entrepreneurship
<b>M 4.1.2</b> Creating opportunities and more favorable conditions for the employment of groups that are more difficult to employ (workers over 50 years old, workers with a lower level of education, women, etc.)
<b>SO 4.2. Development of social infrastructure and services and encouragement of social inclusion and social innovation</b>
<b>M 4.2.1</b> Development of new or modernization of existing facilities for temporary reception and intervention care (homeless, begging children, victims of violence, migrants, etc.)
<b>SO 4.3 Promoting socio-economic inclusion of marginalized communities, low-income households and disadvantaged social groups, including persons with special needs, through integrated action that includes housing and social services</b>
<b>M 4.3.1</b> Increasing the volume, quality and variety of housing solutions for housing support users through the construction and other ways of acquiring new housing units in public ownership intended for lease, as well as through the development of alternative housing solutions
<b>M 4.3.2</b> Activation of underutilized facilities of all purposes for affordable housing
<b>SO 4.4 Improving equal access to inclusive and quality education services</b>
<b>M 4.4.1</b> Development of new or modernization of existing child care services for preschool, primary and secondary education, training and lifelong education (continuing education)
<b>M 4.4.2</b> Creation of a mechanism and creation of conditions for solving the problems of the socially vulnerable population

<b>SO 4.5 Ensuring equal access to health care and fostering health system resilience</b>
<b>M 4.5.1</b> Development of new or modernization of existing health and social care services
<b>M 4.5.2</b> Expansion of health service networks and better accessibility in order to strengthen preventive health care
<b>SC 4.6 Ensuring equal access to cultural services, programmes and facilities</b>
<b>M 4.6.1</b> Improved access and expansion of the network of social services and social innovations in the community
<b>M 4.6.2</b> Strengthening the capacity to care for the elderly in rural areas
<b>SO 4.7 Ensuring equal access to sports and recreation services, programmes and facilities</b>
<b>M 4.7.1</b> Establishment of continuous cooperation of cultural institutions and exchange of cultural content in the urban area
<b>SO 4.8 Ensuring equal access to sports and recreation services, contents and facilities</b>
<b>M 4.8.1</b> Improving the quality of life through playing sports as an element of essential importance for the development of personality and a healthy lifestyle
<b>M 4.8.2</b> Construction of sports fields in urban and rural settlements
<b>M 4.9 Designing and organizing the offer of programmes and content for the quality use of young people's free time</b>
<b>M 4.9.2</b> Development of the "Youth Club" model
<b>M 4.9.3</b> Encouraging young people to volunteer in various fields

## **O 5. Improving the management of urban/territorial development**

### **SO 5.1 Encouraging development management at multiple levels - local, national, international, EU, etc.**

**M 5.1.1** Establishing a body to monitor the implementation of the urban development strategy

**M 5.1.2** Capacity building for development management (development agency, KLER, urban planning company and/or urban planning department)

**M 5.1.3** Strengthening public dialogue, more effective implementation of networks, partnerships, programmes and projects of urban development management at multiple levels in order to improve the quality of work and introduce innovations

**M 5.1.4** Establishing standards at the local level

### **SO 5.2 Encouraging a multi-stakeholder approach - economy, education, science, public and civil sector**

**M 5.2.1** Application of the quadruple and quintuple helix model of innovation within the knowledge economy (Quadruple and quintuple Helix Model of innovation)

**SO 5.3 Encouraging a participatory approach and community-led initiatives involving local actors**

**M 5.3.1** Raising the awareness of citizens and stakeholders about their right to be included in the decision-making process on urban development through information, consultation and active participation

**M 5.3.2** Directing participation towards strengthening social responsibility and balancing public and private interests in decision-making processes

**M 5.3.3** Improvement of citizen participation procedures and stakeholder involvement in decision-making processes in accordance with the Decree on the Promulgation of the Law on Confirmation of the Additional Protocol to the European Charter on Local Self-Government on the Right to Participate in the Affairs of Local Authorities and Standards of Open Administration

**M 5.3.4** Establishing a system of permanent education about the need to participate in the decision-making process

**M 5.3.5** Establishing a system of permanent public information on the needs of public participation in decision-making procedures

**M 5.3.6** Strengthening the capacity of holders of public authority on the need to participate in the procedures for making public policies, decisions, and plans

**M 5.3.7** Better participation and collaboration of citizens in shaping the space

**SO 5.4 Encouraging mixing (*blending*) urban development funding from different types of funding (domestic and international)**

**M 5.4.1** Support for the use of various sources of funding for the priority areas of the urban area strategy intervention

**M 5.4.2** Application of EU Cohesion Policy instruments and others. - integrated territorial investments (ITI - Integrated Territorial Investment), sustainable urban development (SUD - Sustainable Urban Development), local development managed by LSGs (CLLD - Community Led Local Development)

**M 5.4.3** Institutionalization - complementary and joint application at the level of the urban area

**SO 5.5 Strengthening the transparency of decision-making at the level of the urban area**

**M 5.5.1** Development of regional information systems (GIS) for the needs of territory development management (monitoring and evaluation of urban area strategy implementation)

**M 5.5.2** Establishment of registers (registries/records of public property and public goods, brownfield sites, underutilized sites and facilities, mapping of illegal construction, traffic monitoring, water management infrastructure, risk management, etc.) and their regular updating

**M 5.5.3** Establishment of publicly available specific registries



## 8 PRIORITY AREAS OF INTERVENTION

### 8.1 STRATEGIC APPROACH AND SPATIAL DIMENSION

The central zones of cities and urban areas with different degrees of urbanization, in the network of rural settlements and areas of extensive agricultural production and natural landscapes, require increased capacities for the implementation of development policies. The overarching context, which is the framework for this condition, can be broken down into several key aspects. First, the different local contexts and conditions make it extremely difficult to formulate a single approach for policy making in these urban areas. These areas have a unique territorial capital, so this requires different strategies for conceiving potential directions of sustainable and integrated urban and territorial development.

Second, these areas are predominantly under the influence of national and even supranational policies that are primarily organized by sector. And the understanding of their socio-economic and spatial dynamics and adapted policies are often limited to their main advantages or only sectoral issues: subsidies for industrial restructuring initiatives, investment promotion, preservation of natural resources and cultural heritage, etc. In the long term, this approach can foster the status quo and hinder flexibility in the implementation of innovative policies.

Finally, a movement advocating greater sensitivity to this diverse range of urban areas has emerged in the last few decades and has encouraged research focused on lagging regions and processes of spatial marginalization. The result has been several attempts to formulate recommendations for alternative policies. This change has led to an increased emphasis on spatial complexity and the application of a tailored approach to directing national and international (e.g. EU) resources to the different characteristics of each place.

In response to criticism of the neglect of the spatial aspect within territorial policies, a new orientation emerged. Place-based approach supports the development of specific locations, adapting interventions and investments to unique spatial contexts with the intention of releasing their underutilized potential. This approach accelerated a significant transition towards a strategically oriented attitude, with additional emphasis on participatory processes and extensive engagement of various actors. The approach is based on a clear understanding of different contexts, their vulnerabilities or their unique complexities, and implies a more comprehensive strategic orientation in shaping development policies. In this sense, two dimensions are important: the importance of the geographical context and the key role of actors' knowledge in the creation of spatial initiatives.

First, planning urban areas requires a thorough understanding of local characteristics and adapting strategies to local resources and capacities. This implies looking at the appropriate territory, with appropriate spatial coverage, to create a critical mass and effectively mobilize resources in a coherent manner.

Second, the knowledge of actors is crucial in shaping the structure and implementation of territorial policies. Given that no level of management possesses all the necessary knowledge for effective action, the interaction between different administrative subjects and actors

becomes the most important. Knowledge is exchanged in numerous dialogue spaces of local communities, and this knowledge, rooted in everyday activities, is an invaluable resource.

These dimensions find their way to effective expression through a strategic approach, which serves as an operational framework for better utilizing the potential of urban areas by adopting a “challenge-oriented” mindset. This approach includes the formulation of transformative processes within public action, together with the definition of relevant socio-spatial goals that can be achieved within a limited time frame, all based on social agreement and activities that unite the efforts and resources of stakeholders.

This approach must be inherently pragmatic. A strategy cannot solve all development issues at once, and while it is crucial to strategically address selected problems, it should also aim to create an effective learning environment and testing ground for refining and evaluating vision and goals. Accepting the strategy implies monitoring the decision-making process and the operational process, in which tangible actions and projects arise from a common spatial vision of the urban area. This process is created through the interaction of different actors.

Based on the above approach, the following are graphical representations:

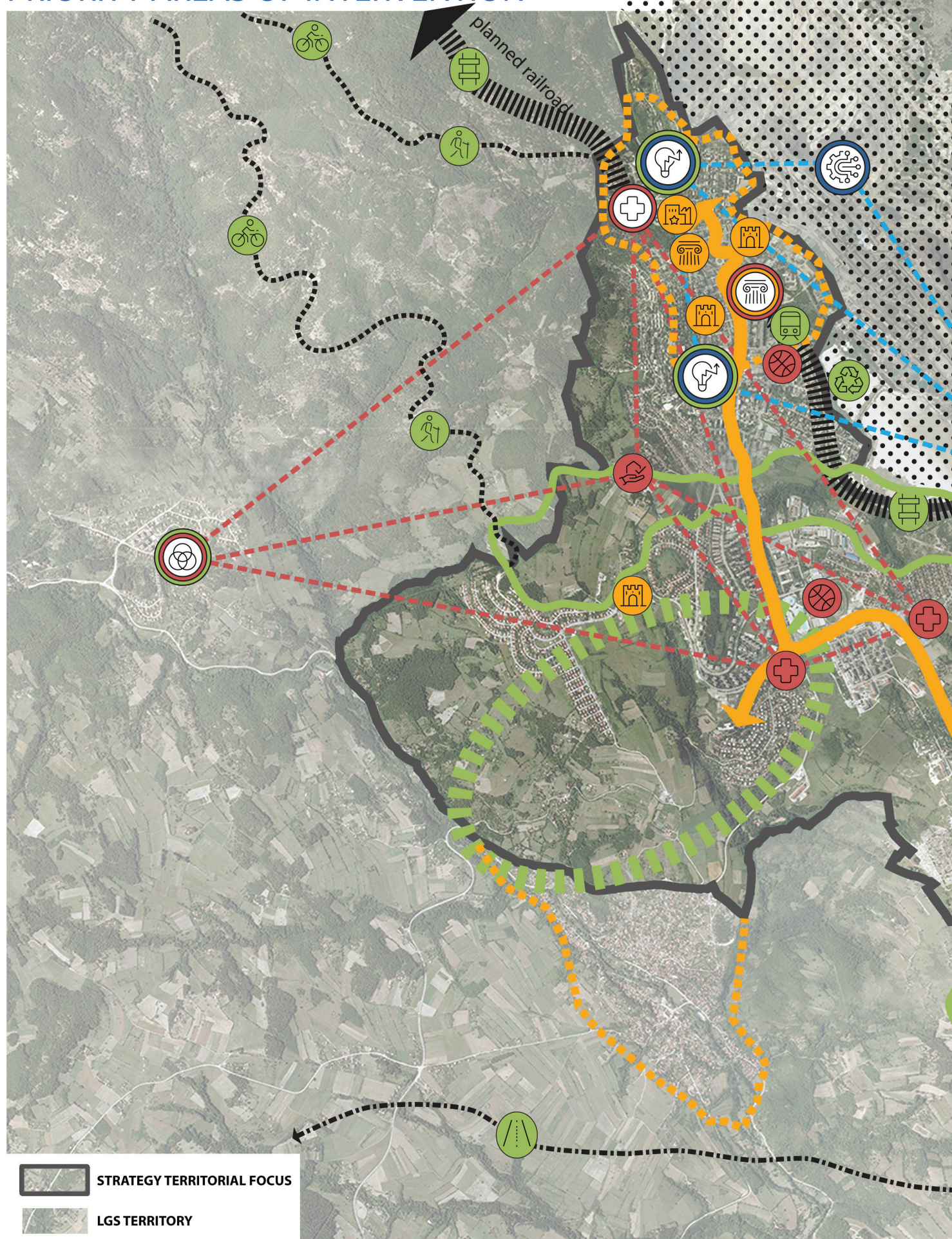
- priority areas of intervention (development generators, intervention areas, development routes and hubs, protection and development zones, development points and networks) and
- strategic projects (according to thematic goals),

which were reached through the participatory process of creating a territorial strategy.



TERRITORIAL STRATEGY OF THE  
CITY OF BOR URBAN AREA

PRIORITY AREAS OF INTERVENTION







## DEVELOPMENT GENERATORS



**SMART SPECIALISATION CENTRE - MACHINES AND PRODUCTION PROCESSES** - RTB Bor, Institute for mining and metallurgy, Technical Faculty Bor



**INNOVATION CENTRE** - Technical Faculty Bor, Institute for mining and metallurgy, Regional technological incubator, Start-up centre



**REHABILITATION AND HEALTH SERVICES CENTRE** - Hospital, Community health centre, Brestovačka spa



**CULTURAL CENTRE** - Museum of mining and metallurgy, Cultural centre, Library, Music school

## PRIORITY AREAS



**AXIS OF URBAN RENEWALL - BOR MUSEUM OF ARCHITECTURE** / Path of architectural heritage



**TRANSFORMATION ZONE OF BROWNFIELDS AND UNUSED BUILDINGS**

## PROTECTION AND DEVELOPMENT ZONES



**REHABILITATION AND REMEDIATION ZONE** - The mine and the first Kilometer



**URBAN RENEWALL ZONE** - First and second Kilometer, city expansion towards Brestovac



**GREEN INFRASTRUCTURE** - Conservation and improvement zones of green areas, ecological corridor in the third Kilometer



**ZONE OF REDUCED POLLUTION** - Fifth Kilometer

## DEVELOPMENT ROUTES AND HUBS



**PEDESTRIAN ZONES AND ROUTES**



**CYCLING PATHS AND ROUTES**



**RAILROAD** - existing and planned



**PASSENGER RAILWAY STATION**



**FREIGHT RAILWAY STATION**



**AIRPORT**



**RING ROAD**



**MOTORWAY** towards Zaječar

## DEVELOPMENT NETWORKS



**NATIONAL CULTURAL HERITAGE AND LANDMARKS**



**CULTURAL INSTITUTIONS**



**RECYCLING CENTRE**



**SOCIAL SERVICES INSTITUTIONS**



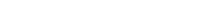
**HEALTH SERVICES INSTITUTIONS**



**SPORT CENTRES**



**SMART SPECIALISATION NETWORK**



**SOCIAL WELL-BEING NETWORK**

## 8.3 LIST OF STRATEGIC PROJECTS

### 8.3.1 Identity of the urban area

1. Reconstruction and connection of park areas
2. Development of the settlement "Topovske šupe"
3. Conversion of the "Gate of the City" building
4. Bor as a museum of industrial architecture
5. Mapping and valorization of architectural units of cultural and historical heritage (from old French construction to functionalism in the 90s)
6. Revival and introduction of central functions and a network of squares by kilometers - organisation of a cooperative (participatory) architectural and urban competition
7. Inclusion in the ERIH network of European industrial heritage

### 8.3.2 Green and energy transition and urban mobility

1. Creating of an inner green urban ring - urban forest
2. Construction of a solar power plant for the preparation of hot water for energy production and solar panels on public buildings on SME facilities and private facilities and on locations where land remediation has been carried out
3. Improving energy efficiency while respecting all aspects of industrial heritage
4. Establishing a bicycle and scooter rental system at every kilometer
5. Transformation of the route of the Crni vrh railroad into a pedestrian and cycling path
6. Development of a new traffic study and Sustainable Urban Mobility Plan
7. Improvement of the system for public lighting management (SCADA)
8. Construction of sewage and stormwater infrastructure with wastewater treatment plants
9. Establishing a risk management system through the monitoring of groundwater, air, soil and environmental impact of larger industrial plants in urban areas
10. Reclamation and remediation of mine areas

### 8.3.3 Innovative and smart economy

1. Establishment of the Regional Technology Incubator as a mixed system of STP (Science and Technology Park)
2. Subsidizing projects that promote the development of a circular and low-carbon economy, including the renewal of recycling technologies that previously existed
3. Establishment of a start-up centre for young people and entrepreneurs
4. Improvement of the infrastructure to support entrepreneurship (business incubator centre, entrepreneurial service centre, etc.)
5. Profiling and activation of smart specialization zones:
  - o production processes (metal industry complex, Regional Technology Incubator, Technical Faculty in Bor, Institute of Mining and Metallurgy Bor)
  - o food for the future (sales centre for products of registered agricultural producers - distribution centre, market)

### 8.3.4 Social wellbeing

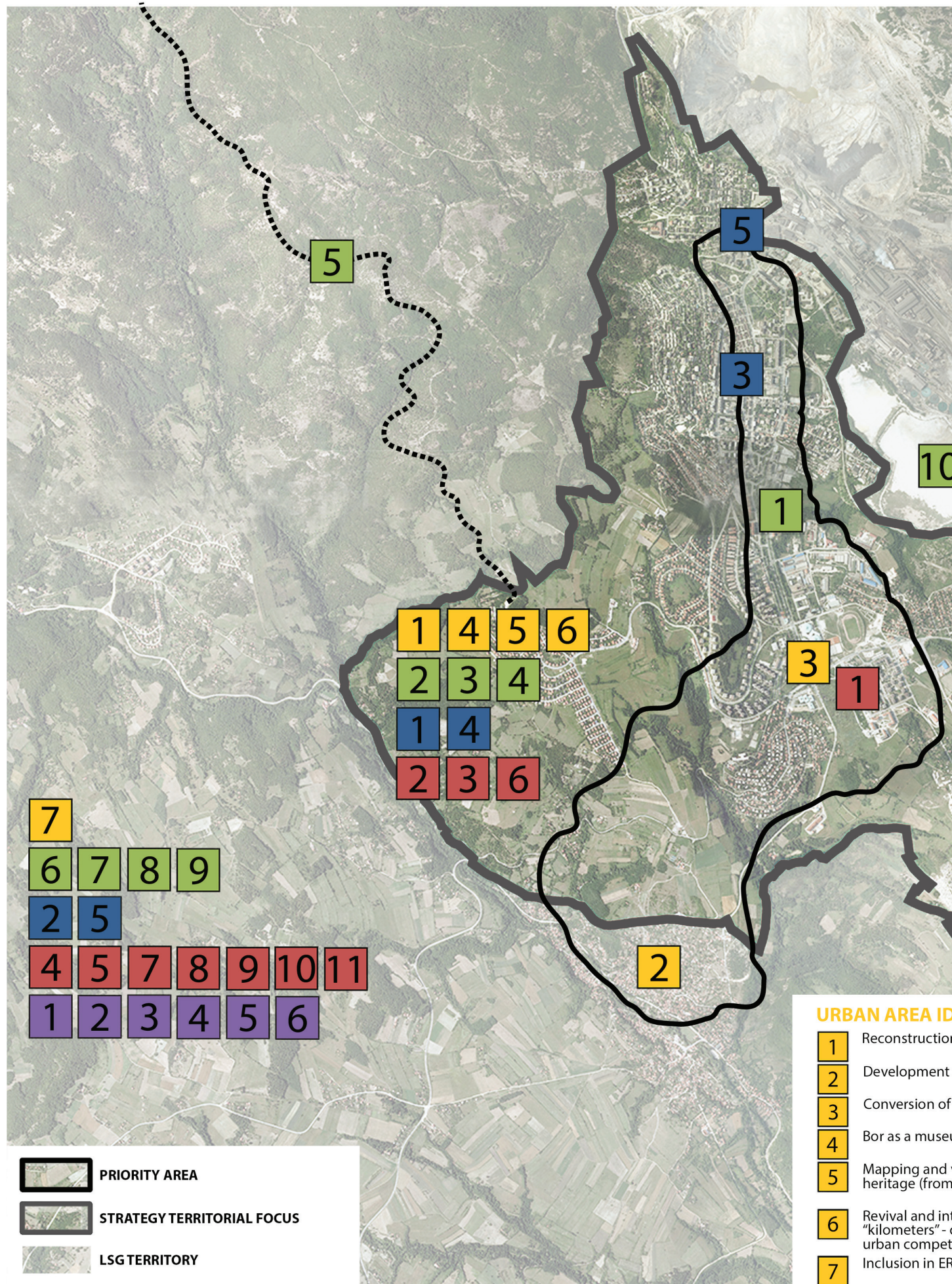
1. Construction of the new hospital
2. Establishment of the Centre for development of social protection services
3. Rehabilitation of housing buildings with flat roofs
4. Provision of a housing stock for urgent care of vulnerable persons
5. Increasing the network of preschool institutions
6. Relocation of the Technical Faculty in Bor to a new location
7. Support for the employment of difficult employable categories by providing financial benefits and connecting with potential employers
8. Conversion and adaptation of existing buildings with the possibility of acquisition into public ownership
9. Securing locations and financial resources for the construction of buildings and the employment of staff for the safe house and shelter
10. Securing locations and financial resources to open infirmaries for better availability of health care services
11. Securing resources for acquisition and employment of medical staff of various specialisations to improve primary health care

### **8.3.5 Urban and territorial development governance**

1. Improving the capacity for managing integrated territorial investments, including the formation of a project coordination unit
2. Creation of integral projects and training on the application of various sources of funding
3. Training to encourage the application of a multi-stakeholder approach - economy, education, science, public and civil sector (Quadruple and Quintuple Helix Model of innovation)
4. Visual presentation of planning documents for the development of the city of Bor, projects and heritage, and creation of a hologram projection of the demolished Bor chimney
5. Establishing a mechanism for the active involvement of citizens in the process of urban development and the development of platforms/maps of potential public spaces/squares with the possibility of direct participation of citizens in the preparation/selection of urban-architectural solutions, as well as the preparation and broadcasting of a television spot on national television and the creation of a brochure on the importance participation of citizens in the processes of making public decisions, policies, plans
6. GIS platform - mapping of buildings for rent, purchase, investment, as well as available, undeveloped land and underutilized buildings and locations and architectural and cultural heritage, green infrastructure



## TERRITORIAL STRATEGY OF THE CITY OF BOR URBAN AREA

**STRATEGIC PROJECTS**





## IDENTITY

and connection of park areas

of "Topovske šupe" settlement

the "Gate of the City" building

um of industrial architecture

valorisation of architectural units of cultural and historical  
old French construction to functionalism in the 90s)

roduction of central functions and network of public squares by  
organization of a cooperative (participatory) architectural and  
ition

IH network of European industrial heritage

## GREEN AND ENERGY TRANSITION AND URBAN MOBILITY

- 1 Creating of an inner green urban ring – urban forests
- 2 Construction of solar powered plant for the preparation of hot water for energy production and solar panels on public building, on SME and private facilities and on locations where land remediation has been carried out
- 3 Improving energy efficiency while respecting all aspects of industrial heritage
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- 5 Transformation of the route of the Crni vrh railroad into a pedestrian and cycling path
- 6 Development of a new traffic study and Sustainable Urban Mobility Plan
- 7 Improvement of the system for public lighting management (SCADA)
- 8 Construction of sewage and stormwater infrastructure with wastewater treatment plants
- 9 Establishing a system for risk management through the monitoring of groundwater, air, soil, and environmental impact of larger industrial plants in urban areas
- 10 Reclamation and remediation of mine areas

## INNOVATIVE AND SMART ECONOMY

- 1 Establishment of the Regional Technology Incubator
- 2 Subsidizing projects that improve the development of circular and low-carbon economy, including the renewal of recycling technologies that previously existed
- 3 Establishment of a start-up center for young people and entrepreneurs
- 4 Establishment of an entrepreneurial service center
- 5 Profiling and activation of smart specialisation zones:
  - production processes (metal industry complex, Regional Technology Incubator, Technical Faculty in Bor, Institute of Mining and Metallurgy Bor)
  - food for the future (sales center of products of registered agricultural producers - distribution center, market)

## SOCIAL WELL-BEING

- 1 Construction of the new hospital
- 2 Establishment of the Centre for development of social protection services
- 3 Rehabilitation of housing buildings with flat roofs
- 4 Provision of a housing stock for urgent shelter of vulnerable persons
- 5 Increasing the network of preschool institutions
- 6 Relocation of the Technical Faculty in Bor to a new location
- 7 Support for the employment of difficult employable categories by providing financial benefits and connecting with potential employers
- 8 Conversion and adaptation of existing buildings with the possibility of acquisition into public ownership
- 9 Securing locations and financial resources for the construction of buildings and employment of staff for a safe house and shelter
- 10 Securing locations and financial resources to open infirmaries for better availability of health care services
- 11 Securing resources for acquisition of equipment and employment of medical staff of various specialisations to improve primary health care

## URBAN/TERRITORIAL DEVELOPMENT MANAGEMENT

- 1 Improving the capacity for managing integral territorial investments, including the formation of a project coordination unit
- 2 Creation of integral projects and training on the application of various sources of financing
- 3 Training to encourage the application of a multi-stakeholder approach - industry, education, science, public and civil sector (Quadruple and Quintuple Helix Model of innovation)
- 4 Visual presentation of planning documents for the development of the city of Bor, projects and heritage, and creation of a hologram projection of the demolished Bor chimney
- 5 Establishment of a mechanism for active involvement of citizens in the process of urban development and development of platform/maps of potential public spaces/squares with the possibility of direct participation of citizens in the preparation/selection of urban-architectural solutions, as well as the preparation and broadcast of a television spot on national television and the creation of a brochure on the importance of citizens' participation in the processes of making public decisions, policies, plans
- 6 GIS platform - mapping of buildings for rent, purchase, investment, as well as available, undeveloped land and underutilized buildings and locations, architectural and cultural heritage, green infrastructure

## 9 SOURCES OF FUNDING

Urban and territorial development requires significant financial resources for project implementation. Currently available financial resources in LSGs in the Republic of Serbia (RS) are only sufficient to cover smaller projects. The situation regarding the possibility of developing long-term investment projects (Strategy of Sustainable Urban Development of the Republic of Serbia until 2030) is slowly changing, as evidenced by the data in the following text.

On the basis of concluded bilateral and multilateral international framework agreements on development cooperation and agreements on the implementation of various instruments and programmes financed from international development aid funds, LSGs in the RS have at their disposal funds from various national and international funds that finance the implementation of strategic reforms in the process accession to the EU and their socio-economic development.

Domestic sources of funding are: funds, agencies, commercial banks, projects, programmes of various ministries, budgets of LSGs, own funds of activity holders (companies), funds of interested domestic investors, and loans from investment and commercial banks in the territory of RS.

- In particular, the possibility of using funds from the following sources is pointed out:
- Programmes and incentive funds of the ministries of the RS (Ministry of Finance<sup>38</sup>; Ministry of Economy<sup>39</sup>; Ministry of Agriculture, Forestry and Water Management<sup>40</sup>; Ministry of Environmental Protection<sup>41</sup>; Ministry of Construction, Transport and Infrastructure<sup>42</sup>; Ministry of Mining and Energy<sup>43</sup>; Ministry of Internal and Foreign Trade<sup>44</sup>; Ministry of Justice<sup>45</sup>; Ministry of State Administration and Local Self-Government<sup>46</sup>; Ministry for Human and Minority Rights and Social Dialogue<sup>47</sup>; Ministry for European Integration<sup>48</sup>; Ministry of Education<sup>49</sup>; Ministry of Health<sup>50</sup>; Ministry of Labour, Employment, Veterans and Social Affairs<sup>51</sup>; Ministry of Family Care and Demography<sup>52</sup>; Ministry of Sports<sup>53</sup>; Ministry of Culture<sup>54</sup>; Ministry of Rural Care<sup>55</sup>; Ministry of Science, Technological Development and Innovation<sup>56</sup>; Ministry of Tourism and Youth<sup>57</sup>; Ministry of Information and Telecommunications<sup>58</sup>; Ministry of Public

38 <https://www.mfin.gov.rs/>

39 <https://privreda.gov.rs/>

40 <http://www.minpolj.gov.rs/>

41 <https://www.ekologija.gov.rs/>

42 <https://www.mgsi.gov.rs/cir/projekti>

43 <https://www.mre.gov.rs/>

44 <https://must.gov.rs/>

45 <https://www.mpravde.gov.rs/>

46 <https://mduls.gov.rs/category/projekti-i-programi/>

47 <https://www.minljmpdd.gov.rs/>

48 <https://www.mei.gov.rs/>

49 <https://prosveta.gov.rs/>

50 <https://www.zdravlje.gov.rs/>

51 <https://www.minrzs.gov.rs/sr>

52 <https://minbpd.gov.rs/>

53 <https://www.mos.gov.rs/>

54 <https://www.kultura.gov.rs/>

55 <https://www.mbs.gov.rs/>

56 <https://nitra.gov.rs/>

57 <https://www.mto.gov.rs/>

58 <https://mit.gov.rs/>

Investments<sup>59</sup>; The cabinet of the minister without portfolio in charge of improving the development of underdeveloped municipalities<sup>60</sup>; The cabinet of the minister without portfolio responsible for the coordination of activities and measures in the field of relations between the Republic of Serbia and the diaspora<sup>61</sup>; Cabinet of the minister without portfolio in charge of balanced regional development<sup>62</sup>), their bodies and agencies (Customs Administration; Free Zones Administration; Republic Water Directorate; Forestry Directorate; Agricultural Payments Administration; Agricultural Land Administration; National Academy of Public Administration; Development Agency of Serbia<sup>63</sup>; Port Management Agency<sup>64</sup>) and funds (Development Fund of the Republic of Serbia<sup>65</sup>; Fund for innovation activity<sup>66</sup>; Science Fund of the Republic of Serbia<sup>67</sup>;

- The local budget, as well as loans from commercial banks (Erste Bank A.D.<sup>68</sup>; UniCredit bank<sup>69</sup>; Banca Intesa<sup>70</sup>; NLB Komercijalna banka<sup>71</sup>; Bank Poštanska štedionica<sup>72</sup>; ProCredit bank<sup>73</sup>) that operate on the territory of RS.

