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# COOPERATION BETWEEN LOCAL SELF-GOVERNMENTS AND CIVIL SOCIETY ORGANISATIONS

## EXCHANGING GOOD PRACTICES IN THE WESTERN BALKANS AND TURKEY

# TACSO



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- Liljana Tanevska, Center for Promotion of Sustainable Agricultural Practices and Rural Development, Macedonia
- Lovren Markikj, Unit for cooperation with NGOs - City of Skopje, Macedonia
- Ljubinka Radulovic, Association of Municipalities of Montenegro, Montenegro
- Majda Tafra-Vlahovic, Croatian Institute for Sustainable Development, Croatia
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- Mensur Jasarspahic Suri, Municipality of Kakanj, Bosnia and Herzegovina
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- Mladen Ivanovic, Association of the Municipalities, Croatia
- Mladen Jovovic, Ministry of Interior Affairs, Sector of Local Self-Government, Montenegro
- Mustafa Yardimci, Ministry of Interior of the Republic of Turkey,  
Department of Associations, Turkey
- Nebojsa Kuburovic, RTCG, Montenegro
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- Petar Vujovic, Municipality of Tivat, Montenegro
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- Sadeta Skaljic, Ministry of Justice, Sector for Civil Society, Bosnia and Herzegovina
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# PREFACE



## Background of the Regional Conference

The general objective of the project Technical Assistance for Civil Society Organisations - TACSO - is to strengthen the civil society within a participative democracy, to stimulate a civil society-friendly environment and culture, to strengthen the overall capacities and accountability of Civil Society Organisations (CSO) within IPA beneficiaries, the Western Balkans and Turkey, to guarantee the quality of service of CSOs and a sustainable role of the CSOs in the democratic processes. An important project component is contributing to stronger partnership between CSOs and local self-governments with the purpose of promoting and strengthening citizens' participation in the decision making process.

It is for this reason that we have organised a regional conference on "Cooperation between Local Self-Governments and Civil Society Organisations in the Western Balkans and Turkey" held in February 2011, at Becici in Montenegro.

The purpose of this Regional Conference was to provide forum to share topic related knowledge, information and experience among stakeholders from IPA countries. The overall objectives of the Conference were:

- mapping of institutional mechanisms on cooperation between CSOs and local self governments in the region thus enabling further exploring of relations between CSOs and local government
- exploring possibilities for further development of institutional mechanisms;

- identifying relevant actors and stakeholder for broadening regional cooperation.

The conference was organised in three plenary sessions, followed by group work which covered three thematic areas:

- Transparency and Accountability of Local Self-Governments and CSOs' role
- Participation in the Decision-Making Processes – Mechanisms at the Local Level
- Financing of CSOs' Actions at the Local Level

The Conference gathered CSOs dealing with issue of cooperation with local self-government, representatives of associations of municipalities, members of government institutions (government offices for NGOs or related Ministry) dealing with CSOs, representatives of local self-government with best practices at the national level, persons responsible for direct communication with CSOs in municipalities, media representatives, and relevant international organizations.

In the following 20 different case studies are presented describing the good practices of the cooperation between civil society organisations and local self-governments in the countries of the Western Balkans and Turkey. All cases serve as inspiration and promotion of close collaboration that foster public citizen participation in key decision-making processes, public service delivery and public transparency and accountability as crucial aspects of good governance.

# PART 1



## TRANSPERANCY AND ACCOUNTABILITY OF LOCAL SELF-GOVERNMENTS AND THE ROLE OF CSOs

COOPERATION  
BETWEEN  
LOCAL SELF-  
GOVERNMENTS  
AND CIVIL SOCIETY  
ORGANISATIONS:



# ASSOCIATION OF LOCAL DEMOCRACY AGENCIES, SERBIA



STANKA PARAC – DAMJANOVIC,  
SEE REGIONAL PROGRAMME COORDINATOR

local authorities have the sufficient capacity, nor a sufficient level of competencies to resolve this problem in the long term without having effective monitoring systems in place and pressure from citizen groups (read CSOs) to hold municipal authorities accountable.

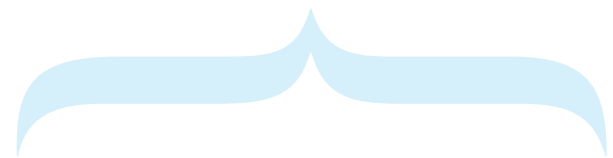
For over 80 percent of citizens, the domain of public services represents the most corrupt aspect of life in Serbia today. At the top of the list of corruption prone sectors include healthcare and the judiciary, while the majority of citizens believe that corruption is also present amongst government officials at different levels according to the latest research study on "Corruption in Serbia" conducted in November 2010 by the Gallup Medium Agency. The survey also points out that every third Serbian citizen has directly encountered corruption, and that the average amount of bribes paid by Serbian citizens in 2010 was 255 Euros, compared to 164 Euros a year ago. All being said and done, the survey has revealed in a telling fashion the well-documented fact that corruption in Serbia is severely undermining development objectives by hindering economic growth, reducing efficiency, and acting as a disincentive to potential investors and, above all, diverting critical resources meant for poverty alleviation. Some efforts aimed to improve the situation have been made, while many are the result of CSOs, think tank groups or NGO practitioners initiated in collaboration with the local governments.

## THE CONTEXT OF SERBIA

Some of the key challenges in the current process of decentralization in Serbia, given that there is only a limited scope of authorities in the field of local economic development, are to a large extent related with the administrative capacity of the local self-governments in their effective and responsive performances in providing services to citizens. The local tier of governance in Serbia is still far from being an effective service provider to the citizens in the local communities partly due to the incoherent legislative framework, regulating not only the system of local self-governments, but also the areas of education, culture, social and health care. The downsized economy, coupled with a high rate of unemployment, as the main effect of privatization, resulted in increasing requests for the local self-governments to have a role and to be equipped with adequate authorities in resolving these challenges at the local level. A limited scope of authorities, insufficient administrative capacity and limited resources have tied their hands before an increasing wave of the requests by large groups of the economically and socially deprived population.

In this way, the subsidiarity principle, as provided in the European standards of local self-government, has become one of the main victims of the constantly postponed transition and political and economic reforms in a country on its way to EU integration. Furthermore, the lack of transparent procedures in policy and decision making at the local level, especially during the phase of adoption or implementation of local development strategies, contributed to increased influence of political factors rather than participative approaches to the vision of urban regeneration and economic recovery of cities and municipalities in Serbia.

According to recently conducted research, numerous respondents recognized corruption at the local level, and do not believe that



## ALDA, SERBIA

**ALDA fosters human rights and local democracy by working on:**

- strengthening of European integration in different geographical areas including Caucasus;
- active citizenship and citizens' participation;
- fostering of equal opportunities and young policies;
- sustainable economic development;

**ALDA's methods are based on:**

- decentralized and multilateral cooperation;
- fostering of partnerships;
- technical assistance and training.

Read more at  
[www.alda-europe.eu](http://www.alda-europe.eu)



# MECHANISMS FOR MORE TRANSPARENT GOVERNANCE

Over the past years, a set of comprehensive legislative measures regulating transparent governance have been adopted, including public procurement, free access to information of public interest, prevention of conflict of interest, as well as state auditor, and state agency for fighting corruption. In addition, a number of international standards, including UN Convention on fighting corruption have been ratified and thus incorporated in domestic legislation. However, it is the poor implementation of anticorruption legislation that has become one of the major impediments in the transition to the establishment of the rule of law, democracy, market-oriented and socially responsible economy. Regardless of the level of government, the public sector has to a large extent become the one that is most exposed to the risk of corruption considering the level of authorities and discretion that is concentrated in public institutions. In addition, there is an evident lack of political will and support to the work of independent agencies established within the present legislative framework, and of wider civil society engagement in favour of creating more transparent procedures in the decision making process. The CSO coalitions established in promotion of access to public information or in the area of monitoring public finances could serve as an example of fulfilling the monitoring role of NGOs and of improved awareness-raising among the citizens in local communities. As an illustration, information sharing and networking of experts, NGO practitioners, and individuals in performing the role of the watchdog has resulted in the creation of the interactive Web site Whistleblower.

## THE WHISTELBLOWER

The mission of the Whistleblower is to investigate abuse of office in the government, public and private enterprises and other institutions. In case citizens suspect or have evidence that someone uses public property or its office in order to get money or other benefits they are encouraged to report this by using the Web site, telephone, or e-mail. The identity of "whistleblower" is fully protected.

Read more at  
[www.pistaljka.rs](http://www.pistaljka.rs)

Lack of an administrative capacity and a traditionally strong influence of the political factor at the expense of professional, competent and merit based local administration as an additional constraint to responsive performances of local self-governments requires further measures to support the establishment and maintenance of a structured civil dialogue (through an open public space) at the local level in the municipalities of Serbia. Procedures and mechanisms of information provision, public consultation

and greater involvement of citizens in policy and decision making have been determined in adopted codes whose implementation is still insufficient. Certain progress has been made in introducing mechanisms of public consultation in the process of adopting the local budget and in financing the local civil society organisations has become regular practice in a large number of municipalities. This includes the public calls and transparent mechanisms of support for the local NGOs with specific expertise in provision of social services or promoting national minorities' rights in multiethnic local communities. However, it has also become evident that the process itself requires an adequate level of capacity on both "parties" involved in the dialogue. Cooperation and partnership between civil society and local self-governments is one of the key prerequisites for achieving local ownership of the reforms in the society aspiring to EU integration. Therefore, the key challenge is in the role of CSOs in education of citizens for democratic governance to support the creation of sustainable local strategies and mechanisms upholding the principles of transparency and accountability.

## CONTACT DETAILS

ADDRESS: ---

PHONE:  
00 381 24 554 587

E-MAIL:  
Stanka.parac@aldaintranet.org

WEB SITE:  
[www.alda-europe.eu](http://www.alda-europe.eu)

# ASSOCIATION OF TOWNS, CROATIA



NIVES KOPAČIČ – SKRLEC,  
OFFICE COORDINATOR

## THE CONTEXT OF SERBIA

The purpose of this text is to briefly outline the current status concerning collaboration between local self-governments in Croatia and CSOs active at the local level. Also, the purpose is to cover some of the issues related to the cooperation between the Association of Towns and central governmental institutions such as the Government, Parliament, Ministries and Central State Administrative Offices in the course of the normative preparation process of laws and by-laws.

At the outset it is important to point out that local self-government, as well as democracy as such, is relatively new in Croatia, as in other countries in southeast Europe, and the time that elapsed between its introduction in 1992 and today is relatively too short for any serious analysis or forming scientifically based conclusions. There are several phases and features distinguishing local self-governments in Croatia, and the perception that collaboration and consultations between local self-governments and CSOs represents something advantageous is developing, though slowly. Nevertheless, we have to emphasise that a majority of local self-governments express readiness for collaboration, and they periodically and regularly carry out consultations, whereby continuously financing and co-financing programmes of CSOs in their areas. Even though local self-governments are highly heterogeneous in view of size and population of local units, economic strength, human resources' capacities and the level of local units' internal organisation, best practices and achievement of results appropriate for state-of-art / European trends still tend to only exist in the larger cities in Croatia. Unfortunately, the municipalities - with few exceptions - mainly lag behind and generally record insufficient efforts in the implementation of consultations and collaboration with the civil sector.

The Association of Towns itself is a member of the civil sector, and it has been established pursuant to the special Law on Local and Regional Self-Government as a national, non-party and supra-party association of towns in Croatia. On the one hand, the Association

tries to draw attention to the importance of consultations with the civil sector, as well as the importance of the civil sector as such, and on the other hand, it faces, on a daily basis, all the obstacles in communication with the bodies of the central state authority, as well as the lack of timely and appropriately implemented consultations resulting not only in disregard of regulations but also inconsistencies and lack of quality in the legal framework relating to local self-government.

## ASSOCIATION OF TOWNS, CROATIA

### OBJECTIVES

- Decentralisation of authorities and finances from mid-level government to the cities
- Promotion of the interests of local self-governments in the public
- Strengthening of cooperation between local self-governments

### ACTIVITIES:

- Monitoring of Parliament, government and ministries
- Research and analysis
- Drafting new legislation
- Impact evaluation
- Lobbying
- Round-tables and meetings
- Providing advisory services

Read more at  
[www.udruga-gradova.hr](http://www.udruga-gradova.hr)

Project "LOTUS" - local, responsible and transparent administration and self-government - is certainly the most important activity undertaken by the Association of Towns within the context of research and promotion of collaboration with civil society. During March and April 2009 non-governmental organisation GONG and the Association of Towns carried out a survey on transparency and openness of the bodies of the local self-governments. We should emphasise that this project was carried out in all cities and municipalities of the Republic of Croatia thanks to the financial support from the EU within the PHARE programme.



## LOTUS PROJECT

The LOTUS – local, accountable, transparent local self-government – is an EU-funded project implemented in 2009 in Croatia. The overall project objectives were to contribute to the development of democracy and civic participation, as well as strengthening of civil society in Croatia. It aimed at contributing to the current efforts of the Croatian civil society to actively monitor existing public policies and provide impartial recommendations for the improvement of public policies in the field of general democratic development. For the first time in Croatia, a large-scale and country-wide analysis of the current situation in the implementation of legislation relevant to the transparency of local government, cooperation with stakeholders and civil society was done. The research provides information that gives factual background to CSOs for their work and advocacy activities. It also outlines a set of recommendations and best practices of good governance.

Read more in Croatian at  
[www.gong.hr/page.aspx?PageID=185](http://www.gong.hr/page.aspx?PageID=185)

This systematic survey included all 127 cities and 429 municipalities, in order to carry out a full analysis of the current status and to prepare recommendations on how to increase the transparency of local self-government units' work and improve their collaboration with the civil society.

Another aspect that was included and that provided space for citizen motivation and inclusion in all aspects of public life, and internal decentralization, especially within the larger urban environments, was town self-governments. Aside from collecting data and obtaining screen shots of the situation, the purpose of this project was to also set standards and criteria for evaluation of transparency in the work of local self-government units, which were intended to be used by those units as a guideline for improvements in their work methods and communication with citizens.



## GONG, Croatia

This CSO encourages citizens to actively participate in political processes. It conducts non-partisan monitoring of the election process, educates citizens about their rights and duties, encourages mutual communication between citizens and their elected representatives, promotes transparency of work within public services, and manages public advocacy campaigns and encourages and helps citizens in self-organising initiatives.

Read more at  
[www.gong.hr](http://www.gong.hr)

Pursuant to LOTUS results, the average for achieved results was relatively low – 3,9 points out of a maximum 10.

Herewith, only about two percent of cities may be considered distinctly transparent, as they scored more than 7,5 points out of a maximum 10. This survey demonstrated the need for a transfer of best practices to cities and municipalities of similar sizes and budget possibilities in different areas of Croatia.

We should say that the results of the survey on transparency and openness of local self-governments were largely such as expected, and that they confirmed the hypothesis that cities are mainly transparent, or at least more transparent, and that in the majority of cities there is an awareness and political will to make significant progress and considerable, vital improvements in transparency and collaboration with civil society. Still, speaking in general, Croatia has a long way to go to achieve "consolidated democracy", if we should understand democracy in its wider sense as a level, consistency, solidity, permanency and legitimacy of political institutions and political culture.

We hope that we will have a chance to continue with our LOTUS survey and make it into a regular, periodic research, so that we may systematically and reliably monitor the status of collaboration and consultations between local self-governments and civil society in Croatia, as well as their level of understanding and cooperation.





