

Newsletter

PROMOTION OF SUSTAINABLE SOCIO-ECONOMIC TERRITORIAL DEVELOPMENT IN THE WESTERN BALKANS

Tendency of integrating participatory democratic innovations in the existing systems of representative democracy emerges as a response to two interrelated processes: the crisis of representative democracy and globalisation, and develops in parallel with the transformation of public policy.

Citizens' participation in the policymaking process at the local level: participatory democratic innovation

Irena Fiket, PhD

The necessity of integrating participatory democratic innovations in the existing systems of representative democracy is strongly promoted by the EU institutions and recognized by all developed democratic states. This tendency emerges primarily as a response to two interrelated processes: the crisis of representative democracy and globalization, and develops in parallel with the transformation of public policy. In the broadest sense, it is a response to the crisis of representative democracy, which is primarily reflected in a low election turnout, distancing of people from the public sphere, the declining confidence in the existing political institutions and thereby reduced legitimacy of political decisions and increased possibility of conflict between political representatives and citizens. These symptoms, present to a greater or lesser extent in all democratic countries, are strengthened by the progressive distancing of decision-making centers from the citizens, which is characteristic for the process of globalization.

At the same time, the increasing territorial and local focus of public policy facilitates the implementation of participatory innovation. Participatory innovations are based on the inclusion of many social actors, which can be considered not only interest holders, but also those who know the social and economic context, in the formation of public policy. Participatory innovation, there-

fore, usually implemented at the local level, enable restoration of control over political decisions to the hands of the community (citizens) and the formation of policies that will be able to protect and promote local economic and social interests and resources.

Although participatory democratic innovations, implemented around the world, are very different in the level of institutionalization (institutionalized or not), function (binding, consultative or informative), duration, time of introduction into the political arena (identification of problems / needs, defining policies, implementation and monitoring) and objectives (can deal with various public issues), they all share basic common features. First of all they are all based on inclusiveness – involvement of “all” those who will be affected by some public policy. Expanding the political arena to stakeholders, be it the organized interests such as professional associations, NGOs, social movements or ordinary citizens, is an essential characteristic of participatory innovation. Deliberative element is also one of the important characteristics of participatory innovation and it presumes the existence of discussion, which, in order to consider different interests and opinions related to problem solving and the formulation of public policy, should lead to a consensus among social actors¹. Deliberation can be implemented in a variety of forms that range from

¹ Due to the insistence on the deliberative element, participatory democratic innovation is often defined as deliberative.

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the ideal situation in which all interested stakeholders united physically or online discuss to the consideration of a proposal or initiative of social actors by political representatives within their regular activities. The essence of deliberation consists of taking into account the plurality of preferences and arguments in the formation of public policy. Deliberative element is also a basic difference between participatory innovation and traditional institutions of participatory democracy such as referenda - where citizens are asked to support or not one already, by political representatives and other social actors, defined measure, without being able to express their own views and arguments and contribute to its (re)formulation.

Due to its size, the local level represents the optimum level for the implementation of participatory innovation. Ideal situation, in which "all" those who are interested in a social problem participate in its solution, is easier to implement at the local than at the national level. The benefits of including a plurality of social actors in the formulation of policy are manifold. At the local level, citizens are experts, whether organized or not. They best know the needs and problems of the area in which they live and work. In this regard, consideration of their preferences and opinions represents a use of local resources. At the same time, taking into account their interests when planning local development and the establishment of policies enables the development of local ownership of policies thus reducing the possibility of conflict between the local government and citizens and increases the chance of success of formulated policies. Legitimacy of political decisions is growing and citizens themselves cease to be passive users and they are given an opportunity to become more active, more interested and more informed members of society, thus strengthening the democratic capacity of local communities as well.

Most European countries², and the EU itself,³ in the last 10 years, very intensely practice participatory innovation of different types. The most common forms of participatory innovation implemented are the public debate (Débat Public), Town Meetings, World cafe, Citizens Juries Agenda Conference, Citizen panel, Consensus Conference⁴, etc. There are no criteria on the basis of which it can be argued that one is better than the other and the choice of participatory innovation usually depends of the problems that should be solved, the funds that are available and the size

2 Although the implementation of participatory democratic innovations in the last 10 years is intensified, primarily in European countries, it is important to note that the U.S. and many countries of South America very actively use different participatory innovation for decades. One of the most famous cases is Brazilian Participatory Budget.

