



РЕПУБЛИКА СРБИЈА  
ГРАД НИШ  
ГРАДСКО ВЕЋЕ

На основу члана 56. Статута Града Ниша („Службени лист Града Ниша“, број 88/2008), члана 34. Одлуке о буџету Града Ниша за 2011. годину („Службени лист Града Ниша“, број 92/10) и члана 39. Пословника о раду Градског већа града Ниша („Службени лист Града Ниша“, број 101/08 и 4/09 и 58/09),

Градско веће Града Ниша, на седници одржаној дана 21.04.2011. године, доноси

## З А К Л Ј У Ч А К

**I** Предлаже се Градоначелнику Града Ниша да прихвати учешће у пројекту „Електронска управа“.

Носилац пројекта је Град Нови Сад, а партнери на пројекту су Град Ниш и ЈКП „Информатика“.

**II** Пројекат је пријављен и одобрен у оквиру позива за подношење пројеката који је расписала Делегација Европске уније у Републици Србији, а који имају за циљ јачање капацитета локалних власти за унапређење пружања услуга и стимулисање локалног развоја у складу са сопственим развојним приоритетима. Пројекти се финансирају у оквиру Програма EXCHANGE 3, који спроводи Стална конференција градова и општина.

## Образложење

На основу јавног позива за подношење предлога пројеката који је расписала Делегација Европске уније у Републици Србији у оквиру другог позива Програма EXCHANGE 3, а који спроводи Стална конференција градова и општина, Град Нови Сад је пријавио предлог пројекта „Електронска управа“.

Општи циљ пројекта је јачање капацитета локалних власти Новог Сада у побољшању пружања услуга и стимулисања локалног развоја кроз стварање модерних механизма за модерно оријентисану и ефикасну владу у служби корисника и тржишне економије. Поред тога и јачање капацитета за добро управљање, руковођење градом и пружање услуга омогућавањем приступа услугама локалних власти електронским путем.

Пројекат предвиђа припреме за успостављање е-управе. Потребно је поставити добре основе за његову примену. То подразумева студијске посете, анализе о потребама корисника, анкете о постојећем стању, дефинисање и методи коришћења е-управе и промотивне активности.

Улога Града Ниша је да обави пренос знања (know/howu) тј. да пружи консултације у имплементацији пројекта. Град Ниш учествује у планирању и спровођењу свих активности и обезбеђује да оне буду спроведене на најбљи начин, посебно када се ради о креирању е-управе.

Укупна вредност пројекта је 193.790,00 €, Европска комисија финансира пројекат у износу од 159.702,34 €, а учешће Града Новог Сада износи 34.087,66 €.

Партнери на пројекту граду Нови Сад су Град Ниш и ЈКП „Информатика“-Нови Сад.

У току реализације пројекта, двоје запослених у Градској управи Града Ниша ће као чланови пројектног тима на позицијама консултант за е-управу и ИТ консултант, пренети знање и искуство тј. пружити консултације у имплементацији пројекта.

Из свега напред изложеног, а имајући у виду значај овог пројекта, за унапређење пружања услуга Градске управе града Ниша и унапређење сарадње Града Ниша са локалним самоуправама у Србији, предлаже се Градоначелнику да, у складу са својим законским овлашћењима, прихвати учешће Града Ниша у пројекту „Електронска управа“.

Број: 426-12/2011-03

У Нишу, 21.04.2011. године

ГРАДСКО ВЕЋЕ ГРАДА НИША

ПРЕДСЕДНИК

мр Милош Симоновић



**Contracting Authority:  
Delegation of the European Union to the Republic of Serbia**

**EXCHANGE 3**

**Grant Application Form**

Budget line: **IPA 2007**  
Reference: **07SER01/02/41**

Deadline for submission of concept notes and applications  
**20 September 2010**

*For economical and ecological reasons, we strongly recommend that you submit your files on paper-based materials (no plastic folder or divider). We also suggest you use double-sided print-outs as much as possible*

Title of the action:	E-GOVERNMENT
Location(s) of the action:	<i>Serbia, Autonomous Province of Vojvodina, Bačka, South Bačka District, Novi Sad</i>
Name of the applicant	City of Novi Sad
Nationality of the applicant <sup>1</sup>	Serbian

Dossier No	
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(for official use only)

<sup>1</sup> The statutes must make it possible to ascertain that the organisation was set up by an act governed by the national law of the country concerned. In this respect, any legal entity whose statutes have been established in another country cannot be considered an eligible local organisation.

EuropeAid ID <sup>2</sup>	RS-2009-BLD-1310103396		
Legal status <sup>3</sup>	<i>Local Authority, Non profit making</i>		
Partner(s) <sup>4</sup>	<i>City of Niš, RS-2009-GQV-2104938883, Serbian Public Utility Company "Informatika", RS-2010-FGM-0609439809, Serbian</i>		
	<b>Total eligible cost of the action (A)</b>	<b>Amount requested from the Contracting Authority (B)</b>	<b>% of total eligible cost of action (B/Ax100)</b>
	193.790,00 EUR	159.702,34 EUR	82,41 %

Total duration of the action:	<i>15 months</i>
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<b>Contact details for the purpose of this action:</b>	
<b>Postal address:</b>	City of Novi Sad Trg slobode 1 21000 Novi Sad Serbia
<b>Telephone number:</b> Country code + city code + number	+381 (0)21 4807710
<b>Fax number:</b> Country code + city code + number	+381 (0)21 4807710
<b>Contact person for this action:</b>	Zoran Ivošević
<b>Contact person's email address:</b>	kler@novisad.rs
<b>Website of the Organisation</b>	<a href="http://www.novisad.rs">www.novisad.rs</a>

**Any change in the addresses, phone numbers, fax numbers and in particular e-mail, must be notified in writing to the Contracting Authority. The Contracting Authority will not be held responsible in case it cannot contact an applicant.**

<sup>2</sup> Note that registration PADOR is obligatory. This number is allocated to your organisation once it registers its data in PADOR. For more information and to register, please visit <http://ec.europa.eu/europeaid/onlineservices/pador>

<sup>3</sup> E.g. local authority, non profit making, governmental body, international organisation

<sup>4</sup> Add as many rows as partners

## **NOTICE**

All personal data (such as names, addresses, CVs, etc.) mentioned in your application form will be processed in accordance with Regulation (EC) No 45/2001 of the European Parliament and of the Council of 18 December 2000 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. Your replies to the questions in this form are necessary in order to assess your grant application and they will be processed solely for that purpose by the department responsible for the Community grant programme concerned. On request, you may be sent personal data and correct or complete them. For any question relating to these data, please contact the Commission department to which the form must be returned. Beneficiaries may lodge a complaint against the processing of their personal data with the European Data Protection Supervisor at any time (Official Journal L 8, 12.1.2001)].

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# PART A. CONCEPT NOTE

## I. INSTRUCTIONS FOR THE DRAFTING OF THE CONCEPT NOTE

### 1. Relevance of the Action

- Provide a general presentation and analysis of the problems and their interrelation at all levels.**

Information communication technologies (ICT) represent the generator of changes and basis for development of modern societies and their economies in the 21<sup>st</sup> century. Their maximum application in public administration has to be ensured because the contemporary methods of work cannot ensure necessary efficiency nor quality of their services.

The government has to adapt itself to the needs of beneficiaries and it should enable the citizens to complete their business in the fastest and simplest possible way, preferably from their homes or from their work.

Globally speaking, 94% countries in the world have introduced a certain level of E-government. According to UNPAN research, the West Balkan countries are still at the bottom of the European scale when it comes to the E-government development level. In Serbia, the largest number of local self-governments does not offer on their web sites the information on services designated to citizens – less than 10% of them offer the possibility of downloading the forms and applying for excerpts from official documents in non-electronic way on their web sites, and less than 30% of them offer the virtual Registrar service. If we analyse the above-mentioned statements according to population, 51% of the population has no access to electronic services at all. In addition, none of the Internet sites, either among public or among local authorities and institutions, offer the system of authenticating the beneficiaries in the process of service delivery. Most of the existing electronic services have not yet reached the level of form filling directly via the Internet but it is mainly the matter of providing information and downloading the forms, i.e. the service of obtaining the building permit via the Internet has not been enabled yet and there is no multi-channel approach in the form of the Call Centre etc.

The E-government has not reached the level that would enable complete replacement of direct or written interaction of public authorities and citizens in any of the segments. On the other hand, the biggest problems that the citizens are facing in conducting their daily tasks are crowded reception counters, multifold coming to certain institutions in order to complete the same task, visiting of several institutions in order to complete the same task, voluminous templates and forms that need to be filled, working hours of reception counters, poor organisation, unnecessary complicating of simple tasks, high administrative costs etc. Disabled persons, poor persons and other vulnerable categories have particular troubles in using the existing system.

- Identify clearly specific problems to be addressed by the action.**
- Inefficiency and non-transparency of work of the local authorities towards the citizens and legal entities
- Long deadlines (periods) and complicated procedures for processing and obtaining of data, certificates and confirmation receipts
- Overloaded counters, which is unfavourable for conducting of activities of both the local authorities and beneficiaries of their services
- Unregulated mutual co-operation between local institutions, which results with unnecessary waste of resources and aggravated co-operation with citizens and legal entities

- Include a brief description of the target groups and final beneficiaries.**

**Target group:**

**32 local institutions with 6,767 employees:** 16 public companies with 5,779 employees, 15 city administration departments and 1 local self-government with 988 employees.

**Beneficiaries:**

**375,328 citizens, 30,026 of whom are persons with disability.**

**21,320 legal entities** – 7,512 small and medium-sized enterprises, 79 large enterprises, and 13,729 entrepreneurs.

- **Demonstrate the relevance of the proposal to the needs and constraints in general of the target municipality (ies) or region(s) and to the target groups/final beneficiary groups in particular.**

The significance of electronic services was recognised in the EU long time ago. The European strategic documents for 2010 show the orientation towards the development of information societies in the service of economic growth and employment, while the Action Plan on E-government is oriented towards public services that are delivered via the ICT. Since all the candidate countries are expected to reach the stadium of the EU Member States in this field, Serbia has already started with the EU approximation process by adopting national strategic documents in this field and implementation of certain segments defined by them.

To be precise, the City of Novi Sad has more than 300,000 inhabitants and that number has recently surpassed the capacities of reception counters and certain departments. The EU is not the only motive for introduction of E-government. The need for simplification of document obtaining procedures, their processing, providing of information and other services is actual and obvious on a daily basis. Long queues, a large number of reception counters that need to be visited, non-fulfilment of deadlines, duplicating of processes, huge archives, impossibility to track processes, limited working hours, absence of mutual links between the institutions, aggravated access to services for disabled persons and other marginalised groups, etc. are the problems that aggravate the work of citizens and legal entities on the one side, and local self-government and its institutions, on the other side. Currently, the beneficiaries can obtain information only at the site where they submitted their applications, which means that they need to go to several sites and submit the same documents several times if their application is to be processed by several different departments. Such a procedure is particularly difficult for disabled persons.

E-government is the way to resolve the above-mentioned problems. It refers to the use of ICT in exchange of information, delivery of services and business activities of local authorities and institutions with physical persons and legal entities, as well as between branches of city administration itself. The introduction of the E-government reduces administrative obstacles, enhances efficiency and access to public services, and improves the quality of services the beneficiaries of which are physical persons and legal entities.

- **Demonstrate the relevance of the proposal to the objectives and priorities, sector / themes and requirements of the call for proposals**

**Global objective of the Guidelines: To increase capacities of local authorities to improve service delivery and stimulate local development in line with their development priorities.** The Project has been recognised as very important for the overall development of the city, which can be clearly seen in the Local Economic Development Strategy of the City of Novi Sad where it was marked as one of priority projects. E-government represents the mechanism for enhancing efficiency and quality of services of local authorities through the application of information communication technologies. This significantly affects the overall trends, as well as economic and any other prosperity. E-government also improves service delivery in both directions: towards the citizens and towards economic entities.

**Specific objective of the Guidelines: Enhance local capacities for good governance, municipal management and service delivery.** E-government will link local self-government and all its city administration bodies and public companies in order to enable providing of services to citizens and economic entities at one place, with the maximum saving of all resources of both service providers and service beneficiaries. On the other hand, the Project will ensure a flexible system of management and decision making that will be able to reply to the challenge of concrete social changes, transparency of work and processes, efficient management of human and technical resources and adapting to the European standards. It is important to point out that efficient and adaptable internal electronic business conducting and communication between local institutions and within them is achieved through this Project.

The Project is related to the first specific sector / theme: Good governance and municipal management.

- **Demonstrate the relevance of the proposal to the objectives and priorities of an (adopted) strategic document (sustainable development strategy, sectoral strategy or action plan) in**



**which proposed action (project) is identified as a priority. Identify section or article of strategic document in which proposed action (project) is identified as a priority.**

The Economic Development Strategy of the City of Novi Sad recognises this Project as one of most significant projects. The argument in favour of this statement is the fact that this Project is at the 15th place on the list containing more than 200 projects (Strategy, page 62: Prioritisation of projects)

## **2. Description of the action and its effectiveness**

- Provide a description of the proposed action including, where relevant, background information that led to the presentation of this proposal. This should include:**
- a description of the overall objective of the action, duration, expected results;**

*Overall objective:* to increase capacities of local authorities to improve service delivery and stimulate local development through creating of new mechanisms for modernly oriented and efficient government in the service of beneficiaries and market economy. Project duration: 15 months.

Expected results:

R1. Defined method of E-government setting up and functioning

R2. Created electronic services fully functional

R3. Improved public awareness on significance and method of use of E-government and promoted

Project objectives and results

R4. Successfully implemented Project

- a description of the proposed activities and their effectiveness;**

A1. Preparation for setting up of E-government. It is necessary to lay down a good basis for E-government implementation. This implies: study visits, analysis (survey) of the needs of beneficiaries, survey of the existing status, defining of the target status, and elaboration of Terms of Reference. The completion of this Activity will create conditions for creating of electronic services, which represents the following Project Activity.

A2. Creating of electronic services and their placing at the disposal of citizens and legal entities through the portal and electronic document reception desk. This Activity actually implies setting up of E-government in the City of Novi Sad through hardware and software procurement and installation, web portal development, integration of the existing E-services and implementation of new ones, creating of electronic document reception desk and survey of the opinions of beneficiaries on the accomplished results.

A3. Promotion activities. Extensive promotion activities will be implemented within the Project to obtain maximum impact and visibility.

A4. Project management. Project Team will ensure orderly and timely implementation of Project.

- involvement of all implementing partners, their role and relationship to the applicant, if applicable;**

**Applicant - City of Novi Sad.** Due to its capacities and experiences in project management, the City of Novi Sad has the overall responsibility. It participates in all activities and makes sure they are carried out timely and properly. The City co-ordinates and controls the work of partners and subcontractors, reports to the donor, communicates with the media, leads/manages project promotion.

**Partner 1 - City of Nis.** Due to its voluminous experience in setting up and functioning of electronic services, the City of Nis has the role of transfer of knowledge (know/how), i.e. consultations in Project implementation. It participates in all activities and makes sure they are carried out in the best possible way, in particular when it comes to E-government creating.

**Partner 2 - Public Utility Company „Informatika“.** This company has already implemented certain steps in E-government setting up and since it falls within the responsibilities of this company, it will make sure that quality and sustainable electronic systems are created. Upon completion of Project implementation, this company will be responsible for maintenance and further improvement of the system.

- other possible stakeholders (national, local government, private sector, etc.), their anticipated role and/or potential attitudes towards the project.**

All the stakeholders are highly interested in Project implementation and its individual activities. Local government have proven the interest with their mere readiness to act as applicants and take over the responsibility for implementation of activities. Public Utility Company “Informatika”

has shown clearly its interest through active participation in Project preparation and readiness to support the implementation of the Project through participation in the Project Team. Other local institutions will also be integral parts of E-government. The citizens and business entities support all the efforts aimed at accomplishing better services of local authorities. It is important to point out that all the stakeholders have participated in prioritising the projects within the Economic Development Strategy of the City of Novi Sad, and the fact that this Project has been placed at a very high position on the list of priorities shows clearly their attitude towards the implementation of the Project and its activities.

### 3. Sustainability of the action

- **Provide an initial risk analysis and possible contingency plans.**

**Unstable political situation.** It is not expected that any local government would refuse a support to a project promoting environmental protection. In case of political changes the project partners will adopt to the new situation by introducing intensive communication with the new political structure. The red line of communication will be presentation of importance of the project and positive impact at the local level.

**Tender procedure duration and potentially unsuccessful tenders.** Project as a whole, as well as its individual activities, last long enough, which means that in the case of occurrence of this risk the tender procedures can be completed or repeated without any threats to the results. On the other hand, the Project team will have to take into account this risk in planning of implementation steps at the beginning of the Project.

- **Give the main preconditions and assumptions during and after the implementation phase.**

**Unchanged political situation.** The current political situation is favourable for implementation of the project and similar initiatives. Low level of cooperation between institutions started to improve in the recent years, also motivated by EU policy and initiatives. The political situation is in favour of EU supported initiatives, particularly concrete results oriented projects. The partners are expecting high level or improved situation in political support to EU financed initiatives.

**Involvement and continuous support of all involved stakeholders.** Strong involvement of local stakeholders will not only support implementing of project activities, but will also provide guarantee for sustainability in institutional and financial sense. The project partners are strongly committed to produce a result which will not remain within the partnership but will become local community ownership.

- **Explain how sustainability will be secured after completion of the action.**

The whole project structure was prepared with an aim of providing long-term sustainable impact in the region. The partners will develop concepts which will remain in place after the conclusion of the project.

**Financial sustainability.** The sustainability of the project is ensured, because the new system of “e-government“ will be owned by the City of Novi Sad, while the city Public Utility Company “Informatika”, founded by the City of Novi Sad, will be responsible for its maintenance and improvement (the activities that fall under the scope of work of the company).

**Institutional level.** The project will build strong networks on different levels. Strong structure will be created, which will without any doubt stay in place also after the conclusion of the project. Moreover, the project will strongly encourage participation of beneficiaries.

**Policy level.** Though the project will not have direct impact on the policy level, it can have indirect significance for policy makers. Outcomes of this project would contain significant information and facts based on real live project which would be used for future improvement in legal framework at local, regional and national level.