## CONTACT DETAILS

**ADDRESS:** Association of Towns,  
Medveščak 17, 10 000 Zagreb,  
Croatia

**PHONE:**  
+387 1 631 3325

**E-MAIL:**  
nives@udruga-gradova.hr

**WEB SITE:**  
[www.udruga-gradova.hr](http://www.udruga-gradova.hr)



COOPERATION  
BETWEEN  
LOCAL SELF-  
GOVERNMENTS  
AND CIVIL SOCIETY  
ORGANISATIONS:

# CIVIL SOCIETY PROMOTION CENTER, BOSNIA AND HERZEGOVINA



SLAVISA PROROK,  
PROJECT MANAGER

## AGREEMENT(S) IN BIH

Taking into account that the NGO sector has reached its maturity and a high level of professionalism, as well as the fact that the government delegates many services, for which it is responsible for, to the NGO sector, the question of institutional framework for partnership with NGOs for the government becomes increasingly important in the region.

Considering that the EU has recognized partnership with organisations of civil society as an effective tool in the process of integration of the state, in 2004., in BiH CPCD has created together with the network "To work and succeed together" made of 380 NGOs, a document named "Agreement on cooperation between the government and non-government sector", as an institutional mechanism of cooperation between the two sectors. Until then, no such institutional mechanism existed that could strengthen and ease partnership in the relation government - NGOs. Significant success in this context also happened with the adoption and signing of the Agreement on cooperation between the Council of Ministers and NGO sector in BiH, in May 7, 2007.

## CENTER FOR PROMOTION OF CIVIL SOCIETY, BOSNIA AND HERZEGOVINA

Our vision is an open and democratic society, based on rule of law, social justice and equal opportunities for all, in which government, civil society and the business sector work together for general welfare and the welfare of each citizen.

CSPC's mission is the promotion of civil society, sectoral cooperation and good governance in BiH. Our mission has been realized through various operational programs and projects, as well as Resource Centre services like data collecting and exchange, technical support to CSOs regarding their institutional development. The Centre's Web page [www.civilnodrustvo.ba](http://www.civilnodrustvo.ba) is one of the most visited web portals when we talk about civil society in our country, with more than 7.000 visits per month that offers more than 200 various documents (publications, brochures, manuals, analysis, reports, etc.). Within the country and abroad, it distributes more than 1.000 various civil society related information on a monthly basis.

Read more at  
[www.civilnodrustvo.ba](http://www.civilnodrustvo.ba)

Yet, efforts of CPCD are still underway to implement the signing of an agreement at the state level. There is great interest among NGOs as the agreement is considered to be a suitable instrument that limits government's discretion rights in definition of public interest (that should not be a monopoly of political structures).

In the meantime, CPCD together with local partner organisations has led the process at the local level resulting in the adoption of similar agreements in 75 out of 142 municipalities in BiH.

The Agreement represents:

- Written agreement of local bodies of authorities (municipalities) and CSOs by which a framework for improvement of mutual dialogue and cooperation has been set up;

- Joint statement by which parties-signatories are confirming the significance that CSOs have for the development of a dynamic and plural democratic society; they indicate different but complementary responsibilities of municipalities and CSOs, defining basic values and principles of their future relations, the same as basic fields of their future cooperation;
- Institutional mechanism of cooperation between municipalities and CSOs in all fields of significance for the development of civil society, cross-sectoral cooperation and governance.

The agreement is not a contract in legal terms, but a political document. It has moral and political, but not legally binding effect.

“Binding” strength and authority of the Agreement is based on basic values and principles promoted by the agreement itself and by confirmation of signatories that they shall respect and implement those values and principles in practicing their everyday relations.

[Agreement on Cooperation between the Council of Ministers of BiH and the Non-Governmental Sector in Bosnia and Herzegovina](#)

Full text of the Agreement on Cooperation between the Council of Ministers of BiH and the Non-Governmental Sector in Bosnia and Herzegovina is available in English at [www.sporazum.ba](http://www.sporazum.ba)

## WHY IS THE AGREEMENT IMPORTANT?

The agreement clearly defines joint and separate obligations of municipalities and CSOs in relation with respect and implementation of common agreed values and principles in everyday practice of their relations.

- Promotes and advocates development of agreeable regulation of relations between municipalities and civil society;
- Establishes institutional mechanisms for the development of dialogue and partnership between municipalities and civil society;
- Promotes, recognizes and protects the independence and freedom of the work of CSOs;
- Establishes the principle of consultations in planning and creation of programs, strategies and other instruments of public policies that have influence on civil society, development of cross-sectoral cooperation and good governance;
- Promotes principle of public and transparent financing of programs, projects and services of CSOs from a municipal budget.

In the past years, CPCD together with partner and local organisations, has started or led the process of the creation and adoption of the agreement on cooperation or process of establishment of institutional mechanisms of cooperation of the government and non-government sector in almost all municipalities in the state. One of the lessons learned is that the participatory process during the creation and adoption of the agreement is the most important phase, so to enable later implementation. In an attempt to adopt one agreement on cooperation in one unit of local self-governance, the process of creation is equally important, maybe even more important than the outcome of the adoption of this document.

By following elements of theory and good practices from England and Scotland, and by respecting the level of development of civil society in BiH together with other realities, through the introduction of the agreement as a new political practice in relations between the government and non-government sector, CPCD has applied the following steps:

1. Identification of the main actors of the process;
2. Presentation of the purpose of the agreement;
3. Establishment of mixed (cross-sectoral) working group;
4. Creation of the text of the Agreement by following the codes/rules of good practices in identified fields of potential cooperation;
5. Holding of public discussions in the local community;
6. Adoption and ceremony of signing of the Agreement.

These are also basic steps that CPCD has tried to make in the process of the creation and adoption of the Agreement.

Financing and providing equal opportunities to CSOs represents one of the most important elements in relation between municipalities and CSOs. Having in mind the importance that the issue of financing has for the fulfilment of the role of CSOs, municipalities and CSOs in the Agreement are taking full wing obligations:

- Establishment of transparent procedures, principles and criteria for financing of OCDs;
- Identify transparent and consistent mechanism of decision-making in financing (independent mixed commission for selection of projects of local OCDs);
- Establishment of a mechanism for monitoring and evaluating approved projects (person in whose job description has the responsibility of cooperation with local and other OCDs);
- Establishment of a system of information flow and other conditions for an equal approach to financing from the municipal budget;
- Support to the introduction of a model of financing and co-financing of multi-year projects and services;
- Development of a model of making agreements with OCDs for the provision of social and other services, including services of tracking activities and results of municipalities;
- Respect to the principle of financing of projects and services approved with the full sum of the budget of the project;

Almost every Agreement signed in BiH contains these elements but its implementation varies considerably. One of the latest examples of the creation and adoption of the Agreement on cooperation, led by CPCD, was in the municipality of Bijeljina. As a first step, attempts are directed to local CSOs and their understanding of the purpose of the agreement, to make an insight into the achieved level of cooperation with local organs of authority. This phase of introduction is intended to make local CSOs interested in being part of the process itself. After introducing the elements of the Agreement on cooperation to the municipal administration, its benefits that can be expected; the establishment of a joint working group (RG) was the first operational step. Besides transparency on both sides (granting and justification of finances allocated) we pointed out the greatest benefit, namely, that stronger and more capable organisations are using less municipal funds and attract more of them from other donors. Municipalities do not participate in the implementation of these activities nor do they provide co-financing as they would do if they provided the funds themselves. So, the interest of having greater capacity of local CSOs is not only the interest of CSOs but also local governance as well. This is especially expressed in partner relations between municipalities and CSOs during the implementation of joint activities. On the other side, the municipality itself has to find its own capacities among personnel of local governance and insist on their constant upgrading.

With this we come to education of personnel as an additional element of the Agreement. In the further process CPCD provided technical assistance to the members of the working group. The reason for this was to achieve “ownership” over the process and document itself by local partners. Members of the working group were preparing a text of the Agreement and belonging annexes (consultations, finances, monitoring).

After delivering the first draft of the Agreement, the working group organised a public discussion in which all participated equally (printing of the Agreement and its distribution, arrangements on agenda, memo, speakers, etc.). After holding a public discussion, the working group gave notice to all participants of public discussion on accepted and rejected proposals, which led to the creation of the

final text of the Agreement and its delivery to the municipal mayor so as to put it on the agenda of the council/municipality for adoption. That CPCD initiated an important process is confirmed by the fact that IPA 2007 was based on the above mentioned process of cooperation. The project of strengthening of local democracy (LOD), which was financed by the EU, and implemented by UNDP in BiH, was open only to those local authorities/municipalities which had the Agreement signed and which adopted transparent mechanisms for granting local funds to CSOs.

Taking into account that partnership is the greatest form of cooperation of local, as well as other organs of authority and CSOs (that proceeds by meetings, trust-building, exchange of information, consultations) we started projects that aimed at strengthening CSOs because by that we achieve that CSOs bring forward their qualified opinions, which makes them more credible partners to the authorities. As a domestic actor, we insist on this approach, with education as a necessary element. Wrong and short-term approach can make more damage than use. In this context we are grateful to TASCO project that has this kind of approach, same as activities focused on strengthening CSOs with the aim of making them credible partners to the government and other sectors of the society.

COOPERATION  
BETWEEN  
LOCAL SELF-  
GOVERNMENT  
AND CIVIL S  
ORGANISA



## CONTACT DETAILS

**ADDRESS:** Center for Promotion of  
Civil Society, Kalesijska 14, 71 000  
Sarajevo, Bosnia and Herzegovina

**PHONE:**  
+387 33 644 810

**E-MAIL:**  
info@cpcd.ba

**WEB SITE:**  
[www.civilnodrustvo.ba](http://www.civilnodrustvo.ba)



# BALKAN SUNFLOWERS, KOSOVO



MUHAMET ARIFI,  
DIRECTOR

## BALKAN SUNFLOWERS, KOSOVO

Balkan Sunflowers promotes local volunteerism and brings volunteers from around the world to work as neighbours and friends in social reconstruction and renewal. By organising educational, social and cultural activities, we promote understanding, further non-violent conflict transformation, and celebrate the diversity of the lives and cultures of the Balkan region.

Our volunteers bring skills, experience and enthusiasm to societies that have been depleted by conflict, and the volunteers are themselves enriched by their involvement in community building.

Balkan Sunflowers' activities are intended both to achieve concrete results and to enliven and empower the participants and their communities. Through education, play, art, sport, work and celebration, and in compassionate response to traumatic experiences, we serve the communities with whom we live.

Read more at  
[www.udruga-gradova.hr](http://www.udruga-gradova.hr)

## COOPERATION BETWEEN CSOs AND LG

The cooperation between Civil Society Organisations (CSO) and Local Government (LG) is not as it should be. CSOs believe that there are many possible reasons for this: lack of motivation, lack of professional capacity, and lack of interest of the staff working in the Local Government, in this case Municipalities. There are also many reasons for Local Authorities not being active as they should be. The directors of the Municipality Departments (MD) are usually appointed to those positions politically. The MDs are not coordinated by directors who are qualified or have experience related to the required profile. Staff working in those Offices are often politicized. The municipal budget is not sufficient to cover the needs. Salaries of the municipal servants are low. There is a lack of office space, and lack of administrative materials. And MDs have multidimensional Terms of References: due to the lack of financial resources one person may have to cover diverse portfolios.

Prishtina, the capital city of Kosovo, is one place where Civil Society Organisations have more opportunities to exercise their activities. Depending on the needs and the importance of the issue, Civil Society is also acting in many other municipalities across Kosovo.

Kosovo is a country that is developing and improving regarding policy making. One of the examples is that the Kosovo Government, in cooperation with the civil society, drafted the Strategy and also the Action Plan for the Integration of the Roma, Ashkali and Egyptian communities in Kosovo. Many municipalities are multiethnic and usually not all minority groups are represented equally. The Roma, Ashkali and Egyptian communities are the people that have the biggest socio-economic problems especially in education, employment and health. One of the Civil Society initiatives and cooperation with the Local Authorities is drafting the Municipal Action Plan (MAP) for the implementation of the strategy for the integration of the Roma, Ashkali and Egyptian communities. Those MAPs are designed and approved in five municipalities at the moment, and the drafting of the MAP is gradually developing in other municipalities too. The responsible body for the implementation of MAP in a municipality is the Office for Returns and Communities (ORC). The implementation of these MAP is not implemented anywhere in fact because of the lack of funds, motivation, expertise, and the will of the ORC and municipalities.

Many of the Civil Society projects are funded by international organisations and embassies. Now, more and more, those funds are going through the central government and Local Authorities. Usually, a financial commitment from the Government or the Local Authorities is required. While the Government and Local Authorities usually make a financial commitment, they often do not realize their commitment because of the lack of financial resources or lack of knowledge on how to access or commit funds.

CSOs strive to involve the Local Authorities in the implementation of the projects. Also, CSOs are always ready to be integrated in projects organised by Local Authorities. Unfortunately, the CSOs are usually not integrated, as they should be, in the implementation of the projects that the Local Authorities are implementing. The cooperation between the CSOs and Local Authorities depends on the will, political situation and budget.

There are different good practices in Kosovo. Not all of them are taken into consideration by Local Authorities. CSO projects include study tours, exchange visits, international volunteers, trainings on good practices from other countries, implementation of the policies, etc. The governmental structures are often part of the programs provided by CSOs. All those trainings and information on good practices very much help CSOs and the staff from the Local Authorities to perform better in their work. Usually, the CSOs share information and cooperate and all together leverage best practices. Depending on the type of the objective and activities, there are different types of beneficiaries. Usually, the beneficiaries are non-majority communities, women, people in rural areas, people with special needs, etc. The CSOs are also very active during the elections, and this activity is organised in all municipalities around Kosovo. The CSOs helped a lot in the last Parliamentary Elections by monitoring the process itself.

There is lack of coordination between central and local authorities. Though sometimes there are interagency planning or donor conferences, there is generally a lack of coordination among the donors. This may result in priorities created in a distant foreign ministry, lack of prioritization, some projects being very well-supported while other worthwhile efforts lack support, ill will between and among CSOs and the government. There are many different good practices from different CSOs working in Kosovo. The sustainability of those good practices is always in danger. Many of those good practices and cooperation fail after the end of the project. The CSOs do not have sustainable funds and they survive from project to project. The government does not provide sufficient funds to the CSOs for continued operation. The law on CSOs does not ensure support to the CSOs. The main funding is from the international community, while small funds come from the government and small business.

Many good practices from Europe and the world are used in Kosovo. Those good practices have to be modified in accordance with the needs of the beneficiaries. Often there are no conditions to implement those good practices as they are; physical space, lack of funds, managerial capacity, policies, etc. Usually, during the implementation of the project, evaluation is made and improvements in the implementation of the project take actions. After each project there are many lessons learned. Often, many good practices are created and can be used by CSOs, Local Authorities and many other actors.

The main challenge for the CSOs remains to be funding. The lessons learned and good practices can be implemented only if there is ongoing financial commitment and involvement from the Local Authorities. For better use of the good practices, there is a need to improve communication and coordination among all stakeholders. Along with the need for cooperation in the country, there is a strong need for regional cooperation, and cooperation and sharing of the good practices with EU countries and other countries in the world



## CONTACT DETAILS

**ADDRESS:** Balkan Sunflowers,  
Luan Haradinaj, Youth, Culture and  
Sports Hall 114, 10 000 Prishtina,  
Kosovo

**PHONE:**  
+381 38 246 299

**E-MAIL:**  
muhamet.arifi@balkansunflowers.org

**WEB SITE:**  
[www.balkansunflowers.org](http://www.balkansunflowers.org)



COOPERATION  
BETWEEN  
LOCAL SELF-  
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AND CIVIL SOCIETY  
ORGANISATIONS.



