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BUILDING ADMINISTRATIVE CAPACITIES  
IN THE DANUBE REGION

## Danube Governance Forum

### Improving Governance Together

December 4<sup>th</sup>, 2017

**Haus der Ingenieure (House of Engineers)**

**Eschenbachgasse 9, 1010 Vienna**

Language: English

[www.bacid.eu/forum](http://www.bacid.eu/forum)

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# Introduction Paper

The **Danube Governance Forum: Improving Governance Together** gathers various partners of the programme *Capacity Building of the countries in the Western Balkans and the Republic of Moldova*<sup>1</sup> (BACID), funded by the Austrian Development Agency and implemented by the Austrian Association of Cities and Towns and KDZ-Centre for Public Administration Research.

At this occasion we would like to discuss the topics identified as priorities in improving governance of the countries in the Region on the way to the European Union, while promoting the cooperation of the public sector – national and local institutions – with civil society, science and the business sector.

The Forum will focus on:

- ❑ improving the Capacity of Public Administration within the Danube Governance Hub,
- ❑ enabling Local Governments to fulfil EU-standards and deliver better services.

All materials prepared before and after the Forum will be available at:

[www.bacid.eu/Governance Forum 2017](http://www.bacid.eu/Governance_Forum_2017).

Based on the experiences gained during the BACID implementation, the panellists will share their thoughts on two main questions:

- 1) what are necessary **factors for achieving success** in the field according to their experience, and
- 2) possible further **improvement actions** that could be assisted through the Danube Governance Hub.

The Forum is divided into two consecutive sessions, with parallel discussions around four tables at each session: the interventions of panellists will serve as basis for further exchange of experiences and opinions among **participants, who are invited to take active part in discussions**, share good practices and challenges, prioritize the identified topics necessary for modernisation of public administration in the discussed fields.

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<sup>1</sup> The Region of the Western Balkans and the Republic of Moldova includes Albania, Macedonia, Serbia, Kosovo, Montenegro, Bosnia and Herzegovina (Federation of Bosnia and Herzegovina and the Republic of Srpska) and Moldova

## SESSION 1 (11:00 – 13:00)

### Open Dialogue 1: Sustainable Reform of Public Administration

#### TABLE 1: Open Government for Transparency

##### MODERATOR

**Bernhard Krabina**

KDZ-Centre for Public Administration  
Research, Austria

##### Key words:

**Transparency, open source, e-government,  
access to governmental documents and  
proceedings**

##### PANELIST

**Nadica Josifovski**

Ministry of Information Society and Administration,  
Macedonia

An Open Government Data (OGD) portal already exists in Macedonia, with more than 150 datasets already published. However, a metadata description was missing: within the BACID programme, KDZ supported the Macedonian Ministry of Information Society and Administration in developing standards for meta data. The mentoring focused on reaching out the Macedonian cities and municipalities with the national open data portal. At the moment, upgrade of the Open Government Data portal is in process. This upgrade will be based on the standards for metadata developed with the BACID mentoring. More information about the Mentoring activity:

[http://www.bacid.eu/Mentoring to Ministry of Information Science and Administration to Open Government](http://www.bacid.eu/Mentoring_to_Ministry_of_Information_Science_and_Administration_to_Open_Government). Macedonian OGD portal: [www.opendata.gov.mk](http://www.opendata.gov.mk).

##### PANELIST

**Dardan Abazi**

Institute for Development Policy (INDEP), Kosovo

The **Institute for Development Policy** has been working with 8 Kosovo municipalities in increasing transparency and accountability, among which the Municipality of Drenas. The mentoring support was provided through the BACID programme in developing municipal interactive web portal as part of the municipal transparency plan: although Kosovo municipalities have their websites, they are using a uniform non-interactive form provided by the central level. Through exposure to the Austrian best practices, the focus of the mentoring was put on how the municipality can use information technology for transparency and accountability and how to establish a functional system to effectively manage the requests of citizens. More information about the Mentoring activity:

[http://www.bacid.eu/Mentoring on Transparency and Citizen%20%80%99s Requests in Drenas](http://www.bacid.eu/Mentoring_on_Transparency_and_Citizen%20%80%99s_Requests_in_Drenas)

More information about INDEP: [www.indep.info](http://www.indep.info) and its platforms supporting civil society participation in decision-making: <http://e-konsulta.net/> and transparency and accountability in municipal capital investments: <http://investometri.com>.

