



EU

PRO

EUROPEAN UNION SUPPORT
TO MUNICIPAL DEVELOPMENT

MINUTES

OF THE FIFTH PROGRAMME STEERING COMMITTEE MEETING

Belgrade, 17 April 2019



Republic of Serbia



UNOPS

Implementing partner

Agenda

- Welcome speeches and introductory remarks
- Adoption of the previous Programme Steering Committee Minutes
- Quarterly Report presentation and discussion
- Presentations and requests for approval:
 - ☐ Results of the Call for Proposals for Fostering Social Cohesion in Multiethnic Municipalities
 - ☐ Results of the Call for Proposals for Introduction and Development of Geographic Information Systems
 - ☐ Draft Call for Proposals for Business Support Organisations
- Voting
- AOB

I. Welcome speeches and introductory remarks

Branko Budimir, Assistant Minister for European Integration, Government of the Republic of Serbia and Chair of the EU PRO Programme Steering Committee (PSC) welcomed meeting participants and invited them to discuss the Programme implementation to date – both during the previous quarter and since the beginning of the Programme, as well as the topics that were to be reviewed at the meeting.

Ana Stanković, Project Manager, Delegation of the European Union (DEU) in Serbia expressed her gratitude on behalf of the DEU and congratulated Olivera Kostić on being selected as EU PRO Programme Manager. Ms Stanković commended the Programme implementation thus far, coordination with partners in ministries and partner organisations as well as the visibility of activities and suggested to cover progress per sectors and individual activities at the next PSC meeting.

Marko Vujačić, Head of Programme, UNOPS Regional Centre Serbia, welcomed meeting participants and informed the members about the internal UNOPS 2018 Project of the Year Award, which was given to the European PROGRES development programme, EU PRO predecessor. After thanking partners for their support during the previous as well as the current programme, Mr Vujačić introduced staff-related changes within the programme, the transition of the former Programme Manager, Mr Graeme Tyndall, to the position of Manager on the project for the reconstruction of clinical centres with UNOPS Serbia, Olivera Kostić as new EU PRO Programme Manager, as well as his own transition to the position of Head of Programme with UNOPS Serbia, which, inter alia, includes monitoring and supporting the EU PRO Programme.

Zoran Lakićević, State Secretary, Ministry of Construction, Transport and Infrastructure (MCTI) joined in the congratulations and informed PSC members that the MCTI field visits recorded good

project visibility among LSGs, which recognised and mentioned concrete projects and activities implemented by the predecessor as well as the current EU PRO programme, which was an indicator of a job well done. MCTI would invest efforts to maintain and further develop this trend through their field visits.

Branko Budimir proposed that the next PSC meeting be organised at the local level, to cover the previous period, implementation dynamics and sector-based topics in more detail.

Marko Vujačić confirmed that both proposals were useful and that if PSC members agreed, this proposal could be decided on immediately.

PSC members agreed with the proposal.

II. Adoption of the previous PSC Meeting Minutes

Branko Budimir confirmed that the previous PSC meeting minutes were unanimously adopted.

III. Quarterly Report presentation and discussion

Marko Vujačić, Head of Programme, UNOPS Regional Centre Serbia presented the Quarterly Report. He pointed out that Programme Implementation was progressing in line with the established plans, that 106 grants had been awarded to entrepreneurs and businesses, that 77 infrastructure projects were under implementation, the evaluations of two CFPs were completed, and CFP for business support organisations (BSOs) was prepared. First results in form of 12 new jobs had been recorded, and the Serbian language learning project had received positive evaluation.

In cooperation with Swiss PRO Programme, Good Governance principles were being introduced in 37 local infrastructure projects, and construction works on the project for the green market in Aleksinac were already underway. A total of 40 projects were under implementation in line with the planned dynamics, 13 agreements had been signed, and others were in final stages. Also, LSG capacities had been improved for implementing early public review for DRPs. Vujačić also presented activities to foster social cohesion, as well as effective activities in the area of communications and visibility. He also briefly covered the topic of risk management, sustainability through a participatory stakeholder approach and precluding potential issues.

Jasmina Ilić, EU PRO Infrastructure Sector Manager presented, as a potential issue, a loss in the quality of technical documents, which could be caused, as the LSGs suggested, by amendments to the Law on Planning and Construction, which are less strict about the content of documents needed for the issuance of construction permits. The Programme is investing additional efforts in monitoring projects to ensure a successful outcome.