## PART B. FULL APPLICATION FORM

### I. THE ACTION

To be submitted by all applicants

*For economical and ecological reasons, we strongly recommend that you submit your files on paper-based materials (no plastic folder or divider). We also suggest you use double-sided print-outs as much as possible*

<b>Reference of the Call for Proposals</b>	07SER01/02/41
<b>Title of the Call for Proposals</b>	EXCHANGE 3
<b>Name of the applicant</b>	City of Novi Sad

#### 1. DESCRIPTION

##### 1.1. Title

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E-GOVERNMENT

##### 1.2. Location(s)

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*Serbia, Autonomous Province of Vojvodina, Bačka, South Bačka District, Novi Sad*

##### 1.3. Cost of the action and amount requested from the Contracting Authority

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Total cost of the action (A)	Amount requested from the Contracting Authority (B)	% of total eligible cost of action (B/Ax100)
193.790,00 EUR	159.702,34 EUR	82,41 %

#### 1.4. Summary (max 1 page)

Total duration of the action	<i>15 months</i>
Objectives of the action	<p><i>Overall objective:</i> to increase capacities of local authorities to improve service delivery and stimulate local development through creating of new mechanisms for modernly oriented and efficient government in the service of beneficiaries and market economy.</p> <p><i>Specific objective:</i> to enhance local capacities for good governance, city management, and service delivery through providing of access to services of local authorities in an electronic way.</p>
Partner(s)	<p><i>City of Niš, RS-2009-GQV-2104938883, Serbian</i></p> <p><i>Public Utility Company "Informatika", RS-2010-FGM-0609439809, Serbian</i></p>
Target group(s) <sup>5</sup>	<b>32 local institutions with 6,767 employees:</b> 16 public companies with 5,779 employees, 15 city administration departments and 1 local self-government with 988 employees.
Final beneficiaries <sup>6</sup>	<p><b>375,328 citizens, 30,026 of whom are persons with disability.</b></p> <p><b>21,320 legal entities:</b> 7,512 small and medium-sized enterprises, 79 large enterprises, and 13,729 entrepreneurs.</p>
Estimated results	<p>R1. Defined method of E-government setting up and functioning</p> <p>R2. Created electronic services fully functional</p> <p>R3. Improved public awareness on significance and method of use of E-government and promoted Project objectives and results</p> <p>R4. Successfully implemented Project</p>
Main activities	<p>A1. Preparation for setting up of E-government</p> <p>A2. Creating of electronic services and their placing at the disposal of citizens and legal entities through the portal and electronic document reception desk.</p> <p>A3. Promotion activities</p> <p>A4. Project management</p>

Where applicable, clearly indicate the sector<sup>7</sup>, theme, or geographical area specified in the call for proposals to which the proposed action would apply.

Please identify sector / thematic area:

<input checked="" type="checkbox"/> Good governance and city management	<input type="checkbox"/> City finance
<input type="checkbox"/> Communal issues	<input type="checkbox"/> Living environment
<input type="checkbox"/> Environmental issues	<input type="checkbox"/> Spatial planning
<input type="checkbox"/> Social services	<input type="checkbox"/> Local economic development
<input type="checkbox"/> Education	<input type="checkbox"/> City services

<sup>5</sup> "Target groups" are the groups/entities who will be directly positively affected by the project at the Project Purpose level – See paragraph 2.3 in Section II for the list.

<sup>6</sup> "Final beneficiaries" are those who will benefit from the project in the long term at the level of the society or sector at large.

<sup>7</sup> See paragraph 2.2 in Section II for the list of Sectors.

## 1.5. Objectives (max 1 page)

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Describe the overall objective to which the action aims to contribute towards and the specific objective(s) that the action aims to achieve.

The *overall objective* of the project is **to increase capacities of local authorities to improve service delivery and stimulate local development through creating of new mechanisms for modernly oriented and efficient government in the service of beneficiaries and market economy.**

This contributes to harmonisation of regulations, methods of work and standards that will make local self-government compatible with the European Union values and institutions.

The *specific objective* of the Project is **to enhance local capacities for good governance, city management, and service delivery through providing of access to services of local authorities in an electronic way.**

Electronic public service serves to enhancing of communication and co-operation of local self-government and its institutions with the citizens and economy, control and simplification of administrative procedures and enabling of their public access, in particular when it comes to disabled persons, poor persons and other deprived and threatened population categories.

## **1.6. Relevance of the action (max 3 pages)**

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### **□ Provide a detailed presentation and analysis of the problems and their interrelation at all levels.**

Information communication technologies (ICT) represent the generator of changes and basis for development of modern societies and their economies in the 21<sup>st</sup> century. Their application eliminates obstacles in communication, learning, doing business and delivery of services. It is obvious that the current technological development imposes the need for wider application of ICT in all the spheres of society and treating of information as one of the main resources necessary for conducting of business activities and decision making. Therefore, their maximum application in public administration has to be ensured. The contemporary methods of work of public authorities, organisation, and legal framework cannot ensure necessary efficiency nor quality of their services.

Significant steps forward have been made, but it is still not enough, and it still does not satisfy the needs of beneficiaries in terms of quality, speed, and price of services. The government has to adapt itself to the needs of beneficiaries and it should enable the citizens to complete their business in the fastest and simplest possible way, preferably from their homes or from their work. It is necessary to create conditions for faster reacting to applications of beneficiaries since all the facts point that government is slow and inefficient. The implementation of new technologies is still at a low level.

Globally speaking, 94% countries in the world have introduced a certain level of E-government. According to UNPAN research, the West Balkan countries are still at the bottom of the European scale when it comes to the E-government development level. General opinion in Serbia is that public administration is expensive, inefficient, insufficient professional and skilled, with a low technological level, bureaucratised, unnecessarily complicated, too much turned towards itself and it is not sufficient or not at all open to the citizens, economy, and other authorities. New technologies and information systems are becoming an inevitable support factor to business processes of contemporary local self-governments, and they provide simple, fast and safe communication and interaction of different entities aimed at enhancing of efficiency and overall satisfaction of citizens. From the aspect of activities of local self-government, each citizen wishes better services that do not take too much time, each politician wants to fulfil all the promises he/she has given and the employees in local self-governments and public companies want to have a simple and fast access to updated information in order to fulfil their daily tasks without taking risks.

The results of the first study on E-government in Serbia, which has been conducted by the Faculty of Electronics in Nis, have shown that Serbia is at the level of downloading of templates and forms, i.e. at the level of one-way communication when it comes to accessibility of services through the Internet, which means that it got a very low mark. The largest number of local self-governments does not offer on their web sites the information on services designated to citizens – less than 10% of them offer the possibility of downloading the forms and applying for excerpts from official documents in non-electronic way on their web sites, and less than 30% of them offer the virtual Registrar service. If we analyse the above-mentioned statements according to population, 51% of the population has no access to electronic services at all. In addition, none of the Internet sites, either among public or among local authorities and institutions, offer the system of authenticating the beneficiaries in the process of service delivery. Most of the existing electronic services have not yet reached the level of form filling directly via the Internet but it is mainly the matter of providing information and downloading the forms, i.e. the service of obtaining the building permit via the Internet has not been enabled yet and there is no multi-channel approach in the form of the Call Centre etc.

The E-government has not reached the level that would enable complete replacement of direct or written interaction of public authorities and citizens in any of the segments. On the other hand, the biggest problems that the citizens are facing in conducting their daily tasks are crowded reception counters, multifold coming to certain institutions in order to complete the same task, visiting of several institutions in order to complete the same task, voluminous templates and forms that need to be filled, working hours of reception counters, poor organisation, unnecessary complicating of simple tasks, high administrative costs etc. Disabled persons, poor persons and other vulnerable categories have particular troubles in using the existing system.

The implementation of E-government could resolve the previously mentioned problems and enable access of 24 hours a day to clients, contrary to classical approach where access depends on the working hours of reception counters.

### **□ Provide a detailed description of the target groups and final beneficiaries and estimated number.**

**Target group: 32 local institutions with 6,767 employees:** 16 public companies with 5,779 employees, 15 city administration departments and 1 local self-government with 988 employees. The Project creates long-term foundations for a new culture of work, which will strongly support and accept the experiences of creative and efficient administrations from the developed countries. It enhances efficiency of work of the administration as a whole, increases the quality of service delivery to beneficiaries by local administration, and transparency of work and processes.

**Beneficiaries: 375,328 citizens, 30,026 of whom are persons with disability.** They are enabled to execute their obligations and demands towards local administration in a more efficient way (from their home, from work, from abroad, etc., without waiting in queues, without multiplied submitting of the same documents), with the minimum costs and minimum number of physical contacts with local administration bodies.

**21,320 legal entities** – 7,512 small and medium-sized enterprises, 79 large enterprises, and 13,729 entrepreneurs. The Project enables the development of economy with a lower use of resources: time, money, and human resources. It facilitates business activities and enables directing of attention to the development instead to administrative obstacles, which stimulates the existing economy and motivates domestic and foreign investors.

□ **Identify clearly the specific problems to be addressed by the action and the perceived needs and constraints of the target groups.**

- Inefficiency and non-transparency of work of the local authorities towards the citizens and legal entities
- Long deadlines (periods) and complicated procedures for processing and obtaining of data, certificates and confirmation receipts
- Overloaded counters, which is unfavourable for conducting of activities of both the local authorities and beneficiaries of their services
- Unregulated mutual co-operation between local institutions, which results with unnecessary waste of resources and aggravated co-operation with citizens and legal entities

□ **Demonstrate the relevance of the action to the needs and constraints of the target municipality(ies) or region(s) in general and to the target groups/final beneficiaries in particular and how the action will provide the desired solutions, in particular for the targeted beneficiaries.**

The significance of electronic services was recognised in the EU long time ago. The European strategic documents for 2010 show the orientation towards the development of information societies in the service of economic growth and employment, while the Action Plan on E-government is oriented towards public services that are delivered via the ICT. Since all candidate countries are expected to reach the stadium of the EU Member States in this field, Serbia has already started with the EU approximation process by adopting national strategic documents in this field and implementation of certain segments defined by them.

To be precise, the City of Novi Sad has more than 300,000 inhabitants and that number has recently surpassed the capacities of reception counters and certain departments. The EU is not the only motive for introduction of E-government. The need for simplification of document obtaining procedures, their processing, providing of information and other services is actual and obvious on a daily basis. Long queues, a large number of reception counters that need to be visited, non-fulfilment of deadlines, duplicating of processes, huge archives, impossibility to track processes, limited working hours, absence of mutual links between the institutions, aggravated access to services for disabled persons and other marginalised groups, etc. are the problems that aggravate the work of citizens and legal entities on the one side, and local self-government and its institutions, on the other side. Currently, the beneficiaries can obtain information only at the site where they submitted their applications, which means that they need to go to several sites and submit the same documents several times if their application is to be processed by several different departments. Such a procedure is particularly difficult for disabled persons.

E-government is the way to resolve the above-mentioned problems. It refers to the use of ICT in exchange of information, delivery of services and business activities of local authorities and institutions with physical persons and legal entities, as well as between branches of city administration itself. The introduction of the E-government reduces administrative obstacles, enhances efficiency and access to public services, and improves the quality of services the beneficiaries of which are physical persons and legal entities.

□ **Demonstrate the relevance of the action to the objectives and priorities of the Guidelines.**

**Global objective of the Guidelines: To increase capacities of local authorities to improve service delivery and stimulate local development in line with their development priorities.** The Project has been recognised as very important for the overall development of the city, which can be clearly seen in the Local

Economic Development Strategy of the City of Novi Sad where it was marked as one of priority projects. E-government represents the mechanism for enhancing of efficiency and quality of services of local authorities through the application of information communication technologies. This affects significantly the overall trends, as well as economic and any other prosperity. E-government also improves service delivery in both directions: towards the citizens and towards economic entities.

**Specific objective of the Guidelines: Enhance local capacities for good governance, municipal management and service delivery.** E-government will link local self-government and all its city administration bodies and public companies in order to enable providing of services to citizens and economic entities at one place, with the maximum saving of all resources of both service providers and service beneficiaries. On the other hand, the Project will ensure a flexible system of management and decision making that will be able to reply to the challenge of concrete social changes, transparency of work and processes, efficient management of human and technical resources and adapting to the European standards. It is important to point out that efficient and adaptable internal electronic business conducting and communication between local institutions and within them is achieved through this Project.

The Project is related to the first specific sector / theme: Good governance and municipal management.

E-government functions according to the system: any time, anything, and anywhere. This means that beneficiaries can address local authorities at any time, for any need they may have and from any place. This is of particular significance for disabled persons, elderly and sick people, people who live at distant locations and do not have the possibility to come, and for all other people for whom the existing method of cooperation with local institutions is either difficult or impossible to achieve (equal opportunities for all).

#### **1.6.1. Link with the adopted municipal strategic document (max 1 page)**

In April 2009, the City of Novi Sad established the Commission for Local Economic Development Strategy Elaboration that is composed of representatives of all relevant stakeholders in the City. The Commission has initially set five key fields of economic development of the City and established working groups in line with those key fields. The key fields include: A - attracting of investments and creating of positive business environment; B – support and development of small and medium-sized enterprises; C – development of modern technologies and improvement of the education system; D – development of tourism; E – development of agriculture.

While the working groups were preparing project proposals aimed at accomplishment of economic development in certain key fields (the project titled “Implementation of business processes of local authorities in the software system for management of documents and business processes – Business process automation” was proposed within the key field A – attracting of investments and creating of positive business environment), the Commission formulated the vision and conducted SWOT analysis, defined objectives and prioritised projects proposed by the working groups.

Members of the Commission and working groups participated in priorities setting and the project titled “Implementation of business processes of local authorities in the software system for management of documents and business processes (Business process automation)” got the high number of points (689), which was the reason to place it on the fifteenth position of the list of priorities that consists of more than 2000 projects and to make it one of the most significant projects in Novi Sad. The description of the above-mentioned project presented in the Strategy shows that it is the matter of E-government.

The City Assembly of Novi Sad adopted the Local Economic Development Strategy of the City of Novi Sad at its session that was held on November 27<sup>th</sup>, 2009.

#### **1.6.2. Link with the adopted national strategy, if applicable (max ½ page)**

The introduction of information technologies as the main condition for modernisation and rationalisation makes one of the key fields in the Strategy of Public Administration Reform.

Within the Strategy of Information Society Development in the Republic of Serbia, the following priorities have been set in the fields of E-government, E-health, and E-judiciary: application of ICT in local authorities and holders of public authorisations, and electronic identity in the public sector services. In line with the Strategy, the citizens will be able to accomplish all contacts with local authorities, holders of public authorisations, courts and the health care system, except for the contacts that require physical presence by the mere nature, without leaving their homes, or work places, by electronic means.

The priorities within the Strategy of E-government Development in the Republic of Serbia for the period 2009-2013 include: 3.1. E-government portal, and 3.2. Electronic services.



## 1.7. Description of the action and its effectiveness (max 14 pages)

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Provide a description of the proposed action including, where relevant, background information that led to the formulation of the action. This should include:

- Expected results (max 5 pages). Indicate how the action will improve the situation of target groups/beneficiaries as well as the technical and management capacities of target groups and/or any local partners where applicable. Be specific and quantify results as much as possible. Indicate notably foreseen publications. Describe the possibilities for replication and extension of the action outcomes (multiplier effects).

### **R1. Defined method of E-government setting up and functioning**

The results within this segment are direct outcome of the Activity A1.

The following outcomes are expected:

- 3 study visits were organised
- The survey/poll that included 10,000 citizens and legal entities was conducted
- Analysis of the current status was elaborated
- Terms of Reference were elaborated

This result represents precise defining of the needs and potentials of target groups and beneficiaries, as well as of methods for fulfilling of those needs through upgrading of the existing resources. Therefore, the items that need to be implemented in order to simplify the communication of local institutions with citizens and legal entities, as well as between local institutions are determined. Individual steps in implementation are also defined precisely. This result actually represents the starting point for accomplishing of results of the following Activity. The quality of results of the following Activity will depend on the quality of this result.

It is significant that through study visits and co-operation with the Partner City of Nis in the first Activity, namely on a good practice example from the City, the target groups will adopt knowledge (know-how) necessary to accomplish the desired objectives and avoid difficulties that may occur.

Multiplier effects: No possibilities for multiplication, standardised approach

### **R2. Created electronic services fully functional**

The results within this segment are direct outcome of the Activity A2.

The following outcomes are expected:

- Computer (PC) equipment was purchased and put in operation
- Web portal is functional
- Electronic document reception desk is functional
- Completed education of 150 employees
- 10,000 citizens and legal entities were interviewed in order to determine the extent up to which their expectations from such a system were fulfilled

This Activity improves significantly the situation of target groups and beneficiaries.

As the centre of linking of all the institutions, the City will offer E-services of the institutions at its official web site and this will enhance significantly the quality of services provided to the citizens and legal entities by the City based on updated equipment and setting up of electronic document reception desk.

Electronic document reception desk is a necessary segment of E-government because it makes it possible to store the document that was once submitted and registered in the data base and use it several times. Thanks to the document reception desk, both the beneficiaries and providers of services will be spared from unnecessary waste of time and money. For example, it will not be necessary any more to submit the same document at several different counters for the same purpose.

E-government that has been set up creates a unique access point where all the citizens and legal entities will be able to access all public electronic services. Instead through document reception desks and long queues, they will be able to satisfy their needs for information and documents through the Internet. It is the matter of the “any time, anything and anywhere” principle, which means that beneficiaries can address local authorities at any time, for anything they need and from any place. This is how local government becomes fully and constantly operational and represents the integration of all information systems and sub-systems.

The beneficiaries will no longer have to be physically present and go from one local authority to another as they need to do today, nor they will have to lose time and money collecting necessary documents in order to submit certain application. Instead, they will be able to satisfy their needs by submitting applications from one place, regardless the number of different authorities that participate in the application processing procedure. In addition, the beneficiaries will be able to obtain the information on the current status of their application at any time.

The created system will enable interaction with the users in the following forms:

- Information: online information about public services
- Interaction: downloading of forms
- Two-way interaction: processing of forms, including authentication
- Transaction: full case handling, decision, and delivery.

Outside of the above-mentioned functions, the users will be in the position to review old applications or forms, and/or follow up the process of ending ones.

The poll that has been conducted will show the extent up to which the system satisfies their needs and it will serve as an indicator for the things that need to be changed in the existing electronic services, as well as the direction in which they need to be further developed and improved.

**Technical capacities of target groups** will be improved through procurement and installation of necessary IT equipment and software into local institutions that will be connected via a new system, which include the document reception desk itself. This will improve capacities for better service delivery to the citizens and local business community. Target groups will also be trained and educated on modern city management and effective service delivery.

For the target group (local institutions) this result means as follows:

- Enhancing of communication with citizens and legal entities through providing of higher quality and faster services
- Equal treatment of all beneficiaries (disabled persons and other marginalised groups)
- Faster resolving of applications and re-loading of certain spots
- Uniford collecting of all relevant information at the site of their origin
- Adequate storing of information, their updated processing and updated reporting
- Control of performances of the employees
- Simpler communication between the institutions and between their employees
- Reduction of possibilities of abuse
- Transparency of work
- Approximation to European values and standards.

Multiplier effects:

Knowledge and experiences that have been acquired in the course of implementation of this Project can be used for further development of E-government in Novi Sad. On the other hand, the implementation of this Project can serve as a good practice example to other local self-governments that wish to improve their work and co-operation with beneficiaries and institutions in such a way.

E-portal is electronic document reception desk will be set up on a long-term basis so that it will be possible to expand them with new electronic services and procedures at any time in the future.

**R3. Improved public awareness on significance and method of use of E-government and promoted Project objectives and results**

The results within this segment are direct outcome of the Activity A3.

The following outcomes are expected:

- 2 press conferences organised
- At least 40 news published
- At least 15 media appearances (radio/TV)
- The following promotional material produced: 20000 flyers, 400 ballpoint pens, 400 folders, and 400 writing pads.

Public will be informed about the new method of work of the target group and new services that it offers. The point is to inform as many beneficiaries as possible about the existence of E-government and start using the services of local institutions via the same. The beneficiaries will also learn to use a new system through this result.

Multiplier effects: No possibilities for multiplication, standardised approach.

**R4. Successfully implemented Project**

The results within this segment are direct outcome of the Activity A4.

The following outcomes are expected:

- 1 agenda for the Project Team created
- At least 15 meetings of the Project Team held
- At least 3 reports prepared
- 3 lap tops purchased for the needs of the Project Team and associates.

Impact on target groups is indirect, through other project results.

Multiplier effects: No possibilities for multiplication, standardised approach.

- The proposed activities and their effectiveness (max 9 pages). Identify and describe in detail each activity to be undertaken to produce the results, justifying the choice of the activities, indicating their sequence and interrelation and specifying where applicable the role of each partner (or associates or subcontractors) in the activities. In this respect, the detailed description of activities must not repeat the action plan to be provided in section 1.9 below.

