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inter
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Natural Resource Management
Rural Economy
Local Governance and Civil Society

Annual report May 2003 - August 2004



Municipal Development Project in Bosnia & Herzegovina

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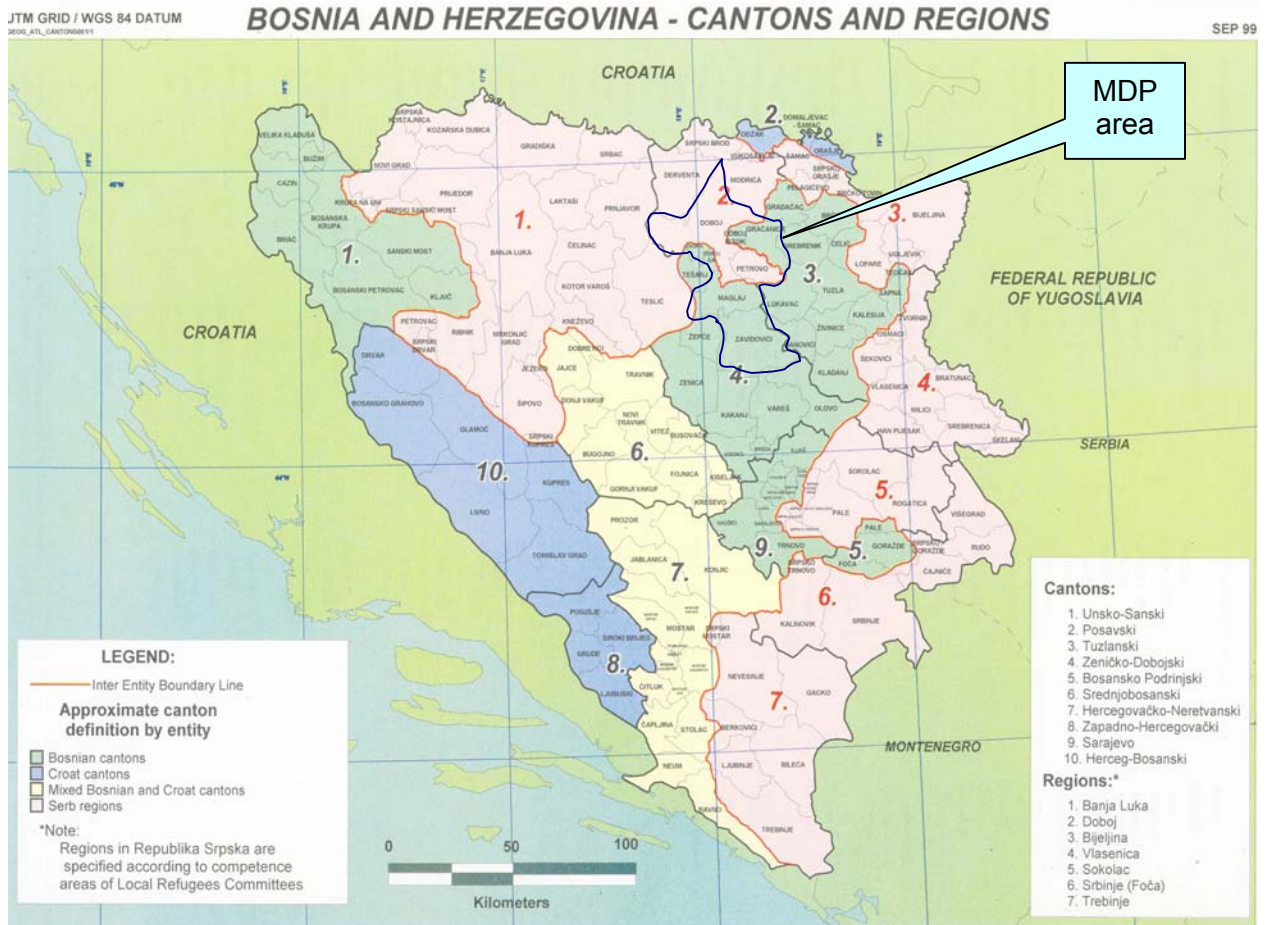
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Abbreviations

BiH	Bosnia and Herzegovina
CCI	Centre for Civic Initiatives, Banja Luka
CHF	Community-Habitat-Finance (funded by USAID)
COOF	SDC Coordination Office
CRS	Catholic Relief Service
CSA	Civil Society Assessment
EDA	Enterprise Development Agency, Banja Luka
FBiH	Federation of Bosnia and Herzegovina
GDP	Gross Domestic Product
IC	Intercooperation
LFA	Logical Framework Approach
M1	MDP pilot municipalities (Doboj, Doboj-Istok and Maglaj)
M2	New municipalities included in the Sub-phase II (Usora, Doboj-Jug and Petrovo)
MAG	Municipal Advisory Group
MDP	Municipal Development Project in Doboj Region
MDP-O	Municipal Development Project Office
MDT	Municipal Development Team
MP	Municipal Project
MSWM	Municipal Solid Waste Management
MZ	“Mjesna Zajednica” (Local community = village part respectively town quarter of a municipality)
NGO	Non-governmental organisation
OHR	Office of the High Representative
OSCE	Organization for Security and Cooperation in Europe
OSF	Open Society Fund Bosnia and Herzegovina
PAR	Public Administration Reform
PR	Public Relation
QSP	Quick Start Project
RS	Republika Srpska
SC	Steering Committee
SDC	Swiss Agency for Development and Cooperation
Seco	State Secretariat for Economic Affairs
SEREC	Swiss Association for support to Regions and Municipalities
TALDI	Tuzla Agency for Local Development Initiative
UNDP	United Nations Development Program
YPO	Yearly Plan of Operation

Project Area



Project Data

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Implementing Agency	INTERCOOPERATION Swiss Organisation for Development and Cooperation Maulbeerstrasse 10 P.O. Box 6724 CH-3001 Bern Programme Officer: Pascal Arnold T +41 31 382 08 61 F +41 31 382 36 05 info@intercooperation.ch www.intercooperation.ch
SDC Project Number	7F-01567.01
Project partners	During the sub-Phase I (May 2004-August 2004) the main projects partners were the municipalities Doboj (RS), Doboj-Istok and Maglaj (FBiH) (pilot municipalities)
National strategic partner	Open Society Fund BiH, Cooperation agreement signed on 28 February 2002
Total budget	Consultants' services and fiduciary funds, total Swiss Francs 3 million
Project duration	November 2001-August 2004
Framework Agreement	Government to Government Agreement between the Federal Council of Switzerland, represented by SDC and the Council of Ministers of BiH, represented by the Ministry for Civil Affairs and Communication of BiH, the Ministry of Justice of the FBiH, and the Ministry for Local Self-Governance of the Republika Srpska, signed in April 2002
Project contract	Mandate of SDC to Intercooperation, signed on 21/28 November 2001

1. Executive Summary

The Municipal Development Project (MDP) in the Dobož region supported during its first phase from November 2001 – August 2004 six municipalities in their endeavours to develop local governance structures concerning their own administrative and governmental functioning as well as the participation of the local civil society (MZ and NGO's) in the local decision making. It is funded by SDC and is based on an agreement between the Swiss Federal Council and the Council of Ministers of BiH, the Ministry of Justice of FBiH and the Ministry of Local Self-Governance of the RS. The execution of the project is assigned to INTERCOOPERATION, a non-governmental Swiss Organisation for Development and Co-operation. After an external evaluation in February 2004 and according to the Medium Term Programme 2004-2008 of SDC and seco as well as the Governance Strategy for BiH 2004-2008, SDC decided to continue the project with a second phase (September 2004 - December 2007).

As a long-term development goal, MDP shall contribute to the further development and consolidation of a coherent decentralization process in BiH. Focused on *local* governance, MDP contributes as well to the social cohesion and the economic recovery in BiH. Working in both entities and fostering inter-entity and inter-ethnic cooperation and partnerships, MDP also aims at contributing to the reconciliation process towards sustainable co-existence based on mutual tolerance.

On the level of the project goal MDP shall contribute to increasingly efficient, effective and transparent municipal authorities, which are accountable to their citizens. The civil society shall take an active role in the decision-making process on municipal level and be able to address their needs and problems to responsive municipal authorities. MDP worked together with six selected partner municipalities in the Dobož region (Dobož, Dobož Jug, Dobož Istok, Maglaj, Petrovo and Usora).

The key partners and stakeholders have been municipal authorities, MZ and selected civil society groups (NGOs). The driving forces and “agents for municipal change” for all operational matters at municipal level have been the Municipal development teams (MDTs). The MAG (Municipal Advisory Group) has worked as the partner for participative project management as well as for issues at the inter-municipal level. OSF was the strategic partner organisation of MDP in BiH. The project is “governed” by a Steering Committee.

MDP followed three objectives and action lines with its project partners:

1. Policy instruments

Basic policy instruments like vision, mission and code of good local governance had to support a strategic orientation in the partner municipalities following principles of good governance. Vision, mission and code of good governance had to be developed, approved and applied in the period of the second subphase of MDP until August 2004.

These instruments (vision, mission and code of good governance) have been established and approved in all the partner municipalities by the municipal assemblies / councils. Yet the sustainability of these governance instruments will only be achieved by the further development of strategic oriented planning instruments as it is foreseen for the second phase of MDP until 2007.

2. Participatory mechanisms

Viewed from the part of civil society good governance had to be further developed supporting participatory conduct and engagement of citizens as well as participatory mechanisms in their relations to the local institutions and local decision making.

The participation of citizens and relevant stakeholders in defining as well as implementing municipal plans and projects, mainly through ad hoc groups like the MDTs and NGO-Forums, but also through existing organisms like MZ-Councils, could be improved.

3. Realisation of specific micro-projects

The rationale of this objective was the creation of common experiences of municipal authorities and civil society actors concerning the development of administrative and governmental policy instruments (objective 1) and of a participative culture at the level of the actors and participatory mechanisms in the relation between municipalities and civil society (objective 2). Concrete projects of municipalities, MZ and NGO's had to build the exchange and learning platform for good governance (see annex 7).

One of the main lessons learned during the implementation phase of MDP April 2003 – August 2004 can be seen in the building of trust and confidence between the partners and stakeholders. The MDP participatory and partnership approach was from the beginning the right strategy to bridge the borders and socio-political disruptions and differences in a post-conflict situation. Yet this strategic approach of building trust requires its time in order to reach sustainable results.

MDP is still working in a difficult political, social and economic environment. The political parties still do not follow the requirements according to the citizens' needs as it is postulated normatively by principles of good governance. The decrease of the voters' turnout at the last local election for about 20% can be seen as an alarming sign. The reconciliation process is not progressing with remarkable results in terms of attending human rights (e.g. safety and integration of returnees). The economic recovery is far from showing any progression in terms of the creation of jobs and decreasing the still high rate of unemployment.

So far the challenges are given:

- Working on principles of good governance which respond to citizens' needs and interests;
- Strengthening the civil society actors as well as the participatory mechanisms;
- Fostering the horizontal and vertical exchange of learning processes and integrating them in a wider policy dialogue;
- Cooperating closer with other projects in related working fields like human rights, economic development, community policing and others.

2. Initial position

2.1 Background documents of the annual report

On the basis of the half yearly report May – October 2003 and the yearly operational plan May 2003 – August 2004 the MDP team has realised with its major partners an internal evaluation of the first phase in February 2004. In March 2004 an external evaluation, mandated by SDC, followed. In May 2004 a planning platform, elaborated after a common analysis of the evaluation results (SDC with the MDP team and the national contracting partners), set the reference frame of SDC for a long-term design of the project. In a workshop in May 2004 representatives of existing and potential partner municipalities as well as key stakeholders have defined central planning elements. MDP team, programme managers of SDC and local consultants (who are involved in the implementation of the project since its start) have drawn the conclusions of these documents in a steering-meeting and have developed them to the major contents of the Project Document for a second phase of MDP.

2.2 SDC policy documents in BiH

The Medium-Term Programme 2000-2003 of SDC and seco (State Secretariat for Economic Affairs) stipulated “Good Governance” as one of four prioritised working domains with the purpose of a) fostering local authorities and administrations for their efforts on establishing citizen’s oriented public services and management structures and b) fostering capacities on the state and entity levels for the implementation of a legal framework on self governance and decentralisation, taking into consideration rule of law and human rights. The Concept Paper 2004-2008 of SDC on the governance domain holds on these basic programme lines with three objectives: 1) improve delivery and maintenance public services, 2) enhance efficiency, effectiveness, transparency and downwards accountability of government institutions, and 3) promote citizens participation and engagement in public domain.

MDP fits into the conceptual framework of the new Medium Term Programme 2004-2008 of SDC and seco, the Governance Strategy for BiH 2004-2008 which put a specific focus to the mentioned domain; to the set goals on economic, social and political participation, citizens’ self-determination and adequate public services and especially on the setting of an institutional framework according to the principles of good governance. MDP shares a same vision expressed by its set of goals and objectives and it can contribute to SDCs’ activities on policy development in the national and regional context.

2.3 Challenges, problems and institutional context

In the demanding return and reconciliation process a certain stagnation of return can be observed since 2002. Nevertheless the municipalities stay under pressure to address the requests on property claims and on providing basic living conditions for returnees. Because of the respective “emergency management” the capacities of key partners for emphasising a more long-term municipal development will be limited.

MDP had to face, right from its start, challenges within a situation of citizens' distrust in the selected partner municipalities. Perceptions of citizens but also civil servants themselves on key aspects of governance and public administration in BiH still are critical (see UNDP governance perception survey of May 2003). The decrease of voters' turnout at the local elections in October 2004 confirms this critical statement.

The political tendencies within the inter-entity structure after the elections in October 2002, especially the nationalist trends are expected to continue at least in the mid-term perspective (3-5 years). At the municipal level, political decision making often delays a genuine provision of public services; staff is appointed based on party criteria and less on relevant skills as civil servant. The transformation from excessive and often pointless bureaucratic administration structures to a reasonable and effective service delivery to the public is still to be concluded at all institutional levels, especially in the municipalities. BiH authorities together with the international community launched a Public Administration Reform (PAR) in March 2003.

The decentralisation processes are slow. In the RS, the draft law on local self governance passed the National Assembly and is about ready to be implemented. In the FBiH, the drafting process is stagnating (the designated Parliamentary Commission is still working on the law); the main problem is to find a new revenue share between the municipalities and the cantons. The municipalities would mainly need more financial autonomy to fulfil their tasks and responsibilities.

Macro economic terms for BiH present a certain trend of stabilisation (e.g. inflation rate) and even growth (GDP). Yet the industrial infrastructure is still not built up to the pre-war capacity (delays in the privatisation process, lack of investment in updated technology), an enhancing business environment is far from being established (no policies for the economic development, shortage of capital, a reduced banking system, corruption). Investors are not motivated to start up new dynamic enterprises.¹ Unemployment and poverty are day to day problems of a major part of the population. It is a difficult challenge to develop good governance in such an environment.²

Active and independent actors of civil society are emerging but are still not solid enough to really take over important tasks and responsibilities within local development processes and plans (especially in the frame of local government). Most of these actors are particularly highly dependent on external financing, thus their authority in defending own projects (or projects of their customers) is normally limited. The strengthening processes of civil society organisms in BiH take time until these actors are playing their role as conveners, facilitators and "brokers" within the diversified network of stakeholders in the space between citizens and public as well as the private sector.

¹ "Economic regionalisation" is a concept that could improve the potential for co-operation (internally within the municipalities as well as in the inter-municipal space). EU policies will support this strategy, including providing resources for a stronger economic development.

² The OHR intends to react, since November 2003, with the so-called "Bulldozer Initiative" aiming at endorsing 50 economic reforms for the solution of the economic problems; the MDP partner municipalities can benefit from this initiative.

2.4 Positioning of the project in this environment

The goal of MDP was set that selected municipalities in BiH are functioning in an increasingly effective, efficient, transparent, accountable and participatory way, in conformity with the rule of law³.

Three activity lines were defined, each one with its specific objective under the mentioned purpose. These activity lines were:

- 1) Support to the development of a common vision on municipal development based on the principles of “Good Governance”.
- 2) Fostering participatory governance through new mechanisms of co-operation within the municipality structures.
- 3) Support to the elaboration and implementation of specific municipal projects.

MDP has a specific place within the national and international network on local governance in BiH. “Good Governance” in BiH will remain a central topic on the agendas of international co-operation agencies within mid- to long-term perspectives. The project is an important provider of lessons learnt and good practices for both, implementers of municipal strategies and plans as well as policy makers involved in the elaboration and negotiation of a relevant political and legal framework. The partnership with OSF is an important element and will be further developed in phase 2 to extend the leverage of MDP.

2.5 Aim of the annual report

This report will remind the goals and objectives and will document the undertaken activities to reach them. The achievements and results will be listed. The lessons learned and the remaining challenges will be reflected. Finally a proposal for further project procedures will be formulated. The report covers the period from May 03 – August 04, which is the period of the last YPO.

³ The project goal reflects at the same time a clear definition of the term “good local governance”.

3. Goal and objectives

According to the Inception report (May 2002), the project goal for the phase 1 (2002-2004) was:

Selected municipalities in BiH are functioning in an increasingly effective, efficient, transparent and accountable and participative way, in conformity with the rule of law.