# YOUTH ASSOCIATION FOR HABITAT, TURKEY



**BASAK SARAL,**  
SECRETARY GENERAL

## LOOKING AT BEST PRACTICES IN TURKEY: LOCAL AGENDA 21

During the UN Earth Summit held in 1992, "sustainable development" was endorsed as the common goal of humanity; along with the global action plan entitled "Agenda 21" to move towards attaining the goal of sustainable development. In Agenda 21, local authorities are called upon to undertake a consultative process with their populations and achieve a consensus on a "Local Agenda 21" for their communities.

Local Agenda 21 (LA-21) National Program of Turkey is an important local democratization project of Turkey, implemented and coordinated under the auspices of the United Nations Development Programme and United Cities and Local Governments Section for the Middle East and West Asia – UCLG-MEWA - and with the support and partnership of the Ministry of Interior and Youth Association for Habitat since 1997.

The overall objective of the program is to strengthen local governance by ensuring that civil society participates in decision-making and influences local investments. The program reflects a decentralized and enabling approach, based upon networking and collaboration among equal partners. The primary decision-making and implementation mechanisms are the local stakeholders organised mainly in the form of city councils supported by working groups, youth and women councils, platforms of children, elderly and disabled.

Turkey's LA 21 Program places particular emphasis on the "governance" approach based on participation and partnerships. Based on the principles of partnership in solution, ownership as citizens and active participation, designed to act, essentially act as a school for local democracy, whereby concrete and practical issues that have direct relevance in the daily life of communities are placed on the agenda, discussed, sought consensus and implemented through a consultative process.

## LOCAL AGENDA 21: ACT LOCALLY, THINK GLOBALLY!

The concept of Local Agenda 21 began in 1987 at a meeting of world leaders in Norway, where they agreed that the way forward for the planet was to adopt policies of "sustainable development". Later, at the Rio Earth Summit in 1992, these ideas were further developed into the UN Action Plan under the term Local Agenda 21, recognising the need to work out local agendas for sustainable living into the 21st century. Each represented country was urged to develop an LA21 strategy with the agenda set by the community itself rather than by the central or local government, as ownership of any initiatives by society at large is most likely to be successful. Some 2,400 representatives of NGOs attended, with 17,000 people at the parallel NGO "Global Forum" who had Consultative Status.

Relevant texts are available at  
[www.un.org/esa/dsd/agenda21](http://www.un.org/esa/dsd/agenda21)

LA 21 Program in Turkey has proven to be a success in enhancing local democracy in terms of citizen participation, community development and democratic priority setting. It has served as a valuable tool for paving the path for improved governance and generating good practices in the field of strategic planning and needs assessment. It has revealed the immense potential of local communities in realizing the basic concepts and principles of good governance, which include inclusiveness, responsiveness and representativeness, accessibility, transparency and accountability.

## ACHIEVEMENTS

In this context, the major achievements of the Program can be summarized as the City Councils, the primary participatory structure of the LA 21 processes that bring together the central government, local government and civil society within a collaborative framework of "partnerships". The Women's Councils and the Youth Councils established for developing policies and mechanisms to increase the participation of the women and youth in local decision-making processes are regarded as "best practices" at the global level. The active participation of the Special Interest Groups, including the physically and mentally disabled persons, the elderly ("senior citizens") and the children in the participatory mechanisms under the umbrella of the City Councils was also achieved.

Significant advance was made towards the preparation and implementation of Action Plans that delineate sustainable development targets, policies, strategies and action proposals of respective cities, developed with the participation and consensus of local stakeholders. The Working Groups, constituting the key mechanism of the action planning processes, have been designated as an organ of the City Council in the By-laws of the City Council. The LA-21 Program demonstrated its potential to trigger social transformation that accelerates the decentralization and democratization process in the country, as well as the process of Turkey's integration with the European Union.

The achievements of the LA 21 Program in Turkey, led to the inclusion of City Councils, the participatory mechanisms established within the framework of the Program, in the new Municipal Law enacted in 2005, and complemented with by-laws on City Councils enacted in 2006 and amended in 2009. The new Municipal Law is developed and adopted within the framework of the local government reform, aiming to enhance democratic governance, decentralization, and restructuring revenue sharing.

The Municipal Law recognized citizenry at the local level and defined residents of the city as hemşehri (citizen) of the town they reside in. Hemşehris have the right to participate to the municipal decisions and services, to be informed on the activities of the municipality and to benefit from the aids of the municipal administration.

The Law obliged the heads of the neighborhoods (muhtar) to determine the common needs with the voluntary participation of neighborhood residents, to develop the quality of life in the neighborhood, to conduct relations with the municipality and other public institutions and organisations, to provide opinions on matters concerning the neighborhood, and to cooperate with other institutions.

Besides, the Law called upon the municipality to provide the necessary contribution in kind and support within the limits of its budgetary means for the neighborhood and the office of the head of the neighborhood to meet their needs and for the resolution of their problems. In taking its decisions, the municipality shall take into consideration the common demands of the neighborhood residents and shall seek to ensure that the services are carried out in accordance with the needs of the neighborhood.

More to the point, the Municipality Law defined the City Council and entitled it to seek the realization of the following principles in urban life:

- Development of the urban vision and the sense of hemşehrilik (townsmanship);
- Protection of the rights and the law of the town;
- Sustainable development;
- Sensitivity to the environment;
- Social assistance and solidarity;
- Transparency, accountability, participation and subsidiary.



## YOUTH ASSOCIATION FOR HABITAT, TURKEY

YfH is a non-governmental organisation which aims at developing capacities and empowering youth in order to make young people active, participative, proposing solutions and implementing their own projects. With the purpose of these targets, our association ensures participation of youth in the national and international youth related events of the United Nations, the European Union, and Council of Europe.

YfH defines its mission as increasing youth awareness for sustainable development; youth participation in decision making; developing partnerships among youth; improving networking among youth groups; enabling youth to establish partnerships with government, local authorities and the private sector; following up and increasing youth participation in the international youth related events; and facilitating access to information.

Being the responsible NGO for the implementation of the youth component of the Local Agenda 21 Program in Turkey, we have facilitated the network of local youth councils in Turkey, which is the National Youth Parliament, aiming to increase youth participation in decision making for sustainable development.

Read more at  
[www.youthforhab.org.tr](http://www.youthforhab.org.tr)



Furthermore, the Law stressed that the municipalities shall provide assistance and support to effective and efficient conduct of the activities of the City Council with the participation of public-law professional organisations, trade unions, notaries, universities (if any), relevant civil society organisations, political parties, public institutions and organisations, heads of neighborhoods and others concerned.

Above all, the Municipality Law enabled the participation to the specialist commissions of the municipal councils permitting the organisations to declare opinions without the right to vote. In addition, the Law required the reports of the specialist commissions to be public. They shall be announced to the public by various means and shall be provided upon request at a price determined by the council which shall not exceed its cost.

Similarly, the Law required strategic plans of the municipality to be prepared in consultation with universities (if any) and professional chambers together with the relevant civil society organisations, and shall take effect following the adoption of the municipal council.

In addition, the Law facilitated the voluntary participation to municipal services in the provision of services related to health, education, sports, environment, social services and assistance, library, parks, traffic and culture and of the services for the elderly, women and children, handicapped, poor and the indigent, with



with the purpose of ensuring solidarity and participation in the town and to increase effectiveness, economy and efficiency in services.

Giving priority to the principles of improving the vision of the city and awareness of citizenry, protecting the rights and jurisprudence of the city, sustainable development, social assistance and solidarity, transparency, to call for and give account, participation and decentralization are the expressed principles that formed the basis of the Local Agenda 21 Implementation in Turkey.

City Councils may play a bridging role in ensuring the transparency of the local governments. Nevertheless there appears to be room for improvement in the functioning of City Councils both as partners in the local planning process and as a mechanism to monitor progress with a view of ensuring transparency and accountability in local governance.



## CONTACT DETAILS

**ADDRESS:** Youth Association for  
Habitat Ullus Mah. Oztopuz Cd.  
Okul Yolu Sk. No: 13 Besiktas/  
Istanbul, Turkey

**PHONE:**  
+90 212 265 33 14

**E-MAIL:**  
[info@youthforhab.org.tr](mailto:info@youthforhab.org.tr)

**WEB SITE:**  
[www.youthforhab.org.tr](http://www.youthforhab.org.tr)



COOPERATION  
BETWEEN  
LOCAL SELF-  
GOVERNMENTS  
AND CIVIL SOCIETY  
ORGANISATIONS:

# CENTER FOR THE PROMOTION OF LOCAL DEVELOPMENT, BOSNIA AND HERZEGOVINA



HARIS KOMIC,  
DIRECTOR

## BEST NATIONAL PRACTICES IN LOCAL GOVERNMENT COOPERATION WITH CIVIL SOCIETY

Bihać Municipality developed a Strategic Development Plan for the period 2008-2013 in order to improve the economic situation. In order to speed up and effectively realize its development goals, Bihać Municipality established a very efficient and quality cooperation with Centre for the Promotion of Local Development - PLOD. The Municipality and PLOD Centre focus their energy on joint activities with a goal to develop the capacities of relevant stakeholders (public, private and NGO sectors) and enable them to actively contribute to the faster local and regional development of the Bihać area and the Una-Sana Canton. PLOD was assigned the role of a development agency, which is defined by special regulations made and adopted by the Municipal Council of Bihać and Assembly of PLOD Center.

PLOD Center is a non-governmental organisation and as such it is an adequate representative of civil society both in the process of preparation and implementation of development projects and in the EU integration process. PLOD Center has developed very good relations with other NGOs in the country and the region. Additionally, PLOD Center has great relations with the representatives of the private sector (125 companies from the Canton), which is important for the improvement of its ability to identify the needs of its

target groups and the performance of project activities. Currently, PLOD Centre and Bihać Municipality are implementing two EU funded projects geared towards the development of tourism in the Bihać Municipality and the Una-Sana Canton, and towards the development of the National Park Una, its main tourism asset. The total value of these two projects is around 1.3 million KM, out of which one is a cross-border project implemented with Zadar County, Croatia. Besides these two EU funded projects, PLOD Centre and Bihać Municipality have already successfully implemented another EU funded project "Regional Business Matchmaking Centre" whose goal was the development of the capacities of domestic companies, their growth and matchmaking with foreign companies, as well as their promotion.

This productive relationship between the Bihać Municipality and PLOD Centre is an excellent example of positive, effective and efficient cooperation between a local governmental unit and civil society organisations, which transparently work together to develop the economy of the local community based on its actual needs.

In the past three years PLOD Center participated in the process of preparation and implementation of 15 development projects (funded by the EU, USAID-SIDA, NDP, Federal Ministries, etc.). In cooperation with relevant stakeholder from the public, private and NGO sectors, PLOD Center created 25 project applications and in that manner attracted four million KM during the period 2008-2011. Currently, PLOD Centre is implementing four EU funded projects focused on the development of tourism, creation of a better business environment and the development of small and medium sized enterprises (SMEs). The organisation is also participating in the implementation of the USAID-Sida FIRMA project, as a key value chain facilitator, and in the implementation of the PUM programme support to SMEs.

PLOD Center has become an unavoidable actor in the process of local and regional development of the Una-Sana Canton and one of the development agencies that imposes new approaches in the process of local and regional development in this area that are in line with requirements that the EU puts forth.

Bihać Municipality and PLOD Center signed a Cooperation Agreement based on which annual Program of work of PLOD Center is defined and implemented. Equally with companies and institutions under municipal jurisdiction, PLOD Center has a right, but also an obligation, to implement activities from the agreed scope of interest. Such an approach not only provides a stable base for the further work of PLOD Center, but also offers mid-term stability to the organisation, which is one of the elementary factors for the smooth operation and development of organisations of this type.

In addition, the role and tasks of PLOD Center imply responsibility and social importance that attract attention and willingness of prominent members of the academic community to participate in the process, which gives new strength and guarantee of the existence of PLOD Center in the future.

Local/regional development is a complex process that requires mobilization of all available resources in the community. Areas such as the Una-Sana Canton do not have enough developed capacities within their institutions that can respond to all the complex requirements of this process. The management of Bihać Municipality realized that and in cooperation with PLOD Center created respectable capacities that contribute to the rapid development of this area. Bihać Municipality has become one of a few municipalities which, according to the model of modern local governments, transfers the responsibility onto the available capacities in the community and efficiently manages them.

Thanks to the above-mentioned productive cooperation with Bihać Municipality, PLOD Center has an opportunity, but also responsibility to initiate cooperation with all relevant stakeholders and (as a development agency) launch initiatives whose goal is faster economic developments in the region.



## PLOD, Bosnia and Herzegovina

Centre for promotion of local development functions as a development agency. It was founded in 2007 with an aim to contribute to a faster and more effective economic growth and creation of a better business environment.

PLOD Centre covers the North-West Region of Bosnia and Herzegovina, with primary focus on the Una-Sana Canton (USC) and Bihać Municipality, where it established great cooperation with the municipalities, public. PLOD Centre works also with the EUD, USAID, UNDP and foreign embassies and consulates in BiH.

Mission of PLOD center encompasses creation of a better business environment, institutional development and strengthening of absorptive capacities of local self-government units and private sector, as well as development of agriculture and tourism, whose improvement leads to a better economic performance of the NW R and raises living standards of the citizens in the process of the EU integration.

Activities of PLOD Centre include:

- Institutional development and strengthening of local self-government units capacities through:
- Creation of a better business environment
- Rural development and development of tourism
- Establishment and promotion of cooperation among all three sectors: public, private and non-governmental.

Read more at  
[www.plod.ba](http://www.plod.ba)

In a very short period of three years PLOD Center established a professional cooperation with all stakeholders in the community, carried out proper research based on strategic commitments of Bihać Municipality, created numerous development projects that represent the beginning and practical basis for the further existence of PLOD Center as a development agency of Bihać Municipality and the Una-Sana Canton.

## CONTACT DETAILS

**ADDRESS:** Muhsina Rizvića  
11, 77000 Bihać, Bosnia and Herzegovina

**PHONE:**  
00 387 37 220 690

**E-MAIL:**  
plod@plod.ba

**WEB SITE:**  
www.plod.ba

# PART 2



## PARTICIPATION IN THE DECISION-MAKING PROCESSES – MECHANISMS AT THE LOCAL LEVEL

COOPERATION  
MECHANISMS: BETWEEN  
LOCAL SELF-  
GOVERNMENTS  
AND CIVIL SOCIETY  
ORGANISATIONS:

# MUNICIPALITY OF KAKANJ, BOSNIA AND HERZEGOVINA



MENSUR JASARSPAHIC-SURI,  
MAYOR

## FRIENDLY ENVIRONMENT PROGRAMME IN KAKANJ

The Friendly Environment Programme between Elektroprivreda BiH and Kakanj Municipality has indicated their joint intentions to establish partnerships with the view to exercise their mutual interests, namely, the development of Kakanj Municipality on the one hand, and the implementation of development plans of Elektroprivreda BiH on the other. Municipalities directly included in the Friendly Environment Programme were Slapnica, Papratnica, Termoelektrana, Catic and Dobož that gravitate to the TE Kakanj Kakanj. The total number of residents in the area is 6.800, which is about 2,000 households. What is important to underline here is the multiethnic structure of the local population existing in the area who are direct beneficiaries of the Friendly Environment Programme. Through the implementation of the Friendly Environment Programme, a possibility for the residents to participate has been confirmed and local self-management by the local communities was acknowledged. A dialogue has been achieved between citizens and public authorities, which significantly contributed to the values of decision-making by improving the quality-based and long-term cooperation. The Friendly Environment Programme has offered a possibility for a sincere interaction between a public company and local community whose goal is the same, to improve trust through a transparent relationship with the end users of this Programme.

