



The process of drafting the Development Plan of the Municipality of Senta is co-financed by the Provincial Secretariat for Regional Development, Interregional Cooperation and Local Self-Government and the Municipality of Senta

SENTA MUNICIPALITY DEVELOPMENT PLAN 2022-2030



Senta, 2022

WELCOME WORD OF THE PRESIDENT OF THE MUNICIPALITY OF SENTA

The Development plan of the Municipality of Senta in front of you is the result of many years of work of local experts, appointed working groups, sector experts and civil communities. Expert support in drafting the Development plan of the Municipality of Senta was provided by the Regional Development Agency Panonreg from Subotica, a long-term partner of local government, and the process and drafting of this document were financially supported by the Provincial Secretariat for Regional Development, Interregional Cooperation and Local Government.

A lot of effort and time have been invested in data collection, processing and analysis, in assessing the situation and in finding proposals for solving problems in the field of economy, quality of life and social development.

This document is based on Local current strategic documents and action plans such as: Local Environmental Action Plan (LEAP) of the Municipality of Senta for the period 2015 - 2025, Action Plan for the period from 2021 to 2023 for the implementation of the employment strategy in the Republic of Serbia for period from 2021 to 2026, Local Action Plan for Improving the Position of Refugees, Internally Displaced Persons and Returnees on the Basis of Readmission in the Municipality of Senta for the period 2019 - 2023, Local Action Plan for Social Inclusion of Roma in the Municipality of Senta for 2017 until 2025.

The Development plan of the Municipality of Senta represents the vision of our community and

provides guidelines for improving the living conditions of our citizens. For its development, we have chosen a methodology that has enabled the active participation of the most important actors from the private, civil and public sectors, which are divided into two thematic groups: social development and quality of life and local economic development. Thematic groups, through work meetings and workshops, identified all the elements that make up this Plan. In order to make the process of analysing the current situation and defining the vision and priority goals available to as many citizens as possible, an online, anonymous survey for citizens was organized, and about 400 people filled it out. The goal of the cooperation is to create the best possible conditions for sustainable development through continuous communication with all participants from the private and public sector and citizens.

The drafting of the Development Plan of the Municipality of Senta was completed in February 2022, and the Assembly of the Municipality of Senta adopted it on March 29, 2022. We are grateful to everyone who contributed to the development of this plan. I believe that the document will lay new foundations for development and that with the realization of the set priority goals, we will achieve that our municipality of Senta is a successful and developed municipality of satisfied citizens

Rudolf Cegledi

President of the Municipality of Senta

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LIST OF ABBREVIATIONS

SWOT - (ENGLISH LANGUAGE ACRONYM: -(STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)-

EU – EUROPEAN UNION

RS – REPUBLIC OF SERBIA

APV – AUTONOMOUS PROVINCE OF VOJVODINA

PPP - PREPARATORY PRESCHOOL PROGRAM

ORL – OTOLARYNGOLOGY (EAR, THROAT, NOSE)

RTG – X-RAY

CSR – CENTER FOR SOCIAL WORK

JKP – PUBLIC UTILITY COMPANY

RSD – REPUBLIC OF SERBIA DINAR

EUR – EURO

JLS – LOCAL GOVERNMENT

NSZ – NATIONAL EMPLOYMENT SERVICE

LS – LOCAL GOVERNMENT

COR UN – UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

OCD – CIVIL SOCIETY ORGANIZATIONS

LAP – LOCAL ACTION PLAN

JPP – PUBLIC-PRIVATE PARTNERSHIP

LAG – LOCAL ACTION GROUP

LEADER - abbreviation of French words “LIAISON ENTRE ACTIONS DE DEVELOPPMENT DE L'ECONOMIE RURALE”,(LINKS BETWEEN ACTIVITIES FOR RURAL ECONOMY DEVELOPMENT)

LER – LOCAL ECONOMIC DEVELOPMENT

RRA – REGIONAL DEVELOPMENT AGENCY

KOC– CULTURAL AND EDUCATIONAL CENTER

OV – MUNICIPAL COUNCIL

IPA – (INSTRUMENT FOR PRE-ACCESSION ASSISTANCE, ENG. INSTRUMENT FOR PREACCESSION ASSISTANCE)

IPARD- REPRESENTS ONE OF THE IPA PRIORITY AREAS FOR RURAL DEVELOPMENT. ENG.: INSTRUMENT FOR PREACCESSION ASSISTANCE IN RURAL DEVELOPMENT

CBC – CROSS-BORDER COOPERATION, ENG.: CROSS-BORDER COOPERATION

1. METHODOLOGICAL APPROACH AND PROCESS OF DEVELOPING THE DEVELOPMENT PLAN OF THE MUNICIPALITY OF SENTA AND GOALS OF SUSTAINABLE DEVELOPMENT

Introduction

In April 2021, the Municipality of Senta started the process of drafting the Development Plan for the period 2022-2030 in accordance with the Law on the Planning System of the Republic of Serbia.

Expert support in drafting the Development Plan of Senta Municipality was provided by RRA Panonreg from Subotica, a long-term partner of local government in such activities, while the APV has, through co-financing the drafting of the Development Plan of the Municipality of Senta project through the Provincial Secretariat for Regional Development, Interregional Cooperation and Local Government, financially supporting the process and drafting of said document.

The project was implemented in the period August 2021 - February 2022 and enabled the preparation of the development plan of the municipality of Senta based on currently available methodological guidelines, primarily thanks to the Standing Conference of Towns and Municipalities, and we would especially like to mention "Guidelines for the development of local government development plans"¹

The terms expressed in the Development Plan of the Municipality of Senta in the grammatical masculine gender imply the masculine and feminine gender of the person to whom they refer.

Methodological approach and development process

According to the Law on the planning system of the Republic of Serbia, the development plan is a long-term development planning document adopted by the assembly of the local government unit for a period of at least seven years. According to said Law, the basic elements of the development plan are: analysis of the current situation, vision, priority goals and review of measures to achieve the proposed goals, with a brief description. The proposed measures are elaborated in more detail in the medium-term plan of the local government unit and public policy documents.

The development plan is an integrated planning document based on the basic premise of the interdependence of natural, social and economic systems, with the aim of achieving synergy effects, while maintaining the basic focus of each sector.

As the (Agenda 2030 plans, all 17 goals are integrated to include three dimensions of sustainable development: economic growth, social inclusion and environmental protection.

When it comes to the process of defining a development plan, the development is based on a standard methodology, which can be presented in several phases:

- ✓ Process preparation phase
- ✓ Process realisation and documentation development phase
- ✓ Phase of defining models for monitoring, evaluation and reporting with a structure of responsibilities

The process preparation phase includes defining the team of the local government unit that administratively and technically leads the entire plan development process, and which is in charge of organizational activities related to the implementation of the development plan development project. In this phase, a stakeholder analysis is performed, and a stakeholder matrix is developed. The matrix should include all the most important actors, which intersect according to the impact and importance they have in the area for which the plan is being developed. The developed matrix

¹ Publisher: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, Project Support to Public Administration Reform in Serbia, Belgrade, April 2020

of stakeholders is the basis for proposing members of working bodies, structured in one or more thematic groups, depending on the number and structure of actors, as well as the specifics of the area.

Process realisation and documentation development phase is realized through a transparent participatory process involving all recognized local actors, such as representatives of various institutions and organizations (scientific research, development agencies, decision makers from higher levels of government, experts) in order to provide expert and technical assistance, i.e., providing support in solving identified problems or implementing possible measures. The document development phase involves two, mutually conditioned steps: analysis of the current situation and defining the vision, priority goals and measures

- ***The analysis of the current situation*** implies the collection and processing of data from primary and secondary sources. Secondary data are collected from official statistics, while the methods of collecting primary data may be different (questionnaires, surveys, interviews, etc.), and the choice of data collection is influenced by available time and available human resources for collection and processing. The analysis of the current situation is realized and presented according to the areas, and those are in the broadest framework communal, social and economic infrastructure with sub-areas. In addition to the analysis of the current situation, performed on the basis of available data, the representatives of the working bodies are also developing a SWOT matrix, which is the most important tool in the planning process. In the case of the Municipality of Senta, two sectoral SWOT analysis were made.
- ***Defining the vision, priority goals and measures*** implies a participatory process in the form of consultations, which includes previously identified local actors organized through thematic groups. Consultation techniques differ, and in this process: focus groups, round tables, panels and direct interviews were used.
 - ✓ ***Vision*** represents the desired state in the future. The vision was gained through the brainstorming process during thematic group meetings. The defined vision should be inspiring and ambitious, short and easy to remember, achievable and measurable, but also to differentiate the local government, for which planning is done, from other areas.
 - ✓ ***Developmental directions*** are areas in which ***Priority goals*** are defined. Priority goals are projections of the desired state that contribute to the realization of the vision, and are achieved by implementing measures, i.e., groups of measures, where each measure, i.e., group of measures, must be linked to a specific priority goal. Goals are set to be precise, measurable, acceptable, realistic and have a deadline. At the level of the priority goal, performance indicators (***outcome indicators***) are defined, which means determining the initial value, target value and source of verification.
 - ✓ ***Measures*** are a set of activities the undertaking of which is planned in order to achieve priority goals, i.e., to achieve the set vision. Measures can be different in their type and manner of action, and the realization of the set goal requires the implementation of one or more measures, which can be mutually conditioned. Measures, according to the above-mentioned Regulation, can be: regulatory, incentive, informational-educational, provision of goods and provision of services, institutional management-organizational.

After the development plan is drafted, the local government organizes the presentation of the plan in front of the wider local community, as well as a public debate. After the public debate, the local government unit development plan, at the proposal of the Council, is adopted by the Local Government Assembly.

The municipality of Senta has, on January 12th, 2021 by Decision of the President of the Municipality, started the process of drafting the Development Plan of the Municipality of Senta for the period 2022-2030, and on that occasion appointed a coordinator and a working team for drafting the Development Plan.

One of the first activities was the development of a matrix of stakeholders, which identified the most important actors in the area, from the private, civil and public sectors, which were divided into two thematic groups (social development and quality of life and local economic development).

In the period August - October 2021, through thematic meetings and workshops, all the elements that make up this Plan were identified.

In order to make the process of analysis of the current situation and the defining of the vision and priority goals available to as many citizens as possible, an online, anonymous survey for citizens was organized in the period from 31st August 2021 to 15th September 2021. The survey was completed by 377 people

Attached to this document, together with the Decision on joining the drafting and decisions on the appointment of teams and coordinators, is the composition of sectoral work groups and statistics related to the online survey.

The Municipality of Senta has, in the process of defining the Development Plan for the period 2022-2030, fully complied with the methodology presented above and implemented all planned phases and activities.

During the definition of priority goals, the UN Sustainable Development Goals (Agenda 2030) and the priorities of the European Union in the period 2021-2027 were analysed with special attention, checking which measures are important in the local context, and the implementation of which contributes to the achievement of one or more goals of sustainable development of the UN, or an EU priority.

Sustainable Development Goals (Agenda 2030)

One of the methodological recommendations that was followed during the development of the Development Plan is that when presenting the results of the analysis, a connection was made with the so-called Sustainable development goals (Agenda 2030), i.e., that the so-called localization of goals and indicators was performed.

The (Agenda 2030 represents a unique strategy that involves mobilizing the resources of all countries to achieve the goals by 2030. The Agenda consists of 17 goals, and within them 169 sub-goals measured using 231 indicators.

Contributing to the achievement of sustainable development goals is a process which is fully compatible with the process of accession to the European Union, which is especially important for the countries of the Western Balkans, including the Republic of Serbia. By achieving the goals of sustainable development, the candidate countries simultaneously fulfill their obligation to join the EU, i.e., the implementation of the goals of sustainable development supports the EU integration process (the goals of sustainable development are compatible with EU negotiating chapters)

Sustainable development goals are implemented at the national, regional and local levels, and the adjustment of global goals to lower levels of planning is seen as "localization of sustainable development goals". Localization refers to how local authorities in the planning process support the goals of sustainable development with bottom-up actions. Around 65% of the Agenda 2030 goals cannot be achieved without the input of regional and local authorities

Local authorities, together with representatives of the civil and private sector localize global goals and put them in the local context, i.e., integrate them into the development plans of their local community.

It follows from all the above that local governments in the process of defining priority goals and measures within the Development Plan, have the obligation to present the same in the context of contributing to the goals of sustainable development.

When defining priority goals and measures, as well as outcome indicators, the municipality of Senta took into account the localization of sustainable development goals, clearly emphasizing the connection. When choosing measures, the municipality of Senta was primarily guided by the question of which measures are important in the local context, and whose implementation contributes to achieving one or more goals of sustainable development.

In addition to the above, compliance with the new European Cohesion Policy for the period 2021-2027 was also considered during the development of the Development Plan.

The cohesion policy, also known as Regional Policy, is the European Union's main investment policy, contributing to job creation, improving the quality of life of citizens and increasing the overall economic development of both member countries and the EU as a whole.

The cohesion policy in the period 2021-2027 will focus on 5 priority areas:

- A smarter Europe through innovation, digitalisation, economic transformation and support for small and medium enterprises.
- A greener, carbon-free Europe, by implementing the Paris Agreement and investing in energy transition, renewables and the fight against climate change
- A more connected Europe with strategic transport and digital networks
- A more social Europe, reaching the EU social rights pillar and supporting quality employment, education, skills, social inclusion and equal access to health care

- A Europe closer to its citizens, by supporting local development strategies and sustainable urban development across the EU.

2. GENERAL INFORMATION ON THE MUNICIPALITY

2.1. Geographical location



The municipality of Senta is located in the northeastern part of Bačka, the northern part of Vojvodina and belongs to the North Banat District, although it is located in Bačka. It borders the municipality of Čoka in the east, where the river Tisa is a natural border. In the west, the Čik stream represents the border with Bačka Topola, and in the north towards Kanjiža and Subotica and in the south towards Ada, the borders have been artificially drawn.

The municipality of Senta is surrounded by the city of Subotica and the municipality of Bačka Topola in the west, the municipality of Kanjiža in the north, the municipality of Čoka in the east and the municipality of Ada in the south.

Senta is the crossroads of regional roads, Szeged-Senta-Novi Sad and Bačka Topola-Senta-Čoka-Kikinda. With the abolition of railway traffic on the line Horgos-Kanjiza-Senta-Becej-Novi Sad and the construction of the E-75 highway, from which it is 38 km away, Senta remained on the sidelines of European corridors.

The distance from Senta to some of the more important centers is as follows:

- ✓ Subotica: 60 km
- ✓ Kikinda: 39 km
- ✓ Novi Sad: 85 km
- ✓ Beograd: 167 km

There are train and bus stations in Senta, as well as a port on the river Tisa..

The municipality of Senta has 5 settlements, namely:

Number of inhabitants of the municipality of Senta by settlement, 2011 census:		
1.	<i>Bogaraš</i>	<i>568</i>
2.	<i>Gornji Breg</i>	<i>1.726</i>
3.	<i>Kevi</i>	<i>726</i>
4.	<i>Senta</i>	<i>18.704</i>
5.	<i>Tornjoš</i>	<i>1.592</i>
TOTAL:		23.316



2.2. A brief history of the municipality of Senta

The territory of Senta and its municipality have a favorable geographical position, so it has been inhabited since ancient times, as evidenced by various archaeological finds.

Senta is first mentioned in a gift letter issued by the Hungarian King Andrew II. At that time, it was already mentioned as a settlement with several inhabitants, which, according to the previously mentioned letter, already has a church. At the end of the XII century, there were several settlements in the vicinity of Senta: Magoč, "Zhyntarew" (Sintarev - on the right bank of the Tisa river), Često, Likaš, Kalača, Tornjoš and Karjad on Orompartu, which are mentioned in 1198.

Due to the conflict over the collection of customs duties on the river Tisa, which was fought with the city of Szeged, and which even caused an armed conflict, an agreement was concluded in the second half of the XV century. This document from 1475 mentions Senta as a town (opidium). At the end of the XV century, the town of Senta had its own church and Sunday market, and in 1494, due to the generosity of the Franciscan monks, a monastery was built. At that time, Senta was already among the most important cities owned by the Buda Cathedral Chapter.

On the basis of a petition from the Buda Cathedral Chapter, Ladislav II Jagiellonian, King of Bohemia and Hungary, granted the Charter of Privileges to the city of Senta on February 2, 1506, granting the city all the privileges that the city of Szeged has. According to this gift letter, Senta also received a stamp, on which wheat ears and a sturgeon testify to highly developed agriculture and fishing, and the key lying in the cross symbolizes the denominator of the church of the Buda Cathedral Chapter, i.e., the patron saint of Senta - St. Peter (today it exists as the official coat of arms of the city of Senta). This charter of privileges is an important document in the history of Senta, since after its issuance, many craftsmen and merchants settled in the city of Senta, which led to the improvement of the overall economic situation.

The peasant revolt of Đerđa Doža causes a certain slowdown in the development of the city, and the tragedy near Mohács certainly sealed the development destiny of the city. In its retreat at the end of September 1526, the Turkish army destroyed the city, partly killing the inhabitants who did not escape, and partly taking them into slavery. Turkey's domination, which lasted 150 years, caused a series of profound changes in the economic life and population structure. Due to frequent wars, several settlements in the vicinity of Senta disappeared.

In 1697 the Turks launched a major offensive to regain previously lost territories. The imperial



army, under the leadership of Eugene of Savoy, concentrated units in the vicinity of Novi Sad, so it followed the Turkish army to the north on the right bank of the Tisa river. On September 10th the Turks reached Senta, and built a pontoon bridge on the Tisa river, over which they began to cross the next day. Taking advantage of the weakness of the Turkish army, Eugene of Savoy launched an attack on the pontoon bridge and defeated the Turkish army in 2 hours. This victory of Eugene of Savoy, achieved on September 11th 1697, was significant for the whole world, because with this victory, almost the

entire territory of Hungary was liberated. As a consequence of this battle, and concluding with the Peace of Karlovac in 1699, the penetration of the Turks into Central Europe came to an end (only Banat remained under Turkish domination for some time).

After the conclusion of the Peace of Karlovac, the Viennese court organized the Tisa Military Border in 1702, and within that, Serbian border guards settled in the border areas.

At the beginning of the fifties of the XVIII century, the resettlement of this region with a population from the area between the Danube and the Tisa, i.e., from the northern parts, began. The inhabited population started building their homes and cultivating the land. The initial development was slowed down for a while by the fire from 1769 which almost destroyed the entire city, but with the help of the Imperial Chamber, the settlement soon began to be rebuilt.

As a consequence of the strengthening of economic activities, education and health developed, so in 1832 a casino for reading was opened, and in 1833 the city founded a hospital as the first in the district.

After the revolution of 1848-1849 came the time of imperial absolutism and provisionalism, and in that period there were no more evident changes in either social or economic life. However, the 1867 Settlement initiated further economic development. Institutions, schools, kindergartens began to be built, and in 1873 a wooden bridge on the Tisa was built. The first larger companies started operating in 1880 - a large-capacity steam mill and a brickyard. In 1889, a railway was built on the route Subotica-Horgoš-Senta-Bečej, i.e., Subotica-Orom-Senta, which also included Senta in the state communication network and economic circulation. In 1895, the city received an electrical network and paved sidewalks.

In the last decade of the XIX century, the city already had a grammar school, a school for girls, a primary and vocational school, an agricultural teaching institute, a hospital, a railway station and a post office. In 1899, the city's telephone network was established. In addition to all the above, Senta had a developed trade network and grain center, four financial institutions, two printing houses, two local newspapers and various educational communities.