Foreign sources of funding are: EU funds and programmes, credit lines (credit lines of foreign governments and credit lines of international financial institutions), development and other funds of non-EU countries, projects and funds of interested foreign investors. International development assistance of the RS includes support from bilateral and multilateral development partners, including financial support from international financial institutions, and is provided either in the form of grants or concessional loans, which are approved under significantly better conditions than market ones.

In the coming period, special attention should be paid to the possibilities of mobilizing funds from the following international funds and programmes:

- IPA - Instrument for pre-accession assistance<sup>74</sup> (2021-2027; 2014-2020; 2007-2013), Programmes of European territorial cooperation in the Republic of Serbia 2021-2027<sup>75</sup>, Investment framework for the Western Balkans<sup>76</sup> (Western Balkans Investment Framework - WBIF), IPARD III<sup>77</sup>, a multi-user IPA<sup>78</sup>;

59 <https://www.obnova.gov.rs/>

60 <https://rnro.gov.rs/javni-konkursi/>

61 <https://www.mbpdiijaspora.gov.rs/>

62 <https://rrrz.gov.rs/extfile/sr/472/%D0%88avni%20poziv.pdf>

63 <https://ras.gov.rs/>

64 <https://www.aul.gov.rs/>

65 <https://fondzarazvoj.gov.rs/cir>

66 <http://www.inovacionifond.rs/cir/>

67 <https://fondzanauku.gov.rs/>

68 <https://www.erstebank.rs/sr/Pravna-lica>

69 <https://www.unicreditbank.rs/rs/pi.html>

70 <https://www.bancaintesa.rs/>

71 <https://www.nlbkb.rs/>

72 <https://www.posted.co.rs/>

73 <https://www.procreditbank.rs/>

74 <https://www.mei.gov.rs/srp/fondovi/fondovi-evropske-unije/ipa-instrument-za-pretpristupnu-pomoc/instrument-za-pretpristupnu-pomoc-2021-2027/>

75 [https://www.mei.gov.rs/upload/documents/publikacije/Brosure%20nove/22/Programi\\_evropske\\_teritorijalne\\_saradnje\\_u\\_RS\\_2021-2027.pdf](https://www.mei.gov.rs/upload/documents/publikacije/Brosure%20nove/22/Programi_evropske_teritorijalne_saradnje_u_RS_2021-2027.pdf)

76 <https://www.mei.gov.rs/srp/fondovi/fondovi-evropske-unije/ipa-instrument-za-pretpristupnu-pomoc/investicioni-okvir-za-zapadni-balkan-western-balkans-investment-framework-wbif/>

77 <https://www.mei.gov.rs/srp/fondovi/fondovi-evropske-unije/ipa-instrument-za-pretpristupnu-pomoc/ipard-iii/>

78 <https://www.mei.gov.rs/src/fondovi/fondovi-evropske-unije/ipa-instrument-za-pretpristupnu-pomoc/visekorisnicka-ipa/>



- EU programmes<sup>79</sup> (Digital Europe<sup>80</sup>, HORIZON Europe, SME Competitiveness Programme - COSME, Employment and Social Innovation Programme, ERASMUS, Creative Europe, Europe for Citizens, European Health Programme III, FISKALIS 2020, CUSTOMS 2020, EU Civil Protection Mechanism, Connecting Europe Facility, Rights, Equality and Citizenship, European Facility for Democracy and Human Rights);
- Cohesion policy and other EU funds<sup>81</sup> (New Cohesion Policy 2021-2027, MADAD, EU Solidarity Fund, Regional Housing Programme) and the Green Agenda for the Western Balkans<sup>82</sup>;
- International financial instruments-banks<sup>83</sup> (Council of Europe Development Bank - CEB, European Investment Bank - EIB, European Bank for Reconstruction and Development - EBRD, World Bank - WB<sup>84</sup>, German Development Bank - KfW);
- Bilateral and multilateral cooperation, donor programmes (United Nations Team in Serbia<sup>85</sup>, German Agency for Technical Cooperation - GIZ<sup>86</sup>, French Development Agency<sup>87</sup>, Japan, Denmark, Norway, Netherlands, Sweden, China, Austria, France, Greece, India, Korea, Poland, Singapore, Slovenia, Turkey, Germany, United States of America, Slovakia, United Kingdom, Switzerland, etc.).

Available data on funding sources were collected by searching multiple sources: RS budget, medium-term plans of authorities, data on websites of RS authorities, websites of programmes and projects, and available data on banks' websites. Data on the amount of funding are not publicly available for all sources.

The following table shows the available sources of funding for urban development, a detailed overview of which is given in Annex 4.

79 <https://www.mei.gov.rs/srp/fondovi/fondovi-evropske-unije/programi-unije/>

80 <https://digital-strategy.ec.europa.eu/en/activities/digital-programme>

81 <https://www.mei.gov.rs/srp/fondovi/fondovi-evropske-unije/kohezijska-politika/>

82 <https://balkangreenenergynews.com/rs/usvojeni-akcioni-plan-za-zelenu-agendu-za-zapadni-balkan-donosi-devet-milijardi-evra-grantova-rok-za-uskladjivanje-s-eu-ets-om-2024-godine/>

83 <https://www.mei.gov.rs/srp/fondovi/bilateralni-i-multilateralni-partneri/po-medjunarodnim-organizacijama/>

84 <https://www.worldbank.org/en/country/serbia/brief/green-livable-resilient-cities-in-serbia-program>

85 <https://serbia.un.org/sr/about/about-the-un>

86 <https://nemackasaradnja.rs/giz/>

87 <https://rs.ambafrance.org/AFD-4148>

Table 2: Sources of financing (as of July 2023)

N A T I O N A L R E S O U R C E S	<b>NATIONAL AND REGIONAL SOURCES</b>		
	Ministry of Finance; Ministry of Economy; Ministry of Agriculture, Forestry and Water Management, Ministry of Environmental Protection; Ministry of Construction, Transport and Infrastructure; Ministry of Mining and Energy; Ministry of Internal and Foreign Trade; Ministry of Justice; Ministry of State Administration and Local Self-Government; Ministry for Human and Minority Rights and Social Dialogue; Ministry for European Integration; Ministry of Education; Ministry of Health; Ministry of Labour, Employment, Veterans and Social Affairs; Ministry of Family Care and Demography; Ministry of Sports; Ministry of Culture; Ministry of Rural Care; Ministry of Science, Technological Development and Innovation; Ministry of Tourism and Youth; Ministry of Information and Telecommunications; Ministry of Public Investments; The cabinet of the minister without portfolio in charge of improving the development of underdeveloped municipalities; The cabinet of the minister without portfolio responsible for the coordination of activities and measures in the field of relations between the Republic of Serbia and the diaspora; Cabinet of the minister without portfolio in charge of balanced regional development; Customs Administration; Administration for Free Zones; Republic Water Directorate; Forest Directorate; Administration for Agrarian Payments; Administration for Agricultural Land; National Academy for Public Administration; Development Agency of Serbia; Agency for Port Management) and funds (Fund for the Development of the Republic of Serbia; Innovation Fund; Science Fund of the Republic of Serbia)		
I N T E R N A T I O N A L S O U R C E S	<b>BANKS</b>		
	Erste Bank A.D.; UniCredit Bank; Banca Intesa; NLB Komercijalna banka; Bank Poštanska štedionica; ProCredit Bank		
	<b>EUROPEAN UNION FUNDS</b>		
	<b>IPA – Instrument for pre-accession assistance</b>	<b>EU programmes</b>	<b>Cohesion policy and other EU funds</b>
	IPA 2021-2027	Digital Europe	New cohesion policy 2021-2027
	IPA 2014-2020	HORIZON Europe	MADAD
	IPA 2007-2013)	SME competitiveness	EU Solidarity Fund
	Programmes of European territorial cooperation in the Republic of Serbia 2021-2027	programme – COSME	Regional housing programme
	Investment framework for the Western Balkans	Programme for employment and social innovation	Green Agenda for the Western Balkans
	IPARD III	ERASMUS	
	A multi-user IPA	Creative Europe	
		Europe for citizens	
		European Health Programme III	
		FISCALIS 2020	
		CUSTOMS 2020	
		EU Civil Protection Mechanism	
		An instrument for connecting Europe	
		Rights, equality and citizenship	
		European Instrument for Democracy and Human Rights	
	<b>INTERNATIONAL FINANCIAL INSTRUMENTS-BANKS</b>		
	Council of Europe Development Bank - CEB, European Investment Bank - EIB, European Bank for Reconstruction and Development - EBRD, World Bank - WB, German Development Bank - KfW		
	<b>BILATERAL AND MULTILATERAL COOPERATION, DONOR PROGRAMMES</b>		
	United Nations Team in Serbia, German Agency for Technical Cooperation - GIZ, French Development Agency, Japan, Denmark, Norway, Netherlands, Sweden, China, Austria, France, Greece, India, Korea, Poland, Singapore, Slovenia, Turkey, Germany, United States of America, Slovakia, United Kingdom, Switzerland		



The areas of activity for the establishment and operation of high-potential mechanisms for funding urban development at the local management level are:

- increasing available finances - by supporting them to collect funds for investment in urban development through bilateral cooperation, attracting EU and other donor funds (*raising*);
- management - creating conditions that enable private investment in sustainable urban development - by shaping the market, e.g. through tax mechanisms, other pricing mechanisms and/or supporting sustainable alternatives (*steering*);
- mixing/combining financial sources - attracting private financial capital using incentives and incentives from public finance to change the risk ratio - return on capital investment, PPP and so-called. “investment vehicle” can play an important role in establishing evidence or conditions for commercial return (*blending*).

For the area of increasing funds (*raising*) the local level of administration can support the implementation of the entire scale of high-potential financial instruments intended for urban development in several ways and use the following:

- *Real estate valuation* is a means of funding large development projects that raise the value of real estate. This increase in value can be used as a source of income;
- *Prices, regulation and standards* - they are of particular importance for sectors characterized by smaller amounts of required investment funds and where consumer choices are key investment drivers, such as distributed production from renewable energy sources, electromobility and green construction;
- *International investment vehicle* - international financial instruments also have significant potential for movements in the field of sustainable urban development (*raising*), and have the potential to mix different sources in case domestic sources have limited capacity;
- *Public-private partnership* - are particularly important because the effectiveness of PPPs largely depends on the appropriate identification of effects, structuring and maturity of projects, contractual arrangements and management capacities.

Examples from the past practice of combining funding sources are given in the following table.

**Table 3: Examples from practice of combining funding sources**

Priority areas of intervention (Strategy of sustainable urban development of the RS until 2030)	Funding sources used	
	National sources of funding	International sources of funding
<b>Commercial and commercial zones and brownfield sites</b>	Ministry of Economy IPA - competitiveness + RS Government PPP Banks Diaspora	European Investment Bank European Bank for Reconstruction and Development KfW Bank UN SDGs Switzerland, Japan GIZ EU PRO
<b>Uncontrolled elemental expansion of urban settlements and degradation of rural areas</b>	MGSI MDULSU Ministry of Public Investments	European Investment Bank UN SDGs
<b>Endangered urban structures, urban matrices and central urban areas</b>	Ministry of Culture MGSI PPP	Creative Europe European Investment Bank World Bank WB Green fund KfW UN SDGs GIZ/AMBERO EU PRO
<b>Parts of urban settlements with a problem improvement of social standard or solving social problems</b>	RS Housing programme for security forces Ministry of Public Investments	IPA European Bank for Reconstruction and Development Bank of the Council of Europe CEB Regional housing programme UN SDGs SWISS PRO UNOPS
<b>Settlements and parts of settlements exposed to problems environmental protection and climate change</b>	Ministry of Mining and Energy Ministry of Public Investments	IPA European Bank for Reconstruction and Development GIZ + KfW UN SDGs bilateral cooperation
<b>Celine with NKD and architectural heritage, important rappers cultural and historical development of urban settlements, grouping of urban settlements</b>	Ministry of Culture Ministry of Tourism	World heritage foundation Creative Europe IPA cross-border cooperation Transnational cooperation INTERREG ADRION DANUBE UN SDGs EU PRO

## 10 MONITORING AND EVALUATION

The aim of this chapter is to provide a general framework of indicators for monitoring and evaluating the progress of the implementation of territorial strategies of the EU PRO Plus programme. Monitoring and evaluation are important elements in the process of implementing territorial strategies and fulfill a number of important functions:

- **Efficiency and effectiveness strategy:** monitoring generates data and knowledge to monitor progress and provides a basis for revisions, and helps to evaluate the results of the measures contained in the strategies.
- **Transparency and accountability:** monitoring shows that activities and results follow the agreed objectives and makes the data transparent to all actors, including local communities.
- **Visibility and capacity:** showing what has been achieved strengthens local mobilization and ownership; engagement in monitoring by local actors affects capacity development and learning.

Successful monitoring depends on the quality and appropriateness of the indicators used. When choosing indicators, some basic principles should be kept in mind. Ideally, the indicators should be:

- **relevant** - closely related to the objectives of the strategy;
- **accepted** - by employees and relevant actors;
- **reliable** - for those who are not experts, unambiguous and easy to interpret;
- **easy** - monitoring is possible with low costs and acceptable administrative burden; and
- **indestructible** – in relation to manipulation.

The list of indicators below is designed in accordance with the five thematic objectives defined in the EU PRO Plus territorial strategies (Table 4). Its purpose is to act as a “menu” for strategy “owners” to select appropriate indicators depending on their choice of objectives. Although indicators cover a wide range of objectives, they cannot capture all locally specific contexts. Thus, each urban area can select additional strategy-specific indicators to be included in the local strategy.

The proposed indicators are based on a number of different international and domestic sources. As far as possible, indicators are drawn from existing national sources, such as the Sustainable Urban Development Strategy of the Republic of Serbia until 2030 (SOURRS), the Smart Specialization Strategy of the Republic of Serbia 2020 until 2027 (SPSRs) and the Low Carbon Development Strategy (SNUR). However, most of the indicators are taken from the list of so-called common output indicators (*RCO*) and common result indicators (*RCR*) defined in the context of the EU Cohesion Policy 2021-27. They are complemented by the UN’s Sustainable Development Goals (SDGs).

**Table 4: List of indicators for monitoring and evaluating the progress of territorial strategies implementation**

Objectives	Indicators	Unit of measure	Sources
<b>Thematic objective 1</b>			
SO1.1 Improved and uniform quality of arrangement and accessibility of the urban area	- Strategies of integrated territorial development for which support has been received	Number of strategies	RCO 75 RCO 76 SOURRS
	- Integrated territorial development projects for which support has been received	Number of contracted projects	RCO 114 RCR 52 SOURRS
	- Newly created or renovated open public spaces in urban areas	m <sup>2</sup>	
	- Reclaimed land used for green areas, social (affordable) housing, economic or other purposes	m <sup>2</sup>	
SO 1.2 Encouraging the protection of cultural and architectural heritage and promotion of sustainable construction	- Total funds spent for the protection, preservation and conservation of cultural and architectural heritage and vernacular architecture	Euro	SPRKSS SDG11 SRKRS SOURRS
SO 1.3 Encouraging the development of sustainable tourism and a unified tourist offer	- Visitors to cultural and tourist sites for which support has been received	Number of visitor increase	RCR 77 SRTSR PPRS
SO 1.4 Encouraging an integral and sustainable approach in remediation of illegal construction and its prevention	- Rehabilitated, renovated and reused substandard or informal settlements and units	ha/m <sup>2</sup>	SOURRS
SO 1.5 Strengthening and improving the management of urban-rural links	- Integrated territorial development projects for ecosystem services that rural areas provide to urban settlements	Number of projects	RCO 76 SOURRS SPRRRS
<b>Thematic objective 2</b>			
SO 2.1 Improvement of energy efficiency and reduction of greenhouse gas emissions	- Annual consumption of primary energy (of which: residential buildings, public buildings, companies, other)	Reduction (MJ)	RCR 26 RCR 29 SNURRS
	- Estimated greenhouse gas emissions	Reduction of t CO <sub>2</sub>	
SO 2.2 Encouraging the use of renewable energy sources	- Total renewable energy produced (of which: electricity, thermal energy)	MWh	RCR 31 SNURRS

SO 2.3 Development of smart energy systems, networks and storage	-Users connected to smart energy systems	Number of users	RCR 33 SNURRS
SO 2.4 Adaptation to climate change and disaster risk prevention and resilience, strengthening resilience to climate change, taking into account an ecosystem-based approach	- Green infrastructure built or improved to adapt to climate change	ha/m <sup>2</sup>	RCO 26 PPIKUAP SNURRS
	- Population benefiting from flood protection measures	Number of people	
SO 2.5 Ensuring equal access to sanitation and water supply and promoting sustainable water management	- Population connected to an improved public water supply network	Number of households	RCR 41 RCR 35 RCR 42 RCO 25 PPRS
	- Population connected at least to the secondary public network for wastewater treatment	Number of households	
	- Newly built or reinforced flood protection on the banks of rivers and lakes	Length in km/m	
SO 2.6 Improvement of waste management	- Separately collected waste	t	RCR 103 RCR 47 PUORS SNURRS
	- Recycled waste	t	
SO 2.7. Strengthening the protection and preservation of nature, biodiversity and green infrastructure, and reducing all forms of pollution	- Green infrastructure for which support was received in order to protect biodiversity and preserve natural habitats	ha/m <sup>2</sup>	RCO 36 RCO 37 RCO 38 RCO 39 RCR 50 RCR 95 PPIKUAP PPRSPZVRS
	- The area of the Natura 2000 network covered by protection and restoration measures	ha/m <sup>2</sup>	
	- Area of restored land for which support was received	ha/m <sup>2</sup>	
	- Area covered by air pollution monitoring systems	ha/m <sup>2</sup>	
	- Population benefiting from air quality measures	Number of people	
	- A population that has access to new or improved green infrastructure	Number of people	
SO 2.8 Encouraging sustainable multimodal urban mobility	- Annual number of users of new or modernized public transport - Annual number of users of new or modernized tram lines and (underground) railway lines - Annual number of users of infrastructure intended for cycling	Increasing the number of users	RCR 62 RCR 63 RCR 64 PPRS

SO 2.9 Development of a smart, safe, sustainable and multimodal transport network of international and national importance that is resistant to climate change	- Annual number of users of newly built, renovated, improved or modernized roads	Increasing the number of users	RCR 55 RCR 58 RCR 59 RCR 60 SNURRS PPRS
	- Annual number of users of newly built, improved, renovated or modernized railways	Increasing the number of users	
SO 2.10 Development and strengthening of sustainable, smart and multimodal national; regional and local mobility that is resilient to climate change, including better access to the transport network of international and national importance and cross-border mobility	- Freight rail transport	t	
	- Freight transport by inland waterways	t	
Thematic objective 3			
SO 3.1 Development and strengthening of research and innovation capacities and application of advanced technologies	- Companies that received support (of which: micro, small, medium, large)	Company number	RCO 01 RCR (3)01 RCR 102 SNTRRS SERVIRS SIPRS SRSEERS
	- Jobs created in entities that received support	Number of people	
	- Jobs created in the field of research in the entities that received support	Number of people	
SO 3.2 Using the advantages of digitization for citizens, businesses, research institutions and public administration bodies	- Users of new and improved public digital services, products and processes	Number of users	RCR 11 RCR 12 RCR 13 SRIDIB SNTRRS SERVIRS
	- Users of new and improved digital services, products and processes developed by businesses	Number of users	
	- Companies that have achieved high digital intensity	Company number	
SO 3.3 Strengthening sustainable growth and competitiveness of SMEs and job creation	- New businesses that survive on the market	Number of companies that survive on the market 2 years after opening	RCR 17 RCR 18 RCR 19 RCR 25 SPRMSPPK SIPRS
	- SMEs that use the services of the incubator after the creation of the incubator	Company number	
	- Companies with higher turnover	Company number	
	- SMEs with higher added value per employee	Company number	



SO 3.4. Development of competences for smart specialization 4S, industrial transition and entrepreneurship, within the quadruple spiral of innovation (economy, education, science, public and civil sector - institutional participants)	<ul style="list-style-type: none"><li>- Internships made possible by grants in SMEs</li><li>- SME staff completing skills training for smart specialization, industrial transition and entrepreneurship (by skill type: technical, managerial, entrepreneurial, green, other)</li></ul>	Number of people	RCR 97 RCR 98 SPSRs SOURRS SNTRRS SERVIRS SIPRS SESSERS
SO 3.5 Strengthening digital connectivity	- Residential buildings with a subscription to broadband access to a network of very high capacity	Number of apartments	RCR 53 RCR 54 SRIDIB SNTRRS
	- Businesses with a subscription to broadband access to a very high capacity network	Company number	
SO 3.6 Encouraging and promoting the transition to a circular and resource-efficient economy	<ul style="list-style-type: none"><li>- Waste used as raw material</li></ul>	Increase (t)	RCR 48 SNURRS PRCERS SIPRS PUMS
SO 3.7 Encouraging and promoting the transition to a net zero carbon economy	<ul style="list-style-type: none"><li>- Estimated greenhouse gas emissions</li></ul>	Reduction of t CO <sub>2</sub>	RCR 29 RCR 105 RCO 59 SNURRS SIPRS
	<ul style="list-style-type: none"><li>- Estimated greenhouse gas emissions by boilers and heating systems converted from solid fossil fuels to gas</li></ul>	Reduction of t CO <sub>2</sub>	
	<ul style="list-style-type: none"><li>- Infrastructure for alternative fuels (filling/refueling points)</li></ul>	Number of points	
	<ul style="list-style-type: none"><li>- Afforestation</li></ul>	ha/m <sup>2</sup>	
Thematic objective 4			
SO 4.1 Improving the effectiveness and inclusiveness of the labor market and access to quality employment and dignified work and encouraging social entrepreneurship	<ul style="list-style-type: none"><li>- Area of new or modernized facilities for employment services</li></ul>	m <sup>2</sup>	RCO 61 RCR 65 SZRS
	<ul style="list-style-type: none"><li>- Annual number of users of new or modernized facilities for employment services</li></ul>	Number of users	
SO 4.2 Development of social infrastructure and services and encouragement of social inclusion and social innovation	<ul style="list-style-type: none"><li>- Annual number of users of new or modernized social protection facilities</li><li>- The population covered by projects within the framework of integrated action for the socioeconomic inclusion of marginalized communities, low-income households and disadvantaged social groups</li></ul>	Number of users	RCR 74 RCO 113 SDRUSZZ

SO 4.3 Promoting socio-economic inclusion of marginalized communities, low-income households and disadvantaged social groups, including persons with special needs, through integrated action that includes housing and social services	- Annual number of users of new or modernized social housing	Number of households	RCR 67 SOURRS SDRUSZZ
SO 4.4 Improving equal access to inclusive and quality education services	- Annual number of users of new or modernized childcare facilities - Annual number of users of new or modernized educational facilities	Number of users	RCR 70 RCR 71 SROVRS
SO 4.5 Ensuring equal access to health care and fostering health system resilience	- Annual number of users of new or modernized e-healthcare services - Annual number of users of new or modernized health care facilities	Number of users	RCR 72 RCR 73 SJZRS
SO 4.6 Ensuring equal access to cultural services, programmes and facilities	- Annual number of users of new or modernized cultural facilities	Number of users	SRKRS
SO 4.7 Ensuring equal access to sports and recreation services, contents and facilities	- Annual number of users of new or modernized sports and recreation facilities	Number of users	SMRS PPRS
SO 4.8 Creating a stimulating environment for youth initiatives and activities	- Annual number of beneficiaries of new or modernized youth initiatives and activities	Number of users	SMRS
<b>Thematic objective 5</b>			
SO 5.1 Encouraging development management at multiple levels - local, national, international, EU, etc.	- A project unit was established for the implementation of the Strategy	Yes/no	RCO 75 RCO 76 SOURRS
	- Integrated projects of territorial development that include local, national, international and EU level, and include the application of various management instruments - collaborative, command, hybrid	Number of contracted projects	
SO 5.2 Encouraging a multi-stakeholder approach – economy, education, science, public and civil sector	- Application of the quadruple and quintuple innovation spiral models	Initiative number	SPSRS SOURRS SNTRRS
SO 5.3 Improvement of inter-municipal cooperation through institutional cooperation	- The population covered by projects within the strategy of Integrated territorial development	Number of people	RCO 74

SO 5.4 Encouraging a participatory approach and community-led initiatives involving local actors	- Actors who participated in the preparation and implementation of integrated territorial development strategies	Number of participants	RCO 112 RCO 80 ZRR SOURRS
	- Community-led local development strategies for which support has been received	Number of participants	
	- Developed innovative solutions, such as an open innovation platform, a living laboratory, citizen science, etc.	Number of innovative solutions	
	- Application of a gender-responsive approach in the preparation and implementation of strategies	Number of participants	
SO 5.5 Encouraging mixing ( <i>blending</i> ) urban development funding from different types of financing (domestic and international)	- Application of different sources of funding of priority interventions in urban areas of territorial strategies	Euro	RCO 75 RCO 80 SOURRS
	- Implementation of public-private partnership	Number of PPP projects	
	- Strategies of integrated territorial development for which support has been received - Community-led local development strategies for which support has been received	Number of strategies	
SO 5.6 Strengthening the transparency of decision-making at the level of the urban area	- Development of an information system for the needs of territorial development management	Number of developed systems	SOURRS SRIDIB

### Sources of indicators:

REGULATION (EU) 2021/1058 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 24 June 2021 on the European Regional Development Fund and on the Cohesion Fund. Official Journal of the European Union L 231/60. Common output and result indicators for ERDF and the Cohesion Fund – Article 8(1)(1)	RCO – common output indicators; RCR – common result indicators
Sustainable Development Goals (SDGs), UN	SDGs
Law on Gender Equality, 2021	ZRR
Sludge management programme in Serbia from 2023 to 2032	PUMS
Low-carbon development strategy of the Republic of Serbia for the period from 2023 to 2030 with projections until 2050	SSNRRS
Strategy for young people in the Republic of Serbia for the period from 2022 to 2030	SMRS
Strategy of deinstitutionalization and development of social protection services in the community for the period 2022-2026. year	SDRUSZZ

Air protection programme in the Republic of Serbia for the period from 2022 to 2030 with an action plan	PZVRS
Circular economy development programme in the Republic of Serbia for the period 2022-2024. Years	PRCERS
Waste management programme in the Republic of Serbia for the period 2022-2031	PUORS
Programme of adaptation to changed climatic conditions with Action Plan, Draft.	PPIKUAP
Spatial Plan of the Republic of Serbia from 2021 to 2035, Draft	PPRS
Strategic priorities for the development of the culture of the Republic of Serbia from 2021-2025	SPRKRS
Integrated national energy and climate plan of the Republic of Serbia for the period 2021 to 2030 with a vision until 2050.	INEKPRS
Strategy for the development of information society and information security in the Republic of Serbia for the period from 2021 to 2026.	SRIDIB
Strategy of scientific and technological development of the Republic of Serbia for the period from 2021 to 2025 "Power of knowledge"	SNTRRS
Strategy for the development of the startup ecosystem of the Republic of Serbia for the period from 2021 to 2025	SRSERS
Industrial policy strategy of the Republic of Serbia from 2021 to 2030	SIPRS
Employment strategy in the Republic of Serbia for the period from 2021 to 2026	SZRS
Strategy for the development of education and upbringing in Serbia until 2030	SROVS
Strategy of smart specialization in the Republic of Serbia for the period 2020-2027 year	SPSRS
Strategy of sustainable urban development of the Republic of Serbia until 2030	SOURRS
Artificial intelligence development strategy in the Republic of Serbia for the period 2020-2025. year	SERVIRS
Public health strategy in the Republic of Serbia 2018-2026. year	SJZRS
Tourism development strategy of the Republic of Serbia for the period from 2016 to 2025	SRTRS
Strategy of agriculture and rural development of the Republic of Serbia for the period 2014-2024. year	SPRRRS
Strategy for supporting the development of small and medium-sized enterprises, entrepreneurship and competitiveness for the period from 2015 to 2020	SPRMSPPK

## 11 IMPLEMENTATION

The implementation period of this Strategy begins immediately after its final approval. Implementation has highly demanding governance requirements, mainly in order to:

- Prepare and prioritise projects
- Prepare and launch calls for proposals, and approve operations
- Procure projects for construction/delivery
- Implement and close projects
- Operate and manage/maintain projects

All these functions are bound to put the existing City of Bor structures and institutions under pressure, even more so where coordination between multiple LSGs would be required. The City of Bor does not have the required capacity, resources and know-how in place in order to perform these functions effectively. It is for this reason that a Project Coordination Unit (PCU) will be set up, to support the City of Bor to implement this Strategy.

The current governance arrangements for the Strategy drafting process involve:

- Working Group (WG) which is effectively a stakeholder & sectoral partnership board
- Development Council (DC), which is effectively a political coordination board

The DC's remit already covers the political aspect of project selection and strategy implementation. Therefore, the operation of the infrastructures created should be added to its remit, in order to facilitate Strategy implementation. The WG is tasked with supporting the DC during the drafting of the Strategy and it will be dissolved once the Strategy is approved. Therefore, the Project Coordination Unit (or the Project Coordination and Inter-Municipal Cooperation Unit in the case of a wider territory) will follow on the steps of the WG in order to:

- Support the Development Council in the operation (project) identification process taking place between the different parties concerned (Urban Authority, Managing Authority/Intermediate Body, the EIB, the EBRD etc)
- Coordinate cross-sectorally all the studies needed to mature the project and the business planning process, with the involvement of other LSG departments if appropriate. Support the coordination between the ITI plan and the Municipal Capital Investment Programme. The PCU shall not be directly responsible for planning and programming at Municipal level but shall liaise closely with the competent department(s) and any other competent authority.
- In coordination with the City of Bor procurement services, establish and approve contracts with contractors and consultants for each project, including studies/surveys that are required for applications, authorizations, permits (i.e. EIA, ESIA, Traffic survey, etc.).
- Contract administration is the duty of each department under which the project is carried out (i.e. the Dept. of Cleaning & Recycling for Waste management contracts etc.). The PCU shall be involved in the coordination of the administration of service agreements and contracts with the different departments (and consultants).