Mr Lakićević disagreed about the law being the cause of lower quality of technical documents, if taken into consideration that each project has its own audit committee, and that the majority of construction permits are under the auspices of the LSGs. Regarding this, a separate meeting was proposed to review projects within the programme facing these issues in order to identify and address the causes.

Jasmina Ilić agreed that the meeting should be organised as soon as complete project documents were gathered for the case in question.

In the future, the Programme will focus, in addition to monitoring active projects, on the start of implementation of GIS and social cohesion projects, followed by the CFP for BSOs. The new CFP for small and medium enterprises (SMEs) is also under preparation, in coordination with the relevant stakeholders.

Ana Stanković invited the participants to discuss the project on enhancing learning Serbian as non-mother tongue during the next academic year.

Biljana Kerić, EU PRO Programme Associate for Social Cohesion said that a meeting with the Office of the Coordination Body for Bujanovac, Preševo and Medveđa and the civil society organisation “Group 484”, evaluated the project as very useful and as one to be continued. Also, it would be useful to expand it to include extracurricular activities that the children could use to apply their knowledge of Serbian. Synergies had also been proposed with other projects in order to achieve this. The current project would end in June 2019, and the next proposal would potentially include new partners.

Branko Budimir underlined that systemic solutions were needed, rather than isolated interventions, as well as that when implementing such projects potential future issues should also be taken into consideration, such as the lack of forum to apply newly acquired language skills, rather than addressing issues as they arise. Mr Budimir also expressed doubt about investments in this project, because the role of national institutions and additional partners that deal with Serbian as non-mother tongue was clearly defined and addressing of identified issues budgeted.

Biljana Kerić recalled that this project was initially approved as a temporary solution but was essentially a part of the long-term reform of learning Serbian as non-mother tongue. This project had ensured continuity in the learning of almost 750 children during the development of the institutional solution but had still not been formally implemented in schools.

Marko Vujačić added that without this project children would not have such a good opportunity to learn so their integration would be even more difficult in the future.

Branko Budimir concluded that project proposal should be developed to provide the a fuller picture, wherein the role of the national institutions and additional funding sources would be and then, since no other PSC members had any questions, invited EU PRO representatives to present the results of the closed CFPs.

I. Presentation and request for approval of the results of CFP for Fostering Social Cohesion in Multiethnic Municipalities

Biljana Kerić, EU PRO Programme Associate for Social Cohesion provided the PSC with a complete overview of all stages of the CFP for Fostering Social Cohesion in Multiethnic Municipalities, including the concept and criteria, preparatory steps, process and deadlines for activities, as well as the

evaluation. In short, CFP resulted in 53 received proposals with requests in the amount of 931,732 Euros. Out of this number, 22 proposals were recommended in the total amount of 399,793 Euros.

Branko Budimir noticed weaker participation, i.e. lower number of submitted proposals from East Serbia, so he proposed to examine the reasons in more detail in order to have information for other CFPs, programmes, as well as new funds, but also to see to what extent this was the result of the operational intensity required by the grant scheme.

Marko Vujačić underlined that the response of the municipalities in the West and the South of the country was evidently higher, which could also be attributed to long-term cooperation of these LSG units with development programmes. Even though the municipalities in the East were mobilised through additional info sessions, trust building is a continuous process that EU PRO would further engage in. **Mr. Vujačić** suggested online tools and short-form interviews as the modality for investigating reasons of weaker interest in this and earlier calls in the East.

Branko Budimir stated his opinion that the evaluation should be more formal, with developed methodology, implemented by an entity unrelated to the Programme, so that the results would be relevant not only for EU PRO, but also for future IPA funded programmes.

Ana Stanković agreed an extensive investigation would be useful but also proposed to implement a more immediate method for the coming CFPs until a more extensive analysis was prepared. New CFPs should also take into account the current weak response and think of ways to additionally mobilise these municipalities.

Biljana Kerić remarked that the interest in the info sessions had been high, however, this had not reflected on the number of project proposals. An unfavourable circumstance was also the unstable political situation at the local level.

Marko Vujačić concluded that, as a start, a mini analysis would be developed and implemented internally to inform new CFPs within the programme, while a broader analysis would be prepared in the future. When implementing future calls, additional attention would be paid to LSGs that recorded lower interest in Programme CFPs.