Taking into account the positive examples of the world-wide practice of building new electric power facilities and considering the interests of the local community, without whose active involvement it would be difficult to implement such projects, Elektroprivreda BiH from Sarajevo decided, to draft and implement the Friendly Environment Programme together with Kakanj Municipality. Elektroprivreda BiH d.d. Sarajevo allocated the amount of 3.000.000 KM (ca 1,5 million euro) for local communities to implement the above activities. The Friendly Environment Programme established a partnership between Kakanj Municipality, local self-management and Elektroprivreda BiH, d.d. Sarajevo whose purpose was to exercise a mutual benefit, improve living conditions of citizens and build infrastructure facilities reflected through the development

of the local community and local self-management on the one hand and facilitate the implementation of the developmental projects by the Elektroprivreda BiH, Sarajevo on the other. During its 14th session held on 28 December 2009, the Kakanj Municipal Council rendered the Decision to Accept the Friendly Environment Programme with the Elektroprivreda BiH, Sarajevo, whose implementation shall take place mainly in 2011.

## INVOLVEMENT OF CIVIL SOCIETY ORGANISATIONS AND CITIZENS

The Friendly Environment Programme includes those local communities that are territorially adjoining the thermal enterprise Kakanj in Kakanj, which are also affected by the instalment of the new power plant facilities in Kakanj Municipality.

Kakanj Municipality has required from the Councils of the local communities that surround the thermal enterprise Kakanj to propose infrastructure facilities projects within the given deadline, by which the citizens have been given an opportunity to render their decisions on the priorities through citizens' meetings or councils.

## MUNICIPALITY OF KAKANJ

**LOCATION:** Zenica-Dobož Canton,  
central part of Bosnia and Herzegovina,  
ca 50 km from Sarajevo.

**AREA:** 377 km<sup>2</sup>

**ECONOMY:** industry, commerce

**POPULATION:** 50 000

**WEB SITE:** [www.kakanj.com.ba](http://www.kakanj.com.ba)

infrastructure facility. The funds approved for the local community of Papratnica amounted to 500.000 KM (ca 250.000 euro), part of which were allocated to building the heating system, and partly for the reconstruction of and paving the roads in the local community. The approved funds for the local community of Slapnica were 700.000 KM (ca 350.000 euro).



With the allocated funds, the aim was to implement a heating system for the local community, building the town water-supply system, reconstruction and building of road communications, building street-lights, and reconstruction of the school playground in the place of Slapnica and rebuilding of the school. The local community of Dobož was allocated 400.000 KM (ca 200.000 euro), planned for investing in building and reconstruction of the roads, water-supply system, street lighting, drafting project documentation for the sewage system, and drafting an indoor swimming pool project. The funds approved for the local community of Termoelektrana amounted to 500.000 KM (ca 250.000 euro). The local community council allocated the funds to draft the project documentation and build the heating system for one part of the local community, while a significant amount of the funds was allocated to the reconstruction of the roads. The funds approved for the local community of Catici amounted to 700.000 (ca 350.000 euro) and were allocated to the reconstruction of the roads, street lighting, sewage systems, and building of an eco-park, sports playgrounds, drafting projects and building a community centre. Part of the funds, some 200.000 KM, (ca 100.000 euro) will be invested in the reconstruction of the existing hot-water network in the local community of Catici and Slapnica, and the current water-supply system in the local community of Papratnica. The Programme and projects that the local communities submitted to the relevant services of the Kakanj Municipality have been accepted by the Municipal Mayor and adopted by the Kakanj Municipal Council, by which the requirements have been met to commence the implementation of the candidate projects. Expenditure of the above funds has been done pursuant to the provisions of the Law on Public Acquisitions in BiH, as well as the provisions of the Law on Utility Services of the ZD Canton.

## EFFECTS AND SUSTAINABILITY OF GOOD PRACTICE

In the following long-term period, the development of the electric power facilities in the TE Kakanj Kakanj, intended for multi-million investments, is growing. New investments have been planned in this sector. These new investments and expansion of the capacities of the TE Kakanj Kakanj would include an additional amount of millions of KM intended for friendlier environment, and the same partnership experiences with civil society and local communities would be applied as well. Through the Friendly Environment Programme, a need for a tri-partite partnership between the local community of the Kakanj Municipality, local self-management and public thermal enterprise Elektroprivreda BiH has been recognised with a view of continued strengthening. The local community has achieved the goal of developing the infrastructure facilities in the local communities in the area of thermal enterprise Kakanj Kakanj, local self-management might finally render decisions by itself in the manner that it invests the planned funds in its local municipality. The JP Elektroprivreda BiH DD Sarajevo has achieved a disturbance-free access to implement its developmental plans in Kakanj.

## CONTACT DETAILS

**ADDRESS:** Municipality of Kakanj,  
Alije Izetbegovica 123, 722 40  
Kakanj, Bosnia and Herzegovina

**PHONE:**  
+ 387 32 771 820

**E-MAIL:**  
opcina@bih.net.ba

**WEB SITE:**  
www.kakanj.com.ba

# CENTRE FOR PROMOTION OF SUSTAINABLE AGRICULTURAL PRACTICES AND RURAL DEVELOPMENT, MACEDONIA



LILJANA TANEVSKA,  
LOCAL DEVELOPMENT COORDINATOR

## THE CONTEXT

Bitola is an urban municipality surrounded with predominantly rural areas. The occupation of the population in the rural areas is agriculture and a small part of the rural population is migrating daily to the city. Rural areas around Bitola are settled in the valley Pelagonija and a small part below the mountain of Baba. The villages that are mountainous are characterised with a smaller and poorer population with low income mainly occupied with sheep breeding and dairy production. Macedonian rural areas generally face the situation of having problems with the infrastructure, clean water supply systems, bad roads, and irrigation systems. Through the programme and projects aimed at increasing citizens' participation in decision-making processes many of these problems in 2000-2010 were resolved with common actions of CSOs. CSOs worked with donors' support and municipalities to provide technical support and citizens participated with self contributions (finance and in kind). Bitola's villages were part of these initiatives and projects.

The objective was to secure constant support to rural areas in the municipality by introducing measures that will enable financing of rural initiatives. The rural population's growing demands and needs concerning rural development were foreseen in the frame of a project that ran for seven years supporting the organisation of people in rural areas.

The initiative to sustain development and demand allocation of municipal resources came from rural people through initiative groups and CSOs. Later on it was implemented with the support of international NGOs working in the development of rural areas. The idea of integrating rural needs in the municipal programmes and securing finances was designed as a result of a series of meetings between Village councils, rural people's initiative groups and NGOs implementing a donor supported programme. Meetings and the Needs Assessment were the result of the capacity development activities aimed at involving the rural population in the decision-making processes at the local level.

## CENTER FOR PROMOTION OF SUSTAINABLE AGRICULTURAL PRACTICES AND RURAL DEVELOPMENT, MACEDONIA

The mission of CEPROSARD is to introduce and promote sustainable rural development. This is done in a manner with profound consideration of the environment, efficient use of renewable energies, energy efficiency, preserved cultural heritage that will contribute to the creation of a favorable social environment for future generations. Through research and application of best practices the organisations strive for the improvement of living conditions both in rural and urban areas. The Center has close cooperation with the local self-governments and the central institutions, while lobbying for promotion and realization of its mission.

CeProSARD implements a series of projects related to sustainable development of rural areas. The activities are related to the integration of renewable energy resources and energy efficiency in agriculture, development of rural areas in cooperation with the local authorities, protection of the environment and climate change initiatives and projects, legal initiatives with the Macedonian assembly, awareness campaigns, cultural heritage protection. The Center is a member of the national and international networks in the area it operates

Read more at  
[www.ceprosard.org.mk](http://www.ceprosard.org.mk)

In the first official document (2007) a demand for presenting the programme in the Municipal Council was sent to the Commission for finances so as to explain its benefits and introduce new ideas. Later on the presentation of the activities of the CSOs and Village Councils were presented in the Municipal Council with detailed numbers concerning the needs and the results of the so far common efforts. A clear demand was presented to introduce a specific budget line for the needs of the rural areas in the municipalities. This initial action took almost one year (2006/2007). An international NGO was used as a mediator to present and secure the requirements. The first attempt was not successful. The approach and demand were used from existing instruments in line with the statute and the law concerning council work and citizens.

## CITIZENS' ENGAGEMENT

The engagement of Village Councils as CSOs was crucial. This was a citizens' initiative resulting from the constant work of NGOs in the field of rural development. The engagement of the CSOs was not only in securing proper documents and negotiations but also constant engagement in discussions with responsible officials in the municipal administration.

As the result of the above mentioned efforts some financial resources were approved at the end of 2010 leading to improved activities for rural development in the mountainous villages utilising funds to promote their healthy products and secure markets among local restaurants. The local self-government had appointed responsible persons for cooperation with CSOs within the LD department. These activities have also increased the awareness of the needs of the rural civil society and rural needs. The Municipality of Bitola nowadays has a strategy for rural development. In general the people from the rural areas are positively affected by having adopted a strategy for rural development in whose creation they have also participated and had an opportunity to formulate their priorities.

An important part of the project was making the activities sustainable. The strategy has been adopted accompanied with a budget aimed at providing funds to be allocated for its implementation. In addition to these funds secured for the implementation of the strategy the municipality now allocates funds to the CSOs annually by using open calls for application. There is an adopted strategic document for rural development and Council decides on the allocation of funds.

The presence of the international NGOs and support from donors, as well as having a good understanding of the needs and demands of the rural civil society were advantageous. Urban centres always consider CSOs as ones acting in and for the interests of the urban and not rural areas. In practice it required a long time to establish links and relationships, and all existing legal opportunities to communicate and influence the Council were used thus securing the implementation.

## CONTACT DETAILS

**ADDRESS:** Orce Nikolov, 172  
1000 Skopje, Macedonia

**PHONE:**  
+ 389 2 3061 391

**E-MAIL:**  
info@ceprosard.org.mk

**WEB SITE:**  
www.ceprosard.org.mk



# ALBANIAN ASSOCIATION OF MUNICIPALITIES, ALBANIA



KADRI GEGA,  
PROJECT MANAGER

## GOOD PRACTICE IN ALBANIA

The Albanian Association of Municipalities (AAM) is an important part of the local civil society in Albania and “participation” is one of the main features of this organisation. The participation process at the local level in Albania depends a lot on (1) political, (2) legal, and (3) institutional framework and behaviour.

## ALBANIAN ASSOCIATION OF MUNICIPALITIES, ALBANIA

- Protects the common interest of Albanian municipalities to the benefit of their communities in cooperation with central institution decision makers.
- Represents the opinion of the Albanian municipalities in relation with other national and international institutions.
- Facilitates and supports inter-municipality and cross-border cooperation.
- Offers practical solutions through trainings and qualifications through the forums of the association (over 500 training sessions in 10 years);
- Promotes local good governance and disseminates best practices; (15 manuals published; meetings, workshops, conferences and fairs of best practices organised).

Read more at  
[www.aam-al.com](http://www.aam-al.com)

## POLITICAL BEHAVIOUR

Actually we are facing a strong political confrontation between the government and opposition, which does not leave enough room for civic participation, be it at the central or local level, though it is the right time for civic groups to raise their voice on ongoing crucial issues. Dialogue, as a modern magic word and process have become “taboo”. There are attempts, mainly through national and local media to give the opportunity to civic groups to voice their attitude towards the situation but this usually goes in one ear of politicians and out the other.

## LEGAL FRAMEWORK

We do not have any law adopted on direct participation of civil society on the local or central level decision making, but the Albanian constitution of 1998 guarantees the right of access to information. The legislation is supporting this, by law no. 8503, June 1999 “On the right to information over the official documents”. This requires public authorities to grant to every citizen, any request for official documents. On the other hand, law No. 8652 of the year 2000 “On the organisation and functioning of the local government in Albania”, in Article 19 it is cited that the purpose of the local government budget is: “to provide information which will enable the residents of the local jurisdiction to understand and participate in decisions regarding the own -exclusive, shared and delegated functions of the local government”. Referring to the above, there have been some good practices of cooperation between local governments and community groups, especially on that which we call “participatory budgeting”. But the above legislation is not sufficient because it is limited only to “information” and not including other levels of participation. Information provision is relatively the first and the lowest level of participation. There have been some good practices where the process of consultation of the local budget has been included as one of the steps of decision making, for policy drafting, and in budget approval. We can hardly say that community groups and civil society representatives actually have that power and the proper mechanisms of the monitoring process of budget implementation policies. Some municipalities such as Shkodra, Kamza, Elbasan and Saranda stand at the forefront of the dialogue establishment with their communities in participatory budgeting. They initiate and organise public hearings on a regular basis where financial specialists from the municipality and civil society representatives meet and discuss on the topics referring to the priorities of local development

We cannot present here cases of partnership because we do not have that a mature democracy, culture and experience to share responsibilities in each step of the local political decision making process; we come from totally centralized systems and it needs time and efforts to include community groups and consider them as partners in local budgeting. This is for me the highest level of participation; it is a goal to reach. Partnership is considered to be part of the budget participatory process when civil society groups are very active and take the following joint steps: budget agenda setting, budget approval process, budget policy implementation, budget monitoring process and budget reformulation of the policy. The structure of the local budgeting process makes it difficult to make budget priorities change, but there is evidence of some positive impacts on budget policy and implementation, resulting from the direct efforts of civil society groups working on budget analysis and advocacy in the form of increased allocations of budgetary resources for certain civil society demands but that is not sufficient.

It is a fact that “participatory budgeting” has opened new participatory spaces for non-governmental actors (NGOs, social movements, voluntary and community organisations) with the intention of creating effective approaches to poverty reduction, and gives some impact on local development.

## INSTITUTIONAL FRAMEWORK

I do not hold the idea that the Albanian government and Albanian community networks and civil society groups are permanently good or bad. Local or central governments, private entrepreneurship, and civic groups are changeable at times. They change their behaviour in cases when they want to achieve a collective goal. A positive story is that, the actual Albanian government created a donor independent agency and adopted a law for its activity in 2009; “On the organisation and functioning of the Agency for the Civil Society Support”; (AMSHC). This agency gave financial support to 63 projects on the strengthening of civil society groups through project application for the years 2010 -2011. Of the main actors, the government role in facilitating positive developmental outcomes is the most problematic and important. This is so because the central and local governments are the providers of public goods and services: central- stable currencies, public health, education, etc.; structures enforcing the rule of law (property rights, strong judicial system, freedom of speech and empowered associations, etc.); (local- sustainable economic, urban, environmental development; communal services, etc.). The state is the power to establish alliances among groups representing ethnicity, race, gender and religion. The Albanian government has been setting a positive example on the former issues, but there is a lot to be done. Civil society should have a louder and louder voice.

## SOME CONCLUSIVE WORDS

In Albania, local structures, communities and the private sector have an important role to play in participatory process.

