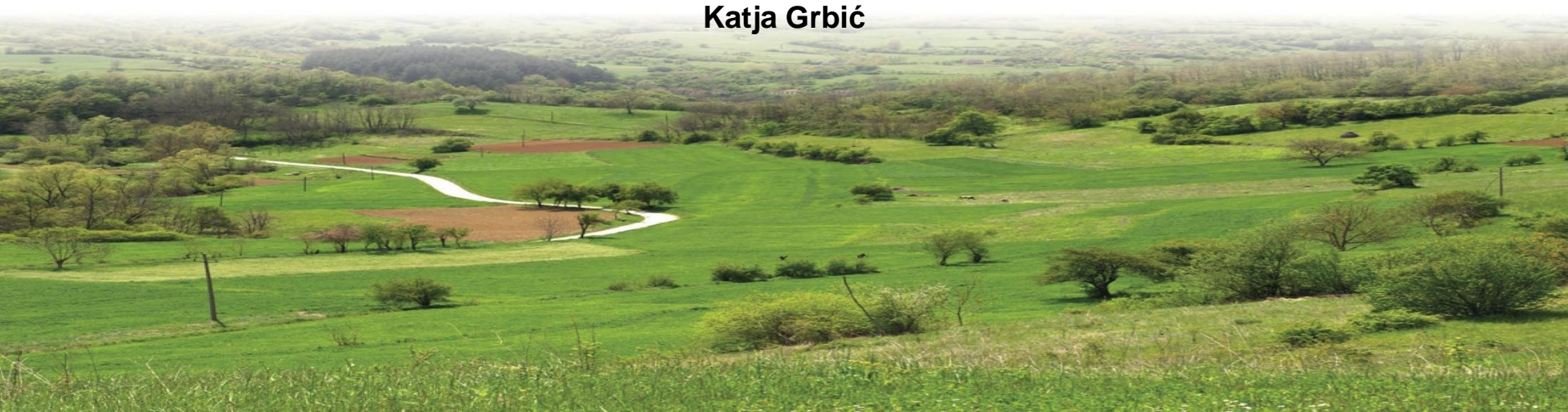




## Strengthening Municipal Land Management in Serbia

# The Impact of the Agricultural Land Management Information System on the Work of Local Self-Government Units and Directorate for Agricultural Land

Katja Grbić





## Case Study of Directorate for Agricultural Land, Republic of Serbia

- **Impact Study Approach and Methodology**
- **Implementation of the New System**
- **Key to Success**
- **Impact of the Agricultural Land Management Information System**
- **Recommendations**



## Impact Study Approach and Methodology

Data collection was based on a triangulation of methods involving:

- a. document analysis,
- b. semi-structured individual interviews (13 municipalities, DAL, RGA, vendors)
- c. online questionnaire sent to all 145 Local Self-Government Units (106 LSG responded)



## Implementation of the New System

### German Development Cooperation (GIZ) Project “Strengthening Municipal Land Management in Serbia”

- first phase of the project (2013-2015)- IT System was developed, and tested on pilot municipalities (financed by the EU, the German Government and the Ministry of Agriculture, Forestry and Water Management of the Republic of Serbia)
- second phase (2016-2018) - further IT System development and nationwide implementation (145 cities and municipalities) within Serbian-German Cooperation

2016: pilot municipalities

2017: 17 municipalities in the System (approx. 158,000 ha of SOAL)

2018: 120 municipalities in the System (approx. 700,000 ha of SOAL)

**In total 900,000 ha SOAL in Serbia**



## Impact of the Agricultural Land Management Information System

- Impact 1. Improved efficiency
- Impact 2. Improved quality of product
- Impact 3. Improved customer service
- Impact 4. Improved Communications b/w DAL/LSG/Citizens