3 See, for example, European Citizens Consultations <http://ecc.european-citizens-consultations.eu/>

4 See [http://www.participedia.net/en/browse/methods?f\[0\]=field_completeness%3A5&f\[1\]=field_completeness%3A4](http://www.participedia.net/en/browse/methods?f[0]=field_completeness%3A5&f[1]=field_completeness%3A4) for the most complete list of participatory innovation methods

of the population that will be influenced by the decision.

How does participatory democratic innovation function: an example of the distribution of the municipal budget in the Italian Municipality of Monteriggioni

In terms of reduced economic resources allocated for municipalities in Italy, local authorities in the Municipality of Monteriggioni (in the region of Tuscany), which has the population of 9000, had to make decisions on priority interventions that would be covered by the budget. In order to distribute the budget, they relied on the citizens juries method (CJ) and involved citizens in the process of defining priorities.⁵ CJ was funded by the law 69 of the Region of Tuscany, which in itself represents innovation as one of the most advanced European laws that regulates and promotes civic participation.⁶

In addition to representatives of the local authorities competent for the fields discussed, CJ also included representatives of the opposition parties, representatives of organized civil society⁷ and a representative (in socio-demographic terms) sample of the population of the municipality of Monteriggioni. At the same time, attention was paid to include the representatives of marginalized groups in the process, for example, people with disabilities. CJ is organized and controlled by neutral experts at the request of the mayor of the municipality. Additional control of neutrality and transparency was performed by the Guarantee Committee - ad hoc body, which consisted of representatives of citizens elected by the participants of CJ and one representative of the local authorities and the opposition.

The debate on how to distribute the limited part of the budget intended for social, educational and sport services, and how to carry out refurbishment of three public areas involved various stakeholders. In addition to representatives of the local public authorities competent in the field discussed in the CJ| was attended by representatives of the opposition parties, representatives of organized civil society and representative (in socio-demographic terms) sample of the population of the Municipality of Monteriggioni. At the same time, attention was paid to include the representatives of marginalized groups in the process, such as for example, people with disabilities. CJ is organized and controlled by neutral experts at the request of the mayor of the municipality. Additional control of neutrality and transparency is performed by the Guarantee Committee – an ad hoc body, which consisted of representatives of citizens selected by CJ participants and one representa-

5 Citizens Juries was, as it was most often a case, adapted to a specific context.

6 http://www.consiglio.regione.toscana.it/partecipazione/documenti/Journal_Issue3_CarsonLewanski.pdf

7 Representatives of the civil society are most often selected based on topics, and from the lists of registered civil society organisations.

tive of the local authorities and the opposition.

For each discussion topic, there were two meetings where participants were divided into groups (based on the model of focus groups) and that, when necessary, and when the participants requested, a competent representative of public authorities was also included with the role of an expert who answered the questions. At the end of the meeting, the groups united and after the debate, in which the presented arguments for and against various proposals, they would adopt, usually unanimously, the proposals related to the distribution of the budget. At the end of the process, during the final session, all proposals were again discussed with the local authority and recorded in a document that was adopted by the mayor as a plan for the distribution of the budget.

The above example of practice largely satisfies the criteria of inclusiveness and deliberation by introducing a plurality of organized and unorganized citizens to the discussion. Not only were representatives of various interests directly invited to participate but this possibility also remained open to all interested parties. Possibility to join the CJ was only formally ensured for "all", but together with the process of selection of participants, an information campaign was organised that provided information about the process to citizens. In fact, given the optimal size of the municipality, local authorities managed to send an invitation to all citizens to participate in the process, together with an explanation regarding CJ procedures and topics.