### **A1. Preparation for setting up of E-government**

First of all, it is necessary to provide the initial basis for successful setting up and functioning of the E-system. The steps necessary for laying down of that basis are as follows:

#### 1. Study visit to the City of Nis and learning about good practice

Through three study visits to the local self-government in Nis, the project team will have the possibility to learn about the results that the City of Nis has accomplished in the field of E-government (method of functioning, problems, advantages, etc.) in order to plan and implement the E-government in Novi Sad in the best possible way.

#### 2. Analysis (survey) of the needs of beneficiaries

It is necessary to conduct the survey (poll) on a large sample (10,000 citizens and legal entities) in order to determine what the citizens and economic entities expect from the E-government, what they are dissatisfied with at the moment and what they expect from a new electronic system.

#### 3. Survey of the existing status

Aiming at setting up of a clear initial framework for implementation of the E-government Project, it is necessary to conduct a comprehensive analysis of the current status in institutions in which the Project will be implemented. The analysis includes a detailed survey of business processes, documents and their streams, as well as of the available equipment. The survey of the existing status is necessary in order to determine clearly the flow of documents, critical spots, potential problems and methods of resolving of the same, which would largely define the foundations of the Project and provide a clear picture of the existing infrastructure and equipment.

#### 4. Elaboration of the Study on the current status with the defined project of the future status

The analysis should show the survey of the existing status, method of satisfying the needs of citizens in the current system, existing flows of documents, and business processes that need to be improved. It should also define the development projection of E-government, namely the final development objectives we wish to accomplish. The analysis represents the result of combination of the surveyed status, analysis of needs of beneficiaries and experiences of a partner city.

#### 5. Elaboration of Terms of Reference - defining of methods of accomplishing of projected status from the Analysis

All the elements that are relevant for successful, complete and long-term setting up of a unified system of electronic services are defined: safety and right of access, participants and interaction between certain participants in the system, detailed elaboration of hardware and software specifications, including services that are going to be realised based on the list of needs compiled by the citizens.

Applicant – The City of Novi Sad has the overall responsibility in implementation of this activity. The applicant will also organise the study visits, analysis of the needs of beneficiaries and monitors the study (survey) of the existing status, elaboration of the analysis and Terms of Reference.

Partner 1 – The City of Nis, which has achieved more than the City of Novi Sad when it comes to E-government, has the role in transfer of knowledge (know-how) and experiences during the study visits

and assistance in conducting of the Analysis and Terms of Reference.

Partner 2 - Public Utility Company „Informatika“ is responsible for an expert part of this activity, namely, for the analysis (survey) of the existing status (in co-operation with associates from city administration bodies), elaboration of the analysis and Terms of Reference.

The poll that will be used to analyse the needs of beneficiaries will be conducted by the sub-contractor, which will be selected in line with PRAG procedures.

The completion of this activity will create conditions for creating of electronic services, which represents the following Project activity.

The activity lasts for 6 months.

## **A2. Creating of electronic services and their placing at the disposal of citizens and legal entities through the portal and electronic document reception desk.**

This activity will be implemented based on the results of the previous, preparatory activity.

Electronic services will be implemented during this Project; they should cover the processes placed on the top of the list of priorities for citizens and legal entities, namely the processes defined in the previous Activity based on the conducted survey and projection of the desired status from the Analysis.

In order to create and implement electronic services it is necessary to provide the following computer equipment first:

- Server equipment and systems for data storing
- 10 scanners
- 10 computers (PCs)
- 10 printers

as well as the accompanying software.

The sub-contractor will be responsible for procurement of hardware and development of software.

Practical implementation of E-government will commence after linking of hardware, software implementation and customisation. The sub-contractor will develop the web portal that will be the core of E-government and an integral part of the official web site of the City. E-services that the City of Novi Sad has already implemented (virtual Registrar, insight into the Register of voters) will be linked to it while new services that beneficiaries expressed as their most important needs will be implemented into it. The concept of this web portal will enable permanent adding of new services, and changes and amendments to the existing ones, all until complete electronic coverage of work of city administration is reached. The services that were placed on the top of the list of priorities by the citizens and legal entities will be implemented during this project, i.e. this activity.

Irrespective of the service in question, it is certainly necessary to improve the work of the reception counter up to the level of electronic reception counter because it is the skeleton of co-operation of local self-government with physical persons and legal entities. The improvement of work is also necessary for city administration bodies that co-operate with the reception counter. The improvement implies equipping with the procured equipment and education.

Education of employees who will work within a new electronic system (employees working at reception counters, employees in city administration bodies, etc.) will be necessary upon completion of equipping with PC equipment so that they can adopt new knowledge and skills necessary for its successful implementation. The subcontractor will be responsible for education and it will also provide all necessary resources: premises, presentations, handbooks, catering, and printed material.

One video beam will be purchased for the needs of education.

Finally, another poll will be organised that will include 10,000 citizens and legal entities in order to determine whether the newly set electronic system satisfies their needs and up to which extent.

Applicant – The City of Novi Sad has the overall responsibility in implementation of this activity and it is responsible for supervision (control) of education.

Partner 1 – The City of Nis will contribute to the quality of results and avoiding of potential omissions thanks to its experience.

Partner 2 – Public Utility Company „Informatika“ is responsible for implementation of this activity in an expert sense. Since this activity falls within the scope of work of Public Utility Company „Informatika“, it will be in the position to supervise the procurement of hardware and software, their linking and implementation, manage and supervise the process of web portal development, determine the method of communication in a new system, define levels of safety etc. Public Utility Company „Informatika“ should ensure accomplishing of quality of results of this activity and harmonisation of those results with the Analysis and needs of beneficiaries.

Subcontractors will be selected in line with the PRAG procedures.

The Activity lasts for 9 months.

### **A3. Promotion activities**

Extensive promotion activities will be implemented within the project to obtain maximum impact and visibility. Promotion has to be permanent in order to promote Project objectives and results and to inform as many beneficiaries possible about the important of E-services, possibilities they offer and method of their use.

It is planned to organise regular contacts with the media (electronic, printed, radio/TV) through press releases, press conferences, interviews and personal contacts.

At least once a month, the Project Manager will be the guest at local, regional, or national television stations.

It is also planned to organise two press conferences:

- Marking the start of the Project
- Official start up of E-government

The second channel for communication will be promotional material - flyers, ballpoint pens, folders, writing pads.

The poll will be conducted by the subcontractor, which will be selected in line with PRAG procedures.

Subcontractors will be selected for this activity in line with the PRAG procedures, and they will have to co-operate closely with the Project Manager.

The Applicant is responsible for implementation of this activity and it has the overall responsibility. Subcontractors will organise press conferences and publish promotional materials.

This activity lasts throughout the project duration.

### **A4. Project management**

The Decision of the Mayor of Novi Sad determines the Project Team consisting of appropriate representatives of Project Partners. Project Team meets regularly throughout the project duration, at

least once a month. During the first kick-off meeting, the Project Team will determine the working plan and the details, procedures and timetable of co-ordination and communication. The meetings are convened and lead by the Project Manager.

The implementation and results will be cross-checked at each meeting. The internal monitoring system established within the Project will be based on checking of implementation bench-marks against original plans. Project Manager will be responsible for communication with the contracting authority and external communication.

When it comes to equipment, it is necessary to purchase 3 lap-tops for the needs of the Project Team and associates working on E-government setting up.

The Applicant is responsible for implementation of this activity and it has the overall responsibility.

This activity lasts throughout the Project duration.

## **1.8. Methodology (max 4 pages)**

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### **Describe in detail:**

- **the methods of implementation and reasons for the proposed methodology;**

The proposed action will be implemented by the City of Novi Sad as the Applicant, Public Utility Company “Informatika” as a local expert Partner and by the City of Nis as the Partner City, which provides a good practice example, expertise, and consulting support.

The key methodological approach in the Project is the use of relevant good practice and existing concepts, and adopting them to particular local needs.

**Knowledge and experience transfer** - Through colleague-to-colleague approach, trainings, and meetings, the experts from the City of Nis will transfer knowledge (know-how) and good practice from Nis to the employees in the City of Novi Sad and its institutions.

**Study visits** - through one- or two-day visits with organised presentations, personal insight and consultancy meetings, Partners will be able to realise the direction they need to take in order to develop their activities

**Trainings** – subcontractor and representatives of Partners will educate the employees for the work with a new electronic system during joint trainings. The combination of theory and practical work will be used as well as the combination of individual and group work. Trainings will be held at work places in cases of individual work or in meeting rooms in cases of group work. Trainings are compliant with the modern training approach, which takes into account the specific character of the topic. A balance between theory and practical examples will be the leading principle, together with immediate communication, sharing of personal experience and knowledge.

**Setting up of E-government** - portal, electronic services and electronic document reception desk have to be implemented in a highly professional and quality way by subcontractor and the Project Team. The principles of trust, privacy, data protection, precision, clear insight, and handiness need to be taken into account in order to enable further development of the system, to make it sustainable, applicable, and long-term one.

**Media campaign** - through media and promotional material, while well organised and prepared media campaign will bring visibility to the Project and the wider public will be informed about Project implementation and its success. Guest appearances at radio and television, articles in printed newspapers and on the Internet, press conferences and promotional material are the possibilities for wider public to get informed about the existence of a new electronic systems and potentials of its use.

- **where the action is the prolongation of a previous action, explain how the action is intended to build on the results of this previous action. Give the main conclusions and recommendations of evaluations that might have been carried out;**

The City of Novi Sad has already implemented certain segments of E-government. The materials for the City Council sessions are prepared in city administration departments and they are sent electronically to the competent services. The City Council sessions are held and followed up electronically, the proposals of documents for the City Assembly are sent electronically, the City Assembly sessions are prepared, and its sessions are followed up electronically, the materials are processed electronically. All that will enable automated publishing of decisions of interest for the citizens and legal entities at the Internet portal of the City.

The official web site of the City offers electronic services of virtual Registrar and insight into the register of voters, which will become integral parts of a comprehensive E-government of the City of Novi Sad in the course of implementation of this Project. Project Partner 2 –Public Utility Company “Informatika” connected all the city institutions (City of Novi Sad, city administration bodies, public companies, cultural institutions, health care and other institutions) with optical cables and enabled the implementation of this Project in such a way.

The City of Novi Sad has already established the Call Centre, which will become one of the channels for information providing upon completion of this Project. Currently, the Centre does not have the capacity to



monitor the processing of submitted applications and providing of information to beneficiaries on the status of their application, which will be enabled through implementation of this Project.

- **where the action is part of a larger programme, explain how it fits or is coordinated with this programme or any other possibly planned project. Please specify the potential synergies with other initiatives, in particular from the European Commission;**

This Project sets the basis that will largely enable the guillotine of regulations. The guillotine of regulations is the initiative from the Republic level, which has to be implemented by all the institutions, including local, in order to adapt to the European standards of doing business.

The objective of the action titled "Out of the Labyrinth" is to define the inappropriate and outdated legislation that aggravate business activities conducting and to launch the initiative to change or revoke such legislation. In addition to concrete savings in time and money, facilitating of procedures will also improve the legality in work of entrepreneurs and institutions. If we add to that the reduction in procedures and documents that will be achieved through implementation of E-government, we can conclude that those activities have to be implemented in parallel and at all levels in order to accomplish the maximum and visible effects.

The significance of E-government for the EU is confirmed by the fact that there is a strong tendency to support the development of such systems, not only in the EU Member States but also in candidate countries. In 1999 already, the main task of the eEurope+ Action Plan when it comes to on-line access to public services was to require the candidate countries to reach the stadium in which the Member States were at that time. Such a trend is still present.

- **the procedures for follow up and internal/external evaluation;**

The partners will set up a system of **internal monitoring** of the project. The monitoring will be based on regular check of the achieved results against original plans. The project manager will hold the overall responsibility for the monitoring of the project. The partners will cover their respective activities. In case of discrepancies, corrective measures will be introduced to guarantee maximisation of the results. Monitoring reports and information on regular checks will be available to the Contracting Authority.

Before the end of the project the partners will implement **internal evaluation** of the project results. The results will be benchmarked with original plan. The main purpose of the evaluation is to determine level of success and to set direction for continuation of activities after the conclusion of the project.

The polls must be emphasised as segments of exceptional significance. They will be used initially to determine the needs of beneficiaries and in the end to check the extent up to which a new electronic system that has been created within the Project is capable to satisfy those needs. This is the way to determine whether it is necessary to make corrective changes to the system, and if so, they will be implemented within the Project duration already.

**External evaluation:** an independent auditor will be contracted through PRAG procedure to carry out the evaluation of the financial aspect of the implemented actions. The project will be open to any other external evaluation initiated by the EC, during or after the implementation.

- **the role and participation in the action of the various actors and stakeholders (local partner(s), target groups, local authorities, etc.), and the reasons for which these roles have been assigned to them;**

**Applicant - City of Novi Sad.** Due to its capacities and experiences in project management, the City of Novi Sad has the overall responsibility. It participates in all activities and makes sure they are carried out timely and properly. The City co-ordinates and controls the work of partners and subcontractors, reports to the donor, communicates with the media, leads/manages project promotion.

**Partner 1 - City of Nis.** Due to its voluminous experience in setting up and functioning of electronic services, the City of Nis has the role of transfer of knowledge (know/how), i.e. consultations in Project

implementation. It participates in all activities and makes sure they are carried out in the best possible way, in particular when it comes to E-government creating.

**Partner 2 - Public Utility Company „Informatika“.** This company has already implemented certain steps in E-government setting up and since it falls within the responsibilities of this company, it will make sure that quality and sustainable electronic systems are created. Upon completion of Project implementation, this company will be responsible for maintenance and further improvement of the system.

**Target groups.** The Project will be implemented in accordance with their need to co-operate better with beneficiaries of services, to be the service of citizens and economy and to have a simple internal and external communication and co-operation. They will be an integral part of the E-government system.

- **the organisational structure and the team proposed for the implementation of the action (by function: there is no need to include the names of individuals);**

**Project manager,** nominated by the project partner 2 – Public Utility Company “Informatika”. It is a person with significant experience in the domains in question, who has overall responsibility for the project. Manages all the project activities, makes sure that all the deadlines are met and that project implementation corresponds to logical framework matrix and all the relevant rules and regulations. Gives the necessary guidelines to all the members of the project team, monitors and controls their work.

**Project manager's assistant,** nominated by the applicant 2 – Public Utility Company “Informatika”. Assists project manager in his responsibilities, is in charge of interactions with partners, control of documentation and of reports.

**Financial manager,** nominated by the applicant - City of Novi Sad. In charge for the proper and timely budget management / spending, in charge of preparing documentation for financial transactions, procurement, tendering, and financial reports of all the project activities.

**IT manager,** nominated by the project partner 2 - Public Utility Company “Informatika”. Responsible for expert management and control of creating of electronic services and their placing at the disposal of citizens and legal entities via the web portal and electronic document reception desk.

**E-government consultant,** nominated by the project partner 1 - City of Nis. With his knowledge and experience an expert assists the Project manager in the whole process of Project implementation.

**IT consultant,** nominated by the project partner 1 - City of Nis. With his knowledge and experience an expert assists the IT manager in management and control over creating of electronic services.

**Associate 1,2,3,4,5,** nominated by the applicant - City of Novi Sad. They are the representatives of city administration bodies who are responsible for status survey in that city administration bodies, as well as for organisation of educations and, in general, of co-operation between city administration bodies and project team members in Project implementation.

- **the main means proposed for the implementation of the action (equipment, materials, and supplies to be acquired or rented);**

**Equipment.** A limited purchase of equipment is planned within the project. This will include equipment necessary for project management, implementation of trainings and setting up of virtual document reception desk and electronic services.

**Software.** Setting up of virtual document reception desk and electronic services is not possible without appropriate software.

**Facilities for training and press conferences.** Training and press conferences have to be organised in premises/facilities that can accept a larger number of people, in which it is possible to organise simultaneous translation, presentations, refreshment, etc.

**Promotional material.** It is important that promotional material is of satisfactory quality and that it contains all necessary information presented in the way that will attract and keep the attention of beneficiaries.

- **the attitudes of all stakeholders towards the action in general and the activities in particular;**

All the stakeholders are highly interested in Project implementation and its individual activities. Local government have proven the interest with their mere readiness to act as applicants and take over the responsibility for implementation of activities. Public Utility Company “Informatika” has shown clearly its interest through active participation in Project preparation and readiness to support the implementation of the Project through participation in the Project Team. The citizens and business entities support all the efforts aimed at accomplishing better services of local authorities. It is important to point out that all the stakeholders have participated in prioritising the projects within the Economic Development Strategy of the City of Novi Sad, and the fact that this Project has been placed at a very high position on the list of priorities shows clearly their attitude towards the implementation of the Project and its activities.

## 1.9. Duration and indicative action plan for implementing the action

The duration of the action will be <15> months.

Applicants should not indicate a specific start up date for the implementation of the action but simply show "month 1", "month 2", etc.

Applicants are recommended to base the estimated duration for each activity and total period on the **most probable duration** and not on the shortest possible duration by taking into consideration all relevant factors that may affect the implementation timetable.

The activities stated in the action plan should correspond to the activities described in detail in section 1.7. The implementing body shall be either the applicant or any of the partners, associates or subcontractors. Any months or interim periods without activities must be included in the action plan and count toward the calculation of the total estimated duration of the action.

The action plan for the first 12 months of implementation should be sufficiently detailed to give an overview of the preparation and implementation of each activity. The action plan for each of the subsequent years may be more general and should only list the main activities foreseen for those years. To this end, it shall be divided into six-month interim periods (NB: A more detailed action plan for each subsequent year will have to be submitted before receipt of new pre-financing payments, pursuant to Article 2.1 of the General Conditions of the grant contract).

The action plan will be drawn up using the following format:

Year 1													
	Semester 1						Semester 2						
Activity	Month 1	2	3	4	5	6	7	8	9	10	11	12	Implementing body
Preparation for setting up of E-government													Applicant Partner 1 Partner 2
Creating of electronic services and their placing at the disposal of citizens and legal entities through the portal and electronic document reception desk													Applicant Partner 1 Partner 2
Promotion activities													Applicant
Project management													Applicant

Activity	Semester 3			Implementing body
	13	14	15	
Preparation for setting up of E-government				
Creating of electronic services and their placing at the disposal of citizens and legal entities through the portal and electronic document reception desk				Applicant Partner 1 Partner 2
Promotion activities				Applicant
Project management				Applicant

## 1.10. Sustainability (max 3 pages)

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- **Describe the main preconditions and assumptions during and after the implementation phase.**

The project is based on the following preconditions and assumptions (during and after the implementation phase):

**Unchanged political situation.** The current political situation is favourable for implementation of the project and similar initiatives. Low level of cooperation between institutions started to improve in the recent years, also motivated by EU policy and initiatives. The political situation is in favour of EU supported initiatives, particularly concrete results oriented projects. The partners are expecting high level or improved situation in political support to EU financed initiatives.

**Involvement and continuous support of all involved stakeholders.** Successful implementation requires support of all relevant stakeholders. The applicant has already in the preparatory phase made efforts to attract interest of stakeholders. The efforts will continue throughout the implementation of the project. Strong involvement of local stakeholders will not only support implementing of project activities, but will also provide guarantee for sustainability in institutional and financial sense. The project partners are strongly committed to produce a result which will not remain within the partnership but will become local community ownership.

The project is being developed in a way that the implementation of activities at the lowest extent possible depends on external factors. Potential discrepancies have been taken into account in preparation of risk analysis and contingency plans.