II. Presentation and request for approval of the results of the CFP for Introduction and Development of Geographic Information Systems

Jasmina Ilić reminded PSC members of the past efforts within the projects and said that an entire EU PRO budget line of over two million EUR was allocated to GIS. This budget, as previously decided by the PSC would not include a study for which 200,000 Euros had been allocated, and there were also some leftovers from the CFP for planning documents. Ms Ilić proposed that the remaining funds be used to fund additional GIS projects.

Viktor Veljović, EU PRO Associate for Geographic Information Systems and Urban Planning provided the PSC with an overview of all stages of the CFP for Introduction and Development of Geographic Information Systems, including the concept and criteria, preparatory steps, process and deadlines for activities, as well as the evaluation.

MCTI provided support in defining the CFP and LSGs could apply for GIS projects either individually or in partnerships focusing on the practical application of the projects and contribution to local economic development.

In short, the CFP resulted in 33 received proposals covering 50 LSGs and 12 administrative districts with requests in the amount of 3,341,360 Euros. Out of this number, 19 proposals were recommended in the total amount of 2,049,143 Euros. Key, but not eligibility criteria, included proven human capacities to implement GIS, practical implementation of the project and cost-effectiveness. Briefly, nineteen project proposals had scored over the predefined 70-point threshold, while other projects had not met technical requirements. Only Medveđa Municipality project had been disqualified based on the eligibility criterion related to partnerships.

Viktor Veljović went on to present several interesting project proposals and provided also a broader context of all CFPs for infrastructure within the EU PRO Programme, emphasising that they were in line with the national urban development policy and their thematic areas were in line with areas of intervention in the National Strategy on Sustainable and Integrated Urban Development. Also, GIS also serves to monitor performance indicators for the realisation of this Strategy, because it is also a monitoring tool, but also relevant to the Spatial Plan for the Republic of Serbia, which is to be developed in 2020.

Ana Stanković pointed out that comments in evaluation documents in some cases did not correspond to the points given to the projects.

Branko Budimir also noticed that comments, or brief descriptions of project proposals did not correspond to the scores, which made it difficult to understand how some of them had been recommended for funding.

Marko Vujačić said that the problems could have occurred because of the summarised comments serving as overview of the committee's work.

Viktor Veljović, after a short review of the submitted documents, confirmed it was a technical error and stated that the criteria were explicit and without any subjective elements. Therefore, it was suggested that PSC members be subsequently sent reorganised evaluation lists, with comments corresponding to the number of points received, i.e. rank of application.

Ivan Milivojević, Deputy Secretary General, Standing Conference of Towns and Municipalities (SCTM) asked about the outstanding differences in the number of points among the submitted projects and a number of projects that were below the threshold.

Viktor Veljović explained that the greatest differences in the points were in the area of LSG capacities, existence of documents that could support the justification of GIS as well as activity budgets, or topics that were assigned the highest number of points.

Branko Budimir concluded that the clarification of impact of GIS on overall local development simultaneously served as justification to approve higher amounts for project funding, under the condition that this was in line with UNOPS procedures. The question was also asked whether GIS projects were currently supported by any other donors, apart from the Exchange project.

Ivan Milivojević said that the grant scheme within the Exchange project had started several months before, with the component including property management and entering the data in GIS. Identified general risks applicable to the GIS activity were institutional and related to lack of human resources in some LSGs, as well as to whether data were up to date. The Republic Geodetic Authority (RGA) insists on their own services and harmonisation with the national level. In addition, the municipalities would need digital cadastral plans for GIS provided by the RGA, so the issue was whether the RGA would give them to municipalities for free or would charge for them. Finding mechanisms for such cases would also be helpful for SCTM, as they were dealing with the same topic. SCTM was supporting local GIS projects and decentralisation enabling LSGs to address various issues at the local level.

Viktor Veljović said that RGA, and partly LSGs, pursuant to the INSPIRE Directive, were developing the national GEOSrbija portal for monitoring environmental aspects. Standardisation of data sent to RGA was a legal obligation for LSGs, set by the programme also as a requirement within the CFP. Also, UNOPS had, within the current and the predecessor programme, been intensively working on establishing and strengthening institutional capacities, and a reclassification of jobs would also be demanded because the ban on employment was still in power.

Branko Budimir asked whether this could be set as a contractual obligation as in the case with small and micro enterprises related to employment, with the end goal to contribute to the sustainability and use of the system after project closure, particularly taking into account the importance of the entire programme, as the flagship EU programme.

Jasmina Ilić said that sustainability was evaluated in applications based on what had been written down and that there were no future guarantees, but that the Programme would, based on previous experience, monitor projects and their sustainability even after the expiration of support.