A brief overview of the situation in Serbia

Participation of citizens of Serbia in the policymaking process at the local level is prescribed primarily by the Law on Local Self-Government (2008), which includes the existence of civic initiatives, citizens' assembly and the referendum as possible means of exercising the right of participation. While the referendum and citizens' initiative do not permit the inclusion of the plurality of social actors in the policymaking process, citizens assembly has the potential to be an inclusive and deliberative asset for civic management. However, it is not only that the text of the law does not precisely explain possibilities of its use, but its use in practice is also very rare.⁸ Generally, though surprisingly scarce, empirical research confirms the pessimistic picture of civic participation in the policymaking process at the local level in the territory of the Republic of Serbia.⁹ Slightly more optimistic picture is offered in the publication: Handbook for the involvement of citizens and civil society

8 In the period between 2000 and 2004, around 17% of Serbia's population participated in citizens' assemblies within the local communities (Vukelić J., 2009), http://lokalnirazvoj.rs/assets/files/Baza_znanja/Ucesce%20javnosti/Neposredno%20ucesce%20gradjana%20u%20donosenju%20odluka%20na%20lokalnom%20novou%20vlasti%20u%20Srbiji.pdf

9 Idem

in decision-making processes: the application of codes of good practice¹⁰ which shows examples of good practice of participatory innovation conducted in Serbia.

At the same time, the fact is that Serbia has to develop possibilities to involve the plurality of social actors in the policymaking process at the local level not only because it will contribute to the harmonization with EU standards, but also to a better utilization of local resources and improving the democratic capacities of local communities. ■



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10 Đorđević S., (2011) <http://lokalnirazvoj.rs/assets/files/Prirucnik%20za%20ukljucivanje%20gradjana%20i%20civilnog%20drustva%20u%20procesu%20odlucivanja%20primena%20kodeksa%20dobre%20prakse.pdf>

Business excellence model as an instrument for improvement of local economic potentials and competitiveness of local communities

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Overall territory of ex-Yugoslavia affected by the dissolution of a joint market and a significant war damage found itself in a precarious position when it comes to the competitiveness of the domestic economy and the attraction of foreign direct investment in the last 20 years. Although the overall package of measures to stimulate economic growth and attract foreign investment is planned at the macroeconomic level, there is still a designated area for this kind of intervention left to the level of local communities. The jurisdiction of local self-governments is defined with the corresponding legislation on local self-government in the area of the entire Western Balkans, but most of the cities and municipalities in the minority of cases recognize their own responsibility and commitment in the field of local economic development, except for the performance of regular public administration services.



This public administration service is quite slow in most cases and it has a reduced ability to respond promptly to requests and changes that occur in the dynamic business world of today. For a long time, citizens are not the only beneficiaries of local government's services, because an important place in regulated systems of this type is held by "entrepreneurs" and "investors".

Practice has shown that small and medium-sized enterprises are a kind of beneficiaries of local government's services with the basic characteristic to more easily adapt to market demands, and with less financial resources to achieve positive financial results in business and have a steady growth in the number of employees. These are the positive effects for any local community and the overall business environment.

However, small businesses are burdened with some of the following problems:

- At the beginning stage of business – entrepreneurs do not consider all the conditions in which they will operate and they start business without sufficient preparation. This is why many of them fail to achieve positive business results in the first years of business or generally fail.
- At the growth and development stage – problems they associated with the organization and running of the business. They cannot manage, operate and organise business processes by themselves, which causes problems with the complete organization of business processes.

These problems are connected with others: lack of information and awareness of business opportunities, lack of managerial skills, financial problems, lack of technical, marketing and rationalisation skills, lack of skilled labor, high-quality equipment and space, lack of advisory institutions.

Guided by the above stated facts, the local administration in Tešanj developed their own models of excellence to support the development of business infrastructure, improvement of e-government, encourage export-oriented activities and attract foreign investment activities, as well as the promotion of local economic potentials. Later in the article, there will be more focus on the model of excellence developed by the local community on a "custom-made" basis.

ECONOMIC MAP OF THE MUNICIPALITY OF TEŠANJ

Municipality of Tešanj is located in the area between central and northeastern Bosnia, and according to the territorial organization of Bosnia and Herzegovina (BiH), it belongs to the northwestern part of the Federation of BiH (FBiH) and is one of the twelve municipalities of Zenica-Doboj Canton (ZDC).