- **Provide a detailed risk analysis and possible contingency plans. This should include at least a list of risks associated with each activity proposed accompanied by relevant corrective measures to mitigate such risks. A good risk analysis would include a range of risk types including physical, environmental, political, economic and social risks.**

There are two risks and they refer to all four Activities.

**Unstable political situation.** It is not expected that any local self-government would refuse a support to a project promoting environmental protection. In case of political changes, the project partners will adapt to the new situation by introducing intensive communication with the new political structure. The red line of communication will be the presentation of importance of the project and positive impact at the local level.

**Tender procedure duration and potentially unsuccessful tenders.** Project as a whole, as well as its individual activities, last long enough, which means that in the case of occurrence of this risk the tender procedures can be completed or repeated without any threats to the results. On the other hand, the Project team will have to take into account this risk in planning of implementation steps at the beginning of the Project.

- **Explain how sustainability will be secured after completion of the action. This can include aspects of necessary measures and strategies built into the action, follow-up activities, ownership by target groups etc.**

The whole project structure was prepared with an aim of providing long-term sustainable impact in the region. The partners will develop concepts which will remain in place after the conclusion of the project. The key elements in guaranteeing sustainability of the project are strong networks and institutional framework, relevance of the project activities for policy level and solid perspectives for financial sustainability of the activities.

The key elements guaranteeing sustainability are the following:

**Composition of partnership.** The type of partners, their capacity, and position represents a solid guarantee for sustainability of the project. The concepts developed within the project will remain within solid institutions and therefore the continuation of activities is guaranteed.

**Involvement of local stakeholders.** Strong involvement of local stakeholders will not only support implementing of project activities, but will also provide guarantee for sustainability in institutional and financial sense. Project partners are strongly committed to produce a result, which will not remain within the partnership, but will become local community ownership. Local ownership of results is important for maintaining sustainability of the project

**Networking activities.** The project will build strong networks at all levels. The networks should represent a solid basis for sustainability of the project.

**Strategic guidelines.** Strategic guidelines developed within the project will provide long term perspective for approach to the challenges in the area of e-government. Positive impact of the Activity will directly strengthen co-operation and efforts in long-term development of E-government.

**Preparation of concepts and services in the Project.** The Project will initiate concepts that will remain in place after the completion of the Project. The Project defines the development of E-government as a whole in Novi Sad. However, only the services that have been confirmed by the results of the survey/poll as the most needed for beneficiaries will be implemented. The process will continue with other electronic services after the completion of the Project, based on the Analysis of the current status and Terms of Reference.

**In doing so, please make a distinction between the following dimensions of sustainability:**

- Financial sustainability (financing of follow-up activities, sources of revenue for covering all future operating and maintenance costs, etc.); are there positive effect for the budget and property of LSG?**

Since the new E-government electronic system is going to be the property of the City of Novi Sad and the city Public Utility Company "Informatika", which was founded by the City of Novi Sad, is going to be entrusted with its maintenance based on the fact that it is basically responsible for such tasks, financial sustainability of the Project is ensured. The interest for financial investments into further maintenance and upgrading of the system is certainly present because it enables much higher savings in time and financial resources for both providers and beneficiaries of those electronic services.

- Institutional level (which structures would allow, and how, the results of the action to continue be in place after the end of the action? Address issues about the local "ownership" of action outcomes);**

The project will build strong networks at different levels. The Project implies the development of strong structure, which will without any doubt stay in place also after the conclusion of the Project. The project will also strongly encourage participation of beneficiaries.

E-government links local self-government and all its institutions into a single unit aiming at better mutual communication and better delivery of services to the citizens and legal entities. Since all the participants in this system (irrespective if they are in the role of service beneficiaries or providers) are interested in having a fully functional system in time, they will all participate in its work and development. The Project will actually implement the initial phase of E-government with several already existing E-services and inclusion of E-services that are priorities for beneficiaries. Upon completion of Project implementation, the City and its institutions will continue to increase the number of E-services, and connect new institutions such as cultural, educational, health care institutions, etc.

- Policy level where applicable (What structural impact will the action have - e.g. will it lead to improved legislation, codes of conduct, methods, etc.);**

Although the Project will not have a direct impact at the policy level, it can have indirect significance for policy makers. The outcomes of this Project would contain significant information and facts based on real life Project that would be used for future improvement in legal framework at local, regional, and national levels.

## **1.11. Logical framework**

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Please fill in Annex C<sup>8</sup> to the Guidelines for applicants.

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<sup>8</sup> Explanations can be found at the following address:  
[http://ec.europa.eu/europeaid/reports//index\\_en.pdf](http://ec.europa.eu/europeaid/reports//index_en.pdf)



## **2. BUDGET FOR THE ACTION**

Fill in Annex B (worksheet 1) to the Guidelines for applicants for the total duration of the action and for its first 12 months. For further information see the Guidelines for grant applicants (Sections 1.3, 2.1.4 and 2.2.5).

### **3. EXPECTED SOURCES OF FUNDING**

Fill in Annex B (worksheet 2) to the Guidelines for applicants to provide information on the expected sources of funding for the action.

Please note that there are two different sheets to be completed

#### **4. EXPERIENCE OF SIMILAR ACTIONS**

Maximum 1 page per action. Please provide a detailed description of actions managed by your organisation over the past three years

This information will be used to assess whether you have sufficient and stable experience of managing actions in the same sector and of a comparable scale to the one for which a grant is being requested.

<b>Project title:</b> Brownfield for new business		<b>Sector (see section 2.2 of section II):</b> <b>32130 - Small and medium-sized enterprises (SME) development</b>			
<b>Location of the action</b>	<b>Cost of the action (EUR)</b>	<b>lead manager or partner</b>	<b>Donors to the action (name)<sup>9</sup></b>	<b>Amount contributed (by donor)</b>	<b>Dates (from dd/mm/yyyy to dd/mm/yyyy)</b>
Novi Sad	278,600.00	Lead manager	Austrian Development Agencu, USAID, Government of the Autonomous Province of Vojvodina	ADA : 52,000.00 USAID : 70,000.00 Government of APV : 52,000.00	01/03/2009 to 01/09/2010

<sup>9</sup> If the Donor is the European Commission or an EU Member State, please specify the EC budget line, EDF or EU Member State.

<p><b>Objectives and results of the action</b></p>	<p><b>The general goal</b> of the project is the creation of favourable conditions for sustainable local economic development of the City of Novi Sad, accelerating of economic activities and economic development of the City, and decrease in the number of the unemployed people.</p> <p><b>Specific goals:</b></p> <ul style="list-style-type: none"> <li>- Establishment of new support systems for creation of new business start-ups and existing SMEs (that is, creation of business environment which will enable successful overcoming of the first, and at the same time, most critical phase, providing of necessary tools for growth and development such as consulting, equipement, office service, favourable rents etc, as well as encouraging of cooperation, exchange of knowledge and exeprience)</li> <li>- Incentive to employment and increase in the number of employed in the IT sector</li> <li>- Encouragement of development of new techologies</li> <li>- Improvement of local <b>entrepreneurial culture</b></li> <li>- <b>Improvement of competitiveness of new and existing IT companies</b></li> <li>- <b>Exchange of specific, complementary knowledge in the IT sector</b></li> </ul> <p><b>Project results:</b></p> <ul style="list-style-type: none"> <li>- Registered company with limited liability</li> <li>- 15 new established IT companies in the first phase of incubation</li> <li>- 30 new jobs</li> <li>- Decrease in the number of the unemployed (by offering 30 new job opportunities)</li> <li>- PPPs</li> <li>- Strengthened local entrepreneurial culture</li> <li>- Promotion of new, modern technologies</li> </ul>
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<b>Project title:</b> EDMS Unidocs		<b>Sector (see section 2.2 of section II):</b> 43030 - Urban Development And Management			
<b>Location of the action</b>	<b>Cost of the action (EUR)</b>	<b>lead manager or partner</b>	<b>Donors to the action (name)<sup>10</sup></b>	<b>Amount contributed (by donor)</b>	<b>Dates (from dd/mm/yyyy to dd/mm/yyyy)</b>
Novi Sad	60,000.00	partner	Public Enterprise for City Construction and Development, Novi Sad	60,000.00	01/05/2006 untill today
<b>Objectives and results of the action</b>		<p><b>Objective:</b> Improvement of work of the Public Enterprise for City Construction and Development through the introduction of the documentation management system.</p> <p><b>Results:</b></p> <ul style="list-style-type: none"> <li>- Provided technical and software support</li> <li>- 150 users successfully trained to use the system ,and</li> <li>- Experts in the IT sectors of companies trained for further development and maintenance of the system,</li> <li>- Setting of an updated system of document creating and management</li> </ul>			

<sup>10</sup> If the Donor is the European Commission or an EU Member State, please specify the EC budget line, EDF or EU Member State.

<b>Project title: ZIGIS</b>		<b>Sector (see section 2.2 of section II): 43030 - Urban Development And Management</b>			
<b>Location of the action</b>	<b>Cost of the action (EUR)</b>	<b>lead manager or partner</b>	<b>Donors to the action (name)<sup>11</sup></b>	<b>Amount contributed (by donor)</b>	<b>Dates (from dd/mm/yyyy to dd/mm/yyyy)</b>
Novi Sad	100,000.00	partner	Public Enterprise for City Construction and Development, Novi Sad	100,000.00	01/05/2006 untill today
<b>Objectives and results of the action</b>		<b>Objective:</b> Creating of the basic environment for implementation of GIS of the City of Novi Sad <b>Results (expected):</b> <ul style="list-style-type: none"> <li>- Provided technical and software basis</li> <li>- Provided access to data for 16 local government institutions</li> <li>- Basic spatial data and cadastral foundations (from 2004) entered in the GIS</li> </ul>			

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<sup>11</sup> If the Donor is the European Commission or an EU Member State, please specify the EC budget line, EDF or EU Member State.

<b>Project title:</b> Danube bank revival		<b>Sector (see section 2.2 of section II):</b> <b>332 - Tourism</b>			
<b>Location of the action</b>	<b>Cost of the action (EUR)</b>	<b>lead manager or partner</b>	<b>Donors to the action (name)<sup>12</sup></b>	<b>Amount contributed (by donor)</b>	<b>Dates (from dd/mm/yyyy to dd/mm/yyyy)</b>
Novi Sad	281,550.00	Lead manager	USAID	66,000.00	01/03/2009 to 01/09/2010
<b>Objectives and results of the action</b>		<p><b>General goal</b> of the project is to professionally and in an organised manner provide, exchange and manage all the information concerning tourist offer and demand for the development of tourism in Novi Sad, thus creating conditions for better exploitation of the tourist potential and enhancing local economic development.</p> <p>That is achieved through individual aims:</p> <ul style="list-style-type: none"> <li>- Improving and updating of the tourist offer of the City of Novi Sad</li> <li>- Increasing the revenues from residence fees</li> <li>- Increasing the number of overnights</li> <li>- Increasing the number of jobs in service sector</li> <li>- Achieving a positive image of the city</li> </ul> <p><b>Results:</b></p> <ul style="list-style-type: none"> <li>✓ Lifting the tourist potential to a higher level</li> <li>✓ Increase in the number of stays</li> <li>✓ Increase in the revenues from residence fees</li> <li>✓ Stimulating the service sector, which alludes significant possibilities of self employment.</li> <li>✓ Increased number of visits to tourist content</li> <li>✓ Coordination of the activities of tourist subjects</li> <li>✓ Creation of new plans and tours of the City</li> <li>✓ Improved image of the City</li> </ul>			

<sup>12</sup> If the Donor is the European Commission or an EU Member State, please specify the EC budget line, EDF or EU Member State.



<b>Project title:</b> City of Novi Sad Traffic Study		<b>Sector (see section 2.2 of section II):</b> <b>210-Transport and Storage</b>			
<b>Location of the action</b>	<b>Cost of the action (EUR)</b>	<b>lead manager or partner</b>	<b>Donors to the action (name)<sup>13</sup></b>	<b>Amount contributed (by donor)</b>	<b>Dates (from dd/mm/yyyy to dd/mm/yyyy)</b>
Novi Sad	175.000,00	partner	Institute for Constructional Development of the City	175.000,00	20/12/2008. to 01/01/2010.
<b>Objectives and results of the action</b>		<p><b>Objective:</b> The objective is to improve traffic infrastructure in Novi Sad, in order to provide the best possible solution to the problems caused by the increase in the number of vehicles in the city. In that way, a transport model of Novi Sad and input data for the new general plan of Novi Sad would be obtained.</p> <p><b>Result:</b> Developed study of Traffic in Novi Sad that will serve the city as a basis for its future applications to funds for infrastructural projects from this domain.</p>			

<b>Project title:</b> Infrastructural Base for Bicycle Traffic Development in Novi Sad		<b>Sector (see section 2.2 of section II):</b> <b>210-Transport and Storage</b>			
<b>Location of the action</b>	<b>Cost of the action (EUR)</b>	<b>lead manager or partner</b>	<b>Donors to the action (name)<sup>14</sup></b>	<b>Amount contributed (by donor)</b>	<b>Dates (from dd/mm/yyyy to dd/mm/yyyy)</b>
Novi Sad	5.000,00	partner	P.U.C. Parking service Novi Sad	5.000,00	14/9/2009 to 12/10/2009

<sup>13</sup> If the Donor is the European Commission or an EU Member State, please specify the EC budget line, EDF or EU Member State.

<sup>14</sup> If the Donor is the European Commission or an EU Member State, please specify the EC budget line, EDF or EU Member State.

<b>Objectives and results of the action</b>	<p><b>Objective:</b> To establish a possible solutions; quantity of necessary funds and realisation timetable for construction bicycle paths and public parking lots within a territory of Novi Sad.</p> <p><b>Results:</b> Land registry ( Cadastre) of exgisting bicycle pahts network is established ; Plan is divided on eaqual parts with basic geometrical characteristic and curent conditions as of now.. According to the regioanl experiance in treating bicycle infrastructure ,the tempate solutions are given together with realisation timetable, consequently per each project. Bicycle parking lots network is established in relation with most needed parts of the city .</p>

<b>Project title:</b> Study on Bicycle Renting in Novi Sad		<b>Sector (see section 2.2 of section II):</b> <b>210-Transport and Storage</b>			
<b>Location of the action</b>	<b>Cost of the action (EUR)</b>	<b>lead manager or partner</b>	<b>Donors to the action (name)<sup>15</sup></b>	<b>Amount contributed (by donor)</b>	<b>Dates (from dd/mm/yyyy to dd/mm/yyyy)</b>
Novi Sad	5.000,00	partner	P.U.C. Parking service Novi Sad	5.000,00	01/10/2009 until today
<b>Objectives and results of the action</b>		<p><b>Objective:</b> To enable bicycle renting in Novi Sad.</p> <p><b>Results (expected):</b> Renting of bicycles and traffic polution reduction in Novi Sad.</p>			

<sup>15</sup> If the Donor is the European Commission or an EU Member State, please specify the EC budget line, EDF or EU Member State.

<b>Project title:</b> Bring Novi Sad back to Cyclists		<b>Sector (see section 2.2 of section II):</b> <b>410-General environment protection</b>			
<b>Location of the action</b>	<b>Cost of the action (EUR)</b>	<b>lead manager or partner</b>	<b>Donors to the action (name)<sup>16</sup></b>	<b>Amount contributed (by donor)</b>	<b>Dates (from dd/mm/yyyy to dd/mm/yyyy)</b>
Novi Sad	24.850,00	partner	P.U.C. Parking service Novi Sad	24.850,00	01/06/2009 to 01/08/2009
<b>Objectives and results of the action</b>		<b>Objective:</b> Provide conditions for implementation of alternative forms of transport that do not pollute the environment and contribute to a healthier way of life <b>Results:</b> Completed construction of three enclosed public bike parkings (including video surveillance)			

<sup>16</sup> If the Donor is the European Commission or an EU Member State, please specify the EC budget line, EDF or EU Member State.

<b>Project title:</b> Removal of radioactive lighting rods		<b>Sector (see section 2.2 of section II):</b> <b>41020 - Biosphere protection</b>			
<b>Location of the action</b>	<b>Cost of the action (EUR)</b>	<b>lead manager or partner</b>	<b>Donors to the action (name)<sup>17</sup></b>	<b>Amount contributed (by donor)</b>	<b>Dates (from dd/mm/yyyy to dd/mm/yyyy)</b>
Novi Sad	141,000.00	Lead manager	Department of Environmental Protection - City of Novi Sad	141,000.00	01/08/2008 to 30/12/2008
<b>Objectives and results of the action</b>		<b>Objective:</b> Implementation of preventive and rehabilitation measures of environmental protection <b>Results:</b> Completed permanent protection against ionising and non-ionising radiation			

<sup>17</sup> If the Donor is the European Commission or an EU Member State, please specify the EC budget line, EDF or EU Member State.

<b>Project title:</b> Planted green area in Mika Antic's Alley		<b>Sector (see section 2.2 of section II):</b> 41020 - Biosphere protection			
<b>Location of the action</b>	<b>Cost of the action (EUR)</b>	<b>lead manager or partner</b>	<b>Donors to the action (name)<sup>18</sup></b>	<b>Amount contributed (by donor)</b>	<b>Dates (from dd/mm/yyyy to dd/mm/yyyy)</b>
Novi Sad	54,499.00	partner	- Department of Environmental Protection - Ministry of Environmental Protection and Spatial Planning	25,000.00  29,499.00	25/12/2008 to 31/05/2009
<b>Objectives and results of the action</b>		<b>Objective:</b> Horticultural regulation of a part of Bulevar Cara Lazara, which is, according to its purpose of use, a part of the future promenade that will stretch up to the Danube <b>Results:</b> - Developed green area with the surface of half a hectare in the vicinity of the river - Higher quality environment for the citizens of Novi Sad and all the visitors - Nicely arranged ambience			

<sup>18</sup> If the Donor is the European Commission or an EU Member State, please specify the EC budget line, EDF or EU Member State.

<b>Project title:</b> Air quality monitoring in the territory of the City of Novi Sad		<b>Sector (see section 2.2 of section II):</b> <b>41020 - Biosphere protection</b>			
<b>Location of the action</b>	<b>Cost of the action (EUR)</b>	<b>lead manager or partner</b>	<b>Donors to the action (name)<sup>19</sup></b>	<b>Amount contributed (by donor)</b>	<b>Dates (from dd/mm/yyyy to dd/mm/yyyy)</b>
Novi Sad	120,000.00	Lead manager	- Department of Environmental Protection - Institute for Public Health of Vojvodina	100,000.00  20,000.00	01/01/2009 to 31/12/2009
<b>Objectives and results of the action</b>		<b>Objective:</b> Monitoring of the status of the environment, i.e. air quality aimed at undertaking of measures for improvement of the status of the environment and health of the citizens of Novi Sad <b>Results:</b> Defined future procedures aimed at improvement of the status of the environment in Novi Sad			

<sup>19</sup> If the Donor is the European Commission or an EU Member State, please specify the EC budget line, EDF or EU Member State.