**PANELIST****Gregor Eibl**

Danube University Krems, Austria

Data.gv.at is the Austrian Open Data Portal operated by the Federal Chancellery and hosted by the Federal Computing Department. It holds open datasets by the Federal Ministries, the Länder (Austria's Federal States) as well as datasets from Cities. The development and operation of the portal is the success of a multi-stakeholder group called "Cooperation OGD Austria" with members of all levels of government as well as academia and NGOs.

The federal government of Austria initiated a project called "OGD Screening" that included all Austrian ministries in delivering information about potential datasets to be disclosed. More than 700 datasets were identified that could be published in the near future.

Austrian OGD portal: [www.data.gv.at](http://www.data.gv.at)

**TABLE 2: Quality Management as Driver of Public Administration Reform**

|  |   |
|--|---|
| <b>MODERATOR</b>   | <b>Thomas Prorok</b><br>KDZ-Centre for Public Administration Research,<br>Austria                     |
| <b>Key words:</b>  | <b>CAF, continuous improving of public administration management and services</b>                     |
| <b>PANELIST</b>  | <b>Lubomir Plai</b><br>Common Assessment Framework Center, Slovakia                                   |
| <p>The Slovak Office of Standards, Metrology and Testing is the national CAF Center and is implementing CAF as part of the National Quality Programme. The work of Slovak CAF Center includes: dissemination of information on CAF, top quality managers competition, National quality award, free information seminars for public sector organisations. The new National Quality Strategy for the period 2017 – 2021 has been adopted by the Government and includes three strategic goals: organization's excellence, quality management, competitiveness. The other important elements are: co-ordination and cooperation of public sector institutions and agencies, as well as possibility to use EU funding for implementation of key activities foreseen by the Strategy, available at: <a href="http://www.unms.sk/?Narodny-program-kvality-SR-2017-2021">http://www.unms.sk/?Narodny-program-kvality-SR-2017-2021</a>.</p>  |   |
| <b>PANELIST</b>  | <b>Goran Pastrovic</b><br>Regional School of Public Administration for the<br>Western Balkans (ReSPA) |
| <p>Regional School of Public Administration (ReSPA) is an intergovernmental organisation which has been entrusted with the mission of boosting regional cooperation in the field of public administration in the Western Balkans. Its activities are supported by the European Commission (EC) through directly managed funds, and co-funded through annual contributions of ReSPA Members. ReSPA seeks to achieve its mission through the organisation and delivery of training activities, high level conferences, networking events and publications, the overall objectives of which are to transfer new knowledge and skills as well as to facilitate the exchange of experiences both within the region and between the region and the EU Member States. ReSPA's Strategic Framework 2016–2020 defines three goals: 1) Improve co-operation in the field of public administration amongst ReSPA Members; 2) Strengthen administrative capacity in the public administrations of ReSPA Members as required by the European Integration process; and 3) Develop human resources in the public administrations of ReSPA Members in line with the European Principles of Public Administration. The importance given to quality management is expressed through establishment of the ReSPA Quality in Public Administration and Public Services (QPAS) Working Group in 2015. Since then the QPAS WG has initiated the Regional Baseline study devoted to the state of the art of QM in the Western Balkans as well as the Feasibility study on establishment of Regional QM Center within ReSPA. More information about</p> |   |

the Governance Forum organised with ReSPA within BACID programme on quality management tools: [http://www.bacid.eu/Governance\\_Forum\\_December\\_2016](http://www.bacid.eu/Governance_Forum_December_2016).  
More information about ReSPA: [www.respaweb.eu](http://www.respaweb.eu).

**PANELIST**

**Marija Nikoloska**

Ministry of Information Society and Administration,  
Macedonia

The Macedonian Ministry of Information Society and Administration is implementing the "**Barometer of Quality**" for standardized measurement of quality of the public institutions. The methodology is tailored and adapted according to the needs and the characteristics of the Macedonian administration system. It combines multiple instruments, which unites internal and external factors, or internal performance aspects and the delivery of services to citizens. In order to provide an objective assessment, a self-evaluation questionnaire was developed, which is distributed to the institutions. The following aspects are assessed in the questionnaire: Leadership/Management, Strategic Planning, Service orientation, Human Resources, Management of processes and E-Administration. The evaluation also takes into account external factors, i.e. "Scoreboard", "Citizen's Charter", Employee Satisfaction Surveys etc. These data are complemented by two additional outsourced surveys: Customer Satisfaction Survey, and Mystery Shopper. In order to encourage the initiative for quality management in the institutions, the Methodology envisages an annual award to be given to the best ranked institution.