Development continues in the latter time. In 1907 a beautiful quay with planted chestnut trees was built, and then a steel bridge on the Tisa. The following year, in 1909, an independent workers' settlement was built, in order to alleviate the housing problems of the population. During the fire that broke out in April 1911, the Town Hall and the large church that stood on the Main Square burned down. The city built a new, monumental City Hall, and at that time the city center became richer by



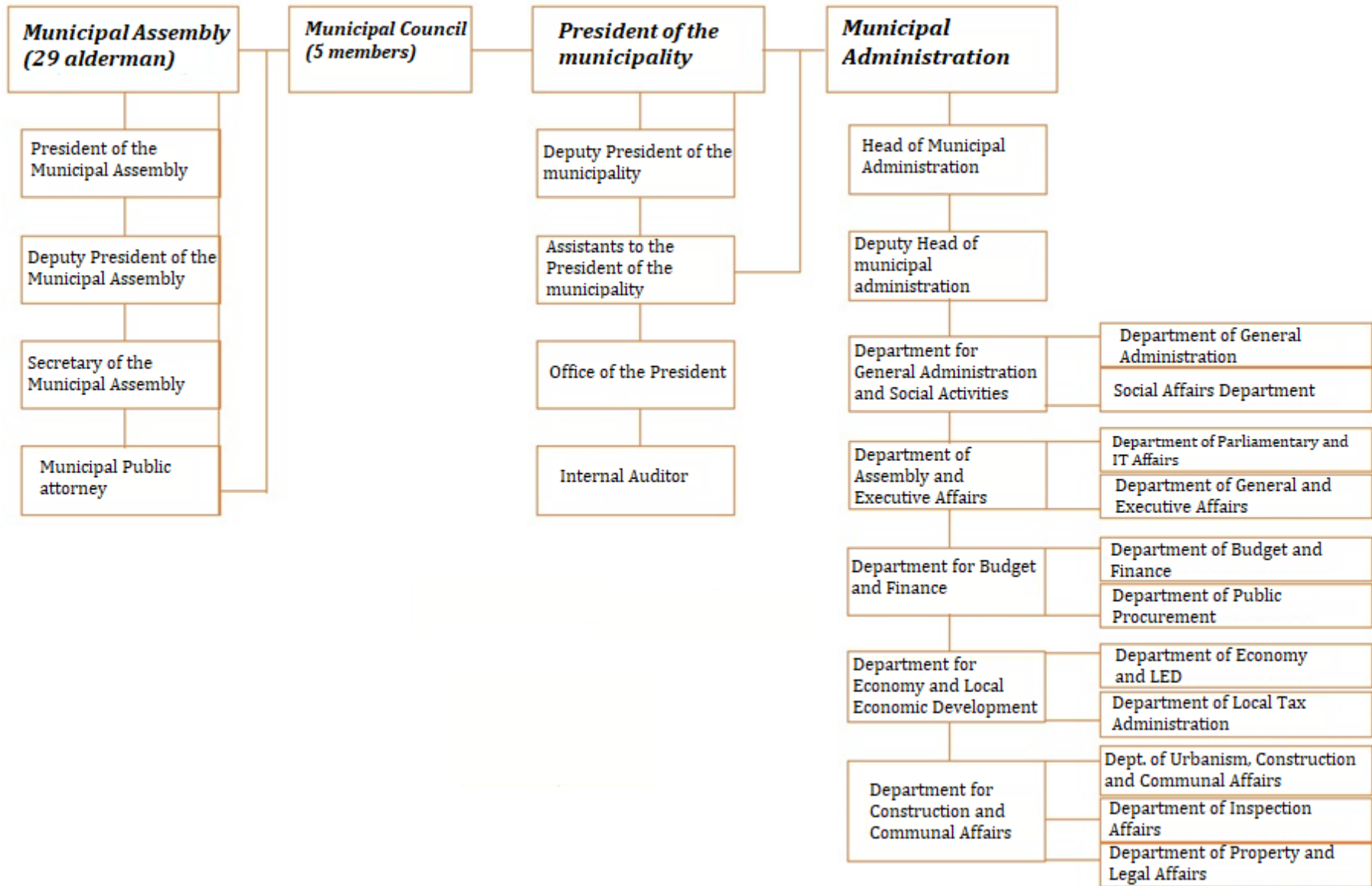
several buildings erected in an artistic style. In April 1915, due to the needs of military transport, a railway was laid over the previously built three-pillar bridge, thus connecting the railway network of Banat and Bačka, which gave this line an international character, as the northern wing (Bucharest branch) of the Orient Express passed there.

With the end of the First World War, Senta came under the auspices of the South Slavic state, which was then formed. As a consequence of the change of the empire, economic development stops, and thanks to agrarian reform, the city loses its previous strong economy, as a result of which economic and social development started declining.

During World War II, many Senta residents fell victim to the retaliation of political systems.

Large investments in reconstruction after the war bypassed the municipality. Most of the inhabitants were engaged in agriculture at that time, and the changes did not appear until after the '50s of the XX century. At the beginning of the '60s, an industrial zone was slowly being built, located south of the city, where several economic and industrial plants got their place, i.e., the port, which, unfortunately, was moved to the historical site of the Battle of Senta.

2.3. Organisational structure



3. OVERVIEW AND ANALYSIS OF THE EXISTING STATE

3.1. Social development and quality of life

Summary of the situation and important facts from the analysis in the field: SOCIAL DEVELOPMENT AND QUALITY OF LIFE in the Municipality of Senta

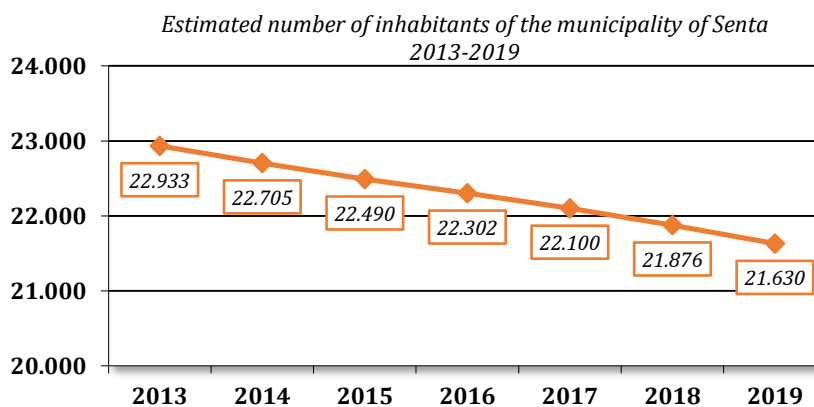
- In the period from 2002-2011, the number of inhabitants of the municipality decreased by 8.81%, while in Serbia it decreased by 4.15%
- The estimated number of inhabitants of Senta for 2019 is 21630
- Birth rate is lower than the average in RS and APV, but still higher than in neighbouring municipalities (Bačka Topola, Kanjiža, Bečej)
- Population growth rate is lower than the average in RS, APV and neighbouring municipalities.
- According to the 2011 census, there were 139 illiterates in the municipality of Senta
- The dropout rate in primary education is lower than the average rate in both RS and APV and other municipalities
- The dropout rate in secondary education is lower than the average rate in both the RS and the APV and in other municipalities
- Number of doctors per 1000 inhabitants - is on a par with the average in RS and APV and with the average with comparable municipalities in terms of health care for children, school children and youth, the same with adult health care and women's health care
- Observing the participation of social protection beneficiaries in the total population (%) in the municipality of Senta in relation to neighbouring municipalities and the national and provincial average, it can be concluded that with 10.77% Senta is on a par with provincial (11.50) and national (10.30)) on average and below is in relation to neighbouring municipalities, which range from 11.51 to 14.94%
- The share of juvenile offenders (14-17 years old) who were sentenced to criminal sanctions (0.41) is higher than the republic (0.14) and the provincial (0.18) and neighbouring municipalities
- Regarding the share of expenditures by activities in the total expenditures of users of budget funds in relation to the national and provincial average and neighbouring municipalities:
 - Health care: Senta (37.3%), APV (19.8%), RS (13.9%), all neighbouring municipalities have a smaller share
 - Education: Senta (28.6%), APV (17.9%), RS (12.0%), all neighbouring municipalities have a lower share
 - Social protection: Senta (1.4%), APV (5.6%), RS (3.4%), Bečej (9.6%), Kanjiža (25.8%), Bačka Topola (13.1%)

3.1.1. Basic demographic data

Indicators	Senta	Srbija
Total number (census 2011):	23316	7186862
Estimated number of inhabitants (2019)	21630	6945235
Population growth per 1000 inhabitants (2019)	- 11,4	- 5,3
Population reduction 2002 - 2011 census	8,81 %	4,15 %

The analysis of the demographic development of the municipality of Senta was performed on the basis of official statistical data from the 1991-2011 census. In the municipality of Senta, in a total of 5 settlements, according to the 2011 census, there are 23,316 inhabitants, in 9,383 households, with an average size of 2.5 members per household.

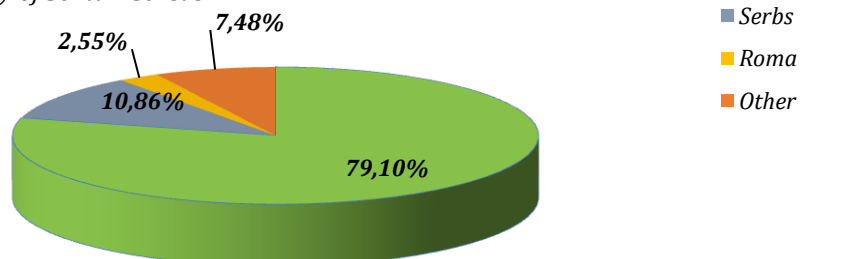
In the period 2002-2011. year, the total population of the municipality of Senta decreased by 8.81% or 2252 people. The general demographic situation of the municipality of Senta is unfavourable. It is characterized by a permanent decline in the population in all settlements, with an unfavourable age structure, with a high aging index and a very high negative rate of natural population growth. It is expected that the depopulation process will continue in all settlements, with the deterioration of the vital characteristics of the population, and it is necessary to at least mitigate the negative population tendencies by applying appropriate demographic policy measures.



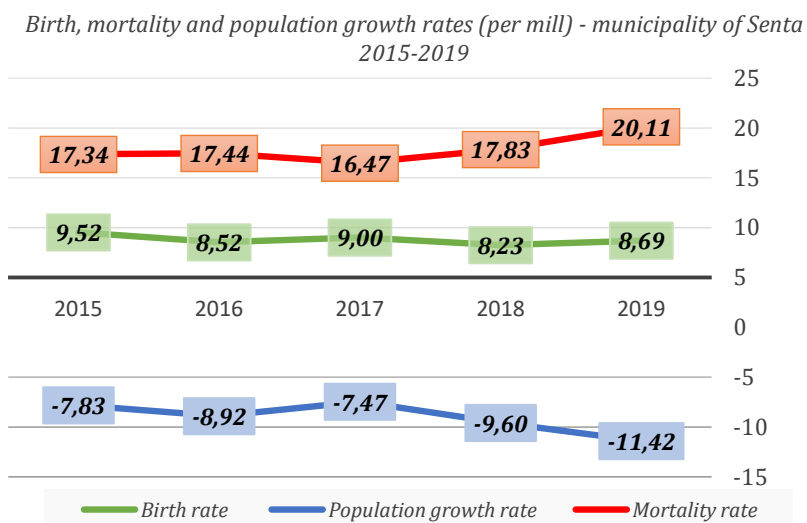
National population structure

According to the latest official census, the municipality of Senta has 23,316 inhabitants and represents a multinational environment and the largest ethnic group consists of Hungarians with a total of 18,444 inhabitants, which is 79.10% of the total population. Serbs make up 10.86% of the population with 2,533 inhabitants, Roma with 595 inhabitants represent 2.55%, and other ethnic communities 1744 of them (Albanians, Bunjevci, Gorani, Macedonians, Muslims, Germans, Romanians, Russians, Ruthenians, Slovenes, Slovaks, Yugoslavs, Ukrainians, Croats, Montenegrins, undecided as well as regional affiliation) which together make up 7.48% of the total population of the municipality of Senta.

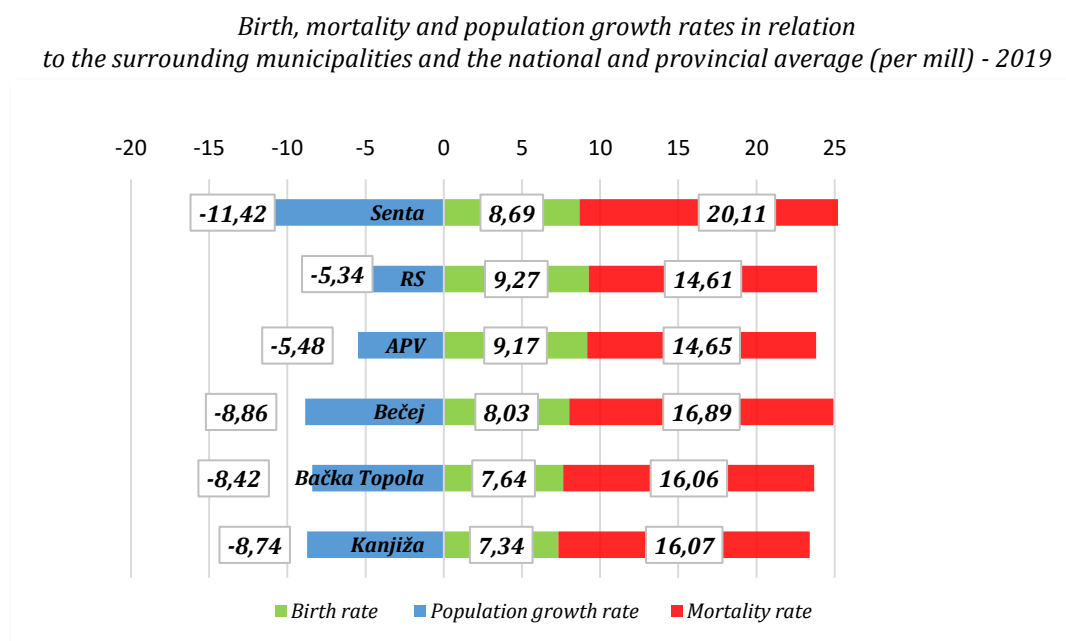
*National structure of the population
of the municipality of Senta - Census 2011*



In the municipality of Senta, the value of the birth rate in the observed period, as shown in the following diagram, is declining and in 2019 was 8.69, and the mortality rate is very high with a value of 20.11, while the population growth rate is negative and amounts to -11.42, which is a significant deterioration compared to 2015 when the value was -7.83.



The following diagram shows the data of the municipality of Senta for 2019 and compares it with the data of the following municipalities: Bečej, Kanjiža and Bačka Topola, as well as in relation to the provincial and national average.



3.1.2. Education

Educational structure of population

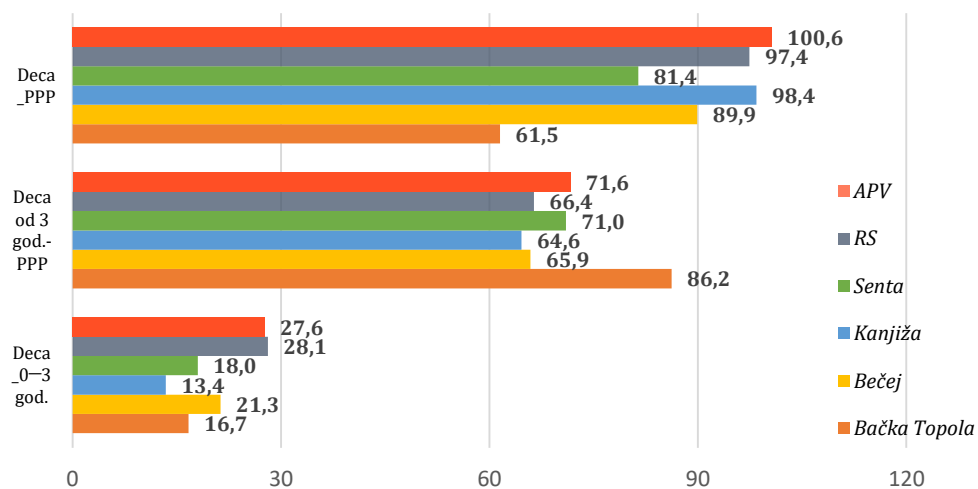
Municipality Senta - census 2011	<i>No schooling</i>	<i>Incomplete primary education</i>	<i>Primary education</i>	<i>Secondary education</i>	<i>College education</i>	<i>Higher education</i>
Total	332	2.791	4.863	9,317	1,168	1,491
Male	152	1,065	2,245	4,848	588	696
Female	180	1,726	2,618	4,469	580	795

Pre-school education

In the kindergarten "Snežana" work takes place in eleven facilities; nine facilities are owned by the institution - seven in Senta, one in Gornji Breg, one in Tornjoš, and the departments in Bogaraš and Kevi found accommodation in the buildings of the Elementary School "Stevan Sremac". In 1998, at the educator's initiative, each facility received its own name.

The following diagrams show the data of the municipality of Senta for 2019 and compare with the data of the following municipalities: Bečej, Kanjiža and Bačka Topola, as well as in relation to the provincial and national average.

Coverage of children aged 0-3, from 3 to the start of PPP and who attend PPP (%) in relation to the surrounding municipalities and the national and provincial average - 2019



Primary and secondary education

There are three high schools on the territory of the municipality: Grammar school, Economic-Trade and Medical grammar school (outpost of the school in Zrenjanin). In 2003 the Mathematical Grammar school for Talented Students "Bolyai" in Hungarian was opened.

Primary education and upbringing on the territory of the municipality of Senta is realized in:

- four (4) primary parent schools and three (3) separate departments for education of students aged from first to fourth, i.e. eighth grade,
- one (1) primary parent school for music education and four (4) separate departments, for the education of students aged from first to sixth grade.

The network of schools consists of public primary schools that perform the activity of primary education and upbringing in and outside the parent institution, by organizing separate departments in the municipality of Senta, or one separate department in the municipality of Čoka.

The school network consists of:

1. Primary school "Stevan Sremac" in Senta, Maksima Gorkog Street, No. 1.,
2. Primary school "Petefi Šandor" in Senta, Arpad Street, No. 83.,
3. Primary school "Turzo Lajoš" in Senta, Železnička Street, No. 44.,
4. Primary school "Temerkenj Ištvan" in Tornjoš, Radnoti Mikloš Street, No. 12. i
5. Primary music school "Stevan Mokranjac" in Senta, Glavna Street, No. 36.

Within the Elementary School "Petefi Sandor" in Senta, a separate department is being organized, as follows: Separate department "Čokonai Vitez Mihalj" in Gornji Breg, Veliki sokak Street, No. 37/a.

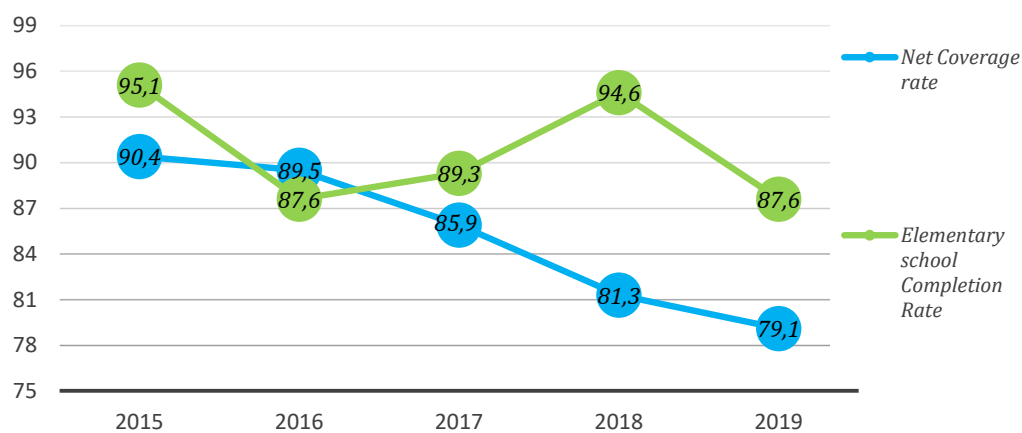
U okviru Primary school "Temerkenj Ištvan" u Tornjošu, organizuju se u dva izdvojena odeljenja, i to:

1. Separate department "Kevi" in Kevi, Košut Lajoš Street, 6. i
2. Separate department "Bogaraš" in Bogaraš, Maršala Tita Street, 25.

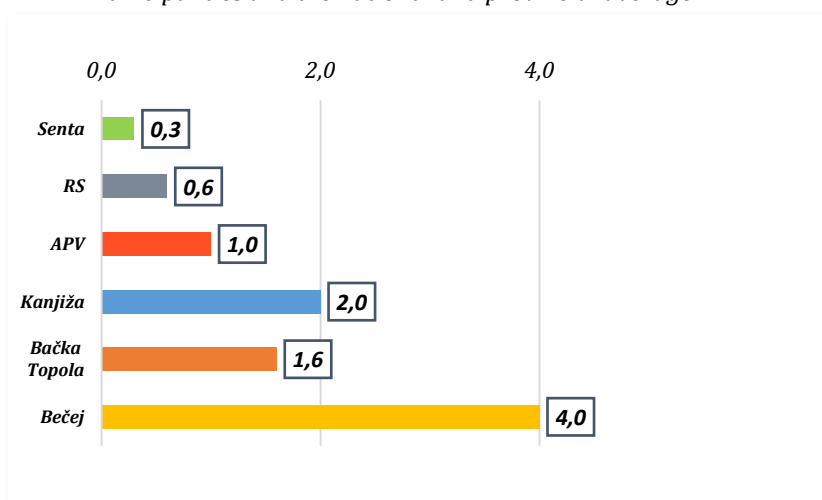
Within the Primary music school "Stevan Mokranjac" in Senta are four separate departments, as follows:

1. Separate department in Čoki, Branka Radičevića Street, No. 11.
2. Separate department in Gornjem Bregu, Mali sokak No. 59.
3. Separate department in Tornjošu, Svetog Stevana Street, No. 3. i
4. Separate department in Senti, Glavni trg No.4.