<b>Project title:</b> Reconstruction and revitalization of Kamenica Park ( <i>Kamenički park</i> ) in Sremska Kamenica		<b>Sector (see section 2.2 of section II):</b> <b>41020 - Biosphere protection</b>			
<b>Location of the action</b>	<b>Cost of the action (EUR)</b>	<b>lead manager or partner</b>	<b>Donors to the action (name)<sup>20</sup></b>	<b>Amount contributed (by donor)</b>	<b>Dates (from dd/mm/yyyy to dd/mm/yyyy)</b>
Novi Sad	182,500.00	partner	- Department of Environmental Protection - Republic Environmental Protection Fund	42,500.00  140,000.00	30/01/2009 to 31/01/2010
<b>Objectives and results of the action</b>		<b>Objective:</b> Enhancing of natural values of Kamenica Park and its placing in dysfunction of orderly use <b>Results:</b> regulated green area in Kamenica Park that is included in the programme of protection and development of monuments of nature			

<sup>20</sup> If the Donor is the European Commission or an EU Member State, please specify the EC budget line, EDF or EU Member State.

<b>Project title:</b> Awareness Raising Among Schoolchildren		<b>Sector (see section 2.2 of section II):</b> 41081 - Environmental education/training			
<b>Location of the action</b>	<b>Cost of the action (EUR)</b>	<b>lead manager or partner</b>	<b>Donors to the action (name)<sup>21</sup></b>	<b>Amount contributed (by donor)</b>	<b>Dates (from dd/mm/yyyy to dd/mm/yyyy)</b>
Novi Sad	19,250.00	Lead manager	- OSCE - Department of Environmental Protection	4,500.00 14,750.00	25/11/2009. to 25/12/2009
<b>Objectives and results of the action</b>		<b>Objective:</b> Raising of awareness among children attending lower grades of elementary school in the field of waste recycling <b>Results:</b> Pupils trained in the field of primary waste selection and recycling, promotion and promotional material.			

<sup>21</sup> If the Donor is the European Commission or an EU Member State, please specify the EC budget line, EDF or EU Member State.



## II. THE APPLICANT

<b>EuropeAid ID number<sup>22</sup></b>	RS-2009-BLD-1310103396
<b>Name of the organisation</b>	City of Novi Sad

Information requested under this point need only be given in cases where there have been modifications or additions as compared to the information given in the Concept note form.

### 1. IDENTITY

<b>Legal Entity File number<sup>23</sup></b>	6000337599
<b>Abbreviation</b>	
<b>Registration Number (or equivalent)</b>	8179115
<b>Date of Registration</b>	29.12.2007.
<b>Place of Registration</b>	Novi Sad
<b>Official address of Registration</b>	Trg slobode 1 21000 Novi Sad
<b>Country of Registration<sup>24</sup>/ Nationality<sup>25</sup></b>	Serbia
<b>E-mail address of the Organisation</b>	kler@novisad.rs
<b>Telephone number: Country code + city code + number</b>	+381 (0)21 4807710
<b>Fax number: Country code + city code + number</b>	+381 (0)21 4807710
<b>Website of the Organisation</b>	www.novisad.rs

<sup>22</sup> This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit [http://ec.europa.eu/europeaid/work/onlineservices/pador/index\\_en.htm](http://ec.europa.eu/europeaid/work/onlineservices/pador/index_en.htm)

<sup>23</sup> If the applicant has already signed a contract with the European Commission

<sup>24</sup> For organisations. If not in one of the countries listed in section 2.1.1 of the Guidelines, please justify its location

<sup>25</sup> For individuals. If not in one of the countries listed in section 2.1.1 of the Guidelines, please justify its location



Point 2, 3 and 4 of section II below must only be filled in by applicants who have been granted derogations from registration in PADOR.  
All other applicants must encode this information under their PADOR registration.

## 2. PROFILE

<b>Legal status</b>	Local Authority, non profit making
<b>Profit-Making</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>NGO</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Value based<sup>26</sup></b>	<input type="checkbox"/> Political <input type="checkbox"/> Religious <input type="checkbox"/> Humanistic <input checked="" type="checkbox"/> Neutral
<b>Is your organisation linked with another entity?</b>	<input type="checkbox"/> Yes, parent entity: (please specify its EuropeAid ID:.....) <input type="checkbox"/> Yes, controlled entity(ies) <input type="checkbox"/> Yes, family organization / network entity <sup>27</sup> <input checked="" type="checkbox"/> No, independent

### 2.1. Category

Category <sup>28</sup>	Public	Private
	<input type="checkbox"/> Public Administration <input type="checkbox"/> Decentralised representatives of Sovereign States <input type="checkbox"/> International Organisation <input type="checkbox"/> Judicial Institution <input checked="" type="checkbox"/> Local Authority <input type="checkbox"/> Implementation Agency <input type="checkbox"/> University/Education <input type="checkbox"/> Research Institute <input type="checkbox"/> Think Tank <input type="checkbox"/> Foundation <input type="checkbox"/> Association <input type="checkbox"/> Media <input type="checkbox"/> Network/Federation <input type="checkbox"/> Professional and/or Industrial Organisation <input type="checkbox"/> Trade Union <input type="checkbox"/> Cultural Organisation <input type="checkbox"/> Commercial Organisation	<input type="checkbox"/> Implementation Agency <input type="checkbox"/> University/Education <input type="checkbox"/> Research Institute <input type="checkbox"/> Think Tank <input type="checkbox"/> Foundation <input type="checkbox"/> Association <input type="checkbox"/> Media <input type="checkbox"/> Network/Federation <input type="checkbox"/> Professional and/or Industrial Organisation <input type="checkbox"/> Trade Union <input type="checkbox"/> Cultural Organisation <input type="checkbox"/> Commercial Organisation <input type="checkbox"/> Other Non State Actor

<sup>26</sup> Please choose only one set of values.

<sup>27</sup> E.g. confederation / federation /alliance

<sup>28</sup> Please specify 1) the Sector to which your organisation belongs, as defined in its statutes (or equivalent document): Public (established and/or funded by a public body) OR Private (established and/or funded by a private entity); 2) in the appropriate column, the Category to which your organisation belongs (ONE CHOICE ONLY).

## 2.2. Sector(s)<sup>29</sup>

<input type="checkbox"/>	11		Education
<input type="checkbox"/>		111	Education, level unspecified
<input type="checkbox"/>		11110	Education Policy & Admin. Management
<input type="checkbox"/>		11120	Education Facilities And Training
<input type="checkbox"/>		11130	Teacher Training
<input type="checkbox"/>		11182	Educational Research
<input type="checkbox"/>		112	Basic education
<input type="checkbox"/>		11220	Primary Education
<input type="checkbox"/>		11230	Basic life skills for youth and adults
<input type="checkbox"/>		11240	Early childhood education
<input type="checkbox"/>		113	Secondary education
<input type="checkbox"/>		11320	Secondary education
<input type="checkbox"/>		11330	Vocational Training
<input type="checkbox"/>		114	Post-secondary education
<input type="checkbox"/>		11420	Higher Education
<input type="checkbox"/>		11430	Advanced Tech. & Managerial Training
<input type="checkbox"/>	12		Health
<input type="checkbox"/>		121	Health, general
<input type="checkbox"/>		12110	Health Policy & Admin. Management
<input type="checkbox"/>		12181	Medical education/training
<input type="checkbox"/>		12182	Medical Research
<input type="checkbox"/>		12191	Medical Services
<input type="checkbox"/>		122	Basic health
<input type="checkbox"/>		12220	Basic Health Care
<input type="checkbox"/>		12230	Basic Health Infrastructure
<input type="checkbox"/>		12240	Basic Nutrition
<input type="checkbox"/>		12250	Infectious Disease Control
<input type="checkbox"/>		12261	Health Education
<input type="checkbox"/>		12281	Health Personnel Development
<input type="checkbox"/>	13		Population programmes
<input type="checkbox"/>		130	Population polices/programs and reproductive health
<input type="checkbox"/>		13010	Population Policy And Admin. Mgmt
<input type="checkbox"/>		13020	Reproductive Health Care
<input type="checkbox"/>		13030	Family planning
<input type="checkbox"/>		13040	Std Control Including HIV/Aids
<input type="checkbox"/>		13081	Personnel development for population & reproductive health
<input type="checkbox"/>	14		Water Supply and Sanitation
<input type="checkbox"/>		140	Water supply and sanitation
<input type="checkbox"/>		14010	Water Resources Policy/Admin. Mgmt
<input type="checkbox"/>		14015	Water Resources Protection
<input type="checkbox"/>		14020	Water supply & sanitation - Large systems
<input type="checkbox"/>		14030	Basic drinking water supply & basic sanitation
<input type="checkbox"/>		14040	River Development
<input type="checkbox"/>		14050	Waste Management/Disposal
<input type="checkbox"/>		14081	Education & training in water supply and sanitation
<input type="checkbox"/>	15		Government and Civil Society
<input type="checkbox"/>		151	Government and civil society, general
<input type="checkbox"/>		15110	Economic and development policy/planning

<sup>29</sup> Please tick the box for each sector your organisation has been active in the past 7 years. The sectors come from the DAC list set up by the OECD.

<input type="checkbox"/>			15120	Public sector financial management
<input type="checkbox"/>			15130	Legal and judicial development
<input type="checkbox"/>			15140	Government administration
<input type="checkbox"/>			15150	Strengthening civil society
<input type="checkbox"/>			15161	Elections
<input type="checkbox"/>			15162	Human Rights
<input type="checkbox"/>			15163	Free Flow Of Information
<input type="checkbox"/>			15164	Women's equality organisations and institutions
<input type="checkbox"/>		152		Conflict prevention an resolution, peace and security
<input type="checkbox"/>			15210	Security system management and reform
<input type="checkbox"/>			15220	Civilian peace-building, conflict prevention and resolution
<input type="checkbox"/>			15230	Post-conflict peace-building (UN)
<input type="checkbox"/>			15240	Reintegration and SALW control
<input type="checkbox"/>			15250	Land mine clearance
<input type="checkbox"/>			15261	Child soldiers (prevention and demobilisation)
<input type="checkbox"/>	16			Other Social Infrastructure and Service
<input type="checkbox"/>			16010	Social/welfare services
<input type="checkbox"/>			16020	Employment policy and admin. mgmt.
<input type="checkbox"/>			16030	Housing policy and admin. management
<input type="checkbox"/>			16040	Low-cost housing
<input type="checkbox"/>			16050	Multisector aid for basic social services
<input type="checkbox"/>			16061	Culture and recreation
<input type="checkbox"/>			16062	Statistical capacity building
<input type="checkbox"/>			16063	Narcotics control
<input type="checkbox"/>			16064	Social mitigation of HIV/AIDS
<input type="checkbox"/>	21			Transport and Storage
<input checked="" type="checkbox"/>		210		Transport and storage
<input type="checkbox"/>			21010	Transport Policy & Admin. Management
<input type="checkbox"/>			21020	Road Transport
<input type="checkbox"/>			21030	Rail Transport
<input type="checkbox"/>			21040	Water Transport
<input type="checkbox"/>			21050	Air Transport
<input type="checkbox"/>			21061	Storage
<input type="checkbox"/>			21081	Education & Training In Transport & Storage
<input type="checkbox"/>	22			Communications
<input type="checkbox"/>		220		Communications
<input type="checkbox"/>			22010	Communications Policy & Admin. Mgmt
<input type="checkbox"/>			22020	Telecommunications
<input type="checkbox"/>			22030	Radio/Television/Print Media
<input type="checkbox"/>			22040	Information and communication technology (ICT)
<input type="checkbox"/>	23			Energy
<input type="checkbox"/>		230		Energy generation and supply
<input type="checkbox"/>			23010	Energy Policy And Admin. Management
<input type="checkbox"/>			23020	Power Generation/Non-Renewable Sources
<input type="checkbox"/>			23030	Power Generation/Renewable Sources
<input type="checkbox"/>			23040	Electrical Transmission/Distribution
<input type="checkbox"/>			23050	Gas distribution
<input type="checkbox"/>			23061	Oil-Fired Power Plants
<input type="checkbox"/>			23062	Gas-Fired Power Plants
<input type="checkbox"/>			23063	Coal-Fired Power Plants
<input type="checkbox"/>			23064	Nuclear Power Plants
<input type="checkbox"/>			23065	Hydro-electric Power Plants
<input type="checkbox"/>			23066	Geothermal energy

<input type="checkbox"/>			23067	Solar energy
<input type="checkbox"/>			23068	Wind power
<input type="checkbox"/>			23069	Ocean power
<input type="checkbox"/>			23070	Biomass
<input type="checkbox"/>			23081	Energy education/training
<input type="checkbox"/>			23082	Energy research
<input type="checkbox"/>	24			Banking and Financial Services
<input type="checkbox"/>		240		Banking and financial services
<input type="checkbox"/>			24010	Financial Policy & Admin. Management
<input type="checkbox"/>			24020	Monetary institutions
<input type="checkbox"/>			24030	Formal Sector Financial Institutions
<input type="checkbox"/>			24040	Informal/Semi-Formal Financial intermediaries
<input type="checkbox"/>			24081	Education/trng in banking & fin. services
<input type="checkbox"/>	25			Business and Other Services
<input type="checkbox"/>		250		Business and other services
<input type="checkbox"/>			25010	Business support services and institutions
<input type="checkbox"/>			25020	Privatisation
<input type="checkbox"/>	31			Agriculture, Forestry and Fishing
<input type="checkbox"/>		311		Agriculture
<input type="checkbox"/>			31110	Agricultural Policy And Admin. Mgmt
<input type="checkbox"/>			31120	Agricultural development
<input type="checkbox"/>			31130	Agricultural Land Resources
<input type="checkbox"/>			31140	Agricultural Water Resources
<input type="checkbox"/>			31150	Agricultural inputs
<input type="checkbox"/>			31161	Food Crop Production
<input type="checkbox"/>			31162	Industrial Crops/Export Crops
<input type="checkbox"/>			31163	Livestock
<input type="checkbox"/>			31164	Agrarian reform
<input type="checkbox"/>			31165	Agricultural alternative development
<input type="checkbox"/>			31166	Agricultural extension
<input type="checkbox"/>			31181	Agricultural Education/Training
<input type="checkbox"/>			31182	Agricultural Research
<input type="checkbox"/>			31191	Agricultural services
<input type="checkbox"/>			31192	Plant and post-harvest protection and pest control
<input type="checkbox"/>			31193	Agricultural financial services
<input type="checkbox"/>			31194	Agricultural co-operatives
<input type="checkbox"/>			31195	Livestock/Veterinary Services
<input type="checkbox"/>		312		Forestry
<input type="checkbox"/>			31210	Forestry Policy & Admin. Management
<input type="checkbox"/>			31220	Forestry development
<input type="checkbox"/>			31261	Fuel wood/charcoal
<input type="checkbox"/>			31281	Forestry education/training
<input type="checkbox"/>			31282	Forestry research
<input type="checkbox"/>			31291	Forestry services
<input type="checkbox"/>		313		Fishing
<input type="checkbox"/>			31310	Fishing Policy And Admin. Management
<input type="checkbox"/>			31320	Fishery development
<input type="checkbox"/>			31381	Fishery education/training
<input type="checkbox"/>			31382	Fishery research
<input type="checkbox"/>			31391	Fishery services
<input type="checkbox"/>	32			Industry, Mining and Construction
<input type="checkbox"/>		321		Industry
<input type="checkbox"/>			32110	Industrial Policy And Admin. Mgmt
<input type="checkbox"/>			32120	Industrial development

<input checked="" type="checkbox"/>			32130	Small and medium-sized enterprises (SME) development
<input type="checkbox"/>			32140	Cottage industries and handicraft
<input type="checkbox"/>			32161	Agro-Industries
<input type="checkbox"/>			32162	Forest industries
<input type="checkbox"/>			32163	Textiles - leather & substitutes
<input type="checkbox"/>			32164	Chemicals
<input type="checkbox"/>			32165	Fertilizer plants
<input type="checkbox"/>			32166	Cement/lime/plaster
<input type="checkbox"/>			32167	Energy manufacturing
<input type="checkbox"/>			32168	Pharmaceutical production
<input type="checkbox"/>			32169	Basic metal industries
<input type="checkbox"/>			32170	Non-ferrous metal industries
<input type="checkbox"/>			32171	Engineering
<input type="checkbox"/>			32172	Transport equipment industry
<input type="checkbox"/>			32182	Technological research and development
<input type="checkbox"/>		322		Mineral resources and mining
<input type="checkbox"/>			32210	Mineral/Mining Policy & Admin. Mgmt
<input type="checkbox"/>			32220	Mineral Prospection And Exploration
<input type="checkbox"/>			32261	Coal
<input type="checkbox"/>			32262	Oil and gas
<input type="checkbox"/>			32263	Ferrous metals
<input type="checkbox"/>			32264	Non-ferrous metals
<input type="checkbox"/>			32265	Precious metals/materials
<input type="checkbox"/>			32266	Industrial minerals
<input type="checkbox"/>			32267	Fertilizer minerals
<input type="checkbox"/>			32268	Offshore minerals
<input type="checkbox"/>		323		Construction
<input type="checkbox"/>			32310	Construction Policy And Admin. Mgmt
<input type="checkbox"/>	33			Trade and Tourism
<input type="checkbox"/>		331		Trade policy and regulation
<input type="checkbox"/>			33110	Trade Policy And Admin. Management
<input type="checkbox"/>			33120	Trade facilitation
<input type="checkbox"/>			33130	Regional trade agreements (RTAs)
<input type="checkbox"/>			33140	Multilateral trade negotiation
<input type="checkbox"/>			33181	Trade education & training
<input checked="" type="checkbox"/>		332		Tourism
<input type="checkbox"/>			33210	Tourism Policy And Admin. Management
<input type="checkbox"/>	41			General Environment Protection
<input checked="" type="checkbox"/>		410		General environmental protection
<input type="checkbox"/>			41010	Environmental Policy And Admin. Mgmt
<input type="checkbox"/>			41020	Biosphere protection
<input type="checkbox"/>			41030	Bio-diversity
<input type="checkbox"/>			41040	Site Preservation
<input type="checkbox"/>			41050	Flood Prevention/Control
<input checked="" type="checkbox"/>			41081	Environmental education/training
<input type="checkbox"/>			41082	Environmental research
<input type="checkbox"/>	43			Other multisector
<input type="checkbox"/>		430		Other multisector
<input type="checkbox"/>			43010	Multisector Aid
<input checked="" type="checkbox"/>			43030	Urban Development And Management
<input type="checkbox"/>			43040	Rural Development
<input type="checkbox"/>			43050	Non-agricultural alternative development
<input type="checkbox"/>			43081	Multisector education/training

<input type="checkbox"/>			43082	Research/scientific institutions
<input type="checkbox"/>	51			General budget support
<input type="checkbox"/>		510		General budget support
<input type="checkbox"/>			51010	General budget support
<input type="checkbox"/>	52			Development food aid/food security
<input type="checkbox"/>		520		Development food aid/food security assistance
<input type="checkbox"/>			52010	Food Aid / Food Security Programmes
<input type="checkbox"/>	53			Other commodity assistance
<input type="checkbox"/>		530		Other commodity assistance
<input type="checkbox"/>			53030	Import support (capital goods)
<input type="checkbox"/>			53040	Import support (commodities)
<input type="checkbox"/>	60			Action relating to debt
<input type="checkbox"/>		600		Action relating to debt
<input type="checkbox"/>			60010	Action relating to debt
<input type="checkbox"/>			60020	Debt forgiveness
<input type="checkbox"/>			60030	Relief of multilateral debt
<input type="checkbox"/>			60040	Rescheduling and refinancing
<input type="checkbox"/>			60061	Debt for development swap
<input type="checkbox"/>			60062	Other debt swap
<input type="checkbox"/>			60063	Debt buy-back
<input type="checkbox"/>	72			Emergency and distress relief
<input type="checkbox"/>		720		Emergency and distress relief
<input type="checkbox"/>			72010	Material relief assistance and services
<input type="checkbox"/>			72040	Emergency food aid
<input type="checkbox"/>			72050	Relief coordination; protection and support services
<input type="checkbox"/>	73			Reconstruction relief and rehabilitation
<input type="checkbox"/>		730		Reconstruction relief and rehabilitation
<input type="checkbox"/>			73010	Reconstruction relief and rehabilitation
<input type="checkbox"/>	74			Disaster prevention and preparedness
<input type="checkbox"/>		740		Disaster prevention and preparedness
<input type="checkbox"/>			74010	Disaster prevention and preparedness
<input type="checkbox"/>	91			Administrative costs of donors
<input type="checkbox"/>		910		Administrative costs of donors
<input type="checkbox"/>			91010	Administrative Costs
<input type="checkbox"/>	92			Support to NGO
<input type="checkbox"/>		920		Support to NGO
<input type="checkbox"/>			92010	Support to national NGOs
<input type="checkbox"/>			92020	Support to international NGOs
<input type="checkbox"/>			92030	Support to local and regional NGOs
<input type="checkbox"/>	93			Refugees
<input type="checkbox"/>		930		Refugees (in donor countries)
<input type="checkbox"/>			93010	Refugees (in donor countries)
<input type="checkbox"/>	99			Unallocated/unspecified
<input type="checkbox"/>		998		Unallocated/unspecified
<input type="checkbox"/>			99810	Sectors Not Specified
<input type="checkbox"/>			99820	Promotion of Development Awareness



### 2.3. Target group(s)

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- All
- Child soldiers
- Children (less than 18 years old)
- Community Based Organisation(s)
- Consumers
- Disabled
- Drug consumers
- Educational organisations (school, universities)
- Elderly people
- Illness affected people (Malaria, Tuberculosis, HIV/AIDS)
- Indigenous peoples
- Local authorities
- Migrants
- Non Governmental Organisations
- Prisoners
- Professional category
- Refugees and displaced
- Research organisations/Researchers
- SME/SMI
- Students
- Urban slum dwellers
- Victims of conflicts/catastrophies
- Women
- Young people
- Other (please specify): .....