- Liaise with permit-granting authorities and with consultants during the process of drafting and submission for approval/permit, in order to satisfy the requirements of the permit/licensing authorities and get the necessary approvals/permits/licences.
- Support the Urban Authority and the MA/IB in managing the project fund to prepare the required financial and technical documents/studies/expertise for disbursement requests and disbursement monitoring, within the relevant municipal accounting system and finance systems. This function should be closely aligned to the Financial Management of the whole municipality.
- Project management, to ensure projects meet planned objectives. The following tasks should be carried out by the PCU, as a minimum: Ensuring that projects meet overall programme objectives (urban planning as well as business planning) and specific key performance indicators as determined by the ITI policy framework; Coordinating regular progress meetings at local level and regional levels as well as with funding bodies and consultants; Take care of associated (EU-funded) project management administrative functions, from project identification and evaluation through to final project completion reports.
- Ensure that project-related capacity building objectives are met. This capacity-building might be for the PCU staff in some specific fields dealing with the management and coordination duties of the Unit, and in broader context for other relevant key parties/stakeholders that are involved in the investment programme and where a need for capacity building has been identified.
- Ensure that the necessary PR, publicity and communications activities are carried out, in coordination with and in support of the City of Bor communications and community engagement service. These activities should include appropriate communication and liaison with the community, with respect to project planning and implementation, to ensure buy-in and the long-term sustainability of the projects.
- Manage the monitoring database and prepare all necessary reports to the MA/IB. The PCU will be responsible for: Follow-up of the projects, during their implementation and after completion. Completion of the project shall be according to Serb and EU standards. Socio-economic impact assessments detailing how the investment programme has impacted on the communities and municipalities in terms of skills development, community involvement, municipal partnerships, local economic development and how the lives of the communities have improved. Carrying out such studies would be highly recommended. The facilitation and support of required studies and expertise (such as social and environmental impact assessments of projects when necessary, or risk assessment studies etc.).

To that end, the City of Bor has one of the following three options in order to suit the PCU up:

- a) Set up the PCU as a special task force which will utilise existing members of staff, who will be transferred to the PCU. In this case, the PCU would 'borrow' human and other resources from existing LSG administrative units.
- b) Set up the PCU as a new administrative unit within the LSG structure. In this case new members of staff could be hired in order to resource the PCU, but existing members of staff and resources could be transferred to the new unit.



- c) Base the PCU on an existing administrative unit whose scope and remit could be suitably adjusted to also cover the PCU tasks and functions.

In any case, the PCU should have a clear mandate by the city Mayor and be directly accountable to the Mayor's Office. The following personnel are required within the municipality to resource the functions of the PCU as a minimum:

- Head of the PCU;
- Project Manager;
- Engineer/Project implementation expert;
- Procurement Officer;
- Financial Manager or Administrator;
- Data Capture IT specialist;
- Community officer & Communications liaison officer;
- Policy and Sectoral Coordination Officer;<sup>88</sup>

After project closing, the City of Bor would have to Operate and Maintain the facilities created. In the case of 'soft' projects, the LSG should consider the implementation of the project's exit strategy. Usually this would mean that either an existing LSG service would take over or a special unit would be created, or civil society /NGO would be given responsibility. It is therefore imperative that Operation and Maintenance as well as exit strategies are given due consideration when feasibility studies are carried out for any project, and that the City of Bor uses the project delivery period to put in place the systems and institutions which would ensure the long-term operation of the projects concerned. It would be the responsibility of the PCU to ensure that the municipality has the resources to fulfil the Operations and Maintenance obligations for all capital projects. The PCU will assist directly or indirectly wherever possible with regard to the Operation and Maintenance (O&M) programmes.

<sup>88</sup> This person would facilitate the alignment between policy, strategy, projects and funding sources. It would support the DC with operation/project identification. It would also facilitate cross-sectoral coordination, and coordination between the ITI investment plan and the Municipal Capital Investment Plan, in the context of EU cohesion policy objectives.

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## 13 ANNEXES

### ANNEX 1 - DECISION ON DEVELOPMENT OF THE TERRITORIAL STRATEGY OF THE CITY OF BOR URBAN AREA

У складу са чланом 12. Закона о планском систему ("Службени гласник Републике Србије", број 30/18), чланом 13. став 6, и чланом 21. Закона о локалној самоуправи ("Службени гласник Републике Србије", број 129/07, 83/14 - др.закон, 101/16 - др.закон, 47/18, 111/21 - др.закон), чланом 20. Закона о територијалној организацији Републике Србије ("Службени гласник РС", бр.129/07, 18/16, 47/18 и 9/20 - др. закон), Правилником о смерницама добре праксе за остваривање учешћа јавности у припреми нацрта закона и других прописа и аката ("Службени гласник РС", бр. 51/19), Стратегијом одрживог урбаног развоја Републике Србије до 2030. године ("Службени гласник Републике Србије", број 47/19), члана 40. Статута града Бора ("Службени лист града Бора", број 3/19), и Меморандумом о разумевању, закљученог између града Бора и Канцеларије Уједињених нација за пројектне услуге, дана 23.5.2022. године, којим се дефинише техничка подршка Програма Европске уније за локални развој ЕУ ПРО Плус у изради и спровођењу Стратегије развоја урбаног подручја града Бора, Скупштина града Бора на седници одржаној 15. јуна 2022. године, донела је

#### О Д Л У К У О ПРИСТУПАЊУ ИЗРАДИ СТРАТЕГИЈЕ РАЗВОЈА УРБАНОГ ПОДРУЧЈА БОРА

##### Члан 1.

Град Бор приступа изради Стратегије развоја урбаног подручја града Бора.

##### Члан 2.

Под Стратегијом развоја урбаног подручја града Бора (у даљем тексту: Стратегија), у смислу ове Одлуке, подразумева се плански документ развоја, а у складу са правилима Европске Уније<sup>1</sup>.

##### Члан 3.

Циљ израде Стратегије је да допринесе одрживом развоју територије заснованом на унапређењу социјалних, економских, климатских, културних и просторних аспеката развоја, као и аспеката животне средине. Посебна пажња се посвећује проналаску решења за аспекте животне средине и климатске изазове, прелаз на климатски неутралну економију, боље коришћење потенцијала дигиталних технологија у иновационе сврхе, те подстицање развоја урбаних подручја. Стратегија поставља приоритете одрживог урбаног развоја, доприноси максимизирању вредности финансирања и развијању веза унутар и изван окружења.

##### Члан 4.

Полазну основу за формулисање Стратегије представљају дефинисани правци развоја Републике Србије и Европске уније и града Бора, кроз сагледавање Европских, националних и локалних развојних докумената и докумената јавних политика, и програма и пројекта који се реализују у граду Бору.

Процес израде Стратегије подразумева следеће фазе:

- а. Израда анализе стања/SWOT анализе и идентификација потреба и потенцијала;
- б. Дефинисање визије, циљева, пакета мера, усклађених са циљевима из



хијерархијски надређених аката стратешког планирања;

- в. Идентификација приоритетних пројеката;
- г. Дефинисање приоритетних подручја интервенције;
- д. Дефинисање управљачког механизма за спровођење Стратегије;
- ђ. Спровођење Стратегије.

#### **Члан 5.**

Кроз процес израде Стратегије промовисаће се интегрални и партиципативни приступ планирању развоја, међусекторска сарадња и размена информација, укључивање и координација јавног, приватног, цивилног сектора и научно-истраживачког сектора у процесу одлучивања, и партнерство међу институцијама.

#### **Члан 6.**

У циљу спровођења ове Одлуке и израде Стратегије, образоваће се Савет за развој урбаног подручја града Бора (у даљем тексту: Савет) и Радна група за израду Стратегије (у даљем тексту: Радна група).

#### **Члан 7.**

Савет има задатак да координира и надзире процес израде Стратегије, да разматра Стратегију по фазама припреме, даје мишљење на предложени нацрт, прибавља мишљења релевантних институција и упућује коначни нацрт Стратегије на усвајање. Затим, Савет даје предлог за реализацију одређених стратешких пројеката важних за развој урбаног подручја, учествује у успостављању управљачког механизма за спровођење Стратегије и координира процес спровођења Стратегије.

Савет чине Градоначелник и изабрани чланови: представници Скупштине града и Градске управе (*нарочито градских служби задужених за послове урбанизма и урбаног развоја*), представници јавних предузећа, установа и институција, представници привредног сектора, организација цивилног друштва и научно-истраживачких институција из области урбанизма, као и релевантне регионалне развојне агенције.

Гradoначелник именује чланове Савета посебним решењем. Радом Савета руководи Градоначелник.

Савет доноси Пословник о раду на првој седници Савета, која ће се одржати најкасније у року од месец дана од дана усвајања ове Одлуке.

#### **Члан 8.**

Радна група има задатак да спроведе све фазе у процесу израде Стратегије, дефинише кључне циљеве и приоритете развоја и предложи стратешке пројекте Савету.

Чланове и координатора Радне групе именује Градоначелник.

#### **Члан 9.**

Одељење за урбанизам, грађевинске, комуналне, имовинско правне и стамбене послове Градске управе града Бора и Канцеларија за локални економски развој града Бора пружа стручну подршку и административно-техничку помоћ Радној групи током израде Стратегије, кроз обезбеђење простора за рад у сарадњи са градском управом, прикупљање и достављање свих званичних релевантних података и др.

**Члан 10.**

Током израде Стратегије биће организовани тематски округли столови, радионице, форуми за стручне и јавне расправе, на којима ће се усаглашавати предложена решења. У њихов рад могу бити укључени и сви остали заинтересовани учесници, како би се обезбедила партиципација и транспарентност процеса одлучивања и правовремено обавештавање јавности.

**Члан 11.**

Рок за израду Стратегије је 8 (осам) месеци од дана ступања на снагу ове Одлуке.

**Члан 12.**

Реализација ове Одлуке обезбеђује се кроз програм ЕУ ПРО Плус. За реализацију ове Одлуке задужена је организациона јединица градске управе надлежна за послове урбанизма.

**Члан 13.**

О овој Одлуци информисаће се јавност у складу са одредбама Закона о планском систему, Закона о локалној самоуправи и Правилника о смерницама добре праксе за остваривање учешћа јавности у припреми нацрта закона и других прописа и аката, објавом на службеним страницама јединице локалне самоуправе.

**Члан 14.**

Сви појмови у овој одлуци употребљени у граматичком мушком роду подразумевају мушки и женски природни род.

Ова одлука ступа на снагу осмог дана од дана објављивања у "Службеном листу града Бора".

**Број: 350-129/2022-I**

**У Бору, 15. јуна 2022. године**

**СКУПШТИНА ГРАДА БОРА**

**ПРЕДСЕДНИК,**  
*Драган Жикић*

**ANNEX 2 - LIST OF PROJECT IDEAS**

<b>O 1. IDENTITY OF THE URBAN AREA</b>	
1.	Mapping of architectural units of cultural and historical heritage, from old French construction to functionalism in the 90s, with a proposal for revitalization measures
2.	Mapping of underutilized facilities
3.	Bor as a museum of industrial architecture
4.	Revival and introduction of central functions by kilometers
5.	Architectural and urban competition with participation of citizens for public spaces for kilometers ("KM")
6.	Transformation of a green mine into a green city
7.	Creation of a park that connects Serbian and Chinese culture
<b>O 2. GREEN AND ENERGY TRANSITION AND MOBILITY</b>	
8.	Establishing green belts and zones in order to mitigate the effects of climate change
9.	Connecting green plans with green spaces of the city
10.	Rehabilitation and recultivation of the municipal waste dump
11.	Construction of sewage and atmospheric infrastructure with wastewater treatment plants
12.	Analysis of the possibility of using certain renewable energy sources
13.	Solar panels on land where land remediation has been done
14.	Solar panels on SME and private facilities
15.	Construction of a solar power plant for the preparation of hot water for energy production
16.	New alternative fuel heating plant
17.	Public Lighting Control System (SCADA) Improvement
18.	Reclamation and remediation of mine areas
19.	Creation of a new traffic study and strategy - Sustainable Urban Mobility Plan (SUMP)
<b>O 3. INNOVATIVE AND SMART ECONOMY</b>	
20.	Establishment of a start-up centre for entrepreneurs
21.	Formation of an entrepreneurial service centre
22.	Establishment of the Regional Technological Incubator, mixed system (Science and Technology Park)
<b>O 4. SOCIAL WELLBEING</b>	
23.	Promotion of the employment of the hard-to-employ categories and the provision of financial incentives
24.	Connecting hard-to-employ persons (persons 50+ years old, lower level of education, women) with potential employers

25.	Conversion and adaptation of existing buildings with the possibility of acquisition into public ownership
26.	Securing locations and financial resources for construction of facilities and staffing for safe houses and shelters
27.	Securing the location and financial means for opening dispensaries for better accessibility
28.	Providing funds for the purchase of equipment and the employment of doctors of various specialties in order to strengthen preventive health care
29.	Providing help in the house, procurement of medicines, transportation to the health facility
30.	Relocation of the Technical Faculty in Bor to a new location
<b>O 5. URBAN/TERRITORIAL DEVELOPMENT GOVERNANCE</b>	
31.	GIS platform with available information on properties for rent, purchase, investment, as well as available vacant land for construction
32.	Platform/map of potential public spaces/squares with the possibility of direct participation of citizens in the preparation/selection of urban-architectural solutions
33.	Digital literacy of senior citizens (65+)
34.	Creation of a brochure on the importance of citizens' participation in the processes of making public decisions, policies, plans
35.	Preparation and broadcast of a television spot on national television about the importance of citizens' participation in the processes of making public decisions, policies, plans
36.	Preparation and organisation of the exhibition of planning documents on the territory of the city of Bor from all eras
37.	Setting up an interactive board for displaying planning documents
38.	Participation implementation projects for identity determination (contests, forums, workshops)
39.	Creation of a hologram projection of the collapsed Bor chimney

## **ANNEX 3 – PARTICIPANTS IN STRATEGY DEVELOPMENT**

### **Participants in the Strategy development process**

Bora Stojadinović, Marina Stanojković Kožović, Tamara Paunović, Nikola Pešić, Davor Milanović, Milan Radovanović, Jovan Marković, Marina Pešić, Tijana Makulović, Ksenija Žukić, Boban Stojanović, Jugoslava Mitov Patulić, Ljiljana Marković Luković, Brankica Trailović Bogdanović, Vladimir Šainović, Nebojša Buzuj, Marijana Nedeljkov, Nada Radisavljević, Anđela Filipović, Radoica Trailović, Dragan Milutinović.



## **ANNEX 4 - NATIONAL AND INTERNATIONAL SOURCES OF FINANCING URBAN AND TERRITORIAL DEVELOPMENT**

July 2023.

### **1 NATIONAL SOURCES OF FUNDING URBAN AND TERRITORIAL DEVELOPMENT**

#### **MINISTRIES OF THE GOVERNMENT OF THE REPUBLIC OF SERBIA**

MINISTRY OF FINANCE

MINISTRY OF ECONOMY

MINISTRY OF AGRICULTURE, FORESTRY AND WATER MANAGEMENT

MINISTRY OF ENVIRONMENTAL PROTECTION

MINISTRY OF CONSTRUCTION, TRANSPORT AND INFRASTRUCTURE

MINISTRY OF MINING AND ENERGY

MINISTRY OF INTERNAL AND FOREIGN TRADE

MINISTRY OF JUSTICE

MINISTRY OF STATE ADMINISTRATION AND LOCAL SELF-GOVERNMENT

MINISTRY OF HUMAN AND MINORITY RIGHTS AND SOCIAL DIALOGUE

MINISTRY OF EUROPEAN INTEGRATION

MINISTRY OF EDUCATION

MINISTRY OF HEALTH

MINISTRY OF LABOR, EMPLOYMENT, VETERANS AND SOCIAL AFFAIRS

MINISTRY OF FAMILY CARE AND DEMOGRAPHY

MINISTRY OF SPORTS

MINISTRY OF CULTURE

MINISTRY OF RURAL CARE

MINISTRY OF SCIENCE, TECHNOLOGICAL DEVELOPMENT AND INNOVATION

MINISTRY OF TOURISM AND YOUTH

MINISTRY OF INFORMATION AND TELECOMMUNICATIONS

MINISTRY OF PUBLIC INVESTMENTS

CABINET OF THE MINISTER WITHOUT A PORTFOLIO IN CHARGE OF PROMOTING THE  
DEVELOPMENT OF UNDERDEVELOPED MUNICIPALITIES

CABINET OF THE MINISTER WITHOUT PORTFOLIO IN CHARGE OF COORDINATING ACTIVITIES  
AND MEASURES IN THE FIELD OF RELATIONS OF THE REPUBLIC OF SERBIA WITH THE DIASPORA

CABINET OF THE MINISTER WITHOUT A PORTFOLIO IN CHARGE OF EVEN REGIONAL  
DEVELOPMENT

**AUTHORITIES OF THE REPUBLIC OF SERBIA:** CUSTOMS ADMINISTRATION; ADMINISTRATION  
FOR FREE ZONES; REPUBLIC WATER DIRECTORATE; ADMINISTRATION FOR FORESTS;  
ADMINISTRATION FOR AGRARIAN PAYMENTS; ADMINISTRATION FOR AGRICULTURAL LAND,  
NATIONAL ACADEMY FOR PUBLIC ADMINISTRATION, DEVELOPMENT AGENCY OF SERBIA,  
PORT GOVERNANCE AGENCY

**FUNDS:** DEVELOPMENT FUND OF THE REPUBLIC OF SERBIA, INNOVATION FUND, FUND FOR SCIENCE OF THE REPUBLIC OF SERBIA, CENTER FOR THE PROMOTION OF SCIENCE (CPN)

**BANKS:** Erste Bank A.D.; UniCredit Bank; Banca Intesa; NLB Komercijalna banka; Bank Poštanska štedionica; ProCredit Bank.

## **1.1 MINISTRIES OF THE GOVERNMENT OF THE REPUBLIC OF SERBIA<sup>89</sup>**

### **1.1.1 MINISTRY OF FINANCE<sup>90</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Support to local self-government - non-purpose transfers determined by Article 37 of the Law on Local Self-Government, financing and transfers for equalization - transfer of solidarity, which is determined in accordance with Article 38 of the Law on Local Self-Government Financing.
- Expropriation of land for the purpose of building capital projects - the funds are intended for expropriation, that is, the administrative transfer of real estate - land and buildings that may be subject to expropriation by law, for the purpose of building capital projects.
- Document management system - system for document management - electronic business.

### **1.1.2 MINISTRY OF ECONOMY<sup>91</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Financial support program - use of standards to more competitive products. The program is designed as a form of necessary support, primarily for small and medium-sized enterprises, in order to encourage them to increase the use of standards in production and business organization, to certify products and management systems and use other services in the field of IC, which will result in an increase in competitiveness economy as a whole. The program includes an instrument of financial support to economic entities in the form of subsidies. The available funds are approved individually to the users, with a refund, as co-financing in the amount of 40% or 60% of justified costs without VAT for each project activity;
- Encouraging regional development - financial support that serves the purpose of supporting the development of business infrastructure through infrastructural equipping of the business zone and their connection with the environment, as well as the improvement of infrastructure capacities in order to develop tourism and other economic activities. Program activities strengthen the capacities of local self-government units and accredited regional development agencies, and connect all subjects of regional development, at the national, regional and local level, in order to implement the policy of regional development;

<sup>89</sup> <https://www.srbija.gov.rs/link/2497>

<sup>90</sup> <https://www.mfin.gov.rs/>

<sup>91</sup> <https://privreda.gov.rs/>

- Support program for small businesses for the purchase of equipment - grants are awarded for investments in new production equipment to micro and small businesses, entrepreneurs and cooperatives for the purpose of strengthening their competitiveness, improving and improving their business and internationalization, as well as creating new jobs. The program is a combination of grants from the budget (25%), loans from commercial banks and leasing companies (70%) and the client's own funds (5%);
- Program to encourage the development of entrepreneurship through financial support for beginners in business - grants are awarded for financial support to newly founded entrepreneurs, micro and small businesses, which have been registered in the Agency for Economic Registers for the earliest two years in relation to the year of application submission. The support is a combination of 30% grants from the budget and 70% loans from the Development Fund, as well as non-financial support through a standardized set of services from accredited regional development agencies - education and assistance in creating a business plan;
- Support through a standardized set of services for MSMEs related to training, advisory services, as well as promotion of available types of support for small and medium at the local level, free of charge The program is implemented by 17 accredited regional development agencies, with the coordination of the Development Agency of Serbia;
- Support for industrial development, industrial restructuring in the direction of approaching innovative and technology-intensive and moving away from labor-intensive sectors and improvement and digitization of business models of industrial production;
- Incentive program to support the digital transformation of industry - Continuous co-financing of the implementation costs of approved projects proposed within the digital transformation strategy of individual economic entities (improvement/introduction of new business processes, business models, products, services);
- Incentives for industrial business entities for the development of innovative solutions through cooperation projects with the scientific and research community;
- Support program for industrial economic entities for the procurement of first generation technological equipment;
- Infrastructure development support program for the needs of industrial zones;
- Investments of special importance - allocation of funds to business entities that invest in fixed assets or create a large number of new jobs, in relation to the object of investment and the territorial concentration of certain economic branches and economic activities;
- Credit support to companies in the privatization process, which ensures the efficient continuation of the company's privatization process, i.e. the company's survival until the end of the process;
- The Podrinje Development Program - a joint initiative of the governments of the Republic of Serbia and the Republic of Srpska, is predominantly of an economic nature, foresees the possibility of joint activities and cooperation in the implementation of projects in the field of economic development. The following LGUs are participating from the Republic of Serbia: Šid, Sremska Mitrovica, Bogatić, Šabac, Loznica, Mali Zvornik, Krupanj, Valjevo, Osečina, Ljubovija, Kosjerić, Bajina Bašta, Užice, Čajetina, Priboj and Koceljeva.

### 1.1.3 MINISTRY OF AGRICULTURE, FORESTRY AND WATER MANAGEMENT<sup>92</sup>

**From the RS budget, the Ministry finances the following program activities and projects:**

- Incentive for investments for the improvement and development of rural public infrastructure - incentives include support for investments in the construction and equipping of facilities:
  1. for water supply;
  2. road infrastructure;
  3. for storage and processing of agricultural products.
- The right to incentives is exercised by the local self-government unit, if the investment in question is realized in a populated place with less than 10,000 inhabitants.
- Incentive for the improvement of the system of creation and transfer of knowledge through the development of technical-technological, applied, developmental and innovative projects in agriculture and rural development. A legal entity registered in the Register of Scientific Research Organizations, a research and development center, an innovation center, an accredited faculty, an entrepreneur and a legal entity that meets the conditions for performing advisory and expert work in agriculture are entitled to incentives.
- Incentive to support programs related to the preparation and implementation of local strategies for rural development (LSRR).
- Incentives include support for programs, namely:
  1. incentives for preparing LSRR;
  2. incentives for the implementation of LSRR.
- The right to incentives is exercised by the Partnership for Territorial Rural Development (an association of representatives of the public, private and civil sectors of a certain rural area, which was established in accordance with the law regulating associations).
- Incentive for the implementation of activities aimed at increasing competitiveness through the certification of food quality systems, organic products and products with geographical origin.
- Regulation of watercourses and protection against harmful effects of water - undertaking measures and activities for protection against flooding by external and internal waters and ice, protection against erosion and torrents and elimination of the consequences of such effects of water and management of risks from the harmful effects of water, as well as preparation of technical documentation for the above objects.

**Other projects implemented by the Ministry, which are financed from other sources:**

- The project for competitive agriculture in Serbia - funded by the World Bank. The project refers to the improvement of productivity and promotion of entrepreneurial spirit on family farms, cooperatives, cooperatives, associations and micro, small and medium-sized enterprises through financial support and capacity development of advisory services, business and financial planning. The Ministry, through the Administration for Agrarian Payments, is issuing a public call for investments related to improving the

<sup>92</sup> <http://www.minpolj.gov.rs/>

competitiveness of primary livestock production in the areas of milk production, meat production, beekeeping and aquaculture.

- Instrument of pre-accession assistance for rural development (IPARD) - funds of the European Union. Within the IPARD program, the following measures were implemented:
  1. Investments in physical assets of agricultural holdings
  2. Investments in physical assets related to the processing and marketing of agricultural and fishery products
  3. Ecologically oriented and organic agriculture
  4. Implementation of local development strategies—LEADER approach
  5. Diversification of agriculture.
- Program for resilience to climate change and irrigation in Serbia - phase II - funds from the European Bank for Reconstruction and Development. The project finances the construction and rehabilitation of critical irrigation infrastructure in local governments.
- The project of integrated development of the Sava and Drina river corridors - funds from the International Bank for Reconstruction and Development. The goal of the Project is to improve flood protection and enable cross-border cooperation in the area of water on the Sava and Drina river corridors. The project finances flood protection, investment in environmental management, dams and related activities in selected priority areas along the Sava and Drina river corridors.
- Construction of the irrigation system - first phase - funds from the Abu Dhabi Development Fund. The project finances the construction, reconstruction, arrangement and rehabilitation of water facilities and irrigation systems, namely regional irrigation hydrosystems and dual-purpose systems in the area of Srem, Bačka and Banat and hydromelioration systems in the area of Šabac, Čačak, Pančevački Rit and Topola.
- Environment and climate - funds IPA program 2020. Taking measures and activities to protect and improve the quality of surface and underground water through the construction of a wastewater treatment plant for the agglomeration of Loznica; construction of new collectors and reconstruction of existing ones, construction of pumping stations and pressure pipelines and construction of parts of the new atmospheric sewage, as well as through the construction of systems and facilities for the collection, removal and purification of waste water in Sokobanja.

#### **1.1.4 MINISTRY OF ENVIRONMENTAL PROTECTION<sup>93</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Incentives for the purchase of environmentally friendly vehicles - subsidized purchases of new vehicles that have an exclusively electric drive, as well as vehicles that run with atmospheric and electric hybrid drive, in order to protect and improve air quality,
- Reducing air pollution in Serbia from individual sources - reducing the release of polluting substances from individual sources into the environment with the aim of implementing measures to improve air quality and undertaking preventive measures in segments important for protecting air from pollution, through cooperation with local self-government units

<sup>93</sup> <https://www.ekologija.gov.rs/>



- Protection and preservation of water as a natural resource - preservation of the quality of water as a natural resource, elimination of the consequences of pollution and application of preventive measures prescribed by the law on environmental protection through cooperation with local self-government units.
- Procurement, replacement, reconstruction and rehabilitation of boiler rooms for heating - reduction of the release of polluting substances into the environment, from boiler rooms for heating within the facilities that are under the jurisdiction of local self-government units, with the aim of improving air quality, undertaking preventive measures in segments important for air protection from pollution and protection and improvement of the environment.
- Incentives for management programs of protected natural assets of national interest - co-financing of management programs for national parks and protected areas.
- Afforestation for the purpose of protecting and preserving landscape diversity - co-financing the purchase of seedlings and the execution of works for the afforestation of the land with indigenous species of trees and shrubs, on land under the jurisdiction of local self-government units.
- Preservation and protection of soil as a natural resource - prevention or elimination of harmful changes in the soil, which aims to preserve the surface and functions of the soil as a natural resource and to prevent or eliminate harmful changes in the soil that may occur as a result of: erosion processes, reduction content of organic matter in the soil, acidification, salinization and alkalization of soil, soil compaction, landslides and landslides, fires and chemical accidents, pollution.
- Reducing the carbon footprint of local communities by applying circular economy principles - co-financing the development of innovative projects and business models based on circular economy principles that contribute to low-carbon development.
- Integrated management of waste, waste water, chemicals and biocidal products - establishment of a system for regional waste management and improvement of the waste management system, establishment of a system for waste water management at the level of local governments and water protection.
- Rehabilitation and closure of unsanitary landfills - support to local self-government units that are unable to independently finance the rehabilitation and closure of unsanitary landfills on their territory,
- Removal and permanent disposal of hazardous waste - solving the issue of removing hazardous waste in companies undergoing restructuring and bankruptcy, as well as removing other hazardous historical waste.
- Prevention of illegal dumping of waste and removal - by providing support to local self-government units in preventing illegal dumping of waste and preventing the creation of new illegal landfills.
- Waste management and circular economy - support to local governments in the application of innovative technologies and solutions in recycling and reuse of waste, reducing the use of natural resources and improving the quality of the environment through the reduction of emissions of pollutants into the environment.
- Procurement of collection and recycling equipment - raising the capacity of local and regional PUCs in order to increase their efficiency and improve waste management.

- Support for civil society projects in the field of environmental protection - financing of projects in the field of environmental protection carried out by associations and other civil society organizations, which were selected through a competition.
- Incentives for the reuse and utilization of waste - incentives for enterprises to encourage the reuse and utilization of waste as a secondary raw material, or to obtain energy, as well as to encourage the production of biodegradable bags.
- Technical assistance in the preparation of project documentation for infrastructure projects in the field of environment - preparation of the necessary planning and project documentation for infrastructure projects in certain local governments.
- Improvement of infrastructure for environmental protection - construction of waste water treatment facilities including collectors and sewage network.

**From other funds, the Ministry realizes the following projects:**

- IPA 2010 - Support to municipalities in the Republic of Serbia in the preparation and implementation of infrastructure projects;
- IPA 2017 - Environmental Protection Sector;
- IPA 2018 - Environmental Protection Sector;
- IPA 2020 - Environment and climate;
- Construction of regional centers for waste management - funds of the European Bank for Reconstruction and Development;
- District heating project in Kragujevac - funds from the European Bank for Reconstruction and Development.

#### **1.1.5 MINISTRY OF CONSTRUCTION, TRANSPORT AND INFRASTRUCTURE<sup>94</sup>**

- From the RS budget, the Ministry finances the following program activities and projects:
- Road transport, roads and traffic safety - development of road transport reflected in easier access to the international transport market
- Railway and intermodal transport - improvement and development of railways (including cable cars) and intermodal transport through the arrangement of railway and intermodal transport systems.
- Realization of infrastructure projects of importance for the Republic of Serbia - and realization of construction and reconstruction projects of traffic infrastructure and infrastructure projects.
- Program of integral development of Southwestern Serbia - financing of projects in the field of tourism, environment and infrastructure.
- Water supply and waste water treatment program in medium-sized municipalities in Serbia and Green Cities - construction of drinking water treatment plants and waste water treatment plants, as well as rehabilitation and expansion of the municipal water supply, waste water collection and disposal system.
- Reconstruction of the railway line Nis - Dimitrovgrad.
- Program of integrated solid waste management in Serbia - improvement of municipal infrastructure for efficient management of municipal solid waste in selected cities.