Economic situation of the Municipality of Tešanj can be described as a promising and very flexible, considering a large number of small firms, but also very successful exporters. As for manufacturing industry, machinery and equipment, furniture and motor ve-

hicle parts can be underlined, and metal and wood processing industries as two sectors that should dictate future development policy of the Municipality of Tešanj. There is also a slightly less predominant production of food products, which should be viewed as one of the most important strategic industries in the future development. Most of the companies and sole traders are still engaged in trade or services.

According to the available data of the Federal Statistical Office, in the municipality Tešanj there are 2087 business entities (12.79% in ZDC), of which: 767 business people (13.55% in ZDC), 408 units in the composition (10.99% of total in ZDC) and 912 sole traders (13.14% in ZDC).¹ In a relatively small area there is a very large number of businesses (1 company per 23.17 inhabitants), which in turn positions the municipality as one with a developed entrepreneurship a high level of developed economic activities.

According to the data of Business News in 2012, among the 100 most successful companies in BiH in various categories were as many as 13 companies from Tešanj. Based on the data that are available to the Municipality of Tešanj, estimated value of total company revenues in the municipality is approximately 1.1 billion KM. In 2012, exports of 308 different product groups in the Municipality of Tešanj was sold to markets in 56 countries spread over 6 continents in the amount of 280,653,659.00 BAM (1 EUR = 1.95583 BAM)².

When it comes to imports, Municipality of Tešanj ranks first in the ZDC with the imports. Municipality of Tešanj has an average of exports 4057.97 KM and imports 6585.97 KM per capita. This is an indicator of a very extensive commercial exchange, which is primarily the generator of local economic development. In addition, the Municipality of Tešanj is one of the most active areas in terms of "direct foreign (FDI) and local (LDI) investment". It should be noted that in 2012, as many as 15 companies have carried out a registration in the relevant court as a "foreign direct investment" in the municipality³.

According to the indicators from the Employment Agency on December 31, 2012, in the municipality Tešanj, according to the current records there were: 9,026 employed persons and 8,167 unemployed. All municipalities in BiH had increased unemployment and reduced employment in that period, and only the Municipality of Tešanj had an increase in unemployment and an increase in employment.

CASE STUDY – MODEL OF BUSINESS EXCELLENCE

Taking in consideration everything mentioned above, the Municipality of Tešanj came up with certain support meas-

1 Zenica – Doboj Canton in Numbers 2012, Federal Statistical Office, UDK 311.314 (497.6), Sarajevo, 2012.

2 Data from BHEPA BiH Export Promotion Agency, March 2013

3 Foreign direct investment in the Municipality of Tešanj, FIPA BiH Investment Promotion Agency, February 2013.

ures for the development of business environment explained further in the article.

Municipality of Tešanj adopted the strategic development documents and demonstrated an undoubted commitment to the development of a competitive business environment and promotion of environment for "business excellence". Development of business infrastructure supported by efficient e-government is an instrument of local economic development which can attract new direct investment and ensure the exchange of goods and services in accordance with the highest international standards and requirements. Certainly, the greatest resources of the area are knowledge and competences available workforce accumulated over many years of working in local business entities that have been the suppliers for world's leading companies in the automotive industry for more than 40 years. Competitive price of labor in the region and the existence of local capacity to acquire specialized knowledge and skills (eg. mechatronics, welder training, CAD / CAM training in Mixed Secondary School and ARTECO) make this community more competitive in relation to other parts of BiH and beyond. Introduced electronic administration has enabled a rapid response in the processing of demands from potential investors and it is an essential element to achieve the satisfaction of citizens and businesses with services provided by the public administration. Developed banking sector (with 12 registered banks) shows that it is easier to access capital and that a full integration of more than 2,000 businesses in the municipality with international financial flows is achieved. Detailed analysis of the competitiveness of the business zones in the region stressed the importance of Tešanj as a center of business excellence positioned in a triangle of regional (Zagreb-Sarajevo-Belgrade) and national markets of 17 million inhabitants and consumers of goods for various purposes, which is a competitive advantage and an opportunity for further development in this area.