### 3. CAPACITY TO MANAGE AND IMPLEMENT ACTIONS

#### 3.1. Experience by Sector (for each sector selected in 2.2.)

Sector	Year(s) of Experience	Experience in the past 7 years	Number of Projects in the past 7 years	Estimated Amount (in thousand Euros) in the past 7 years
<b>32130 - Small and medium-sized enterprises (SME) development</b>	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 3 years <input type="checkbox"/> 4 to 7 years <input checked="" type="checkbox"/> 7 years +	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1 to 3 years <input checked="" type="checkbox"/> 4 to 7 years <input type="checkbox"/> 7 years +	<input checked="" type="checkbox"/> 1 to 5 <input type="checkbox"/> 6 to 10 <input type="checkbox"/> 11 to 20 <input type="checkbox"/> 21 to 50 <input type="checkbox"/> 51 to 200 <input type="checkbox"/> 200 to 500 <input type="checkbox"/> 500+	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 5 <input type="checkbox"/> 5 to 20 <input type="checkbox"/> 20 to 50 <input type="checkbox"/> 50 to 100 <input checked="" type="checkbox"/> 100 to 300 <input type="checkbox"/> 300 to 1.000 <input type="checkbox"/> 1000+ <input type="checkbox"/> Unknown
<b>332 - Tourism</b>	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 3 years <input type="checkbox"/> 4 to 7 years <input checked="" type="checkbox"/> 7 years +	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1 to 3 years <input checked="" type="checkbox"/> 4 to 7 years <input type="checkbox"/> 7 years +	<input checked="" type="checkbox"/> 1 to 5 <input type="checkbox"/> 6 to 10 <input type="checkbox"/> 11 to 20 <input type="checkbox"/> 21 to 50 <input type="checkbox"/> 51 to 200 <input type="checkbox"/> 200 to 500 <input type="checkbox"/> 500+	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 5 <input type="checkbox"/> 5 to 20 <input type="checkbox"/> 20 to 50 <input type="checkbox"/> 50 to 100 <input checked="" type="checkbox"/> 100 to 300 <input type="checkbox"/> 300 to 1.000 <input type="checkbox"/> 1000+ <input type="checkbox"/> Unknown
<b>43030 - Urban Development And Management</b>	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 3 years <input type="checkbox"/> 4 to 7 years <input checked="" type="checkbox"/> 7 years +	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1 to 3 years <input checked="" type="checkbox"/> 4 to 7 years <input type="checkbox"/> 7 years +	<input checked="" type="checkbox"/> 1 to 5 <input type="checkbox"/> 6 to 10 <input type="checkbox"/> 11 to 20 <input type="checkbox"/> 21 to 50 <input type="checkbox"/> 51 to 200 <input type="checkbox"/> 200 to 500 <input type="checkbox"/> 500+	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 5 <input type="checkbox"/> 5 to 20 <input type="checkbox"/> 20 to 50 <input type="checkbox"/> 50 to 100 <input checked="" type="checkbox"/> 100 to 300 <input type="checkbox"/> 300 to 1.000 <input type="checkbox"/> 1000+ <input type="checkbox"/> Unknown
<b>210 - Transport and storage</b>	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 3 years <input type="checkbox"/> 4 to 7 years <input checked="" type="checkbox"/> 7 years +	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1 to 3 years <input checked="" type="checkbox"/> 4 to 7 years <input type="checkbox"/> 7 years +	<input checked="" type="checkbox"/> 1 to 5 <input type="checkbox"/> 6 to 10 <input type="checkbox"/> 11 to 20 <input type="checkbox"/> 21 to 50 <input type="checkbox"/> 51 to 200 <input type="checkbox"/> 200 to 500 <input type="checkbox"/> 500+	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 5 <input type="checkbox"/> 5 to 20 <input type="checkbox"/> 20 to 50 <input type="checkbox"/> 50 to 100 <input checked="" type="checkbox"/> 100 to 300 <input type="checkbox"/> 300 to 1.000 <input type="checkbox"/> 1000+ <input type="checkbox"/> Unknown
<b>410 - General environmental protection</b>	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 3 years <input type="checkbox"/> 4 to 7 years <input checked="" type="checkbox"/> 7 years +	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1 to 3 years <input checked="" type="checkbox"/> 4 to 7 years <input type="checkbox"/> 7 years +	<input checked="" type="checkbox"/> 1 to 5 <input type="checkbox"/> 6 to 10 <input type="checkbox"/> 11 to 20 <input type="checkbox"/> 21 to 50 <input type="checkbox"/> 51 to 200 <input type="checkbox"/> 200 to 500 <input type="checkbox"/> 500+	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 5 <input type="checkbox"/> 5 to 20 <input checked="" type="checkbox"/> 20 to 50 <input type="checkbox"/> 50 to 100 <input type="checkbox"/> 100 to 300 <input type="checkbox"/> 300 to 1.000 <input type="checkbox"/> 1000+ <input type="checkbox"/> Unknown

<b>41020 - Biosphere protection</b>	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 3 years <input type="checkbox"/> 4 to 7 years <input checked="" type="checkbox"/> 7 years +	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1 to 3 years <input checked="" type="checkbox"/> 4 to 7 years <input type="checkbox"/> 7 years +	<input checked="" type="checkbox"/> 1 to 5 <input type="checkbox"/> 6 to 10 <input type="checkbox"/> 11 to 20 <input type="checkbox"/> 21 to 50 <input type="checkbox"/> 51 to 200 <input type="checkbox"/> 200 to 500 <input type="checkbox"/> 500+	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 5 <input type="checkbox"/> 5 to 20 <input type="checkbox"/> 20 to 50 <input type="checkbox"/> 50 to 100 <input type="checkbox"/> 100 to 300 <input checked="" type="checkbox"/> 300 to 1.000 <input type="checkbox"/> 1000+ <input type="checkbox"/> Unknown
<b>41081 - Environmental education/training</b>	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 3 years <input type="checkbox"/> 4 to 7 years <input checked="" type="checkbox"/> 7 years +	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1 to 3 years <input checked="" type="checkbox"/> 4 to 7 years <input type="checkbox"/> 7 years +	<input checked="" type="checkbox"/> 1 to 5 <input type="checkbox"/> 6 to 10 <input type="checkbox"/> 11 to 20 <input type="checkbox"/> 21 to 50 <input type="checkbox"/> 51 to 200 <input type="checkbox"/> 200 to 500 <input type="checkbox"/> 500+	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 5 <input checked="" type="checkbox"/> 5 to 20 <input type="checkbox"/> 20 to 50 <input type="checkbox"/> 50 to 100 <input type="checkbox"/> 100 to 300 <input type="checkbox"/> 300 to 1.000 <input type="checkbox"/> 1000+ <input type="checkbox"/> Unknown

### 3.2. Experience by Geographical area (country or region)

By Geographical area (country or region)	Year(s) of Experience	Number of Projects in this geographical area in the past 7 years	Estimated Amount (in thousand Euros) invested in this geographical area in the past 7 years
Europe non-EU	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1 to 3 years <input type="checkbox"/> 4 to 7 years <input checked="" type="checkbox"/> 7 years +	<input type="checkbox"/> 1 to 5 <input type="checkbox"/> 6 to 10 <input checked="" type="checkbox"/> 11 to 20 <input type="checkbox"/> 21 to 50 <input type="checkbox"/> 51 to 200 <input type="checkbox"/> 200 to 500 <input type="checkbox"/> 500+	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 5 <input type="checkbox"/> 5 to 20 <input type="checkbox"/> 20 to 50 <input type="checkbox"/> 50 to 100 <input type="checkbox"/> 100 to 300 <input type="checkbox"/> 300 to 1.000 <input checked="" type="checkbox"/> 1000+ <input type="checkbox"/> Unknown
	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1 to 3 years <input type="checkbox"/> 4 to 7 years <input type="checkbox"/> 7 years +	<input type="checkbox"/> 1 to 5 <input type="checkbox"/> 6 to 10 <input type="checkbox"/> 11 to 20 <input type="checkbox"/> 21 to 50 <input type="checkbox"/> 51 to 200 <input type="checkbox"/> 200 to 500 <input type="checkbox"/> 500+	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 5 <input type="checkbox"/> 5 to 20 <input type="checkbox"/> 20 to 50 <input type="checkbox"/> 50 to 100 <input type="checkbox"/> 100 to 300 <input type="checkbox"/> 300 to 1.000 <input type="checkbox"/> 1000+ <input type="checkbox"/> Unknown
	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1 to 3 years <input type="checkbox"/> 4 to 7 years <input type="checkbox"/> 7 years +	<input type="checkbox"/> 1 to 5 <input type="checkbox"/> 6 to 10 <input type="checkbox"/> 11 to 20 <input type="checkbox"/> 21 to 50 <input type="checkbox"/> 51 to 200 <input type="checkbox"/> 200 to 500 <input type="checkbox"/> 500+	<input type="checkbox"/> Less than 1 <input type="checkbox"/> 1 to 5 <input type="checkbox"/> 5 to 20 <input type="checkbox"/> 20 to 50 <input type="checkbox"/> 50 to 100 <input type="checkbox"/> 100 to 300 <input type="checkbox"/> 300 to 1.000 <input type="checkbox"/> 1000+ <input type="checkbox"/> Unknown

#### Indicative list of regions

- Europe EU
- Europe non-EU
- Eastern Europe
- Central America
- South America
- South-East Asia
- North-East Asia
- South Asia
- Central Asia
- Mediterranean
- Gulf Countries
- Eastern Africa
- Central Africa
- Western Africa
- Southern Africa
- Indian Ocean
- Caribbean
- Pacific

#### Cross-reference of experience by Sector and by Geographical area:

Sector(s) (as selected in 2.2)	Geographical area(s) (country or region, as identified previously)
32130	Europe non-EU
332	Europe non-EU
43030	Europe non-EU
210	Europe non-EU
410	Europe non-EU
41020	Europe non-EU
41081	Europe non-EU

### 3.3. Resources

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#### 3.3.1 Financial data. Please provide the following information, if applicable, on the basis of the profit and loss account and balance sheet of your organisation, amounts in thousand Euros

Year	Turnover or equivalent	Net earnings or equivalent	Total balance sheet or budget	Shareholders' equity or equivalent	Medium and long-term debt	Short-term debt (< 1 year)
N <sup>30</sup>	-	127,088	312,525	1,827	-	-
N-1	-	23,118	309,566	1,971	-	-
N-2	-	21,994	295,150	2,000	-	-

#### 3.3.2. Financing Source(s) (please tick the source(s) of the revenues of your organisation and specify the additional information requested)

Year	Source	Percentage (total for a given year must be equal to 100%)	Number of fee-paying members (only for source = Member's fees)
N	<input type="checkbox"/> EU Commission		N/A
N	<input type="checkbox"/> Member States Public Bodies		N/A
N	<input type="checkbox"/> Third Countries Public Bodies		N/A
N	<input type="checkbox"/> United Nations		N/A
N	<input type="checkbox"/> Other International Organisation(s)		N/A
N	<input type="checkbox"/> Private Sector		N/A
N	<input type="checkbox"/> Member's fees		
N	<input checked="" type="checkbox"/> Other (please specify): Transfer payments from the budget of the Republic of Serbia, local taxes	100%	N/A
N	Total	100%	N/A

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<sup>30</sup> N = previous financial year

Year	Source	Percentage (total for a given year must be equal to 100%)	Number of fee-paying members (only for source = Member's fees)
N – 1	<input type="checkbox"/> EU Commission		N/A
N – 1	<input type="checkbox"/> Member States Public Bodies		N/A
N – 1	<input type="checkbox"/> Third Countries Public Bodies		N/A
N – 1	<input type="checkbox"/> United Nations		N/A
N – 1	<input type="checkbox"/> Other International Organisation(s)		N/A
N – 1	<input type="checkbox"/> Private Sector		N/A
N – 1	<input type="checkbox"/> Member's fees		
N – 1	<input checked="" type="checkbox"/> Other (please specify): Transfer payments from the budget of the Republic of Serbia, local taxes	100%	N/A
N – 1	<b>Total</b>	100%	N/A
N – 2	<input type="checkbox"/> EU Commission		N/A
N – 2	<input type="checkbox"/> Member States Public Bodies		N/A
N – 2	<input type="checkbox"/> Third Countries Public Bodies		N/A
N – 2	<input type="checkbox"/> United Nations		N/A
N – 2	<input type="checkbox"/> Other International Organisation(s)		N/A
N – 2	<input type="checkbox"/> Private Sector		N/A
N – 2	<input type="checkbox"/> Member's fees		
N – 2	<input checked="" type="checkbox"/> Other (please specify): Transfer payments from the budget of the Republic of Serbia, local taxes	100%	N/A
N – 2	<b>Total</b>	100%	N/A

Please provide information on audit conducted in the previous period (if applicable):

Year	Name of approved auditor	Period of validity
N	Limited Liability Joint Stock Company for Accounting Reports Auditing "Vincic"	31/01/2009 to 31/12/2009
N – 1	Limited Liability Joint Stock Company for Accounting Reports Auditing "Vincic"	31/01/2008 to 31/12/2008
N – 2	Limited Liability Joint Stock Company for Accounting Reports Auditing "Vincic"	31/01/2007 to 31/12/2007

**3.3.3. Number of staff (full-time equivalent) (please tick one option for each type of staff):**

Type of staff	Paid	Unpaid
HQ Staff: recruited and based in Headquarters (located in Developed Country)	<input type="checkbox"/> < 10 <input type="checkbox"/> > 10 and < 50 <input type="checkbox"/> > 50 and < 100 <input checked="" type="checkbox"/> > 100 <input type="checkbox"/> N/A	<input type="checkbox"/> < 10 <input type="checkbox"/> > 10 and < 50 <input type="checkbox"/> > 50 and < 100 <input type="checkbox"/> > 100 <input type="checkbox"/> N/A
Expat Staff: recruited in Headquarters (located in Developed Country) and based in Developing Country	<input type="checkbox"/> < 10 <input type="checkbox"/> > 10 and < 50 <input type="checkbox"/> > 50 and < 100 <input type="checkbox"/> > 100 <input type="checkbox"/> N/A	<input type="checkbox"/> < 10 <input type="checkbox"/> > 10 and < 50 <input type="checkbox"/> > 50 and < 100 <input type="checkbox"/> > 100 <input type="checkbox"/> N/A
Local staff: recruited and based in Developing Country	<input type="checkbox"/> < 10 <input type="checkbox"/> > 10 and < 50 <input type="checkbox"/> > 50 and < 100 <input type="checkbox"/> > 100 <input type="checkbox"/> N/A	<input type="checkbox"/> < 10 <input type="checkbox"/> > 10 and < 50 <input type="checkbox"/> > 50 and < 100 <input type="checkbox"/> > 100 <input type="checkbox"/> N/A

**4. LIST OF THE MANAGEMENT BOARD/COMMITTEE OF YOUR ORGANISATION**

Name	Profession	Function	Country of Nationality	On the board since
Igor Pavličić	Graduate Lawyer	Mayor	Serbia	16 <sup>th</sup> June 2008
Jelena Atanacković Jeličić	Doctor of Architecture	Member of the City Council in charge of urban planning	Serbia	16 <sup>th</sup> June 2008
Milena Popović Subić	Graduate Lawyer	Member of the City Council in charge of administration and legal affairs	Serbia	16 <sup>th</sup> June 2008
Siniša Bubnjević	Engineering Technician	Member of the City Council in charge of transport and roads	Serbia	16 <sup>th</sup> June 2008

Name	Profession	Function	Country of Nationality	On the board since
Prof. Sanja Stojanović	Doctor of Medical Sciences, radiology specialist	Member of the City Council in charge of social protection and family and children welfare	Serbia	12 <sup>th</sup> September 2008
Andrej Bursać	Master of Conducting and Graduate Pianist	Member of the City Council in charge of culture	Serbia	16 <sup>th</sup> June 2008
Milan Đukić	Graduate Lawyer	Member of the City Council in charge of education	Serbia	18 <sup>th</sup> September 2009
Živko Makarić	Graduate Economist	Member of the City Council in charge of budget and finances	Serbia	16 <sup>th</sup> June 2008
Prof. Aleksandra Novakov Mikić	Doctor of Medical Sciences, gynecology and obstetrics specialist	Member of the City Council in charge of health care	Serbia	16 <sup>th</sup> June 2008



### III. PARTNERS OF THE APPLICANT PARTICIPATING IN THE ACTION

#### 1. DESCRIPTION OF THE PARTNERS

This section must be completed **for each partner organisation** within the meaning of section 2.1.2 of the Guidelines for Applicants. Any associates as defined in the same section need not be mentioned. You must make as many copies of this table as necessary to create entries for more partners.

	Applicant
<b>EuropeAid ID number</b> <sup>31</sup>	RS-2009-BLD-1310103396
<b>Full legal name</b>	City of Novi Sad

Partners that are registered in PADOR do not need to fill in the rest of this section which is **marked in grey**.

Local authorities should not fill in questions 1 and 2.