<sup>94</sup> <https://www.mgsi.gov.rs/cir/projekti>

- Project for the construction of municipal (sewage) infrastructure and infrastructure for the disposal of municipal solid waste - a project with the working title "Clean Serbia", the construction of a sewage network and facilities for the processing of waste water and rehabilitation, reconstruction, recultivation and construction of landfills with solid waste treatment.

**From other funds, the Ministry realizes the following projects:**

- IPA 2020 - Support for EU integration.
- IPA 2020 - Democracy and Governance.
- The project to improve the trade and transport of the Western Balkans with the application of a multi-phase programmatic approach - funds of the International Bank for Reconstruction and Development.
- Rehabilitation of roads and improvement of traffic safety - funds International Bank for Reconstruction and Development, European Investment Bank and European Bank for Reconstruction and Development.
- Modernization of the railway sector in Serbia - funds from the World Bank, the International Bank for Reconstruction and Development.

#### **1.1.6 MINISTRY OF MINING AND ENERGY<sup>95</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Public call for the allocation of funds for the financing of the Program of Energy Rehabilitation of Family Houses and Apartments implemented by local self-government units, as well as city municipalities.
- Public call for the allocation of funds for the financing of energy efficiency improvement projects in facilities of public importance in local self-government units, as well as city municipalities.
- Energy efficiency and energy management in municipalities in Serbia - systematic and comprehensive energy management through the introduction of the European Energy Award certificate, improvement of the energy efficiency of public buildings in Kruševac and Užice.
- Improving the energy management system to increase investments in the energy efficiency of public buildings in Serbia - reducing GHG emissions through improving energy efficiency and promoting the use of renewable energy sources in public buildings with a special focus on state-owned buildings.

**From other funds, the Ministry realizes the following projects:**

- Encouraging the use of renewable energy sources - development of the biomass market, funds from the German Development Bank KfW. The project is implemented in the relevant local self-government units that were included in previous justification studies based on their own initiative, potential and previously taken steps in order to use biomass and geothermal energy.

<sup>95</sup> <https://www.mre.gov.rs/>

- Rehabilitation of the district heating system in Serbia - funds from the German Development Bank KfW. The project envisages the rehabilitation and modernization of 7 heating plants through the implementation of projects in the field of construction/improvement/replacement of thermal energy production facilities, replacement/expansion of heating pipes, improvement/replacement/installation of substations and installation/improvement/expansion of modern SCADA systems.

#### **1.1.7 MINISTRY OF INTERNAL AND FOREIGN TRADE<sup>96</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Incentives for the development of the national brand of Serbia and the preservation of old crafts - subsidies to economic entities for the development and preservation of traditional crafts.
- Support for programs of consumer associations and out-of-court settlement of consumer disputes - financing or co-financing of programs of registered consumer associations, which include activities of providing information, education, advice and legal assistance to consumers, as well as conducting independent research.

#### **1.1.8 MINISTRY OF JUSTICE<sup>97</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Public competition for the allocation of funds collected on the basis of the postponement of criminal prosecution - for projects prepared by natural persons, legal persons, authorities, organizations, public institutions, entrepreneurs, associations, funds, humanitarian organizations, which realize the public interest in the field of health, culture, education, humanitarian work.

#### **1.1.9 MINISTRY OF STATE ADMINISTRATION AND LOCAL SELF-GOVERNMENT<sup>98</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Support for the development and functioning of the local self-government system - establishment of a better system of local self-government, realization of infrastructure projects of local self-government units, improvement of the work of LGUs and good administration, improvement of the efficiency of the work of local self-government in the area of personnel capacities, modernization of the work of local self-government units in terms of IT and technical equipment.
- Local self-government for the 21st century - support for the implementation of functional analysis and functional organizational models, building and strengthening the capacities of LGUs, development and improvement of inter-municipal cooperation through the Fund for Inter-Municipal Cooperation.

<sup>96</sup> <https://must.gov.rs/>

<sup>97</sup> <https://www.mpravde.gov.rs/>

<sup>98</sup> <https://mduls.gov.rs/category/projekti-i-programi/>

- Partnership for local development - improvement of service provision in selected municipalities: renovation of public institution buildings, reconstruction/construction of local markets, establishment of a municipal center for monitoring the provision of local services by local public utility companies, reconstruction of public space - (sports fields, parks, pedestrian paths , etc.), construction/replacement of lighting.
- Management of the public administration reform - establishment of unique administrative positions through support to local self-government units and city municipalities whose purpose is to increase the efficiency, effectiveness and economy of the work of the authorities, in situations where, in order to exercise one or more rights, the actions of one or more authorities are required.
- Budget fund for the Program for Local Self-Governments - improvement of infrastructure, work efficiency and quality of life in LGUs.
- Establishing solid coordination mechanisms for the development and functioning of e-Government and rounding off the legal framework and procedures for the development of e-Government - awarding grants to a maximum of 35 LGUs for the development and implementation of procedures and procedures relevant to the introduction of e-Government, training and mentoring support for the provision of e-Government services - Management, and support for data opening.
- Improving the function of human resource management (HRM) in state administration and local self-government through the introduction of new instruments and strengthening the capacity for HRM - Building the capacity of cities and municipalities to implement and improve the function of human resource management in local self-government.
- Improving the sustainability of public finances through reforming and developing public property management - Implementation of LGU projects within the grant scheme for improving public property management at the local level, implementation of 20 packages of direct technical support to municipalities for improving public property management at the local level.
- Improvement of the process of planning and budget preparation at the local level - raising the capacity of LGUs to implement program budgeting in accordance with the methodology for program budgeting through the creation of instructional documents for the preparation of the program budget, the organization of 24 regional trainings for all LGUs and direct technical support for 12 LGUs selected by competition.
- Raising awareness of the rights of national minorities - encouraging the establishment and effective functioning of councils for inter-ethnic relations at the local level in all municipalities with ethnically mixed populations through trainings and meetings with LGU representatives.
- Empowerment of civil society organizations - competition for the allocation of funds from the Budget Fund for National Minorities for programs and projects from a specific priority area of funding.



**1.1.10 MINISTRY OF HUMAN AND MINORITY RIGHTS AND SOCIAL DIALOGUE<sup>99</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- The rights of national minorities to self-governance - strengthening of civil society organizations and business companies by announcing tenders for financing programs and projects of organizations whose founders are national councils of national minorities that deal with the protection and promotion of the rights of national minorities in areas where national councils of national minorities are entrusted with the exercise of public powers.
- Encouraging environment for the development of civil society - implementation of measures and activities with the aim of improving the legal, institutional and financial framework for the development of civil society and raising the capacity of public administration bodies and civil society organizations in order to improve mutual cooperation.
- Public competition for financing programs of associations that contribute to greater involvement of civil society organizations in the creation of gender-responsive policies.
- Competition for civil society organizations, for projects related to the implementation of the Prevention and Protection Against Discrimination Strategy.
- Informative, educational and promotional activities to encourage women and girls to participate in innovative activities related to the digital, circular and green economy through research teams as experts, but also as entrepreneurs in these fields.
- Informative, educational and promotional activities for the increased participation of women in the protection of intellectual property and patents, increasing knowledge and information about the protection of intellectual property and innovation activity.
- Informative, educational and promotional activities for increased inclusion of women and girl soldiers in science and technology parks, innovation incubators and similar centers.
- Competition for financing scientific-research projects in the field of gender equality.
- Programs and projects by which Roma men and women are informed and educated on the topic of access to rights and preservation of identity.
- Training programs that include the topics of gypsyism as a form of racism and discrimination for employees of LGUs.
- Campaign to increase the representation of Roma men and women in political decision-making bodies at the local level.
- Formation of local councils for the social inclusion of Roma and Roma women.
- Forming new mobile teams for the inclusion of Roma in all local governments with a significant share of Roma and ensuring capacity building for members of the mobile teams.
- The program of educational work and other forms of work and services provided by the preschool institution with the aim of supporting families and children up to three years of age.
- Partnership between LGUs, preschool institutions and CSOs in the implementation of programs to encourage the development and learning of children, as well as the development of parenting skills in the community.

<sup>99</sup> <https://www.minljpdd.gov.rs/>

- Training for employees in public administration bodies on the inclusion of CSOs in the process of drafting, implementing, monitoring the implementation and evaluating the effects of public policies and regulations.
- Training for CSOs to understand the role, competences and functions of public administration and participation in the process of drafting, implementing, monitoring and evaluating public policy documents and regulations.

**From other funds, the Ministry realizes the following projects:**

- Support for participation in EU programs - IPA program funds. Providing financial support to associations and other civil society organizations for the implementation of projects previously approved by the European Union.

#### **1.1.11 MINISTRY OF EUROPEAN INTEGRATION<sup>100101</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Support for the effective use of Instruments for EU pre-accession aid and development aid.
- Call for project ideas from the Territorial Strategy for the collection of project concepts within the Integrated Territorial Strategy (Interreg VI-A) Program Bulgaria-Serbia 2021-2027.

#### **1.1.12 MINISTRY OF EDUCATION<sup>102</sup>**

**From the RS budget, the Ministry finances and co-finances the following program activities and projects:**

- Modernization of the infrastructure of primary and secondary schools, institutions of higher education and institutions of student standards by implementing projects of construction, reconstruction, rehabilitation, adaptation, projects to improve the energy efficiency of existing buildings by applying energy efficiency measures, projects of investment maintenance of school buildings, as well as the implementation of projects to equip newly built and existing school facilities and institutions and school contents
- Support for the digitization program in the area of the national education system
- Construction of educational and scientific centers Inclusive preschool upbringing and education The Ministry provides support for integration into the European educational space through the programs Erasmus+ (Erasmus+), iTwinning (eTwinning), Juridajs (Eurydice), Euroguidance, EPALE, Europass and EOK (EQF).

**The Ministry realizes the following projects from the funds of contracted loans and credits:**

- Dual Education Training Center, Council of Europe Development Bank funds;
- Associated schools in Serbia B, funds of the European Investment Bank;
- School modernization program, funds of the European Investment Bank;

<sup>100</sup> <https://www.mei.gov.rs/>

<sup>101</sup> <https://www.mei.gov.rs/srp/pozivi/165/detaljnije/w/0/raspisan-prvi-poziv-za-projektne-ideje-iz-teritorijalne-strategije/>

<sup>102</sup> <https://prosveta.gov.rs/>

- Education for social inclusion, funds from the Development Bank of the Council of Europe;
- Inclusive preschool education and upbringing, funds of the International Bank for Reconstruction and Development;
- Student housing in Serbia, Development Bank of the Council of Europe;
- Improvement of university education, Council of Europe Development Bank funds;

### **Other projects in which the Ministry participates**

#### **1. The project of accelerating innovation and encouraging the growth of entrepreneurship in the Republic of Serbia (SAIGE)**

The project to accelerate innovation and encourage the growth of entrepreneurship in the Republic of Serbia (SAIGE) supports the further reform of the scientific research sector, the strengthening of links between the economic and academic sectors, and the development of innovative companies.

Funds for the implementation of the SAIGE Project were provided on the basis of a joint investment by the Republic of Serbia, i.e. the Ministry of Education, Science and Technological Development) through a loan and technical support from the World Bank in the amount of 43 million euros and non-refundable financial support from the European Union in the amount of 41.5 million euros .

The SAIGE project is implemented jointly by the Ministry of Education, the World Bank and the European Union, and the beneficiaries are the scientific community, scientific research organizations, the innovative economy, as well as the Fund for Science and the Fund for Innovation Activities.

The SAIGE project provides support to the competitive programs of the Science Fund of the Republic of Serbia and the best scientific research projects that were chosen based on an independent international selection.

Project activities:

- Support for scientific research

The support includes grants for basic and applied research, which are implemented within the framework of two programs, the Special Program for Research on COVID-19 and IDEA.

Through the Program for Cooperation with the Serbian Diaspora, the SAIGE project finances the connection and cooperation of Serbian science with the community of the Serbian diaspora in order to improve the ecosystem of research, innovation and entrepreneurship in Serbia. The program should attract promising scientists, researchers and entrepreneurs from the Serbian diaspora community to transfer knowledge and skills through various activities. It will include networking, advisory participation in the creation of strategies, vouchers for exchange of knowledge for Serbian researchers, grants for joint basic and applied research, development and transfer of technologies, protection of intellectual property and commercialization of research.

The project provides technical assistance to the Science Fund in terms of developing new programs and strengthening internal capacities and procedures.

- Empowerment of innovative startup companies

In order to strengthen the startup community in Serbia, the Innovation Activity Fund, within the SAIGE Project, launched the Catapult acceleration program.

Through this program of the Fund, innovative entrepreneurship is encouraged, it provides access to sources of financing for the development of innovative companies and attracts private investments.

Catapult is the first accelerator in Serbia that provides young companies with intensive, three-month mentoring and connections with investors.

The Catapult program helps innovative, growth-oriented companies to position themselves in the global market, as well as to improve their business development capabilities, which will increase the possibility of attracting private investment.

- Support for the reform of the science and research sector

The SAIGE project supports the reform of scientific and research organizations through the design and implementation of institutional transformation plans by providing incentives, financial and technical support for undertaking the planned steps of institutional reforms.

Through a phased approach, scientific institutes that have expressed interest in transformation and have been approved by the Ministry of Education, Science and Technological Development to participate in the process, undergo an independent international expert assessment and, based on the assessment results, receive detailed transformation plans, with concrete expected results.

## **2. Program of institutional financing of accredited institutes founded by the Republic of Serbia, autonomous province, unit of local self-government and institutes founded by the Serbian Academy of Sciences and Arts and Program of institutional financing of institutes of national importance for the Republic of Serbia.**

The programs regulate issues of importance for their implementation and develop priorities and indicators for evaluating the work of accredited institutes founded by the Republic of Serbia, an autonomous province, a unit of local self-government and the Serbian Academy of Sciences and Arts, and institutes of national importance for the Republic of Serbia, as well as other issues of importance for the implementation of these programs including the rights and obligations of researchers at accredited faculties regarding the establishment and duration of the employment relationship.

The aim of these programs is to strengthen scientific research institutions in order to be more recognizable and competitive at the national and international level, to strengthen research teams for participation in competitive projects, to achieve dynamic development of science, technological development and innovation, to increase the efficiency of the use of resources of the scientific research system.

**1.1.13 MINISTRY OF HEALTH<sup>103</sup>**

From the RS budget, the Ministry finances the following program activities and projects:

- Improving the availability of health care for the Roma population - engaging health mediators and supporting projects that are implemented in cooperation with Roma citizens' associations in order to improve the health of Roma men and women.
- Support for the activities of citizens' associations in the field of health care - support for the work of associations that deal with activities of importance for health care, financing the organization of expert meetings at the regional level, organizing national meetings, meetings with international participation, implementing projects that include certain health care systems, maintaining courses and continuous education.
- Support for the activities of citizens' associations in the field of HIV infection prevention and control - a contracting mechanism with citizens' associations for the selection of implementers, who are engaged on an annual basis based on an open call for submission of project proposals in the field of HIV infection prevention and control,
- Programs of the Serbian Red Cross - aimed at socially vulnerable populations, especially children, the elderly, refugees and internally displaced persons, and include first aid, preventive health activities, education and training for young people, care for the elderly, psychosocial support for families of missing and kidnapped persons .
- Construction and equipping of state-owned health institutions founded by the Republic of Serbia - investment investment, investment maintenance of premises, medical and non-medical equipment and means of transport, procurement of medical and other equipment necessary for the operation of health institutions, means of transport, procurement of equipment for the development of integrated health information system.
- Public call for project financing for the implementation of program 1802 "Preventive health care" project 0012 "Support to the activities of citizens' associations in the field of health care".
- Public call for project financing for the implementation of program 1802 "Preventive health care" project 0010 "Improving the availability of health care for the Roma population".
- Public call for project financing for the implementation of program 1802 "Preventive health care" project 4013 "Support to the activities of citizens' associations in the field of prevention and control of HIV infection".

**The Ministry realizes the following projects from the funds of contracted loans and credits:**

- Reconstruction of university clinical centers - funds of the European Investment Bank.
- Health development - funds from the International Bank for Reconstruction and Development
- Program "Interreg" IPA Romania - Serbia 2021-2027.

<sup>103</sup> <https://www.zdravlje.gov.rs/>



**1.1.14 MINISTRY OF LABOR, EMPLOYMENT, VETERANS AND SOCIAL AFFAIRS<sup>104</sup>**

- From the RS budget, the Ministry finances the following program activities and projects:
- Public call for the allocation of support packages to local self-government units for the improvement of social protection - support to local self-government units for the improvement of the social protection system at the local level and financial support in the form of grants for the establishment/expansion of at least one social protection service.
- Public call for project proposals in the field of veterans-disabled protection - funding of projects by citizens' associations to improve the position of veterans, disabled veterans, civilian war veterans and families of fallen veterans and to improve the area of nurturing the traditions of the liberation wars.
- Public call for project proposals for the investment maintenance of war memorials of importance for nurturing the traditions of Serbia's liberation wars - for the competent Institutes for the Protection of Cultural Monuments
- Public competition for submitting program proposals to the permanently open competition for the improvement of the position of persons with disabilities in the Republic of Serbia in 2023 - financing of programs implemented by citizens' associations registered on the territory of the Republic of Serbia.
- Public competition for submitting program proposals to the Program competition for the improvement of the position of persons with disabilities in the Republic of Serbia in 2023.
- Carrying out the activities of social welfare institutions - performing entrusted tasks in centers for social work and providing social welfare services in institutions founded by the Republic.
- Support for the work of foster parents - financing placement in foster families on the basis of the allowance for the maintenance of the beneficiary and the allowance for the work of the foster parent.
- Support for the work of social protection institutions - investments in facilities and equipment in institutions and provision of missing funds in order to smoothly carry out activities in cases where problems arise in the settlement of obligations based on the costs of communal services and energy sources, extraordinary and occasional costs based on judicial and administrative proceedings, decision of courts or authorities state bodies.
- Rights of users outside the network of social protection institutions - assistance for job training of asylum seekers, financial assistance for accommodation in special hospitals.
- Support to associations in the field of family and child protection - co-financing of citizens' associations to help children - grants to encourage programs and activities of public interest in the field of family and child protection.
- Support to associations and local communities - financing of associations and local communities that include the affirmation of various activities aimed at improving social protection in the community.
- Support for associations in the field of veterans and disabled protection - financial support for projects of associations with various programs, interests and activities

<sup>104</sup> <https://www.minrzs.gov.rs/sr>

related to the field of veterans and disabled protection, protection of their families, as well as nurturing the tradition of Serbia's liberation wars, based on a public tender.

- Support to companies for the professional rehabilitation of persons with disabilities - wage subsidies for employees with disabilities and funds for improving working conditions in these companies with the aim of strengthening the capacity to carry out professional rehabilitation, employment and maintenance of employment of persons with disabilities.
- Protection of the position of persons with disabilities - a public tender of public importance for the submission of program proposals for the improvement of the position of persons with disabilities.
- Support for the development of social entrepreneurship - an incentive for the development of social entrepreneurship, which aims to increase the work activation of able-bodied persons who are in the social protection system, less employable unemployed persons in accordance with the regulations in the field of employment and other less employable persons from particularly sensitive categories.

**From other funds, the Ministry realizes the following projects:**

- Public call for providing comprehensive support for the establishment / improvement of local mechanisms for the inclusion of Roma and Roma women - funds of the IPA 2020 Program.

#### **1.1.15 MINISTRY OF FAMILY CARE AND DEMOGRAPHY<sup>105</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Public call for the allocation of grants designated for the co-financing of population policy measures and support in the area of family and children to local self-government units.
- Support to associations in the field of family and child protection - co-financing of citizens' associations to help children - grants to encourage programs and activities of public interest in the field of family and child protection.
- Public call for submission of program proposals to the permanently open call for grants intended for projects of family law protection of citizens, support for families and children - for the use of grants to non-governmental organizations for projects of family law protection, citizens, support for families and children.
- Public competition for submitting program proposals to the permanent open competition for the awarding of grants intended for projects of family law protection of citizens, coordination and policy implementation in the field of demography - for the use of grants to non-governmental organizations for projects of family law protection of citizens, coordination and policy implementation in the field of demography.
- Public call for submission of program proposals to the permanently open call for grants intended for projects of family law protection of citizens, coordination and implementation of population policy - for the use of grants to non-governmental

<sup>105</sup> <https://minbpd.gov.rs/>

organizations for projects of family law protection of citizens, coordination and implementation of population policy.

- Public call for submission of program proposals to the permanently open call for grants intended for projects of family law protection of citizens, support for associations in the field of family and child protection - for the use of grants to non-governmental organizations for projects of family law protection of citizens, support for associations in the field of family protection.

#### **1.1.16 MINISTRY OF SPORTS<sup>106</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Special programs in the field of sports - financing the activities of organizations in the field of sports that are carried out with the aim of providing security
- conditions for free and safe sports, especially for children, women, young people and people with disabilities.
- Construction and capital maintenance of sports infrastructure - projects of construction, equipping and maintenance of sports facilities in local self-government units from the 4th development group are specially financed.
- Public call for submission of program proposals, i.e. projects related to the construction of sports facilities for the needs of people with disabilities and adaptation of existing sports facilities to the needs of people with disabilities.
- Public call for submission of program proposals, i.e. projects in the field of sports through the construction, equipping and maintenance of sports facilities that are important for the development of sports in the entire territory of the Republic of Serbia.

#### **1.1.17 MINISTRY OF CULTURE<sup>107</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Support for improving the capacity of the cultural sector at the local level - Co-financing of the Cities in Focus program through a public call that will improve the area of culture and art in local areas, encourage the development of creativity and recognize the specifics of cultural identity and sustainable development of local communities.
- Support for research, protection and preservation of immovable cultural heritage - competition in the field of protection, preservation and use of immovable - architectural and archaeological heritage. Supported projects include work on the preparation of technical project documentation, implementation of technical protection measures and conservation work on immovable cultural assets, research and protection of archaeological sites and work related to the presentation of architectural and archaeological cultural heritage, publication of materials as well as other activities on the protection of immovable inheritance.

<sup>106</sup> <https://www.mos.gov.rs/>

<sup>107</sup> <https://www.kultura.gov.rs/>

- Digitization of cultural heritage - financing of the work of institutions in the field of culture, for projects related to equipping laboratories for digitalization of cultural heritage, as well as projects related to the process of digitization of the cultural heritage of the Republic of Serbia and strengthening the infrastructure capacities of institutions.
- Support for research, protection and preservation of intangible and movable cultural heritage - Competition in the field of protection, preservation and presentation of museum heritage, Competition in the field of protection, preservation and presentation of archival materials, Competition in the field of protection, preservation and presentation of old and rare library materials and Competition in areas of protection, preservation and presentation of intangibles cultural heritage.
- Support for the development of library and information activities and the library and information activities of the Association of the Blind of Serbia - Competition in the field of library and information activities for financing the procurement of information and communication technologies for public libraries, publication of professional publications, digitization of library materials, support for the education of librarians, improvement of storage conditions and protection of library and information materials, support for interactive programs for children and young people.
- Support for the work of the Institute for the Protection of Cultural Monuments and Historical Archives.
- Strengthening cultural production and artistic creativity - public competition for financing and co-financing of projects in all artistic fields / music, drama, dance, visual arts, literature, film, etc., and through cultural activities of sensitive groups/national minorities, persons with disabilities , children, young people. financing and co-financing of the work and program activities of cultural institutions founded by the RS in the field of musical arts, performing arts /drama, opera, artistic dance and traditional folk art/, film art and audio-visual creativity, and through scientific research programs in culture and art .
- Support for the development of literary creativity and publishing
- Support for the development of musical creativity - support and stimulation of projects and programs in the field of musical art, their presentation and affirmation, continuous raising of the level of cultural needs of the population, institutions and engaged individuals.
- Support for the cultural activities of socially sensitive groups - support for projects that contribute to greater social cohesion, fostering intercultural dialogue, developing conditions for the diversity of cultural expressions and identities, and strengthening the availability of cultural content.
- Support for the development of artistic play - financing and co-financing of institutional and independent production, implementation of domestic and international exchange and professional development of artists (participation in conferences or masterclasses) in the field of artistic play.
- Support for the strengthening of theater art - financing and co-financing of institutional and independent productions, implementation of domestic and international exchange and professional development of artists (participation in conferences or masterclasses) in the field of theater art.

- The Capital of Culture of Serbia - strengthening the operational and professional capacities of local self-governments in the field of culture through the preparation of strategic documents for the development of culture (Strategy and Action Plan), support for the improvement of infrastructure, human resources and programs with the aim of raising them to a higher level.
- Support for the work of institutions in the field of protection and preservation of cultural heritage - preparation of technical project documentation, implementation of technical protection measures and conservation work on immovable and movable cultural assets, research and protection of archaeological sites and work related to the presentation of architectural and archaeological cultural heritage.
- Digitization in the field of protection and preservation of cultural heritage - public tender for financing the work of institutions in the field of culture, for projects related to equipping laboratories for digitalization of cultural heritage, as well as projects related to the process of digitization of the cultural heritage of the Republic of Serbia and strengthening the infrastructure capacities of institutions.
- Public call for the allocation of incentives to an investor to produce an audiovisual work in the Republic of Serbia.
- Competition for financing or co-financing of projects in the field of protection of old traditional crafts and their modern application.
- Competition for financing and co-financing of projects in cinematography for 2023 in the category: pre-digitalization and digitalization of cinema.

#### **1.1.18 MINISTRY OF RURAL CARE<sup>108</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Support for the development of cooperatives - a public tender for the allocation of grants for old and newly formed agricultural and agricultural cooperatives, agricultural and agricultural cooperatives whose registered activity is rural tourism (tourist cooperatives) or whose registered activity is the production of traffic or the activity of performing old and artistic crafts (crafts cooperatives), that is domestic crafts.
- Support for the organization of events in the villages of the Republic of Serbia - a public competition for the implementation of the grant award program can be in the field of dramatic arts, literature, literary skills and other arts (competitions in singing, recitation, acting, painting, etc.), holding sports competitions, promoting , preservation and improvement of old crafts and cultural-artistic heritage, creation of art and domestic crafts, as well as other activities in which the inhabitants of the village can show their knowledge and skills and compete in them.
- Support for the adaptation of multifunctional facilities - adaptation of facilities in rural areas to provide a clinic, pharmacy, post office, club for the elderly, children's club, cinema hall, municipal administration counter, local community office, etc.
- Incentive for the purchase of minibusses for the transportation of the rural population - grants are intended for the purchase of minibusses that can be used exclusively for

<sup>108</sup> <https://www.mbs.gov.rs/>



the transportation of the rural population from one village to another village or from the village to the city/municipal headquarters.

- Public competition for the allocation of grants for the organization of the event called “Miholjski susreti village”.

#### **1.1.19 MINISTRY OF SCIENCE, TECHNOLOGICAL DEVELOPMENT AND INNOVATION<sup>109</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Support for the realization of interests in innovation activity - providing support for the development or significant modification of existing innovative products, technologies, processes and services, in order to encourage the application and commercialization of scientific research results, as well as providing support for the use of modern technologies and the construction of innovative organizations for infrastructural support of innovation activities.
- Support for the digitization program in the area of the national scientific research system - equipping and maintaining the software resources needed for keeping electronic records.
- Support for the work of NTP Niš.
- Support for education and training of young talents - awarding high school students for the results achieved in national and international competitions and providing scholarships to students for studies in the country and abroad.
- Research and development in the public sector - adaptation of existing buildings and laboratories, construction of science and technology parks in Belgrade, Novi Sad, Niš; construction of residential buildings for rent to young scientists in Belgrade, Novi Sad, Niš and Kragujevac, construction of centers of excellence in priority areas (stem cells, nano-sciences, agricultural-biology center, biomedicine), procurement of new capital equipment for research, construction of science centers .

**From other funds, the Ministry realizes the following projects:**

- IPA 2018 – Competitiveness
- The project of acceleration of innovation and encouragement of the growth of entrepreneurship - SAIGE
- IPA Support for participation in EU programs
- IPA 2019 - Competitiveness and Innovation

#### **1.1.20 MINISTRY OF TOURISM AND YOUTH<sup>110</sup>**

- From the RS budget, the Ministry finances the following program activities and projects:
- Support of LGUs in the implementation of youth policy - cooperation with local self-governments in the development of an institutional framework for the improvement of youth policy at the local level, providing support for the formation of youth offices, local youth councils, the development and implementation of local action plans for

<sup>109</sup> <https://nitra.gov.rs/>

<sup>110</sup> <https://www.mto.gov.rs/>

youth, the formation of sustainable youth clubs and the establishment of local youth services, establishment of KZM work standards and assessment, monitoring and improvement of KZM work.

- Programs and projects supporting young people in education, upbringing, safety, health and participation - funding or co-financing of programs and projects aimed at providing support for youth networking and improving the conditions for participation in decision-making through a sustainable institutional framework, based on the needs of young people and in partnership with to young people, raising the awareness of young people about healthy lifestyles, safety and environment.
- Programs and projects to support youth in employment - financing or co-financing of programs and projects to encourage and stimulate various forms of employment, self-employment and entrepreneurship of young people, developing services and mechanisms that promote employability and employment of young people through intersectoral cooperation and empowering young people to acquire skills for active, responsible and efficient career management.
- Incentives for the construction of infrastructure and superstructure in tourist destinations - financing/co-financing of tourism development projects to encourage the quality of the tourist offer implemented by companies and entrepreneurs registered to perform activities in the field of tourism, as well as registered agricultural farms. Financial support for the realization of these projects is provided by granting loans.
- Incentives for projects of promotion, education and training in tourism - co-financing of tourism development projects, promotion of tourist products and tourist areas of Serbia and encouragement of a receptive tourist-hospitality offer, improvement and implementation of statistical research and methodology of satellite accounts, as well as education and training in tourism.
- Incentives for the improvement of the receptive tourist and hospitality offer - incentives for travel agencies, travel organizers, as a way of support for promotional and marketing activities that are necessary to reach the required level of traffic of foreign tourists.