There is very little impact of civil society in local decision making in Albania. There is a necessity for civic groups, first to be structured where there is none, and second to be empowered to a higher level, through proper project support.

Civil society should be provided with the proper information for a wider engagement in participatory process, and create capacities for lobbying and changes in local government development priorities, and further establishing partnership.

“Participatory budgeting” is the main target of local participation, because there is space in the Albanian legislation, and there is some “good practice” which should become “best practice” in the future. The Albanian Association of Municipalities expresses its willingness and has full capacity to cooperate for any project on participation, be it at the regional, national or local level.

## CONTACT DETAILS

**ADDRESS:** Rruga “Avdyl Frasheri”,  
P.11, Shk. 2, Tirana, Albania

**PHONE:**  
00 355 4 2257 603/6

**E-MAIL:**  
aam@albmail.com

**WEB SITE:**  
www.aam-al.com

COOPERATION  
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# MUNICIPALITY OF SOLTA, CROATIA



**TIHANA LEU,**  
HEAD OF THE CENTRE FOR CULTURE AND  
INFORMATION ON THE ISLAND OF SOLTA  
AND FORUM COORDINATOR

## ESTABLISHING A CSO FORUM IN SOLTA ISLAND

Modeled after the NGO Forum of the city of Split, and with the help of the coordinators from the "Mi" and my humble self on Solta, we gathered all 24 associations of the island of Solta and representatives of the local government and proposed to them the idea of establishing the CSO Forum of the island of Solta. Application forms have been prepared and the Charter on Cooperation of Association and local government has been adopted.

The Forum was founded in October 2009 and now plays an important role in our community. Many plans and decisions related to the development and improvement of life on the island are regularly presented to the Forum members who give their suggestions and opinions. A very important condition of success of this informal association is good will and a desire for transparency of the local government work.

The CSO Forum meetings take place once a month and on those meetings the problems of the organisations are presented; a variety of programs (cultural summer events program etc.) or various surveys proceeding the preparation of strategic documents are prepared; for the organisation of several volunteer activities with the support of the Municipality of Solta discussions are held about the decisions that are made or should undergo changes and the proposals are submitted by the municipal council; and finally a variety of humanitarian actions organised, etc.

## MUNICIPALITY OF SOLTA

**LOCATION:** Island in the middle of the Dalmatian archipelago, west of the island of Brač, south of Split.

**AREA:** 58,9 km<sup>2</sup>

**ECONOMY:** Wine, olive oil, fruit growing, fishing, tourism.

**POPULATION:** 1/3 is older than 65. One elementary school with 75 children. High school students travel to Split as well as many employees.

**CIVIL SOCIETY:** There are 24 CSOs that engage about 50 percent of the population.

## ACHIEVEMENTS

The general achievement is better cooperation between CSOs, local authorities and citizens. Results of the good quality dialogue are evident in all aspects of cultural and social life on the island. More and more people undertake various initiatives. Organisations are united and act together in many programs. Also, they occupy an increasingly important role in generating public opinion in the community.

The work of the Forum has been financially supported by the local authority and some of the local associations financed from the municipality budget, with the exception of few associations who provide their financing from outside sources. The present successful cooperation has been based on the persistent and determined work of a few enthusiasts, also, the support of the local authorities who recognized the importance and the role of CSOs in the community.

*Read more about the [CSO Forum](#)  
(in Croatian)*

During this year, the Forum members will be involved in creating a strategic plan for the development of the island of Solta required for the access to LAG, and in a variety of educational programs to prepare for the Croatian accession to the EU trying to help them fund their programs from the European funds.

Without the support and initiative of the local government this model of cooperation with civil society and the population would not be possible.

After two years of work and the introduction of project documentation to those who were financed from municipal budgets, we noticed that a more strict criteria for the evaluation of programs should have been introduced from the beginning. This year, the Committee for quality assessment of initiatives will introduce novel criteria for the evaluation of following the practices of many other foundations and local authorities, which should result in the financial independence of Solta Associations.



## CONTACT DETAILS

**ADDRESS:** Podkuca 8, 214 30  
Grohote, Croatia

**PHONE:**  
+ 385 91 882 7076

**E-MAIL:**  
administrator@solta.hr

**WEB SITE:**  
[www.solta.hr/udruge](http://www.solta.hr/udruge)



COOPERATION  
BETWEEN  
LOCAL SELF-  
GOVERNMENTS  
AND CIVIL SOCIETY  
ORGANISATIONS:

# MUNICIPALITY OF SARIYER/ ISTANBUL



İNAN İZCI,  
COORDINATOR

## PARTICIPATORY DEVELOPMENT PLANNING: A CASE STUDY

Starting from the late quarter of the 20th century, there has been a growing agenda on a world scale on global governance and participatory development especially at the local level. This was the result of increased transnational economic, political and social relations. There are two related issues in relation to these developments. Firstly, socio-economic development and environmental protection needed to be redefined. Secondly, governing social and economic relations had to become more participatory in the face of complexity and growing alienation of the public to policy measures.

### MUNICIPALITY OF SARIYER

**LOCATION:** Sarıyer, located in the north of the European side of the Istanbul Strait, is the neighbour of the Black Sea in the north, Eyüp in the west, Beşiktaş and Şişli in the south.

**AREA:** 14,600 hectares

**ECONOMY:** iService sector, tourism, fishery, summer resort, headquarters of many holdings such as stock exchange of Turkey, Turkish football federation, the embassies of the US, Austria, China and Iraq.

Read more at

<http://en.sariyer.bel.tr/sayfalar/738/history-of-sariyer.aspx>

Turkey and Istanbul have not been immune from these changes. Especially since these changes could worsen or improve the pre-existing issues such as uneven development, insufficient infrastructure, social exclusion and environmental hazards. Sarıyer district is one of the most important parts of Istanbul with almost 400 thousands residents and a large green area. Yet, the district has major problems of socio-economic disparity, insufficient urban infrastructure and environmental degradation.

Upon the election of the new Municipal Council and Mayor in 2009, the agenda of participatory urban governance and participatory urban development was set as the mode for governing the district. The Municipality had to address these urban issues with the participatory governing mode. Accordingly, in January 2010, a new initiative was initiated by Sarıyer Municipality named as the Sarıyer Development Action Plan (SDAP). The Plan was intended to:

- define a vision for the District as a whole;
- set out the specific development actions needed to achieve this vision;
- provide details on what, by whom and when to do these development actions

*Read more about the  
**Development Action Plan**  
(in English)*

From the start of January 2010, there were three main working groups and sub-committees along the themes of **urban infrastructure, social policy and economic development**. These groups and committees consisted of representatives from Municipal politicians and bureaucrats, City Council, CSOs, local businesses and universities. Furthermore, individual citizens could participate in these groups' meeting without any prior selection. Open invitations were made through various means.

At the meetings of committees, each participant had equal standing and opportunity to propose their needs, demands, solutions and ways of dealing with the existing issues. The listed propositions were then discussed by all participants and each made their contribution relying on their experience, skills and expertise. The propositions were then reviewed and modified with the bureaucrats in order to make them more plausible within the existing legislations. Yet, they did not have the right to remove any action plan without the approval of the general working groups. Neither the politicians could do the same. On the contrary, despite the hot debates, no one desired to undermine an ideal city vision which will become an inclusive, sustainable and liveable urban-rural district. The debates were mainly concerned with the scope, timing and responsibility issues. After a year of preparation, the SDAP is in the process of being printed as a booklet which will be distributed district-wide.

Participatory development logic is going to continue in the implementation process. The Plan will be put into practice with the support of citizens, CSOs, other public authorities and the private sector. The Plan is also intended to be a dynamic plan. In other words, it will be updated and renewed annually to address changes in the conditions and demands of residents while keeping the main principles untouched.



## CONTACT DETAILS

**ADDRESS:** EU and Foreign Affairs  
Unit, Turkey

**PHONE:**  
+ 385 91 882 7076

**E-MAIL:**  
administrator@solta.hr

**WEB SITE:**  
[www.solta.hr/udruga](http://www.solta.hr/udruga)



COOPERATION  
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ORGANISATIONS:



# EYE OF VISION, KOSOVO



VETON MUJA,  
EXECUTIVE DIRECTOR

## GOOD PRACTICE IN KOSOVO

We started from the fact that Kosovo has an election system composed of a single election zone. MPs are selected from the elections list of the political entity, therefore they are not directly linked with the area they are elected from, and do not have much communication with the citizens, groups of interest and other local structures. No municipalities have an Office of MPs that are members of the Assembly of Kosovo, and as an outcome the opportunity to contact and impact on MPs and the Assembly is very little. Municipal assemblies of the region rarely or never organise meetings with MPs, and this ultimately makes communication between the local and central level very rare.

In our up to date work we have noticed that the central level has very little knowledge about local issues and needs faced by local governance, different groups of interest, or the community itself.

Out of the projects and activities that we implemented in the community at the local level, we have concluded that a good part of the laws that are adopted in the Assembly are based on similar laws of the neighbouring countries or European ones, and these do not represent the needs at the local level very well, which makes it difficult for municipalities to implement them, since these laws do not match with the actual needs at the local level.

At the same time, over the last ten years no official meeting was held by the municipalities and Peja region citizens with the Assembly MPs coming from this area. As a consequence, communication between the two levels, besides internal party communication, did not exist at all. With the establishment of an Office, the opportunity for constant contact was provided – hundreds of citizens made their requests and demanded accountability from their MPs, municipalities were able to speak with MPs of the region on the joint meetings. This made it possible for some of the most important issues of the region to be addressed and MPs were asked to present these issues at the Assembly on their behalf.



## MISSION STATEMENT & VALUES

The NGO "Syri i Vizionit" primarily aims to promote local democracy and citizens' participation in Kosovo in the in Pejë/Pec region in the first place. In its continuous efforts to enforce democratic practices, the NGO "Syri i Vizionit" puts a special emphasis on the promotion of good governance, accountability, transparency and participation in multiple spheres of civic life.

In practice, any project implemented by the NGO "Syri i Vizionit" seeks to establish sustainable linkages between municipal authorities and civil society actors at the institutional and/or individual level.

Read more about the organisations in Albanian,  
Serbian and English at

<http://www.syriivizionit.org>

As MPs of our region belong to different political entities, the Office functioned by providing links with all MPs from the ruling and opposition parties, as well as with MPs of minority communities.

The Office invited all MPs, without any differences, to hold activities that related to citizens. However, it was made clear to them that it would not serve for party activities, since they can conduct activities in Offices of their parties. The Office also organised meetings for the Egyptian and Bosniak community MPs, which were welcomed by the citizens.

Last year, Kosovo entered an election process. To ensure that we would not be part of the campaigning, the day that Assembly was disintegrated, the Office ended its activity until the end of its conclusion and certification of new MPs.

Another challenge relates to the cooperation between the local and central level. Some of the MPs were more cooperative and addressed citizens' requests on the central level, but in some cases they did not manage to integrate solutions that came in from the citizens.

Peja citizens welcomed the opening of the Office and constantly asked for meetings with MPs. Upon their requests, a number of MPs were invited for an open meeting and they presented their requests. Some of the citizens left their telephone numbers in the Office, to call and inform them prior to visits of certain MPs. Meanwhile, media (newspapers, radio and TV stations) constantly took part in these meetings. They prepared stories and chronicles for the meetings held in the Office.

We are pleased because we have managed to engage 18 out of 22 MPs coming from our area in different forms of communication with citizens. These MPs took part in meetings with citizens, listened to their requests and directly faced with citizens' needs, either in joint meetings with local municipality representatives, civil society and different groups of interest, or in individual meetings in our Office, where the MPs received citizens in accordance with the agenda set by us.

At the same time, through the engagement of this Office, Eye of Vision and in coordination with other stakeholders, we managed to put pressure on the Assembly to draft the new law on forests through the Kosovo Assembly Committee for Agriculture, Forestry and Rural Development.. With the arrangements of the Office, we managed to create a unique stance of all four municipalities of the region and joint request was signed by mayors of these municipalities demanding the drafting of an entirely new law.

In addition we organised public debates in which the chairperson of the Assembly Committee for Agriculture, Forestry and Rural Development took part. All these efforts together made the Assembly decide to draft a new law. Eye of Vision took part in these actions as a member of the working group.

For the very first time in Kosovo, we managed to make one such initiative successful, since other organisations made their efforts in the past, but they did not manage to establish an Office that would be functional and serve citizens five days a week as well as organise meetings between MPs and citizens. Various organisations such as National Democratic Institute (NDI) took the example of our Office in their activities and publications, suggesting that with the budget that the Assembly of Kosovo will allocate this year to open more Offices with the Office in Peja serving as a good example.

COOPERATION  
BETWEEN  
LOCAL SELF-  
GOVERNMENT  
AND CIVIL SOCIETY  
ORGANISATIONS



## CONTACT DETAILS

**ADDRESS:** Isa Demaj 14, 30 000  
Peje, Kosovo

**PHONE:**  
+377 44 111 408, +381 39 423 240

**E-MAIL:**  
info@syriivizionit.org  
vizioni@gmail.com

**WEB SITE:**  
www.syriivizionit.org





# VIKTORIJA, BOSNIA AND HERZEGOVINA



## INSTITUTIONAL CAPACITY BUILDING

Special attention was devoted to educating prison staff in order to create a capacity within the institutions as to ensure the sustainability. External experts were hired for this purpose. The project Institutional and postpenal treatment of addicts of psychoactive substances is the first project of this kind in Bosnia and Herzegovina, which deals with the problem of drug abuse within the prison system.

## GOOD PRACTICE OF COOPERATION IN THE FIELD OF DRUG ABUSE

Citizens' Association Viktoria has been engaged in preventing and combating addiction for ten years. We provide professional treatment to those addicted to alcohol, drugs and other opiates with an emphasis on organising special drug treatment centers (communities) in which addicts can jointly live together.

According to data from the Penal-Correctional Institution in Banja Luka, as many as 50% of the inmates in this facility are using psychoactive substances. One of the most important projects we have is the project Institutional and post-penal treatment of addicts of psychoactive substances. The idea came about as a result of previous cooperation with the correctional institute in Banja Luka. The project is funded by the European Union, and co-financed by UNDP and the City of Banja Luka.

During the project's implementation, access was provided to psychosocial services such as individual and group psycho-social work, work with the family, consultative talks with a psychiatrist, counseling about risks as well as counseling and testing for HIV and hepatitis. A very important component of this project was to create a functional system of guidance and cooperation between civil society organisations and institutions engaged in treatment. This guidance and cooperation was intended to ensure a continuity of drug treatment after the prison sentence was complete.



## VIKTORIJA, BOSNIA AND HERZEGOVINA

The mission of Viktorija is to advocate for preventive control of addiction and to help addicts of alcohol, drugs and other substances of abuse. The special focus of our work is on organising joint living of addicts in special therapy centres.

The tasks of the Association are:

- Prevention of drug addiction;
- Psychosocial treatment, rehabilitation and resocialization of drug addicts;
- Development of preventive programs;
- Organising counselling centers and other types of assistance for addicts and their family members;
- Prevention of HIV/AIDS, Hepatitis C and B and sexually transmitted diseases in the addict population.

Today Viktorija provides its services to the addicts in the Counselling Center for Prevention and Treatment, a Drop-in Center and daily stay for addicts in Banja Luka and a new therapy center for addicts on psychoactive substances in Kadine Vode.