Successfully implemented models of public-private partnerships in recent years represent another area with which we conclude the basic generic advantages of the Municipality of Tešanj.

Support the development of business zones, which is provided by the ministries at the level of Zenica-Doboj Canton and the BiH Federation, with the constant initiative from the Municipality of Tešanj, fulfilled through the emission of municipal bonds invested in infrastructure in the business zone "Glinište" is a guarantee for further development and improvement of business infrastructure in the region as well as the expected support from EU funds in the near future. International companies have an extra incentive to invest in business zones in the Municipality of Tešanj, due to the large number of successfully implemented foreign direct investments in the Municipality of Tešanj in the past

10 years. This is also supported by the fact that Tešanj has developed an industrial culture and it has a long tradition in the production of car parts for the world's leading manufacturers, but also in the fact that in the last 15 years, it emerged as a leader in the production of biscuits, mushrooms, chicken meat processing, production of mineral water and trade in oil derivatives. These are new, so-called "non-traditional" sectors of Tešanj's economy, which places Tešanj in the leading position in BiH and beyond. All of this is closely related to the expressed enterprising of business people of this region and the activities of the municipal administration directed towards the introduction of e-government, the development of business infrastructure and promoting economic development, agriculture and crafts. Despite the fact that the area of the Municipality of Tešanj has a high level of industrial production, strategic commitment of local communities included in the Strategy for the Vision - Tešanj - the Community of Environmental Awareness, Cleanliness and Order, shows that the future economic development in these areas must not be at the expense of environmental protection and pollution of water, soil and air. Image building for competitive local community ("Municipality of Tešanj - the environment in which it is very pleasant to be a citizen, it is a pleasure to be a worker, and it is desirable to be an entrepreneur") through attracting investments and improving the quality of life is placed in the focus of the work of the municipal administration.

The analysis of existing incentives of the Municipality of Tešanj shows that the municipal administration has established specific incentives in the areas of agriculture, trade and business ideas of young people. It should be noted that in 2012, 488 different users qualified for one of the nine existing incentives in agriculture.

In the field of quality management systems, the Municipality of Tešanj excels in comparison to other areas, because since 2003 it has introduced a quality management system according to ISO 9001 standard, and a few years ago it has implemented the requirements for standards of environmental quality management according to ISO 14001. In addition, regular tools in work also include electronic government, 5S, CAF methodology, project approach, register of administrative procedures, the best ideas, 72 hours the system, continuously improving competence of human resources and many others. High level of electronic administration is shown through the use and implementation of numerous IT applications. The strategic planning process is at an extremely high level, and in early 2013, the Municipal Council of Tešanj adopted the draft Strategy for Integrated Development of the Municipality of Tešanj for the period 2013-2018. With this gesture, the Municipality of Tešanj integrated the existing 4 strategic documents into a strategic plan using the methodology of integrated development planning of the municipality (miPRO).

From everything mentioned above, it is evident that the municipal administration in Tešanj uses many tools to achieve the proclaimed vision, with the aim to brand the concept of excellence in the work of the municipal administration, which only confirms the slogan "do it right the first time, do it well every other time, do it on time". In the future, the Municipality will go for a certification "friendly administration for the business world".

When it comes to the vision associated with the new medium-term planning period in the EU, the municipal administration in Tešanj is promoting the concept of "Tešanj - Environment of Business Excellence - 9E (Economy, Ecology, E-Governance, Education, Energy, Ethnology, Ethics, Aesthetics and the European Union). These nine areas represent sectors where the Municipality of Tešanj aspires to be "an example of good practice - at least a step ahead of the competition".

At the initiative of the municipality Tešanj, in cooperation with GIZ (German Technical Assistance and International Cooperation Society) a constitution of subregion "BEAR" (Business Excellence Area) was started, which brings together municipalities of Tešanj, Teslić, Zepce in the promotion of local economic potentials and attraction of foreign investment. From the aspect of inter-municipal cooperation, the Municipality of Tešanj is a positive example with several agreements signed which work to improve the situation in a number of areas through a regional approach.