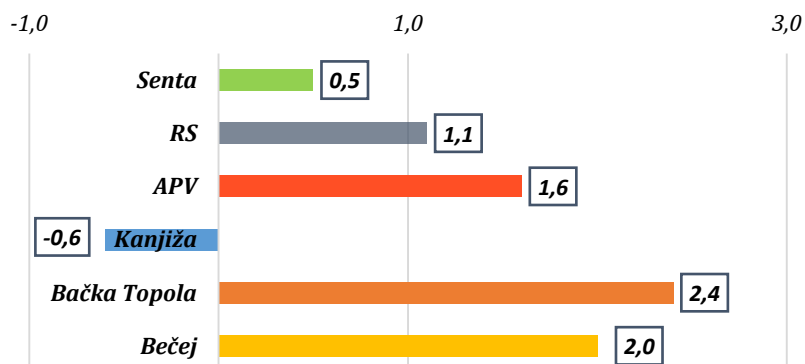
Primary school completion rate and net primary education enrollment rate (%) - Senta municipality 2015-2019



Dropout rate in primary education (%) in relation to the surrounding municipalities and the national and provincial average - 2019



Dropout rate in secondary education (%) in relation to neighbouring municipalities and the national and provincial average - 2019



In the municipality of Senta, the dropout rate in primary and secondary education is at a satisfactory level, significantly below the national and provincial average, and also in relation to the observed municipalities in the area.

The presented data clearly indicate the need to adopt a set of measures whose implementation will result in maintaining this level in primary and secondary education in the municipality of Senta.

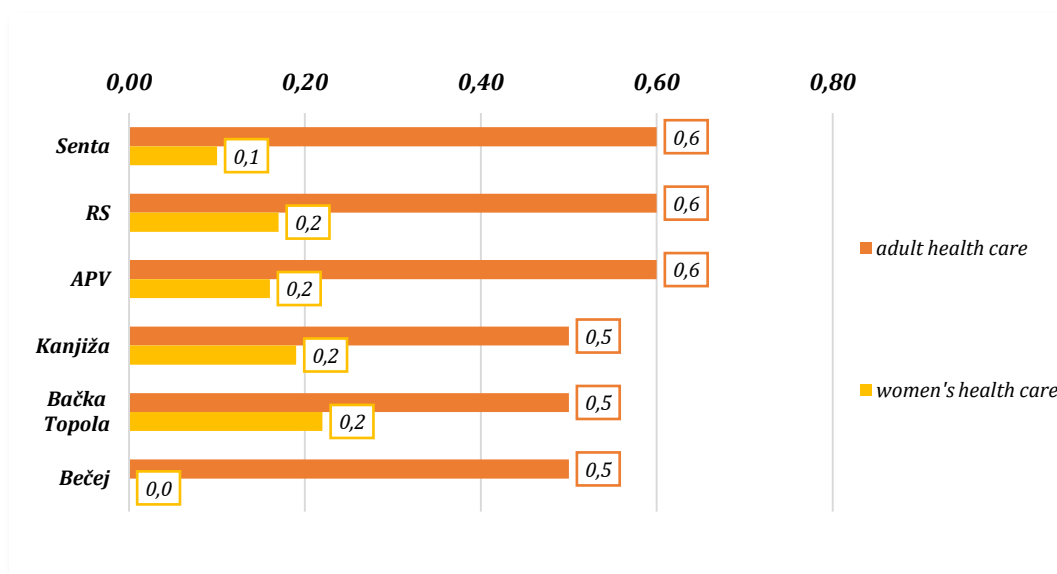
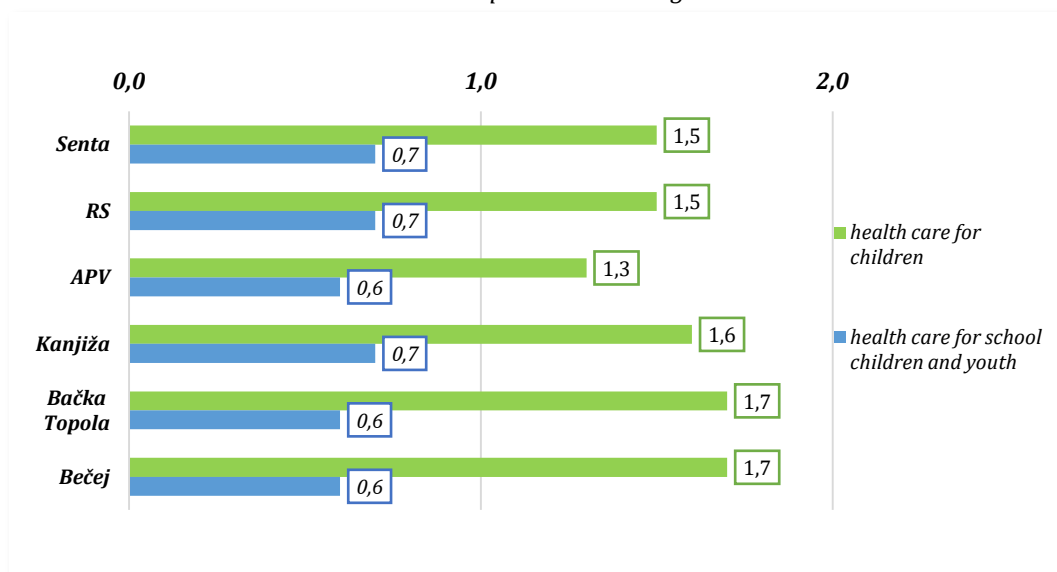
3.1.3. Health care

In the municipality of Senta, health institutions consist of a hospital and health center.

The hospital has the following departments: internal medicine, surgery, rehabilitation, neuropsychiatry, children's ward, thoracic ward, gynecology and obstetrics, and ENT. Services and outpatient clinics in the hospital are: X-ray service, eye clinic, laboratory, transfusion, microbiology, ultrasound diagnostics and pathology.

Senta Health Center includes: I health station, II health station, Gornji Breg health station, Tornjoš health station, Kevi health station, Bogaraš health station.

Number of doctors per 1000 inhabitants - health care for children, health care for school children and youth, health care for adults, health care for women - in relation to the surrounding municipalities and the national and provincial average in 2019



3.1.4. Social welfare

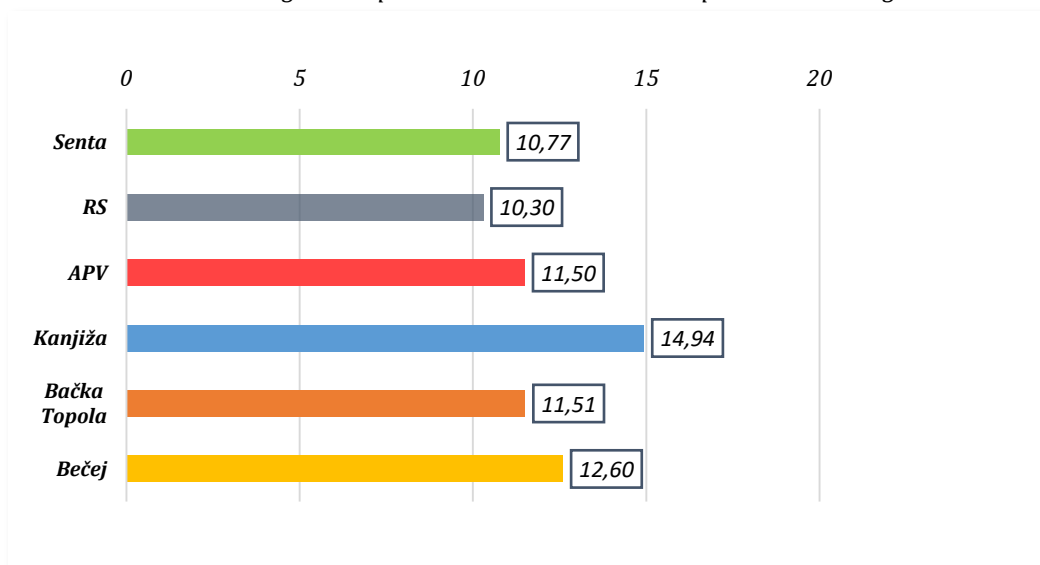
Center for social work of the municipality of Senta

The center for social work Senta, which was founded on November 24th 1977, is institutionally responsible for social protection affairs in the municipality of Senta by decision of the assembly of the municipality of Senta. The Senta center for social work performs the tasks assigned to it in accordance with the Family Law, the Criminal Procedure Code, the Criminal Code of the Republic of Serbia, the Basic Criminal Code, the Law on Refugees and the Decree on Refugee Care, as well as tasks delegated by the Municipal Assembly.

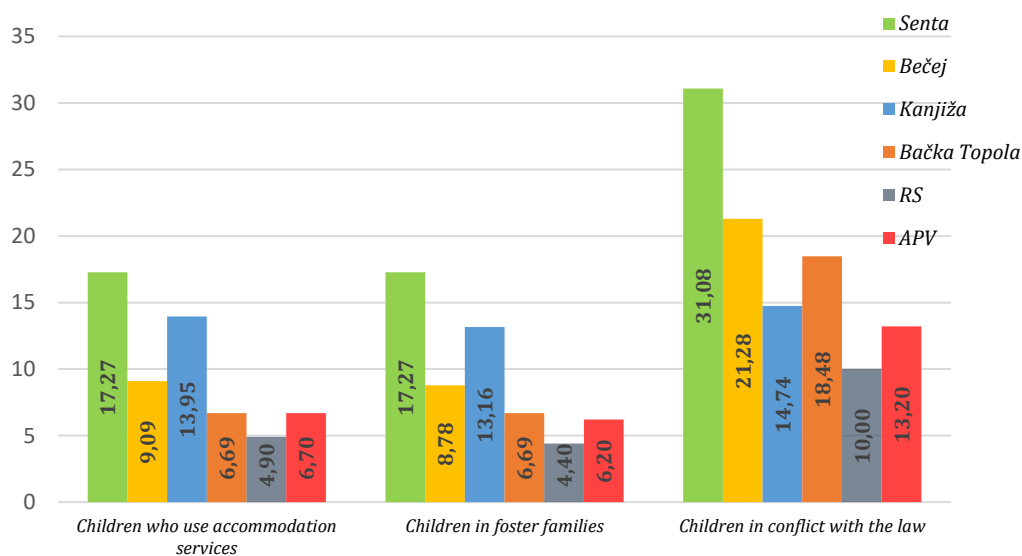
The following table and diagram shows the data of the municipality of Senta for 2019 and compares with the data of the following municipalities: Bečej, Kanjiža and Bačka Topola, as well as in relation to the provincial and national average

2019	Senta	Bačka Topola	Kanjiža	Bečej
Number of beneficiaries of social protection in the CSR records	2330	3524	2924	4409
Number of professional workers in CSR	4	6	3	8
Number of beneficiaries of cash social assistance	605	804	529	1104
Number of beneficiaries of basic allowance for care and assistance of another person	31	103	55	84
Number of beneficiaries of increased allowance for care and assistance of another person	124	194	113	227
Number of beneficiaries of child allowance (0-17 years) child allowance (0-17 years)	363	602	539	1042
Number of reported cases of domestic violence against women	536	331	240	678
Number of reported cases of domestic violence against children	27	45	17	112
Number of users of state homes for the elderly (65 + years)	4	16	1	28
Rate of children using accommodation services (0-17 years)	33	16	37	79
Rate of children in foster care families	17.27	6.69	13.95	9.09
The rate of children in conflict with the law	17.27	6.69	13.16	8.78
Number of beneficiaries of cash social assistance	31.08	18.48	14.74	21.28

The share of social protection beneficiaries in the total population (%) in relation to the surrounding municipalities and the national and provincial average - 2019



Rate of children using accommodation services, rate of children in foster families and rate of children in conflict with the law (per mill) - in relation to the surrounding municipalities and the national and provincial average - 2019



In the municipality of Senta, the share of social protection beneficiaries in the total population is below the provincial average, which is higher than the national average, while in relation to the neighboring municipalities, that percentage is the lowest.

Regarding the rate of children who use accommodation services and are in foster families, the rate values are about 2.5 times higher than the provincial and more than three times higher than the national average, while the percentage of them is also significantly higher than in the observed municipalities.

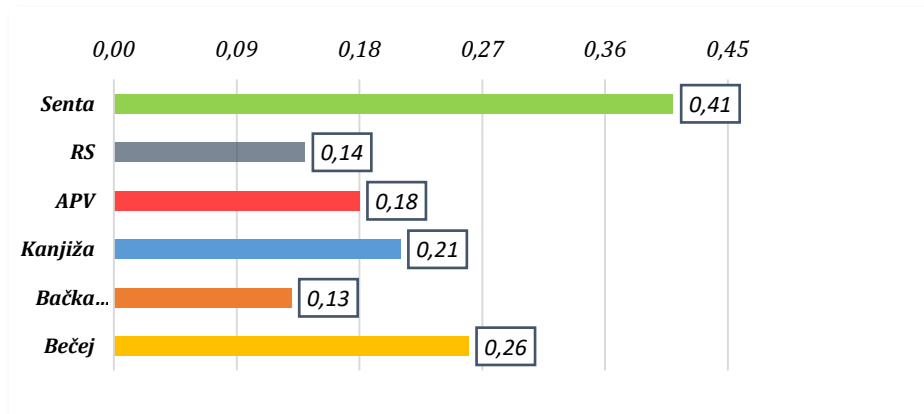
The rate of children in conflict with the law for the Municipality of Senta in 2019 is very high (31.08) and as such about three times higher than the provincial and national average, while the percentage of them in relation to the observed municipalities is also significantly higher than the neighboring municipality Kanjiža e.g. twice as high.

3.1.5. Judiciary/security:

The following diagram shows the share of juvenile offenders who were sentenced according to the place of execution in the total number of juveniles, where the values are significantly above the national and provincial average, as well as in relation to the observed municipalities.

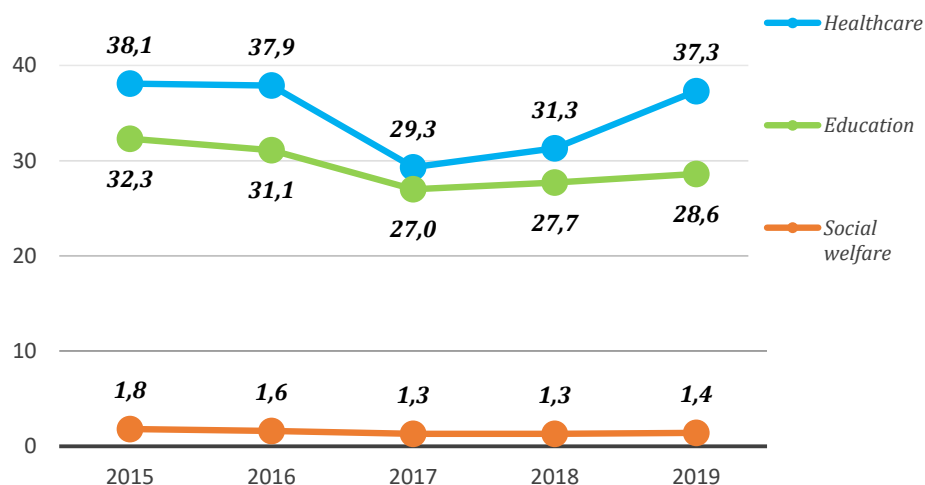
The share of juvenile perpetrators of crimes (14-17 years) who were sentenced to criminal sanctions according to the place of execution in the total number of juveniles. population (%) in relation to the

surrounding municipalities and the republican and provincial average in 2019



3.1.6. Expenditures of users of budget funds

Share of expenditures by activities in total expenditures of users of budget funds (%) - Municipality of Senta 2015-2019

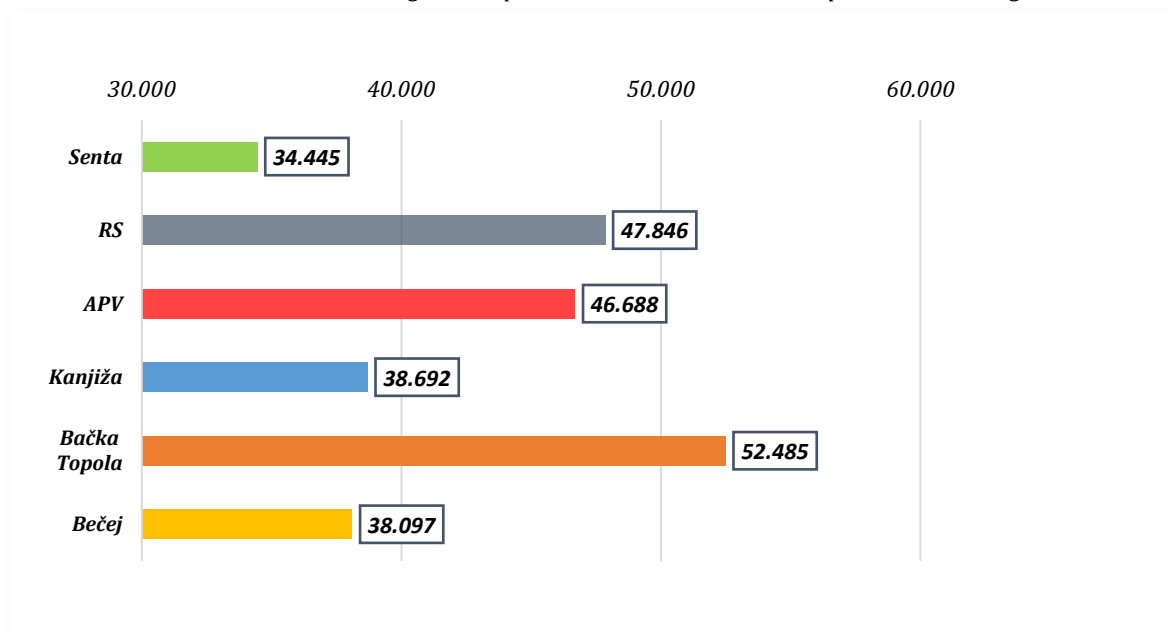


The presented share of expenditures by activities in the total expenditures of budget users shows a decrease of slightly less than 5% in education, while in social protection, health care it is mostly at a similar level, slightly less compared to the base year in the observed period.

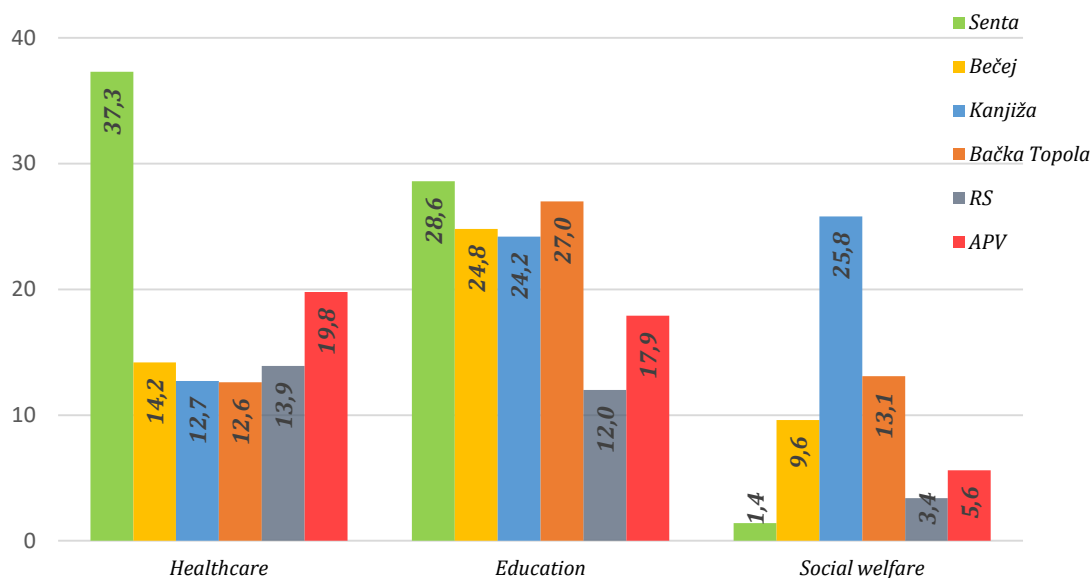
The highest percentage of expenditures, 37.3%, in 2019 is in health care, by slightly less than 10% in relation to health care in education, while expenditures for social protection are at a very low level.