## IMPACT (I)

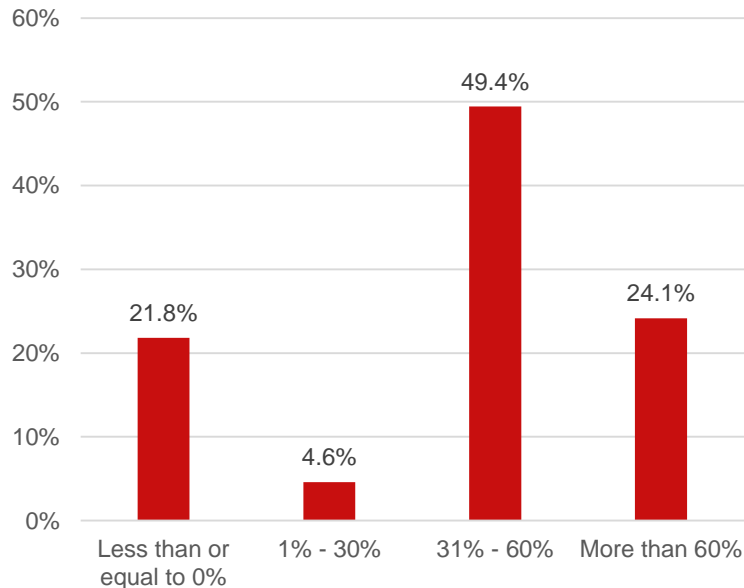
**Improved efficiency:** After only one year, there are already measurable efficiencies and savings of resources

- Significant reductions of **man-hours**, **paperwork**, **printing**, and **postal expenses** reported
- Resources freed up to focus on other priorities



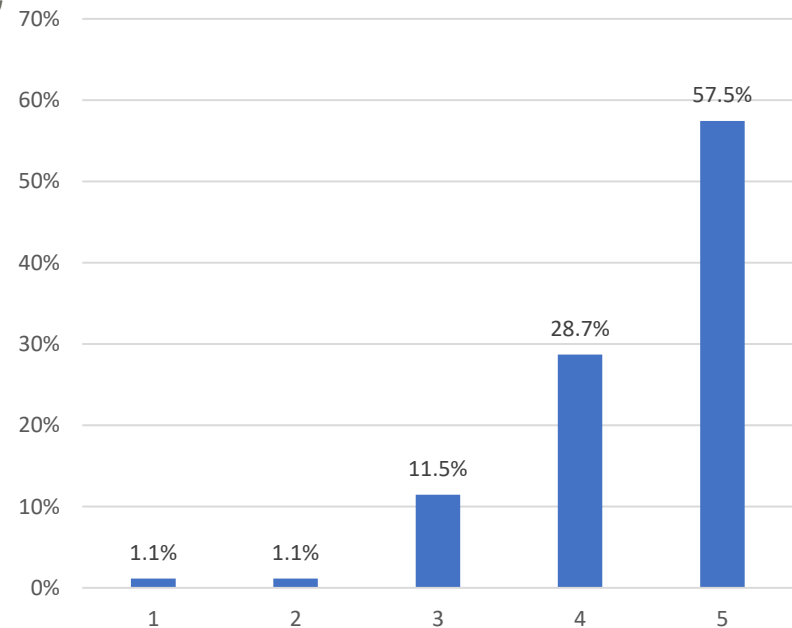
## IMPACT (I)

Zrenjanin: *“We are getting our contracts and decisions done in one to two days, and that is the area where we benefited a great deal. That is also the reason why we decided to start with the system last year.”*



### Time AP

**78 %** surveyed municipalities reported a reduction in the time required to create AP, **75%** reduction in time to create contracts



### Paperwork

**86 %** surveyed municipalities thinks that system opens possibilities for reduction in paperwork



## IMPACT (II)

**Improved quality:** After only one year, there are already measurable improvements in quality of products from the new IT system, and we can expect further improvements in coming years