Read more at  
[www.izaberi-zivot.rs.ba](http://www.izaberi-zivot.rs.ba)

"Victoria" successfully cooperates with several prisons every year. The prison staff comes to our counseling and therapy centers in order to exchange experiences. It has been shown that the most effective models of treatment within the prison depend on the level of the integration of the justice system and services and treatments that exist in the local community. Many drug addicts serving relatively short sentences in prison need to have continued treatments in the social environment after being in prison. In the project activities, we also tried to sensitize decision-makers about the real needs of the correctional institution for treatment, education and rehabilitation of drug addicts as an alternative to punishment and the placement in the prison facilities, with the aim of finding systematic solutions.

This project team and the local community want to achieve long-term benefits as this will reduce the rate of drug addiction in the local community, crime rates and its recidivism as well as reduce infection rates associated with the abuse of narcotics.

In addition to health consequences for individuals as well as psychological and physical dependence on drugs, the risk of HIV/AIDS, hepatitis and other infections, drug abuse is associated with criminal activities, which have enormous social consequences. Also, during their stay in prison, inmates are not provided with adequate psychosocial support and counseling so that after their release from prison, the magic circle of drug use continues, resulting in a return to the penal institutions. For the first time, prisoners have access to medical and psychosocial services that are available in the external environment during and after their stay at the Correctional Institute (Prison) Banja Luka, which supports them in achieving abstinence from drugs, reducing recidivism of criminal activity and reducing risky behaviors that are related to HIV/AIDS, Hepatitis B and C and other blood and sexually transmitted diseases.

Working with the addicts in the prison, and contributing to a better climate there, we have reduced the stigma about people who have hepatitis and are in prison. Earlier, prisoners made insurrections because they did not want to share a cell with a sick person. This then greatly facilitated the work and the prison staff, and through activities in the coming period we expect even better effects. It is important to note that prisoners who have finished serving their prison sentences appear on the infectious hospital list for the treatment of hepatitis C. Through verbal communication with various local authorities and government entities we encountered great support for a new model of work and service to be implemented. We sincerely hope that this will significantly affect the lobbying for the sustainability of this project to a systemic solution.

According to the criminal laws in both entities, people who have committed crimes under the influence of drugs, and where it is estimated that there is a danger that because of this dependency again commit crimes that it is then possible to impose a measure of mandatory treatment of addiction. However, these measures are rarely imposed because of a lack of adequate treatment programs in prisons. The reason for the absence of these programs is the result of a lack of adequate legislation, insufficient funding as well as a lack of trained professionals in prisons with regards to issues of dependency. Educated prison staff are supposed to create a capacity within the institutions for the sustainability and continuation of the project activities after the completion of the project.

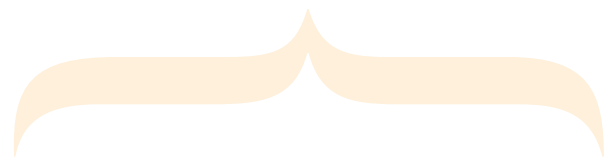
To date, our work is continuously monitored and supported by local communities. The promotion of the project's activities and the promotion of the project's results are held in the Municipality building, which was attended by over twenty representatives of institutions who have given support to the project. Banja Luka is the best example of cooperation between civil society organisations and local communities in Bosnia and Hercegovina for financial support and we hope to get more financial support for the continuation of our activities.

## PARTICIPATION IN THE DECISION-MAKING BODIES

Bearing in mind that the NGO "Viktorija" is a specialized organisation engaged only in the field of substance abuse primarily narcotics, it is also in this area where we are most recognized. Our representatives are members of the Commission for drug addiction at the local level. We participate in the development of government documents in the areas related to drug abuse such as Strategy and Action Plans. We also participate in a working group within the Ministry of Safety/ Security of BiH as well as in the Commission for the prevention of Drug Abuse in the Government of the Republic of Srpska. We have also been entrusted to create an action plan for drug prevention in Banja Luka for the period 2011/2012. With our many years of experience, we have built partnerships and thus we get the opportunity to be active in the field, not just as passive observers, since we are in the places where decisions are made in this area.

We think it is important to get other kinds of support, not only financial support, which recognize our opinions, recommendations and expertise. We are also recognized as international partners. Last year, at the proposal of Global Fund our work was presented in a global health magazine PS PUBLIC SERVICE REVIEW (issue 23).

As an example of good practice, we want to conclude with something that leads us in our work: "The best way to find effective responses to solve the problems of drugs in society is to link national policy, civil society, experts and practitioners in a unique, integrated and multidisciplinary system in order to act with different levels of shared responsibility."



## CONTACT DETAILS

**ADDRESS:** Srđe Zlopoglede br.27,  
78 000 Banja Luka, Bosnia i  
Hercegovina

**PHONE:**  
+387 51 43 43 00; +387 51 467 462

**E-MAIL:**  
viktorija@spinter.net

**WEB SITE:**  
www.izaberi-zivot.rs.ba



# PART 3



## FINANCING OF CSOs' ACTIONS AT THE LOCAL LEVEL

COOPERATION  
BETWEEN  
LOCAL SELF-  
GOVERNMENTS  
AND CIVIL SOCIETY  
ORGANISATIONS:

# MUNICIPALITY OF TIVAT, MONTENEGRO



**DRAGAN KANKARAS,**  
MAYOR

## BACKGROUND INFORMATION

The Municipality of Tivat employs a total of 84 civil servants and employees. Affairs of the local government are conducted by four secretariats, three services and two directorates. Two public companies and two public institutions are founded while the local radio is tasked with informing the citizens. Ninety NGOs are registered. The municipality is implementing a number of investment activities of local and wider significance, a number of planning documents have been adopted, while construction of capital facilities in the area of water supply and sanitation is currently in course. The Municipality of Tivat has for many years had a very good cooperation with NGOs. Representatives of NGOs are users of the so called "empty chair". They participate in the working groups tasked with developing and monitoring the implementation of decisions and policy

## MUNICIPALITY OF TIVAT

**LOCATION:** Central part of Boka,  
southern Adriatic

**AREA:** 46 km<sup>2</sup>

**ECONOMY:** tourism, transportation

**POPULATION:** 14 000

**CIVIL SOCIETY:** 90 NGOs

documents of local importance and are included in other numerous activities implemented by the local government. Financing of projects is a significant segment of the overall relations between the local government and the NGOs.

## THE GOOD PRACTICE

The objectives of good practice were to finance NGO projects that are of importance to the municipality of Tivat from the budget, in a clear and transparent manner, with prearranged procedures and full participation of NGO representatives. Good practices contribute to the strengthening of partnerships between municipalities and NGOs and the capacities of NGOs themselves that are trying to implement quality projects of interest to the local community. Good practices have been initiated by the NGO coalition from Tivat and Centre for Development of NGOs. They have recognized the municipality of Tivat as a good partner, that will accept offered amendments and amend the Decision on the Financing of NGO Projects. The draft Decision has been adopted by the Mayor and a public debate was subsequently organised in December 2008, with representatives of NGOs from Tivat as participants. The Municipal Assembly adopted the Decision on Amending the Decision on the Criteria, Method and Procedure of Allocation of Funds to NGOs at the meeting of the Municipal Assembly, held on 30 December 2008.

Following the adoption of the Decision, its implementation began through the announcement of a call for applications under the amended procedure. The first call for applications was announced by the Mayor in January, through one of the daily newspapers and the municipal Web site. If the funds are not or are not fully distributed, the second call for applications is announced by the end of the second quarter of that year the latest. The funds are allocated by the Commission, established by the Mayor. The Commission is comprised of the Deputy Mayor and six members -two representatives of the municipality, two representatives of NGOs and two persons that are distinguished professional, scientific and public workers in the field of culture, sports. The choice of representatives of NGOs is done through public calls published in the media under the adopted procedure of appointment which is an integral part of this Decision. The Commission has its own Rules of Procedure.

## PARTICIPATION OF NGOS AND CITIZENS

Local NGOs are included in the implementation of these good practices: through participation in the process of preparing and adopting changes to the Decision, which regulates the issue of funds allocation in a better way; through participation of NGOs in the Commission for the Allocation of Funds; through participation in the public call for applications by applying with projects and through the provided opportunity to monitor the implementation of approved projects of other NGOs.



## ACHIEVEMENTS

Good practices have contributed to financing high-quality, well-designed projects that are of interest to the local community. The Decision stated that the Commission can determine the priorities for a particular year, e.g. implementation of activities in certain strategic documents of local interest, etc. Provisions of the Decision prescribe that the minimum amount of funds to be allocated to an NGO if its project is approved by the Commission, shall not be less than 80 percent of the total requested amount. This will motivate NGOs to make an effort to produce quality projects and to engage in fundraising for the remaining 20 percent, thus guaranteeing the realization of the project. A different solution could lead to a larger number of projects funded with the minimum amount, which brings into question the quality and implementation of the projects. The best practices have contributed that the local government receives quality projects and good NGOs as partners. Through their projects, they implement measures and activities identified in the strategic documents of wider interest, such as local plans for children, youth, elderly, children with special needs, local plans for the fight against corruption, environmental protection, etc. Entire projects which won the funds are published on the Web site of the municipality. For the purpose of informing the public about realized projects, the Commission is required to appropriately present the implemented activities of the organisations whose projects are supported. This has an educational benefit for other NGOs, which have a complete insight into the projects. It also makes the overall process more transparent and the general public informed about how taxpayers' money is spent.

## SUSTAINABILITY OF PRACTICES

Sustainability of the practices cannot be questioned. Institutional, political and financial structures have been developed for their implementation. The Municipal budget each year entails funds for financing NGO projects, the Decision clearly defines criteria, method and procedure for allocation of funds and the Commission is responsible for allocating funds and monitoring the realized projects.

Benefits of our best practices are manifold. The processes of allocating and spending the funds for NGOs are carried out in a clear, pre-determined manner, with full participation of NGO representatives, which contributes to the overall objectivity. The entire process is transparent and clear, with a significantly reduced space for skepticism and criticism from NGOs and the possibility of the general public having an insight into the method of approving the expenditure of funds. Therefore, there are clear mechanisms for monitoring the process of allocation and implementation of activities for which NGOs receive funding, which altogether becomes a powerful tool in the fight against corruption.

The proper partnership implies mutual division of tasks and responsibilities. The responsible NGO will actively participate in the work of the local government with its proposals and suggestions. The competent local authority will involve NGOs and other entities in the process of adoption and implementation of municipal decisions to jointly arrive at optimal solutions. A true partnership is based on the principles of responsibility,



## CONTACT DETAILS

**ADDRESS:** Municipality of Tivat,  
Trg Magnolija 85 320 Tivat,  
Montenegro

**PHONE:**  
+382 32 671 225

**E-MAIL:**  
tivat@t-com.me

**WEB SITE:**  
[www.opstinativat.com/cg](http://www.opstinativat.com/cg)



COOPERATION  
BETWEEN  
LOCAL SELF-  
GOVERNMENTS  
AND CIVIL SOC  
ORGANISATIO

# MUNICIPALITY OF KECIÖREN



EBRU HANBAY ÇAKIR,  
WOMEN COUNSELLING  
CENTER AND SHELTER COORDINATOR

## FINANCING OF LOCAL AUTHORITY AND NGO COLLABORATION: PRESENTING GOOD PRACTICES

Target groups and activities performed by local authorities and NGOs intersect at numerous points. This situation develops and increases the relations and collaboration between local authorities and NGOs. Collaboration between NGOs and local authorities are focused on various areas and services. This relation and collaboration not only serves the purposes of the existence of both parties but also serves to fill the gaps while performing these activities.

Financing is one of the biggest problems of NGOs while conducting their activities. Thus, NGOs collaborate with local authorities for the activities performed at the local level. Financing is an important subject for NGO-Local authority collaboration. This collaboration also creates positive and negative aspects for both parties. Developing the positive aspects and disseminating them as good examples as well as detecting the problems is important, in terms of creating solution methods.

Positive and problematic relationships and collaborations between NGOs and local authorities are listed below.

## MUNICIPALITY OF KECIÖREN, TURKEY

**LOCATION:** North side of Ankara, 13 km distance from the city center

**AREA:** 156 km<sup>2</sup>

**ECONOMY:** trade

**POPULATION:** 796.646

**CIVIL SOCIETY:** Help and Support, Association for people with disabilities, women's organisations.

## ADVANTAGES AND DISADVANTAGES OF THE COLLABORATION BETWEEN LOCAL AUTHORITIES AND NGOS

Advantages are to be able to:

- Reach out to a large number of people;
- Ensure the visibility of different parties' problems and needs;
- Improve the quality and quantity of services for disadvantaged groups;
- Share information and experience between the parties;
- Enhance and develop the relations established with the local population;
- Increase the participation of the local residents in the democratic process;
- Improve the quality and quantity of services provided in various fields;
- Ensure that the parties support each other in areas of deficiencies (resources, personnel, time, knowledge, etc.).

Disadvantages are:

- Studies are usually not long-term;
- Collaborations are developed through personal relations rather than institutional alliances;
- Continuity and sustainability problems;



- Generally, relations established between the parties are not based on institutional formal agreements and protocols;
- Relations tend to deteriorate when NGOs' request of financial aid are not met by local authorities;
- During joint studies, sometimes one side becomes prominent and the contribution of the other party is not seen or announced;
- Problem of equal responsibility and authority in joint studies;
- Lack of a mechanism to overcome the difficulties and problems experienced;
- Monitoring and evaluation phases of the studies are usually not conducted.

This library contains special books and computerized reading programs for visually impaired individuals where management is carried out by the Foundation and the space and furnishing is provided by the Municipality. One of the examples of joint work carried by the Foundation and the Municipality is a monthly newspaper for people with disabilities named Parantez. Even though it is not published on a regular basis recently, it still exists.

The municipality's key role for these joint activities is financing. It is obvious that, this 17 year collaboration has contributed to the improvement of services and understanding for both sides.

## A BEST PRACTICE EXAMPLE: COLLABORATION BETWEEN THE MUNICIPALITY OF KEÇİÖREN AND ÖZEV

Turkey's Disabled Education and Solidarity Foundation for the Disabled People (ÖZEV) was founded by the families of people with disabilities on 19 June 1994. The purpose of the Foundation is to provide education, health, social rehabilitation, etc., services to the families of people with disabilities and performing services to improve the status of disabled people in the society.

After completing the official establishment procedures, the Foundation began looking for a suitable place to perform its intended activities. At this point ,various problems were encountered. Since the place should meet the needs of disabled people, it should be wide, spacious, stepless, etc. This place could not be an apartment, on the other hand, some places they found for the Foundation could not be rented due to concerns (noise, crowd, etc.) of the neighbourhood.

At the end, the Foundation decided to get into contact with the Municipality of Keçiören to solve this problem. They explained the objectives, activities and target groups of the Foundation and asked for support from the Mayor. As a result of this meeting, a quite large, single-storey space in a green campus area was allocated for the Foundation and a 10 year lease agreement was signed. The decision was approved by the municipal council and notified to the Foundation. In addition, this place's electricity, gas and water bills were agreed to be paid by the Municipality. This lease agreement has been renewed periodically since 1994, with the most recent renewal in November 2010.

The foundation opened a rehabilitation center for mentally disabled children and individuals at this place. Each year, around 90 to 100 students benefit from these centers at a trivial cost, together with students from the Municipality quota for free of charge. This center still continues to conduct its studies. Food needs of students, teachers and foundation employees are provided by the Municipality. Since its establishment, more than 2500 people with disabilities have benefited from this center.