<b>Date of Registration</b>	29.12.2007.
<b>Place of Registration</b>	Novi Sad
<b>Legal status</b> <sup>32</sup>	Local Authority, non profit making
<b>Official address of Registration</b> <sup>33</sup>	Trg slobode 1 21000 Novi Sad
<b>Country of Registration</b> <sup>34</sup> / <b>Nationality</b> <sup>35</sup>	Serbia
<b>Contact person</b>	Zoran Ivošević
<b>Telephone number:</b> country code + city code + number	+ 381 (0)21 480 77 10
<b>Fax number:</b> country code + city code + number	+ 381 (0)21 480 77 10

<sup>31</sup> This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit [http://ec.europa.eu/work/europeaid/onlineservices/pador/index\\_en.htm](http://ec.europa.eu/work/europeaid/onlineservices/pador/index_en.htm)

<sup>32</sup> E.g. non profit making, governmental body, international organisation

<sup>33</sup> If not in one of the countries listed in section 2.1.1 of the Guidelines, please justify its location

<sup>34</sup> For organisations

<sup>35</sup> For individuals

<b>E-mail address</b>	kler@novisad.rs
<b>Number of employees</b>	988
<b>Other relevant resources</b>	15 city administrations, 16 public companies, 516 offices equipped with computer equipment
<b>Experience of similar actions, in relation to the role in the implementation of the proposed action</b>	<p><b>Virtual registrar.</b> The virtual registrar website is intended to provide the citizens listed in the registry for the territory of the City of Novi Sad with the possibility to request their certificates online and receive them to home address.</p> <p><b>Electronic insight into electoral register,</b> which offers the following possibilities: search by name and/or personal number, data on voters, statistics and past elections.</p> <p><b>Contact center for citizens.</b> Established for tasks regarding the provision of accurate, prompt and full information in the domain of city administration and services, public utility companies and other public companies.</p> <p><b>Open office.</b> Enables direct contact and useful dialogue between citizens and the city, in order to improve the standard in the domain of service provision and to increase the level of public participation in the city. Their scope of work includes the reception of clients, preparation and processing of documents concerning the reception of clients, examination and direct application of legal and other regulations for resolving clients' requests, coordination of cooperation among city administrations, public and utility companies, so that citizens could faster and more easily exercise their rights and protect their legal interest.</p>
<b>History of cooperation with the applicant</b>	-
<b>Role and involvement in preparing the proposed action</b>	Leading role in planning of Activities and Project preparing.
<b>Role and involvement in implementing the proposed action</b>	Due to its capacities and experiences in project management, the City of Novi Sad has the overall responsibility. It participates in all activities and makes sure they are carried out timely and properly. The City co-ordinates and controls the work of partners and subcontractors, reports to the donor, communicates with the media, leads/manages project promotion.

**Important:** This application form must be accompanied by a **signed and dated** partnership statement from **each partner**, in accordance with the model provided.

## 1. DESCRIPTION OF THE PARTNERS

This section must be completed **for each partner organisation** within the meaning of section 2.1.2 of the Guidelines for Applicants. Any associates as defined in the same section need not be mentioned. You must make as many copies of this table as necessary to create entries for more partners.

	Partner 1
<b>EuropeAid ID number</b> <sup>36</sup>	RS-2009-GQV-2104938883 LEF ID: 6000312612
<b>Full legal name</b>	City of Niš

Partners that are registered in PADOR do not need to fill in the rest of this section which is **marked in grey**.

Local authorities should not fill in questions 1 and 2.

<b>Date of Registration</b>	
<b>Place of Registration</b>	
<b>Legal status</b> <sup>37</sup>	
<b>Official address of Registration</b> <sup>38</sup>	
<b>Country of Registration</b> <sup>39/</sup> <b>Nationality</b> <sup>40</sup>	
<b>Contact person</b>	
<b>Telephone number:</b> country code + city code + number	
<b>Fax number:</b> country code + city code + number	
<b>E-mail address</b>	
<b>Number of employees</b>	

<sup>36</sup> This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit [http://ec.europa.eu/work/europeaid/onlineservices/pador/index\\_en.htm](http://ec.europa.eu/work/europeaid/onlineservices/pador/index_en.htm)

<sup>37</sup> E.g. non profit making, governmental body, international organisation

<sup>38</sup> If not in one of the countries listed in section 2.1.1 of the Guidelines, please justify its location

<sup>39</sup> For organisations

<sup>40</sup> For individuals

<b>Other relevant resources</b>	
<b>Experience of similar actions, in relation to the role in the implementation of the proposed action</b>	<p><b>1. Improvement of the quality of services in the public sector of the City of Niš through the pilot project of the public utilities - Call Center</b></p> <p>This project aimed at better services of the public utility enterprises to final beneficiaries through Call Center. The outcome was a Call Center for better and more efficient information flow between the public utility enterprises and those who use their services within 2 public enterprises, Mediana and Naissus.</p> <p>The City of Nis drafted the project, applied it to the donor, implemented it, reported to the donor, conducted public procurements in line with EU legislation, finished the project and always had good cooperation with UCODEP, the implmting agency, through SEENET Programme.</p> <p><b>2. Functional improvement of Project Center within the Administration for the Economy, Sustainable development and Environmental Protection of the City of Niš, through strengthening of human and technical resources for project development and project management in line with EU standards</b></p> <p>Introduction of the EU model into a local self-government.</p> <p>The City of Nis took part in the project from the very start to the implementation, including tenders, trainings, reporting, providing resources, and finished the project withinh Exchange Programme. The project partner was Municipality of Empoli, Italy.</p> <p><b>3. City of NIŠ Local-self Government on the road to European integrations</b></p> <p>The City of Niš has adopted Development Strategy that defines problems of functioning of the local self-government and predicts strategic aims for their solution. According to the Development Strategy the City of Niš basically accepted basic principles of modern local administration that comprise efficient, easy-accessible and responsible local self-government.. Strategy denotes problems in local self.government functioning and one of them is underdeveloped human resources management that results in overlapping of jobs, insufficient cooperation among the administration units, uncoordinated approach to the problems, insufficient training of the administration workers The Project will solve the human resource planning problem in the City of Niš Administration, in the part referring to job and task classification. The job and tasks analysis is planned that implies data collection related to the duties of workers at their jobs that will be a base for job description and specification.</p> <p>The City of Niš is financing this project with 3.500 €, European Commission Delegation in the Republic of Serbia offers technical assistance in the form of expertise.</p> <p><b>4. Improvement of city services and management capacities in the City of Niš</b></p> <p><b><u>Project overall objective</u></b> is application of EU norms and standards and strengthening of local government ability and expertise in order to increase city administration and PUC’s capacities to improve</p>

	<p>service delivery to citizens and business community and city management capacities.</p> <p><b><u>Project specific objectives:</u></b></p> <p>1) Improvement of city and communal services delivery.  2) Improvement of information's flow and communication with citizens and business  3) Exchange experience with our EU partner and gain knowledge on LSG's functioning into Denmark_</p> <p><b><u>Direct project beneficiaries</u></b></p> <p>All inhabitants of the city of Nis - 254 970 inhabitants and 12 133 entrepreneurs and SMEs</p> <p>The project is conducted through Exchange 3 programme and financed by European Commission.</p>
<b>History of cooperation with the applicant</b>	<p>Joint participation in actions with the BALCINET organisation (conferences in various topics), joint membership in PHILIA international organisation</p>
<b>Role and involvement in preparing the proposed action</b>	<p>Active role in planning of all the Activities.</p>
<b>Role and involvement in implementing the proposed action</b>	<p>Due to its voluminous experience in setting up and functioning of electronic services, the City of Nis has the role of transfer of knowledge (know/how), i.e. consultations in Project implementation. It participates in all activities and makes sure they are carried out in the best possible way, in particular when it comes to E-government creating.</p>

**Important:** This application form must be accompanied by a signed and dated partnership statement from each partner, in accordance with the model provided.

## 1. DESCRIPTION OF THE PARTNERS

This section must be completed **for each partner organisation** within the meaning of section 2.1.2 of the Guidelines for Applicants. Any associates as defined in the same section need not be mentioned. You must make as many copies of this table as necessary to create entries for more partners.

	Partner 2
<b>EuropeAid ID number</b> <sup>41</sup>	RS-2010-FGM-0609439809
<b>Full legal name</b>	Public Utility Company “Informatika”

Partners that are registered in PADOR do not need to fill in the rest of this section which is **marked in grey**.

Local authorities should not fill in questions 1 and 2.

<b>Date of Registration</b>	24.12.1987
<b>Place of Registration</b>	Novi Sad, Serbia
<b>Legal status</b> <sup>42</sup>	Non profit making, Public company
<b>Official address of Registration</b> <sup>43</sup>	Bulevar Cara Lazara3, 21121 Novi Sad, Serbia
<b>Country of Registration</b> <sup>44</sup> / <b>Nationality</b> <sup>45</sup>	Serbia
<b>Contact person</b>	Zoran Delić
<b>Telephone number:</b> country code + city code + number	381 21 450 533 381 21 4895001
<b>Fax number:</b> country code + city code + number	381 21 528 014
<b>E-mail address</b>	uprava@nsinfo.co.rs
<b>Number of employees</b>	172
<b>Other relevant resources</b>	JKP Informatika has provided optical network connetcion through most of the city of Novi Sad, its supported with server housing and

<sup>41</sup> This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit [http://ec.europa.eu/work/europeaid/onlineservices/pador/index\\_en.htm](http://ec.europa.eu/work/europeaid/onlineservices/pador/index_en.htm)

<sup>42</sup> E.g. non profit making, governmental body, international organisation

<sup>43</sup> If not in one of the countries listed in section 2.1.1 of the Guidelines, please justify its location

<sup>44</sup> For organisations

<sup>45</sup> For individuals

	<p>required IT.</p> <p>JKP Informatika has a modern center for data storage, and highly educated staff.</p>
<p><b>Experience of similar actions, in relation to the role in the implementation of the proposed action</b></p>	<p>Implementation of BPM system for City Government Sessions. The system consist of parts for preparing documentation, distribution and finally electronic voting.</p> <p>Current Community Portal has been developed by our company, also.</p> <p>Web portal for City of Novi Sad has been made and held by Informatika</p>
<p><b>History of cooperation with the applicant</b></p>	<p>Company has been established by City of Novi Sad for purposes of acquiring digital registers for City Government needs, and we satisfy this City needs for more three decades now.</p>
<p><b>Role and involvement in preparing the proposed action</b></p>	<p>Active role in planning of all the Activities.</p>
<p><b>Role and involvement in implementing the proposed action</b></p>	<p>This company will make sure that quality and sustainable electronic system is created. Participates in all the Activities, in the part that requires expert knowledge: hardware procurement and linking, software implementation, analysis of the current status and defining of the target status of E-government, elaboration of Terms of reference, implementation of new E-services and linking with the existing ones, web portal setting, and preparation of surveys/polls.</p>

**Important:** This application form must be accompanied by a signed and dated partnership statement from each partner, in accordance with the model provided.

## 2. PARTNERSHIP STATEMENT (APPLICANT LSG)

A partnership is a relationship of substance between two or more organisations involving shared responsibilities in undertaking the action funded by the Delegation of the European Commission to Serbia. To ensure that the action runs smoothly, the Contracting Authority requires all partners to acknowledge this by agreeing to the principles of good partnership practice set out below.

1. All partners must have read the application form and understood what their role in the action will be before the application is submitted to the Contracting Authority.
2. All partners must have read the standard grant contract and understood what their respective obligations under the contract will be if the grant is awarded. They authorise the lead applicant to sign the contract with the Contracting Authority and represent them in all dealings with the Contracting Authority in the context of the action's implementation.
3. The applicant must consult with its partners regularly and keep them fully informed of the progress of the action.
4. All partners must receive copies of the reports - narrative and financial - made to the Contracting Authority.
5. Proposals for substantial changes to the action (e.g. activities, partners, etc.) should be agreed by the partners before being submitted to the Contracting Authority. Where no such agreement can be reached, the applicant must indicate this when submitting changes for approval to the Contracting Authority.
6. Where the Beneficiary does not have its headquarters in the country where the action is implemented, the partners must agree before the end of the action, on an equitable distribution of equipment, vehicles and supplies for the action purchased with the EU grant among local partners or the final beneficiaries of the action.

I have read and approved the contents of the proposal submitted to the Contracting Authority. I undertake to comply with the principles of good partnership practice.

Name:	Igor Pavličić
Organisation:	City of Novi Sad
Position:	Mayor
Signature:	
Date and place:	15.09.2010. Novi Sad



## 2. PARTNERSHIP STATEMENT (PARTNER 1)

A partnership is a relationship of substance between two or more organisations involving shared responsibilities in undertaking the action funded by the Delegation of the European Commission to Serbia. To ensure that the action runs smoothly, the Contracting Authority requires all partners to acknowledge this by agreeing to the principles of good partnership practice set out below.

1. All partners must have read the application form and understood what their role in the action will be before the application is submitted to the Contracting Authority.
2. All partners must have read the standard grant contract and understood what their respective obligations under the contract will be if the grant is awarded. They authorise the lead applicant to sign the contract with the Contracting Authority and represent them in all dealings with the Contracting Authority in the context of the action's implementation.
3. The applicant must consult with its partners regularly and keep them fully informed of the progress of the action.
4. All partners must receive copies of the reports - narrative and financial - made to the Contracting Authority.
5. Proposals for substantial changes to the action (e.g. activities, partners, etc.) should be agreed by the partners before being submitted to the Contracting Authority. Where no such agreement can be reached, the applicant must indicate this when submitting changes for approval to the Contracting Authority.
6. Where the Beneficiary does not have its headquarters in the country where the action is implemented, the partners must agree before the end of the action, on an equitable distribution of equipment, vehicles and supplies for the action purchased with the EU grant among local partners or the final beneficiaries of the action.

I have read and approved the contents of the proposal submitted to the Contracting Authority. I undertake to comply with the principles of good partnership practice.

Name:	Miloš Simonović
Organisation:	City of Niš
Position:	Mayor
Signature:	
Date and place:	17/09/2010, Niš

## 2. PARTNERSHIP STATEMENT (PARTNER 2)

A partnership is a relationship of substance between two or more organisations involving shared responsibilities in undertaking the action funded by the Delegation of the European Commission to Serbia. To ensure that the action runs smoothly, the Contracting Authority requires all partners to acknowledge this by agreeing to the principles of good partnership practice set out below.

1. All partners must have read the application form and understood what their role in the action will be before the application is submitted to the Contracting Authority.
2. All partners must have read the standard grant contract and understood what their respective obligations under the contract will be if the grant is awarded. They authorise the lead applicant to sign the contract with the Contracting Authority and represent them in all dealings with the Contracting Authority in the context of the action's implementation.
3. The applicant must consult with its partners regularly and keep them fully informed of the progress of the action.
4. All partners must receive copies of the reports - narrative and financial - made to the Contracting Authority.
5. Proposals for substantial changes to the action (e.g. activities, partners, etc.) should be agreed by the partners before being submitted to the Contracting Authority. Where no such agreement can be reached, the applicant must indicate this when submitting changes for approval to the Contracting Authority.
6. Where the Beneficiary does not have its headquarters in the country where the action is implemented, the partners must agree before the end of the action, on an equitable distribution of equipment, vehicles and supplies for the action purchased with the EU grant among local partners or the final beneficiaries of the action.

I have read and approved the contents of the proposal submitted to the Contracting Authority. I undertake to comply with the principles of good partnership practice.

Name:	Zoran Delić
Organisation:	Public Utility Company "Informatika"
Position:	Director
Signature:	
Date and place:	15.09.2010. Novi Sad

## IV. ASSOCIATES OF THE APPLICANT PARTICIPATING IN THE ACTION

This section must be completed for each associated organisation within the meaning of section 2.1.2 of the Guidelines for Applicants. You must make as many copies of this table as necessary to create entries for more associates.

	Associate 1
<b>Full legal name</b>	
<b>EuropeAid ID number</b> <sup>46</sup>	
<b>Country of Registration</b>	
<b>Legal status</b> <sup>47</sup>	
<b>Official address</b>	
<b>Contact person</b>	
<b>Telephone number:</b> country code + city code + number	
<b>Fax number:</b> country code + city code + number	
<b>E-mail address</b>	
<b>Number of employees</b>	
<b>Other relevant resources</b>	
<b>Experience of similar actions, in relation to role in the implementation of the proposed action</b>	
<b>History of cooperation with the applicant</b>	
<b>Role and involvement in preparing the proposed action</b>	
<b>Role and involvement in implementing the proposed action</b>	

<sup>46</sup> This number is available to an organisation which registers its data in PADOR. For more information and to register, please visit [http://ec.europa.eu/europeaid/work/onlineservices/pador/index\\_en.htm](http://ec.europa.eu/europeaid/work/onlineservices/pador/index_en.htm)

<sup>47</sup> E.g. non profit making, governmental body, international organisation

## V. CHECKLIST

**07SER01/02/41 - EXCHANGE 3 - IPA 2007**

<b>ADMINISTRATIVE DATA</b>	To be filled in by the applicant
<b>Name of the Applicant</b>	City of Novi Sad
<b>EuropeAid ID number</b>	RS-2009-BLD-1310103396
<b>Nationality<sup>48</sup>/Country<sup>49</sup> and date of registration</b>	Serbian/Serbia, 29.12.2007.
<b>Legal Entity File number<sup>50</sup></b>	6000337599
<b>Legal status<sup>51</sup></b>	Local Authority, non profit making
<b>Partner 1</b>	Name/EuropeAid ID number: City of Niš / RS-2009-GQV-2104938883 Nationality/Country of registration: Serbian / Serbia Legal status: Local self-government
<b>Partner 2</b>	Name/EuropeAid ID number: Public Utility Company "Informatika" / RS-2010-FGM-0609439809 Nationality/Country of registration: Serbian / Serbia Legal status: Local Authority
<b>NB:</b> Add as many rows as partners	

<sup>48</sup> For individuals

<sup>49</sup> For organisations

<sup>50</sup> If the applicant has already signed a contract with the European Commission

<sup>51</sup> E.g. non profit making, governmental body, international organisation...

<b>BEFORE SENDING YOUR PROPOSAL, PLEASE CHECK THAT EACH OF THE FOLLOWING COMPONENTS IS COMPLETE AND RESPECTS THE FOLLOWING CRITERIA:</b>	<b>To be filled in by the applicant</b>	
<b>Title of the Proposal: <i>E-GOVERNMENT</i></b>	<b>Yes</b>	<b>No</b>
<b>PART 1 (ADMINISTRATIVE)</b>		
1. <b>The correct grant application form, published for this call for proposals, has been used</b>		
2. <b>Applicant and each partner are registered in PADOR data base</b>		
3. <b>The Declaration by the applicant has been filled in and has been signed</b>		
4. <b>The proposal is typed and is in English</b>		
5. <b>One original and 3 copies are included</b>		
6. <b>An electronic version of the proposal (CD-Rom) is enclosed</b>		
7. <b>Applicant and each partner has completed and signed a partnership statement and the statements are included.</b>		
8. <b>The budget is presented in the format requested, is expressed &lt;in €&gt; and is enclosed</b>		
9. <b>The logical framework has been completed and is enclosed</b>		
10. <b>Municipal strategic document (sustainable strategy, sector strategy, action plan) in which project is identified and decision on adaptation of this strategic document are enclosed</b>		
<b>PART 2 (ELIGIBILITY)</b>		
11. <b>The duration of the action is equal to or lower than 15 months (the maximum allowed)</b>		
12. <b>The duration of the action is equal to or higher than 12 months (the minimum allowed)</b>		
13. <b>The requested contribution is equal to or higher than 100.000 EURO (the minimum allowed)</b>		
14. <b>The requested contribution is equal to or lower than 300.000 EURO (the maximum allowed)</b>		
15. <b>The requested contribution is equal to or higher than 60% of the total eligible costs (minimum percentage required)</b>		
16. <b>The requested contribution is equal to or lower than 90% of the total eligible costs (maximum percentage allowed)</b>		

## VI. DECLARATION BY THE APPLICANT

The applicant, represented by the undersigned, being the authorised signatory of the applicant, in the context of the present call for proposals, representing any partners in the proposed action, hereby declares that

- the applicant has the sources of financing and professional competence and qualifications specified in section 2 of the Guidelines for Applicants;
- the applicant undertakes to comply with the obligations foreseen in the partnership statement of the grant application form and with the principles of good partnership practice;
- the applicant is directly responsible for the preparation, management and implementation of the action with its partners, if any, and is not acting as an intermediary;
- the applicant and its partners are not in any of the situations excluding them from participating in contracts which are listed in Section 2.3.3 of the Practical Guide to contract procedures for EC external actions (available from the following Internet address: [http://ec.europa.eu/europeaid/work/procedures/implementation/index\\_en.htm](http://ec.europa.eu/europeaid/work/procedures/implementation/index_en.htm)). Furthermore, it is recognised and accepted that if we participate in spite of being in any of these situations, we may be excluded from other procedures in accordance with section 2.3.5 of the Practical Guide;
- the applicant and each partner (if any) is in a position to deliver immediately, upon request, the supporting documents stipulated under section 2.4 of the Guidelines for Applicants.;
- the applicant and each partner (if any) are eligible in accordance with the criteria set out under sections 2.1.1 and 2.1.2 of the Guidelines for Applicants;
- if recommended to be awarded a grant, the applicant accepts the contractual conditions as laid down in the Standard Contract annexed to the Guidelines for Applicants (annex F);
- the applicant and its partners are aware that, for the purposes of safeguarding the financial interests of the Communities, their personal data may be transferred to internal audit services, to the European Court of Auditors, to the Financial Irregularities Panel or to the European Anti-Fraud Office.