CONCLUSION

Further development of the Municipality of Tešanj will be articulated through the Agency for the Development of the Municipality of Tešanj, as its development tool that needs to listen to the needs of the business world and contribute to more successful results. Through the Agency, the Municipality of Tešanj intends to take a leading role in meeting the needs of entrepreneurs by providing advice relating to business, referring them in the process of solving their problems to existing institutions, domestic and foreign partners, new sources of capital, markets and education opportunities, which would allow for the development of entrepreneurship in general. The main message for improvement in the countries from the region of the Western Balkans that have gone through the transition period is the best embodied in the words of Nobel Prize winner Albert Einstein: "The problem can not be solved at the same level of thinking at which the same and created". The basic message to all is: Where shall we as a society / community arrive? - if there are more and more walls between us, and less interpersonal bridges! As Jean Monnet says "Nothing moves without men, but nothing survives without institutions" has never been more true for the Western Balkan countries. It is exactly the institutional support to local and regional economic development, embodied in the leadership of the local administration that represents the question of all questions of the current moment in which we live and work. ■

Beach on Lake Gazivode opened

The first public beach on Lake Gazivode was opened within the project OUTDOOR IN. The beach was officially opened by the Mayor of Zubin Potok Mr Srdjan Djurovic and EC Liaison Office Head of Operations, Mr Christof Stock.



The project Outdoor In is financed by the European Union, and the project's goal is to contribute to economic development and quality of life in Zubin Potok municipality and other municipalities in the northern Kosovo through improving conditions and creation of potentials for tourism development.

One of the project activities in the following period is the organisation of International Summer Camp in the period August 12 – 18, 2013. ■

Capacity building for assessment of grant applications for EU IPA CBC BiH-SERBIA Programme

InTER was contracted by the Directorate for European Integration of Bosnia and Herzegovina to provide a seminar on improvement of the process of assessment of grant applications received within the EU IPA CBC BiH-Serbia Programme. In total, 18 members of the Joint Technical Secretariate, Joint Monitoring Committee, representatives of the EU Delegations in Serbia and Bosnia and Herzegovina, and representatives of the Serbian European Integration Office and the Directorate for European Integration of Bosnia and Herzegovina participated in the seminar. The seminar was organised on June 3 - 5, 2013, in Hotel Hollywood, Sarajevo, Bosnia and Herzegovina. ■

Second seminar organised within 2013 TRAIN Programme

Second seminar within 2013 TRAIN Programme was organised in Berlin on June 26-28. The seminar included several activities aimed at improving communication skills, and several meetings with German officials. InTER's researcher, Jelena Šapić, presented the existing results of the research on the results of the implementation of the agreements on bilateral trade and free movement of citizens between Belgrade and Priština. The Project was supported by the German Council on Foreign Relations (DGAP), and it is implemented in cooperation with the partner organisation from Priština, Group for Legal and Political Studies (GLPS). Presentation of the research was also one of the topics of the meeting with Ms Irene Eidemüller, in charge of Western Balkans in the German Chancellery. Ms Eidemüller showed great interest in the topic of the project and the analysis of early implementation of those agreements.



Participants of this year's TRAIN programme had the opportunity to participate in the first working day of the first ALUMNI conference. By presenting their experiences obtained from earlier TRAIN projects, alumni, which included InTER's representative Dragiša Mijačić, offered the mechanisms for more efficient advocacy for recommendations and the use of European assistance for achievement of ideas. A panel discussion was organised within the first ALUMNI conference about Croatia entering the European Union and the effects of this enlargement to the rest of the Western Balkans region.

The next TRAIN seminar is scheduled for November 2013 in Brussels. On that occasion, results of the research will be presented to key decision makers and experts from the European Union for the Western Balkans region. ■

Sustainable Cross-Border Development of Foča and Plužine municipalities

On Thursday, June 6, 2013, the first meeting was organised of the Managing Board of the project, as well as the meeting of the team for implementation of the project of sustainable cross-border of Foča and Plužine municipalities. At the meeting of the Managing Board, project goals, expected results and activities were presented, and mechanism proposed for better quality of the project implementation. The meeting with the project team was focused on detailed analysis of the action plan and definition of responsibilities among the team members.