#### **1.1.21 MINISTRY OF INFORMATION AND TELECOMMUNICATIONS<sup>111</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Development of ICT infrastructure in institutions of education, science and culture
- Construction of broadband communication infrastructure in rural areas
- Digitization of Serbia's tourist offer - preparation of infrastructural communication and application bases for the implementation of long-term goals of digitization of tourist locations.
- Support for the achievement of public interest in the field of information - co-financing through competitions, media projects, independent productions, associations and organizations engaged in the production of media content for projects that contribute to the diversity of media content and the pluralism of ideas and values, the development of media creativity in the fields of culture, education and science , information and improving the position of all segments of society.

<sup>111</sup> <https://mit.gov.rs/>

- Support for informing national minorities in their own language - co-financing through tenders for media projects, productions and associations aimed at informing members of national minorities.
- Support for the information of persons with disabilities - co-financing through the competition of media projects, productions and associations intended for the information of persons with disabilities.

#### **1.1.22 MINISTRY OF PUBLIC INVESTMENTS<sup>112</sup>**

**From the RS budget, the Ministry finances the following program activities and projects:**

- Restoration and construction of public purpose buildings and remediation of the consequences of natural disasters - restoration and renovation of public purpose buildings in public ownership.
- Renovation and construction of public facilities in the field of healthcare.
- Renovation and construction of public purpose buildings in the field of education and science.
- Renovation and construction of public facilities in the field of sports infrastructure.
- Renovation and construction of public facilities in the field of social protection.
- Renovation and construction of public purpose buildings in the field of culture.
- Renovation and construction of public facilities in the field of local communal infrastructure.

#### **1.1.23 CABINET OF THE MINISTER WITHOUT A PORTFOLIO IN CHARGE OF PROMOTING THE DEVELOPMENT OF UNDERDEVELOPED MUNICIPALITIES<sup>113</sup>**

**From the RS budget, the Cabinet of Ministers without portfolio finances the following program activities and projects:**

- Public call for submission of project proposals to the Program for financing projects of public interest implemented by associations from the territories of extremely underdeveloped municipalities (units of local self-government from the fourth group).
- Public call for application of projects for the Development Support Program of extremely underdeveloped municipalities (units of local self-government from the fourth group)
- Support for the implementation of measures of balanced regional development - preparation of project-technical documentation, planning documentation and strategic documents under the jurisdiction of local self-government units.

<sup>112</sup> <https://www.obnova.gov.rs/>

<sup>113</sup> <https://rnro.gov.rs/javni-konkursi/>

#### **1.1.24 CABINET OF THE MINISTER WITHOUT PORTFOLIO IN CHARGE OF COORDINATING ACTIVITIES AND MEASURES IN THE FIELD OF RELATIONS OF THE REPUBLIC OF SERBIA WITH THE DIASPORA<sup>114</sup>**

From the RS budget, the Cabinet of Ministers without portfolio finances the following program activities and projects:

- Protection of the rights and interests of members of the diaspora and Serbs in the region - co-financing projects of citizens' associations, professional education and legal assistance to the diaspora and Serbs in the region.
- Competition for co-financing of projects that contribute to the preservation and strengthening of ties between the home country and the diaspora, as well as between the home country and the Serbs in the region - support for the organization of schools, camps (programs aimed at getting to know the mother country), summer schools of the Serbian language, educational workshops and educations (for the improvement Serbian language classes) intended to preserve the cultural and linguistic identity of children and youth in the diaspora and the region.
- Competition for the co-financing of projects that, with their quality, contribute to the preservation and strengthening of ties between the home country and the diaspora, as well as between the home country and the Serbs in the region.

#### **1.1.25 CABINET OF THE MINISTER WITHOUT A PORTFOLIO IN CHARGE OF EVEN REGIONAL DEVELOPMENT<sup>115</sup>**

From the RS budget, the Cabinet of Ministers without portfolio finances the following program activities and projects:

- Public call for applications for projects for the Regional Growth Promotion Program in the Republic of Serbia for funds for the co-financing of development documents of regional development and for co-financing of projects of importance for regional growth - the right to use funds for the co-financing of development documents at the level of LGUs and regional areas has one or more LGUs and ARRA or LGUs independently, who participate in projects together.

## **1.2 AUTHORITIES OF THE REPUBLIC OF SERBIA**

### **1.2.1 CUSTOMS ADMINISTRATION<sup>116</sup>**

From the RS budget, the Customs Administration finances the project:

- Construction of the complex of the customs office at GP Gradina.

<sup>114</sup> <https://www.mbpdiijaspora.gov.rs/>

<sup>115</sup> <https://rrrz.gov.rs/extfile/sr/472/%D0%88avni%20poziv.pdf>

<sup>116</sup> <https://www.carina.rs/>

### 1.2.2 ADMINISTRATION FOR FREE ZONES<sup>117</sup>

From the RS budget, the Administration for Free Zones finances the project:

- Promotion, development, control and supervision of free zones - additional benefits of local self-government for investments in the area of the free zone, expansion of the area of free zones, promotion of free zones.

### 1.2.3 REPUBLIC WATER DIRECTORATE<sup>118</sup>

**From the RS budget, the Directorate finances the following program activities and projects:**

- Arrangement and use of water - construction, reconstruction of water facilities for the supply of drinking water and sanitary hygiene needs, plants for the preparation of drinking water, main pipelines and reservoirs, in order to provide healthy drinking water in sufficient quantity for settlements and industry in municipalities and cities.
- Protection of water from pollution - protection and improvement of the quality of surface and underground water, which enables the protection of the environment and human health through the reduced risk of water epidemics, as well as the protection of water sources through the construction and reconstruction of water facilities for the collection, removal and purification of waste water.
- Regulation of watercourses and protection from the harmful effects of water - protection from flooding by external and internal waters and from ice, protection from erosion and torrents and elimination of the consequences of such water effects and risk management from the harmful effects of water.
- Electrification of the irrigation system - construction of the missing power facilities, in order to create the conditions for the connection of facilities of agricultural producers.
- Project of Integrated Development of the Sava and Drina Corridor - financing of flood protection, investment in environmental management, dams and related activities in selected priority areas along the Sava and Drina River Corridor and providing support for the implementation of waterway improvements by demining the right bank of the Sava and Drina River Corridor.
- Construction of irrigation systems - construction, reconstruction, arrangement and rehabilitation of water facilities and irrigation systems, on regional irrigation hydrosystems and dual-purpose systems in the area of Srem, Bačka and Banat and hydromelioration systems in the area of Šabac, Čačak, Pančevački Rit and Topola.
- Completion of the existing network for public water supply in settlements, with its extension to suburban areas - Implementation of the Program for the Improvement of the Water Supply System in the Cities and Municipalities of Sombor, Vršac, Šabac, Pančevo, Sremska Mitrovica, Loznica, Smederevo, Kraljevo, Jagodina, Trstenik, Aleksinac, Vranje, Piroć Leskovac, Paraćin, Knjaževac, Vrbas and Kikinda.

<sup>117</sup> <https://www.usz.gov.rs/>

<sup>118</sup> <https://rdvode.gov.rs/>



**Other projects implemented by the Directorate, which are financed from other sources**

- Environment and climate - funds of the IPA Program, protection and improvement of the quality of surface and underground water through the construction of a wastewater treatment plant for the agglomeration of Loznica.

**1.2.4 ADMINISTRATION FOR FORESTS<sup>119</sup>**

**From the RS budget, the Administration finances the following program activities and projects:**

- Sustainable development and improvement of forestry - forest protection, planting of forest trees in autumn of the current year and spring of the following year, forest care, construction of forest roads, production of forest seeds and production of forest planting material.
- Competition for the allocation of funds under the Annual program of the use of funds for sustainable development and improvement of forestry - the right to the allocation of funds belongs to the owner, that is, the user of forests and forest land, a legal entity and entrepreneur, and a scientific research institution.
- Competition for the allocation of funds under the Annual Program for the Construction and Reconstruction of Forest Roads - the right to the allocation of funds belongs to the owner, that is, the user of forests and forest land, a legal entity and an entrepreneur.
- Competition for the allocation and use of funds for the sustainable development and improvement of hunting for subsidies in the field of hunting.

**1.2.5 ADMINISTRATION FOR AGRARIAN PAYMENTS<sup>120</sup>**

**From the RS budget, the Administration finances the following program activities and projects:**

- Direct payments - payments that are directly awarded to producers through certain support measures, namely through the milk premium, incentives for crop and livestock production and the realization of recourse.
- Measures of rural development - increase in competitiveness (including reaching a higher level of added value and quality standards, as well as risk management), improvement of the environment, diversification of income and improvement of the quality of life in rural territories.
- Public call for submission of applications for exercising the right to incentives in agriculture and rural development.
- Credit support in agriculture - through subsidizing a part of the interest rate for approved loans in the field of agricultural production, intended for the development of animal husbandry, farming, fruit growing, viticulture, vegetable growing and flower growing, as well as various forms of investments and procurement of agricultural machinery and equipment.
- Special incentives - incentives for the production of planting material and certification and clonal selection, incentives for the implementation of breeding programs, in

<sup>119</sup> <https://upravazasume.gov.rs/>

<sup>120</sup> <https://uap.gov.rs/>

order to achieve breeding goals in animal husbandry, as well as incentives for the implementation of scientific research, development and innovation projects in agriculture.

**Other projects implemented by the Administration, which are financed from other sources:**

- The project of market-oriented agriculture - funds of the International Bank for Reconstruction and Development, intended for the financing of a grant scheme for agricultural producers and the establishment of a unique information system of the Ministry of Agriculture and its constituent bodies.

#### **1.2.6 AGRICULTURAL LAND ADMINISTRATION<sup>121</sup>**

**From the RS budget, the Administration finances the following program activities and projects:**

- Support for the development of agricultural land - financial support through tenders for the performance of works in the area of development of agricultural land through: melioration of meadows and pastures, cultivation of agricultural land, construction of irrigation systems, construction of drainage systems.
- Competition for the distribution of funds for the execution of works on the protection, arrangement and use of agricultural land.
- Support for the protection and use of agricultural land - financial support through tenders to local self-government units and scientific institutions for the development of programs, projects and study research works of importance for LGUs and the Republic of Serbia.

#### **1.2.7 NATIONAL ACADEMY FOR PUBLIC ADMINISTRATION<sup>122</sup>**

**From the RS budget, the Academy finances the following program activities and projects:**

- Professional training in public administration - preparation, implementation and development of general professional training programs and training programs for managers and employees.
- Strengthening the professional capacities of civil servants in their positions.

#### **1.2.8 DEVELOPMENT AGENCY OF SERBIA<sup>123</sup>**

- Public call for participation in the competitiveness development support program - financing of projects to increase the level of use of standards in production and business organization, product certification, management systems and increase the use of other services in the field of quality infrastructure.
- Public call for participation in the Program for the Improvement of Cooperation and Capacity Building at the Regional and Local Level - financing of projects for the improvement of economic and regional development through the strengthening of inter-institutional cooperation and the capacity of accredited regional development agencies and local self-government units.

<sup>121</sup> <https://upz.minpolj.gov.rs/sadrzaj/>

<sup>122</sup> <https://www.napa.gov.rs/>

<sup>123</sup> <https://ras.gov.rs/>

- Public call for the allocation of incentive funds in order to attract direct investments in the automation of existing capacities in the area of the food industry.

### 1.2.9 PORT MANAGEMENT AGENCY<sup>124</sup>

From the RS budget, the Academy finances the following program activities and projects:

- Public call within the cross-border and transnational cooperation program “Transnational Danube Program” (INTERREG) for financing coordination projects for priority areas within the EU strategy for the Danube region.

## 1.3 FUNDS

### 1.3.1 DEVELOPMENT FUND OF THE REPUBLIC OF SERBIA<sup>125</sup>

- Investment loans to clients who need funds to finance the purchase of equipment, machines, plants, then the construction or purchase of production or business premises.
- Permanent working capital required for financing current obligations that arise in the regular business activities of the end user of the loan, and refer to the procurement of raw materials and materials, supplies, as well as other production costs, receivables from customers, obligations to suppliers.
- Loans for business entities operating in underdeveloped and extremely underdeveloped areas.

### 1.3.2 FUND FOR INNOVATION ACTIVITY<sup>126</sup>

The Fund supports the development of innovations through appropriate instruments of financial, technical and advisory support, with the aim of empowering innovative companies and strengthening the connection between research and development on the one hand and the business sector on the other, respecting the highest ethical, financial and business standards and practices.

- **Voucher program in the 4S areas** - The “Innovation Vouchers” program is a simple financial mechanism that enables small and medium-sized enterprises to, using the services of the scientific research sector, raise the level of innovation of their products and become more competitive on the market. The maximum amount approved for the innovation voucher is up to 800,000 dinars, that is, the innovation voucher covers up to 60% of the total costs of the service. Innovation vouchers are awarded on the basis of a public call.
- **Science and business cooperation program in the areas of 4S** - aims to advance industrial research by encouraging private sector enterprises and public sector (majority state-owned) scientific research organizations to carry out joint research and development projects with the idea of creating new or improving existing commercially

<sup>124</sup> <https://www.aul.gov.rs/>

<sup>125</sup> <https://fondzarazvoj.gov.rs/cir>

<sup>126</sup> <http://www.inovacionifond.rs/cir/>

viable products and services, like and innovative technologies with significant impact on future development and market potential. Beneficiaries of the funds are consortia developing new commercially applicable technologies, services and products in the priority areas of smart specialization. Consortia must be composed of at least one private company and one public scientific research organization, and may have a maximum of five members. Through this program, the Fund for Innovation Activities awards co-financing in the maximum amount of up to 300,000 euros per project, i.e. a maximum of 70% of the total project budget, with mandatory co-financing of the consortium in the amount of at least 30% of the total project budget, when the main member of the consortium is a micro or small company.

- **Program for financing development and innovation projects of companies in the areas of 4S** - the innovation co-financing program is intended for companies from the 4S area that need significant financial resources for the realization of the development cycle of technological innovations and covering the high costs for the transfer of research into a commercially viable product. The applicants are micro, small and medium-sized private companies established in the Republic of Serbia, which develop a technological innovation for which there is a market need and have the potential to create new intellectual property, as well as a competitive position in the global and domestic environment. The amount allocated by the Fund cannot exceed the amount of 300,000 euros, and the implementation of the projects can last no longer than 24 months. The funds allocated by the Fund for Innovation Activities within this program cover a maximum of 60% of the total approved project budget, while at least 40% must be provided by the applicant (enterprise) from other private sources, independent of the Fund.
- **Accelerator and subprogram intended for startups in the 4S area** - the program will consist of two components: one for the early stage (idea) and the other for companies in the scale-up stage (increasing the volume of business). Each component will include 20 companies (teams of two founders) per year, selected on a competitive basis by participating investors (including business angels, early-stage venture capital funds, etc.). Each component will have intensive training and mentoring programs lasting two to three months. The program will be implemented with the support of the World Bank in the amount of 8,000,000 dollars.
- **Proof of concept, program for researchers from scientific research organizations** - this measure is intended to support innovations from the earliest stages of development, created in scientific research organizations. This program provides financial and mentoring support to determine the emergence of a new product, process or technology with commercial potential. Thanks to this program, project teams that have been approved for funding will have a mentor at their disposal for product definition, business model development and future development.
- **Early Development Program** - is intended for private companies that develop a technological innovation for which there is a need on the market and that have the potential to create new intellectual property. The goal is to provide financing for the development of innovative technologies, products and services with market application

to encourage innovative entrepreneurship and enable business survival during the critical phase of research and development. The applicant can be a private micro or small company owned by a Serbian majority, established in the Republic of Serbia and no older than five years at the time of application, as well as a team consisting of a maximum of five members. The allocated funds can cover a maximum of 70% of the total approved project budget, while the amount of funding from the Fund for Innovation Activity cannot exceed 80,000 euros for projects lasting up to one year. At least 30% of the total approved project budget must be provided by the applicant (enterprise) from other private sources, independent of the Fund.

### 1.3.3 FUND FOR SCIENCE OF THE REPUBLIC OF SERBIA<sup>127</sup>

The primary goal of establishing the Science Fund of the Republic of Serbia, as a special organization, is to provide support for scientific research activities and development activities in the Republic of Serbia, management and provision of financial resources, as well as providing professional support to researchers from accredited scientific research organizations in the realization of scientific projects within the program announced by the Science Fund of the Republic of Serbia. Program activities of the Science Fund of the Republic of Serbia are implemented through the following published programs:

- **Program for excellent projects of young researchers (PROMIS)** aims to involve young researchers in scientific research work, to strengthen the professional capacities of young researchers, to train young PhDs in project management, to train young researchers to apply for other research projects, especially in the European Union, to create new project teams, as well as to provide support for excellent ideas and scientific research work that will affect society and the economy. The program to support the development of projects in the field of artificial intelligence is designed to encourage the excellence and relevance of scientific research in the Republic of Serbia in the field of artificial intelligence, to encourage the application of the results of scientific research in the field of artificial intelligence in the development of the economy of the Republic of Serbia, to promote the excellence and development of human resources in the field of artificial intelligence for science and economy of the Republic of Serbia and promotes international cooperation in the subject domain of science and innovation.
- **Serbian science cooperation program with the diaspora** - vouchers for knowledge exchange, aims to enable the establishment of scientific cooperation with the diaspora for the purpose of improving and exchanging knowledge, establishing or improving scientific cooperation, joint work on scientific research and research and development problems and challenges, publication of joint works and patents, support for the development of new services, product commercialization, technology transfer, network expansion and cooperation with the diaspora, as well as the preparation of proposals for joint projects for applying to foreign funds.
- **IDEA program** aims to finance projects based on excellent ideas that may in the future have a significant impact on the development of science and research, the economy and/or society as a whole, the involvement of excellent researchers in scientific

<sup>127</sup> <https://fondzanauku.gov.rs/>

research work, the strengthening of the professional capacities of researchers and the creation of new project teams.

All programs implemented by the Science Fund of the Republic of Serbia through public calls should ensure a high scientific level, innovative results, competitiveness at the international level and relevance in relation to the challenges of society as a whole. Funds for the work of the Science Fund of the Republic of Serbia are provided from the budget of the Republic of Serbia, and additional funds are provided through an international agreement with the World Bank.

### **1.3.4 CENTER FOR THE PROMOTION OF SCIENCE (CPN) <sup>128</sup>**

The Center for the Promotion of Science is a public institution, with the aim of promoting science and technology through cooperation with research and educational institutions in the country and around the world, with the private sector, the media, and state authorities. The role of CPN is to establish a link between science and society by bringing together all relevant actors and the general public in the process of research and innovation. The ultimate goal is the integration of society into research processes in order to gain the best possible insight into the needs of citizens and to face social challenges as adequately as possible.

From 2011, until 2020, the Center for the Promotion of Science through a public call finances projects for the promotion and popularization of science on the territory of the Republic of Serbia. In the indicated period, a total of 527 projects were approved and financed, and 113,445 million dinars were allocated for these purposes. From 2020, the Center for the Promotion of Science is specifically financing projects that are implemented through the established network of 15 science clubs<sup>58</sup> at regional centers for professional training (1,855 million dinars).

## **1.4 BANKS**

### **1.4.1 Erste Bank A.D. <sup>129</sup>**

- Financing of the public sector - local self-government and public enterprises.
- Financing of renewable energy projects.
- Financing of investment projects based on the principles of project financing.
- Support programs for small and medium-sized enterprises to open and maintain sustainable businesses.

### **1.4.2 UniCredit bank <sup>130</sup>**

- Financing of companies dedicated to improving the social impact of their business as well as employment opportunities for different categories of women, young people and segments of the population that face greater obstacles to entering the labor market.
- Qualified investments and investments in energy efficiency related to improving the energy efficiency of buildings and the industrial sector.

<sup>128</sup> <https://www.cpn.edu.rs/>

<sup>129</sup> <https://www.erstebank.rs/sr/Pravna-lica>

<sup>130</sup> <https://www.unicreditbank.rs/rs/pi.html>



- The COSME program is intended for small and medium-sized enterprises, according to the EU segmentation, with the aim of supporting the strategy for sustainable and comprehensive growth.

#### 1.4.3 Banca Intesa<sup>131</sup>

- Loans for the improvement of energy efficiency - the loan is intended for investments in the installation of insulation, installation of new windows, doors, heat pumps, solar panels, replacement of lighting and numerous other energy-efficient solutions.
- Intesa Casa green loans - housing loan for the purchase of energy-saving apartments, with an energy passport of category A or B.

#### 1.4.4 NLB Komercijalna banka<sup>132</sup>

- ECG Investment loans are intended for financing energy efficient measures, measures for renewable energy sources, inclusion projects, circular economy.
- Investment loans are intended for financing the purchase of equipment, machines, vehicles, financing the purchase, construction of business premises for own use, refinancing of investment loans in other banks, refinancing of own investment - legalization of built objects - other investments in fixed assets for the purpose of carrying out activities.

#### 1.4.5 Bank Poštanska štedionica<sup>133</sup>

- Investment loans are intended for financing the long-term investment needs of companies. It can be investment in fixed assets, vehicles, plants, machines, equipment, construction or purchase of business premises, refinancing of own investment.
- Roma entrepreneurship promotion program, loans to small and medium-sized companies whose founders are residents of Roma nationality, as well as to entrepreneurs of Roma nationality.

#### 1.4.6 ProCredit bank<sup>134</sup>

- Credits for energy efficiency.
- Business loans for solar panels.
- Grants for new machines.

131 <https://www.bancaintesa.rs/>

132 <https://www.nlbkb.rs/>

133 <https://www.posted.co.rs/>

134 <https://www.procreditbank.rs/>

## 2 INTERNATIONAL SOURCES

### 2.1 EUROPEAN UNION FUNDS

#### 2.1.1 IPA - INSTRUMENT FOR PRE-ACCESSION ASSISTANCE

Since 2007, the European Union (EU) has provided financial support to the countries of the “Western Balkans” through the unique Instrument for Pre-accession Assistance (IPA), which united all previous pre-accession financial assistance instruments: PHARE, SAPARD, ISPA, CARDS. In the period 2021-2027. 14.162 billion euros will be made available to all IPA beneficiaries. Total budget for the period 2014-2020. in 2015 it amounted to EUR 11.668 billion, and Serbia was allocated around EUR 200 million in non-reimbursable aid from the IPA 2015. Total IPA budget for the period 2007-2013. was 11.468 billion euros. In the period 2007-2013. 1.4 billion euros was allocated to the RS.

##### 2.1.1.1 INSTRUMENT FOR PRE-ACCESSION ASSISTANCE IPA 2021-2027.

Following the political agreement between the European Parliament and the Council of the EU regarding the IPA III instrument, the Regulation on the IPA III instrument for the period 2021-2027 was adopted on September 15, 2021. The general objective of IPA III is to support the beneficiaries in the implementation of political, institutional, economic and social reforms necessary for their alignment with the values and rules of the EU and the achievement of EU membership. In addition, the regulation contains a list of specific objectives grouped into five categories (so-called “Windows”).

- 1) Rule of law, fundamental rights and democracy (15.1%);
- 2) Good governance, alignment with EU acquis, strategic communication and good neighborly relations (16.6%);
- 3) Green agenda and sustainable connectivity (42.4%);
- 4) Competitiveness and inclusive growth (22.3%);
- 5) Territorial and cross-border cooperation (3.5%).

In order to achieve a balanced distribution of funds among IPA beneficiaries, the European Commission (EC) proposed the principle of “fair distribution” to be measured during the entire period of implementation of IPA III (2021 - 2027), and not on an annual basis. However, in addition to the aforementioned principle, access to funds will be based on criteria such as: compliance with the strategic framework and the IPA III program framework, the readiness of projects / programs for implementation and their expected impact and progress in the process of European integration with special attention to the rule of law. , fundamental rights and good governance.

The existing IPA structures should serve as a basis for the efficient use of this instrument as well as other potential sources of EU funds. In this way, as well as the implementation of the IPA program based on the model of indirect management, the strengthening of capacities necessary for the transition to the use of Cohesion Policy funds will continue. The main partners in the planning and programming process of the IPA III instrument will be, as before, the National IPA Coordinator and the EU Delegation<sup>135</sup>.

<sup>135</sup><https://www.mei.gov.rs/srp/fondovi/fondovi-evropske-unije/ipa-instrument-za-pretpristupnu-pomoc/instrument-za-pretpristupnu-pomoc-2021-2027/>

### 2.1.1.2 IPA II - INSTRUMENT FOR PRE-ACCESSION ASSISTANCE 2014 - 2020

IPA II represents the framework for EU pre-accession support for the period 2014-2020. One of the changes in the programming and implementation of the IPA II instrument in relation to IPA I in the period 2007-2013. refers to the structure of the IPA II program, in which instead of the 5 components, which were characteristic of IPA I, policy areas were introduced ("*policy areas*"). The policy areas within IPA II are: reforms as part of preparations for EU membership and building institutions and capacities; socio-economic and regional development; employment, social policies, education, promotion of gender equality and development of human resources; agriculture and rural development, and regional and territorial cooperation.

About 200 million euros of non-reimbursed aid was intended for Serbia from the IPA 2015, from which projects in the fields of energy and transport, rule of law, state administration reform and agriculture would be financed. For the period 2014-2020, pre-accession aid in Serbia had two main pillars: Democracy and the rule of law and Competitiveness and development.

### 2.1.1.3 INSTRUMENT FOR PRE-ACCESSION ASSISTANCE IPA 2007-2013.

Implementation of IPA 2007-13. was intended to provide financial assistance through five channels (known as "components"): transition assistance and institution building; cross-border cooperation ("*Cross border cooperation*"- CBC); regional development; human resource development and rural development.

### 2.1.1.4 EUROPEAN TERRITORIAL COOPERATION PROGRAMS IN THE REPUBLIC OF SERBIA 2021-2027.

Territorial cooperation programs<sup>136</sup> or Interreg programs represent financial support for the cooperation of border territories of neighboring states (cross-border cooperation) or the cooperation of parts or whole states (transnational and interregional cooperation) to solve issues of common interest - environmental protection, waste management, provision of services in various sectors, cultural and economic cooperation, tourism, traffic, etc. The basis for implementing the program is a seven-year operational program or cooperation program that consists of an analysis of the territory covered by the program, the challenges faced by that territory and an analysis of which of those challenges can be overcome through cooperation with institutions from other parts of the country covered by the program.

In the financial period 2021-2027. year, Serbia participates in ten programs of European territorial cooperation, namely: Hungary-Serbia, Romania-Serbia, Bulgaria-Serbia, Croatia-Serbia, Serbia-Bosnia and Herzegovina, Serbia-Montenegro, Serbia-North Macedonia, IPA Adriatic-Ionian program, the Program for the Danube Region and the URBACT Program. Also, there is a possibility that additional territorial cooperation programs will be approved for Serbia during this financial perspective.

The following text shows the programs that are available to cities and municipalities of the EU PRO plus program (all except the Hungary-Serbia cross-border cooperation program).

[https://neighbourhood-enlargement.ec.europa.eu/enlargement-policy/overview-instrument-pre-accession-assistance/how-does-it-work\\_en](https://neighbourhood-enlargement.ec.europa.eu/enlargement-policy/overview-instrument-pre-accession-assistance/how-does-it-work_en)

<sup>136</sup> [https://www.mei.gov.rs/upload/documents/publikacije/Brosure%20nove/22/Programi\\_evropske\\_teritorijalne\\_saradnje\\_u\\_RS\\_2021-2027.pdf](https://www.mei.gov.rs/upload/documents/publikacije/Brosure%20nove/22/Programi_evropske_teritorijalne_saradnje_u_RS_2021-2027.pdf)

#### 2.1.1.4.1 ROMANIA - SERBIA CROSS-BORDER COOPERATION PROGRAM

Support area<sup>137</sup>

Priority 1: Environmental protection and risk management

The specific objectives within this thematic priority are:

- Improving the protection and preservation of nature, biodiversity and green infrastructure, including urban areas, and reducing all forms of pollution;
- Promotion of renewable energy in accordance with the Renewable Energy Directive (EU) 2018/2001. including the sustainability criteria set out therein;
- Promotion of energy efficiency and reduction of greenhouse gas emissions i
- Promoting adaptation to climate change and disaster risk prevention, adaptability in line with ecosystem-based approaches.

Priority 2: Social and economic development

The specific objectives within this thematic priority are:

- Improving equal access to inclusive and quality services in education, training and lifelong learning through the development of accessible infrastructure, as well as strengthening adaptability for distance and online education and training;
- Ensuring equal access to health care and improving the adaptability of health systems, including primary care, and promoting the transition from institutional to family and community-based care and
- Strengthening the role of culture and sustainable tourism in economic development, social inclusion and social innovation.

Priority 3: Increasing border management capacity

The specific objective within this thematic priority is:

- Strengthening the institutional capacity of public authorities, especially those authorized to manage a certain territory and interested parties.

Financial sources

IPA	74,566,827.00 euros
Total (IPA + co-financing)	87,725,678.82 euros

#### 2.1.1.4.2 BULGARIA - SERBIA CROSS-BORDER COOPERATION PROGRAM

Support area<sup>138</sup>

Priority 1: Competitive border region

The specific objective within this thematic priority is:

- Improvement of sustainable growth and competitiveness of SMEs and creation of new jobs in SMEs, including productive investments.

<sup>137</sup> <https://www.romania-serbia.net/>

<sup>138</sup> <http://www.ipacbc-bgrs.eu/>

## Priority 2: Integral development of the border region

The specific objective within this thematic priority is:

- Encouraging integrated and inclusive social, economic and environmental development, culture, natural heritage, sustainable tourism and security in non-urban areas.

## Priority 3: A more resilient border region

The specific objective within this thematic priority is:

- Promoting climate change adaptation and disaster risk prevention, resilience taking into account ecosystem-based approaches.

Financial sources

IPA	32,398,938.00 euros
Total (IPA + co-financing)	38,116,397.65 euros

### 2.1.1.4.3 CROSS-BORDER COOPERATION PROGRAM CROATIA - SERBIA

Support area<sup>139</sup>

#### Priority 1: working for a smarter programming area

The specific goal within this thematic priority is:

- development and improvement of research and innovation capacities and adoption of advanced technologies.

#### Priority 2: working for a greener program area that is resistant to climate change

Specific goals within this thematic priority are:

- Promotion of renewable energy in accordance with the directive on renewable energy (EU) 2018/2001, including the sustainability criteria specified therein;
- Promoting climate change adaptation and disaster risk prevention, resilience, taking into account ecosystem-based approaches.

#### Priority 3: Coworking for a healthier and more inclusive program area

The specific goal within this thematic priority is:

- Ensuring equal access to health care and fostering the resilience of health systems, including primary care, and promoting the transition from institutional to family- and community-based care.

#### Priority 4: Coworking for more sustainable and socially innovative tourism and culture

The specific goal within this thematic priority is:

- Highlighting the role of culture and sustainable tourism in economic development, social inclusion and social innovation.

<sup>139</sup> www.croatia-serbia.com

## Financial sources

IPA	38,281,653.00 euros
Total (IPA + co-financing)	45,037,238.82 euros

*2.1.1.4.4 CROSS-BORDER COOPERATION PROGRAM SERBIA - BOSNIA AND HERZEGOVINA*Support area<sup>140</sup>

Priority 1: Encouraging tourism and cultural and natural heritage

The specific objective within this thematic priority is:

- Develop and promote joint tourist offers based on cultural and natural heritage

Priority 2: Investing in youth, education and skills

The specific objectives within this thematic priority are:

- Improve youth activism and youth socio-economic participation
- Increase the employability of certain groups by providing new skills.

## Financial sources

IPA	14,000,000.00 euros
Total (IPA + co-financing)	16,223,529.41 euros

*2.1.1.4.5 SERBIA - MONTENEGRO CROSS-BORDER COOPERATION PROGRAM*Support area<sup>141</sup>

Priority 1: Encouraging employment, labor mobility and social and cultural inclusion in the program area

The specific objective within this thematic priority is:

- Improve the quality of public health and social services to include marginalized groups in the program area.

Priority 2: Encouraging tourism and cultural and natural heritage

The specific objective within this thematic priority is:

- Improve and promote a jointly coordinated cross-border tourism offer based on protected cultural and natural heritage.

## Financial sources

IPA	8,400,000.00 euros
Total (IPA + co-financing)	9,734,117.65 euros

<sup>140</sup> <http://srb-bih.org/>

<sup>141</sup> [www.cbcsrb-mne.org](http://www.cbcsrb-mne.org)



#### 2.1.1.4.6 SERBIA - NORTH MACEDONIA CROSS-BORDER COOPERATION PROGRAM

Support area<sup>142</sup>

Priority 1: Employment, labor mobility and social and cultural cross-border inclusion

The specific objective within this thematic priority is:

- Improvement of social and cultural inclusion and health

Priority 2: strengthening tourism and cultural and natural heritage

The specific objective within this thematic priority is:

- Improvement of cultural and natural heritage towards the sustainable development of tourism.

Financial sources

IPA	8,400,000.00 euros
Total (IPA + co-financing)	9,734,117.65 euros

#### 2.1.1.4.7 ADRIATIC - IONIAN TRANSNATIONAL PROGRAM

Support area<sup>143</sup>

Priority 1 – Support for a smarter Adriatic-Ionian region

- Development and improvement of research and innovation capacities and adoption of advanced technologies
- Developing skills for smart specialization, industrial transition and entrepreneurship

Priority 2 – Support for a greener Adriatic-Ionian region more resistant to climate change

- Promoting adaptation to climate change and disaster risk prevention, building resilience, taking into account ecosystem-based approaches
- Promoting the transition to a circular and resource-efficient economy
- Improving the protection and preservation of nature, biodiversity and green infrastructure, including urban areas, and reducing all forms of pollution
- Promoting sustainable multimodal urban mobility, as part of the transition to a net zero carbon economy

Priority 3 - A more connected Europe with better mobility (CP 3)

- Development and improvement of sustainable, climate-resilient, intelligent and intermodal national, regional and local mobility, including improved access to TEN-T and cross-border mobility

Priority 4 - Support for the management of the Adriatic-Ionian region (ISO1 - Better management of Interreg)

- Support for the management of the EU Strategy for the Adriatic-Ionian Region (EUSAIR) and the institutional capacities of authorities.

<sup>142</sup> <https://eu.rs-mk.org/>

<sup>143</sup> [www.adrioninterreg.eu](http://www.adrioninterreg.eu)

## Financial sources

ERDF (EU Member States)	65,848,129.00 euros
IPA	70,840,386.00 euros
Total EU funds (ERDF+IPA)	136,688,515.00 euros
Total co-financing	24,121,502.65 euros
Total program	160,810,017.65 euros

*2.1.1.4.8 TRANSNATIONAL PROGRAMS FOR THE DANUBE REGION*Support area<sup>144</sup>

## Priority 1 – A smarter Danube region

- Specific objective 1.1 Development and improvement of research and innovation capacities and use of advanced technologies
- Specific objective 1.2 Developing skills for smart specialization, industrial transition and entrepreneurship

## Priority 2 – A greener Danube region with low carbon emissions

- Specific objective 2.1 Promotion of renewable energy in accordance with Directive (EU) 2018/2001, including sustainable criteria defined by the directive
- Specific objective 2.2 Promotion of capacities for adaptation to climate change in the Danube region and management of natural disasters at the transnational level in relation to ecological risks, taking into account ecosystemic approaches
- Specific objective 2.3 Sustainable, integrated, transnational water and sediment management in the Danube river basin, ensuring a good quality and quantity balance between water and sediment deposits
- Specific objective 2.4 Protection and preservation of biodiversity in ecological corridors and eco-regions of transnational importance in the Danube region

## Priority 3 – Socially oriented Danube region

- Specific objective 3.1 Accessible, inclusive and effective labor markets
- Specific objective 3.2 Quality, accessible and inclusive services in education, training and lifelong learning
- Specific objective 3.3 Strengthening the role of culture and sustainable tourism in economic development, social inclusion and social innovation

## Priority 4 – Better management of cooperation in the Danube region

- Specific objective 4.1 Support the management of the EUSDR
- Specific objective 4.2 Strengthening institutional capacities for territorial and macro-regional management.

144 [www.interreg-danube.eu](http://www.interreg-danube.eu)

## Financial sources

ERDF (EU Member States)	165,424,228.00 euros
IPA	30,000,000.00 euros
NDICI (neighboring countries of the EU)	19,623,629.00 euros
Total EU contribution	215,047,857.00 euros
Total program	268,809,822.00 euros

*2.1.1.4.9 URBACT PROGRAMME*

URBACT<sup>145</sup> is one of the programs of interregional cooperation. The goal of the program is to encourage sustainable integral urban development in cities across Europe, and the projects are implemented by municipal administrations in partnership forming cooperation networks. URBACT's mission is to enable cities to work together and develop integral solutions to urban challenges, by networking, learning from each other's experiences, drawing lessons and identifying good practices to improve urban policies.

## Support area

Priority: Promoting integral sustainable urban development through cooperation

- Specific objective: Improving the institutional capacity of local government, especially those who have a mandate to manage a certain territory, as well as other interested parties.

## Financial sources

ERDF (EU Member States)	79,769,799.00 euros
IPA	5,000,000.00 euros
Total IPA	5,160,000.00 euros

*2.1.1.5 WESTERN BALKANS INVESTMENT FRAMEWORK (WBIF)*

Investment framework for the Western Balkans<sup>146</sup> (The Western Balkans Investment Framework - WBIF) encourages socio-economic development and the process of accession to the European Union throughout the Western Balkans, by providing financial resources and technical assistance for strategically important investments. It represents a joint initiative of the European Union, international financial institutions (EIB, EBRD, CEB, KfW, AFD and WB), bilateral donors and the Western Balkan Six. The investment framework for the Western Balkans is considered the main regional instrument for providing support in the preparation and implementation of strategically relevant projects in the field of transport, energy, environmental protection and social infrastructure in "countries in the EU accession process". From February 2014 to December 2021, Serbia was awarded: 30 grants for technical assistance with a total value

<sup>145</sup> <https://urbact.eu/>

<sup>146</sup> <https://www.mei.gov.rs/srp/fondovi/fondovi-evropske-unije/ipa-instrument-za-pretpristupnu-pomoc/investicioni-okvir-za-zapadni-balkan-western-balkans-investment-framework-wbif/>

of over 54 million euros; 6 investment grants worth 134.45 million. EUR, whereby the total investment value of the co-financed infrastructure projects amounts to 605 million. euros.

Table: Overview of investment grants by sector

	<b>Traffic</b>	<b>Investment amount. grant</b>
<b>1</b>	Modernization of the railway line Nis-Dimitrovgrad-border with Bulgaria section: Sićevo-Staničenje-Dimitrovgrad	43,730,000 euros
<b>2</b>	Modernization of the Niš-Dimitrovgrad railway - border with Bulgaria - electrification and signaling	27,770,000 euros
<b>3</b>	Construction of the highway route E80 Niš-Medare (Phase I Niš-Pločnik)	40,600,000 euros
	<b>Environment</b>	
<b>4</b>	Makiš - extension of the drinking water processing plant	2.940865 euros
	<b>Energy</b>	
<b>5</b>	Construction of the 400 kV transmission line Kragujevac - Kraljevo with raising the voltage level to 400 kV at the Kraljevo 3 substation, Trans-Balkan Corridor - Phase I: Section II	6,600,000 euros
<b>6</b>	Construction of a new double 400 KV transmission line Obrenovac - Bajina Bašta, with the reconstruction of the existing Obrenovac and Bajina Bašta substations and raising the voltage level of the Bajina Bašta substation to 400 kV	12,800,000 euros
<b>7/8</b>	2 regional projects - part of the Regional Program for Energy Efficiency for the Western Balkans	2 investment grants in the amount of 28,765,972 euros

In 2021, a document titled “Strategic Orientation of the WBIF for the Western Balkans (EFSD+)” was presented. This document includes: policy context, legal basis and instruments, including the new EU connectivity strategy called “Global Gateway”, guiding principles and a description of the areas of intervention that will be supported through the European Fund for Sustainable Development plus (eng: The European Fund for Sustainable Development Plus EFSD+ and budget guarantees as well as combining loans and grants for the public and private sectors. Recommendations of the so-called of informal expert working groups (NRG) for accelerating the implementation of WBIF projects, the Green Agenda and socially responsible public procurement, information was provided on the addition of the Regional Energy Efficiency Program (REEP+) in the amount of over 100 million euros, information on priorities for support in the following period, rates of co-financing of projects with EU investment grant funds.

#### 2.1.1.6 IPARD III

Within the instrument for pre-accession assistance IPA III period 2021-2027, which applies from January 1, 2021, there is also a special Program IPARD III<sup>147</sup> for support in the field of rural development. The EC has established a budget in the amount of 288,000,000 euros for this Program for the period 2021-2027. The governing body of IPARD submitted the final version of the IPARD III program to the European Commission on January 21, 2022. Of the 13 measures offered by the EC to the candidate countries for EU membership, the Republic of Serbia decided to implement seven measures within the IPARD III program. In relation to the IPARD II program and measures accredited so far, the following measures will be available to users:

- Measure 4 - Agroecology - climate and organic agriculture;
- Measure 5 - Implementation of local rural development strategies - LEADER approach;
- Measure 6 - Investments in rural public infrastructure.

It is planned to introduce new sectors through the IPARD III program, such as the fishing sector, the sector for the processing of grains and industrial plants, and within Measure 7, in addition to the rural tourism sector, new sectors are planned, namely: Direct sale of agricultural and local products and service sector in rural areas.

#### 2.1.1.7 MULTI-USER IPA

The development of regional cooperation is one of the important prerequisites in the EU accession process, and at numerous summits between the EU and the Western Balkans, it was confirmed that the rapprochement of the EU will go hand in hand with the development of regional cooperation. In addition to individually supporting candidate countries and potential candidates for membership, the EU provides financial and technical support with the aim of realizing common (regional) priorities of the beneficiaries of the IPA II instrument. This support is provided from the Multi-user IPA instrument<sup>148</sup> (Multy Beneficiary IPA), whose goal is to improve regional cooperation and solve issues of general interest for all IPA beneficiaries. In accordance with the relevant EU procedure, the main guidelines in the process of defining regional projects/actions are presented in the document EU Program Framework for IPA III, which defines the general priorities, measures and areas that will be financially supported as part of this instrument in the period 2021- in 2027 The support provided under this IPA III component is focused on four priority areas:

- support for regional investments;
- support for territorial cooperation through the implementation of cross-border and transnational cooperation programs;
- support to regional structures and organizations i
- horizontal support to the common priorities of the beneficiaries from the region.

<sup>147</sup> <https://www.mei.gov.rs/srp/fondovi/fondovi-evropske-unije/ipa-instrument-za-pretpristupnu-pomoc/ipard-iii/>

<sup>148</sup> <https://www.mei.gov.rs/src/fondovi/fondovi-evropske-unije/ipa-instrument-za-pretpristupnu-pomoc/visekorisnicka-ipa/>

#### 2.1.1.8 DEVELOPMENT OF THE COHESION POLICY MANAGEMENT SYSTEM (IPA 2015)

Project “Development of the Cohesion Policy Management System in the Republic of Serbia”<sup>149</sup> is financed with EU funds through the IPA for 2015 in the amount of almost 2.7 million euros. It aims to prepare the state administration of the RS for the effective implementation of the Cohesion Policy (KP) of the EU. The basic purpose of the project is to improve the capacities of institutions in the RS at the national and sub-national level for efficient preparation, implementation, monitoring and evaluation of programs and projects financed from structural funds and the cohesion fund of the European Union. It consists of three basic components:

- establishing a legislative and institutional framework for the implementation of KP;
- preparation of relevant planning and program documents for the implementation of KP, i
- raising the capacity of institutions and bodies nominated for the implementation of KP, as well as partners and potential users at the national and subnational level.

In this way, the project should also contribute to the successful implementation of the measures defined by the Action Plan for negotiation chapter 22, which is the basic criterion for the opening of this chapter. The implementation of the project began in July 2019 and will last a total of 36 months. The main user and coordinator of the activity is MEI.

#### 2.1.1.9 EU PRO PLUS

EU program for local development - EU PRO Plus<sup>150</sup> contributes to a more balanced socio-economic development of 99 local governments in two regions: Šumadija and Western Serbia and Southern and Eastern Serbia. The program works on improved management of territorial development, economic growth and improved social infrastructure and social cohesion.

For this three-year program, which began in January 2021, the EU has allocated funds in the total amount of 40 million euros, initially 30 million for contracted development activities and an additional ten million aimed at supporting local governments, small businesses and the health system in recovery from the consequences caused by the covid 19 pandemic. The program is led by MEI, a implemented by the United Nations Office for Project Services (UNOPS).

The direct beneficiaries of the EU PRO Plus program are MEI, 99 local governments, local government structures, regional development agencies, other business support organizations, micro, small and medium enterprises (MSMEs) and civil society organizations (CSOs). The end users of the program are residents of 99 cities and municipalities.

EU PRO Plus is based on the National Priorities for International Aid in the RS until 2025 (NAD), crucial for economic and social development and the EU integration process, while it especially contributes to the preparation for meeting the requirements from Chapter 22 of the EU acquis - Regional Policy and coordination of structural instruments. EU PRO relies on the good practices and achieved results of its predecessors, the development programs EU PROGRES, European PROGRES and EU PRO.

<sup>149</sup> <https://www.mei.gov.rs/srp/fondovi/projekti-ministarstva-za-evropske-integracije/razvoj-sistema-za-upravljanje-kohezivnom-politikom-ipa-2015/>

<sup>150</sup> <https://www.euproplus.org.rs/onama/o-programu>



### 2.1.2 PROGRAMS OF THE UNION

Union programs<sup>151</sup> represent a series of integrated measures that are intended to strengthen cooperation between the member states of the European Union and candidate states in various fields. The programs of the Union are financed from the common budget of the EU, with funds intended for the development of various priority areas: environmental protection, energy, transport, development of entrepreneurship, competitiveness, culture, education, etc.

The Republic of Serbia signed the Framework Agreement on participation in European Union programs on November 22, 2004. Participation in Union programs is an opportunity for the RS to become familiar with EU policies, European institutions, laws and their application in practice, as well as value systems and EU functioning mechanisms. According to EC rules, competent domestic institutions - ministries, associations, organizations, offices - are responsible for the participation of the RS in Union programs, which have a mandate for this. The coordination of participation in each individual program of the Union for which the Republic of Serbia has paid a financial contribution to the general budget of the EU is entrusted to the national contact points from the respective national institutions. MEI coordinates the process of European integration in the Republic of Serbia, which includes cooperation with relevant ministries regarding negotiations for appropriate negotiation chapters as well as in the management of EU programs, from which it follows that MEI is responsible for reporting to the Government and informing the public about all international development assistance, including and Union programs. In the previous period, the Republic of Serbia participated in thirteen programs of the Union, and from June 30, 2023. can also participate in the Digital Europe program:

#### 2.1.2.1 DIGITAL EUROPE

Digital Europe Program (DIGITAL)<sup>152</sup> is a new program financed by the EU and aimed at connecting digital technologies to business, citizens and public administration. In June 2023, the Agreement between the European Union and the Republic of Serbia was signed on Serbia's participation in the European Union's Digital Europe program for the period until 2027.<sup>153</sup> On the basis of this agreement, legal and natural persons with residence or headquarters in Serbia will be able to apply for project financing in the European Union and will be on an equal footing with subjects from full member countries when it comes to granting grants from EU funds. IT companies and scientists will be able to apply for the following areas of digitization: artificial intelligence, High Performance Computing (HPC), advanced digital skills, and the development and application of digital capabilities and interoperability. The total value of the Digital Europe program is estimated at 7.5 billion euros.

#### 2.1.2.2 HORIZON EUROPE

Horizon 2020 is the EU's largest integrated program for research and innovation, bringing together all programs previously funded by the Competitiveness and Innovation Framework Program (CIP), the Seventh Framework Program for Research and Innovation (FP7) and the European Institute

<sup>151</sup> <https://www.mei.gov.rs/srp/fondovi/fondovi-evropske-unije/programi-unije/>

<sup>152</sup> <https://digital-strategy.ec.europa.eu/en/activities/digital-programme>

<sup>153</sup> <https://www.srbija.gov.rs/vest/716373/potpisan-sporazum-o-ucescu-srbije-u-programu-digitalna-evropa.php>

for Innovation and Technology (EIT ). By bringing together innovation and research, the program seeks to make progress in three priority areas: Excellence in Science, Industry Leadership and Societal Challenges. The program is intended to build a society and economy in the EU based on knowledge and innovation. It is planned that - through the mobilization of additional funds for research, development and innovation, including the allocation of 3% of GDP for research and development throughout the EU by 2020 - the goals related to research and development will be achieved. The ultimate goal of this financial instrument is to create an innovative Union - by supporting the development of world science, removing barriers to innovation and making it easier for the public and private sectors to work together.

#### *2.1.2.3 SME COMPETITIVENESS PROGRAM – COSME*

The program for the competitiveness of small and medium-sized enterprises is a program for the promotion of the competitiveness of small and medium-sized enterprises. The goals of the program are: strengthening the competitiveness and sustainability of enterprises, especially small and medium-sized enterprises, encouraging entrepreneurial culture and promoting the establishment and growth of small and medium-sized enterprises. Measures also supported by this program include project writing trainings, activities that enable access to new markets, as well as the promotion of as many transnational partnerships as possible. The program also supports educational exchange between entrepreneurs (*Erasmus* for young entrepreneurs). As part of this program, 1.4 billion euros were allocated from the budget for companies, so that they could access loans more easily. This objective is implemented through direct financing or by providing loan guarantees.

#### *2.1.2.4 PROGRAM FOR EMPLOYMENT AND SOCIAL INNOVATIONS*

The program for employment and social innovation aims to reach a high level of quality and sustainable employment, while ensuring adequate social protection and social inclusion. Also, the program helps to prevent and reduce poverty, as well as to improve working conditions in the period from 2014 to 2020.

#### *2.1.2.5 ERASMUS*

Erasmus is a European Union program that provides funding for cooperation projects in three areas: education, youth and sports. In the broadest sense, the Erasmus program in the field of education has the following priorities: to promote and support the development of all levels of education, to strengthen the links between formal, non-formal and informal learning, to strengthen the connection between education and the world of work, to create additional values for the European area of education, to connect member countries in defining educational policies. The focus of the Erasmus program is to strengthen the potential of young people for active participation in civil society, the development of leadership skills, solidarity and understanding between cultures. From 2014 until now, educational institutions and youth organizations from Serbia have been coordinators or partners in projects with a total value of over 83 million euros. So far, according to available data, 7,644 individuals from educational institutions, organizations and institutions dealing with youth and non-governmental

organizations have been on exchanges in Erasmus member countries. It is responsible for the implementation and promotion of the Erasmus program in the RS Tempus Foundation.

#### *2.1.2.6 CREATIVE EUROPE*

Creative Europe is an EU program to support the culture and media sectors. The program consists of two sub-programs: Culture - for the promotion of the cultural sector and the Media program - for the support of the audiovisual sector.

Through the Culture sub-programme, the cooperation of cultural and creative organizations between different countries is promoted, initiatives are supported to translate and promote literary works throughout the European Union, as well as to develop networks that enable the competitiveness and international activity of the cultural and creative sector. Platforms for the promotion of new artists and the encouragement of European programs for cultural and artistic works are also being established. The sub-program Culture includes four competitions: European cooperation projects, European platforms, European networks and Literary translation projects.

The Media Program finances activities that include: the development of the European audiovisual sector, respecting and presenting the European cultural identity and heritage, the promotion of European audiovisual works within and outside the borders of the EU, strengthening the competitiveness of the audiovisual sector, facilitating access to financing and the promotion of the use of digital technologies. This fund will finance the European Capital of Culture and the European Heritage Label, as well as European awards for literature, architecture, heritage protection, film art and pop and rock music.

#### *2.1.2.7 EUROPE FOR CITIZENS*

The Europe for Citizens program aims to promote European identity and European citizenship. It is intended for citizens' associations, civil society organizations and local self-government units. The general objectives of the program are the financing of projects aimed at a better understanding of the EU, its history and diversity, as well as the promotion of European citizenship and the improvement of civic and democratic participation at the EU level. The Europe for Citizens program is divided into two areas: European memory and democratic engagement, and civic participation. The goal of the first area is awareness of historical continuity, common European values and goals. The purpose of the second area is to support the democratic participation of citizens in life and development in Europe.

#### *2.1.2.8 EUROPEAN HEALTH PROGRAM III*

The program is the main instrument used by the EC to implement the EU health strategy. The main goals of the program are to improve the health system and reduce inequality in providing/receiving health care. The program provides support in four areas: 1) Health promotion, healthy lifestyle and disease prevention; 2) Protect EU citizens from serious cross-border threats to health; 3) Contribution to the creation of innovative, efficient and sustainable healthcare systems and 4) Easier access to better and safer healthcare for EU citizens.

#### *2.1.2.9 FISCALIS 2020*

Fiskalis 2020 is a program that deals with the exchange of information and experiences between the tax authorities of European countries. The goal of the program is to, in partnership with other European countries, develop a trans-European information system and build a network between users of national authorities. The program supports the fight against tax evasion and avoidance, the planning of tax policy and the implementation of EU legislation in the field of taxation. This is achieved through the exchange of information, support for administrative cooperation and the increase of the administrative capacities of the participating countries, with the aim of reducing the administrative burden of tax authorities and harmonizing costs for taxpayers.

#### *2.1.2.10 CUSTOMS 2020.*

Customs 2020 is a program that supports the cooperation of customs authorities between EU member states and candidate countries. The goal is to improve their efficiency, by achieving better cohesion, in order to avoid damaging the Customs Union. The program supports the following measures: joint actions, seminars and workshops, project groups, teams of experts, building administrative capacities in customs administrations, studies, information campaigns, development of IT skills, training for developing the necessary professional skills and knowledge in the field of customs.

#### *2.1.2.11 CIVIL PROTECTION MECHANISM OF THE EUROPEAN UNION*

The aim of EU activities in the field of civil protection is to support efforts to prevent disasters and ensure the readiness of civil protection units to act in cases of disasters - at the national, regional and local levels. The EU Civil Protection Mechanism offers RS numerous opportunities for cooperation: application of tools for monitoring and early warning systems, participation in joint trainings and exercises, exchange of experts, participation in disaster prevention projects, direct communication with other civil protection authorities, exchange of information and best practices, etc.

In the new financial perspective from 2021 to 2027, most of the Union's programs are the successors of the previous programs, but changes, new programs, new rules for implementation, monitoring and reporting, as well as new criteria for participating in the programs have also been introduced.

#### *2.1.2.12 INSTRUMENT FOR CONNECTING EUROPE*

The Connecting Europe Facility (CEF) aims to support the achievement of EU policy objectives in the transport, energy and digital sectors, and in relation to trans-European networks, enabling or accelerating investments in projects of common interest, as well as supporting cross-border cooperation in the production of renewable energy. It aims to maximize synergies between the sectors covered by the CEF and other EU programmes.

### **2.1.2.13 RIGHTS, EQUALITY AND CITIZENSHIP**

The overall goal is to contribute to the creation of an area in which the rights of persons contained in the Treaty on the Functioning of the European Union and the Charter of Fundamental Rights of the European Union are promoted and protected. Specifically, this program should promote the rights deriving from European citizenship, the principles of non-discrimination and equality between women and men, the right to the protection of personal data, the rights of the child, the rights deriving from the consumer legislation of the Union and from the freedom of doing business in the internal market.

### **2.1.2.14 EUROPEAN INSTRUMENT FOR DEMOCRACY AND HUMAN RIGHTS**

The European Instrument for Democracy and Human Rights (EIDHR) aims to support the promotion of democracy and human rights in non-EU countries. The key objectives are: improving respect for human rights and fundamental freedoms, strengthening the role of civil society in promoting human rights and democratic reforms, supporting and strengthening the international and regional framework for the protection of human rights, justice, the rule of law and the promotion of democracy, building trust and increasing reliability and transparency of democratic elections process, especially through the monitoring of election processes, etc.

## **2.1.3 COHESION POLICY AND OTHER FUNDS**

Cohesion policy<sup>154</sup> (KP), also known as Regional Policy, represents the EU's main investment policy, which contributes to creating new jobs, improving the quality of life of citizens and increasing the overall economic development of both member states and the EU as a whole. It is also an expression of solidarity, given that support is directed to less developed regions and EU member states - with the aim of strengthening the economic, social and territorial cohesion of the Union. In December 2013, the legal framework for KP for the period 2014-2020 was established. year. For the mentioned period, the budget of the KP amounted to 351.8 billion euros, and it was distributed among 28 member states. RS will be able to use funds from the mentioned funds when it becomes a member of the EU. Negotiations for the accession of the RS to the EU in the area of KP, in terms of the fulfillment of requirements and principles, and preparations for its effective implementation, are conducted through Chapter 22 - Regional policy and coordination of structural instruments. The Government of the RS adopted the Action Plan, which is a benchmark for opening negotiations under Chapter 22<sup>155</sup>. The EU project "Development of the EU Cohesion Policy Management System in Serbia" is being implemented for the implementation of activities and support for making the necessary

<sup>154</sup> <https://www.mei.gov.rs/srp/fondovi/fondovi-evropske-unije/koheziona-politika/>

<sup>155</sup> The key decisions and/or activities within Chapter 22 for the next period are: 1) Preparation of the negotiating position that will also reflect the new legal framework for the KP EU (first unofficial draft prepared); 2) Preparation and adoption of a law that will create a legal basis for the establishment of a system for the management of KP EU funds and the preparation of program documents (a working group was formed, a draft of the structure of the law was prepared); 3) Identification of institutions that will be the main bearers of tasks and responsibilities in the context of the management of cohesion policy funds in Serbia - management and intermediary bodies for the first goal of the KP "Investments for jobs and growth" (an option document for establishing an institutional framework for management has been prepared KP funds for the purpose of "Investments for jobs and growth"); 4) Making a decision on the number and structure of programs that Serbia will prepare for the European Fund for Regional Development, the European Social Fund+ and the Cohesion Fund; 5) Continuation of investment in capacities at the local and regional level, in cooperation with regional development agencies (in continuity).

decisions (see 2.1.8). In addition, the “EU Program for Local Development - EU PRO Plus” is implemented, which promotes the concept of integral urban and territorial development and contributes to the development of LGU capacities for balanced socio-economic development and the improvement of territorial development management, economic growth and improved social infrastructure and social cohesion (see 2.1.1.9). The use of KP funds depends on the ability of users from the public and private sectors - such as local governments, companies, the civil sector, etc. to use these funds. MEI actively cooperates with other institutions at the national and local level, in order to enable these subjects to use the mentioned funds<sup>156</sup>.

#### 2.1.3.1 NEW COHESION POLICY 2021-2027 (ERDF, ESF, CF)

New cohesion policy of the EU<sup>157</sup> contributes to the strengthening of economic, social and territorial cohesion in the EU. It aims to correct imbalances between countries and regions. It fulfills the political priorities of the Union, especially the green and digital transition. In relation to the previous program period, novelties were introduced. The new EU Cohesion Policy for the period 2021-2027 strengthens the urban dimension (EC, New Cohesion Policy, 2021-27). The adopted five policy objectives focus on the following topics:

- 1) competitive and smart Europe (with a focus on innovation, digitalization, economic transformation and support for small and medium-sized enterprises);
- 2) green Europe (with the implementation of the Paris Agreement and investment in the energy, low-carbon transition towards an economy with net zero carbon emissions, renewable energy sources and the fight against climate change);
- 3) connected Europe (equipment with strategic transport and digital networks);
- 4) inclusive Europe (achieving social rights and supporting quality employment, education, skills acquisition, social inclusion and equal access to health and social care), and
- 5) Europe closer to the citizens (with support for the development of local strategies and sustainable urban development).