In addition, the center and the foundation's various activities, such as; theater and conference room is provided again free of charge by the municipality. Transportation of people with disabilities and their families to these facilities are also supported by the Municipality.

The Foundation and the Municipality provide services to people with disabilities and their families who live in the Keçiören district for their joint activities for World Disabled Day on December 3. Traditional dinner with the participation of thousands of people each year is one these activities and the financing is met by the municipality.

One of the joint activities of the Municipality and the Foundation is the census of people with disabilities who live in the district of Keçiören in order to register and obtain necessary services to them. Another joint work of the Foundation and the Municipality is the library service for people with disabilities.



### CONTACT DETAILS

**ADDRESS:** Cumhuriyet Cad. No:1  
Kalaba Kent Meydanı Keçiören,  
Ankara, Turkey

**PHONE:**  
+90 312 361 10 65

**E-MAIL:**  
info@kecioren.bel.tr

**WEB SITE:**  
www.kecioren.bel.tr



COOPERATION  
BETWEEN  
LOCAL SELF-  
GOVERNMENTS  
AND CIVIL SOCIETY  
ORGANISATIONS

# BALKAN COMMUNITY INITIATIVE FUND, SERBIA



MIODRAG SHRESTHA,  
EXECUTIVE DIRECTOR

## GOOD PRACTICE IN KAMENICA

Association for the local development from Kamenica near Niš is an association of older citizens operating in the five neighbouring municipalities. Their mission is to support the older citizens in this region. Their efforts were recognized by the local self-governments and support for their activities grew from year to year.

The Balkan Community Initiative Fund supports the Association for local development since 2009. In that year they have secured space for their Club for older citizens through an agreement with the local community Kamenica which provided them with a space of the old Voluntary Fire brigade association. They have renewed the space, repaired the Fire brigade vehicle and activated both this Voluntary Fire brigade association and a Club for older citizens. Municipal authorities provided financial means to cover some of the expenses of the Club/Fire brigade, including the heating for the building. Next year in 2010, neighboring municipalities have made an agreement with the Association for local development to provide space for local Clubs for older citizens. So the Association expanded their activities to four other municipalities.

Nowadays, these activities include peer group support, small repairs and cleaning service for older citizens, psychosocial and educational support, women's peer group for self support, medical analysis and culture activities. The association managed to gain maximum local support from their own target group/peers, local authorities but also from companies and individuals.

The Association for local development initiated this best practice and was the one that led its implementation. The local authorities recognized this initiative as valuable and supported it financially but also through community work and space which was essential for successful results. The organisations and institutions involved were: the local community Kamenica, Municipality Pantelej, Touristic association Kamenica, School Stevan Sinđelić, Ecological workshop, National Theatre Nis, JKP Medijana Nis, Optika Fokus, Computer school Kabinet Nis, Bau sistem Nis, Horizont Nis, SZR Dekor,

## BALKAN COMMUNITY INITIATIVES FUND, SERBIA

BCIF is a domestic foundation with the goal to encourage citizens to actively participate in social processes in Serbia.

We believe that even little changes for the better are important, and that everyone can and should add to the development of Serbia by actively participating in social processes in the place where they live. We believe in people, in their wish and ability to do a lot for themselves and others in the places where they live. That is the reason why we encourage people to actively participate in the act of improving the quality of life in their communities.

In other words, we provide means and help whenever there is a wish and potential.

Read more at  
[www.bcif.org](http://www.bcif.org)

Chess club Nis, d.o.o. Monument inženjering Nis, City association of pensioners Nis, Inform biro Nis, RTS Belgrade, and People's newspaper Nis.

## ACHIEVEMENTS

The main problems that were dealt with in this initiative were insufficient care and support for older citizens in five municipalities in the rural and under-developed part of Serbia. This project (only five percent of the project budget were used for fees and salaries) showed that if people can organise themselves it will no doubt show commitment of local communities including local self-governments to support it. Aslo, when self-initiated it has the best chance for sustainability. Final beneficiaries, more than 800 older citizens, were very satisfied with the project and its achievements. Many other citizens participated in different activities and in different ways supported the action. This initiative is now very much sustainable thanks to the small but very important support coming from the local municipalities. They provide financial resources for space and its utilities and there is a good volunteering team embraced by local ownership which is ensuring sustainability of the initiative. One of the key advantage of this initiative is that it came from the community itself. The leaders of this initiative showed great commitment. It was a clear benefit for the final beneficiaries, older citizens. There was a lot of volunteer work. So this was important to make this initiative succesful but what made it sustainable was the support that came from the local municipalities.



## CONTACT DETAILS

**ADDRESS:** Balkan Community  
Initiative Fund, Majke Jevrosime  
19/1, 106502 Belgrade, Serbia

**PHONE:**  
+381 11 32 88 723

**E-MAIL:**  
office@bcif.org

**WEB SITE:**  
www.bcif.org



COOPERATION  
BETWEEN  
LOCAL SELF-  
GOVERNMENTS  
AND CIVIL SOCIETY  
ORGANISATIONS:

# MUNICIPALITY OF NOVI GRAD SARAJEVO, BOSNIA AND HERZEGOVINA



**HAZIMA PECIREP,**  
HEAD OF THE OFFICE FOR INTEGRATED  
LOCAL DEVELOPMENT

## THE BACKGROUND

In the past two decades, the municipality of Novi Grad has sustained severe demographic modifications, and following the reconstruction of war-time facility devastations, it has been experiencing a challenge to renew its human resources.

Numerous local infrastructure issues, modest budgetary funds, insufficient jurisdiction and respective local management public revenues in the Canton of Sarajevo, organised at three levels, were the main reasons that resulted in an unsatisfactory level of development causing citizen frustration. And, as a community with a large number of citizens, it has been very interesting to political subjects, the business and non-governmental sector.

Given the fact that the introduction of a multi-party system resulted in the dominance of ethnic identity that overshadowed civic identity, it actually caused civil society to appear to be undeveloped.

Intensive improvement of public policy in the Municipality, which commenced with the arrival of a young mayor back in 2000, and the enforcement of strategic planning in cooperation with the community, altogether resulted in the development of human resources as the foundation of the local community's development. New practices developed procedures to include the residents in decision-making, information network through 27 local community councils and a standing strategic measure has been established with the view to cooperating with civil society organisations.

In the territory of the Municipality, there are over 170 CSOs with different missions and activities, but only twenty of them deal with serious and recognised projects in the community (welfare and human rights, sports development and thelike).



## MUNICIPALITY OF NOVI GRAD SARAJEVO

**LOCATION:** Canton Sarajevo

**AREA:** 47 km<sup>2</sup>

**ECONOMY:** industry, commerce, construction

**POPULATION:** 140 000



## GOOD PRACTICES IN NOVI GRAD SARAJEVO

Partnership activities, transparent procedures and strong CSOs are fundamental goals of our municipal administration.

In a form of a proposal that was filed by over 300 CSOs in BiH (network+), we have utilised an agreement that was signed between the President of the Municipal Council, the Municipal Mayor and nongovernmental organisations from the Municipality of Novi Grad Sarajevo. Even though the Agreement was formally signed in 2009, we can consider ourselves to be the leaders in this process because the signed agreement was accepted by the Municipal Council as early as 2007.

The Agreement signatories have agreed to take part in more powerful changes with regard to the procedures and mutual cooperation in order to achieve more extensive results, i. e. partnership activities to meet the public needs and interests of the citizens of the Municipality of Novi Grad Sarajevo.

By the following normative acts, the Municipality has more closely regulated the cooperation mechanisms concerning the funding of the projects of nongovernmental organisations from the budgetary funds:

- Decision to Finance and Co-Finance Projects of Nongovernmental and Non-Profit Organisations whose Activities are in the Municipality of Novi Grad Sarajevo;
- Rulebook for Consultations in the Process of Establishing Priority Areas of Activities for Financing and Co-Financing Projects of Nongovernmental and Non-Profit Organisations whose Activities are in the Territory of the Municipality of Novi Grad Sarajevo;
- Rulebook to Assess Project Proposals of Nongovernmental and Non-Profit Organisations whose Activities are in the Municipality of Novi Grad Sarajevo;
- Rulebook on Supervising the Implementation of Approved Projects of Nongovernmental and Non-Profit Organisations whose Activities are in the Territory of the Municipality of Novi Grad Sarajevo;
- Guidelines to File Descriptive and Financial Reports by Nongovernmental and Non-Profit Organisations to which the Budget of the Municipality of Novi Grad Sarajevo Allocated Funds for Project Financing and Co-Financing,
- Form to Monitor Projects of Nongovernmental and Non-Profit Organisations Funded or Co-Funded by the Funds from the Budget of the Municipality of Novi Grad Sarajevo.

Pursuant to ISO 9001:2008, the procedure to cooperate with NGOs has been established.

## DESCRIBING GOOD PRACTICES

Internally, transparent procedures of cooperation and budget to finance NGO (framework budget document) projects were secured for the next three years. A standing measure of charge-free training on developing and managing projects for NGOs was introduced.

In order to foster a partnership mixed committee to assess and select projects have been established. This included councillors, CSOs and civil servants who worked on drafting strategic documents and action plans of the Municipality and joint implementation of over 20 projects (CAF, LOD, EU Localisation, CBC with similar local communities from Italy and Serbia). Partners involved more developed CSOs, local community councils, heads of municipal services with a large number of service users. On average, the projects, implemented by CSOs, lasted for one year, and initiators, donors and the Municipality administered and monitored them. In this way we have managed to establish a shared responsibility through shared tasks of monitoring, financing, reporting and informing.

## INVOLVEMENT OF CIVIL SOCIETY ORGANISATIONS AND CITIZENS

Being aware that citizens can articulate their opinions freely as well as provide their initiatives in order to improve their status or the status of their stakeholders, amounts to, inter alia, the exercise of a civil society engagement. With their projects, civil society organisations, as a mode of an organised citizenship, proposed solutions to certain issues, thus contributing and influencing to the creation of a pleasant living environment in the territory of this local community.

All projects that have been implemented through the partnership have contributed to capacity building, to both municipal administration and civil society organisations. With this respect, the results of the LOD project are significant, which resulted in accepting its certain procedures and incorporating the cooperation with CSOs in its own documents.

Management of this local community, headed by its Mayor, has significantly contributed to the process of cooperation with CSOs and is aware of a possibility and dedication of CSOs in solving

certain issues. Cooperation and partnership have contributed in the manner that the citizens can recognise CSOs as „services“ to solve certain negative matters, while CSOs have realized that they must raise their services to a more professional level.

## ACHIEVEMENTS AND SUSTAINABILITY OF GOOD PRACTICE

The partnership activity practice between the Municipality and CSOs shall continue as a strategic measure implying a development of the civil society, and for that purpose a three-year budgetary position has been secured with a growing tendency. A financial structure and new funds have already emerged, because by strengthening capacities of the administration and CSOs we have managed to improve the absorbing power to implement projects. The Service for Integrated Local Development has been established, the work position of a senior expert advisor for CSO cooperation standardised procedures have as well been defined.

A systemic approach to the development of the cooperation between the authorities and CSOs leads to a definite success, because it empowers trust and influences building a more successful and better public policy. Apart from good will, a lot of training is needed, as well as being well informed, including standards in providing services by both the authorities and CSOs. The project approach in solving problems, with building up specific institutionalised measures may significantly improve the overall process of development, increase citizens' satisfaction, and become part of improved local areas and regions. Cooperation between the authorities and CSOs set up in a standardised manner can assist a rule-of-law state to get improved in its entirety. The only risk comes from the continuous political fluctuations and therefore it is important to see the process develop in a wider environment.



## CONTACT DETAILS

**ADDRESS:** Municipality of Novi Grad Sarajevo, Service for Integrated Local Development  
Bulevar Mese Selimovica 97 ,  
71 000 Sarajevo, Bosnia and Herzegovina

**PHONE:**  
+387 33 29 13 06; +387 33 29 12 81

**E-MAIL:**  
razvoj@novigradsarajevo.ba

**WEB SITE:**  
www.novigradsarajevo.ba





# ALBANIAN STUDENTS ABROAD NETWORK, ALBANIA



ENVINA XHEMI,  
EXECUTIVE DIRECTOR

## BACKGROUND INFORMATION/GENERAL OVERVIEW

Albania's greatest achievement in the area of Civil Society Organisations is the establishment of the National Agency for Civil Society Support. This Agency was established through the Law on Organisation and function of the National Agency for Civil Society Support (No. 10 093, 9 March 2009).

The agency is currently operating through the state budget, with the aim of functioning as a public fundraiser, in order to expand the possibilities and amount of funds dedicated to the Civil Society.

Also, there are other national funds which through specific Ministries are distributed to the Civil Society Organisations on applied projects. These funds are regulated through decisions of the Council of Ministers or other sub-legal acts. The Non- Profit Organisations are regulated by the Law on Non- Profit Organisations in the Republic of Albania (No. 8788, May 2001). The local government operates through the Law on the Organisation and Function of Local Governments in Albania (no. 8652, July 2000). This law sets rights and responsibilities of the local government in Albania. This law contains two articles which facilitate the collaboration of the local government units with any relevant stakeholder respectively:

- Article VI, point (a) - the right to sign contacts with any juridical person and
- Article 16, point 3 (b) - the right of using local public properties

It is on this basis that successful collaboration has set its grounds, and created the necessary experiences to further work on collaboration. There are two important bodies in the local government:

1. Municipal/ communal council which is the decision-making body;
2. Head of the municipality/ commune which makes the proposals and executes the decisions taken by the council.

The communes/ municipalities have their own revenues, coming from the local taxes on businesses, property and other communal services. These revenues can be invested or spent on communal services or work on the proposals by the mayor and commune chair with the decision of the council. According to the social aid of the municipal/ communal council, among others, has the responsibility to approve cooperation programs with NPOs, religious institutions and civil society in

## ALBANIAN NETWORK GROUP, ALBANIA

Albanian Network Group was founded in 2003 as a platform to unite all the Albanians living outside of Albania. As such it consisted of young individuals mainly living abroad who were united in developing a virtual platform, which served as a meeting place for all interested people. It started with simple forums, but then it expanded in other areas like Albanian tourism, culture, literature, history civilization, and politics.

In 2008 the founding group came back to Albania and identified other needs that they wanted to address through their organisation. Since then, the Network Group is mainly focused on empowering the civil society in Albania, as a driving force to social development and life quality improvement. ANG has mainly worked with youth issues such as Higher Education and State Matura Exams. Through a petition it advocated for a reduced price of public transportation for high school. Over 9500 signatures were gathered.

Moreover ANG has collaborated with other Youth NGOs on projects such as Youth Debate Forums, Local Government Taxes, Internship Schemes for Albanian Students in the Private Businesses.

Read more at  
[www.asan.al](http://www.asan.al)



The cooperation of local government is not systemic per se and everything can be

investigated and studied case by case and on this matter we will bring the case of the cooperation between Borough No. 10 in Tirana and the Non- Profit Organisation "Women in Development". This project aimed at providing daily care for old people living in this area.

The daily care center targets 200 old people who spent their day in this center, by providing minimum health checks and also a social environment (free coffee and tea, free daily press and other social activities). Considering that lots of Albanian young people have emigrated there are numerous cases of lonely old parents, and for this reason this center turned out to be very beneficial to decrease loneliness, prevent depression and other illnesses.

The center was established with a council decision and the Borough provides the following for the center:

- Free infrastructure;
- Center running Costs;
- Modest payment for nursery services.