InTER participates in the implementation of the project for sustainable cross-border development of Foča and Plužine municipalities as an associate organisation, with the task to provide technical assistance for successful implementation of project activities. ■

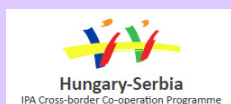
Final evaluation of the Edible Oil Value Chain Enhancement Joint Programme in Ethiopia

InTER has been awarded by the UN Industrial Development Organization (UNIDO) from Vienna to carry out the final evaluation of the Edible Oil Value Chain Enhancement Joint Programme that has been implemented in Ethiopia. This Programme tried to showcase efficient oilseeds value chain development that promotes entrepreneurship, provides capital and services to farmers, raises demand for agricultural products and connects farmers with markets through the production, handling, processing, marketing and distribution of oilseeds. The evaluation assignment has been carried out in June 2013 and included review of primary and secondary sources, field visit to the Programme area in Ethiopia and writing of the evaluation report. ■



Meeting and workshop organised within the Hungary-Serbia Cross-Border Co-operation Programme 2014 – 2020

As a part of elaboration of the Hungary - Serbia Cross - Border Cooperation Programme for the 2014-2020 financial period, a Task Force meeting was held on June 4 in Subotica, and a workshop on July 11, 2013 in Szeged, with the goal to involve the representatives of all relevant institution in the programming process. Programme is implemented by the consortium of organisations HiteszBartuczHollai Euroconsulting Kft and VitalPro Kft from Budapest, Razbor doo from Zagreba and InTER. ■

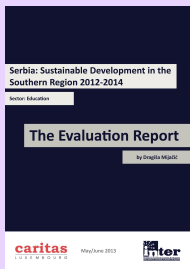


InTER's new office in Belgrade opened

On Wednesday, May 22, 2013, InTER officially opened a new office in Belgrade. InTER's new premises are located in Vljakovićeve 29. InTER celebrated the opening with friends and partners from public and private sector and civil society organisations. ■



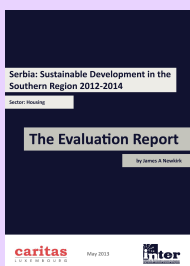
The Evaluation Report - Serbia: Sustainable Development in the Southern Region 2012-2014, Sector: Education



Evaluation Report covers the education sector within the Programme programa Serbia: Sustainable Development in the Southern Region 2012 - 2014. The Report was prepared by evaluation expert Dragiša Mijačić.

The publication is in English language and it is available on InTER website.
www.lokalnirazvoj.org

The Evaluation Report - Serbia: Sustainable Development in the Southern Region 2012-2014, Sector: Housing



Evaluation Report covers the housing sector within the Programme programa Serbia: Sustainable Development in the Southern Region 2012 - 2014. The Report was prepared by evaluation expert James A. Newkirk.

The publication is in English language and it is available on InTER website.
www.lokalnirazvoj.org



International Summer Camp "Rezala 2013"

Within the project "OUTDOOR IN – Tourism Development in the Municipality of Zubin Potok" financed by the European Union, Municipality of Zubin Potok, in cooperation with InTER, is organizing the First International Summer Volunteering Youth Camp "Rezala 2013".

Summer Camp will be organised on the banks of Gazivode Lake in the village Rezala, Municipality of Zubin Potok, in the period August 12 – 18, 2013.

Goal of the camp is promotion and improvement of the tourist offer of the Municipality of Zubin Potok. Participants will take part in the construction and marking of cycling and hiking trails close to the camp. Participants will also have the opportunity to take part in sport and recreational activities, and for the most courageous participants, paragliding and free climbing lessons will be organised.

More information about the project or the summer camp can be obtained through e-mail: letnjikamp@lokalnirazvoj.org



An EU funded project managed by the European Union Office in Kosovo

Implemented by: Municipality of Zubin Potok in partnership with InTER



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