

# Report on the monitoring of local administration – **The city municipality of Zvezdara**



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## Summary

The monitoring and evaluation of the functioning of the Administration of the City Municipality of Zvezdara, carried out during 2022, showed that the situation in all six analyzed areas of public administration in this city municipality of the City of Belgrade was assessed with a total rating of 3, on a six-point scale 0–5. The analysis, on the one hand, showed that this municipality best rated in two areas – Accountability and Service delivery. In the first area, the proactivity of the local administration in publishing information on the official website was rated the best, while in the second area, the availability and quality of administrative services delivery to citizens was rated the best.

On the other hand, the monitoring showed that in the City Municipality of Zvezdara, the worst situation is in those areas of public administration that relate to the Strategic framework public administration reform and Policy development and coordination. Specifically, within the first mentioned area, the existence of a planning document for improving the work of local administration and the involvement of civil society in the process of development and structure for monitoring and coordination was rated the worst, while the transparency of the Council's work was rated the worst within the second area.

## Conclusions

The findings of the research showed that City municipality of Zvezdara won a total of 144 points out of a possible 262 – **the analyzed indicators in all six areas of public administration were met by 55%. All six analyzed areas of public administration are assessed with a total rating of 3, on a six-point scale 0–5.** In addition, the analysis showed that City municipality of Zvezdara is the best in the field of proactive transparency and publishing information on the official internet presentation, with 93.8% points scored, and the worst in the area of public policy development and coordination, with 6.7% points scored.



## Strategic framework for public administration reform

Within the first area – *Strategic framework for public administration reform*, it was determined that City municipality of Zvezdara does not have a separate planning document related to improving the work of its administration, nor any other planning document that includes goals related to improving its work. This situation is to a large extent conditioned by the unclear division of responsibilities between the City of Belgrade and its municipalities regarding the preparation of planning documents. However, City municipality of Zvezdara has more than successfully compensated for this deficiency by implementing international quality standards ISO 9001 and ISO 14001 in the management's work, which confirm that, year after year, City municipality of Zvezdara takes care of the quality of the services it provides to users, as well as environmental protection.



## Policy development and coordination

Within the second area – *Policy development and coordination*, research findings showed that the City municipality of Zvezdara Council's work is not transparent at all, that citizens are not informed about its sessions, that agendas and minutes are not published, as well as that adopted proposals for decisions and other acts within the jurisdiction of the Council are not publicly available. Also, public consultations in the process of drafting regulations and public policies are not conducted in all cases provided for by law, and when they are conducted, in less than half of the cases, multiple communication channels (at least three) are used to disseminate information about conducting public hearings. Consultations in the early stages of drafting regulations and public policies have not taken root as a type of consultation with interested parties and are rarely carried out. Other shortcomings include the fact that there is no single place (page, banner, etc.) on the official internet presentation of the City Municipality where information on all public consultations is published, as well as the fact that reports on the holding of public consultations are not publicly available in all cases.



## Public services and human resource management

The monitoring of the third area – *Public services and human resource management* showed that there is no special multi-year plan that provides the basic directions and goals in the area of human resources management in the Administration of the City municipality of Zvezdara, as well as that the existing institutional framework for performing these tasks is not appropriate considering the size of the city municipality. The internal acts of the city municipality provide for the performance of all work in the area of HRM, and up-to-date personnel records on employees, as well as the preparation and public publication of reports on the number and structure of employees, are highlighted as good practice. Furthermore, the analysis showed that in the process of recruitment of officials in executive positions, legal regulations are respected, but that the implementation of public competitions could be more transparent, first of all, with regard to the publication of the public competition in a larger number of media than the legal minimum and the publication of the decision on the selection of candidates, but also that the verification of knowledge, skills and competence of candidates in the election procedure should be organized both orally and in writing. Also, it was concluded that in the last two years, there were no unsuccessful competitions for filling the positions of civil servants, as well as their dismissal outside the legal basis, nor were there any appointments of acting officials to these positions. When we talk about the effectiveness of measures to improve integrity and prevent corruption, it was concluded that the introduction of these measures is the main responsibility of the City of Belgrade, but that it has not yet adopted the Local Anti-Corruption Plan, nor has it provided evidence of the work of the Complaints Commission. The City municipality of Zvezdara has adopted the Code of Conduct for officers and officials, but reports on its implementation are not prepared.



## Accountability

Within the fourth area – *Accountability*, the proactivity of the City municipality of Zvezdara in publishing information of public importance on the official internet presentation was identified and accessed as very high. One can find information about the internal arrangement and organization of the Administration, the competences of all organizational units, as well as detailed contact information for each of them on the official website. Also, the Information sheet, the Statute of the City Municipality, the Public procurement plan, all valid planning documents, as well as all documents related to the adoption and execution of the budget, are easily available.



## Service delivery

Within the fifth area – *Service delivery*, it was determined that there is no separate planning document related to the improvement of the quality of public services provided to citizens, but that the City municipality of Zvezdara applies the international standard ISO 9001 in its work, which refers to user requirements regarding the quality of services. On the ground floor of the Administration building, there is a counter hall that has the characteristics of a Single administrative point, where citizens can submit multiple requests and exercise more of their rights in one place with just one visit. Based on the comments entered in the "Guest book", it is concluded that slightly more than half of the citizens are satisfied with the quality of services provided at the Single administrative point. On the Internet presentation of the City Municipality, you can find all the information about the services provided by its Administration and how they are implemented. When it comes to the delivery of online services, electronic services such as the national *eUprava* portal, the analysis showed that City municipality of Zvezdara does not use this portal to a significant extent for the provision of its services. Finally, the research confirmed that the technical standards prescribed by the law, which enable unhindered access and availability of administrative services for people with disabilities, are met in City municipality of Zvezdara.



## Public financial management

Within the sixth area – *Public financial management*, the monitoring findings showed that the budgetary calendar is not respected during the adoption of the budget of the City Municipality. The budget contains several gender-responsible goals, and expenses and expenditures are shown according to program classification, i.e. the budget is programmatic in nature. The deviation between initially planned and realized budget revenues in 2020 amounted to less than 15%, which can be considered a good result, while the deviation in terms of planned and realized expenses was 23%, which is acceptable considering that the observed year was extraordinary due to the coronavirus pandemic. The analysis further pointed to a high level of transparency of the budget of the City Municipality, first of all, in terms of the easy availability of documents related to its adoption and execution. In the field of implementation of public procurement, it was concluded that these procedures are implemented on the principles of transparency, equal treatment of bidders, prohibition of discrimination, and that a commission is formed for their implementation in accordance with the provisions of the law. However, the low level of competitiveness of the implemented public procurement procedures is noticeable, first of all, bearing in mind the small number of bidders per procedure, i.e. the fact that in more than half of the completed public procurements, the contract is awarded to the only bidder.



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