All the other terms are covered by the NPO, and funds that this NPO might gather from other sources. The center at the moment is functional but is facing some financial problems as the other donors have stopped providing their part of funds, since the project has ended. As the budget of the Borough is very small, it is not possible to cover the missing part.

What is of concern, in this specific project is the sustainability, which to our opinion could be solved by providing:

- Volunteers services by the community citizens, or
- Volunteer services by young nurses, or
- Internship schemes for students studying for medical sciences, or other relevant fields, like psychology, social work, etc.

To conclude, this experience has been very positive for the final beneficiaries, but requires more involvement from the community and other citizens, to ensure sustainability and continuity.



## CONTACT DETAILS

**ADDRESS:** Albanian Student  
Abroad Network, Pjeter Bogdani  
16, Tirana, Albania

**PHONE:**  
+355 69 20 92 831

**E-MAIL:**  
info@asan.al  
asankontakt@yahoo.com

**WEB SITE:**  
www.asan.al



COOPERATION  
BETWEEN  
LOCAL SELF-  
GOVERNMENT  
AND CIVIL SOCIETY  
ORGANISATIONS

# GOVERNMENT'S OFFICE FOR COOPERATION WITH NGOS, CROATIA



VESNA LENDIC KASALO,  
HEAD OF DEPARTMENT FOR  
GENERAL PROGRAMS AND STRATEGIES

## FINANCING OF CSO PROJECTS IN CROATIA

The system of financing of CSO projects and programmes from public sources in Croatia underwent numerous changes during the last decade. The creation of new collaboration standards between the Government and CSOs active in Croatia began more than twelve years ago with the establishment of Government Office for Cooperation with NGOs, through financing, consultations and regular dissemination of information. During the first centralized phase (from 1998 to 2003) the Office for Cooperation with NGOs established a transparent system with clear priorities, criteria and evaluation procedures, as well as rules for contracting and monitoring of the implementation of financed CSO projects and programmes.

Since the introduction of the decentralized model in 2003, state administration bodies and governmental Offices secure funding for CSO programmes/projects through special positions in their budgets, and through the National Foundation for Civil Society Development, which was established with the purpose of stimulation and development of civil society, and financing of that part of CSO projects and programmes related to the democratization and the development of civil society.

Over time, a multi-level system was established for financing CSO programmes and projects through the state budget and other public sources, including budgets of local and regional self-government units.

Pursuant to the adoption of the Law on Associations (2001), which established the obligation of state administration bodies and local and regional self-government units to grant financial support for CSO

projects and programmes based upon public and transparent open calls, in 2007 the Parliament of the Republic of Croatia adopted the Code of Good Practice, Standards and Benchmarks for the Allocation of Grants for Programmes and Projects of NGOs.

*Read more about the  
the Office for Cooperation with NGOs*

In order to avoid potential inconsistencies in granting financial support to CSO projects and programmes, the Office for Cooperation with NGOs and National Foundation for Civil Society Development jointly prepared a Handbook for Implementation of the Code, explaining in detail the basic standards and principles for efficient, effective, rational and transparent allocation of public sources funding when granting funds to CSOs for the implementation of public goods programmes and projects of special interest in Croatia. The process and the steps in allocation of funds are described in detail, and in some twenty attachments there are forms and templates for each and every step in the granting process. Moreover, the Handbook explains in detail the criteria to be fulfilled by CSOs in order to be eligible to apply for funding from public sources. The Handbook is one of the basic documents in the education program for providers of financial support of all levels, with particular emphasis on local and regional self-government units. In addition to regular coordination meetings with Ministries and Government Offices, since last year the Office for Cooperation with NGOs carries out two-day educational events on the implementation of the Code in counties, targeting officials who work on the allocation of financial supports to CSO programmes and projects in municipalities, cities and counties.

As part of the monitoring activities on the implementation of the Code, the Government Office for Cooperation with NGOs collects on an annual basis the relevant data from all state administration bodies, Offices of the Government of the Republic of Croatia, other public institutions – providers of financial support, as well as all units of local and regional self-government (counties, cities and municipalities). The data is analysed and published in a yearly report on processes and results of granted financial and non-financial support to CSO programmes and projects during the previous year. The report is published as a special printed issue and on the Web page of the Office for Cooperation with NGO there is a publicly accessible database on all grants allocated to CSOs from the state budget as of 2004, as well as on all grants allocated to CSOs from the budgets of counties and cities as of 2007.

The data is gathered using a questionnaire (30 questions) and a detailed report (form in excel format with 24 questions) concerning financed and co-financed CSO programmes and projects, beneficiaries, activities and areas of funding. State administration bodies and bodies of local and regional self-government fill in both documents with data on the aggregate financial and non-financial support that individual constituting units (departments and/or Offices) allocated to CSO programmes and projects in the previous year.

The Office for Cooperation with NGOs collects and processes the data for the total 23 Ministries and Government Offices, and the regional and local level data is gathered and processed in detail

concerning all twenty counties and the City of Zagreb, for all cities – county centres, then also aggregated financial data for 122 cities (out of the total of 125 cities in the Republic of Croatia), as well as aggregated financial data for 382 municipalities (out of the total of 429 municipalities). It is important to point out that just one city and 21 municipalities reported as not having provided any CSO support in 2009.

Gathering data for 2010 is currently under way, and in comparison with the 2009 Report it is evident that, due to the global economic crisis and the need to cut down public expenditure, the amounts allocated for financial support to CSOs from the state budget have significantly diminished (on average, they are 10 percent lower than in 2009).

CSO projects and programmes received the total of more than one billion kuna from the 2009 budgets of municipalities, cities and counties (approximately 135.000 EUR), which represents two thirds of all public funds (funds originating from the state budget and from games of chance comprise one third of total funding).

- In 2009, counties and cities – county centres published over 120 calls for funding of CSO programmes and projects, but on average in 60 percent of these calls no financing contracts have been concluded with CSOs.
- The number of grants provided to CSOs based just upon a management decision, without publishing an open call, is lower than 10 percent.
- The highest total amount of grants to CSOs was provided by the City of Zagreb (One fourth of the total funds on the local level).
- Most funded were programmes in the area of sports (60 percent), whereby most funded were sports activities of children and youth, followed by culture (approximately 10 percent), and technical culture (4,5 percent) and social services (support to persons with disabilities and prevention in healthcare) (3,6 percent).
- On the local level the most frequently financed and/or co-financed activities were one-year projects; only less than three percent were the cases of contracts with CSOs for multi-year projects.

Developing coordination between the Office for Cooperation with NGOs and the bodies of state and local administration in the implementation of the Code improves the system concerning announcements of public calls and provision of grants, as well as their monitoring and evaluation. The Office for Cooperation with NGOs is currently developing a new information system, whereby data on granted financial support to CSOs will be entered into the system immediately after an application to open calls, and the implementation and the course of a project will be monitored and evaluated as of the contract signature.

At the same time, considering that the Code was adopted four years ago; that the Office for Cooperation with NGOs is also a unit responsible for monitoring the implementation of EU funded CSO projects and a contact point for the Community Programme “Europe for Citizens”, as well as that the Office will have a significant role in obtaining funds for CSOs from EU Structural Funds once the Republic of Croatia becomes an EU member, we are preparing amendments to the Code, i.e. a new Code in which the process for provision of grants to CSOs from national public sources (including the local level) shall be harmonized with the procedures for provision of grants to CSOs from EU funds.




## CONTACT DETAILS

**ADDRESS:** Government’s Office for Cooperation with NGOs, Radnicka cesta 80/V, 10 000 Zagreb, Croatia

**PHONE:**  
+ 385 1 45 99 810

**E-MAIL:**  
info@uyuvrh.hr

**WEB SITE:**  
www.uzuvrh.hr



COOPERATION  
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# MUNICIPALITY OF SAMAC, BOSNIA AND HERZEGOVINA



**RADENKO CUPELJIC,**  
COORDINATOR  
OF ADMINISTRATION OFFICE

## A CASE STUDY OF GOOD PRACTICE ON COOPERATION WITH CSOS IN SAMAC

The economy of our municipality is mainly based on processing agricultural products and wood, manufacturing and processing wickerwork furniture, etc, whose basic strategic goals are aimed at establishing a favourable business environment, strengthening small-size and middle-size companies, strengthening a solid urban and rural infrastructure and ecology and developing and training human resources. Through its formed teams, it exercised a strategic partnership thanks to the Partnership Project with the

public, private and nongovernmental sector organised by the OSCE and the Association of Municipalities and Towns of the Republika Srpska and the Federation of BiH. The activity of this municipality in this respect has been assessed as the best practice of the local authorities in BiH, thanks to which it managed to receive the Beacon Scheme in the year of 2006/2007. In February 2009, the Municipal Assembly, which according to the Law on Local Self-Management functions as a legislative organ, has rendered its Decision to finance the work of associations of citizens funded from the budget of the Samac Municipality. The Decision stipulates the criteria, terms and conditions of work and the procedure of funding projects managed by associations of citizens – nongovernmental and non-political organisations from the budget of the Samac Municipality, as well as the terms and conditions and the procedure of defining the status of the associations that are of special interest for the Samac Municipality. This amounts to the fundamental act to exercise the cooperation between the local self-management and residents, i. e. non-governmental organisations in the territory of the Municipality and even wider, which can be seen in the text of the actual Decision, which actually represents an official document of our administration that amounts to the instrument of achieving the goals of good practice that we will present and describe in the part below.

## MUNICIPALITY OF SAMAC

**LOCATION:** northern-part of Bosnia and Herzegovina

**AREA:** 184 km<sup>2</sup>

**ECONOMY:** agriculture, wood industry, wickerwork furniture production

**POPULATION:** 22 000

In particular, pursuant to the aforesaid act, a legal framework has been created in order for the funds that are budgeted annually by our Municipality under the terms and conditions defined in the above provisions, to be allocated to the associations of citizens in a public and transparent manner. The implemented projects are then within the scope of local community development, preservation and care of cultural heritage and historical heritage, social-humanitarian activities, affirmation and democratisation of the local community, affirmation of human and minority rights, care and aid for people treated for addiction, ecology, protection of living activities and health of residents as well as the other areas defined in Article 4 of the aforesaid Decision.

The most important aspect of including the residents in the above activities in specific projects, that we herewith mention, were submitted to us by two associations of citizens that are from the territory of our Municipality: Association of Citizens For Healthy Life and Ecology of Mind Samac and the Women's Association Samac. The members of The Association of Citizens for Healthy Life and Ecology of Mind Samac are mainly young (secondary school) people from the territory of our Municipality which will be obviously seen from the activities that this Association conducted in our Municipality in 2010. The Women's Association Samac deals with and contributes to acknowledging and solving the issues of this target group in the territory of our Municipality, of course, within the subject-matter jurisdiction of local self-management set forth under the Constitution and laws from the area of local self-management.

Moreover, in the Association of Citizens For Healthy Life and Mind Ecology, in addition to the unselfish support of the relevant organs and the Municipality as specified in the Analysis of the Association's Work for 2010, the activities listed below were conducted.

A single action Un-wounding Trees was conducted which implied removing metal push-pins from the trees in the town, which was supported and covered by all the media both local and Serbian; we emphasise here that the action was praised worldwide by Facebook. Further on, a very successful workshop was conducted whose

subject was Ecology of Culture of Peace that was held on the premises of the Secondary School in Samac and all the participants were thrilled with the programme that ended with sightseeing and a joint lunch for all the participants. In addition, in May 2010, this Association also organised an excursion that included a visit to Kotromanićevo Selo (Kotromanjić Selo, Doboj Kula, and the Jewish Community in Doboj) and a lecture named Jews in BiH, Traditions was presented by Mr Dario Atijas, MA. In the period from 14 to 19 July, a visit was paid to the International Olympic Camp held in Bjelašnica. Thanks to the funds provided by the budget of the Samac Municipality intended for NGOs, the members of this Association took part in the International School of Acting that took place in the period from 6 to 19 September in Ahen, Germany. Additionally, on 1 December, the project of remembering the World AIDS Day was held, that included printing billboards, giving lectures, and in the Secondary School of Nikola Tesla, with the cooperation of the school principal and the management of the Samac Municipality, condoms and brochures were distributed as well as other materials.

The following good practices and activities were conducted by the Women's Association Samac:

A tender was announced for a design and selection of the most beautifully designed front yard My Green Corner that took place from 1 June to 30 September, that was largely supported and in which all of the residents of the Samac Municipality participated. In addition, with the support of the Samac Municipality, this Association took part and contributed to the gastro-cultural events in Samac, Pelagicevo and Modrica and significantly proposed to give its contribution within the framework of its partnership group and developmental team of the Samac Municipality that needs to draft strategic goals of the Municipality for the period of 2010-2020 and proposed an acquisition of a mammography machine for the territory of our Municipality.

Additionally, within the cooperation with the Gender Centre, on 8 March, Women's Day, the Association distributed material on the equity of genders at the level of our local community; it participated in the lectures on prevention and treatments of breast cancer as well as in other projects that surely could not have been implemented without the enormous support of the local authorities, management and Administrative Service of the Samac Municipality. And finally, we herewith note that the above presented good practice will be implemented in the following period as well because the legal framework at the level of our local community, i. e. the Assembly's Decision mentioned at the beginning of this letter, which defines, as we have already mentioned once in the above text, allocation of funds to support the work of NGOs for every budgetary year, pursuant to the capacities of the Municipal budget, of course, and the support that will, hopefully, be provided from donated funds of international nongovernmental organisations whose founder is the European Union and other international organisations.



## CONTACT DETAILS

**ADDRESS:** Municipality of Samac,  
Kralja Aleksandra Karadjordjevića  
4, 76 230 Samac, Bosnia and  
Herzegovina

**PHONE:**  
+ 387 54 611 217

**E-MAIL:**  
office@opstinasamac.org

**WEB SITE:**  
www.opstinasamac.org



COOPERATION  
BETWEEN  
LOCAL SELF-  
GOVERNMENT  
AND CIVIL  
ORGANISATIONS

## Contact details

### Regional Office

Potoklinica 16  
71 000 Sarajevo  
Bosnia and Herzegovina  
info@tacso.org

T/A Help Desk for

### Albania

Rr" Donika Kastrioti" | "Kotoni" Business Centre  
K-2 Tirana  
Albania  
info.al@tacso.org

T/A Help Desk for

### Bosnia and Herzegovina

Kalesijska 14/3  
71 000 Sarajevo  
Bosnia and Herzegovina  
info.ba@tacso.org

T/A Help Desk for

### Croatia

Amruševa 10/1  
10 000 Zagreb  
Croatia  
info.hr@tacso.org

T/A Help Desk for

### Kosovo under UNSCR 1244/99

Fazli Grajqevci 4/a  
10000 Pristina  
Kosovo under UNSCR 1244/99  
info.ko@tacso.org

T/A Help Desk for

### Former Yugoslav Republic of Macedonia

11 Oktomvri 6/1-3  
1000 Skopje  
Former Yugoslav Republic of Macedonia  
info.mk@tacso.org

T/A Help Desk for

### Montenegro

Dalmatinska 78  
20000 Podgorica  
Montenegro  
info.me@tacso.org

T/A Help Desk for

### Serbia

Spanskih boraca 24 - stan broj 3  
11070 Novi Beograd  
Serbia  
info.rs@tacso.org

T/A Help Desk for

### Turkey

Gulden Sk. 2/2  
Kavaklidere 06690  
Ankara

Yenicarsi Caddesi No.34

34425 Beyoglu  
Istanbul  
Turkey  
info.tr@tacso.org



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