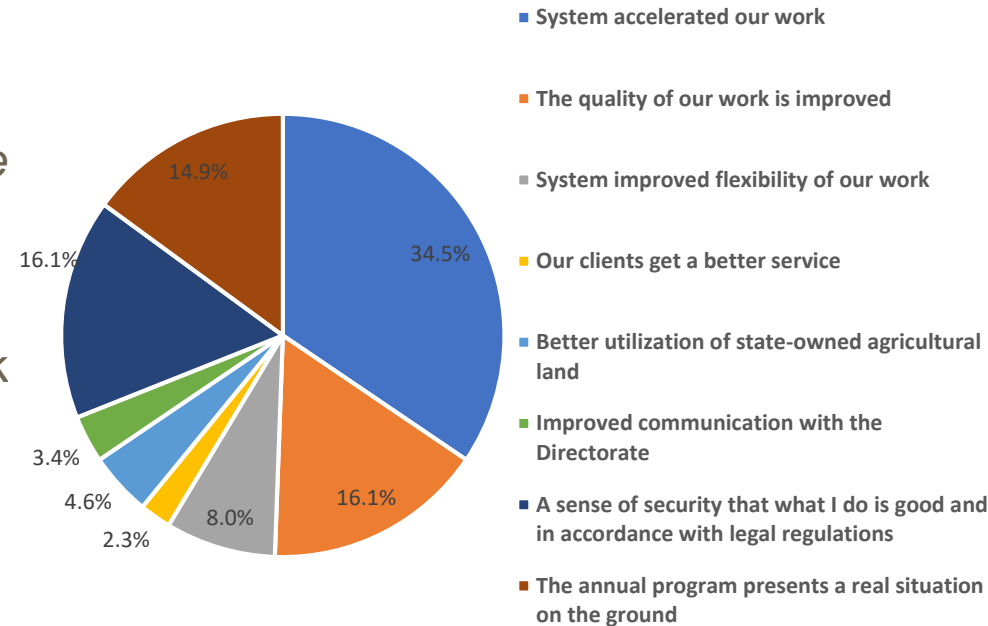
- Significant **reductions of errors, greater accuracy of parcel data, better lease offers, improvement of job satisfaction** and **improvements in transparency and accountability** reported
- IT system forces a review of every parcel, making the product “cleaner” and more accurate each year





## IMPACT (II)

- **Niš:** “Errors, almost, do not exist any more, and every data that is entered is checked two times, by municipalities and by DAL. Our commission is delighted, because the chances to make mistakes are reduced.”
- 80 % of surveyed municipalities think that the system improved the control of the use of agricultural land
- 92 % of surveyed municipalities think the new IT system has already delivered better quality of AP.
- A staggering 94 % of surveyed municipalities think that system improved their sense of security in the quality of their own work.



**What is the biggest contribution of the IT system?**



## IMPACT (III)

**Improved customer service:** Though most benefits have not yet reached customers, there is evidence that customer service will be enhanced

- Municipalities anticipate significant gains in **transparency in the leasing process, better and clearer overviews of available land, easier and shorter leasing processes, open data**
- Open data SOAL web application and national geo-portal Geosrbija



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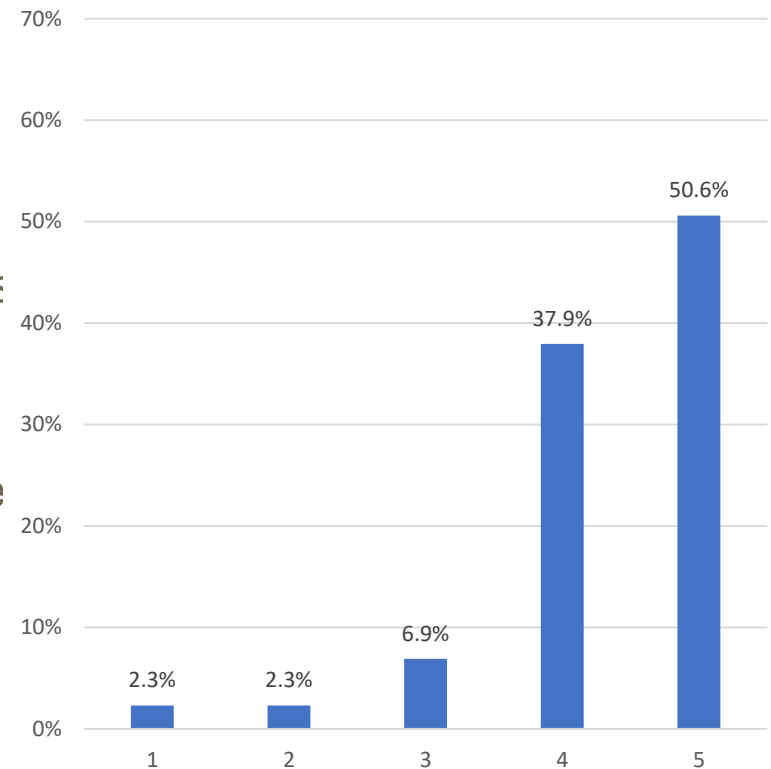
## IMPACT (III)



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- **Knjaževac:** “Application improved the communication with users, they now have a better overview, they see parcels in public bidding group. That is very important because of the situation in the field, our public bidding groups can have up to one hundred parcels that are small and scattered. Now everything is clearly visible on the screen.”
- 78 % surveyed municipalities think the IT system improved the time in which lessees are getting their contracts
- 85 % surveyed municipalities recognized that the system provides a better presentation of the parcels available for leasing
- **Bač:** “Everything is transparent and there are no more stories around the city that someone hid thousands of hectares of state land.”



**How would you rate the impact of the IT system on transparency?**



## IMPACT (IV)

### **Improved communications:**

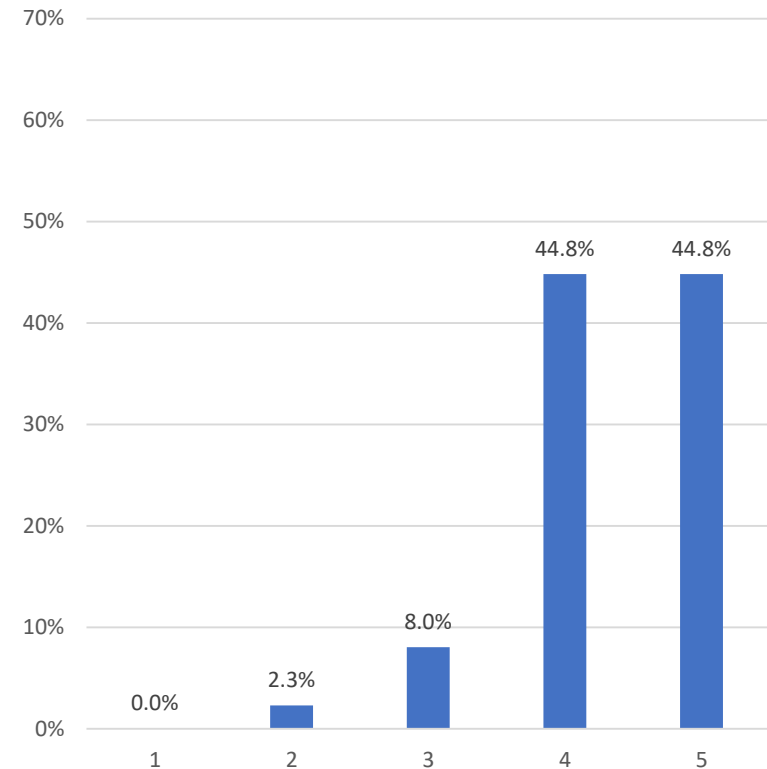
Communications among DAL, municipalities, and clients is easier and clearer, bringing benefits today and making sustainability and improvement in the future more likely

- Electronic communication, and transfers and approval of documents, are quicker and clearer
- Greater trust is generated between parties by the transparency and accountability built into the IT system



## IMPACT (IV)

- **Kovačica:** *“Cooperation is much easier, because now all of us (municipality and DAL) look at the same decision, the same document and data, and we know what we are talking about. Communication is more accurate, precise.”*
- **Srbobran:** *“I have the feeling that we are in the same office (with DAL).”*



**How would you rate the impact of the IT system on communications with DAL?**



# Recommendations

To maximize impact going forward



1. Create a long-term IT strategy
2. Maintain sustainable data exchange with the Republic Geodetic Authority
3. New systematization of IT job positions in DAL
4. Further streamlining of the processes
5. Establish easily accessible training system (DAL and LSGs)
6. Further improve Gov CX (citizen experience)
7. Further work toward paperless and e-government



# Thank you for your attention!

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**Strengthening Municipal Land Management in  
Serbia**

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