Viktor Veljović listed examples of how these issues were successfully addressed through internal reclassification of jobs in Vranje, Raška and other LSGs, because the Programme had provided

support, not only with implementation, but also with finding solutions to these issues. He added that a requirement of the CFP was to establish a service responsible for GIS, and that additional work would be done with smaller municipalities in order to identify their capacities.

Branko Budimir proposed that PSC agree to approve more funds, and to submit the corrected presentation of applications to the members to vote on them electronically, to which PSC members agreed.

III. Presentation and request for approval of the draft CFP for Business Support Organisations

Enis Ujkanović, EU PRO Associate for SME and BSO, presented the draft CFP for Business Support Organisations, provided in the Description of Action (DoA) and Activity 1.2. The concept aims to improve SME sustainability and competitiveness, their ability to expand to new markets as well as introduce relevant standards with the help of services provided by BSOs from 99 LSGs. The focus of the CFP was to enhance SME sustainability and competitiveness by improving processes and product and/or service quality, providing support to businesses expanding to new markets and introducing relevant standards and strengthening BSO capacities with the aim to improve existing and introduce new services. Indicative budget for this activity was 600,000 Euros, out of which individual projects could apply for support in the amount of 10,000 to 30,000 Euros, while partnership projects could access funds in the amount of 10,000 to 50,000 Euros with a co-funding of ten percent. The text of the CFP also included target groups – regional development agencies, business associations, business incubators, clusters, science and technology parks, chambers of commerce, research and university-level institutions, which had been defined in consultations with PSC members.

To the question posed by **Branko Budimir**, about whether CSOs were included, which was also a request from the Ministry of Economy, **Mr Ujkanović** explained that according to the criteria, all CSOs focusing on business support were eligible to participate. Mapping organisations that provide support to businesses implemented by the Programme had shown that they were registered quite diversely, including some registered as companies, and others as CSOs or even chambers of commerce registered pursuant to the Law on Chambers of Commerce, like the Contracting Chamber of Economy in Pirot.

CFP also allowed partnership projects, with the proviso that the lead organisation on the project must be registered on the territory of one of the 99 LSGs included in EU PRO, and all activities must be directed to businesses from the AoR.

Branko Budimir concluded that this meant that chambers of commerce could not be lead organisations on the projects because they were registered in Belgrade, and **Milica Korać, EU PRO Programme Associate for SMEs** added that because of centralised organisation all chambers of commerce were registered as branch offices, but that the focus could be placed on chambers of commerce and crafts.

Miona Popović Majkić, Head of the Unit for IPA Project Planning and Preparation, Ministry of Economy, asked whether this meant that they could participate in the projects with up to 40 percent,

and **Mr Ujkanović** confirmed, reiterating that there was a part reserved for partnership projects, with maximum budgets of 50,000 Euros.

Olivera Kostić, EU PRO Programme Manager, added that since chambers of commerce were included in the DoA, if they were to be included in the CFP, there was a solution that would give right to participation also to organisations that operated institutionally in the AoR, by using the wording used in cross-border cooperation programmes. Including chambers of commerce might, however, open the issues of participation of other organisations that would also apply. On the other hand, the participation with 40 percent was a strong entry point for the participation of chambers in partnership projects.

Branko Budimir stated that if a BSO could be registered outside the AoR, there was risk that the support would be used to fund existing capacities in these organisations rather than strategic activities in the AoR.

Mr Ujkanović explained that even though research had shown that organisations with higher capacities were registered in Belgrade, based on experiences from prior interventions, the lead organisation on the project must come from the AoR. Partnerships were envisaged to strengthen the capacities of the BSOs registered in the AoR, through the transfer of knowledge and experiences, and also contribute to sustainability and quality of services provided.

Branko Budimir remarked that a 40-percent share was high percentage and recalled that when the DoA had been developed the idea had not been for nearly one-half of the project to be for capacity building, and this would provide room for just that.

Enis Ujkanović further explained that the CFP focus was on four areas: 1) Strengthening SME sustainability and competitiveness through improved processes and quality of products and/or services, 2) Supporting SMEs to expand to new markets, 3) Supporting SMEs to implement relevant standards and 4) Strengthening BSO capacities with the aim to improve existing and introduce new services. The last CFP area was limited to 30 percent of the budget, because this could be only a part, to serve the first three areas, but not the primary focus of the projects.