This goal was defined in the form of three objectives:

Objective 1: *Municipal stakeholders have formulated and agreed upon a broadly supported vision of local development, which incorporates principles of good governance.*

As it was already stated in the inception period of Municipal Development Project in Doboj region and in the annual report May 2002 – April 2003 a lack of almost any municipal development strategy or strategic orientation in the partner municipalities was the main challenge to good governance. This problem was amongst first priority problems identified by MDTs in all municipalities. Therefore MDP continued the process of strategic planning of municipal development.

The main task to increase the strategic planning capacities was the development of a municipal development vision, the formulation of a clear governmental mission and finally, as a comprehensive governance orientation for all future administrative activities and management improvements, the declaration and approval of a code of good governance with a normative character. Vision, mission and code of good governance have been developed, approved and applied in the period of the second subphase of MDP until August 2004.

Whereas vision and mission had to frame mid-term goals (vision) of the municipalities and tasks (mission) of the local governments the code of good governance focuses on long-term principles and values to stabilize the transition process of local governance in all domains of administrative and governmental work and conduct aiming at high-quality public services for the citizens and at being one of the institutional frameworks in fostering and directing the local social and economic development.

Vision, mission and code of good governance should present the basis of all further steps in the development of modern public administrations and governments at the local level like strategic plans in different sectors, increasing citizens' orientation of public services, objective oriented management skills and tools according the New Public Management in other eastern and western countries.

These instruments (vision, mission and code of good governance) have been established and approved in all the partner municipalities by the municipal assemblies / councils. Yet the sustainability of these governance instruments will only be achieved by the further development of strategic oriented planning instruments as it is foreseen for the second phase of MDP until 2007.

Objective 2: *Organizational innovations and mechanisms for improving participation in local governance have been developed, successfully introduced in the partner municipalities and appropriately disseminated.*

Viewed from the part of civil society good governance had to be developed further, supporting participatory conduct and engagement of citizens as well as participatory mechanisms in their relations to the local institutions and local decision making. Civil society stakeholders like MZ and NGO's should be supported and integrated in all MDP activities during the second sub-phase.

One of the main tasks following this objective was capacity building of civil society stakeholders as well as municipal representatives in order to support participatory mechanisms and the communication and cooperation between the municipal authorities and civil society (see annex 4). This activity line of objective 2 had to build and further develop trust between the main MDP partners (municipalities, MZ and NGO's) as one of the crucial conditions of the establishment and consolidation of good local governance.

As planned the NGO assessment could be finalized. NGO's could be competitively supported by an NGO incentive fund. The participation of citizens and relevant stakeholders in defining as well as implementing municipal plans and projects, mainly through ad hoc groups like the MDTs and NGO-Forums, but also through existing organisms like MZ-Councils, could be improved.

Important was the further co-operation with other agencies that are working on the same (or similar) topics. Successful complementary relations have been established specially with the Open Society Fund (OSF), as main strategic partner for the development and practical implementation of good local governance concepts. Examples of cooperation with OSF were the study tour to Switzerland (June/July 2003), the competition on the best local governance practices in BiH, the TV forum "Citizens deserve better local governance" and an assessment of PR development (together with "Media Centre Sarajevo").

Objective 3: *Municipal stakeholders have jointly identified, designed, and implemented specific projects, which contribute to realisation of their development vision based on the principles of good governance.*

The rationale of this objective was the creation and implementation of common experiences and projects of municipal authorities and civil society actors in developing administrative and governmental policy instruments (objective 1) as well as developing and applying a participative culture at the level of the actors and participatory mechanisms in the relation between municipalities and civil society (objective 2). Concrete projects of municipalities, MZ and NGO's served as exchange and learning platform for good governance.

Municipalities, MZ and NGO's developed their project management capacities in analyzing the main municipal problems, selecting respective projects and designing projects proposals. The infrastructural part of these micro-projects was additionally an incentive for the MDP partners to participate at the learning experiences according the principles of good governance. So far the three action lines were closely interlinked.

To energize the stakeholders the municipalities were supported in developing and realizing "Quick start projects". Yet the main part of the municipal projects were of a more complex nature. The M1 municipalities (Doboj, Doboj Istok and Maglay) aimed at a complex information system for their administrations as a first step to E-government. This system is operational but

requires further training, coaching and capacity building on the side of the staff in order to realize the managerial potential of these new communication techniques, internally for a more rational administration, externally for an increasing quality in offering public services in a client oriented way. In the M2 municipalities complex projects were planned in Dobož Jug (drainage system), in Petrovo (reconstruction of the municipal building) and in Usora (allocation of funding for MZ projects). Some of these projects are still in the phase of implementation.

On the level of MZ an array of micro-projects were planned and implemented with co-financing mechanisms among MDP, municipalities and MZs/citizens. They are of a small size and focused on improvements of infrastructures for the everyday life (small reconstructions of public buildings, sports places etc.). Furthermore they were aimed at the institutional building between MZ and municipalities while creating and structuring channels of communication and participation. Some of these projects are still in the phase of implementation.

Finally an NGO incentive fund was established in order to realize some NGO oriented projects. Parallel to this an NGO assessment was planned and realized.

On the level of these projects civil society, NGO's and MZ established better organized relations with the municipalities.

4. Activities and Achievements

(see annex 12)

Objective 1:

Activities transferred from MDP Sub-Phase 1 to Sub-Phase 2

As presented in the Yearly Plan of Operation May 2003 – August 2004, a certain number of activities not carried out during the first sub-Phase of the Project (May 2002 - April 2003) were transferred to the new sub-phase. This concerns mainly the continuation of capacity development of MDT members in M1 municipalities, as well as the support of MDP to MDTs to draft the main municipal policy documents:

- seminar to upgrade MDTs' capacities to manage team work, in M1 municipalities
- specific workshops with MDTs of each M1 municipality to support the clear definition of the Local Governance mission (which is a pre-requisite for the municipal action planning)
- specific workshop with MDTs of each M1 municipality to present the Code of Good Governance⁴ and support from MDP and its consultant (EDA) to discuss and adapt the Code to each specific municipal needs

Activities with M2 municipalities

The systematic work with the M2 municipalities (Doboj Jug, Usora, Petrovo) started at the beginning of the MDP implementation Sub-Phase 2. The core program with M1 municipalities in Sub-Phase 1 was fine-tuned in accordance with results of the MDP Internal Review, in March 2003, to be implemented with M2 municipalities. The capacity-building events with M2 municipalities went on very smooth and the main achievements within MDP Objective 1 can be generalized in this report for all six partner municipalities.

Elaboration of the main municipal policy documents

Within this Objective, the most important achievement lies in the fact that all municipalities elaborated, presented and discussed the Vision of local development and Mission of local governance with the Civil Society through public meetings in Local Communities. Finally, the Code of Good Local Governance was introduced to all MDTs and they adapted the Code in accordance with specific needs (detailed process in the two partner municipalities is presented in Annex 2A, 2B, 2C).

Subsequently, the legislative bodies in three pilot municipalities (M1) officially passed the whole package of policy instruments (Vision document, Mission statements and Code of Good Local Governance). The situation is slightly different in three M2 municipalities where we have one municipality that passed above-mentioned policy documents. Two remaining M2 municipalities have prepared proposals of those documents for adoption by the Municipal Councils after the series of public hearings, which had been organized on the working drafts of documents and the comments gathered on these events were incorporated into final proposals. One of the main challenges for MDP Phase II is to support the municipalities in monitoring the implementation of these policy instruments and to ensure that further municipal planning is in accordance with them (this is reflected in the MDP Objective 1 for Phase II).

Solid waste management project

MDP conducted an assessment of the municipal solid waste management situation in all 6 partner municipalities (see annex 12A). Different stakeholders (local authorities, waste companies,

⁴ See annex 3: Code of Local Governance proposed as "row" material to MDTs.

private sector dealing with waste (recycling), NGOs, MZs, educational institutions and media) were interviewed by MDP to assess the situation in the municipal waste management and to prepare a seminar on waste issues with the following objectives⁵:

- Raising the level of consciousness of all relevant actors in society about the shared responsibility principle in communal waste management;
- Creation of challenges for local authorities to start focusing on long-term improvements through creation of municipal strategic vision in the area of communal waste management;
- Strengthening the network of waste experts in the region.

Concrete use of experiences gathered through this project was made in the Quick Start Project in Petrovo (see Objective 3).

Objective 2:

Within MDP Objective 2, related to fostering participative governance through the development of new mechanisms of cooperation and participation between organised civil society groups and the municipality, MDP activities have initially been focused on Local Communities (MZs), as the basic level of citizens' organisation, and been extended to the NGO and private sector.

Work with the Local Communities

In the course of Objective 2, MDP has been working with 20 MZs located in 6 partner municipalities (three pilot municipalities from May 2002 (10 MZs) and three new municipalities from May 2003 (10 MZs), in order to do capacity development and education of citizens and to enhance their skills to more actively participate in the improvement of the local self-government process in their municipalities.

MDP (in cooperation with its consultant CCI) facilitated discussion sessions with citizens, members of citizens' groups and MZ Councils, and transferred knowledge and information on different democratic principles using interactive methodologies, through more than 100 hours of education (see annex 5 and 6). Another focus was put on the enhancement of citizens' capacity in establishing better communication with the municipality. That leads to the empowerment of MZs to enable them to participate actively in local governance, as partner to local authorities. In addition, the overall education process resulted in the prioritization of problems at MZ level and the design and implementation of projects to be submitted for co-funding (see annex 2D for a characteristic project).

The process established contributed not only to a better cooperation between MZ Councils and citizens but also to increased mutual trust with municipal authorities.

Civil Society Assessment

In March 2003, MDP Internal Review pointed out the necessity of identifying and assessing other forms of organized civil society groups, in addition to MDP activities with the MZs, aiming to further strengthen participation of civil society in the work and decision-making process of local governance, as well as to create conditions for more flexible reacting towards civil society initiatives. MDP conducted the assessment in MDP 6 partner municipalities from both entities from April to November 2003.

The CSA was targeted at 3 main representative groups of civil society (MZs, NGOs and associations and representatives of private sector) and aimed at identifying organized and sustainable civil society groups, understanding their organisation and interaction with municipal authorities and with each other and contributing to enhance the participation of such groups in local governance matters (see annex 8 for further information). It contained recommendations for the

⁵ the seminar took place on 11 November 2003

enhancement of relations between civil society and municipal authorities, which will be further discussed and followed up with the partners.

NGO Seminar: “Civil Society – local authorities: towards a partnership approach”

The CSA was followed by a NGO Seminar, which took place on November 19, 2003. The NGO Seminar gathered NGOs from 6 municipalities, as well as municipal representatives in charge of NGO matters, with a total of 59 participants. The seminar allowed analysing the challenges existing in the relation between municipal authorities and civil society actors and establishing a dialogue on measures to be taken (see annex 9 for further information).

It was also the opportunity to discuss about the results of the Civil Society Assessment and recommendations to improve civil society – municipal authorities relations.

MDP Incentive Fund

The MDP Incentive Fund was established for the second sub-phase of the first MDP phase. It was aimed at supporting activities and projects related to a higher involvement of the organized citizens' groups in the affairs of their municipality and decision-making at municipal level (see annex 10A and 10B).

To prepare and follow up the implementation of MDP Incentive Fund, an inter-municipal Commission was set up, composed of municipal representatives in charge of NGO matters, MDP, as well as an independent expert. The Commission was also in charge of leading the selection procedure.

After its launching in November 2003 at the NGO seminar, 29 projects were received until January 20, 2004; 9 projects were supported, in fields as varied as ecology, green-house production, computer education. These projects included 4 projects implemented by a consortium of NGOs, out of which 2 are inter-municipal projects.

Objective 3:

All partner Municipalities utilised the tools and methods introduced by MDP in the “core program” to identify the projects to be proposed for co-financing to MDP.

M1 municipalities (Doboj, Doboj Istok, Maglaj):

After May 2003, MDP approved the complex project of installation of a complete information system. The system analysis, software design and capacity building of appointed IT administrators from MDP pilot-municipalities were entrusted to the experts of the Municipality Centar Sarajevo. This significantly contributed to the **inter-municipal links** in terms of exchange of good practices and experiences between municipalities in Doboj Region and Sarajevo Municipality Centar. The whole project has successfully finished by end of the Phase I. In Doboj municipality, the information system was combined with the renovation of the ground floor of the municipal building with a one-stop-shop for administrative services, which has upgraded the work of the municipality in terms of efficiency and user-orientation (see annex 2E, 13A and 13B).

M2 municipalities realized their Quick Start Projects and complex projects in the period covered by this report as follows:

Petrovo Municipality:

QSP «Čisto Petrovo» dealt with the introduction of a municipal waste management system (see annex 12B). Besides the fact that the municipal waste utility started covering households in almost the whole municipal territory, another important achievement is the cooperation between local authorities, waste utility and NGO sector in the information and waste-awareness campaign.

The **complex project** fund in Petrovo was invested in the reconstruction of the municipal building (the finalization of the project expected soon after end of Phase I). The renovated Municipal Assembly (MA) room and a one-stop-shop for administrative services will provide better conditions for MA work and increase efficiency and user-orientation of the municipal administration. This project created the prerequisites for the installation of the information system in future.

Usora Municipality:

The **QSP** provided the missing software modules for the information system in Usora Municipality which contributed to further implementation of the good governance principles in the municipal administration.

With the aim to provide certain assistance to all MZs (beside MDP pilot MZs, which implemented bigger projects), Usora municipality submitted to MDP a proposal for implementation of five small projects in the five remaining MZs. These projects were to be co-financed from the **complex project** fund, municipal and MZs contribution. MDP approved projects taking into account that links between the municipal authorities and citizens will be strengthened through joint implementation of the projects.

Doboj Jug Municipality:

The municipal administration and MZ Matuzići jointly agreed to merge funds and build the drainage system in the central part of the municipality. The problem of floods was the main concern for the whole population of this MZ, especially for school children in the municipal centre. The municipal authorities succeeded to provide combined financing from several sources: municipal budget, MDP, cantonal government and a special entity fund.

Projects in local communities:

In the concerned period, the 20 pilot local communities (10 from M1, 10 from M2 municipalities) went through a thorough analysis of their needs (enquiry on citizens, SWOT analysis of the main strengths and weaknesses of the Local Communities). Thereafter, they proposed to MDP projects to be financially supported by MDP trust funds, municipal contribution and certain contribution of the local communities. A series of meetings with representatives of local communities and local authorities took place to finally select and implement different projects. For all of them, the MZ Councils used the MDP introduced project sheet template, which is now used as a general template in all partner Municipalities. MDP only supervised the work of the Joint Municipal/Local Community commissions that finally selected the projects to be supported. For many projects, the Municipalities agreed to participate with more than the required 10 % of finances (according to the Agreement signed between municipalities, MDP and SDC-CoOf). Often, the Local Communities raised citizens' financial participation or engaged direct work for the implementation of projects. In that sense, the approach applied by MDP fostered the ownership and responsibility of the citizens, Local Community Councils and local authorities to identify, select, co-finance, monitor and implement projects.⁶

⁶ See Annex XX : list of Municipal and Local Community projects supported by MDP in M1 and M2 Municipalities (update this list !)

5. Financial Report

The financial report is presented in annex 13.

6. Lessons learnt

- ⇒ Building up a municipal development project in Bosnia, trying to focus on diverse municipalities (in terms of size, position in cantons and entities, ethnic composition, political leadership, etc.), should start with building confidence and trust between all stakeholders. This **requires time**; about 1 ½ year after the beginning of the project implementation, first effects and results could be achieved between partners who got used to work and think together.
- ⇒ **Participatory approaches** create ownership of project activities and results among stakeholders and leads to the sustainability of intervention. Certain “frustrations” in the efforts to implement project in a participatory way can be caused by the difficulties to raise the motivation of stakeholders. This is why, strategies for project implementation must be carefully designed on the basis of the specific local conditions (such as, the real problems and needs of people, their mentality, their readiness to get engaged in voluntary work, level of their acceptance of external assistance, esp. foreign assistance, etc).
- ⇒ **Partnerships at different levels** significantly contribute to the local and regional development:
 - At **municipal level**, the partnership between public, private and civil sector (authorities/businesses/local communities/NGOs) is a necessary pre-requisite for local development. This is why the concept of MDT as a multi-stakeholder exchange platform is an important MDP strategy.
 - **Inter-municipal cooperation**, i.e. horizontal dissemination of best practices and exchange of experiences between MDP partner municipalities as well as between municipalities BiH-wide is a real challenge for MDP Phase 2 with the view of consolidating good practices achieved and strengthening municipal lobbying mechanisms. MDP experiences from Phase 1 support the idea that it is not necessary to copy a foreign model to perform good local governance because BiH offers good enough examples to be followed in many fields.
 - **Vertical integration**, i.e. cooperation between local institutions and higher instances of power (cantonal, entity, state levels) should be reinforced in order to mainstream best local governance practices and ensure system solutions
 - **Cooperation with other organisations** in the field of good governance allows for amplification of results achieved in partner municipalities. In particular, the strategic partnership between MDP and the **Open Society Fund (OSF)** facilitates dissemination and integration of best practices achieved at local level into policy dialogue (e.g. through the project for Competition in the best local governance practices in BiH). In addition, constant exchange of ideas, practices, methods and procedures between MDP and OSF initiated the right questions (self-evaluation) and allowed for adaptation of MDP approaches and implementation to ensure optimal effects.
- ⇒ MDP supported the **development of preconditions**, in term of awareness, development of competencies and capacities in its partner municipalities, for quick and successful results of other projects and programmes, such as the economic development project in Doboj Region (implemented by GTZ), the one-stop window registration desk for businesses in

Doboj-Istok (financed by SDC), the project for regional approach in waste management in Doboj Region (financed by EC), etc.