The new goal of “Europe closer to citizens” was introduced into the main political framework as an increased commitment to integral territorial development and includes the encouragement of sustainable urban development. Local actors are given opportunities to take the lead in recognizing and solving various challenges, but above all, to use their endogenous (locally specific) development potentials.

Through these goals, significant investments in urban areas are mobilized. At least 8% of the funds of the European Regional Development Fund (ERDF) in each member state will be

<sup>156</sup> In this sense, special priority is given to cooperation with the Development Agency of Serbia (Sector for Regional Development) and the network of accredited regional development agencies, which represent a link between the central and local levels and a means for the active participation of local governments in the processes of planning and identification of development priorities on the one hand sides and preparation of projects that should be supported from the funds of the mentioned funds in in order to realize the defined priorities. This is particularly evidenced by cooperation in the field of cross-border cooperation, which confirms the importance of continuous support to local self-governments. For this reason, MEI concluded the Agreement on cooperation in the field of European integration with the Development Agency of Serbia and Agreements on cooperation with regional development agencies, trying to ensure their active participation in the processes that should ensure the efficient absorption and use of EU development funds at the local level. In this way, in accordance with the best European practice, as well as the expressed mood of regional development agencies, long-term cooperation with the aim of sustainable local development is ensured.

<sup>157</sup> [https://ec.europa.eu/regional\\_policy/2021-2027\\_en](https://ec.europa.eu/regional_policy/2021-2027_en)



invested in priority projects that the cities themselves define based on the local strategy of sustainable urban development.

#### Asset priorities

- The European Regional Development Fund will support the investments of all 5 policy objectives, but 1 and 2 are the main priorities;
- The main priority of the European Social Fund+ is 4;
- The Cohesion Fund supports policy objectives 2 and 3;
- The Just Transition Fund provides support within dedicated specific objectives;
- Interreg programs have 2 additional policy objectives at their disposal (Article 14 of the Interreg Regulation): “Better cooperation in development management” and “A safer and more secure Europe”.

The basic instruments through which support is implemented and directed to specific programs and operations are:

#### EUROPEAN REGIONAL DEVELOPMENT FUND (ERDF)

It provides support to EU member states and their regions with the aim of eliminating major regional inequalities and achieving self-sustaining growth. First of all, it is aimed at strengthening the competitiveness of the economy - through investments in research, development and innovation, investments in production and infrastructure, urban and local development, improving the competitiveness of small and medium-sized enterprises and supporting the transition to an economy based on low carbon dioxide emissions in all sectors.

#### EUROPEAN SOCIAL FUND (ESF)

It provides support to EU member states and their regions in achieving employment policy goals. It is aimed at investing in human resources through supporting the employment of as many people as possible, encouraging equal access and equal opportunities for everyone, encouraging entrepreneurship and activation on the labor market, integrating immigrants, ensuring gender equality, fighting poverty, strengthening social inclusion, improvement of education and lifelong learning. Through the Youth Employment Initiative from the ESF, activities aimed at people under the age of 25, who are not employed, are supported in education or training.

#### COHESION FUND (CF)

It provides support to the least developed EU member states whose GNI per capita does not exceed 90% of the EU-27 average. Large projects in the field of transport infrastructure and environmental protection are financed from this fund. In the program period 2014-2020, it provides support to the following member states: Bulgaria, Croatia, Cyprus, Czech Republic, Estonia, Greece, Hungary, Latvia, Lithuania, Malta, Poland, Portugal, Romania, Slovakia and Slovenia.

### 2.1.3.2 *HELP*

In 2014, the EC established the EU Regional Trust Fund in response to the crisis in Syria - the Madad Fund<sup>158</sup> (EU Regional Trust Fund in response to the Syrian Crisis, the “Madad Fund”). The original goal of this fund was to support refugees from Syria and their countries of residence (Egypt, Iraq, Jordan, Lebanon, Turkey). The fund was later expanded to include refugees and migrants from other vulnerable countries, as well as support for non-EU countries affected by the migrant crisis, which gave RS the opportunity to apply for funds. For the RS, in 2016 and 2017, from the funds of the Madad fund, support was approved for the financing of current operational costs, nutrition, provision of health services and access to education for migrant children and improvement of the conditions for the accommodation of refugees and migrants in reception centers - primarily in cooperation with by the Ministry of Labour, Employment, Veterans and social issues, the Commissariat for Refugees and Migration and the Ministry of the Interior, as well as the International Organization for Migration (IOM).

### 2.1.3.3 *EU SOLIDARITY FUND - FSEU*

The EU established the Solidarity Fund<sup>159</sup> (FSEU), with the aim of providing support to member states and countries that are in the process of negotiations for EU membership to more easily overcome the consequences of large-scale natural disasters. This expresses European solidarity with regions and countries within Europe that are affected by natural disasters. By covering parts of public expenditures, the FSEU contributes to the efforts of countries to implement activities for the reconstruction of the country and the rehabilitation of damage caused by natural disasters.

The Republic of Serbia, as a country in the process of negotiations for EU membership, submitted an application for funds from the EU Solidarity Fund on July 30, 2014, in order to repair the damage and restore the areas affected by the floods of May 2014.<sup>160</sup> Since the EU has adopted amendments to the regulation establishing the EU Solidarity Fund and its purpose is extended to cases of general threat to public health, the RS submitted an application for support from the EU Solidarity Fund in 2020. After a detailed assessment of applications for support from the EU Solidarity Fund, on March 11, 2021, the EC proposed to the European Parliament and the Council the mobilization of EUR 530 million in non-reimbursable support for 17 member states and 3 candidate states for membership in order to support measures to combat the coronavirus, of which Serbia should have received almost 11.9 million euros of non-refundable support from this Fund. Based on the decision of the EC and the accompanying communication, the Ministry of Finance, with the support of the MEI, initiated the process of determining which costs will be submitted for the allocated funds, given that it was designated as the coordinating body for this phase of the process during the preparation of the application<sup>161</sup>.

158 <https://www.mei.gov.rs/srp/fondovi/fondovi-evropske-unije/ostali-fondovi/>

159 <https://www.mei.gov.rs/srp/fondovi/fondovi-evropske-unije/ostali-fondovi/>

160 On December 17, 2014, the European Parliament and the Council approved the proposal of the decision of the European Commission, which allocated funds to Serbia for rehabilitation and reconstruction of the areas affected by the May floods in the amount of 60.2 million euros (60,224,605 euros).

161 [http://www.obnova.gov.rs/uploads/useruploads/Documents/Solidarnost\\_na\\_delu\\_preview.pdf](http://www.obnova.gov.rs/uploads/useruploads/Documents/Solidarnost_na_delu_preview.pdf)

#### 2.1.3.4 REGIONAL HOUSING PROGRAM

Regional housing program<sup>162</sup> is a joint initiative of four countries - Serbia, Bosnia and Herzegovina, Croatia and Montenegro - which aims to provide permanent housing solutions for the 27,000 most vulnerable refugee families (74,000 individuals) in the region. Of these, 16,780 families (about 45,000 individuals) are in Serbia. The program is implemented as part of the "Sarajevo Process", based on the "Belgrade Declaration", which was signed in 2011 by the ministers of foreign affairs of the four beneficiary countries of the program. These countries were the most affected by the war conflicts of the 1990s and therefore have a significant refugee population. In the RS, the Program is implemented on the basis of the Framework Agreement, concluded on October 25, 2013, between the RS and the Development Bank of the Council of Europe. The agreement regulates the basic settings of the program, the implementation mechanism, the obligations of the participants in the program and the amount of funds that will be engaged. The Program is managed by the Development Bank of the Council of Europe, which administers a multi-donor fund formed for the purpose of implementing the Program. The largest donor of this fund is the EU, which provides the largest part of the funds through the multi-user and national IPA. The total announced contribution to the EU fund is 235 million euros. Other donors are USA, Switzerland, Germany, Denmark, Italy, Norway, Turkey, Cyprus, Hungary, etc. The entire program is under the jurisdiction of the Commissariat for Refugees and Migration of the RS. Through the Program, a large number of different housing solutions are provided: the allocation of building material packages, the construction of prefabricated houses, the purchase of rural houses and the construction of residential buildings. In this way, it is ensured that refugee families solve their housing issue in the way that suits them best in their current place of residence, bearing in mind that the Program is implemented in over 120 municipalities in the Republic of Serbia. The donation agreement for the first subproject in the amount of 2,212,500 euros was signed in 2014. The following 8 donation contracts and associated amendments in the total value of EUR 169,930,645 (of which EUR 137,398,681 are donations from the Fund) were signed by the national IPA coordinator. These agreements collectively foresee the provision of a total of over 7,700 housing solutions<sup>163</sup>.

#### 2.1.4 GREEN AGENDA FOR THE WESTERN BALKANS

After signing the Sofia Declaration, the heads of state and government from the Western Balkans reached an agreement with the EU on the implementation of the Action Plan for the Green Agenda<sup>164</sup>, which paves the way for them to realize the economic and investment plan for the region worth 30 billion euros. They committed to put sustainable development, resource conservation, nature protection and climate action at the center of all economic activities and to align with EU goals. The Council for Regional Cooperation (RCC) was in charge of coordinating the drafting of the document, and it was adopted in Slovenia at the EU Summit - Western Balkans. In the Action Plan for the Green Agenda for the Western Balkans for the period up to 2030, the most important segments are the collection of greenhouse gas

<sup>162</sup> <https://www.mei.gov.rs/srp/fondovi/fondovi-evropske-unije/ostali-fondovi/>

<sup>163</sup> [www.regionalhousingprogramme.com](http://www.regionalhousingprogramme.com); [www.kirs.gov.rs](http://www.kirs.gov.rs)

<sup>164</sup> <https://balkangreenenergynews.com/rs/usvojeni-akcioni-plan-za-zelenu-agendu-za-zapadni-balkan-donosi-devet-milijardi-evra-grantova-rok-za-uskladjivanje-s-eu-ets-om-2024-godine/>

emissions, plans for the gradual cessation of coal use, regional integration, pollution control and environmental protection.

The investment package consists of nine billion euros in grants and 20 billion euros of investments, which will be implemented through the new Western Balkans Guarantee Facility. The countries of the region should implement economic and social reforms as well as strengthen the rule of law, the EU leaders stated and also pointed to the benefits for competitiveness and digital transition.

The EU announced that together with the 600 million euros that the European Commission will propose as part of the Instrument for Pre-Accession Assistance (IPA), it will make available 1.1 billion euros by the end of the year for the implementation of the Economic and Investment Plan. The Western Balkans has the task of declaring energy and climate aspirations that will match the EU's goal of reducing greenhouse gas emissions by 55 percent by the end of the decade, as well as other related goals, for which a massive transformation is necessary. The countries of the region will have to overcome the challenges that come with the gradual cessation of the use of coal, such as unemployment, disruptions in the economy and labor migration, the declaration from the summit states. Decarbonization will be achieved "through the use of fuels from renewable sources or fuels with reduced carbon emissions," the document states. Leaders of the 27-nation bloc have pledged to provide technical and financial assistance to develop a carbon charging system in the context of the Carbon Cross-Border Adjustment Mechanism (CBAM), which is essentially a carbon tax on imported goods and electricity.

The action plan for the Green Agenda has five pillars:

- 1) Decarbonization
- 2) Circular economy
- 3) Cleaning from pollution
- 4) Sustainable agriculture and
- 5) Protection of nature and biodiversity.

In the decarbonization part, the indicative deadline for harmonization with the European Climate Law and the adoption of the vision of achieving climate neutrality is 2025, and 2024 is set for harmonization with the EU Emissions Trading System (EU ETS) and the introduction of other carbon charging instruments. The countries of the Western Balkans have agreed to include among the priorities, which they will finance, energy efficiency measures, the abolition of coal subsidies and programs to combat energy poverty.

The segment of the circular economy implies that by 2023 at the latest, strategies will be developed that will encompass the entire product life cycle. Governments have pledged to raise awareness of waste prevention and separation and sustainable consumption.

On the pollution cleanup front, measures include the ratification of the Convention on Long-range Transboundary Air Pollution and its protocols by 2025. The implementation of air quality strategies and the construction of the necessary infrastructure for the processing of waste water by 2030 at the latest are also planned.

As for sustainable agriculture, the indicative time frame sets 2026 as the horizon for adopting standards on food safety, plant and animal health and welfare, and waste management, as

well as supporting organic and pollution-free food cultivation and reducing the amount of synthetic chemicals products in food production. Among the measures in agriculture will have to be the use of renewable energy sources and the reduction of emissions.

The countries of the region have taken responsibility for the preparation of plans for the restoration of the forested landscape until 2024, including a financial component.

## **2.2 INTERNATIONAL FINANCIAL INSTRUMENTS-BANKS**

### **2.2.1 DEVELOPMENT BANK OF THE COUNCIL OF EUROPE CEB<sup>165</sup>**

Council of Europe Development Bank<sup>166</sup> (BSE) is a multilateral development bank with a social orientation. It was founded in 1956 in order to solve the problems of refugees, and later expanded the range of activities to the entire field of social development. RS joined this international bank in 2004. BSE provides concessional (favorable) loans and consulting services for socially oriented investment projects in the areas of:

- Sustainable and inclusive growth;
- Integration of refugees, displaced persons and migrants i
- Environmental protection.

Cooperation between RS and BSE is achieved primarily through projects financed through favorable loans such as: improvement of educational and scientific infrastructure and provision of accommodation for young researchers, reconstruction of housing infrastructure (landslides), construction of housing units for families affected by the earthquake in Kraljevo, construction and equipment new ones prison capacities in Pančevo and Kragujevac, etc. In addition to its own funds intended for lending, BSE also has funds entrusted to it for management by other donors. In this sense, as part of the response to the migrant crisis, the RS made available the “Fund for Migrants and Refugees”, through which the most urgent needs of migrant centers in Šid, Kanjiža and Preševo and other places are financed. In addition, the bank participates in the Investment Framework for the Western Balkans (see 2.1.1.5) and in this sense is responsible for part of the grants granted to the RS from this instrument, and is also in charge of managing the Regional Housing Care Program intended to solve the housing problem of refugees ( see 2.1.3.4), whose biggest user is the RS.

### **2.2.2 EUROPEAN INVESTMENT BANK EIB**

European Investment Bank<sup>167</sup> (EIB) is an EU financial institution that plays a significant role in financing long-term investment projects. Outside the borders of the EU, the bank supports projects that contribute to economic development in countries that have signed a Stabilization and Association Agreement or a cooperation agreement with the EU or one of its members. The EIB provides support primarily through loans, but also through technical assistance, guarantee schemes and microfinancing. Loans are granted to the state as well as the private

<sup>165</sup> <https://www.mei.gov.rs/srp/fondovi/bilateralni-i-multilateralni-partneri/po-medjunarodnim-organizacijama/>

<sup>166</sup> [www.coebank.org](http://www.coebank.org)

<sup>167</sup> <http://www.eib.org/>

sector. Beneficiaries of loans in a broader sense can be municipalities and cities, ministries, state-owned companies, but also private companies and large corporations.

In accordance with the mandate defined by the European Parliament and the Council of the EU, the EIB finances investments in the RS through loans (whereby the EIB can cover up to 50% of project costs), concluded directly with the project holder (individual loans) or indirectly, mainly through other banks (intermediate loans). In practice, individual loans are approved for strategically relevant projects and programs worth more than 25 million euros, while intermediate loans are credit lines to banks and financial institutions intended to help finance small and medium-sized enterprises and local projects with justified investment programs or projects worth up to 25 million euros. Loans are approved to support projects that are economically justified in the areas of transport, energy, environmental protection, industry and services, health and education, research and development, information and communication technology.

Currently, current projects in the Republic of Serbia financed by the EIB are:

- Construction of the Niš - Pristina highway. So far, the Republic of Serbia, with the support of the EIB, has received about 5 million through the Investment Framework for the Western Balkans. euros of grants.
- Modernization of the railway line Nis - Dimitrovgrad. Thanks to the support of the EIB, 44 mil. EUR of grants from WBIF, while in December 2017 another 28 million was approved. euros for the second phase of this project.

### **2.2.3 EUROPEAN BANK FOR RECONSTRUCTION AND DEVELOPMENT EBRD**

European Bank for Reconstruction and Development<sup>168</sup> (EBRD) is has been active in RS since 2001. In the past period, the bank implemented more than 200 projects with a total value of around 4.24 billion euros, of which 62% were implemented in cooperation with the public sector, while 38% were implemented in cooperation with the private sector. The activities currently carried out by the EBRD are in accordance with the Strategy for Serbia approved by the Board of Directors in April 2014, and are focused on three key areas:

- The competitiveness of the private sector through the provision of financial and technical assistance primarily to the sector of small and medium enterprises. In this area, support to the private sector takes place directly through the provision of financial support, most often in the form of investment lending or securing working capital, or indirectly through financial intermediaries (such as banks). Technical assistance is reflected in the provision of consulting services or advice from experienced advisors, or the development of local advisory capacities.
- Stabilization of the financial sector through support to banking and non-banking institutions. In this area, the EBRD is focused on providing long-term financing for the banking sector and developing special products that would enable the marketing of special financial products, such as loans for energy efficiency and investment in renewable energy sources.

<sup>168</sup> <http://www.ebrd.com/home>



- Development of sustainable public enterprises, including investment in energy, traffic and utility infrastructure. The bank also provides support for the preparation and implementation of major infrastructure activities in the energy, environment and transport sectors, through lending or a combination of loans and grants - independently or in cooperation with other partners such as the EU.

#### 2.2.4 WORLD BANK WB

The activities of the World Bank, as a development partner in the Republic of Serbia, are defined by the document Framework for partnership for 2016-2020, with the main goal of supporting the process of accession of the Republic of Serbia to the EU, by creating a competitive and inclusive economy. The priority areas of development in this document are:

- fiscal and macroeconomic stability,
- strengthening management capabilities and institutional capacities,
- reform of public enterprises,
- improvement of business conditions,
- infrastructure development i
- labor market reform.

This cooperation is currently taking place through the implementation of projects worth more than 1.8 billion dollars, in the following areas: transportation, improving the business environment, competitiveness and employment, health, flood prevention and reconstruction, risk management, financial sector reform, public sector improvement, improvement of public enterprises i preschool education.

Recently approved projects<sup>169</sup> у периоду 2021-2023 cy: Catalyzing Long Term Finance through Capital Markets, Improving public financial management for the green transition, First Serbia Green Transition Programmatic Development Policy Loan, Scaling-Up Residential Clean Energy (SURCE) Project, Serbia Local Infrastructure and Institutional Development Project, Public Sector Efficiency and Green Recovery DPL.

Program Green, living and resilient cities in Serbia<sup>170</sup>

In June 2021, the World Bank launched the Green, Living and Resilient Cities Program in Serbia, together with the Ministry of Construction, Transport and Infrastructure, to strengthen sustainable and resilient urban development<sup>171</sup>. This activity is part of the World Bank's Global Umbrella Program for Sustainable and Regional Development (SURGE) and is supported by the Swiss Confederation through the State Secretariat for Economic Affairs (SECO). The four-year

169 [https://projects.worldbank.org/en/projects-operations/projects-summary?lang=en&countrycode\\_exact=YF](https://projects.worldbank.org/en/projects-operations/projects-summary?lang=en&countrycode_exact=YF)

170 <https://www.worldbank.org/en/country/serbia/brief/green-livable-resilient-cities-in-serbia-program>

171 Serbian cities are of vital importance for national economic growth. However, in order to become drivers of regional development and poverty reduction, they need to be better managed in order to increase their ability to live and the quality of life of their citizens. Improved strategic urban development and management can help cities in Serbia to fully utilize their potential and play a key role in supporting the country's green transition. The Government of Serbia recognizes the importance of cities for the national economy. In 2019, the Sustainable Urban Development Strategy (SOUR) was adopted, followed by an action plan in March 2021, establishing a comprehensive and integral program for the next phase of urban development in Serbia. This program provides Serbia with a unique opportunity to advance towards the green transition at the sub-national/ municipal level, foreseen by the EU Green Deal. It also fits with the World Bank's strategic direction for post-COVID-19 recovery in line with the World Bank's Green, Resilient Inclusive Development (GRID).

technical assistance began in 2022 and will support selected cities in Serbia in the planning and implementation of sustainable, low-carbon and resilient urban development programs, while providing national level policy recommendations and proposed actions to facilitate the implementation of the RS Sustainable Urban Development Strategy. A detailed analysis will also help to identify challenges in the municipal solid waste management sector. The program aims to respond to existing gaps at the national level and to support selected cities to improve their capacities:

- To better plan, prepare and implement high-impact city-level investments that promote sustainable, low-carbon urban development and urban resilience, and
- Deepening the knowledge base and policy dialogue towards more inclusive, sustainable, resilient and green urban development, including lagging regions.

### 2.2.5 GERMAN DEVELOPMENT BANK (KfW)

KfW is Germany's leading development bank<sup>172</sup>. During the 1960s, the bank expanded its activities to the international level by implementing German financial cooperation with developing countries on behalf of the German government. At the end of 2021, the balance amount was about 550 billion euros, and the annual approved funds worldwide exceed 130 billion euros, of which about 12 billion euros are in development cooperation. The main goals are to improve the economic and social living conditions of people, reduce poverty and protect the climate and the environment. The German federal government, as an institution of public law, owns 80% of the bank's capital, while the remaining 20% is owned by the German federal states. KfW supports RS in achieving goals and fulfilling obligations related to the EU accession process with a special focus on climate and energy, as well as sustainable development of urban infrastructure. An overview of the projects implemented in Serbia is available at the following link <https://nemackasaradnja.rs/mapa-projekata/>

#### Regional Challenge Fund (RCF)

Regional Fund for Challenges<sup>173</sup> (RCF) is a financial mechanism established with the aim of increasing employability, especially of young people. The fund strengthens the competitiveness of companies in the economies of the Western Balkans (Albania, Bosnia and Herzegovina, Kosovo, Montenegro, North Macedonia and Serbia) through the financing of investments in equipment and infrastructure for selected cooperative or dual education projects that are carried out in partnership with professional educational institutions and companies. Funds are awarded after bidding (challenge) at the regional level.

The German Federal Ministry for Economic Cooperation and Development (BMZ) allocated 64.43 million euros for the RCF, and the Government of Switzerland, represented by the Swiss Agency for Development and Cooperation (SDC), co-financed an additional 9.7 million Swiss francs. The funds were entrusted to the German Development Bank (KfW), and the project is implemented by the Chamber Investment Forum of the Western Balkans (WB6-CIF), a joint initiative of chambers of commerce from the region.

<sup>172</sup> <https://nemackasaradnja.rs/kfw/>

<sup>173</sup> <https://rcf-wb6.org/sta-mi-radimo/?lang=me>

RCF supports projects jointly implemented by vocational training institutions and partner companies, which engage or plan to engage in cooperative education and training activities. Projects can receive support for the development of new programs or the expansion and improvement of existing programs. Grants are awarded to consortia that have successfully passed the two-phase selection process.

RCF provides financial and follow-up support to selected consortia for:

- Infrastructural works and equipment for facilities within institutions for vocational training and training
- Training of teachers from vocational training institutions, trainers in companies and coordinators for cooperative education and training (in vocational training institutions and in companies), required for the implementation of the funded training program
- Advisory support during project planning and implementation

More than 1,500 training places will be offered through the supported projects. Up to 19,776,650 euros will be invested in projects implemented by institutes and companies for professional training. Each project will be supported by grants from EUR 150,000 to EUR 600,000.

## **2.3 BILATERAL AND MULTILATERAL COOPERATION, DONOR PROGRAMS**

### **2.3.1 UNITED NATIONS TEAM IN SERBIA**

The United Nations (UN) has been present in the Republic of Serbia (former Yugoslavia) since the beginning of the crisis in the region, in the early 1990s. The United Nations team in Serbia<sup>174</sup> has been cooperating with the Government of the RS since the beginning of the 2000s. The UN team in Serbia currently includes 20 agencies, funds and programs, both resident and non-resident, who work together to improve national development priorities in accordance with the 2030 Agenda and 17 Sustainable Development Goals. The team is coordinated by the permanent coordinator of the UN, and works according to the principles of the Framework for cooperation of UN nations for sustainable development with the RS 2021-2025, signed between the Government of the RS and the UN Team in Serbia. The framework represents a path towards three strategic priorities:

- 1) Serbia uses the full potential of a green, sustainable and inclusive economy - Increasing opportunities for all and risk management;
- 2) Well-being, social justice and human potential are at the heart of systems, policies and practices - Everyone has equal opportunities, throughout life, to realize their full potential;
- 3) Building trust and mutual responsibility through the rule of law and respect for human rights and obligations - Encouraging transparency, fairness and effectiveness

Milestones:

- Serbia adopts and implements strategies to combat climate change and protect the environment, which increase the community's resilience, reduce the carbon footprint and enhance the positive effects of investments at the national level;

<sup>174</sup> <https://serbia.un.org/sr/about/about-the-un>

- Natural and cultural resources are managed in a sustainable manner;
- Fair economic and employment opportunities are fostered through innovation;
- Universal and inclusive access to quality, social and protection services has been improved;
- Skills, education and opportunities are improved to ensure fair outcomes for all;
- Mobility and demographic transition become vectors of positive change and prosperity for all people;
- All people, especially the more vulnerable, benefit from the realization of human rights, gender equality and improved rule of law in accordance with assumed international obligations;
- All people benefit from effective governance and meaningful civic engagement.

The Sustainable Development Goals are a global call to action to prevent poverty, protect the environment and climate, and ensure that all people live in peace and prosperity. The UN in Serbia is working on the implementation of 17 sustainable development goals.

In the period from 2011 to 2015, the UN team in Serbia provided assistance worth more than 230 million dollars. In June 2017, a new Development Partnership Framework (RDF) was signed between the Government of the RS and the UN Team in Serbia for the period 2016-2020. The new strategy is fully aligned with the Government's national priorities, the EU Accession Agenda and the Sustainable Development Goals Agenda. The value of the new UNDAF-and for the period 2016-2020. for Serbia, it is estimated at 170 million dollars, not including the funds set aside for emergency situations such as the refugee/migrant crisis.

### 2.3.2 DEVELOPMENT COOPERATION BETWEEN GERMANY AND SERBIA

Development cooperation between Germany and Serbia<sup>175</sup> started immediately after the democratic changes in 2000. Since then, GIZ has been present in Serbia with one central office in Belgrade and a larger number of project offices. By order of the Federal Ministry for Economic Cooperation and Development (BMZ), GIZ provides support to Serbia in the process of approaching the European Union, strengthening the efficiency of the economy and strengthening democratic structures. GIZ implements programs and projects<sup>176</sup> from the following areas:

- sustainable improvement of the economy and employment;
- good governance;
- environment.

<sup>175</sup> <https://nemackasaradnja.rs/giz/>

<sup>176</sup> The following projects are being implemented in Serbia: Rural development through integrated forest and water resources management in Southeast Europe; Waste management, circular economy and green job opportunities; Energy efficiency in public buildings; Development of a sustainable bioenergy market; Social rights for vulnerable groups; Public administration reform; Social services for disadvantaged population groups; Promoting EU Integration in the Western Balkans; Open regional funds for South-East Europe – legal reform; Open regional funds for South-East Europe – modernisation of municipal services; Public finance reform; Open Regional Fund for South-East Europe – Biodiversity; Open regional funds for South-East Europe – Energy Efficiency; Economic Diversification of Rural Areas; Zoran Djindjic Internship Programme of German Business for the Countries of the Western Balkans; Programme „Migration for Development“; Private sector development in disadvantaged regions; Sustainable recruitment of nurses; Open Regional Fund for South-East Europe – Foreign Trade; Western Balkans School Exchange Scheme; Dialogue on Employment Creation, Initiative and Dual Education; Supporting young people in rural regions of Serbia; Strengthening Rule of Law in Serbia (giz.de)

Serbia also benefits from GIZ's regional projects. The Open Regional Fund for Southeast Europe, which brings together several countries, supports measures implemented in the areas of legal reform, counseling in the field of foreign trade, modernization of communal services, as well as energy efficiency, biodiversity and integration into the European Union.

### 2.3.3 FRENCH DEVELOPMENT AGENCY AFD

French Development Agency<sup>177</sup> opened a regional office in Serbia in 2019, which is responsible for the entire Western Balkans, as well as a representative office in Albania. The group finances, supports and accelerates the transition to a more harmonious and resilient world for the common good - climate, biodiversity, peace, gender equality, education and health, thereby contributing to the achievement of the UN Sustainable Development Goals. Activities are aligned with the 2015 Paris Climate Agreement. This means that each project is evaluated according to its compliance with the implementation of the strategy of low-carbon development and long-term resilience. This principle is based on a clear fact: sustainable development and the fight against poverty cannot be separated from the fight against global warming and the protection of the environment or biodiversity.

With 5.2 billion euros approved for the year 2021 for the financing of climate projects, AFD is one of the main international financial institutions that support this type of projects, so that 55% of financial engagements have a direct impact on the fight against climate change and its mitigation consequences. In Serbia, AFD provided EUR 51 million for the reconstruction of railway infrastructure, capacity building and modernization of the sector, as well as EUR 50.5 million to support environmental reforms (implementation of Serbia's climate obligations in accordance with the Paris Agreement and the EU accession process). In cooperation with the International Bank for Reconstruction and Development (World Bank), the French Development Agency also contributes to the improvement of urban infrastructure in Serbia, through a valuable project (loan). 265.2 million euros (300 million US dollars).