Branko Budimir expressed his concern that in this way with 30 percent of the budget some room was made to turn projects into operational grants, that is, to use them for the sustainability of the organisation itself through grant management, staff contracts, which was not the idea. There was much room for cooperation with companies in the non-financial, soft component of support, so this was the opportunity for them to get this support from someone qualified.

Dušan Čukić, EU PRO Programme Technical Advisor, added that this support had to be focused and planned. This is why partnership projects were proposed so that the organisations would be helped to see the projects through, that is, to provide them with project management support with up to 30 percent maximum.

Branko Budimir asked about PSC members' experiences related to approximate level of support necessary for grant management, to which **Jasmina Ilić** said that in the construction sector 18-25 percent went to project management, and **Mr. Čukić** said that the average was 23-27 percent.

Enis Ujkanović said that the Programme had faced the same concerns, but there was a difference between what we would want to receive as projects and the realistic situation, and efforts would be made to make the best of it. The CFP also defined ineligible costs precisely to prevent the above-mentioned situations, and the criteria had been defined so as to result in good-quality projects in the sense of achievement of the aim – which is to improve the competitiveness of SMEs, rather than the survival of BSOs.

Olivera Kostić answered Mr Budimir's question about available funds in case of a higher number of projects, saying that there were two separate budget lines – for support to enterprises with 4.5 million Euros and for support to BSOs with 600,000 Euros. Considering that the first CFP for BSOs committed a part of the total funds, in case if good-quality projects for BSOs were received in a higher amount than available, there would be possibility for the PSC to consider budget reallocation.

Enis Ujkanović went on to present the CFP and said that co-funding of ten percent was mandatory for profit organisations and in-kind contribution of ten percent was mandatory for non-profit organisations, and that implementation was envisaged to last up to 15 months. The Programme would additionally use info sessions to communicate that these would not be operational grants, because BSOs could expect that, and that activities would be meant to contribute to the implementation of strategies, to be relevant to specific needs of the target group, as well as to contain good governance, gender equality and environmental elements. All these elements would weigh between zero and five points.

The second evaluation criterion, by order of importance, weighing 20 points, was financial and environmental sustainability, followed by 15 points for impact of activities on specific objectives, as well as expected results related to SMEs. The entire methodology focused on SMEs, rather than BSOs, while capacities and previous experience would weigh 15 points, because there were many organisations that existed only on paper and working ad hoc, on project-basis. The same number of 15 points was also awarded to cost-efficiency, that is, the ratio of operational costs and expected results.

The Programme proposed that the threshold be 60 points, and that depending on the number of received applications, their quality and envisaged results, PSC be consulted about a possible reserve list.

Branko Budimir shared his impression that much more emphasis was given to form rather than content of what we wanted to achieve, pointing out that results were of the greatest importance. He added that this could be reasonable for this CFP, because it was meant for organisations that had for a long time been project-funded and should be able to submit good-quality proposals. He also suggested to change the weighing of some criteria, e.g. that results should weigh more than relevance, to achieve the defined aim of support. The discussion about this CFP was important because much could be done through soft components, particularly for SMEs, giving the example of introducing standards for which the businesses usually did not have internal capacities.

Marko Vujačić, UNOPS Head of Programme, agreed to reduce the weight of points provided for project relevance and increase outcome and impact, while related to the number of points awarded for capacities, he said that they had been set based on the experiences of and in consultation with

the Ministry of Economy, in order to avoid situations where project activities are implemented without adequate capacities and expertise.

Miona Popović Majkić said that the Ministry of Economy had participated in CFP development, and there were more details to be worked out, and asked for the vote on this CFP to be done subsequently electronically, agreeing with Mr Budimir that changes should be introduced in the evaluation and scoring. She said that eligible and ineligible costs were to be additionally elaborated, for example, the participation of businesses in fairs, as well as that it was needed to stress or emphasise by weight of points that support was for several businesses, at least five or ten, how to align this throughout the CFP as well as consider the 60-point threshold.

As reason for additional work on the CFP text, Ms Popović Majkić also mentioned the MoE's project on business incubators, which would be presented on 22 May. She added that in the week starting on Monday, 22 April, MoE would send information about this project to the Programme.