The following diagrams show the data of the municipality of Senta for 2019 and compare with the data of the following municipalities: Bečej, Kanjiža and Bačka Topola, as well as in relation to the provincial and national average

Expenditures of the local self-government budget per capita (RSD) in relation to the surrounding municipalities and the national and provincial average - 2019



Share of expenditures by activities in the total expenditures of users of budget funds (%) in relation to municipalities in the region and the national and provincial average - 2019



Expenditures of the local government budget per capita in 2019 are lower in relation to the observed municipalities, and also in relation to the provincial and national average, this value is significantly lower.

The presented share of social protection expenditures in the total expenditures of budget users in 2019 of the municipality of Senta of 1.4% is less than the national and provincial average and significantly less than other observed municipalities and about seven times less than the municipality of Becej, about ten times less than the municipality of Backa Topola and almost twenty times less than the Municipality of Kanjiza.

In education, expenditures for this activity make up 28.6% of the total and as such are significantly higher than the provincial and national average (more than twice), and also in relation to the observed municipalities, this percentage is slightly higher.

Expenditures for health care as a percentage of total expenditures in the municipality of Senta is convincingly the highest, 37.3%, from about one and a half to three times higher than the observed municipalities, i.e. the national and provincial average.

3.2. Urban development and environmental protection/utilities

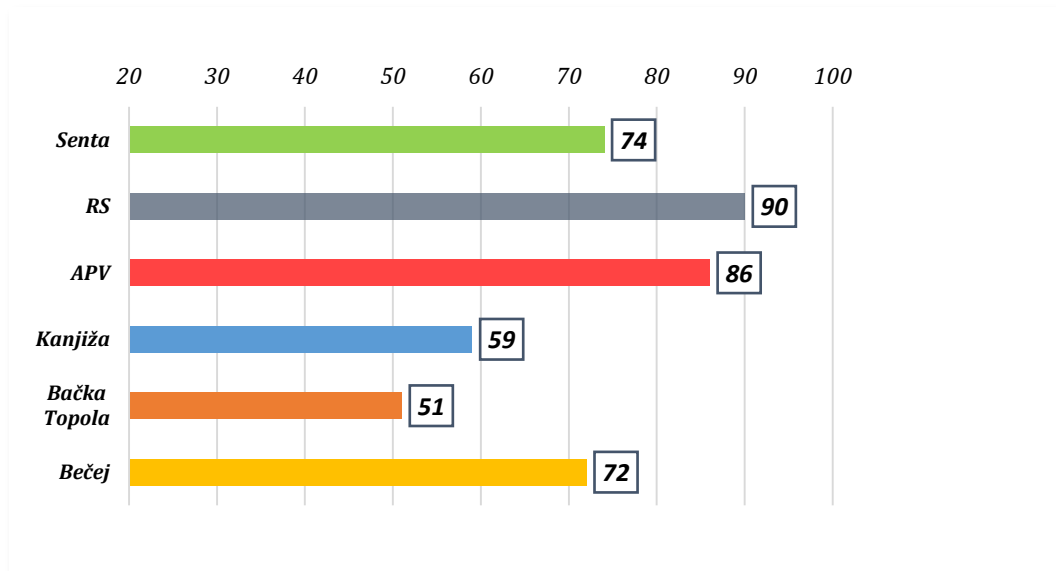
Summary of the situation and important facts from the analysis in the field: URBAN DEVELOPMENT MUNICIPAL INFRASTRUCTURE AND ENVIRONMENTAL PROTECTION in the municipality of Senta

- The number of inhabitants per km² in Senta is 74, while in RS 90, in APV 86, the surrounding municipalities have a smaller number of inhabitants per km²
- Senta has approximately the same number of passenger cars per 1000 inhabitants, as RS , APV and neighbouring municipalities
- Senta has approximately as many telephone subscribers per 1000 inhabitants as surrounding municipalities
- The percentage of households connected to the water supply network in relation to the total population in Senta is 87.34%, in APV is 96 , 52% in RS slightly lower percentage (89.71%), while the municipality of Kanjiža has 100%
- The percentage of households connected to the sewerage network in relation to the total population in Senta is 73.3%, in APV (52 , 9), RS (63.2%), in the surrounding municipalities this percentage is lower.
- Built apartments per 1000 inhabitants: in Senta it is 0.69, while that number is slightly smaller in neighbouring municipalities and higher in APV (3.40) and RS (3.60)
- Number of PUCs in Senta and Kanjiža there are 2, while in Bačka Topola there are 3, and in Bečej 4
- The solvency ratio in 2019 in Senta was 214.3, while e.g., in Kanjiža 3,188.7, and the Financial Stability Ratio in Senta was 112.4, while in the neighbouring municipalities it ranged between 94.4 and 188.8
- Bečej has higher income per employee in thousands of RSD than Senta (2,650) 3,543), Kanjiža and Bačka Topola have lower incomes

3.2.1. Basic data

The diagram shows the number of inhabitants per km², where the number of them in the municipality of Senta (74) is below the provincial and national average, and the highest in relation to the observed municipalities, with the value at a similar level in the municipality of Becej.

Population density - number of inhabitants per km² - in relation to the surrounding municipalities and the national and provincial average - 2019

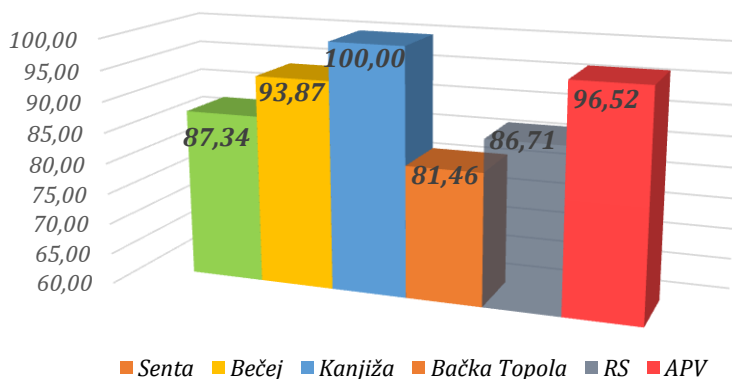


3.2.2. Environmental protection

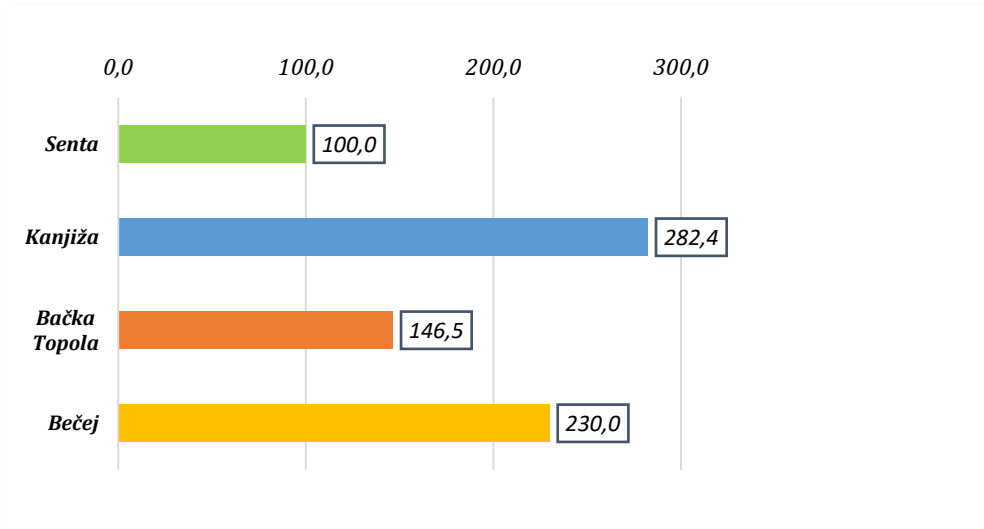
Water supply

Municipality Senta	2015	2016	2017	2018	2019
Households connected to the water supply network	8099	8195	8195	8195	8195
The length of the water supply network	99	99	100	100	100
Total affected waters, thousand m ³	1288	1252	1248	1176	1182
Delivered drinking water, thousand m ³	973	882	758	846	825

Households connected to the water supply network as% of the total number of households - in relation to the surrounding municipalities and the national and provincial average - 2019



Length of the water supply network (km) - in relation to the surrounding municipalities - 2019

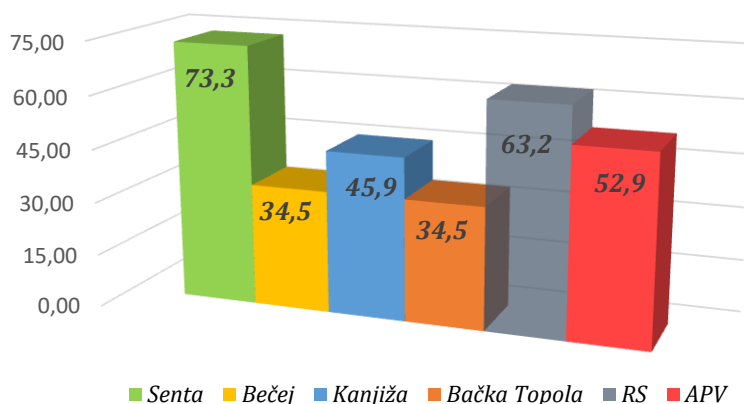


With 87.34% of households connected to the water supply network, the municipality of Senta has only a higher value than the municipality of Bačka Topola, while the value is significantly lower than the other two municipalities and provincial average. In relation to the national average, it is at a similar level. Regarding the length of the water supply network, the municipality of Senta has a significantly shorter length in relation to the observed municipalities.

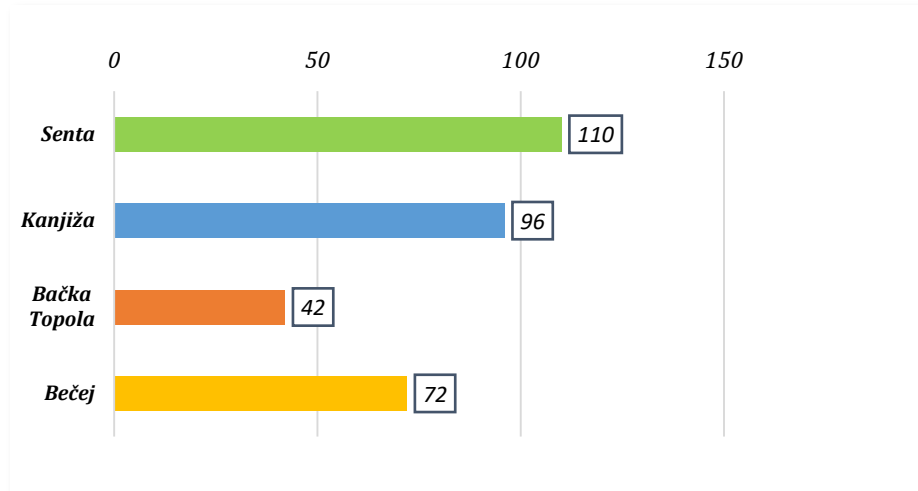
Wastewater removal

Municipality Senta	2015	2016	2017	2018	2019
Households connected to the sewerage network	6868	6874	6874	6874	6874
The length of the sewer network	103	103	103	105	110
Total discharged wastewater, thousand m ³	970	870	758	839	816
Discharged wastewater into wastewater disposal systems, thousand m ³	970	766	758	771	734
Treated wastewater, thousand m ³	970	766	758	771	734

Households connected to the sewerage network as% of the total number of households - in relation to the surrounding municipalities and the national and provincial average - 2019



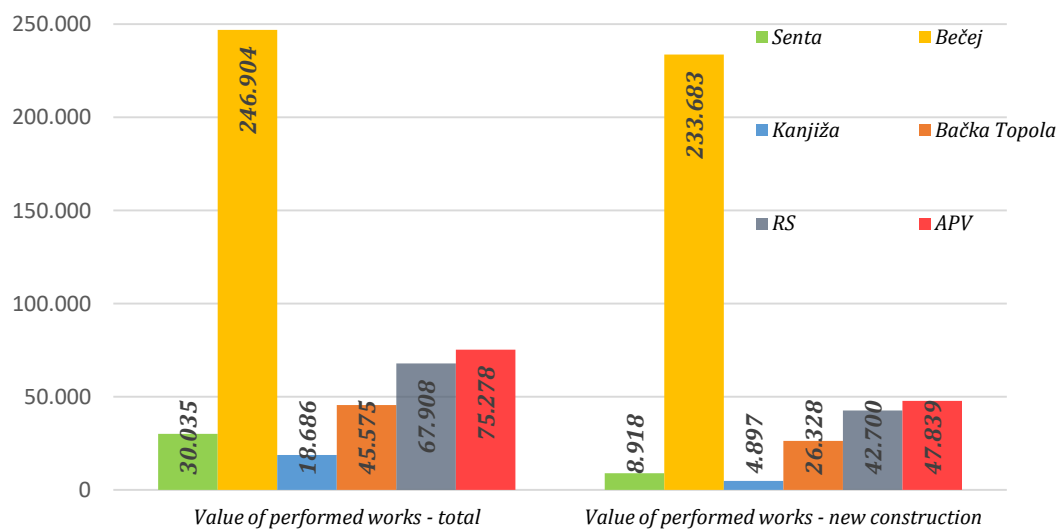
Length of the sewerage network (km) - in relation to the surrounding municipalities - 2019



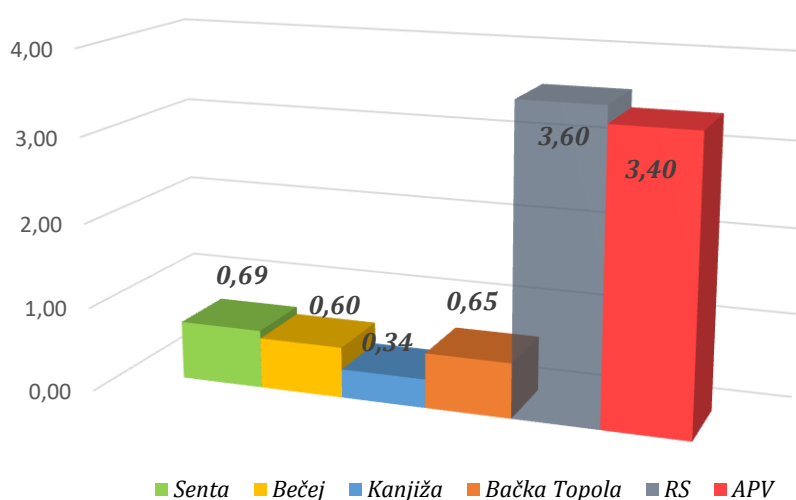
With 73.30% of households connected to the sewerage network and 110 km of sewerage network built, the municipality of Senta has a significantly higher value compared to the national and provincial average, in percent twice as much as the observed municipalities except the municipality of Kanjiža where the difference is slightly smaller.

3.2.3. Civil engineering

Value of performed works in total and performed works - new construction per capita (RSD) - in relation to the surrounding municipalities and the national and provincial average - 2019



Built apartments per 1000 inhabitants - in relation to the surrounding municipalities and the national and provincial average - 2019

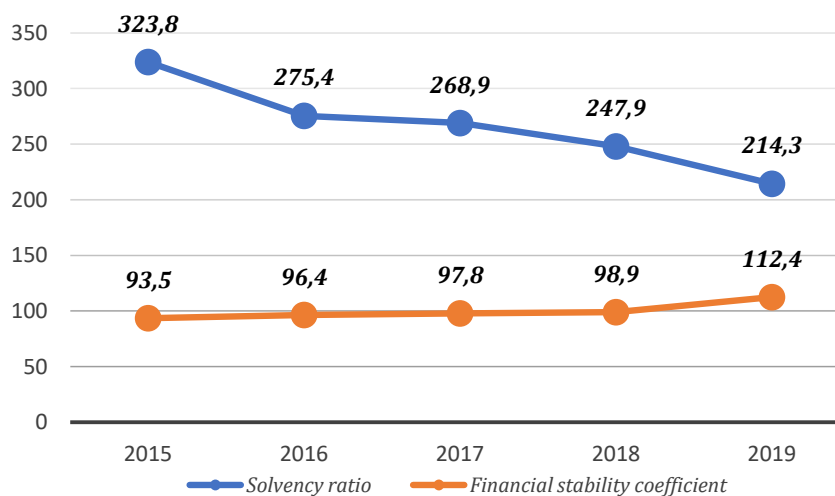


Construction is at a very low level and the value of performed works per capita is much lower (except for the Municipality of Becej), ie the value of constructed apartments per thousand inhabitants in this area both in the Municipality of Senta and in the observed municipalities compared to national and provincial average.

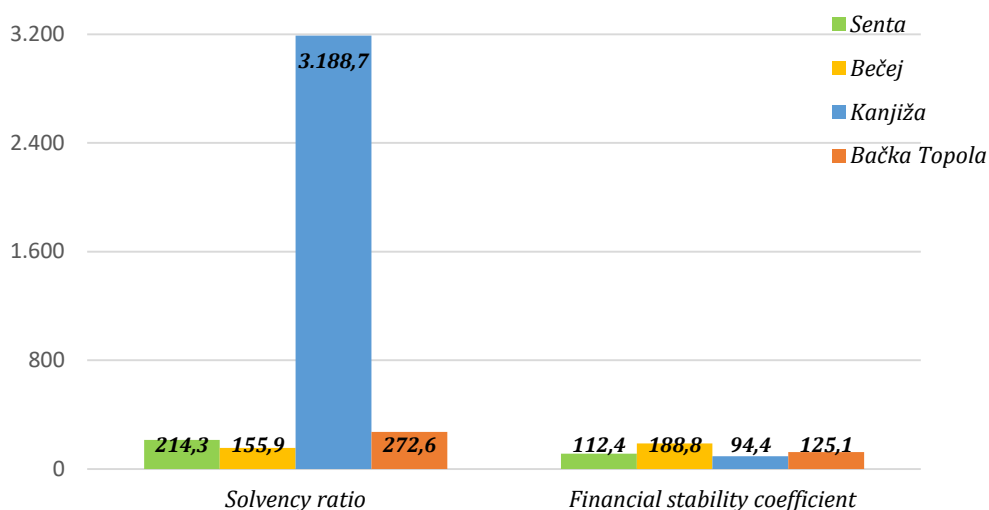
3.2.4. Financial indicators of public utility companies

Municipality Senta	2015	2016	2017	2018	2019
Number of public utility companies	2	2	2	2	2
Total number of employees in the PUCs	164	150	148	149	151
Number of employees in the PUC per 1000 inhabitants	7	7	7	7	7
Total net result from regular operations, in thousands of RSD	-2,343	-18,990	-22,715	-24,968	-6,436

Solvency ratio/ Financial stability ratio(%) - municipality of Senta 2015-2019



Solvency ratio/Financial stability ratio (%) - in relation to surrounding municipalities - 2019



There are two public companies in the municipality of Senta, namely the public company Elgas Senta and the public utility housing company Senta, in which the total number of employees is 151.

The diagram shows the solvency ratios and financial stability in relation to the observed municipalities.

Regarding the solvency ratio, the municipality of Senta, with a value of 214.3, has a high ratio in relation to the observed municipalities at a similar level except the municipality of Kanjiža where this value is incredibly high. on the same day. An enterprise is solvent if the solvency ratio is at least 1.

The financial stability coefficient shows how many long-term funds are financed from long-term sources of financing. In other words, it shows with how many dinars from long-term sources are covered by the dinar of long-term tied funds. The municipality of Senta has a slightly lower coefficient compared to the municipality of Bačka Topola and slightly higher compared to the municipality of Kanjiža, and significantly lower than the municipality of Bečej.

3.3. Local economic/industrial development

Summary of the situation and important facts from the analysis in the field: LOCAL-ECONOMIC DEVELOPMENT in the municipality of Senta

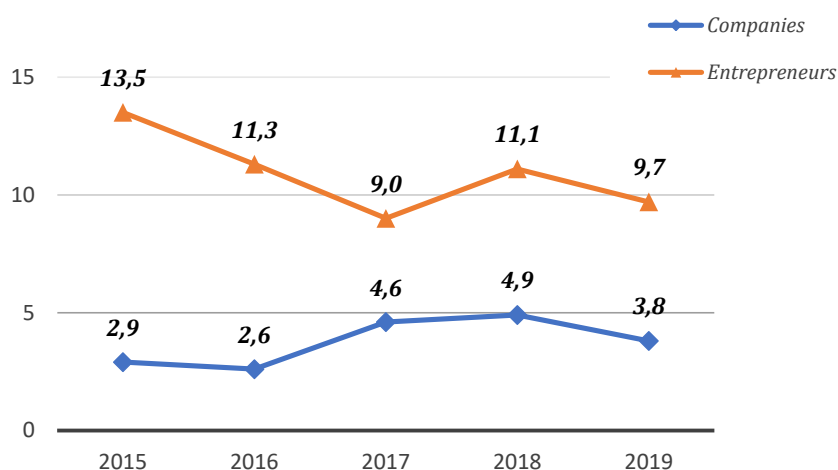
- The number of companies per 1000 inhabitants in Senta is 12, Kanjiža and Bačka Topola 13, and in Bečej 8
- Business revenues of companies (in thousands of RSD) per company in Senta are 175,585, while the business income of entrepreneurs (in thousands of RSD) per entrepreneur is 6,736.
- The number of exporters as a % of the total number of active economic entities in Senta is 15.7%, Bečej has more exporters than Senta (25.9%). As for importers, that percentage in Senta is 26.8%, which is more than in the neighbouring municipalities.
- The total number of employees in Senta in 2020 is 7,780 and is close to the number of employees in neighbouring places. The total number of unemployed in Senta in 2019 is 940. Unemployed persons per 1000 inhabitants in Senta are 43, in Bečej 55, in Kanjiža 51, in Bačka Topola 55
- The highest percentage of unemployed in Senta is without qualifications (65.8%), followed by secondary education (29.4%) and higher or higher education (4.8%)
- The average salary without taxes and contributions per employee in Senta is 55.690 RSD, in Kanjiža 50.257 RSD, in Bačka Topola 51.265 and in Bečej 51.390 RSD
- The average pension in Senta is 27.037 RSD, in Kanjiža 25.075 RSD, in Bačka Topola 25.899 RSD and in Bečej 26.148 RSD
- Realized investments in new fixed assets by the nature of construction in Senta in thousands of RSD amount to 1.793.013, while in neighbouring municipalities: Bečej - 2.772.469, Kanjiža - 1.030.137, Bačka Topola -3.663.868
- Total incentives for regional development in thousands of RSD in Senta are 110.002, while this amount is much higher in the surrounding municipalities: Kanjiža: 618.813, Bačka Topola: 575.346, Bečej: 305.971
- The total number of tourists increased from 2015 when there were 3.965 to 2019 when there were 8.212. As for the number of tourists in the neighbouring municipalities, Bečej has 5.147, Kanjiža 12892, and Bačka Topola 6.589. Domestic tourists in Senta make up 64.45%, while foreign tourists make up 35.55%
- According to the 2018 agricultural survey, the number of farms in Senta was 1.297.
- Most have arable land and gardens (20.738 ha), followed by meadows and pastures (284 ha) and other: orchards (59 ha) and vineyards (3 ha)
- Prevalently, poultry is raised (26.757). then pigs (6.479) then cattle (5.614) and sheep (5.903)
- The total number of tractors according to the 2018 survey was 1.569
- The percentage of those employed in agriculture in relation to the total employment in Senta is (1.1%), in Kanjiža (3.4%), in Bačka Topola (12.6%), in Bečej (11.1%), in APV (3.3%) and in RS (1.5)
- The total revenue of the municipality in thousands of RSD in Senta in 2019 is 797.514. The total income per capita is 28.904 RSD
- The total expenditure of the municipality in thousands of RSD in Senta in 2019 is 790.297. Total expenditures per capita are 28.954 RSD
- Budget surplus/deficit in 2019. in thousands of RSD. amounts to 7.217

3.3.1. Companies and entrepreneurs

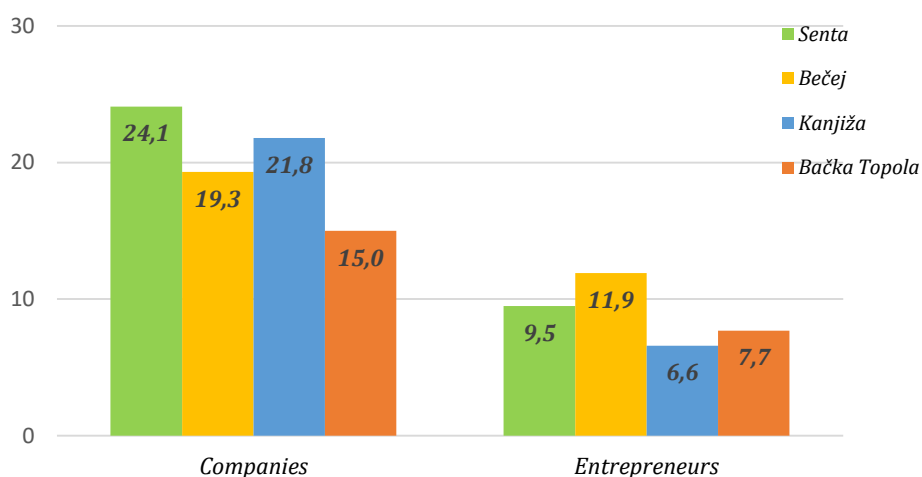
According to the data provided by the Business Registers Agency for 2019, 261 companies were registered in the municipality of Senta, as well as 452 entrepreneurs.

Municipality Senta	2015	2016	2017	2018	2019
Number of companies	314	307	306	307	261
Number of entrepreneurs	422	433	442	452	452
Number of companies per 1000 inhabitants	14	14	14	14	12
Number of entrepreneurs per 1000 inhabitants	19	19	20	21	21

Rate of formation of companies/entrepreneurs (%) - municipality of Senta 2015-2019



Deletion/closure rate of companies/entrepreneurs (%) - in relation to surrounding municipalities - 2019

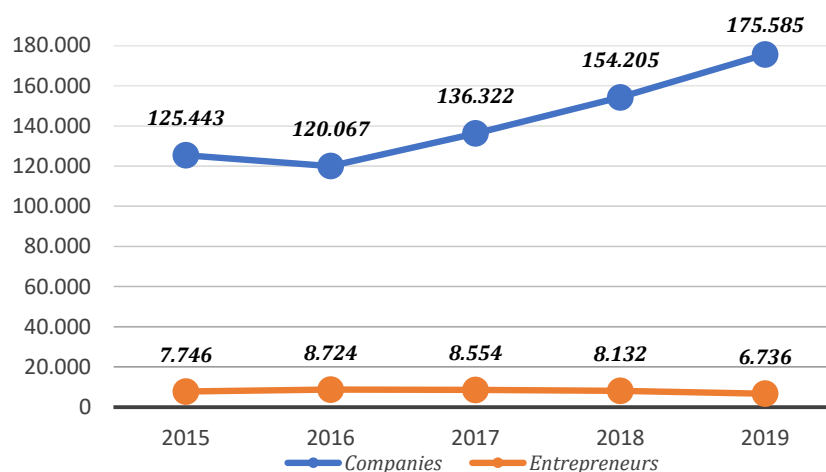


The company or entrepreneur deletion/closure rate in the municipality of Senta in 2019, in relation to the observed municipalities, is the highest among companies, while among entrepreneurs it is lower than the municipality of Bečej and higher than the municipalities of Kanjiža and Bačka Topola.

3.3.2. Operation of companies and entrepreneurs

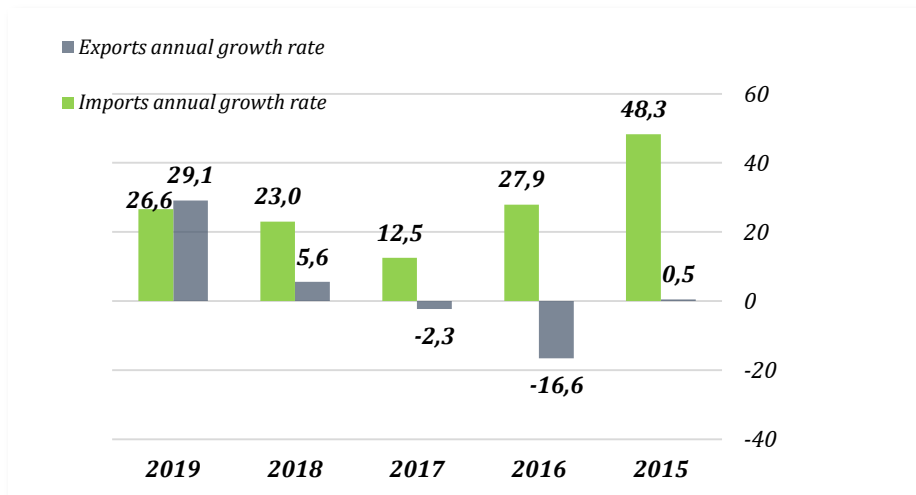
Municipality Senta	2015	2016	2017	2018	2019
Total operating income of companies, thousands of RSD	32,113,417	29,776,560	32,308,222	34,541,839	38,277,499
Total operating income of entrepreneurs, thousands of RSD	666,178	785,198	787,006	740,005	1,549,379

Operating income of companies/entrepreneurs per company/entrepreneur in thousands (RSD) – municipality of Senta 2015-2019



Operating income of entrepreneurs per entrepreneur shows a slight decline compared to the base year in the observed period, which is why the operating income is at an approximate, i.e. similar level, while with companies, compared to the base year, there is a significant increase in operating income (increase by 1.4 times) in relation to the base year, 2015.

Annual growth rates of exports/imports (%) - municipality of Senta 2015-2019



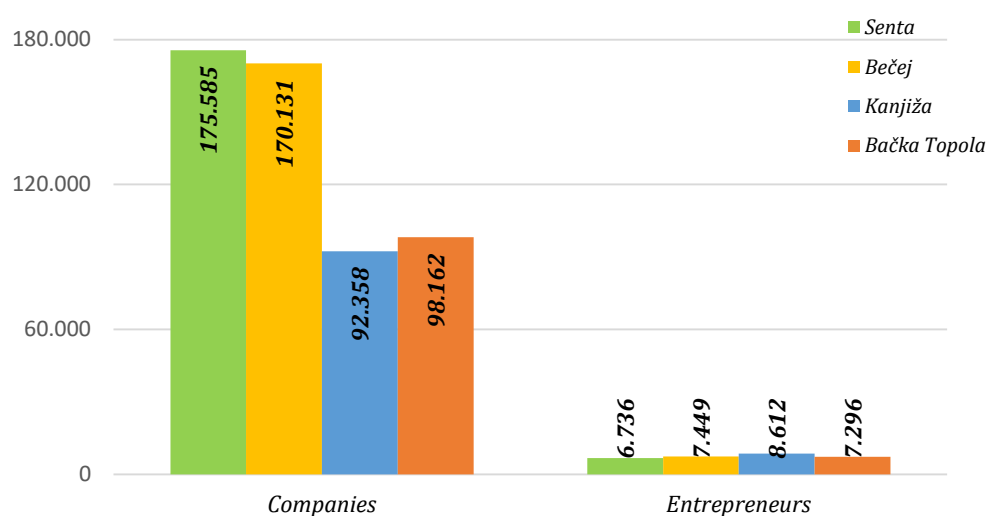
The annual growth rate of imports indicates the assessment of import growth and the level of market share in foreign trade. In the municipality of Senta in 2019, the percentage of this rate is quite high, but compared to the base year, almost twice lower. The higher the value of this indicator, the greater the dependence of the municipality on foreign goods. High values of indicators are

acceptable only if it concerns the import of raw and production materials for further production and export.

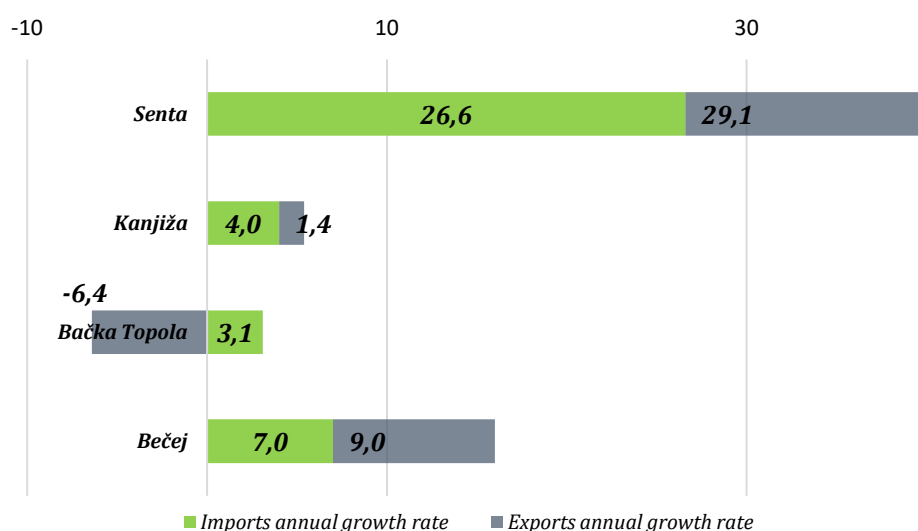
The annual growth rate of exports indicates the assessment of export growth and the level of market share in foreign trade. The higher the value of the indicator, the higher the degree of openness of the municipality, the higher the inflow of foreign currency and the higher the economic activity on the territory of the municipality. The diagram shows that this percentage is also high, which means that it is necessary to keep these values in line with the import rate and the export rate.

The following diagrams show the data of the municipality of Senta for 2019 and compare it with the data of the following municipalities: Bečej, Kanjiža and Bačka Topola

Operating revenues of companies/entrepreneurs per company/entrepreneur (in thousands of RSD) - in relation to surrounding municipalities - 2019



Annual growth rates of exports/imports (%) - in relation to neighboring municipalities - 2019



3.3.3. Employment and earnings

Employment

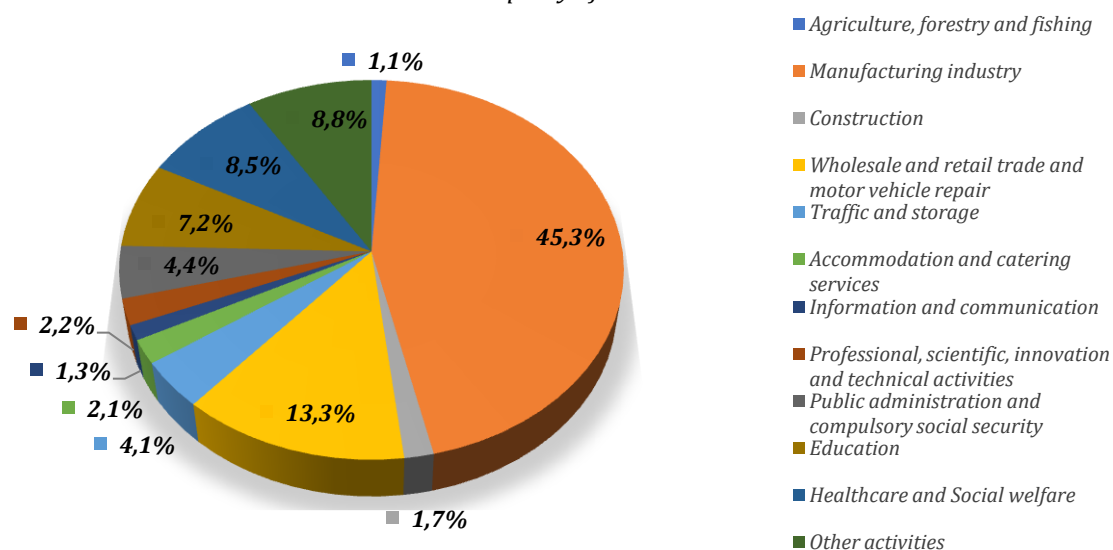
Muniipality Senta	2015	2016	2017	2018	2019	2020
Total number of employed	6,990	6,732	6,795	7,350	7,591	7,780
Number of employees in companies	5,601	5,337	5,396	5,980	6,258	6,475
Number of employees with entrepreneurs	825	839	857	848	834	836
Number of registered individual farmers	563	556	541	522	499	470

At the end of 2020, according to the data of the Republic Bureau of Statistics, 7780 persons were employed on the territory of the municipality of Senta, which is 35.97% of the total population, which is about 4% more than the national average.

Observed by sectors, about 60% of employees are in the following two sectors:

- manufacturing industry
- wholesale and retail

Structure of employment by activities as % of the total number of employees
- municipality of Senta 2020



Unemployment

Municipality Senta	2015	2016	2017	2018	2019
Total number of unemployes	1019	1240	1171	1001	940
Unemployed persons per 1000 inhabitants	45	56	53	46	43
Unemployed women, as % of unemployed persons	46.0	45.6	45.6	47.9	49.6

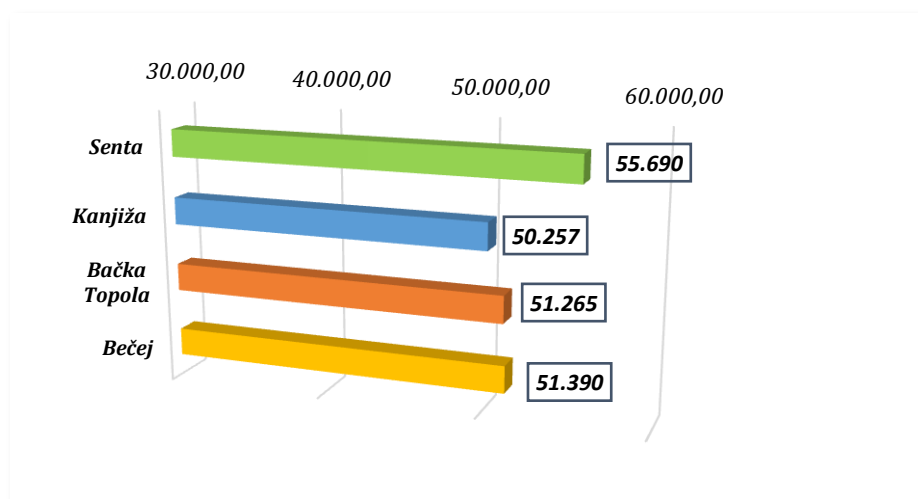
At the end of 2019, according to the National Employment Service, there were 940 registered unemployed persons in the municipality of Senta, which is 4.35% of the total population, of which

466 were women, which is 49.6% of the total unemployed according to the NES records. Regarding the educational structure of registered unemployed persons according to NES records, the number of unskilled persons is highest at 65.8% with 29.4% of registered unemployed persons with III and IV vocational degrees, while 4.8% of unemployed persons have higher education.

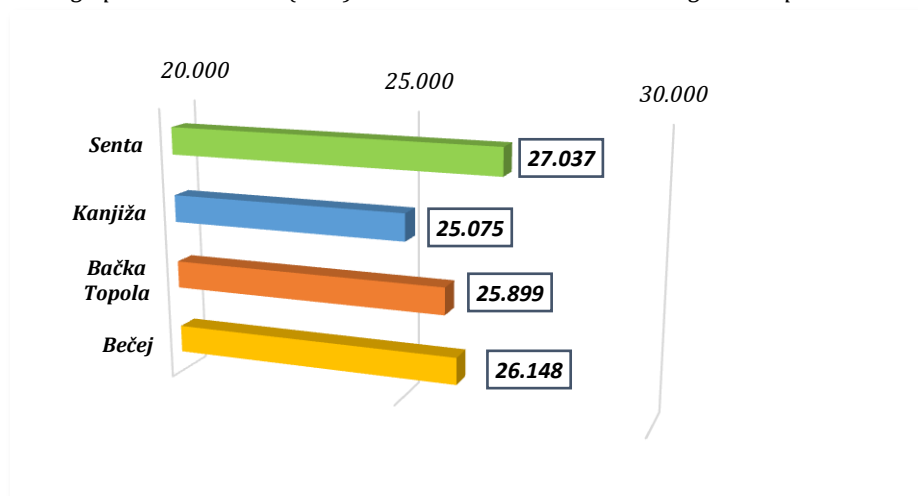
Earnings

According to the data of the Republic Bureau of Statistics, the municipality of Senta is in the 69th place of ranked municipalities and cities (out of a total of 175), according to the average net salary in 2018 (last available data), and belongs to the group of municipalities, that according to this indicator, fall in the group of municipalities with values between 80-100% in relation to the national average.

Average earnings without taxes and contributions, per employee (RSD) - in relation to the surrounding municipalities - 2020



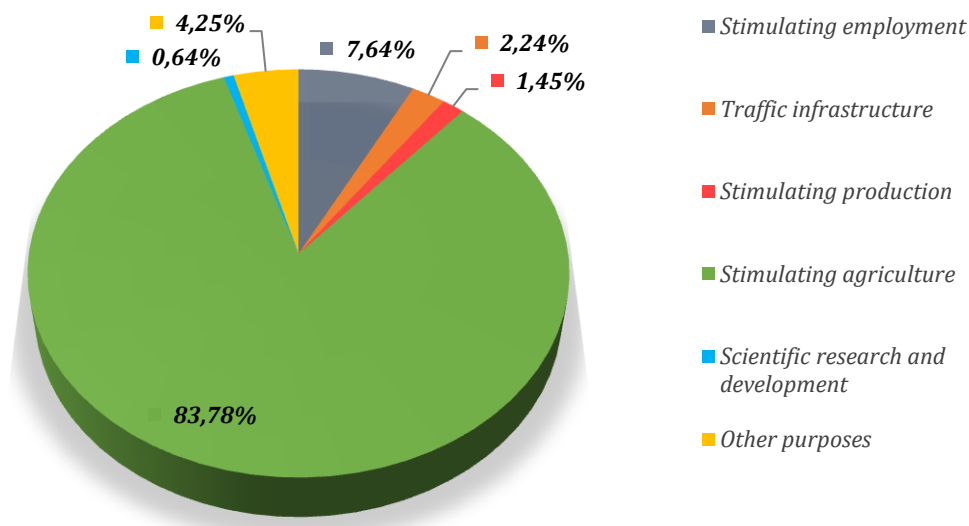
Average pension amount (RSD) - in relation to the surrounding municipalities - 2019



From the diagrams showing the data on earnings per employee without taxes and contributions (annual average) for 2020, it is clear that they are higher in the municipality of Senta than in all the observed municipalities (on average by about 5,000 RSD). Also, according to the presented data, the average pension amount in the municipality of Senta, although somewhat higher than all the observed municipalities, but as such is also at an approximate level with the said municipalities.

3.3.4. Incentives for regional development

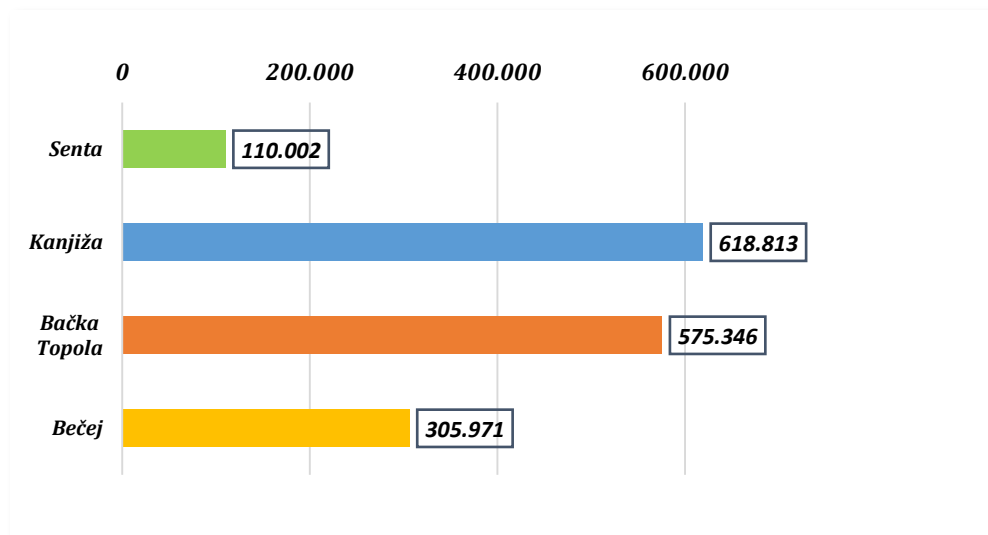
Total incentives for regional development by purpose,%
- municipality of Senta



In 2020, the municipality of Senta managed to attract incentives that are intended to encourage regional development funded by higher levels of government in the amount of over 110 million RSD. Of that amount, the most was achieved for incentives in agriculture (83.78%).

The following diagram shows that the municipality of Senta has received very low level of incentives in relation to the observed municipalities, and in the coming years it is necessary for the municipality of Senta to focus its activities on attracting incentives to catch up with the observed municipalities.

Total incentives for regional development in thousands (RSD) - in relation to municipalities in the region - 2020

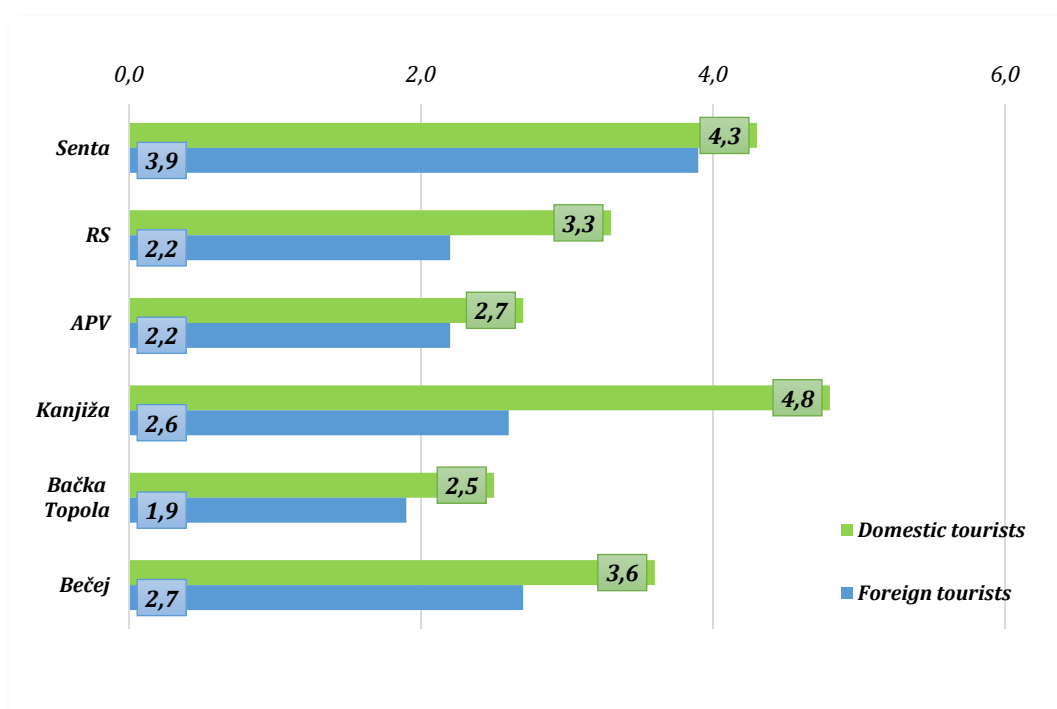


3.3.5. Tourism

Municipality Senta	2015	2016	2017	2018	2019
Total number of tourists	3.965	5.268	6.538	8.260	8.212
Number of domestic tourists	1.630	3.496	4.408	5.410	5.293
Number of foreign tourists	2.335	1.772	2.130	2.850	2.919
Number of tourists who stayed overnight in total	11.680	17.304	23.481	27.834	33.975
Number of domestic tourists who stayed overnight	4.552	12.767	18.238	20.404	22.501
Number of foreign tourists who stayed overnight	7.128	4.537	5.243	7.430	11.474

The following diagram shows the data of the Municipality of Senta for 2019 and compares it with the data of the following municipalities: Bečej, Kanjiža and Bačka Topola, as well as in relation to the provincial and national average.

The average number of tourist staying overnight in relation to the municipalities in the area and the national and provincial average - 2019

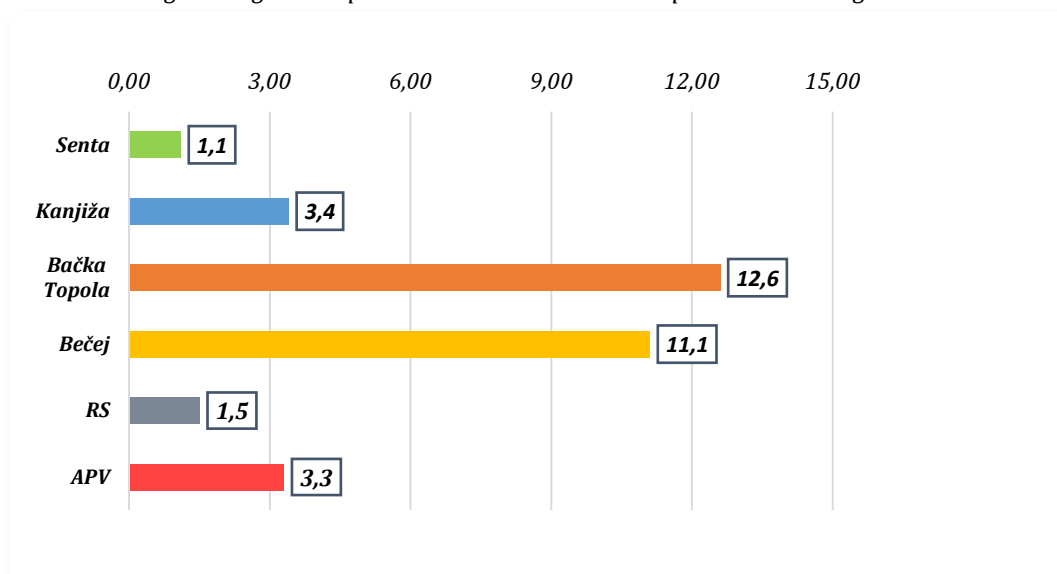


3.3.6. Agriculture

Municipality Senta	2012- Agricultural census	2018- Agricultural survey
<i>Number of agricultural holdings</i>	1,783	1,297
<i>Number of agricultural holdings per 1000 inhabitants</i>	77	56
<i>Number of agricultural holdings, as % of total number of households</i>	19.00	13.82
<i>Economic size of agricultural holdings, EUR</i>	28,417,445	-
<i>Economic size of agricultural holdings per farm, EUR</i>	15,938	-
<i>Used agricultural land, ha</i>	20,990	21,107
<i>Used agricultural land, as % of the total area of the municipality</i>	71.64	71.79

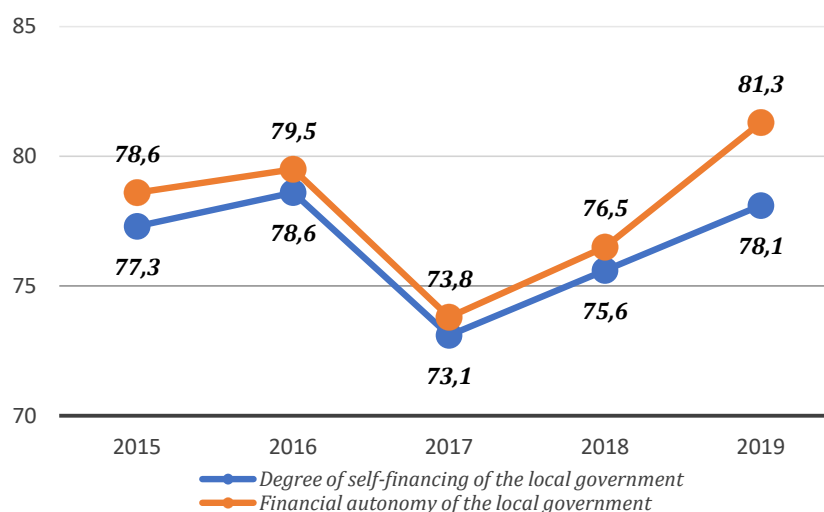
Although the municipality of Senta has a large number of agricultural holdings, over 70% of the area of the municipality is used agricultural land, the percentage of employees is significantly lower than the observed municipalities, and also slightly below the national and 3 times lower than the provincial average. As shown earlier, the largest number of employees in the municipality of Senta is in the processing industry.

Percentage of employees in agriculture in relation to total employment - in relation to neighboring municipalities and the national and provincial average - 2019



3.3.7. Financial indicators of the municipality

Degree of self-financing² and Financial autonomy³ of the local government (%) - municipality of Senta 2015-2019

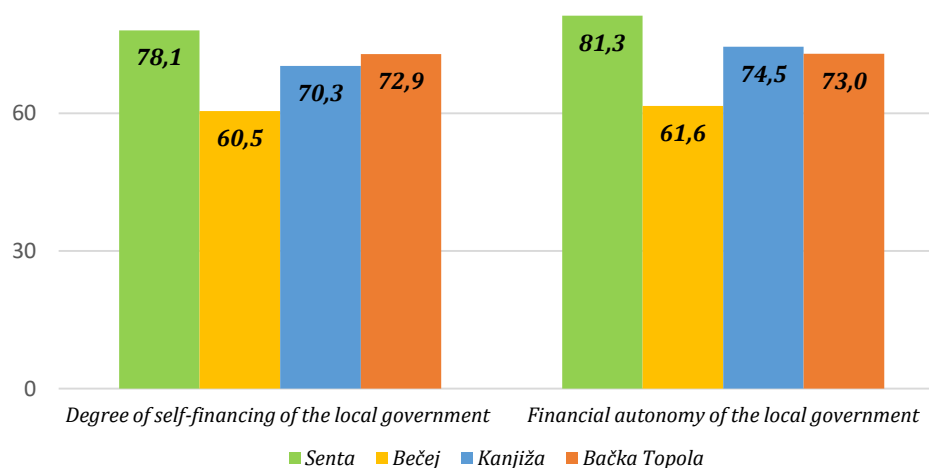


The degree of self-financing is an indicator that indicates the ability of the municipality to be financed from source and assigned revenues. The high value of this indicator indicates high financial independence and sustainability. The municipality of Senta has a degree of self-financing (78.1) in 2019 with a slight increase compared to the base year in the observed period.

Financial autonomy is an indicator of the municipality's ability to finance itself without transfers from other levels of government. The higher value of this indicator indicates less dependence of the municipality on the central government, i.e., greater sovereignty of the municipality in the redistribution of its revenue. The municipality of Senta has a percentage (81.3) in 2019 with an increase compared to the base year in the observed period.

The municipality of Senta in relation to the observed municipalities in 2019 has a higher value than all municipalities.

Degree of self-financing and financial autonomy of the local government (%) - in relation to municipalities in the area - 2019

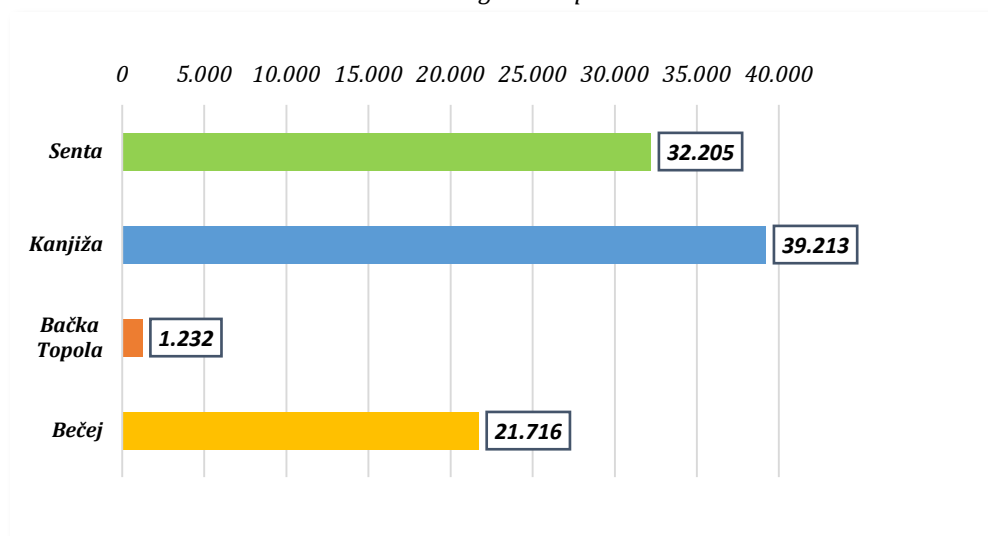


² It shows the relationship between source and assigned revenue on the one hand, and total revenue and income on the other

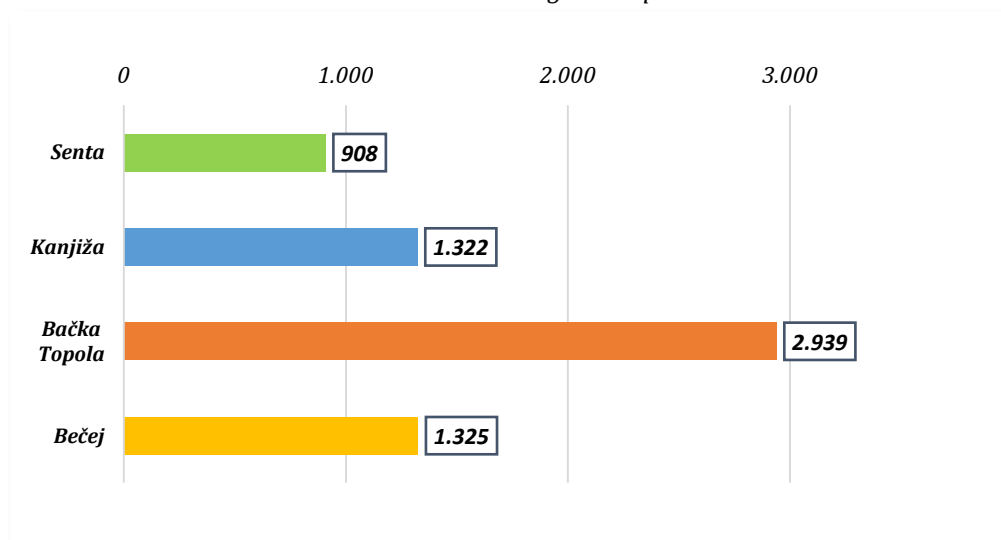
³ Indicator of the ability of LGUs to be financed without transfers from other levels of government, i.e., the ability of LGUs to be financed on the basis of source and assigned revenues, income from sale of non-financial assets and income from borrowing and sale of financial assets

The following diagrams show the revenues and expenditures of the municipality of Senta for 2019 and compare with the data of the following municipalities: Bečej, Kanjiža and Bačka Topola

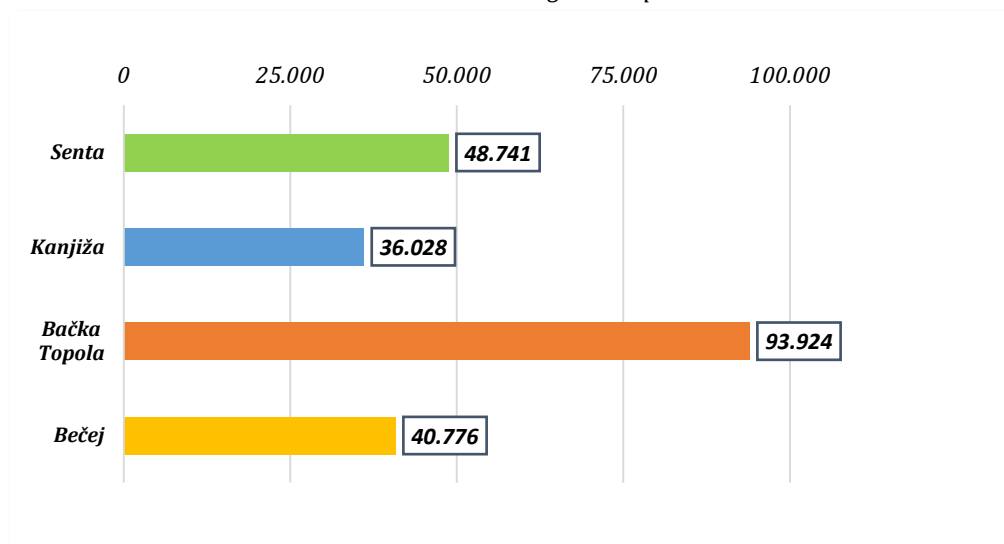
Revenues from donations in thousands of RSD in relation to the surrounding municipalities - 2019



Expenditures for social insurance and social protection per capita (RSD) in relation to the surrounding municipalities - 2019

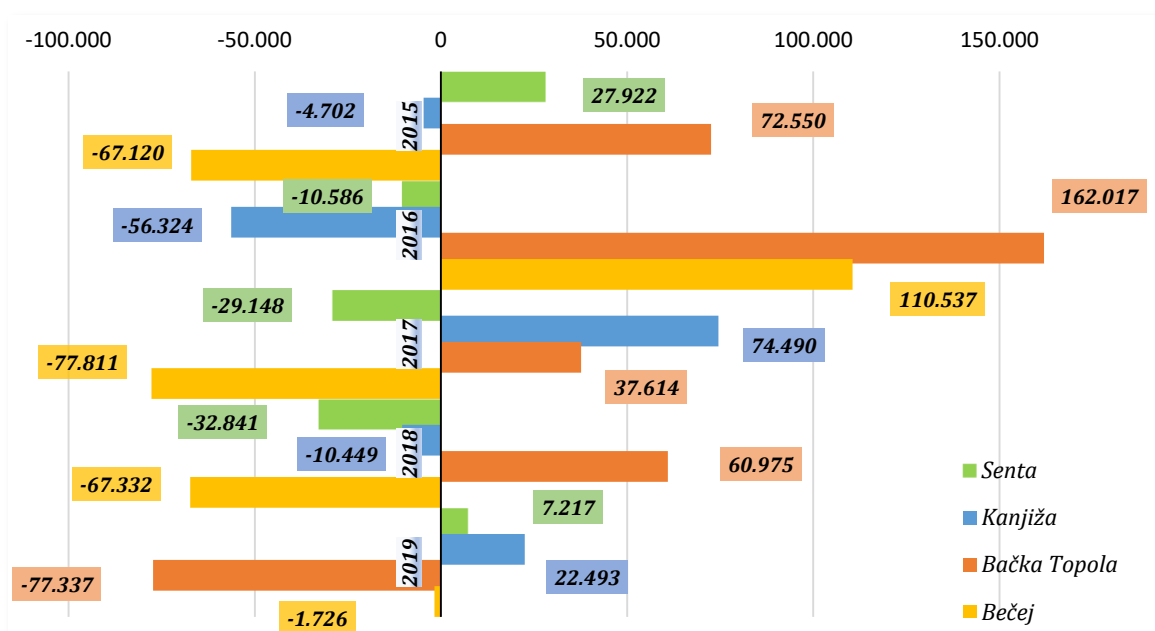


*Expenditures for grants to non-governmental organizations (in thousands of RSD)
in relation to the surrounding municipalities - 2019*



Other financial indicators

Budget surplus/deficit (in thousands of RSD) in relation to surrounding municipalities - 2015-2019



Budget surplus/deficit is an indicator that represents the difference between total revenue and income on the one hand and total expenditures and expenses on the other hand.

A positive value of the indicator indicates a surplus, while a negative one indicates a deficit of the municipal budget. It is desirable that the value be positive.

The municipality of Senta in 2019 has a surplus of slightly more than 7 million RSD, while in previous years in the observed period it had a deficit. The values of the budget surplus/deficit in the observed period are more or less at the approximate level as in the observed municipalities with which the comparison is made.

4. SWOT ANALYSIS BY SECTOR

During the process, thematic work groups conducted a SWOT analysis (Social Development and Quality of Life, and Local Economic Development), with the intention of defining responses to perceived strengths, weaknesses, opportunities and threats in the relevant segment of local community life.

After assessing the importance of individual characteristics, they identify possible priority goals (in response to the challenge) and measures that will improve the existing situation and lead to the achievement of priority goals.

4.1. SWOT analysis - social development and quality of life

<i>Strengths:</i>	Importance %	<i>Weaknesses</i>	Importance %
<i>Education</i>	34%	<i>Healthcare</i>	35%
<i>Sports</i>	32%	<i>Quality of the utility infrastructure</i>	16%
<i>Culture</i>	30%	<i>Green areas and public cleanliness</i>	12%
<i>Non-Governmental Organisation</i>	4%	<i>NGO (support)</i>	10%
		<i>Entertainment, free time</i>	10%
		<i>Rural communities</i>	7%
		<i>Youth</i>	5%
		<i>Environmental protection (air quality)</i>	5%
<i>Opportunities:</i>	Importance %	<i>Threats:</i>	Importance %
<i>Tender opportunities</i>	36%	<i>Politics</i>	48%
<i>Tourism</i>	24%	<i>Migration</i>	31%
<i>EU funds</i>	18%	<i>Economic downturn</i>	9%
<i>Development plans</i>	12%	<i>Passivity</i>	6%
<i>New (foreign) investors</i>	10%	<i>Aging</i>	6%

4.2. SWOT analysis- Local economic/economic development

<u>Strengths:</u>	Importance %	<u>Weaknesses</u>	Importance %
<i>Agriculture and production</i>	29%	<i>Lack of (skilled) labour, emigration</i>	45%
<i>Domestic and foreign investors (attract?)</i>	18%	<i>Poor administrative, legal environment: property law, cadastre,</i>	14%
<i>Customs, river transport</i>	13%	<i>Insufficient infrastructure</i>	11%
<i>Good, skilled workforce</i>	13%	<i>Unused tourist potential</i>	9%
<i>Local businesses</i>	11%	<i>Municipal subsidies (lack)</i>	9%
<i>Tourism</i>	11%	<i>Industrial zone (lack)</i>	5%
<i>Geographic location</i>	5%	<i>Communication, lack of cooperation</i>	5%
		<i>Low salaries</i>	2%
<u>Opportunities:</u>	Importance %	<u>Threats:</u>	Importance %
<i>Tourism (Tisa, thermal baths)</i>	38%	<i>Emigration, labour shortages, ruralisation</i>	46%
<i>Industrial park, new investments,</i>	21%	<i>Political exposure (e.g., reduction in the number of hospitals)</i>	13%
<i>Business support (incubator, IT nomads, small and medium enterprises, promotion of automation, reduction of taxes and contributions)</i>	15%	<i>Natural disasters ,war</i>	11%
<i>River transport (Tisa)</i>	13%	<i>Tax increases, poor legal environment, non-transparent procurement</i>	11%
<i>Better infrastructure</i>	8%	<i>Competitive (neighbouring) municipalities</i>	7%
<i>Stopping population decline</i>	5%	<i>Low wages</i>	4%
		<i>Lack of interest, lack of vision</i>	4%
		<i>Corruption</i>	2%
		<i>Inadequate education</i>	2%

5. VISION AND DEVELOPMENTAL DIRECTIONS OF THE MUNICIPALITY OF SENTA



5.1. Vision of the municipality of Senta

In 2030, we see the municipality of Senta as a developed centre of the Tisa region, which is a modern and safe environment with quality infrastructure. The economic environment is suitable for the operation and development of businesses with market-competitive incomes. Rich cultural life, quality healthcare, education, landscaped green areas, sports courts and specific programs make the municipality an attractive place to live with family. It has its own recognized tourist brands based on cultural and historical heritage, the Tisa and a healthy environment.



5.2. Developmental directions of the municipality of Senta

At the work meetings of the thematic work groups, as well as the workshops held, key local actors defined the vision of the development of the municipality, i.e., desired state in 2030.

The vision is the starting point in defining the positive change that is to be achieved.

As the municipality of Senta is characterized by an underdeveloped economy, thus a lack of jobs, uneven quality of life and unfinished utility services, there is a large outflow of population, developmental directions:

- 1) *Social development and quality of life*
- 2) *Local economic development*

are meant to produce changes which will, by eliminating current inadequacies, change the existing state.

It is important to emphasize that the priorities in the field of urban development, communal infrastructure and environmental protection are integrated within these two development directions.

In order to achieve this, nowadays, very challenging task, the local government plans to focus its activities on providing quality living conditions for its citizens on the principles of sustainable development and resource management. On the way to realise this vision, the municipality of Senta will activate its (not only natural) resources available in the area, and try to improve weaknesses such as e.g., insufficiently developed utility infrastructure and insufficiently supporting infrastructure for successful business management.

The defined vision meets the basic criteria, i.e., it is ambitious and inspiring, on the one hand, and measurable and achievable on the other. This vision is the result of common thinking of all those interested in improving the local community and opens the possibility for the local population to identify new opportunities to improve the quality of life and increase local income.

6. PRIORITY GOALS OF THE DEVELOPMENT PLAN OF THE MUNICIPALITY OF SENTA

6.1. Overview of priority goals by developmental directions

Developmental direction: 1. SOCIAL DEVELOPMENT AND QUALITY OF LIFE	PRIORITY GOALS within the developmental direction	
	KŽ 1	<i>Slow down negative demographic trends</i>
	KŽ 2	<i>Improve social dialogue, health services and citizen participation</i>
	KŽ 3	<i>Improve the quality of health and social services in the community</i>
	KŽ 4	<i>Improve the conditions for quality leisure time of young people</i>
	KŽ 5	<i>Continuous improvement of human and material preconditions for the work of educational institutions, systematic monitoring and adaptation to the needs of the local community</i>
	KŽ 6	<i>Enable access to sports to a larger number of citizens</i>
	KŽ 7	<i>Preserve and constantly improve the natural and built environment</i>
	KŽ 8	<i>Improve cooperation between the public and civil sectors with full transparency</i>
	KŽ 9	<i>Improve the quality of life in rural communities</i>
	KŽ 10	<i>Increasing energy efficiency and more efficient use of renewable energy sources in the municipality</i>

Developmental direction: 2. LOCAL ECONOMIC DEVELOPMENT	PRIORITY GOALS within the developmental direction	
	LER 1	<i>Creating preconditions for successful attraction of domestic and foreign investors</i>
	LER 2	<i>Continuous investment in quality workforce</i>
	LER 3	<i>Development of infrastructure that helps business growth</i>
	LER 4	<i>Creating a favourable business environment for the functioning of economic entities</i>
	LER 5	<i>Improving business conditions in agriculture</i>
	LER 6	<i>Better use of tourism potential through cultural, historical, wellness and rural development, and eco-tourism</i>

6.2. Measures for realisation of priority goals by development directions

The elaborated Priority goals contain measures where it is always possible to define a baseline indicator and an outcome indicator, which is usually done as part of medium-term planning.

The contribution of the Priority goals, the United Nations Sustainable Development Goals 2030 (COR UN 2030) and the linkages with EU priorities in the 2021-2027 budget period are addressed at the level of the Comprehensive Development Plan.

Elaborated level of MEASURES for achieving priority goals within the development direction: contains descriptions of specific projects, dynamics of implementation per year, estimated value and source of funds. responsibility for the implementation of measures (public company, institution, etc.)

Measures can be different in their type and manner of action, and the realization of the set goal requires the implementation of one or more measures, which can be mutually conditioned. The Law on the Planning System of the Republic of Serbia recognizes the following public policy measures:

- 1) regulatory**, which establish standards and rules governing relations in society;
- 2) incentives**, which include: fiscal measures (subsidies, taxes, etc.) and other financial and non-financial measures;
- 3) information-educational** (information and educational campaigns, etc.);
- 4) institutional management organizational** (formation of new and abolition of existing institutions, change of the organizational structure of certain entities, change of number and competencies of employees, etc.);
- 5) provision of goods and provision of services** by participants in the planning system, including public investments (capital and infrastructure projects, investments, etc.).

The Development Plan of the municipality of Senta envisages different types of measures for achieving certain priority goals, searching for the most expedient solutions.

DEVELOPMENTAL DIRECTION: 1. SOCIAL DEVELOPMENT AND QUALITY OF LIFE

	PRIORITY GOALS within the developmental direction	MEASURES for achieving priority goals within the development direction	 Holders of the implementation of measures and coordination of activities
KŽ 1	Slowing down negative demographic trends	<ol style="list-style-type: none"> 1) Provide support to young entrepreneurs through mentoring programs, dual education programs and other mechanisms 2) Introduce support and assistance programs for families and encourage birth rates 3) Improve and diversify communication between political entities/decision makers and citizens 4) Create a quality living environment and thus retain existing and attract young married couples 5) Invest in preconditions in education, opening vocational schools/school centre 6) Attracting large companies that will create new jobs for a highly skilled workforce with competitive salaries 	<ol style="list-style-type: none"> 1.- Business Incubator Senta, General Association of Independent Entrepreneurs Senta, Department of Economy and LED, RRA Panonreg, Director of the School of Economics and Trade 2.- Department of General Administration and Social Affairs 3.- Office of the President of the municipality 4.- Action Plan for Youth (work group) 5.- Member of the MC for education 6.- Member of the MC for economy
KŽ 2	Improve social dialogue, local government services and citizen participation	<ol style="list-style-type: none"> 1) Establish quality structures and procedures for adopting and monitoring the implementation of short-term and long-term development goals 2) Creating ecosystems for systematic management of development processes and projects of the municipality, with regular training for project preparation and implementation 3) Improving e-government and increasing the number of electronic services of local government, using successful practices from the modern development concept "SMART CITY" 4) Promote and support professional staff, motivated to work and develop the local environment 5) Professional training is available to all employees and appointed persons 6) Incorporate new channels and better communication with citizens into everyday practice, use participatory decision-making on priorities, provide feedback on the fate of the proposal 	<ol style="list-style-type: none"> 1.- Department of General Administration and Department of Economy and LED 2.- Establishment of a legal entity 3.- Department of General Administration, Department of IT Affairs and Outsourcing 4.-5.- Department of General Administration and Social Affairs 6.- Cabinet Mayor and PR Service (establish)
KŽ 3	Improve the quality of health and social services in the community	<ol style="list-style-type: none"> 1) Provide free preventive examinations to citizens 2) Provide conditions for continuous education of health workers, with special emphasis on employees working with clients 3) Continuously improve conditions and organization of work in the health system 4) Provide dental services in public health 5) Expand social services to the elderly: establish a home for the elderly 	<ol style="list-style-type: none"> 1.-2.- 3.-4. Senta Health Centre, Senta General Hospital 5.- Centre for Social Work, Caritas Senta Citizens' Association, Director of the Home for the Elderly
KŽ 4	Improve the conditions for quality leisure time of young people	<ol style="list-style-type: none"> 1) Involving more people in cultural life 2) Increase the number of events for children and youth and support 3) Increase the number of theatre performances for children and adults 4) Design and launch activities for children and young people such as an open-air disco, mobile cinema, children's playgrounds, swimming pools, etc. 	<ol style="list-style-type: none"> 1.- KOC Turzo Lajoš, Serbian Cultural Centre Stevan Sremac, Senta Hungarian Chamber Theatre 2.- Youth Council, Directors of Preschools and Primary Schools 3.- Serbian Cultural Centre Stevan Sremac, Senta Hungarian Chamber Theatre and Chamber theatre group "Miroslav Antic" Senta 4.- Member of the MC for sports and youth, member of the MC for tourism

KŽ 5	Continuous improvement of human and material preconditions for the work of educational institutions, systematic monitoring and adaptation to the needs of the local community	<ol style="list-style-type: none"> 1) Invest in the renovation of school buildings and equipment 2) Provide financial incentives for professional development of teachers 3) Organizing training for new project managers and learning foreign languages 4) Organizing IT training for adults 5) Development of dual education 	<ol style="list-style-type: none"> 11.- Member of the Education Board 2.- Directors of school institutions 3.-4.- Head of the Municipal Administration, Department of General Administration and Social Affairs 5.- Member of the Education Board, Directors of vocational schools
KŽ 6	Make sports accessible to more citizens	<ol style="list-style-type: none"> 1) Enrich the sports offer for recreational and senior citizens (outdoor sports, establishment of outdoor recreation areas, arranging the city beach 2) Promote school sports and basic sports 3) Establishment of a swimming academy 4) Increase support for sports clubs in a transparent way to improve work with youth 	<ol style="list-style-type: none"> 1.-2.-4.- Member of the MC for sports and youth, Sports Federation 3.- Member of the MC for tourism, Member of the MC for sports
KŽ 7	Preserve and constantly improve the natural and built environment	<ol style="list-style-type: none"> 1) Continuous afforestation and greening 2) Regular, systematic and professional maintenance of public areas 3) Increase % of selectively collected waste every year 4) Continuous investment in the use of renewable energy sources 5) Development of updated contingency plans, which will include measures of information, counselling, support to citizens in emergency and crisis situations such as pandemics, droughts or floods 	<ol style="list-style-type: none"> 1.- Member of the Municipal Committee for Communal Affairs Department for Construction and Communal Affairs 2.- PUC 3.- PUC and Regional Landfill 4.- Department for Economy and LED, Department for Construction and Communal Affairs 5.- Emergency Headquarters, Mayor
KŽ 8	Improve cooperation between public and civil sector with full transparency	<ol style="list-style-type: none"> 1) Joint (re)defining of regulations for financial and infrastructural support to CSO projects and programs 2) Continuous joint work on improving working conditions of CSOs and easier access to work premises 3) establishment of a support system of the local government to co-finance its own participation for CSOs in projects with donors outside the municipality 	<ol style="list-style-type: none"> 1.-2.-3.- Commission (to be appointed), Member of the Economic Council, Department of Economy and LED
KŽ 9	Improve the quality of life in rural communities	<ol style="list-style-type: none"> 1) Implement the process of "mini" strategic planning according to the principles of "LEADER / LAG" methodology and make a Local Action Plan (LAP) for each village 2) Through medium-term planning annually plan priorities from LAPs 	<ol style="list-style-type: none"> 1.-2.- Commission (to be appointed), Member of the MC for Economy, Department of Economy and LED
KŽ10	Increasing energy efficiency and more efficient use of renewable energy sources in the municipality	<ol style="list-style-type: none"> 1) Incentives to increase energy efficiency 2) Subsidies for the use of solar energy 3) Incentives to change solid fuels for alternative energy sources 4) Activities to raise awareness of the importance of energy efficiency, information and education on new technological achievements, support for green business 	<ol style="list-style-type: none"> 1.-2.-3.-4.- <p>Municipal council, based on the annual plan</p>

DEVELOPMENTAL DIRECTION: 2. LOCAL ECONOMIC DEVELOPMENT

	<i>PRIORITY GOALS within the developmental direction</i>	<i>MEASURES for achieving priority goals within the development direction</i>	<i> Holders of the implementation of measures and coordination of activities</i>
LER 1	<i>Creating preconditions for successfully attracting of domestic and foreign investors</i>	<ol style="list-style-type: none"> 1) <i>Organization of trainings for the preparation and implementation of projects</i> 2) <i>Raising the level of cooperation between local business entities, defining the annual cooperation action plan</i> 3) <i>Development of an industrial park with complete infrastructure and support programs for future investors</i> 4) <i>Proactive work on attracting domestic and foreign investors</i> 5) <i>Promoting Senta through representatives of already present international investors</i> 	<ol style="list-style-type: none"> 1.- Establishment of a legal entity 2.- Economic Council or Business Club 3.- Member of the Business Council 4. - 5.- Member of the Business Council and Business Club
LER 2	<i>Continuous investment in a quality workforce</i>	<ol style="list-style-type: none"> 1) <i>With the involvement of all stakeholders, under the coordination of the local government to adapt the training of skilled workers to the needs of the economy</i> 2) <i>Enable professional development and retraining of the workforce in cooperation with employers</i> 3) <i>Development of dual education, long term contracts to provide investments in technical and human capacities of school centres, through which they will be able to organize retraining for future investors</i> 	<ol style="list-style-type: none"> 1.-2.- Educational centre 3.- School institutions
LER 3	<i>Development of infrastructure promoting business growth</i>	<ol style="list-style-type: none"> 1) <i>Inclusion in railway traffic Kikinda - Senta - Subotica</i> 2) <i>Provide a quality connection to the highway</i> 3) <i>Build a bypass around the city for transit traffic for trucks</i> 4) <i>Establishment of the port/marina, port tourist and freight terminal on the Tisa</i> 5) <i>Construction and quality maintenance of roads, sidewalks and bike paths to business locations</i> 6) <i>Formation of a duty-free zone</i> 	<ol style="list-style-type: none"> 1.-6.- Member of the Municipal Council for Economy and the Department for Economy and LED 2.-3.-4.-5.- Member of the Municipal Council for Communal Affairs and the Department for Construction and Communal Affairs
LER 4	<i>Creating a favourable business environment for the functioning of economic entities</i>	<ol style="list-style-type: none"> 1) <i>Introduce communication channels that will ensure quality exchange of information between the business sector and local government, establish a municipal body that will deal with problems of economy and small businesses</i> 2) <i>In cooperation with interested parties redefine the necessary support of the local government in legal and administrative matters towards the business sector, strengthen information on competitions and decisions concerning the economy</i> 3) <i>Establish a body or appoint a contractor at the municipal level to support competition and encourage joint procurement and tenders of economic entities</i> 4) <i>Organize free training for businessmen on various topics to increase competitiveness</i> 5) <i>Establish an entrepreneurs club</i> 6) <i>Ensure the exchange of information on unused workspaces for more efficient and effective use of the same</i> 7) <i>Mentoring support and provision of workspaces for beginners in business</i> 8) <i>Launch of START-UP projects at the municipal level;</i> 9) <i>reduce those levies that the local government has an impact on</i> 	<ol style="list-style-type: none"> 1.- Businessmen's Club 2.- Establishment of a legal entity 3.- Appoint a working body for the development of LAP (Department of Construction and Communal Affairs and Department of Economy and LED) 4.-5.-6.-7.-8.-9. - Businessmen's Club, Member of the Municipal Council for Economy

LER 5	<p>Improving the conditions for doing business in agriculture</p>	<ol style="list-style-type: none"> 1) <i>Planned investment of local government in creating preconditions for irrigation</i> 2) <i>Development of a medium-term program to support agricultural farms, defining measures for: purchase of machinery, increase of livestock, support for women farmers, support cooperatives, crop insurance,</i> 3) <i>Joint (re)definition of channels and systems of cooperation between the local government and farmers' organization and content and manner of professional advisory support and professional development</i> 4) <i>Empower local producers through organization of fairs, festivals of local products and support for their appearance at similar events in the region, with possible joint branding</i> 5) <i>Creating preconditions and allocating infrastructurally equipped free plots for the formation of modern types of farms</i> 	<ol style="list-style-type: none"> 1.- Member of the municipal council for economy, and department of economy and LED 2.- Program for Agriculture 3.- Civil Society Gazdakör 4.- Civil Society Gazdakör, VATEBET, Tourist Organization Senta 5.- Primary school Turzo Lajoš, (reputable farms)
LER 6	<p>Better use of tourist potentials through orientations on the development of cultural-historical, wellness, rural, and eco-tourism</p>	<ol style="list-style-type: none"> 1) <i>Develop a special plan for the development of tourism in the municipality of Senta, which will address:</i> <ol style="list-style-type: none"> a. <i>Improving the tourist offer based on the cultural and historical heritage and branding the battle of Senta</i> b. <i>Touristic offer related to rural and eco- tourism</i> c. <i>Use the presence of thermal water to build wellness facilities - explore PPP constructions</i> d. <i>Status management process, improve the offer and promote the weekend settlement Čarda</i> e. <i>Development of event tourism</i> f. <i>Construction of additional facilities and promotion of the Eurovelo bicycle path</i> g. <i>Promotion of PPP in order to increase the volume and level of the tourist offer</i> 	<ol style="list-style-type: none"> 1.- Member of the municipal council for tourism and the Tourist Organization of Senta

7. RELATIONSHIP BETWEEN THE PRIORITY GOALS OF THE DEVELOPMENT PLAN OF THE MUNICIPALITY OF SENTA WITH THE GOALS OF SUSTAINABLE DEVELOPMENT OF THE UN AND EU PRIORITIES FOR THE PERIOD 2021-2027

7.1. UN sustainable development goals (Agenda 2030)

Developmental directions - 2022-2030 Development plan	Priority goals - 2022-2030 Development plan	Sustainable development goals
Developmental direction: 1. Social development and quality of life	KŽ 1 Slowing down negative demographic trends	8. Decent work and economic growth - 8.3. Promote development-oriented policies that support productive activities, job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including access to financial services 11. Sustainable cities and communities - 11.1 By 2030, ensure that all have access to adequate, safe and affordable housing and basic services, improve unconditional settlements
	KŽ 2 Improve social dialogue, local government services and citizen participation	16. Peace, justice and strong institutions - 16.6 Develop effective, accountable and transparent institutions at all levels 17 Partnership to the goals - 17.17 Support and promote effective public, public-private and civil society partnerships, built on experiences and resource-finding strategies for partnerships
	KŽ 3 Improve the quality of health and social services in the community	3 Good health - 3.8. Achieve universal coverage of health care, including protection against financial risk, availability of quality basic health services and availability of safe, effective, quality and cheap basic medicines and vaccines for all
	KŽ 4 Improve the conditions for quality leisure time of young people	4. Quality education - 4.7. By 2030, ensure that all students acquire the knowledge and skills needed to promote sustainable development, including through education on sustainable development and sustainable lifestyles, human rights, gender equality, as well as promoting a culture of peace and non-violence, global community and respect for culture. diversity and contribution of culture to sustainable development;
	KŽ 5 Continuous improvement of human and material preconditions for the work of educational institutions, systematic monitoring and adaptation to the needs of the local community	4. Quality education - 4.7. By 2030, ensure that all students acquire the knowledge and skills needed to promote sustainable development, including through education on sustainable development and sustainable lifestyles, human rights, gender equality, as well as promoting a culture of peace and non-violence, global community and respect for culture. diversity and contribution of culture to sustainable development;
	KŽ 6 Make sports accessible to more citizens	11. Sustainable cities and communities - 11.1 By 2030, ensure that all have access to safe, inclusive and accessible green and public areas, especially for women and children, the elderly and people with disabilities
	KŽ 7 Preserve and constantly improve the natural and built environment	12 Responsible consumption and production - 12.2. Achieve sustainable management and efficient use of natural resources by 2030
	KŽ 8 Improve cooperation between public and civil sector with full transparency	17 Partnership to the goals - 17.17 Support and promote effective public, public-private and civil society partnerships, built on experiences and resource-finding strategies for partnerships
	KŽ 9 Improve the quality of life in rural communities	11. Sustainable cities and communities - 11.1 By 2030, ensure that all have access to adequate, safe and affordable housing and basic services, improve unconditional settlements
	KŽ10 Increasing energy efficiency and more efficient use of renewable energy sources in the municipality	7. Available and renewable energy - 7.2. By 2030, significantly increase the share of renewable energy in the global energy mix

Developmental directions - 2022-2030 Development plan	Priority goals - 2022-2030 Development plan	Sustainable development goals
<i>Developmental direction: 2. Local economic development</i>	LER 1 Creating preconditions for successful attraction of domestic and foreign investors	8. Decent work and economic growth - 8.3. Promote development-oriented policies that support productive activities, job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including access to financial services 16. Peace, justice and strong institutions - 16.6 Develop effective, accountable and transparent institutions at all levels
	LER 2 Continuous investment in quality workforce	4. Quality education - 4.4. By 2030, significantly increase the number of young people and adults who have relevant skills, including technical and vocational, for employment, decent work and entrepreneurship
	LER 3 Development of infrastructure that helps business growth	9 Industry, innovation and infrastructure - 9.1. Develop quality, reliable, sustainable and resilient infrastructure, including regional and cross-border infrastructure, to support economic development and human well-being, with a focus on cheap and equal access for all 9.4. By 2030, improve infrastructure and adapt industries to become sustainable, with greater resource efficiency and greater adoption of clean and environmentally friendly technologies and industrial processes, with all countries acting in line with their respective capacities
	LER 4 Creating a favourable business environment for the functioning of economic entities	8. Decent work and economic growth - 8.2. Achieving higher levels of economic productivity through diversification, technological upgrading and innovation, including focusing on labour-intensive and highly profitable sectors 8.3. Promote development-oriented policies that support productive activities, job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including access to financial services
	LER 5 Improving business conditions in agriculture	2. A world without hunger - 2.3. By 2030, double agricultural productivity and income of small food producers, especially women, indigenous peoples, family farmers, livestock farmers and fishermen, through safe and equal access to land, other productive resources and data, knowledge, financial services, markets and opportunities to generate additional value, i.e., for employment outside of agriculture 2.4. By 2030, provide sustainable food production systems and implement sustainable agricultural practices to increase productivity and production, which help maintain ecosystems, strengthen capacity to adapt to climate change, extreme weather, droughts, floods and other disasters, and progressively improve the quality of land and soil
	LER 6 Better use of tourism potential through cultural, historical, wellness and rural development , and eco-tourism	8. Decent work and economic growth - 8.9. By 2030, design and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products

7.2. EU priorities for the period 2021-2027

Developmental directions - 2022-2030 Development plan	Priority goals - 2022-2030 Development plan	EU priorities for the 2021-2027 period
Developmental direction: 1. Social development and quality of life	KŽ 1 Slowing down negative demographic trends	A Europe closer to its citizens, by supporting local development strategies and sustainable urban development across the EU
	KŽ 2 Improve social dialogue, local government services and citizen participation	A more social Europe, reaching the EU's social rights pillar and supporting quality employment, education, skills, social inclusion and equal access to health care
	KŽ 3 Improve the quality of health and social services in the community	
	KŽ 4 Improve the conditions for quality leisure time of young people	
	KŽ 5 Continuous improvement of human and material preconditions for the work of educational institutions, systematic monitoring and adaptation to the needs of the local community	A smarter Europe through innovation, digitalisation, economic transformation and support for small and medium-sized enterprises
	KŽ 6 Make sports accessible to more citizens	A more social Europe, reaching the EU's social rights pillar and supporting quality employment, education, skills, social inclusion and equal access to health care
	KŽ 7 Preserve and constantly improve the natural and built environment	A greener, carbon-free Europe, implementing the Paris Agreement and investing in energy transition, renewables and the fight against climate change
	KŽ 8 Improve cooperation between public and civil sector with full transparency	A Europe closer to its citizens, by supporting local development strategies and sustainable urban development across the EU
	KŽ 9 Improve the quality of life in rural communities	A more social Europe, reaching the EU's social rights pillar and supporting quality employment, education, skills, social inclusion and equal access to health care
	KŽ10 Increasing energy efficiency and more efficient use of renewable energy sources in the municipality	A greener, carbon-free Europe, implementing the Paris Agreement and investing in energy transition, renewables and the fight against climate change
Developmental direction: 2. Local economic development	LER 1 Creating preconditions for successful attraction of domestic and foreign investors	A smarter Europe through innovation, digitalisation, economic transformation and support for small and medium-sized enterprises
	LER 2 Continuous investment in quality workforce	A more social Europe, reaching the EU's social rights pillar and supporting quality employment, education, skills, social inclusion and equal access to health care
	LER 3 Development of infrastructure that helps business growth	A smarter Europe through innovation, digitalisation, economic transformation and support for small and medium-sized enterprises
	LER 4 Creating a favourable business environment for the functioning of economic entities	
	LER 5 Improving business conditions in agriculture	
	LER 6 Better use of tourism potential through cultural, historical, wellness and rural development, and eco-tourism	

8. PRIORITIES AND INVESTMENTS OF SIGNIFICANCE FOR THE MUNICIPALITY OF SENTA, WHICH ARE NOT THE RESPONSIBILITY OF LOCAL GOVERNMENT, OR THEY ARE, BUT PREDOMINANTLY REQUIRE CO-FINANCING

8.1 Projects of importance, and under the jurisdiction of local government, which predominantly require co-financing

Priority area	Projects of importance, and under the jurisdiction of local government, which predominantly require co-financing	Potential co-financing partners	Possible way of co-financing - through a project (PROJECT) - public private partnership PPP
Development of the healthcare infrastructure	<i>Renovation of the building of the Health Centre on Tornjoški put</i>	Government of APV - Secretariat for Energy and Secretariat for Health	PROJECT
	<i>Renovation of the building of the Health Centre in rural settlements</i>	Government of APV - Secretariat for Energy and Secretariat for Health	PROJECT
Development of missing utility infrastructure	<i>Asphalting of local roads and streets in populated areas</i>	Capital Investment Administration	PROJECT
	<i>Completion of the construction of the sewerage network -</i>	Government of APV - Secretariat for Agriculture EU IPA/IPARD funds bilateral foreign donors	PROJECT
	<i>Renovation of the water supply network</i>	Bilateral foreign donors	PROJECT
	<i>Construction of the water factory</i>	Government of APV Bilateral foreign donors	PROJECT
	<i>Renovation of the hot water network</i>	Department of Energy	PROJECT PPP
	<i>Renovation of the public lighting system</i>	EU GBI Bilateral foreign donors Government of APV - Department of Energy	PROJECT PPP
Development of rural settlements	<i>- Construction of a local road - Bogaraš - Totovo village</i>	Government of APV - Secretariat for Agriculture EU IPA/IPARD funds bilateral foreign donors	PROJECT
	<i>Reconstruction of wells and water supply network</i>	Government of APV	PROJECT

Renovation of the People's Garden	<i>Construction of a swimming, rowing and water polo academy</i>	bilateral foreign donors	PROJECT
	<i>Equipping a thermal well and building a Wellness Centre - PPP</i>	Private stakeholders	PPP PROJECT
Renovation of educational infrastructure	<i>Renovation of the building of the Stevan Sremac Elementary School</i>	Public Investment Office Government of APV	PROJECT
	<i>Construction of a dormitory for students</i>	Government of APV	PROJECT
Development of tourist infrastructure	<i>Renovation of the monument to the Battle of Senta</i>	bilateral foreign donors	PROJECT
	<i>Construction of a bicycle path on the dolma</i>	EU IPA CBC and/or IPARD funds	PROJECT
Renovation of other public facilities	<i>Renovation of the building of the Stevan Sremac Elementary School</i>	Government of APV EU IPA CBC funds bilateral foreign donors	PROJECT
Restoration of the historic core of the city	<i>Renovation of the central square and surrounding streets</i>	Public Investment Office Government of APV	PROJECT
	<i>Renovation of the town hall</i>	Public Investment Office Government of APV	PROJECT
	<i>Renovation and conversion of the former court building with cultural facilities</i>	Public Investment Office Government of APV bilateral foreign donors	PROJECT
Capital environmental projects	<i>Rehabilitation and revitalization of the former landfills</i>	Government of APV – Secretariat EU IPA/IPARD funds	PROJECT
	<i>Removal of illegal landfills</i>	Government of APV – Secretariat EU IPA/IPARD funds	PROJECT
	<i>Reforestation and construction of windbreaks</i>	Government of APV – Secretariat EU IPA/IPARD funds	PROJECT

8.2. Priorities and investments of importance for the municipality of Senta that are not within the jurisdiction of the local government

Priority area	Projects of importance for the Municipality of Senta, which are not under the jurisdiction of the local government and require the engagement of several relevant institutions	Potential co-financing partners	Possible way of co-financing - through the program (PROGRAM) - through the project (PROJECT) - public private partnership PPP
Development of the healthcare infrastructure	<i>Renovation of the General Hospital in Senta</i>	Public Investment Office Government of APV Ministry of health	PROGRAM PROJECT
Development of rural settlements	<i>Gasification of rural settlements</i>	Srbijagas JSC	PROGRAM
	<i>Renovation of the road Kevi-Tornjoš</i>	EU IPA/IPARD funds	PROGRAM PROJECT
Renovation of the complex of the former barracks	<i>Construction of a new building of the Basic Court in Senta</i>	Ministry of Justice	PROJECT
	<i>Construction of a Home for the elderly</i>	Public Investment Office Government of APV	PROJECT PPP
	<i>Completion of the renovation of the building for the Historical Archive</i>	Capital Investment Administration Public Investment Office Government of APV	PROJECT
Connecting Senta into the regional infrastructure	<i>Construction of a bypass around Senta</i>	Relevant Ministry Roads of Serbia JSC	PROGRAM PROJECT
	<i>Construction of the Senta-Subotica road</i>	Relevant Ministry Roads of Serbia JSC	PROGRAM PROJECT
	<i>Reconstruction of the railway from the port station</i>	Relevant Ministry Serbian Railways JSC	PROGRAM PROJECT
Development of tourist infrastructure	<i>Construction of a river tourism port</i>	Relevant Ministry Government of APV EU IPA/IPARD funds Bilateral foreign donors	PROGRAM PROJECT
Renovation of other public facilities	<i>Renovation of the building of the Centre for Social Work</i>	Government of APV - Secretariat for Energy	PROJECT
	<i>Renovation of the railway and bus station</i>	Serbian Railways JSC	PROGRAM PROJECT
Development of infrastructure for agriculture	<i>Construction of the accumulation lake Zagorica</i>	Government of APV Secretariat for Agriculture	PROJECT
	<i>Rehabilitation and extension of the canal network for irrigation</i>	Government of APV Secretariat for Agriculture	PROGRAM PROJECT

9. FRAMEWORK FOR IMPLEMENTATION, MONITORING OF IMPLEMENTATION, REPORTING AND EVALUATION OF THE DEVELOPMENT PLAN OF THE MUNICIPALITY OF SENTA

The process of implementing the Development Plan must be clearly defined. Key actors need to be aware of their roles and responsibilities.

In order to successfully implement each phase of the Development Plan, the implementation process in addition to management activities must include activities to monitor the implementation of individual measures, as well as analysis of the effectiveness and efficiency of the implemented. The management system includes processes of planning, organization, selection of people, coordination, management and control, including the engagement of human, financial, technological and natural resources.

The strategic planning process is a dynamic process and the final documents are viewed as dynamic or changing tools. In this context, the entire planning process is defined as a three year cycle of analysis - planning - programming - implementation - realization - monitoring - evaluation - re-analysis, etc. The process is completely reviewed every 3 years.

The need for precise monitoring of the implementation is dictated by the forthcoming obligation to draft a medium-term local government Development Plan, which is also a very precise action plan for achieving the planned priority goals, through the implementation of the planned measures.

The medium-term plan is a document, which will contain, in one place, in the form of an action plan, all measures, programs and projects implemented in the year and planned in the municipal Development Plan or in lower, specialized strategic documents or action plans.

The precise elaboration of planned measures in the Development Plan, in the form of an action plan, for their implementation, is prepared by the appointed holders of the measures in question entitled "Holders of measures and coordination of activities" in the part where individual developmental directions are described in the table PRIORITY GOAL - MEASURES for the implementation of priority goals - the HOLDERS of the implementation of measures and coordination of activities.

The detailed (annual) elaboration of steps for the implementation of a certain measure from the Development Plan by the Holder of the measure is done within the process of drafting the medium-term Plan, and it is repeated every year.

The medium-term plan is prepared every 3 years and is updated every year, in such a way that in parallel with the reporting on the implementation of the current, i.e. previous (just passed) year, measures and an action plan for the year ahead (the remaining two years) are added. In this way, the local government and its executive bodies will always have a precise action plan for the implementation of the defined strategic priorities for the next three years. In this way, the medium-term plan becomes a very important unavoidable document when compiling the annual budget of the local government.

The implementation of the local community Development Plan is based on the implementation of the medium-term plan, good organizational structure and engagement of interested participants. The implementation process of the local community Development Plan has been incorporated and uses the existing structure in local administrations.

The municipality of Senta will be responsible for monitoring the implementation of the Development Plan. The municipality of Senta will monitor and evaluate the implementation of the adopted Development Plan of the municipality of Senta for the period 2022-2030, practically continuously and annually, and prepare reports on the results of this process, which will be published within the proposed frameworks and deadlines.

The process of monitoring and evaluating the implementation of the adopted Development Plan consists of three consecutive activities::

- Monitoring of current activities on the implementation of measures envisaged by strategic documents
- Evaluation of the success of implemented measures and impact on the target problem
- Reporting on results and formulating recommendations for improving work

Responsible bodies for the implementation of these activities are: municipal administration, the team for the implementation of the Development Plan of the municipality of Senta 2022 - 2030, Municipal Council.

The team for the implementation of the Development Plan is appointed by a decision of the Mayor, and consists of representatives of the most important local organizations and institutions, as well as representatives of the economy and the non-governmental sector. The Development Plan implementation team meets at least once a year in the process of evaluating the achieved results, or several times if needed, based on the decision of the Mayor and its rules of procedure.

Monitoring the implementation of measures defined by the Development Plan is a system of collecting and processing data related to the implementation of individual activities within each of the measures. The purpose of data collection and processing is to compare the achieved results within each of the measures, in relation to the planned ones. Monitoring is done continuously, using defined forms and databases that need to be updated in accordance with available official statistics. It is especially important to take care of a clear definition of roles and responsibilities in the data collection, where this work will be defined as a systemic activity, and not as a one-time task.

Evaluation of the implementation of measures begins with the activities of processing previously collected data, the Development Plan Implementation Team presents them to the mayor and the municipal council, after which the process of evaluating the effects is approached, i.e. measurements of achieved indicators. The achieved results within each measure are presented by indicators, quantitatively, i.e., qualitatively. Control evaluation is performed after 3 years, and the final evaluation after the end of the planning period when the evaluation of the implementation of the Development Plan as a whole is performed. If so determined, the municipality may entrust the evaluation process to an external organization that has the necessary references for the job. The results of the evaluation are submitted to the President of the municipality and the Municipal Council.

Reporting is an activity that is carried out after the completion of monitoring and evaluation activities, and includes the preparation of an annual report on the implementation of the Development Plan of the municipality of Senta, within the procedure prescribed for drafting a report on the implementation of the medium-term plan.

The Municipality of Senta, as the obligor of medium-term planning, is obliged to monitor and analyze the progress in achieving the goals of the medium-term plan and the results of implemented measures and activities, by 15th March of the current year, prepares an annual report on the implementation of the medium-term plan and an annual report on the impact of the program budget for the previous fiscal year.

In addition to the annual report, the Municipal Council, at the end of every third calendar year since the adoption of the Development Plan, determines the draft report on the effects of the Development Plan, which is submitted to the municipal assembly for adoption, no later than six months.

The annual report on the implementation of the municipal Development Plan and the report on the effects of the implementation are published on the website of the municipality, no later than 15 days from the day of adoption.

After the adoption of the report on the effects, the municipal council and the municipal assembly can determine the need to conduct a revision of the Development Plan, on the basis of which the drafting of amendments to the Development Plan is prepared. The Development Plan of the municipality is changed and supplemented in the procedure prescribed for its adoption.

Bearing in mind that monitoring, evaluation of implementation and reporting, and even the revision of strategic documents require significantly greater human and technical resources than has been usual for activities related to the Development Plan, the municipality of Senta will consider the most adequate solutions and direct, or contract, additional capacities for the quality realization of these works.