- ⇒ Motivation and interest of citizens for **participation** in local governance have raised proportionally, not only to the level of acquired knowledge through capacity building process but also to the establishment and/or strengthening of institutional mechanisms aimed to further development of partnership between local authorities and civil society (e.g. municipal budget line for NGO projects, public hearings, MZ Coordination Board, development of project selection criteria etc.).
- ⇒ A good way to ensure the implementation of acquired knowledge and new mechanisms and methods (ownership and sustainability) is to foster partner municipalities to implement them through the realisation of concrete projects (**learning by doing**).
- ⇒ Supporting municipal development is not only a question of transferring knowledge through education or lectures; it is also a question of **accompanying** partners in the process of implementing the acquired knowledge and **supporting them to monitor and evaluate** achieved improvements for the benefit of the whole community.

7. Remaining challenges

Main bottlenecks and problems during April 2003 – August 2004 have been assessed by the external evaluation in March 2004.⁷ In general the evaluation concluded that MDP made a significant effort to achieve the main project goal. The constraints and shortcomings have been identified and shall be addressed in the next phase. The foreseen timeframe of the project, however, was not sufficient to achieve sustainable results, having in mind the political, social and economic background in BiH. Follow-up, in particular through additional coaching on-demand, should be envisaged.

Many efforts were dedicated to increasing the awareness of the project partners about the principles of good governance, to build trust and stimulate partnership between stake holders, to introduce new planning and management mechanisms, to encourage citizens' participation and to elaborate and implement projects based on real needs. Yet, it is not assured whether the municipalities are ready, without further assistance, to amend their practices in order to follow the principles of good governance, based on the acquired knowledge and experience.

The idea of service-oriented local government is still only a general concept. The provision of information and the involvement of citizens in solving significant local problems and issues have yet to reach the level of what is needed. At present, the project partners almost know *what* they have to do or are expected to do, but still don't know *how* to do it.

Although the project activities involved a lot of participants, the coverage is insufficient to ensure a sufficient base for sustainability. Time is needed to replicate the results, to increase the support and to institutionalize the mechanisms of participation. The interaction between different stakeholders barely started and real cooperation is still nascent. Skills for effective dialogue and partnership are still limited and efforts for capacity building in this direction will be an investment in the institutionalization of municipalities.

Civil society is still embryonic. Local NGOs are lacking experience to represent effectively their members' interests and to influence the policy-formulation process. Citizens do not recognize them as agents of change or service providers. In addition, the authorities still tend to regard them with suspicion. There is an essential need to strengthen their organizational capacity and their skills in order for them to be able to meet the needs of their constituency and target groups and to advocate for their interests, including by challenging the authorities.

The business sector is not well organized and, naturally, is still much more focused on its own problems and challenges than on the problems of the community. In order for them to care and to become more active in public issues, private entrepreneurs need to see the efforts of the local elected officials to create better business climate and their readiness to support private initiatives and to go into public-private partnerships.

Specific remaining challenges are the following:

- Support the legislative power in the partner municipalities to ensure the setting up of instruments, methods and mechanisms to **monitor and evaluate** constantly the implementation of the objectives of the Code of Good Local Governance so that this important step does not remain an empty shell.

⁷ Stéphane Jeannet, Ginka Kapitanove & Sonja Garic (April 2004). External Evaluation of SDC's Municipal Development Programme (MDP) in the Dobož Region, Bosnia and Herzegovina.

- Support the partner municipalities to develop internal tools to better **monitor and evaluate results** and support them to communicate them. One option is to support more advanced partner municipalities to enter the process of **ISO certification** in order to get closer to European standard of managing local government.
- Support and foster the development of a **regional consciousness** to solve common problems on a wider geographical basis than the local (municipal) one. This would support the solving of some issues like waste management that cannot be undertaken seriously only at local level.
- Bring the best practices achieved into **policy dialogue** to make them be replicable in other municipalities.
- Support and foster more **horizontal exchanges** between municipalities (MDP partner and non-MDP partner municipalities).
- Support upgrading of the **human resources** management at municipal level to facilitate the anchoring of efficient, administrative procedures and the constant high quality of service delivery to the citizens.
- **Develop partnership, collaboration and coordination with project/programs** supporting the economic development at municipal level as one of the way to ensure development of internal fiscal resources and local employment.
- Further support the development of a **strong and organized civil society stakeholders (MZs, NGOs and private sector)** to take a more active role in the municipal development planning processes (partnership with local authorities). Institutionalisation of participation mechanisms and procedures within local governance as well as increase of accountability of municipal authorities towards their citizens (application of new Law on local self-governance, direct elections of Mayors in BiH, etc.).
- Support the further development and implementation of instruments for public relations and communication acquired by local authorities through the PR project (joint project with OSF); support the municipalities to monitor and evaluate the results of the increased communication with/to the citizens.

8. Proposal for further project procedures

Considering the achievements and results of MDP phase 1 such as the establishment of managerial policy instruments for the local governments, the increasing of awareness of principles of good governance in the local governments and administrations, the improvement of participation of citizens and relevant stakeholders in the respective local municipal decisions making processes, MDP has proved to be a highly relevant project. Furthermore, the participatory approach of MDP and the capacity development oriented “support package” of MDP (consultancy, coaching, co-financing) proved to be successful and was appreciated by the stakeholders. During the next phase the support shall however be more demand-oriented, taking into account the different needs of each municipality.

Viewed from the MDP objectives and from the project goal, MDP marked some milestones in the development of good governance in the Dobož region municipalities. Yet in regard to the development goal, the process of decentralized institutional building needs a longer period for the sustainable implementation of key policy instruments and participatory mechanisms. With the new objectives of MDP phase 2, an important step towards sustainability of good governance principles should be achieved.

A special emphasis for further MDP activities should therefore be seen in the development of policy instruments with a more strategic character (like economic development plans, plans of urban infrastructure, plans of waste management, plans of cultural development, plans for youth policies etc.). In addition, these planning activities should be combined with a more regional approach. Favouring inter-municipal exchange and communication could be one of the best means to disseminate learning processes between the municipalities.

Considering the needs for a “culture” of democratic participation a second phase of MDP is useful. Key actors within the partner municipalities are still not in a position to assure sustainability of the introduced local governance schemes, specially the stakeholders on the civil society side are still not in the capacity to share tasks and responsibilities (to have a real “stake”) in the decision making and the execution of municipal plans and projects.

Finally, the adapted MDP strategy directed towards the vertical integration and a policy dialogue in the country (new objective 3) will be a useful and important working domain of MDP in order to disseminate - in close cooperation with SDC and other projects and programmes - learning experiences, to create exchange platforms for best practices and to improve overall institutional conditions (higher level legislations) for the sustainable implementation of good local governance principles.

We are looking forward to continue, in close cooperation with our partners, the MDP project in the Dobož region integrating the lessons learnt of MDP phase 1 and the challenges which have been evaluated and reported in spring 2004.

Annex 1: Activities undertaken

Objective 1:

Objective / Outputs	Description of achieved results
Objective 1	
<p>Output 1.1 A development vision has been formulated, communicated and widely discussed and has gained support of the citizens.</p>	<p>1. Draft Vision was developed by all the Municipal Development Teams (MDT) as a strategic goal for municipal development until the year 2015. The Doboj Municipal Assembly passed the draft version of the documents, while Doboj Istok and Maglaj finalized and accepted their Vision. The Petrovo municipality accepted the Development Vision document by the Municipal Assembly. The municipalities of Doboj Jug and Usora have elaborated their visions in public hearings with their citizens and designed final proposals of these documents to be accepted by their Municipal Councils.</p> <p>2. MDP organized many different workshops, seminars and conferences for the MDT members on team work, on the problem of corruption, and on the introduction of a Code of Good Local Governance for all six MDTs. A number of seminars and workshops from the “core program” was organised specifically for M2 municipalities; e.g. public procurement procedures, SWOT analysis, LFA approach.</p> <p>3. The rate of satisfaction of the participants has always been measured through evaluation sheets at the end of each and every seminar, conference and workshop: It was assessed in average between 4.5 and 4.9 (the score range from 1.0 to 5.0; the highest score: 5.0)</p> <p>4. Representatives of the pilot Local Communities are full members of the MDTs and therefore participate in each seminar/conference/workshop. Additionally, several NGO representatives are permanent members of MDTs.</p> <p>5. A draft vision of the municipal development was systematically presented by representatives of each partner municipality in public meetings in each local community involved in the MDP project before it was passed by the legislative body.</p>
<p>Output 1.2 Local government tasks and responsibilities (mission) in developing planning processes have been jointly formulated.</p>	<p>Mission statements of different municipal stakeholders have been finalised by the Municipal Development Teams in all six partner municipalities. Also, the first action plans have been drafted in a participative way in all six partner municipalities.</p>
<p>Output 1.3 Mission of local government is accepted by the relevant authorities and concerned stakeholders.</p>	<p>The Mission statements are officially accepted by the Municipal Councils in Doboj-Istok and Maglaj. A draft Mission statement exists in Doboj and has been discussed at the Doboj Municipal Assembly session.</p> <p>The mission statement is officially accepted by the Petrovo Municipal Assembly, whereas in the municipalities of Usora and Doboj Jug the mission draft documents have been designed and elaborated with citizens through a series of public hearings.</p>

Objective 2:

Objective / Outputs	Description of achieved results
Objective 2	
Output 2.1 Municipal Development Teams' (MDTs) have been established with agreed organisational principles and procedures.	Core MDTs exist in M1+M2 Municipalities and their role and tasks are defined in the General agreement signed by each Municipality separately.
Output 2.2 Civil society representatives have been identified and selected in the partner municipalities and participate in the MDTs' activities.	Discussion meetings, workshops and seminars have been organized with the support of local community councils (in many local communities, MDP was the first international project to pay attention to the real needs of citizens and to educate the people with basic principles of democracy, good governance, problem identification and prioritization, designing of project proposal, etc.). MDP facilitated public meetings between the representatives of municipal authorities and MZ Councils/citizens to discuss on MZ issues and concerns. In general, the rate of response during the survey aimed to identify problems on local community level was very good, first of all, due to the good preparation made by MDP/CCI consultant of the local community council to prepare questionnaires and to conduct polls. Targeted local communities, NGOs, private sector and youth are represented in all MDTs. MDP Civil Society Assessment (CSA) was finalized and the main stakeholders (driving-forces of changes) in six MDP municipalities, in particular within NGO and private sector, have been recognized in it.
Output 2.3 MDT-members have acquired required skills and capacities for participatory problem analysis and community action planning.	All MDP's organized workshops, seminars, lectures and working groups included representatives of the targeted Local Communities consisting of representatives of MZ Councils, NGOs and business sector, in some cases also councillors of the municipal assemblies/councils. Main stakeholders have learned new working methods and tools that could be later replicated in their own working environment. Main recommendations for the improvement of the NGO-local government relation in the six MDP partner municipalities, based on the Civil Society Assessment (CSA), were presented to and jointly elaborated by participants of the NGO conference organized by MDP.
Output 2.4 Appropriate mechanisms for improving citizen's awareness, involvement and voice in local planning and decision-making processes have been formulated, introduced, supported and monitored.	Tools developed within the MDP project implementation such as SWOT analysis, project sheet template, IF-THEN analysis and prioritization of problems through public meetings and surveys have been realized and become a model at the municipal level. MDP supported representatives of MZs and Local Government in Dobo municipality to prepare a concept of organisation of MZ Coordination Body to ameliorate the relationship between 70 MZs and the Local Government.

	<p>Public hearings and meetings were held in each partner MZ with attendance of Local Government Management (Mayor, Chiefs of Departments, etc.). The Civil Society Assessment, the MDP Incentive Fund and the NGO Conference contributed to establish a dialogue between citizens and Local Government and to introduce new mechanisms/concrete measures aimed to improve citizens' participation (e.g. a new line in Petrovo municipal budget for NGO projects, the appointment of the Doboj municipal NGO office with one clerk and one NGO representative, municipal development consortiums consisting of NGO and Local Government representatives et. al.).</p>
<p>Output 2.5 Municipal programmes/projects/ actions have been disseminated locally and with other municipalities through networking and exchange activities.</p>	<p>MDP initiated the organisation of coordination meetings of all organizations working in the field of good local governance in the region: the administration of the board was taken up by OSCE (Doboj and Zenica offices). MDP has developed a network with the media of the region which are systematically informed about all MDP events; thus MDP presence in the local press is satisfying. The concept of the organisation of a MZ Coordination Body developed by MDP and Doboj municipality was presented to all MZs of Doboj municipality; Statute and BoR on Internal organisation of the Body were drafted. MDP workshops on SWOT analysis, public advocacy and project proposal writing were organized for the representatives of 65 MZs in Doboj municipality in close cooperation with OSCE and Balkanactie (sa Belgium NGO) to disseminate the good practices developed with the pilot MZs and the Doboj Local Government (this activities resulted in 3 micro projects). Four MDP municipalities (Doboj Istok, Doboj Jug, Petrovo and Usora) included in the MDP-OSF joint media and PR strategy project. A joint study tour to Switzerland was organised with OSF for MDP M1 and OSF municipalities (representatives of municipal administration and local communities) in the course of the presentation of good practices and exchange of knowledge and cooperation. CCI has been implementing, parallel to MDP activities, a Municipal Parliaments monitoring project in Doboj and Petrovo for OSF and USAID in the course of the transparent and participatory-based work of the municipal assemblies. Synergies with the MDP program have been established.</p>
<p>Output 2.6 Successful innovations and projects have been written up and introduced into the national-level policy dialogue.</p>	<p>MDP discussed experiences and achievements of the project with relevant ministries of both entities and cantonal ministries, whose representatives participated in several MDP events (workshops, seminars and conferences) and in the Steering Committee meetings. MDP fostered communication between relevant ministries and representatives of local governments. The competition on best practices of good local governance initiated in coordination with OSF awarded best practices in the fields of efficiency, participation and transparency and presented in a final conference on national level where OSF and MDP presented their activities and results achieved.</p>

Objective 3:

Objective / Outputs	Description of achieved results
<p>Output 3.1 Criteria for selection and funding of projects have been formulated and agreed.</p>	<p>Criteria for the selection and funding of municipal and Local Community projects were agreed by the Steering Committee and integrated in the General Agreement signed with each partner municipality.</p>
<p>Output 3.2 Specific projects have been identified, designed and costs allocated.</p>	<p>Workshops on problems identification, prioritization of problems, project design and selection of bidders were offered to MDT members as well as to Local Communities councils and NGOs. MDP supported municipality to prepare specific contracts with contractors for implementation of projects. Additional expert assistance was provided for project design when not available within MDP team.</p> <p>With this knowledge municipal administration and local communities from all six partner municipalities put forward project proposals to the MDP Office.</p>
<p>Output 3.3 Necessary resources have been identified and mobilized.</p>	<p>Resources available from MDP were communicated to MDT members and approved by municipal representatives as well as by the Steering Committee.</p> <p>When shortage of resources hindered implementation of specific projects (e.g. when a project was too expensive to be supported only by Municipal and MDP funds), MDP informed all other potential donors for possible fund-raising. Particularly, at local community level, citizens contributed to the realization of projects with their own resources (finances, work).</p> <p>Different projects were realized in coordination with other donors (OSCE, Balkanactie, CRS, OSF, CHF)</p>
<p>Output 3.4 Projects have been assessed and selected according to agreed criteria.</p>	<p>In the concerned period (May 03 – Aug 04), more than 43 project proposals were submitted to the Municipal commissions from 10 MZs in the M1 Municipalities; out of them Municipalities and MDP decided to finance 23.</p> <p>Municipal administrations from M2 municipalities submitted to MDP project proposals for 2 Quick Start Projects (Petrovo and Usora) and 3 complex projects (one in each M2).</p> <p>Ten MZs from M2 municipalities submitted 12 project proposals and all were agreed for financing.</p>
<p>Output 3.5 Selected projects have been implemented.</p>	<p>23 Local Community projects in MZs of M1 and 7 Municipal projects in M1 have been implemented by end of Aug 04.</p> <p>QSP's in M2 were successfully implemented by end of the Phase, while implementation of the complex projects was in its finishing stage in Aug 04.</p> <p>Implementation of almost all MZ projects in M2 municipalities has been finalized by the end of the Phase.</p>
<p>Output 3.6 Implemented projects have been handed-over, operated, monitored and evaluated; the results have been made available for dissemination.</p>	<p>All finished municipal and Local Community projects have been handed over.</p> <p>All projects are known by other partner municipalities and MZs through Municipal Advisory Group meetings and selection commission meetings that gathered Municipal representatives and representatives of MZs from the same Municipality.</p> <p>MDP is gathering data from each Municipality and MZ to design a project document on all supported projects within MDP implementation (on going process).</p>

Annex 2A: Results of workshop

INTERCOOPERATION
Municipal Development Project in Doboj region

EDA
Enterprise Development
Agency

RESULTS OF THE WORKSHOP **"CREATION OF MUNICIPAL DEVELOPMENT VISION"** **MUNICIPALITY DOBOJ JUG**

05. 12. 2003.