Marko Vujačić, summarising feedback, said that that the number of beneficiaries provided support, as proposed by the Ministry, would be introduced either through eligibility criteria or points and costs would be revised, while as suggested by Mr Budimir, evaluation and scoring would be revised, and the number of points assigned to results increased. Also, the participation of the Chamber of Commerce would be taken under consideration, e.g. with asterisk saying, "Unless it is a chamber with branch office on the territory of one of the 99 LSGs", as well as the share of support at 40 percent for partner organisations.

Branko Budimir also pointed out that two weeks after info sessions was a short time for applications, and **Olivera Kostić** agreed there was room and need to extend the call, and that the first or the second info session would be recorded and uploaded on the website, and thus be available to all interested BSOs.

Branko Budimir concluded that the PSC approved the funding of project proposals within the CFP for Fostering Social Cohesion in Multiethnic Municipalities, that PSC members would wait for the corrections for GIS CFP to vote on within five days, with no objection, while additional work would be done on the text of the BSOs CFP, which would then be approved electronically.

PSC also adopted the Quarterly Report, while they would vote on the potential continuation of the project of learning Serbian as non-mother tongue in Bujanovac and Preševo, in the amount of up to 75,000 Euros, with the Coordination Body contributing 6,000 Euros, electronically.

IV. Voting

By voting, PSC members approved the following items:

- EU PRO Quarterly Report for the period 1 January – 31 March 2019
- Results of the CFP for Fostering Social Cohesion in Multiethnic Municipalities

And it was agreed that:

- After PSC members receive the corrected summary of applications, they will vote electronically on projects recommended for funding under the CFP for Introduction and Development of Geographic Information Systems, as well as additional funds required
- Draft CFP for BSOs should be amended in line with the discussion and additional comments expected from the Ministry of Economy and sent to PSC members for review and electronic voting
- The proposal for the Serbian as a non-mother tongue project shall be further developed in accordance with the inputs from the PSC, after which it will be sent back for consideration and electronic voting

| LIST OF PARTICIPANTS | | |
|---|----------------------|---|
| Organisation | Name | Title |
| PSC MEMBERS | | |
| Delegation of the European Union in Serbia (DEU) | Ana Stanković | Project Manager |
| Ministry of European Integration (MEI) | Branko Budimir | Assistant Minister |
| Ministry of European Integration | Luka Pivljanin | Senior Advisor |
| Ministry of Construction, Transport and Infrastructure (MCTI) | Zoran Lakićević | State Secretary |
| Ministry of Economy (MoE) | Miona Popović Majkić | Head of the Unit for IPA Project Planning and Preparation |
| Public Investment Management Office (PIMO) | Violeta Sretenović | Donor Coordination Officer |
| Standing Conference of Towns and Municipalities | Ivan Milivojević | Deputy Secretary General |
| Development Agency of Serbia | Nataša Glavendekić | Senior Advisor, Regional Development Sector |
| PROGRAMME | | |
| EU PRO | Olivera Kostić | EU PRO Project Manager |
| EU PRO | Jasmina Ilić | Infrastructure Sector Manager |
| EU PRO | Enis Ujkanović | EU PRO Associate for SME and BSO |
| EU PRO | Biljana Kerić | Programme Associate for Social Cohesion |
| EU PRO | Viktor Veljović | Programme Associate for GIS and Urban Planning |
| EU PRO | Milica Korać | Programme Associate for SME and BSO |
| EU PRO | Ivana Popović | Communications Manager |

| | | |
|-------------------------------------|--|--|
| EU PRO | Marija Radulović | Communications Associate |
| EU PRO | Milica Radović | Programme and Communications Assistant |
| UNOPS | Marko Vujačić | Head of Programme |
| UNOPS | Dušan Čukić | Programme Technical Advisor |
| LIST OF COMMON ABBREVIATIONS | | |
| AOR | Area of Responsibility | |
| BSO | Business Support Organisations | |
| CFP | Call for Proposals | |
| DAS | Development Agency of Serbia | |
| DEU | Delegation of the European Union | |
| DOA | Description of Action | |
| DRP | Detailed Regulation Plan | |
| EBPS | Electronic Building Permitting System | |
| GIS | Geographic Information System | |
| LED | Local Economic Development | |
| LSG | Local Self-Government | |
| MCTI | Ministry of Construction, Transport and Infrastructure | |
| MoE | Ministry of Economy | |
| PIMO | Public Investment Management Office | |
| PSC | Programme Steering Committee | |
| RDA | Regional Development Agency | |
| SCTM | Standing Conference of Towns and Municipalities | |
| SME | Small and Medium Enterprises | |
| UNOPS | United Nations Office for Project Services | |