Project "Development of local infrastructure and institutional strengthening of local self-governments of the Republic of Serbia"

Project holder<sup>178</sup> is the Government of the Republic of Serbia/Ministry of Construction, Transport and Infrastructure. The goal of the project is to improve the capacity of local governments to manage sustainable infrastructure, as well as to improve access to economic and social potential in a climate-conscious manner, in accordance with the obligations arising from the Sofia Declaration on the Green Agenda for the Western Balkans, adopted in 2020. as well as in accordance with the goals, measures and activities defined The strategy of sustainable urban development of the Republic of Serbia until 2030 and the Action Plan for its implementation. The project will primarily provide investments and technical support for the sustainable improvement of local roads and mobility, as well as the overall resilience of local governments to climate change. Each local self-government will be entitled to a certain amount of funds, according to a formula that takes into account the number of inhabitants,

<sup>177</sup> <https://rs.ambafrance.org/AFD-4148>

<sup>178</sup> <https://www.mgsi.gov.rs/cir/projekti/razvoj-lokalne-infrastrukture-i-institucionalnog-jachanja-lokalnih-samouprava-republike>

area, level of development, as well as vulnerability to climate change. The expected start of the project is June 2022, while the completion of the project is expected in November 2028.

- The project is structured through the implementation of activities divided into three basic components:
- Component 1: Climate Smart Mobility
- Component 2: Strengthening capacity to provide services in the field of infrastructure
- Component 3: Project management and awareness raising

Together with the European Bank for Reconstruction and Development, AFD supports the expansion of infrastructure for solid waste management, through a loan of 150 million euros. Investments in the Western Balkans amount to more than 630 million euros, to which should be added support for two regional projects. The first project is dedicated to improving the quality of life in cities thanks to the “Smart City” program. AFD also supports the RISE project, which provides support to young entrepreneurs from the Western Balkans, in cooperation with the Regional Office for Youth Cooperation (RYCO).

#### 2.3.4 DONATION PROGRAMS

##### Japan

The strategic framework of development cooperation with the RS is defined in the Japanese Development Cooperation Charter of February 2015. Priority areas of Japan’s bilateral development assistance to the RS<sup>179</sup> are:

- Environmental protection,
- Health and social protection and education i
- Entrepreneurship and support to small and medium enterprises.

Some of the examples of assistance that Japan provides to the RS are: non-project donations in the form of Japanese products, projects for the basic needs of the population (POPOS projects) which include one-time assistance such as the reconstruction of school buildings and kindergartens, the delivery of medical equipment and ambulances, garbage collection vehicles and containers, tanks, special vehicles for transporting people with special needs, etc., but also consulting assistance from Japanese experts since 2009 through the volunteer program of the Government of Japan. Japan also provides concessional loans (yen loans), so the project “Construction of a desulfurization system at the Nikola Tesla Thermal Power Plant” will be realized from the funds of one of the loans.

##### Kingdom of Denmark

Denmark provides its development assistance to beneficiaries in most cases bilaterally, but also multilaterally mainly through the UN, EU institutions and the World Bank. Development cooperation strategy of the Kingdom of Denmark with the Republic of Serbia<sup>180</sup> it is defined within a broader regional concept - the Danish Neighborhood Program for Eastern Europe. Since 2017, with the completion of two large programs financed by Danish bilateral grant aid in

<sup>179</sup> <https://www.jica.go.jp/balkan/english/office/index.html>

<sup>180</sup> <http://serbien.um.dk/en/danish-cooperation/danish-cooperation-with-serbia/>



the south of Serbia and the adoption of a new Danish development aid strategy, the Republic of Serbia has ceased to be the so-called Danish “partner state” and since then there has been no significant bilateral development aid from the Kingdom of Denmark to the Republic of Serbia, given that the focus of Danish development aid in Europe is directed towards Ukraine and Georgia.

#### Kingdom of Norway

The Kingdom of Norway is one of the largest bilateral donors to the RS, whose support from 2008 to today amounts to more than 100 million euros. Norway provides assistance to Serbia through the Bilateral Cooperation Program, the Embassy’s Fund for Small Projects, as well as direct grants to civil society organizations<sup>181</sup>. In January 2018, a Memorandum of Understanding (MoU) was signed between MEI RS and the Ministry of Foreign Affairs of the Kingdom of Norway, which refers to bilateral cooperation through projects and which defines the basic principles of cooperation between the two ministries with the aim of supporting Serbia’s integration into EU structures through projects that contribute to reform processes and the development of supported sectors in accordance with the requirements of the European integration process.

#### Kingdom of the Netherlands

Dutch development aid to the Republic of Serbia<sup>182</sup> has in the past years been focused on supporting the development of the agricultural sector, environmental protection, the private sector, employment, the rule of law, assistance to refugees and internally displaced persons, and the building of institutional capacities. During 2019 and 2020, no new projects were contracted, and within two programs - MATRA and the Human Rights Fund, which aim to help civil society organizations and the justice and internal affairs sectors, the Embassy of the Netherlands spent a total of 831,116 EUR. As part of the ORIO program, the project Collection and treatment of waste water in Leskovac is being implemented in the Republic of Serbia. The total budget of the ORIO program for the project in Leskovac is EUR 7.91 million.

#### Kingdom of Sweden

Sweden has adopted a new Strategy for supporting reforms in Serbia, the Western Balkans and Turkey 2021-2027<sup>183</sup>. Financial support according to the new strategy for 2021-2027 amounts to 560 million euros, of which 500 million are distributed to the Western Balkans and 60 million to Turkey. Sweden’s total grant so far amounts to around 283 million euros. Sweden will continue with the trend of supporting the financing of programs and projects in the RS in the amount of 12 million euros annually. The largest amount of non-reimbursed aid per sector in the period from 2000 to today was allocated by Sweden to the environmental protection sector in the total value of around 43 million euros. Among the ongoing projects, the following stand out:

- The PEID project (Priority Environmental Infrastructure for Development), through which support to the environmental protection sector continues - providing technical

<sup>181</sup> <https://www.norway.no/en/serbia>

<sup>182</sup> <https://www.netherlandsworldwide.nl/countries/serbia>

<sup>183</sup> <http://www.swedenabroad.com/sr-Latn-RS/Embassies/Belgrad/>

assistance to the Ministry of Environmental Protection, in order to prepare potential projects for financing in the coming period. The main goal is the creation of project-technical documentation for large infrastructure projects. The budget of the project is around 3 million euros.

- EISP 2 project (Environmental Infrastructure Support Project), which provides support to the Ministry of Environmental Protection in the implementation of smaller components of large infrastructure projects as well as in identifying potential projects in the field of environmental protection so that they are ready for the preparation of the necessary project-technical documentation. The project budget is around 2.9 million euros.
- The continuation of the project dealing with preparations for negotiations under Chapter 27 takes place through the ENVAP 3 project - Environment Accession Project (September 2016 - March 2021), where the budget is around 3 million euros.

### People's Republic of China

The legal basis for cooperation between the RS and the People's Republic of China is the Agreement on Economic and Technical Cooperation between the Government of the RS and the Government of the People's Republic of China, which is signed annually.<sup>184</sup> The priority areas of development cooperation are health, education, energy and security. In the past few years, several projects in the field of healthcare were implemented, which provided medical equipment for hospitals and health centers throughout the country. The People's Republic of China also provided significant support in terms of flood defense. The Government of the People's Republic of China also facilitated professional training by organizing seminars in various fields for representatives of institutions at the national and local level, chambers of commerce, small and medium-sized enterprises, universities, and hospitals.

### Republic of Austria

Through development aid projects, the Republic of Austria supports the RS policy aimed at the prospect of EU accession<sup>185</sup>. Projects were implemented in the areas of regional development, education, environmental protection, agriculture, health, entrepreneurship development, social protection, strengthening of management capacity at the local level, as well as support for civil society organizations. The Austrian Development Agency (ADA) as the implementing agency of the Republic of Austria applies European standards in the implementation of various EU programs/projects:

- Implementation of the EU program entitled "Socio-economic development of the Danube region in the Republic of Serbia", financed from EU funds - The project consists of several components, including the construction and renovation of infrastructure, such as the construction of a water supply system in the municipality of Veliko Gradište, as well as rehabilitation Golubac Fortress, for which the Republic Austria provided 1,800,000 euros in grants.

<sup>184</sup> <http://rs.chineseembassy.org/srp/>

<sup>185</sup> <http://www.entwicklung.at/en/>

- Regional project to support the implementation of the Green Agenda for the Western Balkans - The overall goal of the project is to improve the transition of the Western Balkans towards modern, resource-efficient and competitive economies. The specific goal is to support the implementation of the Green Agenda, which achieves the commitment to transforming the economy in a sustainable way and achieving climate neutrality by 2050. The total budget of the project is 11,000,000 euros. The regional project was started in 2022.

According to the volume of allocated funds, the Republic of Austria is the third largest bilateral donor participating in the financing of WBIF, with funds provided in the amount of 17.9 million euros cumulatively, in the period 2009-2020. year.

#### Republic of France

Based on the Agreement on Strategic Partnership and Cooperation, the French government provides support to the RS in public policies in the EU accession process. According to the agreement between the Governments of Serbia and France on the French Development Agency and PROPARGO signed in 2019, the AFD office in Belgrade functions as a regional office for the Western Balkans and has been fully operational since 2019. In accordance with the aforementioned Agreement, AFD Group provides financial support, such as grants and guarantees for long-term loans to the state, local governments, public and private companies and financial institutions, as well as subsidies, in accordance with the rules of foreign exchange operations of the RS. The areas of cooperation are:

- Development of the metro system in the city of Belgrade - At the end of November 2020, an agreement was signed between the governments of Serbia and France on cooperation in the field of priority infrastructure projects, investment value of 581 million euros, which foresees that 454 million will be invested in the construction of the first line of the Belgrade metro euros. It is envisaged that French companies will provide the metro compositions and carry out work on the “electromechanical part”, while Chinese companies will carry out construction work. The official start of works on the development of the metro system began in 2021, with the execution of preparatory works and works on filling the ground, construction of collectors at the location of the planned Depot (terminal) in Makiško polje.
- In the energy sector, an amount of up to 127,000,000 euros is foreseen. for the automation of the medium voltage electrical distribution network
- Within the Program, the so-called “green development loans” RS has at its disposal a credit arrangement of 300 million US dollars from the World Bank, KfW and AfD group. The estimated funds of the AfD group are in the amount of 90 million US dollars.
- In the field of environmental protection, the city of Belgrade chose the company BeoČistaEnergija d.o.o. (consisting of a consortium consisting of the French company “SUEZ” and the Japanese company “ITOCHU”) as a partner within the Public-Private Partnership, for the project of construction and financing of a waste-to-energy plant in Vinci. The Vinca project includes rehabilitation of the existing landfill, construction of a new storage center according to European standards and an incineration unit with the production of electricity and heat (incinerator).

- In the third quarter of 2021, the law was adopted on the confirmation of the Loan Agreement in the amount of 50,000,000 euros, between the AFD Group and the RS for the implementation of reforms aimed at the so-called “green recovery” through the Program Loan for Public Policies “Urban Environments Resilient to Climate Change”. An integral part of the Program is a grant in the amount of 500,000 euros for the needs of technical support to the Government of Serbia, which includes the development of a Road Map for climate activities at the national and local self-government levels (Smederevo and Užice). Support was provided for the drafting of by-laws of the Law on Climate Change and the assessment of capacity building.

### Republic of Greece

The Hellenic Plan for the Economic Reconstruction of the Balkans (HiPERB) is a program of Greek development assistance within the framework of which the Government of the Republic of Greece has designated grants for six Balkan countries - the Federal Republic of Yugoslavia, Romania, Bulgaria, Macedonia, Bosnia and Herzegovina and Albania<sup>186</sup>. The target sector of this aid program is infrastructure modernization, especially in the transport sector. Two extremely important projects for Serbia that are supported by the HiPERB plan are the construction of Corridor 10.

### Republic of India

The Indian Technical and Economic Cooperation Program (ITEC) is implemented by the Ministry of Foreign Affairs of the Government of India as a bilateral aid program of that country to friendly countries. This program mainly targets developing countries, including RS, which are offered free training courses in India for various technical and professional occupations, as well as the possibility of faster and easier adaptation to an increasingly globalized world.<sup>187</sup> In the period from 2013 to the end of 2019, approximately 80 civil servants of the RS attended ITEC courses (from 2008 to today there are about 167 experts, representatives of the government and private sector) in various fields and scientific disciplines, including information and communication technologies, expenditure management, entrepreneurship, the WTO area, banking and finance, renewable energy sources, issues related to climate change, legislation, improving the English language, etc.

### Republic of Korea

The Knowledge sharing program (KSP) is implemented in cooperation with the Korea Development Institute (KDI) and aims at institutional development and strengthening the capacities of employees in state administration bodies of partner countries. The program provides consultations focused on the needs of partner countries, which are carried out through a series of joint research works, trainings, consultations, which are held alternately in Korea and partner countries. This is how the following programs are implemented:

<sup>186</sup> <http://www.mfa.gr/serbia/sr/the-embassy/>

<sup>187</sup> [www.itecgoi.in](http://www.itecgoi.in)

- KOICA Fellowship programs - KOICA partner programs - The primary goal of this program is additional education for technical skills and knowledge, as well as capacity building for sustainable socio-economic development;
- Master's studies (KOICA Scholarship Program - Master's Degrees) - postgraduate (master's) studies;
- Serbian-Korean IT Access Center (SKIP Center) - opened in Belgrade in 2017, and a second SKIP center is planned in Niš, intended for free IT training for citizens, civil servants and start-up companies

### Republic of Poland

Polish development cooperation in Serbia<sup>188</sup> implemented through small development projects, which are implemented by the Embassy of the Republic of Poland with local partners. The main goal is to implement projects that will improve the living standards of the local population. Within the framework of the system of small grants, the initiatives of small development projects that bring positive effects on the daily life of local communities are carried out. Bilateral aid can be used by institutions from the public finance sector, research institutes, non-governmental organizations and persons from the private sector. Partners in projects are usually local non-governmental organizations, public institutions or local governments. The projects implemented in Serbia in the period 2007-2020 had a total value of 253,856 euros. At the third session of the "Belgrade Conference" held in Warsaw in 2019, three parallel panels took place: environmental protection, judicial system and communication in the field of European integration.

### Republic of Singapore

During the 1970s, Singapore began to share its experiences with partner countries around the world through various programs. These programs were brought under a unified framework when the Singapore Cooperation Program (SCP) was established in 1992. The cooperation program is a series of courses, programs, seminars, workshops, consultations, as well as study visits in a number of areas organized by the Government of Singapore and aims to share with partner countries Singapore's experience in acquiring important technical skills and knowledge that are of vital importance for the economic and social progress of a country. SCP training areas include education, environment (climate change, environmental protection...), transport and infrastructure, economy and economy, social issues (social entrepreneurship and innovation, social cohesion, empowerment of people with disabilities and special needs...), health, cyber security, sustainable development (renewable energy, sustainable cities, energy efficiency and emission reduction), state administration and digital government. Candidates for training programs can be civil servants - managers of narrower internal units in public administration institutions as well as civil servants in position, unless otherwise indicated.

<sup>188</sup> [www.belgrad.msz.gov.pl](http://www.belgrad.msz.gov.pl)

## Republic of Slovenia

Technical assistance activities<sup>189</sup> are focused on supporting the institutions of the Republic of Serbia in the process of European integration, including support in harmonizing regulations, harmonizing procedures in the work of our institutions with EU standards, improving the quality of services, improving organizational structures through the transfer of the experience of Slovenian institutions and organizations. The amount of funds allocated for development aid is determined annually by the Development Plan of the Republic of Slovenia. Currently, a project called “Help in preventing corruption” is being implemented, which aims to improve the conditions for ensuring transparency and accountability in the functioning of public sector institutions in the RS, as well as strengthening the capacity for effective implementation of legal competences of institutions in the fight against corruption. The project holder is the Anti-Corruption Agency, and the total value is 95,580 euros.

## Republic of Turkey

The legal framework for cooperation with the Republic of Turkey in the field of donor, development and humanitarian aid in emergency situations is represented by the Agreement between the governments of the two countries on technical and financial cooperation<sup>190</sup> from 2009. With its signing, the Turkish Agency for Cooperation and Coordination in the RS (TIKA) officially began its work, through which cooperation with the institutions of the RS is directed and achieved. Priority areas that are supported through the program of development cooperation with education, health, agriculture, culture, historical heritage and tourism. The total estimate of the realization of the development assistance funds of the Republic of Turkey amounts to over 37 million euros.

Important examples of support through donor funds are: the reconstruction and equipping of the General Hospital in Novi Pazar, the Center for the Protection of Children, Infants and Youth “Zvečanska”, the reconstruction of the High Court building in Novi Pazar, works on the restoration of Ram Fortress near Veliko Gradište, works on to the restoration of the “Sultanija” Mosque Valide” in Sjenica, construction and reconstruction of several elementary schools in Novi Pazar. During 2020 and 2021, most donor funds were directed through projects in the field of health, environmental protection, media, education, culture, sports, humanitarian aid, cultural and historical heritage, as well as support in the fight against the COVID-19 pandemic.

## Federal Republic of Germany

Bilateral development cooperation between the Federal Republic of Germany and the RS has been ongoing since 2000. The Republic of Serbia was granted over 1.8 billion euros in development aid from the funds of the German Ministry for Cooperation and Development (BMZ), the funds of the Ministry of the Environment, the Stability Pact and others in the form of grants and soft loans. Financial support projects are implemented by the German Development Bank (KfW), while technical assistance projects are implemented by the German Cooperation

<sup>189</sup> [www.belgrade.embassy.si](http://www.belgrade.embassy.si)

<sup>190</sup> <http://www.tika.gov.tr/en>



Agency<sup>191</sup> (GIZ). In the past period, German development aid funds in the RS were directed to the implementation of projects and programs in three priority areas: 1) public infrastructure (energy and water) - electricity and thermal energy supply, water supply, sewage infrastructure (wastewater management); 2) sustainable economic development and employment - improvement of legal frameworks in the field of finance and economy, development of the financial sector, support for small and medium-sized enterprises, support for secondary vocational education and training reforms and 3) democracy, state administration, civil society - support for the development of decentralized administration, efficient and results-oriented, especially in the domain of improving transparency, the rule of law, the justice system and balancing the forces of different parts of the state administration, as well as helping in the preparation for accession negotiations and supporting the EU accession process over the last few years. In terms of the volume of approved funds and the significance of the achieved results, the Federal Republic of Germany undoubtedly represents the most important bilateral development partner of the Republic of Serbia.

In addition to projects implemented at the national level, FR Germany provides both financial and technical assistance to regional projects and programs. Regional financial cooperation is implemented through the following cooperation instruments: 1) Regional instrument for support of renewable energy sources and energy efficiency; 2) European Fund for Southeast Europe and 3) Green Fund for the Development of Southeast Europe. Regional technical cooperation is implemented through three regional programs: 1) Open regional fund for Southeastern Europe; 2) Regional program for the establishment of the Danube Center of Competence to strengthen the region of the lower reaches of the Danube and 3) Cross-border cooperation in the field of social inclusion of persons who are victims of human trafficking.

#### United States of America

Development cooperation with the United States of America (USA) is implemented through the United States Agency for International Development (USAID). The legal basis for cooperation is the assistance agreements between the RS and the USA for better functioning of the administration and a more competitive market economy. Priority areas of development cooperation between the RS and the USA include the development of local self-governments, development of small and medium-sized enterprises, institution building, rule of law, European integration and strengthening of the civil sector. Significant projects within the framework of better functioning of the administration<sup>192</sup> are: “Rule of Law” (*The Rule of Law project*), “Strengthening the media system” (*Strengthening of the media systems*), “Strengthening resilience to the refugee crisis” (*Enhancing Local Resilience to Refugee Crisis*). Significant projects within a more competitive market economy<sup>193</sup> are: “Support for the development of the private sector in southern and southwestern Serbia” (*Private Sector Development Project*) and “Project for a competitive economy” (*Competitive Economy Project*).

<sup>191</sup> <http://www.belgrad.diplo.de/> and [www.nemackasaradnja.rs](http://www.nemackasaradnja.rs)

<sup>192</sup> <https://www.usaid.gov/serbia/democracy-human-rights-and-governance>

<sup>193</sup> <https://www.usaid.gov/serbia/economic-growth-and-trade>

## Slovak Republic

Cooperation between the Slovak Republic and RS<sup>194</sup> focuses on supporting the transformation process, implementing reforms, including public finance reform, increasing the involvement of the private sector in development cooperation, and supporting reconciliation and dialogue between communities. In the past period, Slovakia provided aid to Serbia through the Slovak Development Agency “Slovak Aid”. In the following period, the focus of bilateral development cooperation with Slovakia will be the transfer of experience related to the integration of countries into Euro-Atlantic structures, the encouragement of innovation and the start-up of enterprises, assistance in the digitalization of public administration, support for small and medium-sized enterprises in connection with employment, with a focus on female entrepreneurs, as well as integration of socially marginalized citizens. The Slovak Republic also participates in the implementation of projects financed under the EU Instrument for Pre-Accession Assistance (IPA).

## United Kingdom

Within the development cooperation between the RS and the United Kingdom<sup>195</sup>, representatives of the British Embassy in RS play an active role in the process of coordinating development aid. The Good Governance Fund (GGF) is a multi-year program and part of this fund is available to Serbia to support reforms in the following areas: rule of law (judiciary, fight against corruption, human and minority rights, etc.), public administration, economy and business environment, strengthening freedom of expression. The Good Governance Fund operates through three channels: 1) The Strategic Support Fund (SSF), which targets pilot projects and civil society organizations, through the provision of direct grants. Supported projects focused on priority areas of the GGF Fund: from improving the business environment to strengthening government accountability and freedom of expression; 2) International Financial Institutions (IFIs) channel, which is designed to support reforms through cooperation with international financial institutions. The most significant resources are focused on the development of e-Government (the project “Digital transformation” and the project “Open Data”), implemented with the help of UNDP and the Office for Information Technologies and Electronic Administration of the Government of the RS, and 3) the Management Fund (MOF), which managed by a consortium led by PricewaterhouseCoopers (PwC), and includes technical assistance for projects developed in cooperation with state institutions.

## Swiss Confederation

The state of Switzerland has been present in Serbia since 1991. So far, financial support amounts to 350 million euros. The Government of the Swiss Confederation has two institutions in its composition that are responsible for development aid. Swiss agency for Development and Cooperation (SDC, engl. *Swiss Development Agency, SDC*) is attached to the Swiss Ministry of Foreign Affairs and is in charge of development assistance related to the support of capacity building projects, technical assistance, i.e. the so-called “soft” projects aimed at reforming

194 <http://www.mzv.sk/belehrad>

195 <https://www.gov.uk/world/organisations/british-embassy-belgrade.sr>

the administrative and general social system. State secretariat for economic affairs (SECO, Engl. *State Secretariat for Economic Affairs DRY*), of the Swiss Ministry of Economy is responsible for development projects that are exclusively of an infrastructural nature.

The new Strategy for the period 2018-2021 is focused on the areas of management, economic development and sustainable energy sources. Switzerland decided on 95 million euros, which is 10% more in relation to the previous strategic period:

- In the area of management, support in the amount of 36 million euros will be provided to legislation at the republican and local level in order to strengthen the position of representative bodies, as well as their supervisory role. Attention will be focused on the capacities of local self-governments in managing public finances in order to improve the overall quality of services to citizens and the business sector. Support to civil society will have a stronger role with the aim of strengthening ties between civil society organizations and citizens in order to increase their participation and ensure a voice in the decision-making process;
- In the area of economic development and employment, support in the amount of 45 million euros it is intended to improve the macroeconomic framework, business environment and inclusive policies to overcome inequality. Attention will be focused on local economic development, trade promotion, youth employment, dual education and private sector development with the aim of sustainable development and quality employment, especially in rural areas;
- In the area of self-sustainable energy and resilient cities, support in the amount of 14 million euros it is intended to strengthen the exploitation of renewable energy sources, the application of energy efficiency measures and the strengthening of capacities for management and planning of infrastructural activities. Additionally, support in this area will be extended to activities that will contribute to the development of self-sustainable cities, with the aim of reaching national goals of energy efficiency and renewable energy sources. Switzerland provided support in strengthening capacities for migration management, improving capacities for reception, registration of asylum seekers and approval of an innovative housing model for migrants on the territory of Serbia in the amount of 2 million euros.

Organization HELVETAS Swiss Intercooperation<sup>196</sup> implements in Serbia “Social Sciences for a better society”, “Act for a Stronger Civil Society”, “Building Economies Where All Can Prosper” projects. In 2023, HELVETAS and Transparency Serbia published the results of the Local Participation Index (LIPA) survey.<sup>197</sup> where it is pointed out that the citizens of Serbia are not sufficiently involved in the process of making decisions, regulations, decisions on spending money from local budgets, in public discussions and other mechanisms of LGU functioning. This index classifies municipalities and cities into six clusters. None of the 44 local governments in Serbia included in the research is in the rank of the highest cluster, the so-called “full participation”, and the average grade, that is, the average level of participation index in Serbian municipalities is only 26.4 percent, which is in the range of “basic participation”. According to

<sup>196</sup> <https://www.helvetas.org/en/eastern-europe/what-we-do/where-we-work/partner-countries/serbia>

<sup>197</sup> <https://n1info.rs/biznis/istrazivanje-gradjani-nedovoljno-ukljuceni-u-odluke-o-trosenju-novca-na-lokalu/>

the LIPA research results, only one JLS has a “high” level of participation (above 60 percent) - and that is the city of Užice. LIPA results from 30 percent to 45 percent (moderate level of participation) have 14 LGUs, among which Veliko Gradište and Sombor are the best. The average index of 26.4 percent, which is in the range of “basic participation”, has almost half of LGUs (20 of them), and less than 15 percent (low level of participation) has nine municipalities.

## ANNEX 5 - DECISION ON ADOPTION OF THE TERRITORIAL STRATEGY OF THE CITY OF BOR URBAN AREA

На основу члана 40. Статута града Бора („Службени лист града Бора“, бр. 3/19),  
Скупштина града Бора, на седници одржаној 15. марта 2024. године, донела је

### **О Д Л У К У** **о усвајању Стратегије развоја урбаног подручја града Бора**

#### **Члан 1.**

Овом одлуком, усваја се Стратегија развоја урбаног подручја града Бора.

#### **Члан 2.**

Стратегија развоја урбаног подручја града Бора је саставни део ове одлуке.

#### **Члан 3.**

Ова одлука ступа на снагу осмог дана од дана објављивања у "Службеном листу града Бора".

**Број: 350-78/2024-I**

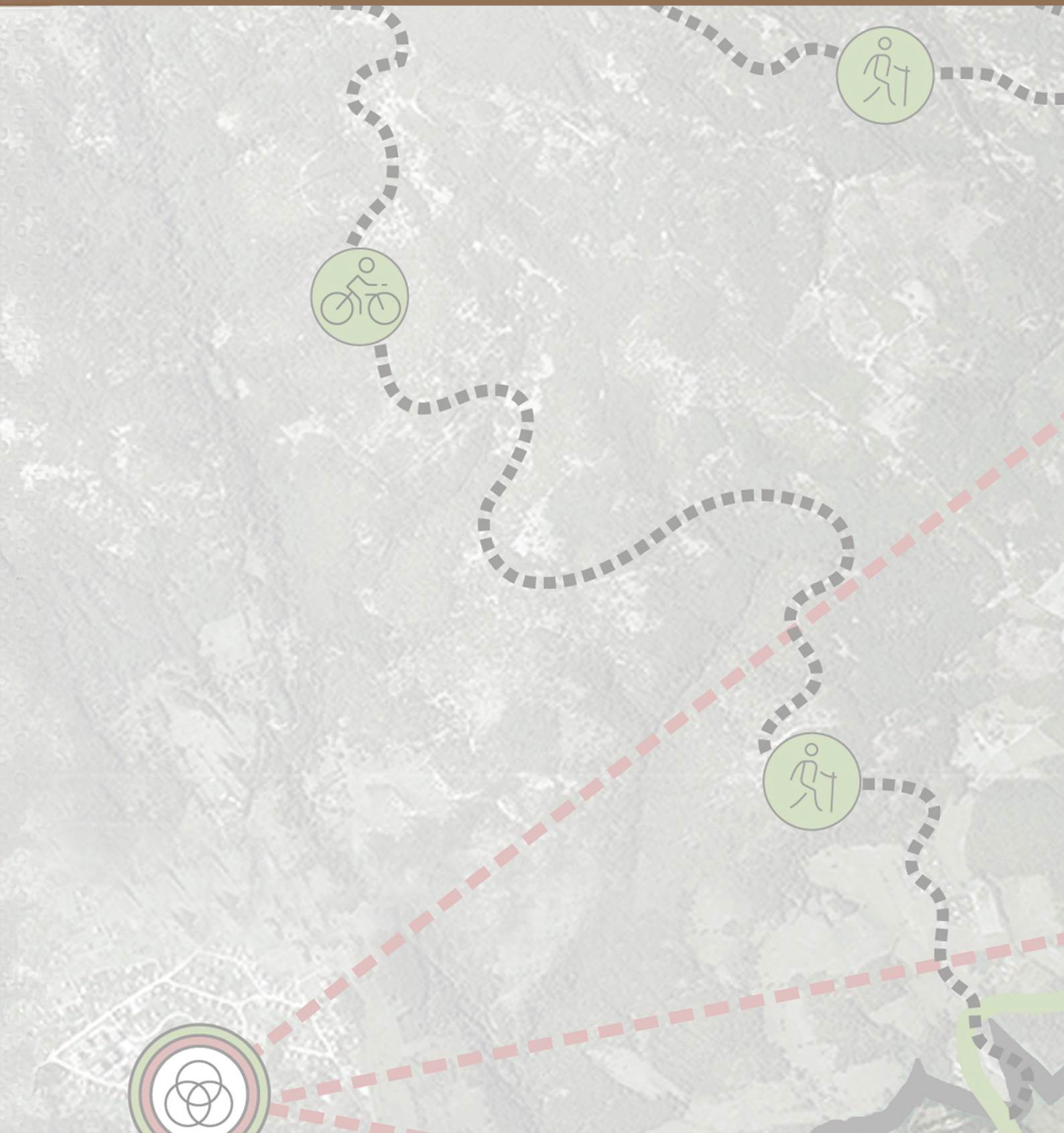
**У Бору, 15. марта 2024. године**

**СКУПШТИНА ГРАДА БОРА**

**ПРЕДСЕДНИК,**  
**Драган Жижић**







Ministry of European Integration  
REPUBLIC OF SERBIA

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