PRECEDING REFERENCE:

This working document represents **an ample resume of the two-day workshop dedicated to vision of municipal development and mission of Municipality Doboj Jug Local Government** (November 2003). That is **result of joint work of municipal development team, thus citizens` representatives, local government, entrepreneurs and youth**, with methodological leadership and expert assistance of representatives from Enterprise Development Agency - EDA Banja Luka.

Elements defined in this way do not present a final version. The whole team should discuss and possibly correct and supplement them.

After that, it should communicate these elements (SWOT analyses, and especially municipal development vision and municipal government mission) with citizens and interest groups within municipality (entrepreneurial associations, citizens` associations, educational institutions etc.) through a special public discussion in order to give an opportunity to most of citizens to participate and give their own contribution to initialization of municipal development process.

Also, this synthesis does not exclude but anticipates partial, phase workshop results, which are already processed by MDT. They certainly should be of use in further work, especially when specific improvement projects are identified.

The workshop facilitator:

Zdravko Miović, EDA Director

CONTENTS:

- *A. SWOT analyses of Doboj Jug Municipal Government*
- *B. Municipal development vision*
- *C. Municipal government mission*

A. SWOT analyses of Dobož Jug Municipal Government

STRENGTHS:

- Readiness for changes
- Relation with clients on enviable level
- Efficient (quality) work of Municipal Council and executive bodies with realization of good co-operation and achievement of consensus in decision-making in Municipal Council
- Good efficiency of employees in Municipal Government in relation to total number of employees
- Solid, reliable infrastructure

OPPORTUNITIES:

- Geographic position of municipality, as well as approaching motorway construction (corridor V-C)
- Private entrepreneurship development
- Great number of youth is being educated (studying)
- Citizens' associations and NGO activities and their involvement into planning and development
- Interest for settling, investment of (private) capital in business and, consequently, municipality development
- Stvaranje partnerstva između javnog.

WEAKNESSES:

- Slowness and inertia in municipality development planning (lack of municipal development strategy),
- Urbanistic and regulation plan
- Insufficient communication between government bodies and citizens and their involvement into solving of common interests
- Insufficient expertise of employees in government bodies (lack of profiled personnel)
- The budget is not development-oriented

THREATS:

- Lack of development strategy on state, federal and cantonal level, which is reflecting in lack of development strategy on municipal level
- Insufficient human and material resources (lack of "critical mass" of experts)
- Unrealistic planning
- Disinterest of citizens and NGOs
- Insufficient interparty co-operation in creation and realization of the total development (planning + realization)
- Unemployment

B. DOBOJ JUG DEVELOPMENT VISION 2015.

- ***HARMONIOUS ENTREPRENEURIAL COMMUNITY WITH APP. 1.000 COMPANIES (1 COMPANY ON 10 RESIDENTS) IN MODERN BUSINESS ZONES BY THE MAIN COMMUNICATION AND RIVER BASINS***
- ***COMPLETELY SOLVED INFRASTRUCTURE AND COMMUNICATIONS WITH THE ENVIRONMENT***
- ***THE HIGHEST LEVEL OF EDUCATION AND EMPLOYMENT IN THE REGION***
- ***EUROPEAN STANDARD AND QUALITY OF LIFE, ESPECIALLY FOR CHILDREN AND YOUTH***
- ***COMPLETE PROVIDING FOR ELDERLY POPULATION***

C. DOBOJ JUG MUNICIPAL GOVERNMENT MISSION

Taking over the role of initiation and unification of efforts and strenghts for the purpose of harmonious development vision realization, DoboJ Jug Municipal Government introduces developmet changes firstly with itself and in its relation with others, striving to provide:

- Expert and professional citizens service
 - Enviabale efficency anf effectivness in administrative and public services delivery
 - Maxsimal transparency in decision-making, work and public expenditure
- Rapid and quality service of investors and entrepreneurs
 - Complete service and support with investment
 - Supportive/friendly business environment
- Development partnership of public, private and non-governmental sector
- Continious improvement and high motivation of employees

Annex 2B: Results of workshop

RESULTS OF THE WORKSHOP "CREATION OF THE VISION OF MUNICIPAL DEVELOPMENT" MUNICIPALITY DOBOJ

1 Nov, 2002

INTRODUCTORY REMARK:

This working document represents **the substantial summary of the three-day workshop devoted to the vision of municipal development and the mission of the local governance in the municipality Dobož** (15, 16 & 29 October 2002). This is **the result of the joint work of the representatives of the local government, entrepreneurs and youth**, with methodological management and professional assistance of representatives of the Enterprise Development Agency - EDA Banja Luka.

Thereafter, these elements (SWOT analysis, especially the vision of municipal development and the mission of local governance), should be communicated to citizens and groups concerned within municipality (entrepreneurs associations, citizens associations, educational institutions, etc.) through specific public hearings, in order to offer opportunity to citizens and organizations to participate and give their contribution in the start of municipal development. After the public hearing and creation of an improved version, we suggest to prepare a draft of the unique document for discussion and pass at the municipal council.

Workshop coordinator:

Zdravko Miović, EDA Agency

CONTENT:

- *A. SWOT analysis of Dobož Municipality*
- *B. Vision of the municipal development*
- *C. Mission of the local governance*
- *D. Annexes: The Workshop Plan, the List of Participants and results of the evaluation of the workshop*

A. SWOT ANALYSIS FOR DOBOJ MUNICIPALITY

STRENGTHS:

- GEO-STRATEGIC LOCATION (THE TOWN ON THREE RIVERS, RAILWAY HUB, ROAD JUNCTION)
- TRADITION AND HUMAN RESOURCES IN INDUSTRY OF COMMUNICATIONS/TRAFFIC, FURNITURE, MACHINE, ELECTRIC, CHEMICAL AND FOOD, AND CONSTRUCTION
- BUILT CAPACITIES FOR THE REGIONAL CENTER FOR HEALTH, EDUCATION, CULTURE, SPORT AND ADMINISTRATION
- WELL PLANNED URBAN CORE OF THE MUNICIPALITY
- LOCAL MEDIA

WEAKNESSES:

- LOW MARKET CAPABILITIES AND SLOW TRANSITION OF BIGGER COMPANIES
- NO ENTERPRENEURIC TRADITION
- INEFFICIENT, INSUFFICIENTLY PROFESSIONAL AND TOO POLITICIZED MUNICIPAL ADMINISTRATION
- INEFFICIENT COLLECTION BUDGET RESOURCES
- ILLEGAL CONSTRUCTION
- BAD MANAGEMENT OF NATURAL RESOURCES
- YOUTH AT THE MARGIN OF THE SOCIAL LIFE, NON-DEVELOPED THIRD SECTOR

OPPORTUNITIES:

- GROWTH OF THE PRIVATE ENTERPRENEURIC SECTOR
- RESTRUCTURING OF BIGGER COMPANIES
- DEVELOPMENT OF TRAFFIC AND ROAD COMMUNICATIONS (HIGHWAY, REVIVAL OF THE RAIL TRAFFIC)
- RATIONAL AND SUSTAINABLE MANAGEMENT OF RESOURCES (ENERGY, MINERAL, FORESTS, LAND...)
- PUBLIC PRIVATE PARTNERSHIP, ESPECIALLY IN PUBLIC SERVICES
- POTENTIALS FOR INDUSTRY OF HEALTHY FOOD
- ECOLOGICAL INDUSTRY
- EXTERNAL INVESTORS
- ANIMATION OF YOUTH AND EDUCATION
- BUILDING THE LEGAL AND ECONOMIC ENVIRONMENT IN ACCORDANCE WITH EUROPEAN STANDARDS

THREATS:

- ECOLOGICAL – WASTE, RADIATION...
- SOCIAL – DRUGS, PROSTITUTION
- ECONOMIC ISOLATION
- POST-WAR SINDROM
- OVERLOADED ROADS
- LEGAL INSECURITY, INEFFICIENT JUDICIARY

B. VISION OF MUNICIPAL DEVELOPMENT

DOBOJ 2020

**THE MOST BEAUTIFUL TOWN ON THE RIVER BOSNA
THE BIGGEST CENTER FOR TRANZIT OF GOODS
AND TRADE IN BiH,
WITH DEVELOPED SATELLITE INDUSTRIES AND SERVICES
CULTURAL, SPORT AND RECREATIONAL REGIONAL CENTER
WHICH OFFERS SPECIAL CHANCES FOR YOUTH
ENTERPRENEURSHIP IN ALL AREAS OF WORK AND LIFE.**

C. MISSION OF THE LOCAL GOVERNMENT

Fully devoted to the realization of the vision of development of Dobož, the local government will fully and systematically strive to be:

- EFFICIENT, offering fast, quality and cheap services, as a one-stop service center, with procedures that are simple and adapted to the interests of citizens;
- TRANSPARENT AND NON-CORRUPTED, providing the fully legal and public work, the full responsibility and equal treatment of all citizens, and their full confidence in return;
- DEPOLITICIZED, PROFESSIONAL AND EXPERT with priority aim to provide good-quality and efficient services to citizens,
- THE SERVICE OF INVESTORS AND ENTERPRENEURS, offering efficient and economic services and creating stimulative business environment and necessary conditions for domestic and foreign investments with the aim of upgrading the local economic development;
- PRO-ACTIVE in engaging citizens, especially youth, in solving all important issues and problems in the social-economic development of the municipality;
- PARTNERSHIP oriented towards associations of citizens and NGO's, providing the moral and material assistance to their development and an active role in building Dobož to fit its citizens.

D. ANNEXES

Annex 2C: Code of Good Local Governance

Procedure for acceptance in the selected municipalities and full text of the document

I. Procedure for acceptance of the Code of Good Governance by Municipal Councils of the Municipalities Maglaj and Doboj-Istok

The Code of good local governance in BiH sets the principles and values, which enable the transition of the local governance in BiH in the domain of work and conduct towards modern and high-quality service to citizens, as well as in fostering and directing the local economic and social development. Many times, the Code is referred to as a “roof document” for the efforts of each municipality towards good local governance.

Besides declarative, the Code has normative character. Partial disharmony of laws and regulations is to be compensated by the Code through new roles of local stakeholders in the transitional period, not bringing in any way into question basic principles of constitutionality and legality that represent a compulsory frame for other normative acting.

Simultaneously, the Code presents the basis for further working out and applying mechanisms of good local governance in the municipalities.

As a first step, an outline of a Code of Local Governance was discussed with the MDTs. The “raw version” of the Code was analyzed by each MDT and adapted according to their own municipal policies; then, it was presented for consultation to the political parties represented in the Municipal Councils. A final draft of the Municipal Code was prepared by the MDTs in the two municipalities and presented for acceptance to the two Municipal Councils. The Code of Good Governance was presented to the two Councils as an integral part of a package of important Policy instruments prepared by the MDTs, which consists of the municipal strategic Vision and the mission of Local governance, besides the Code. The Municipal Councils delegated the task to the Council’s Commission for Administrative and Legal Affairs to continuously monitor the implementation of the principles mentioned in the Code. Finally, both municipalities are ensuring proper dissemination of the Code among population through available local media.

Code of Good Local Governance – general text that has been adapted by each municipality in accordance with the specific needs

THE CODE OF GOOD LOCAL GOVERNANCE

1. INTRODUCTORY EXPLANATIONS

The Code of good local governance in BiH presents the detailed new mission of municipalities over the transitional period.

Sketched vision of municipal development and mission of local governance point out the necessity of overall and systematic transition of local governance in the municipalities covered by the project, gravitating towards the following qualitatively new roles:

- Local governance as a modern and high-quality service for the citizens and tax payers;
- Local governance as a driving and integrative force of local economic and social development.

2. PURPOSE AND GOALS OF THE CODE

The Code of good local governance in BiH is set of principles and values, which enable the transition of the local governance in BiH in domain of work and conduct in the course of the modern and high-quality service of citizens, as well as in fostering and directing the local economic and social development.

Besides declarative, The Code has normative character. Partial non-accordance of laws and regulation is to be compensated by it through new roles of local governance over the transitional period, not bringing in any way into question basic principles of constitutionality and legality that represent compulsory frame for other normative acting.

Simultaneously, The Code presents base for further working out and application of mechanisms of good local governance in the municipalities covered by the project.

Application of The Code of good local governance should contribute in major sense to significant increase of:

- **transparency and accountability** of the local governance towards the public and tax payers;
- **efficiency of the work** of local governance
- **participation of citizens** in decision-making process and in the work of the local governance

The Code has long-term character and it is related to achievement of earlier defined vision of municipal development and the mission of the local governance.

3. BASIC DEFINITIONS

As for the needs of this Code, Local governance is to be taken integrally, covering: (1) Municipal Council/Assembly (normative (legislative) component), (2) municipal administration (executive component) and public services that are carried out on the local level.

Within the Code:

Transparency means publicity of the work and openness of the local governance for monitoring and control in all their segments.

Efficiency means fast, high-quality, client-oriented and economical performance of duties and tasks in order to fulfill needs that is under the competency of the local governance.

Participation means organized accomplishment of impact of citizens and tax payers on to decision-making and services in domain of work of local governance.

4. BASIC ELEMENTS OF THE CODE OF GOOD GOVERNANCE

The Code of good local governance is to be accomplished through working out and applying the principles of **transparency, efficiency and participation**, as basic principles, also the **accountability** as an integral principle and value.

4.1. THE PRINCIPLE OF TRANSPARENCY

By working out and application of principle of **TRANSPARENCY** it is to be provided- **full publicity of the work, accountability of all segments of local governance in all aspects of work and conduct, due to strengthening trust into local governance, preventive anti-corruption acting, disabling nepotism and preventing conflict of interests.**

Working out and application of principle of **TRANSPARENCY** means the following **actions and ways of conduct** of local governance:

- 4.1.1. Local governance is obliged to involve public in the decision-making process, which includes publishing of conclusions/decisions/plans/programs over the phases of preparation, adoption and realization, information of public on the basis and reasons that decision-making is based on as well as development of mechanisms of citizens` participation in decision-making;
- 4.1.2. Local governance is obliged to provide transparency in all segments of its work, first of all by:
 - publishing of programs of work, agenda and report on work of Municipal Council/Assembly and all bodies of Assembly/MC (commissions, boards, etc.) to be available to broadest public, also enabling organized presence of citizens in the sessions having role of observers,
 - publishing programs of work and reports on the work of the municipal administration as well as regular annual publishing of information on participation of councilors in the work of the Assembly/MC to be available to the broadest public,
 - publishing information on providers, terms and costs of public services, also program of work and reports on work of public enterprises and institutions under the competency of the municipality to be available to the broadest public

- 4.1.3. Local governance is obliged to provide public in preparation, adoption and realization of the budget, especially to continuously and in details inform citizens on achieved budget revenues and expenses by the rule each _____ (*define time period*), in the way to be available to the broadest public;
- 4.1.4. Local governance have to make possible Public Procurements (in the segment of municipal administration and public enterprises/institutions) to be carried out according to law and internal regulations, adapted to international standards, procedures and rules in public procedures and to have continuous transparent reporting on the public procurement processes;
- 4.1.5. All relevant info on services provided by the local governance (type of service, the way of conduct, procedures, etc.) need to be available to the citizens in clear and comprehensive way;
- 4.1.6. All segments of work of local governance need to be transparent and available for all kinds of audits and revisions, internal and external, undertaken by institutions in charge or specially formed bodies;
- 4.1.7. Processes of selection of managerial staff and employment of staff within local governance need to be performed in public, on the basis of predetermined and known selection criteria that would be equal for everybody;
- 4.1.8. Local governance needs to develop active approach in domain of Public Relations providing same treatment to all media;
- 4.1.9. Transparency – in the sense of previous items is provided in the following ways:
 - internal informing (notice board, instructions, information, visual reviews, bulletins, etc.)
 - external informing (e-media, press, internet, service phones...)
 - regular controls and revisions of work of all segments of Local governance
 - enabling direct insight into the work of Local governance to citizens interested in.

4.2. THE PRINCIPLE OF EFFICIENCY

By working out and application of principle of **EFFICIENCY** it is to be provided **fast, high-quality, client-oriented and economical provision of services and solution of problems in the competency of the local governance in order to fulfill needs of citizens and tax payers.**

Working out and application of principle of **EFFICIENCY** means the following **actions and ways of conduct** of local governance:

- 4.2.1. Local governance is obliged to strictly respect terms of service providing within their authority determined by law gravitating to maximum of shortening of time needed for provision of services;
- 4.2.2. Local governance is obliged to provide high level of quality of services in their competency considering the quality of their relation with the beneficiaries as very important component of quality of the service;
- 4.2.3. Local governance is obliged to significantly adjust procedures and services to their beneficiaries, within the frame of limitations determined by law, especially regarding the clearness and simplicity of the procedures, getting the place of service provision closer to the beneficiaries, etc. (having in mind that papers and information should »circulate« not the people);

- 4.2.4. Local governance is obliged to provide maximum of economy in service providing in their competency, on the basis of the modern organizational and technological solutions in the work of the local governance;
- 4.2.5. Local governance is obliged to abolish monopolies and to introduce principle of competition in providing service in their competency, wherever possible, especially in domain of public services, but in the respect of availability of working positions and personnel policy;
- 4.2.6. Efficiency of the work in the sense of previous items is provided primarily through:
- establishment of modern micro-organizational solutions,
 - establishment of computerized integrated information system,
 - establishment of window-service (Šalter sala) based on principle »everything at one place for the beneficiaries of services«,
 - introduction of quality management system according to ISO standards,
 - simplification of procedures, proceedings and instructions, also decentralization of services towards the local communities (MZs),
 - vocational training and education of employees,
 - establishment of the modern concept and mechanisms of human resource management,
 - establishment of standards and norms of execution and system of monitoring of execution, especially from the aspect of time (terms), costs and quality.

4.3. PRINCIPLE OF PARTICIPATION

By working out and application of the principle of **PARTICIPATION** it is to be provided **organized achievement of higher participation and impact of citizens and tax payers on to work of the local governance and decision-making process in the municipality in order to get their work enhanced, to provide high-quality and acceptable decisions and better satisfaction of citizens by the work of the local governance.**

Working out and application of the principle of **PARTICIPATION** means the following **actions and ways of conduct** of local governance:

- 4.3.1. Local governance is obliged to continuously foster and enable higher participation and impact of citizens and tax payers in all phases of decision-making and the work of local governance through:
- education of citizens on the ways of acquirement of their rights and introducing them with the mechanisms of participation.
 - initiation of the organized contact of citizens with the councilors,
 - utilization of all mechanisms for achievement of participation of citizens
- 4.3.2. Local governance is obliged to provide active role of MZs in decision-making and provision of services of the local governance ;
- 4.3.3. Local governance is obliged to provide efficient and effective mechanisms for acquirement of citizens` impact on to quality of services, work and conduct of local governance;
- 4.3.4. Local governance accepts, promote and achieves values and mechanisms of open civil society;
- 4.3.5. Local governance initiate and promote partnership of public and private sector in creation and implementation of decisions in lieu of the local economic and social development;

- 4.3.6. Besides the usual classical ways of citizens` participation (public hearings, public meetings, referendum...), participation, in the sense of the above-mentioned items, is provided primarily by:
- introducing of various forms of citizens` and tax payers` councils within the work of local governance ,
 - strengthening roles and capacities of local communities (MZs),
 - introducing mechanisms of regular assessment of public opinion and service beneficiaries,
 - supporting development of NGO sector
 - introducing local economic forum and other better developed forms of partnership between public and private sector,
 - using all kinds of media for acquiring participation

4.4. THE PRINCIPLE OF ACCOUNTABILITY

Working out and application of the principle of **ACCOUNTABILITY** within the Local governance means the following aspects of accountability:

ACCOUNTABILITY OF COUNCILLORS

Councilors are accountable for:

- 4.4.1. Legality of work of Assembly/MC, which means:
- decision-making in accordance with law regulations,
 - application and obedience of regulated (adopted) procedures,
 - acting in accordance with the principles of good governance
 - efficient, effective and economical work of Assembly/MC,
 - impartiality in decision-making – exclusion of any form of discrimination, political affiliation and nepotism,
 - transparency of their work.
- 4.4.2. Creating and implementation of public service policy, which means:
- becoming acquainted with the needs and interests of citizens,
 - representation and accomplishing of citizens` interests
 - active participation in creating and monitoring of implementation of public service policy,
 - provision and monitoring of efficient, effective and economical functioning of executive authorities
 - acquiring continuous communication with the citizens they represent.
- 4.4.3. Acting in accordance with the principles of democracy, honor and honesty, which means:
- acting on the principles of democratic decision-making
 - acting for the benefit of all citizens and for accomplishment of the mission of LG
 - separation of private and public interest and acting exclusively in public interest,
 - exclusion of personal favoring,
 - avoiding conflict of interests,
 - preventing any type of pressure,
 - exclusion of any act and conduct that could be recognized as abuse or corruption,
 - publishing of »personal property card«,
 - conscientious and professional conduct,
 - protection of authority of councilors;
 - protection of authority of the Assembly/MC and local governance;

- 4.4.4. Accountability of councilors in accordance with items 4.4.1. and 4.4.2. is collective but in accordance with item 4.4.3. – it is individual.

ACCOUNTABILITY OF THE MAYOR AND HEADS OF ADMINISTRATION AND PUBLIC INSTITUTIONS

Mayors and Heads of Administration in local governance and public institutions are accountable for:

- 4.4.5. Legality of the work, which means:
- acquaintance with and application and respect of law regulations and procedures,
 - efficient, effective and economical work,
 - work in accordance with the principles of good governance and with the goal of establishment of good governance
 - vocational background (capacity) and professionalism in work
 - impartiality at work – exclusion of any form of discrimination, political affiliation and nepotism,
 - transparency of their work
- 4.4.6. Creation and implementation of public service policy, which means:
- getting familiar with the needs and interests of citizens – public services beneficiaries,
 - analyzing and planning of public service policy,
 - accomplishment of the public service policy (efficient and transparent implementation of plans adopted) in order to fulfill citizens' interests,
 - openness for cooperation and undergoing permanent communication with citizens.
- 4.4.7. Acting in accordance with the principles of democracy, honor and honesty, which means:
- acting on the principles of democratic governing,
 - acting for the benefit of all citizens and for accomplishment of the mission of LG
 - separation of private and public interest and acting exclusively in public interest,
 - exclusion of personal favoring of subordinates,
 - avoiding conflict of interests,
 - preventing any type of pressure,
 - exclusion of any act and conduct that could be recognized as abuse or corruption,
 - publishing of »personal property card«,
 - conscientious and professional conduct,
 - protection of the authority of LG;
- 4.4.8. Accountability of Mayors and Heads of administration is individual.

ACCOUNTABILITY OF STAFF EMPLOYED WITHIN THE ADMINISTRATION AND PUBLIC INSTITUTIONS

Staff employed within administration of local governance and public institutions is accountable for:

- 4.4.9. Legality of the work, which means:
- acquaintance with and application and respect of law regulations and procedures,
 - efficient, effective and economical work,

- work in accordance with the principles of good governance and with the goal of establishment of good governance
- vocational background (capacity) and professionalism in work
- impartiality at work – exclusion of any form of discrimination, political affiliation and nepotism,
- transparency of their work.

4.4.10. Acting in accordance with the principles of democracy, honor and honesty, which means:

- acting for the benefit of all citizens and for accomplishment of the mission of LG
- separation of private and public interest and acting exclusively in public interest,
- exclusion of personal favoring,
- avoiding conflict of interests,
- preventing any type of pressure,,
- exclusion of any act and conduct that could be recognized as abuse or corruption,
- conscientious and professional conduct,
- communication and openness for cooperation, mutually, and towards the citizens-service beneficiaries,
- acting and conduct in the way that protects authority of the local governance

4.4.11. Accountability of the staff is individual

5. IMPLEMENTATION OF THE CODE OF GOOD GOVERNANCE

After adoption of The Code by municipal Assembly/Council and its publishing in the way to be available to the broadest public, implementation of the same becomes professional and moral obligation of all of the councilors, Mayors, Heads and staff employed within the local governance and public institutions.

Accomplishment of The Code presents integral part of the annual plans and reports of local governance and public institutions in the competency of the municipality.

Municipal Assembly/Council can put in charge some of the existing or to form new commission within the Assembly/Council for monitoring of effects of application and for proposing of measures to enhance the Code.

Annex 2D: Example of specific project or process related to MDP Phase 1, Objective2

MZ COORDINATION BODY IN DOBOJ MUNICIPALITY (M1 PILOT MUNICIPALITY)

1. BACKGROUND

On 24-25 June 2003 MDP initiated a conference of local communities (MZs) in Doboj municipality (M1 pilot) aimed to disseminate MDP good practices and results achieved with 5 pilot MZs, included in MDP programme, to 20 more MZs, out of total number of 70 MZs registered in this municipality. Similar event was organised in June 2004, which gathered remaining MZs.

MZ Conference was supported and co-organized by the Municipality of Doboj, MDP, Bakan-actie (BAG-Belgium NGO) and OSCE Field Office Doboj on the following topic: "Rights and obligations of local communities, process and methods of lobbying by MZs and design of project proposals".

In the course of discussion panel, a common problem of all present representatives of MZs in the conference emphasized poor communication level between the municipal administration and the 70 MZs, lack of information and participatory approach of local authorities over the decision-making processes.

Nevertheless, a major problem of absence of critical mass as a strength on the side of MZs was noticed as a weak loop in the process that only could have been solved by self-organisation of dispersed and high-numbered local communities and foundation of a representative body as a facilitator and mediator in relations between MZs and local government.

2. CONCEPT OF ORGANISATION OF MZ COORDINATION BODY

After the initial meetings with representatives of MZs and Social Affairs Department of Doboj Municipality, MDP accepted an offer to support and facilitate developing of such idea. Basic MDP concept of organisation of MZ Coordination Body of Doboj Municipality (see draft on the next page) has been accepted and further elaborated in close cooperation with municipal administration and representatives of MZs. The concept was then presented to representatives of all 70 MZs in separate meetings at micro-regional levels (6 meetings in total). The basic idea is to have 1-2 representatives of each micro-region delegating main problems, initiatives and project proposals of their regions, which means that citizens themselves, led by MZ Councils, would discuss, elaborate and prepare project proposals at micro-regional level (10-15 MZs) and then present them to the MZ Coordination Body through above-mentioned representatives. Main goal of such approach is balanced municipal development at MZ level, faster process of definition of hot issues in the field, project proposals already jointly elaborated by citizens at MZ level and selected on the basis of prioritization, easier further communication of projects with the local government and allocation of funds from municipal budget, etc.

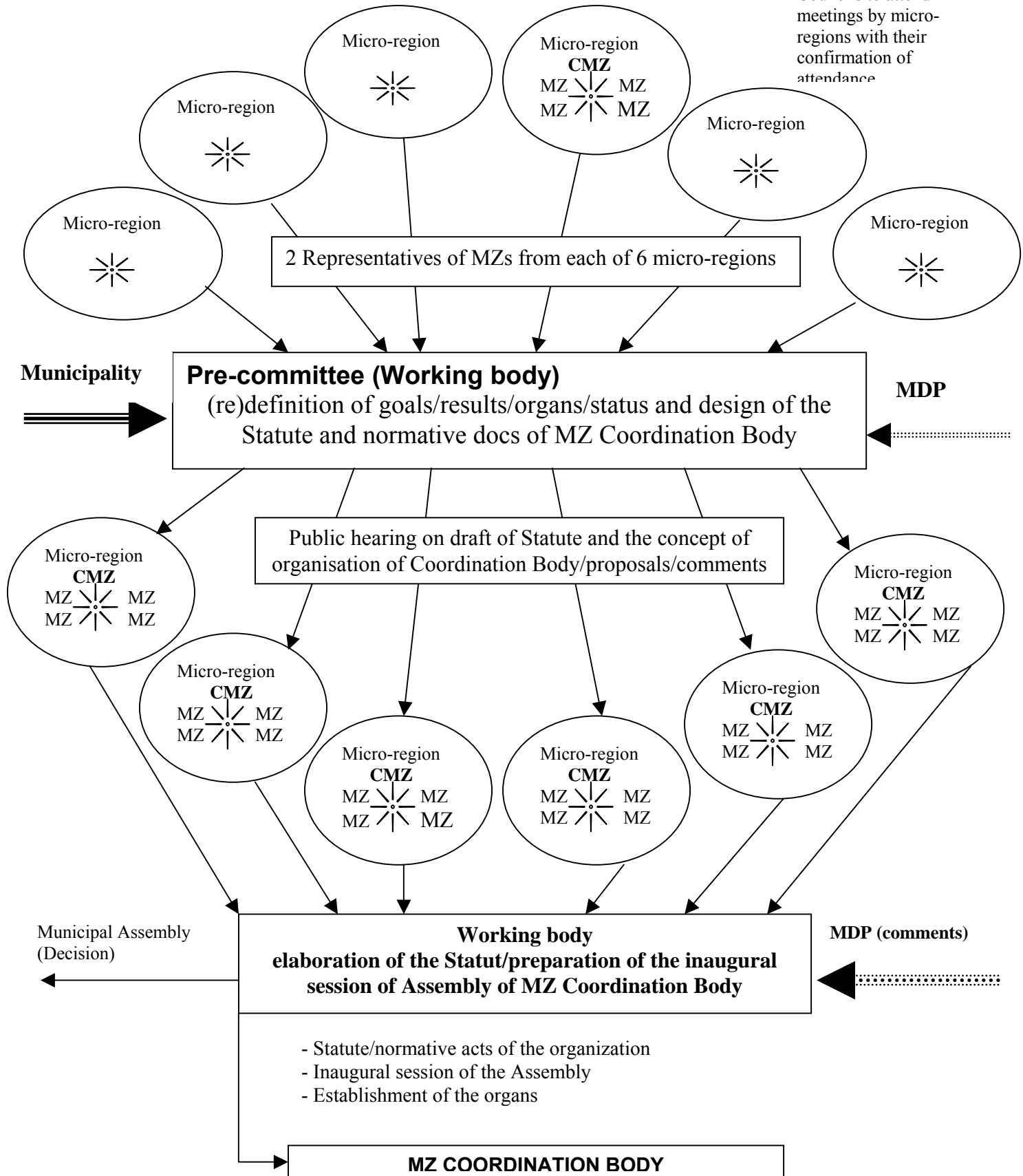
3. CURRENT ACTIVITIES

MZ Coordination Body was established in the joint meeting of representatives of Doboj local government (Social Affairs Department), MZ representatives from micro-regional level and MDP. At this stage MDP has its place in this Body as facilitator in the process of preparation of core normative documents such as Statute and Book of Rule on the organisation and functioning of MZ Coordination Body Organs but, what is also very important, to work on further

strengthening and institutionalisation of the Body within the municipal legislative/executive structures. It is not a goal to create MZ Coordination Body as an association of MZs that would be extracted from the municipal structure and the positive aspect of the whole idea is that there has been a great understanding and full support of the local government towards this issue since the process, in total, was developed in close coordination and cooperation with Social Affairs Department of Dobož Municipality and confirmed by the Mayor.

CONCEPT OF ORGANISATION OF MZ COORDINATION BODY OF DOBOJ MUNICIPALITY

Invitation to MZ Councils to attend meetings by micro-regions with their confirmation of attendance



Annex 2E: Example of project implemented within Objective 3

DoDiMa project: Development of a complete Information System in the 3 MDP pilot-municipalities: Doboj, Doboj-Istok and Maglaj

Within the MDP core activities, the partner municipalities **identified and prioritised their problems**. Subsequently, MDP introduced to MDT members different tools to upgrade municipal capacities for project design, preparation of tender procedures, selection of bidders and writing contracts with contractors.

Since MDTs identified the lack of information system as a priority problem in all municipalities, members of the Municipal Advisory Group jointly decided to introduce a complete Information System in the 3 municipalities. The mentioned methods and tools introduced through seminars, workshops and lectures were directly put into practice in the different phases of implementation of this project and led to intensive contacts between municipal administrative employees and authorities.

The concrete implementation of the IT project was carried out in close cooperation between MDP, the Municipality Centar Sarajevo and the 3 MDP partner municipalities. Namely, IT experts from Municipality Centar designed the software packages and computer networks in Doboj, Doboj Istok and Maglaj, on the basis of the **Protocol on transfer of knowledge and experiences**.

This project is directly improving the work of the municipality, in particular, the quality of administrative services to the citizens, building a modern, rapid and transparent local governance. Thus, municipalities put into practice the tools and working methods (introduced through MDP) for **direct upgrading of the principles of good governance at municipal level**.

As this project was identified and prioritised in a participative way in all municipalities, the **ownership** in all activities related to the project implementation is very high.

In order to guarantee the **sustainability** of the information system, MDP is monitoring the capacity-building process provided to all concerned municipal employees. E.g. to respond to the municipal need for better **human resources management**, that would result in better utilization of the newly installed IT, MDP provided specific consultancy in this field. The expertise was again transferred from the Municipality Centar Sarajevo. Only the inception phase of the human resources project was implemented by end of the MDP Phase I. The continuation is expected in the post-electoral period, in Phase II, if the municipalities remain interested to pursue it.

Annex 3: Special projects

Cooperation with OSF, MDP national strategic partner organisation⁸

During the period covered by this report, several concrete activities and projects were implemented together with MDP main strategic partner, Open Society Fund:

a) Study Tour to Switzerland (June 29 to July 5 2003)

The Study Tour was organized by IC/MDP in collaboration with SEREC⁹ and gathered representatives of 7 Municipalities and Local Communities (3 MDP Municipalities and 4 OSF). The objective of the visit was to give the members of the delegation the opportunity to see the organization of the Swiss municipalities, as well as examples of good practice in municipal management and development. The visit was a chance for the delegation to get in contact with the Swiss reality, where the population participates directly and takes initiatives in the decision-making at local, cantonal and federal (governmental) levels. The visitors also experienced directly the multi-linguism of the country, as the journey guided them through three different linguistic regions.

The Study Tour allowed also deepening the contacts between the representatives of neighboring Bosnian municipalities included in the two respective projects. A report of the Study Tour is available in a separate document¹⁰.

b) TV broadcasts on good practices in local governance

OSF financed the realisation of a series of 10 TV broadcasts with Alternativna Televizija from Banja Luka on the principles of Good Governance with presentation of best practices existing in BiH. MDP invited one journalist and one cameraman from this TV Station to join the Study Tour in Switzerland. Upon return, they produced the 11th TV show on the best practices seen in Switzerland as well as live comments and remarks from the participants.

In addition, MDP mandated Alternativna Televizija to produce a special reportage and TV forum on MDP activities. Elected representatives of the M1 Municipalities were invited to participate in a live show and present their comments on the activities conducted by MDP in their respective Municipality.

c) Public Relations in service of Local Governance's project

OSF mandated Mediacentar Sarajevo to implement a project of "Public relations in service of Local Government" for 7 of their partner Municipalities. MDP joined the project with 4 Municipalities (all M2 + Dobož-Istok; Dobož and Maglaj Municipalities have already participated in the similar training organized by OSCE). The Project lasted from 1 March 2003 till 1 May 2004.

This Project has prepared municipal administrations for proper implementation of the Law on Free Access to Information and for introduction of ISO 9000 quality standards. Municipal management raised their awareness of the importance to develop good public relations (e.g. to appoint full-time PR officers).

d) Competition on best practices

OSF and MDP have decided to launch the project "Best local governance practices in BiH". The earlier work with local authorities that OSF and MDP undertook with selected partner municipalities showed significant positive moves ahead in upgrading local governance. The main goal of this project was to disseminate the best practices and enable exchange of positive experiences between municipal governments in the whole of BiH.

⁸ On 28 February 2002, Open Society Fund BiH (OSF) and INTERCOOPERATION - with its Municipal Development Project in BiH (MDP) - signed a Memorandum of Understanding to illustrate and outline the intention of both partners to work together joining their resources and efforts in order to achieve their primary goals

⁹ SEREC : Swiss Association for the Development of Regions and Municipalities

¹⁰ "Study tour to Switzerland June 29 to July 5, 2003", Final report.

The project lasted from June 2003 till March 2004. The 6 selected best practices were promoted on the final Project's conference in Sarajevo, on 16 March 2004. The Conference gathered many representatives from BiH and entity institutions, mayors and international organizations.

Coordination with other SDC funded projects

In May 2003, SDC Sarajevo contacted MDP to see if one of the MDP partner municipalities, located in the FBiH, could be selected for implementation of a "one shop shop" for registration of businesses. MDP proposed Doboj-Istok Municipality. Thereafter, SEED and SDC signed the contract with the Municipality Doboj-Istok. The implementation of this project has been coordinated with implementation of the MDP complex project (installation of a complete information system – software and hardware). Today, the municipality is enjoying a lot of benefits (related to the introduction of good governance principles) from the synergetic effects of the 2 projects.

Annex 4: Capacity building events for MTDs in partner municipalities

Training (topic, type, dates, ...)	Partners								
	Pilot municipalities (M1)			M2 municipalities			Other partner municipalities		
	Doboj	Doboj Istok	Maglaj	Usora	Doboj Jug	Petrovo	Zavidovići	Gračanica	Tešanj
Participatory problem identification - specific for each municipality (one-day workshop, EDA)	11 June 02	12 June 02	10 June 02	03. Dez 02	13. Dez 02	20. Nov 02	4 March 03	never positively responded to MDP offer to present results of analysis (for Tešanj it was not so needed because of their involvement in the OSF project)	
Developing logframe for two priority problems identified (one-day workshop, TALDI)	18 June 02	19 June 02	17 June 02	29 Oct 03	30 Oct 03	31 Oct 03			
Seminar on Principles of Good Governance, Change Management and Teamwork (two-day seminar, EDA)	Privredna banka, Doboj, 3 - 5 September 2002			11, 18 & 19 September 2003					participated through OSF project
Lecture on Corruption (Transparency International - through EDA)	19 September 2003								
Seminar on Public Procurement Standards and Procedures (two-day seminar, by Slavica Rokvic (EDA))	Hotel KARDIAL, 8 & 9 October 2002			16 & 17 October 2003					participated through OSF project
Workshops for creating Vision of municipal development & Mission of local government (workshops specific for each municipality (3 days in M1; 2 days in M2))	15, 16 & 29 October 2002	23 & 24 September, 1 October 2002	2, 14 & 17 October 2002	6 & 13 Dec, 2003	7 & 14 Nov, 2003	5 & 12 Nov, 2003			developed Vision & Mission through OSF project

Workshop for detailing the mission of local government (beginning of action planning) (2-day workshop in M1 / 1-day ws in M2, specific for each municipality, EDA)	26 May, 18 June 2003	23 May, 19 June 2003	27 May, 17 June 2003	20 May 2004	14 May 2004	21 May 2004	
Study tour to Slovenia (with OSF)	21 - 25 October 2002						joined the tour through OSF project
Seminar on PR and Media (one-day seminar and workshop, Radio ZOS)	20 November 2002						
Seminar on Log Frame methodology (SEREC)	20 & 21 February 2003			22 & 23 January 2004			
MDP Internal Review (Sub-Phase 1)	11, 12 & 13 March 2003			11 & 12 March 2003		11 & 12 March 2003	
Study tour to Switzerland (with OSF municipalities, organised by MDP/SEREC)	29 June - 5 July 2003						
Introduction of the Code of Good Governance (one-day lecture)	20 August 2003			8 December 2003			introduced the Code through OSF project
Workshop on Teamwork	11 - 12 September 2003			2 October 2003			
Waste Management workshop			11 November 2003			Tešanj waste utility participated	
Civil Society Assessment workshop			19 November 2003				
MDP Internal Evaluation (Phase 1) workshop			3 February 2004				

Project for upgrading human resources: joint lecture for municipal staff, one-day workshop in each municipality + joint study visit to Mun Centar	joint lecture: 8 April 2004						
	20-Apr-2004	4 May 2004	11 May 2004				
	joint study visit to Mun Centar: 21 May 2004						
PR project (with OSF municipalities, by Mediacentar, period: 1 March 2003 - 1 May 2004)		☺		☺	☺	☺	
Monitoring workshop (by Hilmar)	17 December 2003						
Workshop for planning Phase 2	24 & 25 May 2004			Zavidovići, Žepče, Gračanica, Teslić, Prnjavor, Vukosavlje			

Annex 5: Civil Society training and capacity building
MDP phase 1 - MZs

Beneficiaries	Topics						
MZs	CCI training programme					Municipal training	MZ initiative
	First cycle		Second cycle		Third cycle		
	Version 1	Version 2	Version 1	Version 2			
	1. About democracy 2. Basic human rights 3. Constitution and governance system 4. European convention and local self-governance	1. Constitution and governance system 2. European convention and local self-governance 3. Transparency 4. Role of citizens in democracy 5. Responsibility of elected representatives	1. Transparency 2. Role of citizens in democracy 3. Responsibility of elected representatives 4. Role of media in democratic society 5. Role of NGOs in democracy	6. Role of media in democratic society 7. Role of NGOs in democracy 8. Laws 9. Experiences (good practices)	1. Self-organization of local community 2. Problem identification and survey conducting 3. Action planning 4. Recruiting people from the community 5. Effective meeting running 6. Problem presentation	- MZ advocacy - Rights and obligations of MZs - Instruments for the identification of needs / priorities	- SWOT analysis - Identification of needs - Development of a vision of MZ development
DOBOJ							
MZ Ljeskove Vode	X		X		X		
MZ Trbuk	X		X		X		x
MZ Sjenina	X		X		X		
MZ Rječića	X		X		X		
MZ Doboj Centar	X		X		X		
Remaining MZs						Joint seminar Doboj Municipal. OSCE/BAG/MDP June 03- June 04	
DOBOJ ISTOK							
MZ Lukavica Rijeka	X		X		X		
MZ Stanić Rijeka	X		X		X		
MAGLAJ							
MZ Kosova	X		X		X	X	
MZ Liješnica	X		X		X	X	

Beneficiaries	Topics						
	MZs	CCI training programme				Municipal training	MZ initiative
		First cycle		Second cycle			
	Version 1	Version 2	Version 1	Version 2			
MZ Ulišnjak	X		X		X	X	
Remaining MZs						Magla Mun.	
USORA							
MZ Žabljak		X		X	X		
MZ Makljenovac		X		X	X		
MZ Srednja Omanjska		X		X	X		
DOBOJ JUG							
MZ Matuzići		X		X	X		
MZ Mravići		X		X	X		
PETROVO							
MZ Petrovo		X			X		
MZ Karanovac		X			X		
MZ Sočkovac		X			X		
MZ Projecina		X			X		
MZ Kakmuž		X			X		

Annex 6: MDP training to NGOs - Civil Society training and capacity building
MDP phase 1 - NGOs

Beneficiaries	Topics			
NGOs	MDP training¹¹ NGO Conference- November 19, 2003: <ul style="list-style-type: none"> ▪ Establishment of a dialogue between non-governmental sector and municipal authorities ▪ Analysis of current procedures between civil society actors and their municipalities, ▪ Discussion on the municipal budget procedure and the allocation of municipal funding to NGOs. ▪ Development of ideas and proposals for improvement and initial steps. 	External trainings¹²		
		Ecology	Professional training	Project Cycle Management
DOBOJ				
~14 NGOs	X			1 NGO representative supported by MDP to participate to a EU Regional Economic Development training on project management, team building, etc. (11-12/02/2004)
DOBOJ ISTOK				
~ 2 NGOs	X			
MAGLAJ				
~ 6 NGOs	X	1 NGO representative attended a training on composting in Croatia, supported by MDP (16-22/11/2002 and 19-22/11/2003)		

¹¹ Selected NGOs are also members of Municipal Development Teams (MDTs) and have participated to the majority of the training imparted to MDTs (see annex 4).

¹² The information stated in the table covers examples in which MDP has directly supported NGOs to participate to training organized by third parties. In addition, organizations with which MDP is in regular contacts are also supporting the strengthening of the NGOs initiatives in the context of their activities (e.g. Balkanactie Maglaj (Belgian organization), OSCE Zenica and Dobo, OSCE Political Resource Center, etc.).

Beneficiaries	Topics			
NGOs NGO Conference- November 19, 2003: <ul style="list-style-type: none"> ▪ Establishment of a dialogue between non-governmental sector and municipal authorities ▪ Analysis of current procedures between civil society actors and their municipalities, ▪ Discussion on the municipal budget procedure and the allocation of municipal funding to NGOs. ▪ Development of ideas and proposals for improvement and initial steps. 	MDP training¹¹	External trainings¹²		
		Ecology	Professional training	Project Cycle Management
USORA				
~ 2 NGOs	X			
DOBOJ JUG				
~ 2 NGOs	X			
PETROVO				
~ 3 NGOs	X		1 representative from Petrovo participated in a 3 months professional internship in Switzerland (2003)	

**Annex 7: The list of micro projects co-financed by MDP
in M1 and M2 municipalities**

Name of project	MDP contributions in KM	Municipal/MZ contribution in KM	Total in KM
Quick Start Projects (QSP) formulated by the M1 MDTs			
Doboj-Istok QSP Equipment of the main municipal building of Doboj-Istok with a photocopy machine and equipment of the meeting rooms of the 5 Local Communities (MZs) with basic furniture	18.702,00	2.080,00	20.782,00
Doboj QSP Construction of an access for the handicapped persons to the main municipal building	9.377,35	1.041,00	10.418,35
Maglaj QSP Refurbishing of the Municipal room	26.215,90	2.912,90	29.128,80
Quick Start Projects (QSP) formulated by the M2 MDTs			
Petrovo Establishment of the waste management system	18.000,00	17.000,00	35.000,00
Doboj Jug (resources joined in the complex project)			
Usora Upgrade of the IT system and purchase of the software applications for the Registry Office	18.327,60	2.036,40	20.364,00
Municipal complex projects (formulated by the M1 MDTs)			
Doboj-Istok Design of the first phase (system analysis, system designing, software support and training) of the Information System in the municipalities of Doboj, Doboj-Istok and Maglaj	26.333,33	3.000,00	29.333,33
Doboj Design of the first phase (system analysis, system designing, software support and training) of the Information System in the municipalities of Doboj, Doboj-Istok and Maglaj	26.333,33	3.000,00	29.333,33
Maglaj Design of the first phase (system analysis, system designing, software support and training) of the Information System in the municipalities of Doboj, Doboj-Istok and Maglaj	26.333,33	3.000,00	29.333,33

Doboj-Istok			
Second part of the implementation of the Information System (purchase of hardware + network). Joint project with Doboj and Maglaj	32.960,95	3.662,33	36.623,28
Maglaj			
Second part of the implementation of the Information System (purchase of hardware + network) Joint project with Doboj and Doboj-Istok	44.743,14	4.971,46	49.714,60
Doboj			
Second part of the implementation of the Information System (purchase of hardware + network) Joint project with Maglaj and Doboj-Istok	54.682,08	6.075,80	60.757,88
Doboj			
Design of the ground floor of Municipal building with Salter sala	93.000,00	257.000,00	350.000,00
Municipal complex projects (formulated by the M2 MDTs)			
Petrovo			
Reconstruction of the Municipal Assembly meeting room and Salter sala	72.000,00	31.596,32	103.596,32
Doboj Jug			
Reconstruction of the current and construction of the annex of sewage and drainage system	120.000,00	12.000,00 (Municipality) 15.000,00 (Ministry of Traffic and Communications and Environmental protection of ZE-DO Canton) 117.400,00 (Ministry of Agriculture, Water and Forestry of ZE-DO Canton)	264.400,00
Usora-enhancement of MZ work			
Bejici MZ			
Reconstruction of the House of Culture	6.000,00	2.750,00	8.750,00
Sivsa MZ			
Construction of side walk	28.301,40	3.144,60	31.446,00
Ularice MZ			
Reconstruction of the sport field	10.346,85	1.149,65	11.496,50
Alibegovci MZ			
A. Reconstruction of premises	5.647,85	627,50	6.275,35
B. Furniture and computer	3.370,50	374,50	3.745,00
Jeleci-Filipovici MZ			
Construction of MZ premises	6.000,00	5.000,00	11.000,00
Omanjska MZ			
	12.000,00	24.000,00	36.000,00

Construction of MZ building			
Local Community (MZ) projects in M1			
Ulisnjak MZ (Maglaj)			
Construction material for House of Culture in Grace settlement	2.641,50	293,50	2.935,00
Ulisnjak MZ (Maglaj)			
Refurbishing of the milk collection premises	1.931,85	214,65	2.146,50
Ulisnjak MZ (Maglaj)			
Sport field + equipment			
Ulisnjak MZ (Maglaj)			
Reconstruction of the House of Culture	9.881,46	1.097,94	10.979,40
Kosova MZ (Maglaj)			
Sanitation and reconstruction of the House of Culture	13.852,26	1.539,14	15.391,40
Kosova MZ (Maglaj)			
Installation of heating and air-conditioning in the House of Culture	5.874,00	Municipality 986,00 Health Centre (Dom Zdravlja) 3000,00	9.860,00
Kosova MZ (Maglaj)			
Furniture in the House of Culture	7.283,70	809,30	8.093,00
Kosova MZ (Maglaj)			
Sport Field equipment	790,00		790,00
Lijesnica MZ (Maglaj)			
Sport field Tujnica	10.000,98	1.111,22	11.112,20
Lijesnica MZ (Maglaj)			
Sport field Lijesnica	11.988,00	1.332,00	13.320,00
Lijesnica MZ (Maglaj)			
Refurbishing of the House of Culture	6.472,80	719,20	7.192,00
Trbuk MZ (Doboj)			
Play ground	19.998,00	2.222,00	22.220,00
Trbuk MZ (Doboj)			
Construction MZ premises	10.002,00	3.214,00	13.216,00
Doboj Centar MZ (Doboj)			
Children play ground	13.087,80	1.454,20	14.542,00
Doboj Centar MZ (Doboj)			
Construction of the Sport field	16.912,20	13.067,80	29.980,00
Ljeskove Vode MZ (Doboj)			
Construction of cattle market	3.792,60	421,40	4.214,00
Ljeskove Vode MZ (Doboj)			
Reconstruction of the House of Culture	25.848,00	2.872,00	28.720,00
Sijenina MZ (Doboj)			
	29.461,00	Municipality 3.273,82	40.834,82

Reconstruction of the House of Culture		MZ 8.100,00	
Stanic Rijeka MZ (Doboj)			
Reconstruction of School yard	4.210,00	500,00	4.710,00
Stanic Rijeka MZ (Doboj)		Municipality 3.000,00	
Sewage system in Polje settlement	24.390,00	Citizens of Polje 5.000,00	32.390,00
Lukavica Rijeka MZ (Doboj)			
Sport play ground	29.800,00	3.000,00	32.800,00
Rijecica MZ (Doboj)			
Reconstruction of the House of Culture	29.660,00	3.295,50	32.955,50
Doboj (Hodzici)			
Co-financing of the sport field in Hodzici settlement with Doboj-Istok mun. and Doboj mun.	9.646,00	Doboj 11.024 Doboj-Istok 6.890	27.560,00
Local Community (MZ) projects in M2			
Mravici MZ (Doboj Jug)			
Sport field construction	25.632,90	2.848,10	28.481,00
Petrovo MZ (Petrovo)			
Reconstruction and equipping of sport field	19.840,70	5.947,00	25.787,00
Kakmuz MZ (Petrovo)			
A. Finalisation of the construction of youth and scouts premises			
B. Reconstruction of sport fields	14.672,00	5.459,00	20.131,00
1. "Bare" sport field			
2. "Josjak" sport field			
3. Equipping of MZ premises			
Sockovac MZ (Petrovo)			
Reconstruction of the sport field	10.369,84	3.801,36	14.171,20
Karanovac MZ (Petrovo)			
Reconstruction of the House of Culture	8.646,28	2.161,57	10.807,85
Porjecina MZ (Petrovo)			
Construction of sport field	4.600,50	12.234,50	16.835,00
Makljenovac MZ (Usora)			
Reconstruction of the House of Culture	18.407,05	2.021,00	20.428,05
Makljenovac MZ (Usora)			
Equipping of MZ premises	2.000,00	739,00	2.739,00
Zabljak MZ (Usora)			
Construction of sport field	18.000,00	6.000,00	24.000,00
Srednja Omanjska MZ (Usora)			
Construction of MZ meeting premises	20.000,00	2.000,00	22.000,00
Various projects financed by MDP Trust Funds			
PR strategy with Doboj-Istok, Doboj-Jug and Usora			
Development of PR strategy with OSF and Media Centre	32.388,00 6.430,00		32.388,00 6.430,00

3 TV broadcasts			
Preparation of 3 TV broadcasts on Study Tour to Switzerland + MDP activities in BiH	6.200,00		6.200,00
Study Tour to Switzerland			
Common Study Tour with OSF	36.881,20	OSF 36.881,20	73.762,40
Competition on best local governance practices in BiH			
Conference in Sarajevo	7.000,00	OSF 21.192,62	28.192,62
First awarded project in domain of transparency (Tesanj mun.)	30.000,00	Tesanj 7.870,00	37.870,00
NGO Incentive Fund Projects			
Doboj			
Mladi u Akciji MOST- Paraplegics			
Recreation as one of the ways for the integration and equalisation of handicapped – non-handicapped youth	3.940,00	5.118,00	9.058,00
Merhamet			
Computer training for handicapped and socially impaired returnees	2.700,00	6.200,00	8.900,00
ERC- Scouts "Javor"			
Development of the expression abilities of the children	3.479,50	5.282,00	8.761,50
Humanitas-School 21 March-Scouts (Inter-municipal project) Increase the awareness and support ecologic action	3.000,00	1.200,00	4.200,00
Doboj Jug			
Farmers' Association Raise the level of knowledge of farmers	1.760,00	840,00	2.600,00
Usora			
"Izvor"- Cultural-Art Association			
Preservation of the cultural heritage through the design and sowing of original costumes for traditional dances	3.000,00	3.000,00	6.000,00
Petrovo			
OZ Petrovo Centar Mladih (Doboj Istok) ProTempore (Doboj)	3.974,00	2.220,00	6.194,00
Joint web site of 7 municipalities in the region			
Maglaj			
Primary School Purchase of beehives and production of honey for the school restaurant	2.046,00	2.816,00	4.862,00
Merhamet			
Support of green house production	3.000,00	3.320,00	6.320,00
Total	1.234.167,03	736.411,48	1.970.578,51

Percentage	63%	37%	100%
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Annex 8: Summary report of the Civil Society Assessment

DEZA
DDC
DSC
SDC
COSUDE



inter
cooperation

Natural Resource Management
Rural Economy
Local Governance and Civil Society

CIVIL SOCIETY ASSESSMENT SUMMARY REPORT MDP 6 PILOT MUNICIPALITIES

Doboj, Doboj Istok, Maglaj, Usora, Doboj Jug, Petrovo

1. BACKGROUND

In the context of its strategy, the Municipal Development Project (MDP) is supporting enhanced cooperation between municipal authorities and civil society actors (local communities, non-governmental organizations and private sector).

MDP second objective is to “foster **organisational innovation and mechanisms for improving participative governance** between local authorities and civil society actors”.

Representatives of civil society have been included from the initial phases of the project into the Municipal Development Team of each municipality. Nonetheless, due to the BiH elections that took place in October 2002, the work with local communities (MZs) started after this date, in order to avoid the use of MDP for political goals. Since October 2002, MDP/CCI has been working on educating and supporting selected local communities in the identification and prioritisation of problems, and on reinforcing and/or developing participative mechanisms of decision-making.

In March 2003, MDP Internal Review pointed out the necessity of identifying and assessing other forms of organized civil society groups, in addition to MDP/CCI activities with the MZs, aiming to further strengthen participation of civil society in the work and decision-making process of local governance, as well as to create conditions for more flexible reacting towards civil society initiatives.

MDP initiated an assessment of organized civil society groups in the three pilot (M1) municipalities of Doboj (Republic of Srpska), Doboj Istok and Maglaj (Federation of BiH)) in April 2003. The assessment was extended to the three new municipalities (M2) that have joined the project at the beginning of the second sub-phase of the project phase 1 (May 2003), which are Doboj Jug, Usora (Federation of BiH) and Petrovo (Republic of Srpska).

2. GOALS AND TARGET GROUP OF THE CIVIL SOCIETY ASSESSMENT

The main goals of the assessment are the following:

1. to identify organized and sustainable civil society groups, which could positively contribute to MDP project
2. to better understand their organization and interaction with each other and with municipal authorities
3. to contribute to enhance participation of civil society in the work and decision-making processes of local governance and to promote mechanisms of effective participation, representation, communication and dissemination

It is important to emphasize that the assessment was not aimed at evaluating the organisational structure and activities of the organised citizens' groups or local government but rather at better understanding their relations, as well as the inter-action at NGO level.

Three main categories of civil society groups were identified in the context of the assessment:

1. **Local Communities Councils:** Local Communities (Mjesne Zajednice, MZs) represent the basic level of citizens organisations (which existed during the time of former Yugoslavia), reaching all citizens at the local level and are therefore of essential importance. MDP is working with 20 pilot MZs from M1 and M2 Municipalities.
2. **NGOs and associations:** NGOs represent an important and generally very active group of civil society, channelling projects benefiting specific vulnerable groups and promoting activities that enhance citizens' well being.
3. **Representatives of private sector associations:** the private sector is of crucial importance for the economic recovery of the country and the creation of new jobs. Private sector associations may be able to give an overview of the economic situation in each municipality.

3. METHODOLOGY AND PROCEDURES

The assessment was implemented through meetings with NGO and private sector representatives and corresponding municipal representatives. Regarding the MZs, the information was gathered through cooperation with CCI Field Coordinators, as well as through direct participation in MZ public hearings and contacts with the members of MZ Councils.

MDP has designed and introduced a civil society assessment form (see Annex 1 a and b) comprising general data on the associations, activities, organisational structure, fund raising, relationship with the municipal administration, their proposals for improvement and other issues relevant to create overall insight into the current situation.

At MDP Steering Committee meeting held on 26 June 2003 in Dobož, the Mayors of M1 municipalities were presented with this initiative and acquainted with the possibility to be forwarded the assessment findings along with relevant documentation that may contribute to the identification of main issues and to the introduction of innovative mechanisms of participation within their municipalities. The assessment was extended to M2 municipalities in September 2003. M2 municipal representatives in charge of civil society issues were then informed of, and included in the assessment.

4. MAIN FINDINGS AND RECOMMENDATIONS

The main findings are stated in the report, separately for each municipality, and give an overview on issues such as professionalism of municipal employees in charge of civil society issues, procedure for the adoption of the budget, communication between municipal authorities and NGOs, among others.

Based on the findings, the recommendations stress the importance of improving the current situation in the following fields:

- **Periodical public meetings** between local government (LG) and NGOs aimed at enhancing the mutual sharing of information and cooperation on budget planning issues, as well as defining priorities at municipal level and sharing information regarding NGO projects

- **Expert support** – establishment of a position or service for cooperation with NGOs within LG. Such service would, among others, have a role to support NGOs, in particular by informing NGOs regarding opportunities for funding and external projects and strengthening NGO capacities
- **More accountable work of LG** – improvement of efficiency in providing feedback information to NGOs regarding projects submitted to LG
- **More efficient internal communication within municipal departments** - to enhance the cooperation and information flow between different departments within LG regarding municipal policies and processes related to cooperation with NGOs
- **Improvement of municipal budget planning methodology** – to establish a more functional budget planning procedure, providing more time to NGOs and associations to prepare and present project proposals for the forthcoming period based on beneficiaries' needs; to conduct public hearings in more efficient manner; to more precisely define NGO project selection procedures and criteria
- **Improvement of transparency of the work of LGs** – to make information public on the funds planned for NGOs, as well as the use of these funds (to whom, what for, how it was allocated, amounts, results, etc.)
- **Improvement of inter-NGO-cooperation** – NGOs mostly act individually and that fact limits their results and the impact; there is a need for better networking and cooperation within NGO sector.

The Civil Society Assessment has allowed identifying through participatory methodologies the main bottlenecks in the relations between civil society actors and their municipal representatives and the main priority areas to enhance civil society participation in local governance. The Civil Society Assessments will be followed up with the partners in order to strengthen mechanisms for continual improvement.

Annex 9: Summary of Report NGO Conference

SUMMARY OF THE REPORT ON ACTIVITIES PERFORMED DURING THE NGO CONFERENCE ON THE SUBJECT: “CIVIL SOCIETY– LOCAL AUTHORITIES: TOWARDS PARTNERSHIP APPROACH”, NOVEMBER 19, 2003.

BACKGROUND

The conference “Civil society– local authorities: towards partnership approach” that was held in Teslić on November 19, 2003 was based on the main findings of the Civil Society Assessment (ref. Annex 8) that MDP had conducted in 6 MDP partner municipalities in order to identify situation with regards to relations between the major organised civic sector stakeholders (non-governmental organisations, local communities (MZs) and private sector) and local authorities and it gathered representatives of NGO sector and local authorities of partner municipalities at one place to discuss those topics.

Besides an educational aspect of this conference, MDP had an opportunity to present to the participants example of good practice of NGO sector-local government partnership identified in Tuzla municipality (FBiH), Bosnia and Herzegovina.

CONFERENCE GOALS AND PARTICIPANTS

The conference goals were the following:

- to establish dialogue between NGO sector and municipal authorities/officials
- to analyse current procedures established between civic sector and their respective municipalities based on MDP Civil Society Assessment and the group work topics
- to discuss procedures for allocation of NGO funds on municipal level and adoption of municipal budget
- to develop ideas and proposals for initial steps and enhancement of the partnership approach including introduction of the MDP NGO Incentive Fund.

There were 59 participants in the conference as follows:

- NGOs from 6 MDP municipalities
- representatives of local authorities from 9 initial MDP partner municipalities
- representative of “Referentna Grupa Tuzla” (Tuzla Referencel Group-NGO network)
- representative of Tuzla municipality (Social Affairs Department)
- MDP staff
- CCI staff (Centre for Civic Initiatives-MDP consultant)

WORKING GROUPS

Participants had an opportunity to discuss within working groups examples and good practices presented in the context of their respective municipalities and to identify strengths, weaknesses and recommendations regarding single topics of each of the working groups and current situations observed.

The working groups had the following topics:

- Exchange of information and communication between LG and NGOs

- Procedure and criteria for selection of NGO project proposals
- Organisation of NGOs, interrelation between NGOs themselves and with LG

It is possible to notice great similarity of conclusions brought within working groups with the recommendations of the MDP Civil Society Assessment (see Annex 8). Besides the confirmation of accuracy of MDP analysis of state and needs of civil society in 6 partner municipalities included in “Municipal Development Project”, the conference also acknowledged increasing readiness of both, local authorities and NGO sector, for cooperation. Good discussions held within the working groups, high level of agreement on problems identified and possible solutions presented, self-comprehension of shortcomings on both sides - are signs of gradual maturation of NGO sector (real mission of NGOs instead of aspirations to the goal by all means), but the representatives of municipal authorities too (advantages of cooperation with NGOs, personal roles/responsibilities in that process, etc.).

FUTURE

Considering the fact that all participants in the conference (NGOs and representatives of municipal authorities) supported conclusions (recommendations), i.e. results of working groups, there has been a great opportunity created for continuation of such activities at local levels. In order to have this initial positive wave of cooperation continued, it would be good to encourage NGOs and local authorities each of the municipalities to organise municipal meetings/round tables where the conclusions from this conference would be overviewed (problems identified and recommendations) and then to try to design action plan according to the context of their respective municipalities. The action plan mentioned should incorporate the activities aimed to be performed and time frame as well as individual roles (both, NGO sector and municipal authorities).

This way, the conclusions brought at the conference would have more sense and would be ignition points of changes in MDP municipalities. Nevertheless, MDP and consulting agencies will provide assistance during the process of designing of municipal action plans in order to have planning and implementation processes more efficiently performed, utilising good practices from other municipalities or regions.

Annex 10A: MDP Incentive Fund description

**DEZA
DDC
DSC
SDC
COSUDE**



**inter
cooperation**
Natural Resource Management
Rural Economy
Local Governance and Civil Society

MDP Incentive Fund ***Support to non-governmental and non-profit organisations*** Intercooperation/ SDC Municipal Development Project- MDP, Dobož

1. The MDP Incentive Fund

The MDP Incentive Fund was established for the second sub-phase of the first MDP phase. It is aimed at supporting activities and projects related to a higher involvement of the organized citizens' groups in the affairs of their municipality and decision-making at municipal level.

The MDP Incentive Fund covers the six pilot municipalities included in the project (Dobož, Dobož Istok, Maglaj, Usora, Dobož Jug, Petrovo).

The main goals of the Incentive Fund are the following:

- to strengthen the participation and cooperation between the NGO sector and municipal authorities;
- to support small projects coming from the NGOs and promote cooperation among NGOs regarding the implementation of such projects.
- to introduce procedures of cooperation and communication between the NGO sector and local governance.

Joint projects between associations, as well as inter-municipal projects were encouraged.

Projects including other civil society actors such as primary schools were also welcomed.

2. The criteria

The funds have been allocated to projects responding to the following criteria:

Content of the proposed projects and activities:

1. The projects are anchored in the local context
2. They tackle needs in the social domain (in particular of vulnerable social groups, youth, etc.).
3. Projects need to be related to at least one of the following fields: welfare, health, education, culture, sport, ecology, youth issues, gender issues, development of local community, strengthening the relation between civil society and the local government.
4. They may have a catalytic character for the introduction of new ideas or the strengthening of existing actions
5. They present indicators of sustainability, promote long term processes and are action oriented (the project proposed should not consist in one time events).
6. Pure infrastructure projects are not supported.

Characteristics of the eligible applicants:

1. Political parties and their branches are not eligible.
2. NGOs Managerial Staff (such as Executive Director, President and Vice President of the Board and Secretary) are not contemporarily appointed or elected to any managerial position within a political party.
3. The eligible applicants have an adequate organizational structure and a functional finance management
4. The eligible applicants may be asked to present references regarding the projects implemented and in the process of implementation
5. The eligible applicants may be asked to prove their efforts for professional and organizational development.
6. MZ are not eligible.



3. Repartition of funds

The contribution varies from 500.- KM to 3'000.- per project (total 18'000.- KM).

If non-governmental organisations present a joint project, they could apply for a total of 5'000 KM. Inter-municipal joint projects are encouraged.

4. Procedure for application

The procedure for application was as follows:

Step 1:

The NGOs interested in applying submit their proposals in the project proposal form introduced by MDP in two copies, one to their respective municipal authorities (Department for Social Affairs), and the second one for MDP Office in Doboj (deadline: January 20, 2004).

The project proposals should include the following documents:

1. The project proposal form, describing the project
2. The goals of the organisation (one page maximum)
3. The list of managerial staff and number of beneficiaries
4. A short list of the implemented and on-going projects

Step 2:

The projects are revised and selected by a joint commission, composed of the municipal representative in charge of NGO matters for each of the 6 pilot municipalities, MDP Doboj and an independent representative.

Step 3:

All applicants are informed of the results of the selection.

Step 4:

Implementation and reporting on the projects

For any further information:

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Annex 10B: MDP Incentive Fund projects summary

PROJECTS SELECTED FOR MDP INCENTIVE FUND - Final selection, March 2004- MDP Office

	Projects	Goal of the project	Type and number of beneficiaries	Partnership among NGOs	Inter-municipal projects	Partner / other contribution (KM)	MDP contribution (KM)	TOTAL (KM)
	DOBOJ							
1	1- Mladi u Akciji-Paraplegics	Recreation as one of the ways for the integration and equalisation of handicapped – non-handicapped youth	15 paraplegic persons	Mladi u Akciji Paraplegics		5'118.- Mladi u Akciji	3'940	9'058.-
2	2- Merhamet	Computer training for handicapped and socially impaired returnees	15 youth with invalidity and social case returnees			5'000.- Merhamet 1'200.- Municipality	2'700.-	8'900.-
3	3- ERC Scouts "Javor"	Development of the abilities of expression of the children	45 children	ERC Scouts "Javor"		5'282.- ERC	3'479.50	8'761.50
4	4- Humanitas-School 21 March-Scouts	Increase the awareness and support ecologic action	School children	Humanitas School 21 March Scouts	Doboj Humanitas Doboj Jug School 21 March Petrovo Scout association	1'200.- Municipalities 400.- Petrovo 400.- Doboj Jug 400.- Doboj	3'000-	4'200
Inter-municipal projects: Web site project: OZ Petrovo (Petrovo), Centar Mladih (Doboj Istok), Pro Tempore (Doboj)								
	TOTAL DOBOJ					17'800.-	13'119.50-	30'919,50-

	DOBOJ JUG							
5	1- Farmers Association	Raise the level of knowledge of farmers	100 farmers			840.- Farmers org.	1'760.-	2600.-
Inter-municipal projects: Ecological project: Humanitas (Doboj), School 21 March (Doboj Jug), Scouts (Petrovo)								
	TOTAL DOBOJ JUG					840.-	1'760.-	2'600.-

	USORA							
6	1- Izvor Cultural Art Association	Preservation of the cultural heritage through the design and sowing of original costumes for traditional dances	Dance group Public			2'000.- Own funds 500.- Usora JKP Company 500.- Co-sicpromex company Municipality ?	3'000.-	6'000.-
	TOTAL USORA					3'000.-	3'000.-	6'000.-
	PETROVO							
7	1- OZ Petrovo Centar Mladih (Doboj Istok) ProTempore (Doboj)	Enhancement of co-operation and communication among NGOs, private sector, and municipal administration	Citizens, associations, municipalities of Doboj, Doboj Jug, Doboj Istok, Petrovo, Usora, Maglaj and Gračanica	OZ Petrovo Centar Mladih Pro Tempore	Petrovo OZ Petrovo Doboj Istok Centar Mladih Doboj Pro Tempore	Municipalities: 940.- Own contr: 1280.-	3'974.-	6'194.-
Inter-municipal projects: Ecological project: Humanitas (Doboj), School 21 March (Doboj Jug), Scouts (Petrovo)								
	TOTAL PETROVO					2220.-	3'974.-	6'194.-

	MAGLAJ							
8	1- Primary School	To promote the production of honey for school kitchen and other market options	School children (beekeeping section)			2'046.-	2'816.-	4'862.-
9	2- Merhamet	To promote the production of healthy food in green houses	Social cases (users of public kitchen) Citizens from targeted MZs where the project will be extended in the next phase			1'100.- Munic. 2'220.- Merhamet	3'000.-	6'320.-
	TOTAL MAGLAJ					5'366.-	5'816.-	11'182.-
	DOBOJ ISTOK	There were no NGO project proposals from this municipality						
	Inter-municipal projects: Web site project: OZ Petrovo (Petrovo), Centar Mladih (Doboj Istok), Pro Tempore (Doboj)							
	TOTAL					29'206.-	27'669.50	56'875.50

Annex 11A: Summary Report on Waste Assessment

Taking into account that local governments are to bear the heaviest burden of Municipal Solid Waste Management (MSWM), the assessment attempted to explore and identify the specific waste management issues shared by all MDP partner municipalities. Furthermore, the assessment allowed for analysis of the identified key problems and recommended strategies for improvements in the existing MSWM systems.

The findings presented in the Waste Assessment Report are collected from the number of meetings and interviews with representatives of municipal authorities, waste management companies, citizens, NGOs, businesses, media, hospitals, schools in the six MDP partner municipalities (Doboj, Doboj Istok, Doboj Jug, Maglaj, Usora and Petrovo). Then, findings and recommendations were presented to the same stakeholders at the workshop “WE ARE ALL RESPONSIBLE FOR WASTE – Towards Sustainable Waste Management – Integrated approach”, on 11 November, 2003. At this event, participants discussed and defined the roles of different stakeholders in a local waste management system.

The main findings, analysis and recommendations were presented to the relevant stakeholders at the workshop with the following objectives:

- to assess the present situation in MSWM in MDP partner municipalities;
- to increase awareness of all relevant stakeholders in the society about the principle of shared responsibility in MSWM;
- to challenge local governments to begin focusing on long-term, cost-effective improvements by setting the municipal strategic vision of MSWM;
- to reinforce networking between waste experts in the area;
- to promote the very few recycling efforts and initiate more extensive and organized recycling;
- to recommend strategies for improvements of existing MSWM systems.

The principle finding is the fact that in none of concerned MDP partner municipalities the local government bears the full responsibility for MSWM. This is mainly because the authorities are not fully engaged in creating favorable conditions for proper waste management, the privatization in the communal sector is bringing even bigger chaos in the division of responsibilities, while the young municipalities (so-called “Dayton municipalities”) are lacking tradition in the municipal governance in general.

The critical issues in the MSWM in all six municipalities are observed in the following areas:

⇒ **Infrastructure:**

- Problem with Landfills
- Technological Issues (inappropriate and outdated technology)

⇒ **Organizational Issues:**

- Low level of professionalism
- Poor communication between utility and service-users
- Poor communication between utility and local government
- Small area coverage with household waste collection services, especially rural areas
- Low fee collection rate

The main message that MDP intended to convey through the assessment and the workshop in the field of waste management can be summarized in the following way: an effective and sustainable MSWM cannot be achieved by focusing on the technical aspect alone. Each stakeholder in the society has to play its part in order to acquire a sustainable and integrated system as a whole.

Although favorable legal and economic conditions must be provided by the state and entity levels, local stakeholders can create a lot of improvements themselves. In particular, networking between utilities and professionals, improvements in the public relations strategy of waste utilities and organized awareness-building processes can be easily initiated at local level.

Through MDP, the waste expertise and certain financial support have already been requested by the municipality of Petrovo where local actors wanted to introduce the MSWM system for the first time. Moreover, thanks to the assessment conducted and the workshop organized by MDP, this municipality is making efforts to apply the concepts of integrated and community-based solid waste management. Hopefully, this kind of best practices in waste management will be shared through the network of waste utilities and experts in the region.

Annex 11B: Evaluation of the Quick Start Project in Petrovo Municipality “Čisto Petrovo“ (Clean Petrovo)

MDP initiative to raise awareness of local stakeholders for waste management issues triggered the implementation of the project “Čisto Petrovo” in Petrovo Municipality. The report of External Evaluation of the project gives a complete illustration about project design, the activities realized, the results achieved as well as future prospects. The External Evaluation was made by the team of external experts from the EU financed project for Support for Improved Waste Management in Bosnia and Herzegovina, being implemented in the three regions in BiH in the period Nov 2003 – Nov 2005. Their report is given below.

External evaluation of the project «Čisto Petrovo»

1. Introduction

Municipal Development Project (financed by the Swiss Agency for Development and Cooperation) and Petrovo Municipality initiated and financed implementation of the project «Čisto Petrovo».

Municipality Petrovo covers the territory of 162 km². It consists of seven local communities (villages). Before this pilot project, there was no organized waste collection, transport and disposal in the municipality. Wild dumps were everywhere present, even in urban parts of the municipality.

Citizens recognized and identified the problem of waste as a priority and gave great support to the project idea of «Čisto Petrovo». Public hearings took place in villages, with the aim to educate and motivate citizens to take part in the action «April – month of clean Petrovo Municipality»

2. Project Activities

All political structures, together with citizens, participated in the organized cleaning of wild dumps and improving municipal environment.

The public opinion has been collected through public discussions on service-users needs.

Initially, there was a suspicion among population whether the communal utility in charge of collection and disposal of waste will be capable to do proper services. Also, there was a suspicion about citizens' willingness to accept the new system for waste collection and about their readiness to pay for these services. These suspicions turned to be meaningless because both actors achieved satisfactory results.

The municipality co-financed almost 50% of the total project cost. The necessary equipment has been bought, as follows:

Containers (volume 5m³) - 15 pieces

Bins (120 litres) – 30 pieces

Bins (80 litres) – 400 pieces

Bins were sold out to the people at decreased price and the citizens' interest to buy more bins was growing day to day. Today, about 20-30% of the total population in the municipality is covered by the waste services; the weekdays for waste collection of each village and legal entity are precisely determined.

The wild dumps in the urban part of the municipality have been cleaned out.

Evaluation of the project «Čisto Petrovo»

Project design	The decision to upgrade the state of waste management in Petrovo, as a method to improve the efficiency and transparency of municipal activities, is considered an excellent decision. It is a good method to create positive and visible relations between service-providers (municipality and communal utility) and service-receivers (local population).
Management, organization and project approach	Establishment of the working multi-disciplinary team, composed of stakeholders with different responsibilities that are not exclusively related to waste management, and the systematic approach of the team supported by an MDP representative with the aim to identify and create methodology to solve certain issues is considered an extraordinary example of project design and implementation. The enthusiasm of the team is obvious despite the discouraging issues related to the central problem, such as lack of technical expertise in Petrovo. Hence, the team made a good decision to divide the problem into smaller and less complex parts. Participation of the local population in decision-making from the very start of the project is an excellent step. The fact that all stakeholders of the community took part in the project (medical institutions, shops, young and old people, municipal centre and peripheral local communities) confirms that the project has good chances for sustainability.
Progress of project implementation / stakeholders participation	<p>Participation of the local population as well as participation of MDT members was required from the start. The approach that includes the decision to gradually introduce changes, to test new ideas (i.e. announce the day of cleaning in a local community, launch the idea of buying waste bins in order to create the fund for purchase of new equipment) is considered as the best possible approach. Especially, selling of waste bins with the aim to collect financial means is a very impressive idea.</p> <p>This is primarily caused by the lack of resources, but lessons learned and very positive experiences gained by the project team are very important. If money was only donated, the interest of local population to take part in cleaning actions would probably never be assessed as well as the increase in the demand for waste bins that resulted in the competition of the people to purchase one. This is especially important in rural and economically poor municipalities.</p>
Project content – important external factors	Project team stressed, and other participants agreed, that in this new municipality there was no established procedure for waste management that should be changed in order to develop and implement new ideas. A modern approach would not be easy to apply if there existed “the historical approach”. Also, Petrovo is a small municipality where everybody know everybody and the community spirit and competition are more intensive than in bigger municipalities. The situation with low income required a step-by-step and economic approach – which eventually resulted in unexpected achievements (mentioned above). However, the general impression is that the most important factor for improvements in Petrovo is the enthusiasm of the project team.
Change processes / Processes of change of ownership	The primary and the most efficient project result up till now is the change in the municipal approach in engaging service-users (beneficiaries) in the decision-making processes when they are directly influenced by decisions. Such approach does not mean only that local population is engaged in the decision-making processes, but also that the project

	<p>team was built from individuals with diverse professional background and responsibilities, who have been assigned different tasks and responsibilities in the local waste management. Throughout this process the local authorities have been citizen- and service-oriented, and municipal employees were invited to take part in the municipal policy-making. Initiating policy-developments inside the municipality, and externally, upgrades the transparency and ownership of project activities by local population. Whenever, the ownership is transparent (i.e. improvements in waste management and decrease in the number of wild dumps) the changes are more likely to be sustainable. All of this seems to be very, very positive.</p>
Project monitoring	<p>Keeping track about participants in the project was very good up to date. Photo documentation has been produced about all changes and photos were presented to the people in local communities. This is the way to ensure transparency and relations with population and to update data. This has to continue, as well as continual monitoring of the situation and further photo documentation with the aim to stop wild dumping and show that results and activities are sustainable.</p>

Role of MDP	<p>MDP offered extraordinary support and directed the project “Čisto Petrovo” by introducing step-by-step approach, advising on project tasks and the way to realize the ideas (e.g. selling waste bins in order to collect money for further investment). It is evident that the project team of Petrovo and MDP have established an excellent cooperation and mutual respect. The project team alone created a lot of excellent, practical ideas (such as the one with selling bins), but it seems that the discussion with MDP on these ideas have helped a lot.</p>
Potential ideas for future developments	<ul style="list-style-type: none"> • The project team from Petrovo has recognized that they do not possess sufficient skills and knowledge in waste management. They should think about design and implementation of a focused training program about waste management techniques that would comprise the following: <ol style="list-style-type: none"> 1. design of regular campaigning activities for awareness-building, that would include regular information to citizens on the ongoing activities and questioning their comments and opinions 2. design of educational campaigns targeted towards minimization of waste production in households, offices, composting etc. Fostering participation of local population in the process of decision-making, such as assessing readiness of the people to pay for services, establishing groups for monitoring waste composition, etc. 3. how to design a campaign for waste minimization / re-use of materials (composting) that is in relation with the needs for waste collection (if waste quantities decrease, the need for collection changes). 4. how to identify potential markets for secondary materials (recyclables) and decide whether and how to sort wastes. 5. improving landfill management 6. proper rehabilitation of wild dumps <p>There are certain good examples of all mentioned activities in BiH and eventual visits to the field /presentations /discussions with relevant municipalities should be considered as a part of training.</p> • NGO that is a part of the project team has developed activities with children in order to improve their computer skills. The idea to “use” children for brochure/poster design should be seriously taken into

	<p>account as a part of the local campaign and dissemination of information related to the educational campaigns.</p> <ul style="list-style-type: none"> • The priority should be given to the extension of cleaning campaigns on other local communities. • A questionnaire method should be applied to collect ideas of local households / businesses for improvements in waste management and potentials for waste minimization. • Cooperation with teachers should be reinforced in order to design a plan for raising interest in waste among pupils. Direct support should be offered to pupils and teachers in collecting information about environment, design of posters, cleaning actions, making compost sites where they could produce compost for their gardens. They could be supported in the campaign for sorting waste in order to find out quantities of plastics, glass, etc. produced in schools. Then pupils could give their suggestions on how to decrease the amount of waste produced at home and at school.
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Many of the mentioned ideas will be addressed by the EU project for Support for Improved Waste Management in Bosnia and Herzegovina. Hence, there is high likelihood for future cooperation with MDP in accordance with future operational plans.

Annex 12A: Dobož Mayor's speech

Dear Mr. Holenstein, Mr. Kühne,
representatives of donor and other international organizations, ladies and gentlemen, dear guests,

I have a special honor to greet you all on the occasion of the opening of the reconstructed one-stop shop for administrative services and installed information system in Dobož Municipality.

Dobož Municipality, with municipalities from the Federation of BiH, has participated as a pilot-municipality in the Municipal Development Project (MDP) in BiH since November 2001.

Municipalities of Dobož Istok and Maglaj also participate as well as new municipalities: Petrovo, Dobož Jug and Usora.

MDP is financed by the Swiss Agency for Development and Cooperation (SDC) and implemented by the Swiss NGO Intercooperation, and we express our gratitude to them.

The total amount of these projects is about 450,000 KM, the information system cost was about 100,000 KM, and the reconstruction of the one-stop shop was about 350,000 KM.

Dobož Municipality co-financed the information system with 10% and one-stop shop with 70% of the total amount.

With the installation of the information and construction of a modern one-stop shop, Dobož Municipality is actively participating in the public administration reform in Republika Srpska and Bosnia and Herzegovina.

The municipal leadership is committed to make Dobož Municipality a good example of local governance in Republika Srpska and Bosnia and Herzegovina, in particular in good organization of administrative services.

A part of the project is the info-desk where citizens can get all relevant information about work of the municipal administration and Municipal Assembly.

This is the opportunity to announce the other actors who contributed to the realization of this project:

- Company «KING» installed equipment for the information system:
- Municipality Centar Sarajevo made the applications (programs) for office management and registry office;
- Architectural agency «ENTASIS» from Zenica has designed the project for the reconstruction of one-stop shop and supervised the works;
- Company «GRAD-PROMET» from Dobož was the main contractor with sub-contractors from Žepče, Sarajevo and Dobož.

We will persistently work with the Municipal Development Project that will last till end of 2007.

Our aim is to fulfill major needs of Dobož Municipality through the implementation of these projects, such as: better development of human resources, reconstruction of working space, strengthening internal organization of municipal administration, continual education of employees, etc.

Once again, thank you all!

Annex 12B: Press release

DEZA
DDC
DSC
SDC
COSUDE

DIREKTION FÜR ENTWICKLUNG UND ZUSAMMENARBEIT
DIRECTION DU DÉVELOPPEMENT ET DE LA COOPÉRATION
DIREZIONE DELLO SVILUPPO E DELLA COOPERAZIONE
SWISS AGENCY FOR DEVELOPMENT AND COOPERATION
AGENCIA SUIZA PARA EL DESARROLLO Y LA COOPERACIÓN



Municipal Development Project in Bosnia and Herzegovina (MDP)

Press release

Doboj Municipality ready to offer better services to citizens

Doboj, 6 August, 2004 – Doboj municipality has prepared the official opening of the information system and one-stop shop for administrative services. These projects have been co-financed by the Swiss Agency for Development and Cooperation (SDC) and Doboj municipality. The implementation of the projects was supported by the Swiss organization Inter-cooperation within the Municipal Development Project in Bosnia and Herzegovina (MDP).

MDP supported the installation of the information system in the three partner municipalities in Doboj Region: Doboj, Doboj Istok and Maglaj. The soft components of the information system (know-how and software) in all three municipalities were created and installed by the IT expert team of the Sarajevo Municipality Centar.

The today's event will gather the most important persons from Doboj municipality, SDC, MDP, entity and BiH governments, local and international organizations. The operation of the information system certainly represents the milestone in the reform of the Doboj local administration which helps this municipality to turn into a real citizen-oriented service center.

The new information system will improve the efficiency and effectiveness of the municipal administration, hence providing quicker and better quality services to the citizens of Doboj. The one-stop shop for municipal services is located in the ground floor of the municipal building and people will be able to wait for the service in a cozy space.

The value of the information system is about 90,000 KM where SDC/MDP contributed with 90% in the total cost. The investment for design and construction of the one-stop shop was about 350,000 KM where SDC/MDP financially participated with 25% of the total value.

The projects are not a short-term Swiss donation. Doboj municipality has been a permanent partner of the Municipal Development Project which is supporting the processes aimed at building more efficient and effective, more transparent and accountable local government on participative basis.

In the next three years, an important objective of MDP will be the support to municipal development planning in the partner municipalities in Doboj Region.