The following grant applications have been submitted (or are about to be submitted) to the European Institutions, the European Development Fund and the EU Member States in the last 12 months:

- <list only actions in the same field as this proposal>

The applicant is fully aware of the obligation to inform without delay the Contracting Authority to which this application is submitted if the same application for funding made to other European Commission departments or Community institutions has been approved by them after the submission of this grant application.

Signed on behalf of the applicant

<b>Name</b>	<b>Igor Pavličić</b>
<b>Signature</b>	
<b>Position</b>	<b>Mayor</b>
<b>Date</b>	<b>15.09.2010. Novi Sad</b>

**VII. ASSESSMENT GRID**  
**(TO BE USED BY THE CONTRACTING AUTHORITY)**

	YES	NO
<b>STEP 1: OPENING SESSION AND ADMINISTRATIVE CHECK</b>		
1. The submission deadline has been respected		
2. The Application form satisfied all the criteria specified in part 1 of the Checklist (Section V of Part B of the Grant application form).		
The administrative verification has been conducted by: Date:		
<b>DECISION 1:</b> The Committee has recommended the Concept Note for Evaluation after having passed the Administrative check.		
<b>STEP 2 : EVALUATION OF THE CONCEPT NOTE</b>		
<b>DECISION 2:</b> The Committee has approved the Concept Note and decided to proceed with the evaluation of the full proposal after having pre-selected the best Concept Notes.		
The evaluation of the Concept Note has been conducted by: Date:		
<b>STEP 3: EVALUATION OF THE FULL APPLICATION FORM</b>		
<b>DECISION 3:</b> <b>A.</b> The Committee has recommended the proposal for Eligibility verification after having been provisionally selected within the top ranked scored proposals within the available financial envelope.		
<b>B.</b> The Committee has recommended the proposal for Eligibility verification after having been put on the reserve list according to the top ranked scored proposals		
The verification of the proposal has been conducted by: Date:		
<b>STEP 4: ELIGIBILITY VERIFICATION</b>		
3. The Application form satisfied all the criteria specified in part 2 of the Checklist (Section V of Part B of the Grant application form).		
4. The supporting documents listed hereunder, submitted according to the Guidelines (Section 2.4), satisfied all the eligibility criteria of the applicant and its partner(s) (if any)		
a. The applicant's statutes		
b. The statutes or articles of association of <u>all partners</u>		
c. The applicant's external audit report (if applicable)		
<to be inserted when the Contracting Authority is the European Commission> d. The Legal Entity File (see annex D of the Guidelines for Applicants) is duly completed and signed by the applicant and is accompanied by the justifying documents requested.		
<to be inserted when the Contracting Authority is the European Commission> e. A Financial Identification form (see annex E of the Guidelines for Applicants).		
f. Copy of the applicant's latest accounts.		
The assessment of the eligibility has been conducted by: Date:		
<b>DECISION 4:</b> The Committee has selected the proposal for funding after having verified its eligibility according to the criteria stipulated in the Guidelines.		

**Annex III. Budget for the Action<sup>1</sup>**

Costs	All Years				Year 1 <sup>2</sup>			
	Unit	# of units	Unit rate (in EUR)	Costs (in EUR) <sup>3</sup>	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)
<b>1. Human Resources</b>								
1.1 Salaries (gross salaries including social security charges and other related costs, local staff) <sup>4</sup>								
1.1.1 Technical								
1.1.1.1 Project manager	Per month	15	475,00	7.125,00	Per month	12	475,00	5.700,00
1.1.1.2 Project manager's assistant	Per month	15	320,00	4.800,00	Per month	12	320,00	3.840,00
1.1.1.3 Financial manager	Per month	15	300,00	4.500,00	Per month	12	300,00	3.600,00
1.1.1.4 IT manager	Per month	15	350,00	5.250,00	Per month	12	350,00	4.200,00
1.1.1.5 E-government consultant	Per month	15	200,00	3.000,00	Per month	12	200,00	2.400,00
1.1.1.6 IT consultant	Per month	15	200,00	3.000,00	Per month	12	200,00	2.400,00
1.1.1.7 Associate 1	Per month	15	170,00	2.550,00	Per month	12	170,00	2.040,00
1.1.1.8 Associate 2	Per month	15	170,00	2.550,00	Per month	12	170,00	2.040,00
1.1.1.9 Associate 3	Per month	15	170,00	2.550,00	Per month	12	170,00	2.040,00
1.1.1.10 Associate 4	Per month	15	170,00	2.550,00	Per month	12	170,00	2.040,00
1.1.1.11 Associate 5	Per month	15	170,00	2.550,00	Per month	12	170,00	2.040,00
1.1.2 Administrative/support staff								
1.2 Salaries (gross salaries including social security charges and other related costs, expat/int. staff)								
1.3 Per diems for missions/travel <sup>5</sup>								
1.3.1 Abroad (staff assigned to the Action)	Per diem				Per diem			
1.3.2 Local (staff assigned to the Action)	Per diem	50	15,00	750,00	Per diem	25	15,00	375,00
1.3.3 Seminar/conference participants	Per diem				Per diem			
<b>Subtotal Human Resources</b>				<b>41.175,00</b>				<b>32.715,00</b>
<b>2. Travel<sup>6</sup></b>								
2.1. International travel	Per flight				Per flight			
2.2 Local transportation	Per km	3500	0,25	875,00	Per month	2000	0,25	500,00
<b>Subtotal Travel</b>				<b>875,00</b>				<b>500,00</b>
<b>3. Equipment and supplies<sup>7</sup></b>								
3.1 Purchase or rent of vehicles	Per vehicle				Per vehicle			
3.2 Furniture, computer equipment								
3.2.1 Blade server	Per unit	2	7.500,00	15.000,00	Per unit	2	7.500,00	15.000,00
3.2.2 Upgrade storage	Per unit	1	1.900,00	1.900,00	Per unit	1	1.900,00	1.900,00
3.2.3 Scanner	Per unit	10	1.300,00	13.000,00	Per unit	10	1.300,00	13.000,00
3.2.4 Computer (PC)	Per unit	10	600,00	6.000,00	Per unit	10	600,00	6.000,00
3.2.5 Printer	Per unit	10	220,00	2.200,00	Per unit	10	220,00	2.200,00
3.2.6 Lap top	Per unit	3	980,00	2.940,00	Per unit	3	980,00	2.940,00
3.2.7 Video beam	Per unit	1	900,00	900,00	Per unit	1	900,00	900,00
3.3 Machines, tools...								
3.4 Spare parts/equipment for machines, tools								
3.5 Other (please specify)								
<b>Subtotal Equipment and supplies</b>				<b>41.940,00</b>				<b>41.940,00</b>



<b>4. Local office</b>								
4.1 Vehicle costs	Per month				Per month			
4.2 Office rent	Per month				Per month			
4.3 Consumables - office supplies	Per month	15	60,00	900,00	Per month	12	60,00	720,00
4.4 Other services (tel/fax, electricity/heating, maintenance)	Per month				Per month			
<b>Subtotal Local office</b>				<b>900,00</b>				<b>720,00</b>
<b>5. Other costs, services<sup>8</sup></b>								
5.1 Publications <sup>9</sup>								
5.2 Studies, research <sup>9</sup>								
5.2.1 Survey/Poll conducting service	Per survey/poll	2	4.200,00	8.400,00	Per survey/poll	1	4.200,00	4.200,00
5.3 Expenditure verification	Per project	1	5.700,00	5.700,00	Per project	1	5.700,00	5.700,00
5.4 Evaluation costs								
5.5 Translation, interpreters								
5.6 Financial services (bank guarantee costs etc.)								
5.7 Costs of conferences/seminars <sup>9</sup>	Per conference				Per conference			
5.7.1 Organisation of press conference (preparing the venue, equipment, interpreter, invitations, envelopes, inviting the media, preparation of material for the media, refreshments after the conference)	Per conference	2	750,00	1.500,00	Per conference	1	750,00	750,00
5.7.2 Training of employees	Per participant	150	104,00	15.600,00	Per participant	150	104,00	15.600,00
5.8. Visibility actions <sup>10</sup>								
5.8.1 Plaque	Per unit	2	250,00	500,00	Per unit	2	250,00	500,00
5.8.2 Flyers	Per unit	20000	0,11	2.200,00	Per unit	20000	0,11	2.200,00
5.8.3 Ballpoint pen	Per unit	400	0,60	240,00	Per unit	400	0,60	240,00
5.8.4 Folder	Per unit	400	0,80	320,00	Per unit	400	0,80	320,00
5.8.5 Writing pad	Per unit	400	1,10	440,00	Per unit	400	1,10	440,00
5.8.6 Creating the visual identity of the project, portal and promotional material (design)	Per job	1	4.700,00	4.700,00	Per job	1	4.700,00	4.700,00
5.9 Development of software for managing of business process in local institutions, implementation, and customisation	Per unit	1	62.300,00	62.300,00	Per unit	1	62.300,00	62.300,00
<b>Subtotal Other costs, services</b>				<b>101.900,00</b>				<b>96.950,00</b>

Expenses	All Years				Year 1			
	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)	Unit	# of units	Unit rate (in EUR)	Costs (in EUR)
6. Other								
<b>Subtotal Other</b>				0,00				0,00
<b>7. Subtotal direct eligible costs of the Action (1-6)</b>				186.790,00				172.825,00
8. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)				4.000,00				3.000,00
<b>9. Total direct eligible costs of the Action (7+ 8)</b>				190.790,00				175.825,00
10. Administrative costs (maximum 5% of 9, total direct eligible costs of the Action)				3.000,00				2.500,00
<b>11. Total eligible costs (9+10)</b>				193.790,00				178.325,00

\* This amount represents the project contribution and it will be verified with the payment lists

1. The Budget must cover all eligible costs of the Action, not just the Contracting Authority's contribution. The description of items must be sufficiently detailed and all items broken down into their main components. The number of units and unit rate must be specified for each component depending on the indications provided.
2. This section must be completed if the Action is to be implemented over a period of more than 12 months.
3. If the Contracting Authority is not the European Commission, the budget may be established in euro or in the currency of the country of the Contracting Authority. Costs and unit rates are rounded to the nearest euro cent.
4. If staff are not working full time on the Action, the percentage should be indicated alongside the description of the item and reflected in the number of units (not the unit rate).
5. Indicate the country where the per diems are incurred and the applicable rates (which must not exceed the scales published by the E.C. at the time of contract signature [http://ec.europa.eu/europeaid/work/procedures/index\\_en.htm](http://ec.europa.eu/europeaid/work/procedures/index_en.htm)). If information is not available, enter a global amount. Per diems cover accommodation, meals and local travel within the place of the mission and sundry expenses.
6. Costs for CO2 offsetting of air travel may be included. CO2 offsetting shall in that case be achieved by supporting CDM/Gold Standard projects (evidence must be included as part of the supporting documents) or through airplane company programmes when available. Indicate the place of departure and the destination. If information is not available, enter a global amount.
7. Costs of purchase or rental.
8. Specify. Lump sums will not be accepted.
9. Only indicate here when fully subcontracted.
10. Communication and visibility activities should be properly planned and budgeted at each stage of the project implementation. These activities should not only focus on publicising the EU support for the action but also on its outcome and impact. Please note that the Communication and Visibility Manual for EU External Actions is available on the following website: [http://ec.europa.eu/europeaid/work/visibility/index\\_en.htm](http://ec.europa.eu/europeaid/work/visibility/index_en.htm)

NOTA BENE: The beneficiary alone is responsible for the correctness of the financial information provided in these tables.



## **Memorandum o saradnji**

### **IZMEĐU**

#### **Grada Novog Sada i**

#### **Grada Niša**

### **PREDMET**

Program EXCHANGE 3 finansira Evropska unija, njime rukovodi Delegacija Evropske unije u Srbiji, a sprovodi Stalna konferencija gradova i opština.

Iz EXCHANGE 3 programa odobrena su sredstva za sprovođenje projekta "E-government" od strane Grada Novog Sada.

Strane su se sporazumele:

#### **Član 1: Sadržaj memoranduma**

- 1.1 Memorandum treba da sadrži sledeće anekse:
- Projektni dokument "E-government"
  - Budžet za realizaciju projekta
- Ovi dokumenti su sastavni deo ovog memoranduma.

#### **Član 2: Ciljevi i obaveze:**

2.1 Strane su saglasne da je cilj ovog ugovora (memoranduma) saradnja između Grada Novog Sada i Grada Niša u sprovođenju projekta "E-government" da definiše aktivnosti opštine u okviru projekta, kao i da definiše dinamiku i način uplata za ove aktivnosti. Aktivnosti moraju biti sprovedene u duhu međusobnog poverenja među partnerima.

2.2 Strane su saglasne da će Grad Novi Sad biti odgovoran prema DEU za uspešno sprovođenje projekta na način kako je to opisano u projektnom dokumentu. U nadležnosti DEU je da odlučuje o promenama u projektu (ukoliko dođe do nekih promena) vezano za sadržaj i opis posla zaposlenih na projektu. Grad Novi Sad je dužan da obezbedi odgovarajući nivo informacija DEU i EXCHANGE 3 programu o sprovođenju projekta.

Strane su takođe saglasne da je Grad Novi Sad odgovoran DEU da na zadovoljavajući način završi aktivnosti koje bude sprovodio.

U skladu sa gore navedenim, Grad Novi Sad će, za vreme trajanja ugovora, delegirati menadžera projekta koji će biti odgovorna osoba za sprovođenje svih projektnih aktivnosti.

U ime Grada Novog Sada, menadžer projekta će imati konačnu odgovornost za izvođenje i uspešno okončanje projekta.

- 2.3 U slučaju da Grad Niš ima bilo kakve pritužbe na rad Grada Novog Sada a u vezi sa obavezama na projektu, Grad Niš kontaktiraće menadžera projekta u najkraćem mogućem roku. S druge strane, u slučaju da Grad Novi Sad ima bilo kakvih pritužbi na rad Grada Niša, a u vezi sa obavezama na projektu, kontaktiraće menadžera projekta u najkraćem mogućem roku. Rešenje treba naći kroz međusobne konsultacije.

### Član 3: Delatnost

- 3.1 Grad Niš se obavezuje da će za potrebe realizacije projekta uraditi sledeće:

A1. Priprema za uspostavljanje elektronske uprave

A2. Kreiranje elektronskih servisa i njihovo stavljanje na raspolaganje građanima i pravnim licima putem portala i šaltera za prijem elektronskih dokumenata.

- 3.2 Vremenski okvir za sprovođenje svake od gore navedenih aktivnosti nalazi se u projektnom dokumentu.

- 3.3 U svim obaveštenjima i publikacijama vezanim za projekat, Grad Novi Sad će napomenuti da su aktivnosti podržane kroz finansijsku pomoć DEU, i to na sledeći način: „Ovaj dokument izrađen je uz finansijsku pomoć Evropske unije. Sadržaj ovog dokumenta je jedinstvena odgovornost Grada Novog Sada i ne može se ni pod kojim okolnostima smatrati da odražava stav Evropske unije.”

### Član 4: Finansiranje

- 4.1 Grad Novi Sad će platiti Gradu Nišu maksimalan iznos od 6.000,00 EUR da uspešno sprovede gore pomenute aktivnosti.

Grad Novi Sad će voditi detaljnu evidenciju o svim isplatama i izveštajima o utrošenom radnom vremenu za sve zaposlene na projektu.

- 4.2 Troškovi vezani za učešće u projektu Grada Niša, koji se odnose na honorare, biće pokriveni iz budžeta projekta kojim rukovodi Grad Novi Sad do maksimalnog iznosa pomenutog u 4.1.:

Budžetska linija	Jedinica	Broj jedinica	Vrednost po jedinici (EUR)	Ukupno (EUR)
1.1.1.5 Konsultant za E-upravu	Mesec	15	200,00	3.000,00
1.1.1.6 IT konsultant	Mesec	15	200,00	3.000,00

Ukupan maksimalni iznos u evrima: 6.000,00

## Član 5: Smernice za plaćanje

- 5.1 Grad Niš će od Grada Novog Sada dobiti uplatu za angažovanje na projektnim aktivnostima po ispostavljanju računa.

Da bi se plaćanje izvršilo, Grad Niš će uz račun priložiti i:

- (1) tabelu troškova u skladu sa utvrđenim modelom,
- (2) finansijski izveštaj o utrošenim sredstvima sa finansijskom dokumentacijom koja je potrebna za reviziju i
- (3) narativni izveštaj o obavljenom poslu (model dostavlja nosilac projekta).

- 5.2 Uplate će se vršiti od Grada Novog Sada ka Gradu Nišu roku od 30 dana od dana prijema pismenog zahteva za plaćanje pripremljenog od Grada Niša, u kojem se navodi referentni broj projekta 2010/256-962.

- 5.3 Uplate će se vršiti na bankovni račun Grada Niša u dinarskoj protivvrednosti:

Broj računa : 840-157640-83  
Banka : Uprava za trezor – Filijala Niš  
Adresa banke : Generala Milojka Lešjanina 19, 18000 Niš

## Član 6: Smernice za izveštavanje

- 6.1 Grad Niš podnosi izveštaj o obavljenom poslu za svaki posao obavljen od strane svojih stručnjaka. Model izveštaja o obavljenom poslu biće dostavljen od strane Grada Novog Sada.

## Član 7: Završne odredbe

- 7.1 Ovaj memorandum stupa na snagu danom potpisivanja i ističe na dan 24. juna 2012. godine.
- 7.2 Promene u rasporedu aktivnosti i odgovarajućem budžetu može izvršiti Grad Novi Sad, ali tek nakon zvaničnog odobrenja DEU.
- 7.3 U slučaju spora u vezi sa tumačenjem ili primenom ovog memoranduma, strane će se konsultovati na način da se dogovore u razumnom roku na prijateljski način.

Dogovoreno i potpisano u Gradu Novom Sadu i Gradu Nišu.

Za Grad Novi Sad

Igor Pavličić  
Gradonačelnik  
Datum:

Za Grad Niš

Miloš Simonović  
Gradonačelnik  
Datum: