

From my Town to my Country

How to Ensure
Serbia's
development





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Findings and recommendations

2021.

This publication is the result of activities on the project "From My Town to My Country: Developing Serbia by a bottom-up approach" realized by the Foundation BFPE for a Responsible Society with the support of Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.





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Summary

Uneven development of all parts of local self-governments, long-term trends of migration to urban areas and the demise of villages, departure of young and qualified personnel to big cities and abroad, are negative trends that local communities in Serbia have been facing for many years. In addition, major challenges identified as obstacles to local and national development include the depersonalization of local governments and weakening ties with citizens, the lack of political and social debate and communication among local stakeholders, and the joint creation and implementation of local policies.

Recognizing the above challenges and obstacles, the Foundation BFPE for a Responsible Society (BFPE), with the support of the Deutsche Gesellschaft für Internationale Zusammenarbeit Gmb (GIZ), launched the project "From My Town to My Country: How to Ensure Serbia's development" with the aim of awakening and intensifying the dialogue between local actors and citizens, as well as to define recommendations for further action and overcoming the current situation. Starting from the thesis that sustainable and balanced development at the national level cannot be achieved without the development and improvement of local communities, the project was implemented through joint work with representatives of local civil society organizations and local self-government institutions in eight municipalities and cities in Serbia: the cities Pirot, Užice, Šabac, Čačak, Zaječar, Sombor, Zrenjanin and the municipality of Priboj. In all the mentioned local self-governments, during 2020 and 2021, public debates were organized by the BFPE Foundation and with the support of local partners, on various development topics. In addition to representatives of local government and the public sector, a significant number of civil society organizations, business associations and entities, as well as





prominent individuals, participated in them. In addition, through direct communication with citizens, data were obtained on how citizens see the challenges, potentials and future directions of development of their communities

Each of these local self-governments has its own specifics, as well as common challenges, potentials and opportunities. What is common to all cities and municipalities that participated in the project, regardless of size, geographical location, level of development and level of cooperation of local actors, is the willingness to engage in a dialogue and direct existing energy towards better defining and achieving development goals. A precondition for the sustainable development of local communities tailored to all citizens is greater openness and understanding in the public sector, but also increased agility and readiness of the civil sector to get involved in joint work. Of course, there are many challenges and shortcomings that citizens feel at the local level which are not directly within the competence of local self-governments. However, by building joint action and consensus at the local level, it is possible to achieve a much greater impact on other levels of government, in order to achieve a better status of local communities and the quality of life of their citizens.

The negative trend that is characteristic of all eight cities and municipalities is certainly the departure of young people to big cities and abroad. The only difference is that everyone leaves the less developed local communities in search of any job, while the most educated and qualified ones leave the larger and more developed cities. Although in larger areas the development and existence of a sufficient number of jobs is at an enviable level, young people face a lack of development positions in the field of information technology, innovative sectors or science, as is the case in the city of Čačak. Also, insufficient and suboptimal use of existing potentials was recognized as a common feature of all eight local self-governments, at least judging by the assessment of civil society and citizens. This does not mean that the mentioned cities and municipalities do not use their potentials in different





spheres at all, but that there is room for improvement everywhere, both in more developed and less developed local governments. We can illustrate this through the municipality of Priboj, which until a few years ago, despite the existing potentials, completely stagnated in terms of development, and at one point, with great involvement of the local community, moved in the direction of industrialization, which we can say is very successful.

There is a more or less developed and dynamic civil society in all cities and municipalities, but there is an undeniable need for greater involvement of citizens and civil society organizations in the process of planning, decision-making and implementation of local policies. The project has shown that a significant level of industrial production has been maintained or restored in almost all local governments, but also that there is great potential for the development of other activities, such as tourism and agriculture. For example, the city of Čačak, which is one of the most economically developed cities in Serbia, also wants to improve and develop its tourist offer and make better use of its agricultural potential. A common challenge, recognized and emphasized by almost all local partners and citizens, is the problem of environmental protection. Sustainability as an important principle of development necessarily implies meeting the standards in the field of ecology and preservation and improvement of the environment. This is important not only because of the health and quality of life of all citizens in a certain territory, which must be a priority, but also because of the successful development of other mentioned branches of the economy, such as primarily tourism and agriculture. Many activities in this field are not under the jurisdiction of local governments, but the central level of government, but there are many activities at the local level, from raising public awareness to waste management, which can and must be an integral part of development policies regardless of established directions and dynamics. A good example is the city of Pirot, which, in addition to industrial production, which certainly has a greater or lesser negative impact on the environment and water and





air pollution, plans to develop the tourist offer and certain forms of agriculture. In that direction, Pirot has already built a regional landfill, and many other activities in the direction of preserving and protecting the environment have been announced through debates.

The general impression is that there is will, energy and potential for further development at the level of local communities, and that mutual dialogue of actors, greater participation of citizens, is certainly a necessary precondition for achieving sustainability and general consensus. Also, it is necessary to move towards the inclusion of expertise and knowledge that exists outside the public sector, which can significantly increase the capacity needed to plan and implement the necessary activities. What can be a perspective, if an agreement and synergy between actors is reached at the level of local communities, is the association of several local communities and joint work and approach to the central government, international organizations and donors in order to achieve common development goals, both locally and and at the general level.





General recommendations

There are many ways to improve the development of local communities using existing capacities, with better use of resources and better organization and communication between all relevant actors in a given territory. However, it should be borne in mind that local communities are not isolated actors and are very much connected to the central level of government. Many services and activities realized at the local level are created and implemented through the system of national and provincial administration, which also need to further adjust their approach, policies and mechanisms to the needs and capacities of local self-government. Also, so far it has been shown that many very useful and purposeful activities at the local level have been carried out with the support of international organizations and donors. In the future development of local communities, it is necessary to find a modality in which the potentials of local communities, national and provincial institutions, as well as international organizations and donors will be used in the best possible way.

The recommendations given in the individual analyzes of local self-governments are largely similar and can be grouped into three categories:

- Recommendations for economic development,
- Recommendations for social development,
- Recommendations for improving cooperation and dialogue within the local community.

The recommendations related to the promotion of economic development mainly focus on three main areas: industry, agriculture and tourism. The development of trade and services is also mentioned to a lesser extent, especially in border local self-governments.





Existing industrial capacities must be preserved, modernized and further developed, and this is a recommendation that applies to all local communities, noting that in this process we should seriously take into account environmental protection and respect economic standards, not only for better quality of life, but and because of the development of tourism and agriculture, for which all municipalities and cities have significant, more or less used capacities. The competencies of local self-government in the field of encouraging industry are limited, and good cooperation with the central level of government is necessary. The recommendation, which refers to local self-governments, but also to national and provincial development institutions, is that in addition to supporting large investments, which are on the rise, more attention should be paid to supporting small and micro enterprises and entrepreneurs, both through local policy measures and through the creation of more adequate measures by national and provincial institutions. When creating measures, it is necessary to pay much more attention to the needs, potentials and absorption capacities of companies and entrepreneurs. Special focus should be on supporting innovation and digitalization of production processes, both in large and small production capacities.

Potentials in the field of tourism have been recognized in all eight local governments, some of which can already boast of significant capacities and results, while others are still in the planning phase. What can be defined as a general recommendation for tourism development is the development of infrastructure, in order to provide better access to localities, as well as support for the development of accommodation capacities, especially when it comes to rural households. What most local communities must do if they want to support the development of tourism in their territory, is to design an authentic tourist offer as well as branding and promotion of the same.

Agricultural production is a great potential of the whole country, so most of the partners in local governments also





recognized it as a great opportunity. Development opportunities should be sought in the association of agricultural producers, as well as in the promotion of certain products, especially those characteristic of a certain climate. Also, care should be taken to invest in rural development, which aims to improve living conditions in order to keep people in the countryside, which is a prerequisite for both agricultural development and tourism development.

By *social development* in this text we mean all those activities at the local community level that directly affect the quality of life and meeting the needs of citizens. In this area, in addition to improving systems such as education, health, social services, culture, sports, etc., for which there is always room, it is necessary to use the knowledge, capacity and creativity of civil society organizations to raise quality and capacity but also diversity of services and a bid. It should be borne in mind that the challenge of depopulation is present in all local communities that participated in the project, and that in addition to financial and general security, the most important factor is staying in a certain area and quality of social life, especially when talking about young and educated individuals.

The main precondition for sustainable and optimal development of the local community is cooperation and dialogue between the public, private and civil sectors. If any of these three factors are marginalized or left out in the process of creating and implementing local policies, we cannot count on serious effects or significant sustainability, and we have experienced this many times so far as a society. There is room for cooperation and joint action, and it is necessary to consider the development of the local community as a priority and goal that transcends all political and social divisions and polarizations. We are facing insufficient capacity to implement many activities at the local level and the only way to overcome this shortcoming is to gather all relevant actors and work together to improve and develop our own community. The moment is ideal given that there is a very lively activity of





local governments in the planning process, especially in the finalization of Local Development Plans, in various fields, and the involvement of relevant representatives of civil society organizations would significantly contribute to the quality of acts, as well as the level of fulfillment of set goals in the future.

In the process of strengthening cooperation and improving dialogue between civil society organizations and local self-government, the support of international organizations and donors can play a major role, often crucial. Also, joint planning and raising the quality of development documents significantly increase the chance of obtaining significant development projects financed from international assistance.

The recommendation for all local governments is greater openness to the ideas, needs and expertise of civil society organizations, as well as greater involvement of the public in everyday work. On the other hand, the recommendation to civil society organizations is to raise the agility and dynamics of work, introduce better mutual coordination and joint performance, both towards local self-government bodies and the general public. Fulfillment of these recommendations is the main precondition for the formation of a strong and coherent local community, which will be able to respond much better to the needs of its citizens and to the challenges that the future inevitably brings.





INTRODUCTION

Having in mind the long-standing challenges that, to a greater or lesser extent, local communities in Serbia face, BFPE, with the support of GIZ, launched the project "From My Town to My Country: Developing Serbia by a bottom-up approach" which aims to contribute to building a sustainable concept of Serbia's development. BFPE strives to promote sustainable development that will be based on recognizing the importance, needs and potential of local communities. Also, the role of the project is to raise the recognizability of eight local communities and their potentials and specifics, as well as to encourage dialogue on their future development. The project should define ways in which citizens will strengthen their position within the local community and be involved in the planning and implementation of both local and national development policies.

The project "From My Town to My Country: Developing Serbia by a bottom-up approach" is being implemented in cooperation with representatives of local communities of eight selected municipalities: from the civil and from the private and public sector. Representatives of the following local governments participated in the project: Užice, Priboj, Piroć, Zrenjanin, Zaječar, Šabac, Čačak and Sombor. In selecting municipalities and cities, the BFPE was guided by criteria related to territorial location, size, estimated potential for future development, as well as the willingness of local actors to participate in the project. The project is aimed at initiating dialogue between all relevant social actors: representatives of political and economic life of the local community, local civil society organizations, representatives of local self-governments, prominent individuals, as well as other representatives of citizens who had the opportunity to identify and consider their own development potentials and opportunities of their communities, thus encouraging the opening of similar debates in other communities. The debates





were also the basis for creating conclusions and recommendations, which need to be shared with representatives at the national level through future activities on this and other projects in which both BFPE and all its local partners are involved.

During the project implementation, the program team faced significant aggravating factors and challenges that could not have been foreseen before the start, nor fully controlled during the project implementation - but in the end all project objectives were achieved as much as possible. Namely, the outbreak of the epidemic caused by the SARS-CoV-2 virus in March 2020, significantly delayed the implementation of certain activities originally planned for 2020. In addition to the almost complete paralysis of the system, which lasted for the first months after the outbreak of the epidemic, additional efforts and time were required for adapting all activities to new ways of communication that exclude direct contact and live meetings. Also, the holding of local elections in June 2020, significantly affected the dynamics of project activities. Namely, in addition to the period before the elections, which usually lasts two to three months, the period after the elections in which the local assembly is constituted and the executive bodies are elected, in most local governments was fully completed only in autumn 2020. This meant that the newly elected bodies started working in full capacity only at the beginning of 2021. In some local governments that were involved in the project, there was a complete change in the management structure, which required additional efforts to continue the implementation of the project. Also, one of the challenges in some local governments was the lack of adequate cooperation and communication between the civil, public and private sectors, which further complicated the organization and encouragement of dialogue and organization of meetings and events. A particular challenge was to reconcile the views of local actors and citizens, where, in addition to clarity, sustainability, relevance and expediency were taken into account.





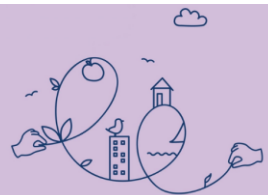
The recommendations defined in this publication are based on the views of all project participants and strive to harmonize individual proposals in the best possible way with the relevant data obtained from the analysis of development potentials of local governments.

FINDINGS OF ANALYSIS IN EIGHT CITIES AND MUNICIPALITIES

Analyzes of individual local communities were made with the intention to better present the situation, potentials and challenges in each of the local communities and are based on publicly available data and the views of local actors on it. The recommendations defined for each local community that participated in the project are the result of proposals and suggestions of participants in public debates, which were held in all local communities and which brought together representatives of the public sector, private sector and civil society organizations.

ČAČAK

The city of Čačak is located in the western part of central Serbia and administratively belongs to the Moravica administrative district and is its seat. According to the 2011 census report, the city of Čačak had 115,337 inhabitants. Of this, just over 73,000 live in the city. The city has 58 settlements, 66 local communities: 57 rural and 9 urban. The territory of the city of Čačak, according to the data of the Republic Bureau of Statistics, covers an area of 636 km². Čačak belongs to the group of the most developed municipalities and cities in Serbia. It is also located on the route of the highway E-763, the so-called Corridor 11, which stretches from Timisoara, through Vrsac, Belgrade, Cacak,





Pozega, Podgorica, goes to Bar, and by sea, across the Adriatic will be connected with Bari, Italy. Corridor 11 forks on the road leading to Kragujevac, Kraljevo and Novi Pazar via the M-22, in the town of Preljina, and the road leading to Montenegro next to Čačak. The highway connecting Belgrade with Čačak has been in operation since 2020. The RS government has decided to build a highway connecting the two main highways in Serbia, with a total length of 111 km, so that Čačak will be connected to the A1 highway (Corridor 10) in the coming period. The construction of the Čačak-Pozega highway section has begun and it will shorten the distance between Čačak and Montenegro and Bosnia and Herzegovina.

Of the total area of the city of Čačak of 636 km², 44,065 ha are agricultural areas. According to the number of people engaged in various agricultural activities, agriculture is the primary economic branch. It is difficult to determine the exact number of the population whose main activity is agriculture, because for many agriculture is only an additional activity. It is assumed that in the territory of Čačak, about 40% of the population bases their material existence on the production and sale of agricultural products. The main characteristic of agricultural production is the organization on small farms.

Čačak region has favorable conditions for the development of agricultural production and tourism in the countryside and has a tradition in the development of fruit, livestock, vegetables and fruit and planting material, which is a good basis for further investment in agricultural development.

Čačak started to strongly develop private entrepreneurship in the 80's of the last century, so today it is far ahead of all its neighbors in terms of economic development and has imposed itself as the economic center of the Moravica district. Former economic giants have been destroyed or are about to give up, but many private companies have developed, whose names have become well-known and recognizable brands.





The structure of the economy of Čačak consists of agriculture, industry, trade and service activities. Represented are metal industry, wood, chemical, processing of forest and agricultural products, etc.

Čačak is specific as a city where the economy, which is much more developed than in many other cities in Serbia, has a great impact on all social flows in the city and beyond, and provides a very good basis for the development of other important social activities such as culture, health, tourism, education, etc. The development of the economy in the city of Čačak is based on two main pillars. The first pillar is the institutional network for economic support, which on the one hand has a foothold in local self-government where there is a very strong and operational office for local economic development, and on the other hand there are scientific and educational institutions headed by the Čačak Science and Technology Park; the second pillar is a very significant participation of the economy in the decision-making processes of local self-government, through the City Council for Economy, which consists of representatives of the already mentioned business associations. The council considers various local topics, and the decisions and suggestions made seriously affect the city's development policy. Also worth mentioning is the support provided by the Regional Chamber of Commerce of Moravica and Raska districts, as well as the Regional Development Agency based in Kraljevo.

Tourism is an important economic branch in Čačak and has a serious perspective to develop and expand. The tourist offer of the Čačak region is heterogeneous. Natural resources and manifestations occupy a dominant place in the creation of a tourist product. In that sense, the most attractive is the Ovčar-Kablar gorge, which was declared a landscape of exceptional features and a protected area of the first category, then the spa Gornja Trepča, natural spas Ovčar Banja and Slatinska Banja and, very promising for tourism development, hilly and mountain villages. However, in addition, lately there are





tendencies for tourism to develop through new forms with elements of ethnoproducts, healthy food, rural tourism, etc.

Primary education is conducted in 16 primary schools, and secondary education takes place in 5 vocational schools, gymnasium and music school. Of the higher education institutions in the city, there are two faculties, which belong to the University of Kragujevac: the Faculty of Agriculture and the Faculty of Technology, as well as the Higher Technical School. The main activity of the Čačak Fruit Growing Institute is scientific research in the field of fruit growing (research and experimental development in biotechnical sciences), and besides it, the department of the Kirilo Savić Institute from Belgrade also works in Čačak. Sports and recreation center "Mladost" takes care of the development of general sports culture. Sports clubs of national importance are the Basketball Club "Borac", Football Club "Borac", and significant results were also achieved by cyclists, chess players, karate and martial arts, handball players, etc.

However, in addition to our conditions, very well organized economic and social life in the city of Čačak, there are always problems and obstacles that arise and overcoming which is a prerequisite for further development. Currently, the biggest problem in the city of Čačak is the lack of qualified labor force and the constant departure of young people, both abroad and to large cities in Serbia. Representatives of the public, private and civil sectors agree that depopulation is the biggest problem in Čačak. However, while some see the reason for this in relatively low salaries, others believe that the material moment is not crucial, but that it works in the need of young people to become independent, gain new experiences and take advantage of business and life opportunities provided by big cities.

Also, a serious problem is the lack of orderly and well-organized placement of agricultural products, which makes it very difficult to engage in agriculture and processing industry. Unfair competition from imported agricultural products is also





a problem for agricultural producers, while domestic ones have a hard time finding their way to consumers. In addition, the lack of manpower to perform seasonal work in agriculture is a major problem despite the exceptional engagement of both rural and urban populations.

The lack of jobs for highly educated professionals in IT or innovation driven sectors is another reason for the departure of young and highly educated people from Čačak.

All local partners, as well as the citizens of Čačak, agree that the biggest problems are reflected in the departure of young and educated people, as well as in the great pollution. They also believe that the geographical position of Čačak and the traffic infrastructure are not sufficiently used and that the construction of highways will open additional chances for the development of the city. Everyone agrees that development opportunities should be sought in the further development of traditional industry, but also in the introduction of new information technologies. They also believe that agriculture and tourism have a huge potential for further sustainable development.

Recommendations for Čačak

The city of Čačak has largely used its development potentials and, unlike many municipalities and cities in Serbia, has significantly overcome challenges such as lack of jobs, poor road infrastructure, empty and devastated villages, lack of cultural and sports facilities. etc. In addition, there is fairly good communication and cooperation between the public, private and civil sectors, and everyone's participation in policy-making is quite high compared to the surrounding area. However, this does not mean that there is no room for further improvements in all fields.

The economy of the city of Čačak, in cooperation with other social factors, should focus more on high-tech and innovative





branches, and additional investments in the development of the Science and Technology Park can be an excellent instrument on that path. Also, the digitalization of production and the application of innovations in companies can significantly contribute to their competitiveness and strength, but also the need to hire professionals whose salaries will be significantly above the average in Serbia. This is one of the ways not only to raise the value of the product, but also to retain and attract highly educated young staff.

Parallel development of agriculture and tourism and their potential symbiosis, can be a significant development opportunity for the city of Čačak. The production of healthy, quality and authentic food and ethno products in combination with the natural tourist potentials of Čačak and its surroundings can be a winning combination for the improvement of both the tourist offer and agricultural production and agribusiness.

Branding Čačak and the entire region that gravitates to it is certainly one of the activities that is necessary at this level of development. Significant efforts of the public and private sector are needed in order to brand Čačak in Serbia, but also in the wider region. Many advantages and potentials can be the subject of promotion, but two messages must be constantly passed and underlined: that Čačak is a place worth visiting, but also that Čačak is a city worth living in.

As we have already mentioned, the city of Čačak satisfies most of the basic needs for the life of its citizens and now is the time to focus energy on those less visible segments of social life that are very important and contribute greatly to the overall situation. The public sector must be more strongly engaged in effective solving of social problems of citizens, as well as in supporting gender equality and protection of vulnerable groups. More energy needs to be invested in the creation and adoption of public policies in these areas, as well as in their implementation. The civil sector must be an





advocate and initiator of such changes and be maximally involved in the planning and implementation of all activities.

The city of Čačak has all the preconditions and prospects to impose itself as a leader and soon grow into the economic and social center of western Serbia. In the coming years, Čačak will become the hub of two important highways, Corridor 11 and the so-called Moravian Corridor, which will significantly change the perspectives of this region. When that happens, cities and towns that are now an hour or two drive away will become practically suburbs to each other and we will no longer be able to talk about Čačak, Kraljevo or Milanovac alone, but it will be a single area with high daily turnover of people, goods and services, and a market of half a million inhabitants. In many areas, Čačak will put this side by side with Belgrade and Novi Sad. If the current development trends in this region continue, the city will have a serious chance to take the place of an informal leader and initiator of many development changes in neighboring cities and municipalities.

PIROT

The city of Pirot is located in the border area of the Republic of Serbia with Bulgaria. With an area of 1232 km², Pirot ranks third in the Republic of Serbia, with 54,873 inhabitants living in 72 settlements. However, in Pirot, an extremely negative demographic trend is recorded from year to year.

The recently built eastern branch of Corridor 10, from Niš to Dimitrovgrad, is a significant development incentive, especially for Pirot as the largest inhabited place through which the highway passes.

The city of Pirot belongs to the second group in terms of development, which consists of local self-government units





whose level of development ranges from 80% to 100% of the national average..

The pillar of Pirot's economic development is certainly industry, thanks to the results of several successful companies operating in this territory. First of all, the corporation Tigar with about 1,600 employees and Tiger Tires with 3,600 employees. The sector of small and medium enterprises is also interesting from the point of view of industrial production, although the largest number is in the sector of trade and services, and a good part of small and medium enterprises and entrepreneurs operate in the leather, textile and food industries. In order to support the development of the economy and attract investments, Pirot has developed a serious infrastructure. The Beg Bašča industrial zone is located in the industrial part of the city within the Pirot Free Zone. The total area of the Free Zone is 116ha, and over 100 companies residing in it employ more than 6,000 workers. By forming a free zone that provides various benefits to its users, the city of Pirot has significantly raised its attractiveness as an investment destination. The Beg Baška Industrial Zone and the Pirot Free Zone together form the Industrial Park.

In the field of non-financial assistance to economic entities and improvement of the business environment in the municipality, there are several actors such as the Regional Chamber of Commerce Niš, Serbian-Bulgarian Chamber of Commerce, Business Incubator "ZIP - Youth Center", General Association of Entrepreneurs, Office of the Regional Chamber of Commerce Niš, Office for Local Economic Development, etc. It is important to note that the City of Pirot has decided in the past few years to solve its communal problems through the introduction of the concept of public-private partnerships in the provision of communal services. This reduces the cost of services and increases quality. Pirot is currently at the forefront of the implementation of successful PPP projects in Serbia.

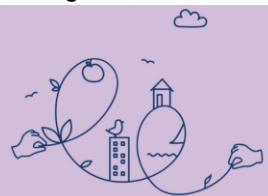




Of the total area of the city, agricultural land occupies 56.1%. Favorable temperate-continental climate, great potential of the Balkan Mountains and lands for organic production are ideal conditions for the development of fruit growing and viticulture. Abundance of pastures for livestock development are just some of the preconditions for this branch of industry to expand extensively in the coming period. The large area under pastures (5,560 ha) is an ideal base for the development of livestock, which on the other hand, creates a good raw material base and enables the development of the processing industry of meat, dairy products, leather, wool and the like. Pirot cheese is a famous cheese from this region that has become a brand for itself and more and more small producers from this region are entering the market and becoming an indispensable part of the tourist offer of the city.

In recent years, awareness of the importance of tourism for the development of the city of Pirot and the overall progress of its population has developed, so some efforts have been made in this field. Although Pirot and its surroundings have the potential to develop specialized types of tourist offer, the main obstacle to its development is inadequate tourist infrastructure. In the past few years, the hotel in the city center has been completely renovated, and the development of capacities for rural tourism in connection with the Balkan Mountains is noticeable. The tourist potential of the city of Pirot, in addition to its favorable geographical position, is based on the richness of natural and cultural resources (carpet, cheese, pottery, Pirot lamb, Pirot ironed sausage), cultural events of various kinds, from gastronomic to ethnographic. During the year, several events traditionally take place in the narrower area of the city: the Pirot Ironed Sausage Fair, the Book and Graphics Fair, the Hunting and Robola Fair, the Beekeeping Products Fair, the Pirot Lamb Festival, the Balkan Mountains Dishes Fair, etc.

The municipalities of the Pirot district adopted the Regional Waste Management Strategy for the Pirot district in 2006 and the Muntina Padina Regional Landfill has been operating





since 2013, designed and built in accordance with all Serbian and European standards.

The city of Pirot has a developed network of cultural institutions that are a kind of guardians of cultural identity and expression. All cultural institutions have their regular programs and activities and actively contribute to the more diverse cultural life of the local community. Recently, there have been significant investments by the city in cultural facilities, as well as in the networking of cultural institutions and better connections with citizens.

There is a well-developed network of educational institutions in the city of Pirot and it is important to note that almost all schools have been completely reconstructed in the previous period. Higher education covers the department of the Technical Faculty in Bor, the Department of the Faculty of Economics in Novi Sad, the Department of the Faculty of Foreign Trade and the Faculty of Law in Novi Sad, as well as the College of Teacher Education. The plan is to open a new faculty based on the Faculty of Organizational Sciences of the University of Belgrade, for which educational curricula will be prepared in cooperation with the businesses, in order to educate the necessary staff.

Pirot General Hospital is an institution that provides inpatient, specialist-consultative and diagnostic-therapeutic activities for the population of the Pirot district, while the Health Center provides health services at the primary level. Reconstruction of the general hospital and construction of an infirmary are currently underway, which will significantly contribute to the quality of health services in the city of Pirot. The city also has a very good system of social support, within its competencies, which is primarily reflected in support of birth rates and parenthood, given the large depopulation that Pirot has been facing for some time.

On the territory of the city, there are several sports facilities within the Sports Center, which meet the needs and





standards for active and recreational sports activities and the organization of various sports competitions. This institution participates in organizing sports, cultural and other gatherings and events.

There are also numerous sports clubs. Almost all sports are represented in about 70 sports clubs. The sports center was founded in 2007 as a special institution for performing sports activities in the city of Pirot.

Through communication with local partners from the civil, public and private sectors, as well as with the citizens themselves, among the biggest problems of the city of Pirot are the departure of young people and environmental pollution. In addition to further development of the industry, development opportunities would also be incentive measures for local entrepreneurs, while agricultural production and unused natural resources for the development of the tourist offer were highlighted as untapped potentials.

Recommendations for Pirot

Due to its specific geographical position and industrial tradition, the greatest development opportunities for the city of Pirot are certainly the development of industry and trade and services, as well as tourism and certain branches of agriculture. As already mentioned, Pirot is a city with exceptional potential for industrial development. With the completion of Corridor 10, Pirot became the main station on the way from Sofia to Belgrade, but also to other countries in the region and beyond. The construction of the highway significantly raises the attractiveness of Pirot and the whole region as investment destinations, and the good management of the free zone and other potentials so far should be expanded and focused on attracting additional investments in this area. In the coming years, we should also focus on investments in various services that will grow significantly with





increasing transit, and the City of Pirot must find ways to support every development opportunity and seize every opportunity. Planning and construction of logistics and cargo centers is a logical step, given the position and connectivity of the city of Pirot.

In addition to trade and services, the development of tourism is certainly one of the great development opportunities for the whole region. The existence of indisputable natural and historical potentials is a good basis for further development, but much more needs to be invested in environmental protection and tourist infrastructure. On the territory of Pirot, there are completely unused natural capacities, such as Zavojsko Lake, Jerma River, Balkan Mountains, etc. In addition to increasing accommodation capacities, especially those that rely on rural tourism and ethno heritage, road infrastructure to important sites must be built, as well as the promotion and branding of the city's tourist offer. The tourist offer should be primarily related to gastro and ethno tourism, as well as the production of healthy food, given the very authentic cuisine that this area has.

When it comes to agriculture, development should be directed primarily in the field of animal husbandry, for which, in addition to centuries-old tradition and natural potentials, there are also quite well-branded and recognizable products such as cheese, Pirot ironed sausage, etc. With adequate support, cooperatives, investment in processing capacity, etc, these products can become very popular, not only in the domestic but also in the wider market.

If the City of Pirot decides to focus its energy on the development of tourism and agriculture, it will have to pay special attention to environmental protection and preservation of natural resources.





PRIBOJ

The municipality of Priboj covers 553 km² and is located in the wooded area of Stari Vlah, in the valley of the river Lim. Priboj has 24,745 inhabitants who live in 33 settlements. Important regional roads to Podgorica and Sarajevo pass through Priboj, as well as the Belgrade-Bar railway. When it is built, Corridor 11 will pass some twenty kilometers from Priboj. The municipality of Priboj is characterized by a distinct climatic geo-diversity. The parish, temperate-continental and subalpine climates alternate in a relatively small area. Priboj belongs to group IV level of development, whose level of development is below 60% of the national average.

A significant precondition for the development of the economy in the municipality was the company for the production of trucks, trailers, special vehicles and units - "FAP" Corporation. FAP was the dominant economic entity, which created the monolithic economic structure of Priboj. Unfortunately, just as the FAP affected the economic boom in Priboj that lasted until the early 1990s, so the collapse of the FAP led to the economic collapse of the entire city.

In the part of the plant of the former Priboj giant FAP, the Free Zone Priboj was established, which offers potential users space for greenfield and brownfield investments. The area of the Free Zone "Priboj", which is fully equipped with infrastructure (electricity, water, telephone, internal roads, sewerage network and wastewater network), covers a total area of 27 hectares. Currently, the Priboj Free Zone has nine users who operate successfully within it. About 500 workers are currently working in the free zone, and the Technical High School has started working, which is a unique example of the dual education system in Serbia.

One of the carriers of economic development of the municipality of Priboj is "Polyester Group" d.o.o. Priboj, which employs about 500 workers.





In order to improve institutional support to the local economy, the Municipality of Priboj established the Economic Council in June 2017 as an advisory expert body, which deals with issues important for improving the local economic framework (employment, education, defining and monitoring development strategies, economic and development programs, improving the work of municipal administration and public enterprises). The role of the Regional Development Agency Zlatibor is great, which has a branch in Priboj that performs local economic development in the municipality. RDA Zlatibor provided strong support to the municipality in the preparation and implementation of a significant number of development projects.

The total area of agricultural productive land in the Municipality is 18,427 ha, or 34.95% of the total area. Of that, arable land occupies 12,533, and pastures and the rest 8,307 ha. The municipality is relatively rich in forests and forest resources, given that there are about 35,654 ha under forests, or 64% of the territory. The advantages of the terrain and agro-ecological conditions of the municipality of Priboj are suitable for the development of animal husbandry, and within it especially sheep breeding, cattle breeding and goat breeding; as well as for the development of fruit production. It is not very likely that mass agricultural production can become one of the main pillars of the development of this area, so the development of agriculture should be primarily viewed in the context of the development of rural tourism and the production of healthy and organic food. The area of the municipality of Priboj is ecologically clean, there are no natural or artificial pollutants, which guarantees the good quality of all agricultural products, but also opens up great opportunities for tourism development. Rural tourism is not particularly developed, but the potentials definitely exist and it can be one of the directions of future tourism development in Priboj.





In August 2019, the renovated Rehabilitation Center "Banja" was put into operation. The Department of Physical Medicine and Rehabilitation of the General Hospital Priboj was opened in the renovated building, where the services of doctors, physiotherapists and nurses are available.

Underdeveloped road infrastructure is a big problem for the municipality of Priboj. One of the biggest problems is that two thirds of the territory of the municipality does not have a direct road connection with the rest of the municipality, but a road route is used, which partly passes through the territory of Bosnia and Herzegovina, which hinders the flow of people, goods and services.

The Belgrade-Bar railway passes through the municipality of Priboj in the length of 25 km. With the built industrial track and three stations, ie stops, this route represents a significant communication potential and to some extent compensates for the lack of highways.

The planned construction of the Corridor 11 highway and the Sarajevo highway, which should pass in the relative vicinity of the Priboj municipality, will significantly contribute to connections with central Serbia and Belgrade with Bosnia and Herzegovina.

Important cultural institutions in the municipality of Priboj are the Cultural Center, the Homeland Museum and the City Library. Among the most important cultural assets are archeological sites from prehistory related to the development of Slavic culture, the Monastery of St. Nicholas which was the center of the diocese of Dabar, urban and rural churches, one of the most famous in the village Krajšinovići built by Mehmed-pasha Sokolović, urban and village mosques, especially the mosque from 1758, and the mosque in Medjurečje is one of the oldest in this area.





There are currently 6 primary schools in Priboj, with two eight-grade and 6 four-grade separate classes, and 16 sports clubs are active in the field of sports, in which almost all popular sports disciplines are represented. The most important sports clubs are the "Priboj" Handball Club, the football club, the "Priboj" Basketball Club and others.

Based on the communication with local actors, as well as directly with the citizens, the problems related to environmental pollution and underdeveloped economy were recognized, as well as the departure of young and educated staff. Among the untapped potentials for development are recognized tourist attractions, good geographical position, as well as the potential for agricultural production, while as the greatest chance for economic development they see further development of industry, incentives for local entrepreneurs and better management of existing resources.

Recommendations for Priboj

The municipality of Priboj, should use its position on the border of Serbia, Bosnia and Herzegovina and Montenegro, as well as a certain passage of Corridor 11 through this area for the development of economy and trade. The industrial tradition and infrastructure that Priboj still has, must be used for the revitalization of the Priboj industry, which has already begun. In addition, Priboj should focus its energy on the development of tourism and agriculture based on the natural resources it has.

The municipality of Priboj most likely won't be primarily an industrial city, as it used to be, and it is necessary to look for alternative directions of industrial development. During the reindustrialization of the city, care should be taken to protect the environment so as not to jeopardize the development of other industries, primarily tourism and agriculture. With the





establishment of the Free Zone, the Municipality of Priboj has already made the first step in economic development, and that is certainly the direction in which efforts should be intensified. Until the beginning of the 1990s, Priboj was an economic center towards which the surrounding municipalities from all three mentioned republics gravitated, and with the right strategic approach to development, further development of the Free Zone and greater incentives for small businesses and entrepreneurs, it can become so again. The precondition for all this is to start, the development of a serious and comprehensive strategic framework for the development of the municipality, which must be based on the general consensus of the public, private and civil sectors. Also, the lack of qualified workforce that exists must be addressed through various training and retraining programs, as well as the implementation of dual education in secondary schools.

In addition to the potential of Pribojska Banja, which can be significantly improved and supplemented with various contents, great potential exists in the development of rural and ethno tourism, due to the untouched nature and various cultural monuments in the area. The development of rural tourism with the production of healthy and organic food, as well as ethno products can be a great development opportunity. Consideration should also be given to the development of hunting tourism as well as more significant use of natural capacities for rafting, hiking and other active and extreme sports.

One of the important items in the development of tourism is the branding of this area through various ethno products, food, drinks, and so on, following the example of e.g. Zlatibor.

The municipality of Priboj, as a predominantly hilly and mountainous region, has a certain potential for the development of primarily livestock, but also certain varieties of fruits such as raspberries and other berries. The completely unpolluted environment and the great distance of the village





from the city center significantly contribute to this. Agricultural production cannot be one of the main economic branches in the municipality of Priboj, but it can significantly strengthen and revitalize villages through the production of healthy food and organic products. The basic precondition for that is better road infrastructure and incentive measures for agriculture, as well as various programs for preventing migration from the countryside to the city and beyond. The development of agriculture in the municipality of Priboj should be observed primarily through the development of tourism, which is a great development opportunity.

ŠABAC

The city of Šabac is located on the right bank of the Sava River, 103 kilometers upstream from Belgrade. Three micro-regions gravitate towards Šabac, which make up its agricultural hinterland. Mačva stretches to the west, Pocerina to the south and Posavina to the east. The city of Šabac covers 797 km² and consists of 52 settlements.

In the 2011 census, the city of Sabac had 115,884 inhabitants, 53,919 in the city center, and 61,965 in the rural area. According to the estimates of the Republic Bureau of Statistics, in the middle of 2017, the city of Šabac had 111,709 inhabitants.

Characteristics of the economic development of the city of Šabac are dynamism and a positive social product. Positive trends in the economy are the result, among other things, of traditionally developed entrepreneurship, entrepreneurship with a commercial heritage, long traditions in industrial production, a large number of successfully privatized companies, as well as the presence of foreign investors. The support of local self-government and the simplicity of procedures represent the strength of the city's economic development. The dominant industrial branches in the





economic activity of the city are: chemical industry, pharmaceutical industry, metal processing industry, machine industry, food industry, construction and construction material industry. Almost 4,200 business entities operate in Šabac.

The city of Šabac has established two industrial zones to support development and investments. The "Northwest Work Zone" covers an area of about 921 ha, of which 600 ha is owned by the City of Šabac. Successful companies operate in the zone, such as: Mlekara Šabac, Intercell, Vescovini Group, Poseidon Group, ISN Automotive, Elastic group, Elixir group, Agromarket, Proteinka, Kartonval and others.

The eastern industrial zone covers an area of 46 ha, of which about 31 ha is free for lease. This is the area where the Šabac free zone is located, on an area of nearly 4 ha. The Farmakom MB concern (which is currently in bankruptcy), Zorka mineral fertilizers, Zorka non-ferrous metallurgy, Hemofarm Šabac, Tikkurila Zorka, BMR, Beli limovi, Zorka keramika and others operate in the zone.

Agriculture is one of the most represented activities, but also one of the greatest potentials of this region. Agricultural land covers 51,263 ha, or about 73.45% of available land. The largest part of agricultural land is the highest quality arable land (46,203 ha), which provides great opportunities in selecting the optimal and economically most important crop production, as well as for the establishment of intensive agricultural production. The largest agricultural areas in the city of Šabac are owned by households that individually own between 2 and 20 hectares of agricultural land, ie these households own a total of 37,775 ha of agricultural land (73.68% of total agricultural land). Farmers in Posavina and Macva are predominantly engaged in field and vegetable production, while the hilly areas of Pocerina are characterized by fruit production.





Šabac best promotes its culture and history through tourism, and thus through events, of which there are over twenty in Šabac in one year. The Tourist Organization of the City of Šabac, as the carrier of the tourist economy, is the organizer of the most important tourist events on the territory.

Šabac is a crossroads of highways and regional roads important in the road network of Serbia. It is located on the navigable part of the Sava River and a normal-gauge railway passes through the city. What will have the most significant impact on the position and development of the city of Šabac is certainly the construction of the highway from Ruma to Šabac, the completion of which is announced for the end of October 2023, as well as the highway from Šabac to Loznica, which ends by the end of October 2024.

There are very developed cultural institutions in Šabac, which together participate in the creation and implementation of the cultural policy of the city of Šabac. Apart from them, a significant place in cultural life is represented by numerous associations.

Educational work on the territory of the city of Šabac is realized through a network of primary and secondary schools, and there are three high schools of vocational studies.

Šabac General Hospital performs polyclinic and inpatient health care, while the Health Center in Šabac performs health care in the field of primary health care in the city.

The activities of civil society organizations are at a fairly high level and their activities are aimed directly at citizens, and are involved in creating local policies and plans. The city of Šabac can boast of a large number of local strategies and action plans in the development of which a large part of civil society was involved, especially when it comes to policies related to the social sphere. Also, the cooperation of the public and civil sector in the implementation of social policies is very good,





and this is reflected in the functioning of three companies for the employment of persons with disabilities, the functioning of the council for the Roma national minority, etc..

Through communication with local self-government, businessmen and civil society organizations, but also the citizens themselves, it was concluded that the biggest problems in the city are the polluted environment and the departure of young people, while further development of agriculture through cooperatives and processing industry is considered the greatest development opportunity. Exploiting the geographical position of the city of Šabac for the development of trade and services is also considered one of the important development directions.

Recommendations for Šabac

Based on the previous data, we can conclude that the city of Šabac uses its resources and potentials quite well, but that does not mean that there is no room for improvement.

The most significant development potential of the city of Šabac certainly refers to the development of the industry, agriculture and trade, which is still at a significantly higher level than in many other parts of Serbia. The construction of a highway that would connect Šabac with Corridor 10, and on the other side, with Loznica, will significantly increase the attractiveness of the city for potential foreign investors and enable a much faster flow of goods and services in this part of Serbia. The City of Šabac has already provided the preconditions for the arrival of large investments through the construction of large industrial zones, and the administrative capacities of the city will certainly have to be built in order to be an adequate service to future development.

Local partners should already be preparing for a significant increase in the flow of people, goods and services that will





develop with the construction of roads, because the city of Šabac and its surroundings will be on the main road connecting the northern part of Serbia with Bosnia and Herzegovina. Also, cities such as Belgrade and Novi Sad will become significantly "closer" which is very important for the further development of Šabac and it would be good if it was recognized through development strategies, but also the actions of both public and private sectors in the future.

Šabac and its surroundings, in addition to significant industrial and economic capacities, still remain a distinctly agricultural area with dominant smaller holdings and households, which should be seen as an advantage in this case. Relatively unpolluted environment and very fertile land are a good basis for growing different crops and it is necessary in the coming period, in an organized manner, to support small agricultural producers in the process of marketing and entering the market. Šabac is located near the two largest cities in Serbia, which will soon become even closer and more accessible, and food production, with little but strategic support, could become the leading industry.

SPMBOR

The city of Sombor is located in the far northwest of the Republic of Serbia. The total area of the city is 1216 km² and has a total of about 80,000 inhabitants living in 16 settlements.

It represents a link with the Republic of Croatia at the interstate border crossings near Bezdan and Bogojevo, and Bački Breg with the Republic of Hungary. Distance from border crossings: 25 km to the Republic of Croatia and 28 km to the Republic of Hungary. The city of Sombor is located between Pan-European Corridors 7 and 10.





According to the SBS data from 2017, 1125 companies are active in the city of Sombor, while there are 2296 active entrepreneurs. The largest number of employees are: Fiorano textile industry, Black horse-FAS, Progetti, footwear industry, Somoled, milk and dairy products industry, Sunce etc.

Currently, there is an industrial zone in Sombor, which, according to official data, covers 480 hectares, of which less than 10% is occupied. What is an obvious problem is the lack of skilled labor and this should be taken into account in the coming period.

Two key natural resources that enable the intensive development of agriculture in Sombor are the availability of fertile land and water supply. The city of Sombor covers 17 cadastral municipalities, with a total area of 110,259 ha, with about 34,846 ha of land from the territory of the city owned by the Republic of Serbia. The main hydrographic feature of the city of Sombor is the river Danube, with its meanders, numerous backwaters, ponds, rivers and marshes, then smaller rivers Plazović and Mostonga, as well as canals of the Danube-Tisa-Danube hydro system.

Agriculture was developed in all rural cadastral municipalities in Sombor, but the position of the terrain and the fertility of the land influenced the representation of certain types of production in the villages. Of the total area of the city of Sombor, which amounts to 121,600 hectares, agricultural land is 78.4%. Family farms use 68,673 ha or 72% of the land, while legal entities and entrepreneurs use 26,660 ha of land or 28% of the total area of the penitentiary.

According to the results of the 2012 Agricultural census, a total of 8,396 agricultural farms were registered in Sombor, of which 7,929 or 99.2% of the total number are family farms and 67 or 0.8% of the total number of legal entities and entrepreneurs.

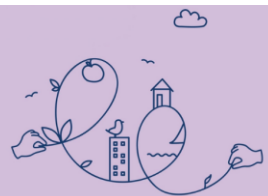




Sombor is a city of extremely rich history and cultural heritage, especially buildings, which are protected by law due to their exceptional cultural significance, and which can certainly be attractive to various visitors. The nature reserve "Upper Danube" is characterized by a wealth of flora and fauna and represents great potential for the development of various forms of tourism, primarily excursions and hunting. The existence of geothermal springs opens the possibility for further development of spa tourism. In the area of the city of Sombor, there are many farms that are in the function of tourism, but also many farms that have yet to become, in order to develop rural tourism.

On the territory of the city of Sombor, a network of main roads (M17.1 and M18) in the length of 89 km, regional (R101, R105 and R105.1) in the length of 67 km and local roads in the length of 110 km have been developed. It is necessary to emphasize the proximity of border crossings Bezdan (Batina) - road, river, Bački Breg (Hercegsanto) - road, Ridica (Gara) - road, Rastina (Đerpusta) - road.

In the concept of the development of water transport, the development of Corridor VII, ie the Danube, is of special importance, which as a strategic direction should become the meeting point of the most important transport flows in Serbia. One of the strategic goals is to include the canal traffic of the DTD (Danube-Tisa-Danube) hydro system, across the Danube River, in the European transport system. The port of Sombor is classified in the group of national ports that should be organizationally and operationally integrated with the logistics center at the regional level. Nautical contents on the territory of the city of Sombor are planned on the OKM HS DTD channel. It is planned to intensify water traffic by improving the existing network of waterways, cleaning and maintenance of waterways, revitalization and opening of locks. River and canal networks on the territory of the Sombor region are represented by the Danube River in the length of





66 km, the Bezdan-Vrbaš canal and the DTD hydro system in the length of 203 km, which is a total of about 270 km. Cargo and passenger ports are an integral part of the waterway network (waterways).

In the cultural sense, what makes Sombor recognizable today is the multiethnic and multicultural tradition. The National Theater, Milan Konjović Gallery, the City Museum, the Laza Kostić Cultural Center and the Karlo Bjelicki City Library are key cultural institutions in the city and are responsible for developing new forms of cultural activities that will continue to make Sombor more recognizable. environment.

The city of Sombor has a very well-developed education system consisting of ten primary and seven secondary schools, and the curriculum is conducted in Serbian and Hungarian, and more recently in Croatian. Higher education in Sombor is realized by the State Faculty of Pedagogy and the Private Faculty of Megatrend - University of Business Studies.

The activity of primary health care in the city is performed by the Health Center "Dr. Đorđe Lazić" as well as the General Hospital, which has 15 organizational units with a total bed stock of 732 beds..

About 120 sports organizations still work in Sombor, and over 4,000 children are included in the system of school sports competitions. The maintenance of sports facilities is solved in an adequate way for capital sports facilities and school facilities through the Sports Center "Falcon", while other facilities, especially in populated areas, are maintained by the sports organizations themselves.

Attitudes that have crystallized in communication with local actors and citizens of Sombor indicate that the current biggest problems are the departure of young people and the lack of skilled labor, which limits the work of the economy, and that tourism and agriculture are the greatest untapped potential.





They also see the main development potentials of the city of Sombor in the development of tourism, agriculture and the processing industry.

Recommendations for Sombor

Based on the previous data, we can conclude that the city of Sombor uses its resources quite well when it comes to the development of industry and agriculture. Industrial zones are being built to support potential investors, agricultural land use is solid and these two sectors are the main pillars of development, but to significantly accelerate development, more attention must be paid to small and micro enterprises, especially in IT and innovation, through various types of support. In the field of agriculture, a step forward must be made in the modernization of the production and processing process. Significant incentives would improve the situation and it is necessary to define a set of measures through strategic documents, backed by the public and private as well as the civil sector, which will support the development of the city in the coming period. Development opportunities could be sought in the field of tourism development, as trade and services, having in mind the position on the border of Serbia, Croatia and Hungary.

Investment in road infrastructure and border crossings must be one of the priorities for future development. It should be emphasized that if more serious investments and development are to be attracted, a much better road connection must be built in the city of Sombor, primarily with Belgrade and Novi Sad.

Also, great potential are rivers and canals through which the territory is networked and it can be used for the development of transport and tourism, but it should be borne in mind that cleaning and maintaining the canal system requires very large





investments. Utilization of water potentials can be a great development potential for transport and tourism. However, this also implies completely new policies when it comes to environmental protection.

The city administration cooperates very well with the civil sector and provides some support to civil society organizations, but there is certainly room for improving joint work. In addition to greater openness of local self-government, which the civil sector stands for, greater agility of the civil sector is needed in representing their ideas and engaging in various activities.

UŽICE

Užice is one of the largest cities in Western Serbia and represents the administrative, economic and cultural center of the largest district in Serbia - Zlatibor district. Užice is located in the region that represents the border triad between the Republic of Serbia, Montenegro and Bosnia and Herzegovina. It covers an area of 667 km² and according to the 2011 census, has 78,040 inhabitants, living in 41 settlements. 75% of the total population lives in the urban area, and 25% in the suburbs. Unlike most industrial centers in Serbia, in the area of the city of Užice in the past period there was no decline and devastation of large production complexes, but a successful privatization and transformation in accordance with current market needs. Regardless of the reduced volume of employees in these companies compared to the period up to the 90s, their business is a very important factor for the economic development of the city. Economic activity takes place in several sectors, and the companies of the processing industry, construction and trade have the greatest impact on economic trends. The leading branches are: metal industry, processing of non-ferrous metals, textile and wood industry.





The most important employers in the city of Užice are: "Putevi ad", "Valjaonica bakra", "Impol seval", "Prvi partizan" and "Jedinstvo". The economy of this region is highly export-oriented and constantly has a surplus in foreign trade. Exports are dominated by non-ferrous metal processing products, fruit, special-purpose industry products and finished textile products.

The potential of the city of Užice for the development of industry lies in the existing industrial capacities of large and medium enterprises and a number of newly opened small industrial enterprises, favorable traffic-geographical position and strong industrial culture and tradition.

In the area of the city of Užice, there are various institutions for business support, as well as secondary vocational schools and the Business and Technical College of Vocational Studies. The workforce is qualified (above the average of the Republic of Serbia), but it is not harmonized with the needs of the economy.

The Free Zone of Užice was formed in Sevojno, whose founders are the city of Užice, the Copper Rolling Mill and the Sevojno Aluminum Rolling Mill. The free zone includes over 55 hectares of land and the Business Incubator Center of Užice, which was founded in 2008 by the city of Užice and RDA Zlatibor. These are important instruments that support the creation of new, sustainable companies at the local level. The role of the Regional Development Agency Zlatibor is also important, which supports the development of the entire region through development projects.

The share of agricultural population in the total population of the city of Užice is 23.44%. Agricultural production has been developed in accordance with natural features, but in terms of possibilities, it is still insufficiently developed. What characterizes the agriculture of the Užice region are the cultivation of fruits (raspberries, plums and apples) and





vegetables, the development of beekeeping, the production of local specialties, as well as brandy with protected geographical origin. The most developed activity in the agro-industry is the freezing of fruits, medicinal herbs and forest fruits, and there are also capacities for the production of juices, fruit syrups, jams, marmalades, compotes and vegetable products. Livestock is currently on the rise. According to the 2012 census of agriculture, of 3,130 ha of areas under fruit species, plums predominate with 62.42%, raspberries 18.0%, apples 9.5% and pears 3.3%.

Užice has a favorable tourist-geographical position, which places tourism among the development potentials of the city. Užice is the center of the region where there are well-known tourist sites such as Zlatibor, Tara, Zlatar, Perućac, Golija, Uvac canyon, etc..

In the villages of Užice and Zlatibor in 2003, the development of rural tourism began, thanks to the work of the Tourist Organization of Užice. Through various activities, rural households are motivated to participate in the tourism industry, in order to become part of the tourist offer in this city (free categorization, education of the local population and promotion at tourism fairs across the country, and beyond). Protected natural areas in the city have predispositions for the development of ecological tourism. Užice has various natural and monumental potentials for tourism development, but special mention should be made of the Šarganska Osmica, which is the only tourist-museum railway, so the investment and revitalization of this site can be a good example of how to use, upgrade and expand tourist potentials. More attention should be paid to the Užice hydroelectric power plant, built only a few years after the hydroelectric power plant at Niagara Falls, which should be promoted as a true cultural and historical value of this region and the whole of Serbia.

The city of Užice occupies an important place as a traffic hub, both for road and railway traffic. In the area of the city of





Užice, important highways intersect, and Užice has a special significance as a traffic center where roads from the rest of Serbia to Bosnia and Herzegovina and Montenegro intersect. The completion of the construction of Corridor 11 will be of great importance for the city of Užice, as well as the announced construction of the highway to Sarajevo. Užice is also an important station on the Belgrade-Bar line.

One of the big problems of the city of Užice, which has a negative effect on the daily lives of citizens, is the lack of parking space and in the coming period the city will have to face solving this problem.

Užice is one of the few cities in the Republic of Serbia that, together with the surrounding municipalities, has solved the disposal of waste in a modern and sustainable way through the construction of the Regional Sanitary Landfill Duboko. Landfill capacities enable ecologically reliable collection, transport, treatment and disposal of municipal waste from the Duboko Region, which covers an area of 5,300 km² and includes 335 settlements with 350,000 inhabitants.

The cultural offer of the city of Užice is provided through the programs of a very active network of cultural institutions as well as through a large number of citizens' associations that deal with preserving tradition and providing adequate responses to the cultural needs of citizens. The city of Užice is an important sports center, not only in western Serbia but also much wider. The sports infrastructure is solidly developed, and the most important sports facilities are the Sports and Recreation Center "Veliki Park", the city stadium, the city pool, the sports center in Krčagovo.

As with other municipalities in western Serbia, the greatest development opportunities for the city of Užice are the further development of the industry, agriculture and tourism, which in this case are very connected. All three of these areas in Užice are very advanced compared to the vast majority of





municipalities and cities in Serbia, but for more intensive development it is necessary to further encourage all three areas, especially agriculture and tourism.

In the rural areas of the city of Užice, there is a significant potential in tourism, which is only partially used. By supporting additional employment opportunities, negative trends in depopulation and rural abandonment can be halted in some areas. Taking into account the relatively well-branded rural products from this area, as well as the proximity of Zlatibor as a tourist destination, the city of Užice can significantly increase the volume of rural tourism. With professional and material support to rural households, the development of cooperatives, which has a serious tradition in this area, and with the development of primarily road infrastructure, rural tourism can become a way to revive villages and individual agricultural production, and on the other significant revenue from potential visitors. In order to promote these areas, it is necessary to provide educational and recreational programs, develop special forms of accommodation (eco-camps, ethno-villages, rural tourism), as well as develop special programs related to environmental protection and development and development of catering services.

In addition to the potentials related to rural tourism, on the territory of the city of Užice there is great potential in the field of animal husbandry, not only through individual production, but also through the establishment of large farms and companies for meat and milk processing. Such a more productive form of agricultural production could significantly contribute to the use of natural potentials of this area and the overall development of rural areas around Užice.

Through debates with local actors and direct communication with the citizens of Užice, the biggest shortcoming is the insufficient use of the potential for the development of tourism, both natural and various monuments and sites. They see the further development of traditional industries, with greater





support for small businesses, as a development opportunity alongside the development of agriculture and tourism.

Recommendations for Užice

When it comes to large and medium enterprises, we should consider expanding industrial zones and possible inter-municipal cooperation with neighboring Požega, which has a far more favorable geographical position and relief for industrial development, and the completion of Corridor 11 will significantly affect the development of existing and new investments in these areas. In Užice, much more energy should be dedicated to the development of small businesses and entrepreneurs through various facilities and incentive programs. The development of industry in this area must be especially controlled from the point of view of environmental protection, so that the potentials in the field of agriculture and tourism would not be endangered.

Special attention should be paid to encouraging the production of healthy food and the processing industry. Considering that the Zlatibor region is already branded as a gastronomic destination and a region where various local specialties are produced, more work should be done on placement, both in Serbia and in the wider region.

Significant expansion of the tourist offer of the city itself can be enriched by revitalization and restoration of the Old Town of Užice and the old hydroelectric power plant and the inclusion of private capital in the development of tourist and catering facilities related to these sites.

The production of souvenirs as an accompanying activity can significantly contribute to the enrichment of the tourist offer. In this process, it would be ideal to include: associations of





women who are very present and active in the city of Užice, people with disabilities and art schools that exist in Užice.

Continuing the empowerment of rural women through trainings and courses, association for economic activities and production of traditional products is certainly a good direction, both in the process of enriching the tourist offer and in the direction of financial independence of rural women.

One could also think in the direction of branding and promotion of the Republic of Užice as a historical site, which could be especially attractive to foreign tourists, and thus help the internationalization of the tourist offer of the Užice region.

The development of tourism and the development of agriculture in the Užice region are inextricably linked, so we should and should work as much as possible on the symbiosis of these two branches which, in this case, can be a catalyst for each other and which can create much greater value jointly, than each one separately.

Modernization and digitalization of tourist capacities, networking of accommodation capacities, especially rural households among themselves, but also with the tourist organization, in order to communicate faster, can significantly enrich the tourist offer and increase the level of service.

ZRENJANIN

The city of Zrenjanin is located in the northeast of the Republic of Serbia, in the heart of the Serbian part of Banat, as part of AP Vojvodina. The area of the city covers 1,327 km², with over 117,000 inhabitants in 23 settlements. Zrenjanin is 75 kilometers away from Belgrade, about 50 kilometers from Novi Sad, and about 60 kilometers from the





European Union (state border with Romania), which makes its position an extremely important transit center and potential resource in the north-south and east-west directions. The city of Zrenjanin belongs to the second group of local self-governments in terms of development, which consists of local self-government units whose level of development ranges from 80% to 100% of the national average.

Intensive development of small and medium enterprises and entrepreneurship began at the end of the eighties of the last century, when, thanks to changes in legal regulations, there was liberalization in the process of founding companies and entrepreneurial activities, i.e. creating more favorable conditions for their establishment. The largest expansion of registered companies and shops at all levels, including Zrenjanin, was in the period 1990-94. years. The structure of SMEs and entrepreneurial activities, in line with economic trends over the last 10-15 years, indicates less interest of entrepreneurs in production activities and orientation towards trade and certain types of service activities.

On the territory of the city of Zrenjanin, activities are performed in 31 industries, and the largest part of the social product is realized in the production of: food products, oil and gas, textile and chemical products, automobile and metal processing industry. The most prominent carriers of industrial production are Dijamant, Mlekoprodukt, Zitoprodukt Pompea, Fulgar, Drexlermeyer, Geze, etc. In order to support the economy and attract investments, the Southeast Industrial Zone is located in the immediate vicinity of the Zrenjanin-Belgrade main road, the city transit road, the Zrenjanin Airport, the future Commodity Transport Center and the Begej River. The Bagljaš-Elemir industrial zone is located near the Zrenjanin-Novi Sad regional road and near the city's transit road. It is important to note that in the city of Zrenjanin there is a free zone that allows customers to significantly reduce costs - up to 40%.





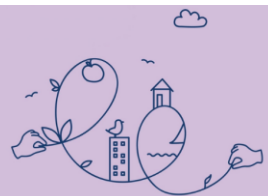
Business Incubator Zrenjanin BIZ is a company founded with the intention to support the entrepreneurial process of companies dealing with information technology and encourage their innovation.

Several important business associations operate on the territory of the city of Zrenjanin, such as the Zrenjanin Business Circle - ZREPOK, the General Association, the Zone of Improved Business as well as the Regional Chamber of Commerce Zrenjanin and the Regional Development Agency RCR Banat.

The city of Zrenjanin is located in a very agricultural area and in addition to industry, agriculture is certainly the most important development potential of this area. According to the data from the 2011 Census, 83.5% of the territory of Zrenjanin consists of agricultural land (110,758 ha), of which 84,293 ha (76%) are cultivated by companies, cooperatives and agricultural holdings. Of the arable agricultural area, as many as 67,834 ha are used by family farms that grow cereals on the largest part of that area (71%), ie on the territory of the city is dominated by field production on arable land.

In the area of Zrenjanin there are large capacities and very favorable conditions for fish farming. In addition to the Ečka fishpond, one of the oldest and largest in Europe, there are a large number of private producers who place consumer fish mainly on the domestic market. With the planned support for this production and the increased degree of finalization, the city of Zrenjanin can become a significant factor in the national and international market.

Although Zrenjanin and its surroundings have the potential to develop specialized types of tourist offer, the main obstacle to its development is inadequate tourist infrastructure. This primarily refers to accommodation capacities and the condition of material goods, but also to limited professional human resources, marketing and branding and accompanying





content, which, among other preconditions, forms the tourist offer. The structure and quality of accommodation capacities has significantly improved in recent years by modernizing, expanding the offer and changing the focus of promotional activities. With the privatization of the most important capacities, the renovation of representative tourist and accommodation facilities and the growing number of entrepreneurial initiatives, this branch is slowly increasing its participation in the economic life of the city. In the non-board offer, the number of specialized restaurants has increased, especially those that offer Vojvodina cuisine, but cultural and historical contents are not sufficiently included in the offer.

During the year, in the narrower area of the city, several manifestations traditionally take place, which represent a resource for the development of the so-called cultural-manifestation tourism.

Hunting and fishing tourism is an attractive segment of the city's tourist offer and potentially very interesting for the foreign market.

Having in mind that this region, thanks to the small game fund, used to be one of the most important hunting areas in Vojvodina, it is a legitimate assumption that hunters from abroad can be attracted to this area with good promotion and solved communication problems. In order to achieve that goal, it is necessary to increase the game fund, improve habitat conditions and arrange hunting grounds.

The Rusanda Spa began operating in 1867. Since the trend of "spa & wellness" centers is taking an increasing part in the market of tourist offer, this locality, with well-known and recognized medicinal properties, has the conditions to develop a tourist offer in addition to its primary health function.





The special nature reserve Stari Begej - Carska bara is home to 240 species of birds and provides an opportunity for the development of tourism related to special target groups of tourists (ornithologists, hobbyists, naturalists, etc.). However, the opportunities have not been sufficiently used, especially if we keep in mind that in the foreign tourism market there is a demand for this type of tourism, which is growing steadily.

As the largest city in Banat, Zrenjanin has a developed infrastructure network. In addition to roads, the network of navigable rivers and canals is also important, which can be a great development potential of this area. The network of waterways in the city area consists of the river network and the network of waterways. The river network, which consists of the rivers Tisa and Begej, is very important due to the possibility of river traffic with the neighboring Timisoara region in Romania, but its commissioning requires cleaning along its entire length.

It is very important to note that Zrenjanin has a developed network of cultural institutions that are a kind of guardians of cultural identity and expression, both the city on Begej and all peoples who participated in its development over several centuries of history.

In Zrenjanin, there are a large number of non-budgetary institutions, civil society organizations and individuals who make a great contribution to the development of culture in the city and Vojvodina.

The network of schools meets the needs of the population. In the city, in addition to the Serbian language, classes in schools are conducted in Hungarian, Romanian and Slovak, in accordance with the Law on Protection of Rights and Freedoms of National Minorities. Students receive secondary education and upbringing in Zrenjanin in eight secondary schools where classes are conducted in Serbian and Hungarian. The equipment of secondary schools generally





does not meet the modern needs of educational practice. Higher and higher education in Zrenjanin is conducted at the Higher Technical School of Vocational Studies and the Technical Faculty "Mihajlo Pupin" in Zrenjanin. Both institutions have accreditations for their work.

General Hospital Đorđe Joanović Zrenjanin is the basic health institution for inpatient treatment and provision of specialist medical services to citizens of the Central Banat District, while primary health care is provided by the Health Center Dr. Boško Vrebalov - it has 42 facilities in the city and 22 in populated areas. of the town of Zrenjanin. In addition, on the territory of the city there is a Special Hospital for Lung Diseases Dr Vasa Savić, as well as Banja Rusanda, Melenci.

On the territory of the city there are good conditions for sports, recreation and physical exercise of individuals, teams and organizations, which are provided through the Public Institution Sports Facilities Zrenjanin.

The information obtained through communication with local partners, but also with citizens, directly indicates that the main problems of the city of Zrenjanin are the lack of drinking water and environmental pollution for twenty years, while the tourist attractions are mentioned as the greatest untapped potential. They see a development opportunity in industry, agriculture, but also in the IT sector, which is currently in its infancy but has made significant progress recently.

Recommendations for Zrenjanin

The city of Zrenjanin is considered one of the most developed cities in Serbia. Very good development management in the past 15 years has led to many transitional diseases being successfully overcome. The economy and agriculture are





functioning quite well and the city has been recording growth in production and the arrival of new investments for years, despite the relatively weak road infrastructure (lack of highways). Greater attention needs to be paid, primarily by the public sector, to support small and micro enterprises, especially those engaged in innovation and innovative activities, given that Zrenjanin, as one of the largest and most advanced cities in Serbia, certainly has human and material capacity for development. such companies.

Economic growth and job creation are not the only preconditions for a satisfactory quality of life, and the city of Zrenjanin is currently in the phase when it should focus on preventing possible negative consequences that economic development may bring. It is primarily necessary to focus on environmental protection, since it is necessary for a healthy and quality life of the population, as well as for the development of other industries such as agriculture and tourism. We live in a time when with additional efforts and investments it is possible to achieve a symbiosis of industry and a healthy environment, and Zrenjanin certainly has the capacity in the public and private sectors to achieve this.

Accelerated economic development requires an adequate workforce and planning the necessary educational profiles, primarily at the level of secondary education, is something that should be systematically taken into account and enrollment policies should be adjusted in accordance with the needs and projections of economic development.

The area in which the city of Zrenjanin has a perspective, and which is insufficiently used, despite significant changes in previous years, is certainly tourism. Water resources and good geographical position that Zrenjanin has (Tisa river, two canals, lake) can be further used for the development of various types of tourism with the strengthening of accommodation capacities and destination branding.





Agriculture is one of the key potentials of the city of Zrenjanin, and regardless of the relatively small holdings that make up the majority of agricultural land, it is possible to work on improvement in that area. Improving agricultural production may need to be sought in reducing the production of traditional products, and added value in the production of some alternative crops that are in demand in the domestic and / or foreign markets. Perhaps the emphasis should be placed on the improvement of fishing, which is a characteristic agricultural branch in Zrenjanin.

Everything previously written should be confirmed through a comprehensive analysis as part of the development of planning documents, and after that through the definition of the same. Comprehensive and sustainable development of a large city such as Zrenjanin, must be based on serious planning documents from which will stand all relevant local actors from the public, private and civil sectors.

Dialogue between local self-government and civil society needs to be strengthened in the coming period, and the participation of the private and civil sectors in the process of creating public policies can certainly greatly contribute to better preparation and implementation.

The biggest problem of the city of Zrenjanin is certainly the lack of drinking water, which has been going on for many years. Regardless of the causes and severity of this problem, access to drinking water is a priority life need and all available resources should be directed to solving this problem.

ZAJEČAR

The city of Zaječar is the largest city and center of eastern Serbia, covering an area of 1069 km². It consists of 42





settlements and according to the estimates of the Republic Bureau of Statistics, in the middle of 2017, the city of Zaječar has 55,205. inhabitants. The city lies on the main roads of Timok region, where roads of different levels and importance intersect, and the main routes to Vidin and Sofia are, in addition to the main road Belgrade-Donji Milanovac-Kladovo-Negotin and so on, the only and the shortest road network in Europe and the rest of our country towards northern Bulgaria and southern Romania and further towards the Black Sea basin.

Zaječar is also connected to the international road "Corridor 10" and the border crossing with Bulgaria "Vrška Čuka" 7 km away, and the port of Prahovo on the Danube is 70 km away.

According to the level of economic development, the city of Zaječar ranks among the middle-developed cities in the Republic of Serbia. Well-known companies in the city of Zaječar are: Factory of measuring transformers, brewery United Serbian Brewery Zaječar AD Zaječar, Zitopromet (bakery and mill industry), Road Company "Zaječar", AD Strabag, Gorenje Zaječar, Zaječar Cable Factory (TF Kable) AD, Imlek Belgrade, Zaječar Dairy, Gamzigradska Banja and Sokolovica Hydroelectric Power Plants, etc. All of these industrial facilities are privately owned. Then the mines - anthracite mine Vrška Čuka in the village Prilita, lignite mine Lubnica in the village Lubnica and quartz sand mine Srbokvarc in the village Rgotina.

However, it should be especially emphasized that private entrepreneurship is increasingly developing, within which catering, service, trade and craft activities dominate. Today, private entrepreneurship is one of the main pillars of the city's development, but stronger support is definitely needed for such companies.

Providing various types of assistance to private entrepreneurs is carried out by the General Association of Entrepreneurs of





Zaječar, and the Regional Agency for Development of Eastern Serbia RADES, which in the last ten years or more has crystallized as an indispensable development organization in eastern Serbia and beyond.

The city of Zaječar has significant natural resources for agricultural development. There are about 70,000 ha under arable land and about 32,000 ha under forests. In the structure of agriculture, agriculture is the most represented, and within it, farming and viticulture. Unlike the central part of Serbia, fruit growing is represented in smaller areas, regardless of favorable natural conditions.

The richness of forests and hunting areas enable the development of hunting, while fishing is represented on accumulation lakes and rivers. In recent times, private fish ponds have been built. The climate has a favorable effect on the development of agriculture (a smaller part of the year is the winter period, enough precipitation during the year, a sufficient number of sunny days, etc.).

Some of the most significant problems facing the city and agricultural producers are: insufficient education on healthy and organic food production, lack of irrigation systems, outdated machinery, depopulation and age structure, insufficient association of agricultural producers, unused existing agricultural facilities (farms), non-existence organized purchase of agricultural products, lack of slaughterhouses, underdeveloped cooperatives, fragmentation of property.

As already mentioned, Zaječar has many opportunities for agricultural development and rural development, and some of the most important are: the possibility of irrigating larger agricultural areas (land by the river), development of rural info centers, development of cooperatives, production of safe food, protection of geographical origin / brands, revitalization and purchase and processing of medicinal plants, increase livestock production through livestock selection and education





of breeders, subsidies for new wineries, construction of rural infrastructure, connecting hunting and rural tourism, construction of wildlife farms, etc.

The city of Zaječar has very interesting tourist destinations, as well as potentials for tourism development, the ancient site of Felix Romulian in Gamzigrad, Gamzigrad Spa, churches and monasteries, great opportunities for rural tourism, etc. It is important to point out that at relatively short distances from Zaječar there are widely known historical and tourist destinations, and in addition, the tourist offer of Zaječar is complemented by sports, cultural and religious content that can be attractive to tourists. In Zaječar, catering and hotel industry have a rich tradition, but capacities are very scarce, both in hotel accommodation and in private accommodation. There is no tradition of rural tourism, and the opportunities for its development are great. Gamzigradska Banja has very modest capacities when it comes to accommodation, and other facilities are almost non-existent.

Zaječar is a city that can boast of important cultural activities and institutions that are of great importance, both for Zaječar itself and for the whole of eastern Serbia. And the most important and certainly with the greatest development potential is the Gamzigrad Archaeological Site near Zaječar in eastern Serbia with the ancient Roman imperial palace of Felix Romulian, which has been on the UNESCO World Heritage List since June 29, 2007.

The education system in the city of Zaječar includes all levels of education, preschool, primary, secondary and higher education. For the needs of higher education in Zaječar, there is a Faculty of Management. The programs of basic vocational and academic studies, as well as master's and doctoral programs are being implemented at the faculty.

Despite the fact that young and educated people are leaving Zaječar and that the number of inhabitants is falling from year





to year, the city certainly has significant capacities in the public and private and civil sectors, which can carry out necessary activities to raise the city's development. Organizations such as the Timok Youth Center and the Regional Development Agency RADES, which are recognized at the national and international level as very successful and have serious results, in cooperation with city institutions can make significant strides towards accelerated development of this region. Strengthening dialogue and cooperation between the public, private and civil sectors is a way to consolidate all development capacities and create preconditions for successful preparation and implementation of local policies, but also the implementation of cross-border and other development projects.

The public civil and private sector, as well as the citizens themselves, agree that the biggest problems of the city of Zaječar are the departure of young people and an underdeveloped economy. They are also aware that the natural potentials for the development of tourism and some branches of agriculture are currently the greatest development opportunity and that a significant investment in these areas would give a serious impetus to the development of the city.

Recommendations for Zajecar

The development potential of the city of Zaječar, despite the industrial tradition it has, at least at this moment is certainly not the development of industry to a significant extent. The distance from the highway and the constant decline in the number of inhabitants are a real obstacle for more serious investments in large industrial capacities in this area. Currently, the development opportunities of Zaječar are the development of tourism and agriculture, as well as the





development of small and micro enterprises and entrepreneurship in these areas. The precondition for all this is certainly a serious strategic basis at the local level that must be adopted with broad social participation.

The city of Zaječar has significant tourist potentials that are currently underutilized. Certainly, the most important attraction of this area is Felix Romuliana, an ancient site of great importance under the protection of UNESCO. So far, a lot has been invested in the revitalization and conservation of this site, both at the national and local levels, and finding ways to popularize this site and attract visitors can be a driver of tourism development in the whole region.

The revival of spa, rural, wine and hunting tourism in this area is a great development opportunity, especially in synergy with the production of healthy food and ethno products. It is recommended that the development of tourism is not limited to the territory of the city of Zajecar, given that the surrounding municipalities have significant capacities that can be imported. Zaječar should be imposed as a center from which, in addition to Felix Romuliana and Gamzigrad Spa, locations such as Golubac Fortress, Đerdap Gorge, Rajačke Pimnice, local monasteries, as well as other lesser-known destinations that can certainly be very attractive, will be easily accessible. Organizing various contents, tours and tours of Zaječar and its surroundings could certainly greatly contribute to the revival of this branch of the economy, but this requires significant investment in accommodation facilities in Zaječar itself and in rural areas.

Poor population and a relatively healthy environment can be significant potentials for healthy food production. With the increased branding of products from this area and investments in the processing capacities of agricultural products, it is possible to achieve significant growth, both in agricultural production and entrepreneurship in this area. The existence of authentic local cuisine can be a good basis for





the development of food production specific to this area, as well as for enriching the tourist offer.

Branding of the Zaječar region as a tourist and gastronomic destination and tourist and gastronomic is certainly one of the preconditions for the previously mentioned recommendations to be successful and more attention should be paid to that in the coming period. In addition to promotion at the national and regional level in order to attract tourists, it is also necessary to make significant efforts in the construction of signposts, printing brochures, presenting at fairs, etc.

One of the development instruments could certainly be the formation of a science and technology center, hubs or coworking space in the fields of IT, creative industry, etc., for which there are potentials in Zajecar, and for which very good cooperation between civil society, local government and private companies and entrepreneurs.





CONCLUSION

The project “From My Town to My Country: Developing Serbia by a bottom-up approach” implemented by the Foundation BFPE for a Responsible Society with the support of Deutsche Gesellschaft für Internationale Zusammenarbeit Gmb (GIZ), through joint work with eight cities and municipalities in Serbia, successfully initiated and propelled mutual dialogue between local actors and citizens, in order to achieve faster and more sustainable development of the local community. In addition, based on analyzes and public debates, recommendations for further action and overcoming existing challenges were successfully defined, which were identified through project activities.

The recommendations are in the direction of intensifying the constantly open dialogue and cooperation of local actors and pooling of energies in order to faster and more sustainable development and raise the quality of life in local communities. Cooperation is also needed in the processes of planning and implementing public policies, and in improving the daily lives of all citizens, with special attention to marginalized groups.

Mechanisms and models established through the implementation of this project can be a good basis for spreading the initiative and establishing dialogue and cooperation, both between several local governments and between different levels of government, ie local government, on the one hand, and the provincial and national governments, on the other.