More information at: [http://www.mio.gov.mk/files/pdf/Metodologija\\_Barometar.pdf](http://www.mio.gov.mk/files/pdf/Metodologija_Barometar.pdf)

**PANELIST**

**Samra Ljuca**

Civil Service Agency, Federation of Bosnia and Herzegovina

There are two main models of Quality Management (QM) systems in use in PA and PS in Bosnia and Herzegovina: ISO 9001 and CAF (Common Assessment Framework). This choice is matter of practices that have been evolving dominantly at the local level since 2002, on one side, and a more systemic approach that has been introduced since 2013. Within the mentoring programme of the ADA project, Civil Service Agency of the Federation of BiH has been given the opportunity pilot process of Common Assessment Framework (CAF) by introducing quality assessment system in the Federation of Bosnia and Herzegovina, approved by the Conclusion of the Government of the Federation of BiH. CAF is well accepted by the Government as well as by the management of selected institutions, as a very good tool to understand key strengths and weaknesses of an internal management system and for self-improvement. It is not too complicated for use and it is not costly, especially in the beginning. The Civil Service Agency will use the gained knowledge to support motivated teams in other institutions. More information at:

[www.bacid.eu/Mentoring\\_to\\_the\\_FBIH\\_Civil\\_Service\\_Agency\\_on\\_CAF](http://www.bacid.eu/Mentoring_to_the_FBIH_Civil_Service_Agency_on_CAF),  
[www.obuke.adsfbih.gov.ba](http://www.obuke.adsfbih.gov.ba).

**TABLE 3: Improving Services for Citizens and Businesses**

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|--|--|
| <b>MODERATOR</b>   | <b>Gennadiy Kosyak</b><br>Council of Europe  |
| <b>Key words:</b>  | <b>Efficient service delivery, equal access of services to all, target-specific service, employment measures</b> |
| <b>PANELIST</b>  | <b>Rahel Kahlert</b><br>European Centre for Social Welfare Policy and Research, Austria                          |
| <p>The European Centre for Social Welfare Policy and Research initiated the Eastern European Social Policy Network (EESPN) as a network of researchers, policy advisers and representatives of public authorities working in the field of social welfare policy, united in a common vision for more efficient and equitable social policies in the countries of the EU, Eastern Partnership and EU (potential) candidate countries. The EESPN was established in 2016 as one arm of its 'Bridge building function', i.e. fostering of collaboration between governments and organisations by providing relevant know-how and advice for establishing or improving structures in social welfare. As part of these activities, the European Centre is implementing various projects in the region, including <a href="#">Support for better social services for the most vulnerable groups in the context of decentralization in Kosovo</a>, <a href="#">Integrated Case Management for Employment and Social Welfare Users in the Western Balkan economies</a> and two in Macedonia funded through the BACID Fund, also involving Sonila Danaj and Orsolya Lelkes as team members from the European Centre:</p> <p><a href="http://www.bacid.eu/Promoting_the_improvement_of_social_and_health_care_in_rural_areas">http://www.bacid.eu/Promoting_the_improvement_of_social_and_health_care_in_rural_areas</a></p> <p><a href="http://www.bacid.eu/Nurturing_social_enterprises_in_active_labour_market_policies_framework_for_inclusive_local_growth_in_Macedonia">http://www.bacid.eu/Nurturing_social_enterprises_in_active_labour_market_policies_framework_for_inclusive_local_growth_in_Macedonia</a></p> <p>Links:</p> <p>European Centre for Social Welfare Policy and Research: <a href="http://www.euro.centre.org/">http://www.euro.centre.org/</a></p> <p>EESPN – Eastern European Social Policy Network: <a href="https://eespn.euro.centre.org">https://eespn.euro.centre.org</a></p> |  |
| <b>PANELIST</b>  | <b>Aleksandar Arsovski</b><br>Association of the Units of Local Self-government of Republic of Macedonia (ZELS)  |
| <p>The Association of the Units of Local Self-government of Republic of Macedonia (ZELS) and the Ministry of Transport and Communication have developed the information system for management of public construction land in 2016. More than 2000 public servants have been trained for its use. All procedures that are conducted in compliance with the Law on Construction</p>  |  |



Land and above all, the procedures of: alienation and lease of vacant construction land - property of the Republic of Macedonia; procedures for alienation by means of direct agreement; procedures for establishment of the official right and other are solely conducted electronically. The aim of the portal is that all local self-government units of the country increase use of e-services, while improving transparency and efficiency of services. The system can be used by all entities: companies, citizens and government. Furthermore, the whole procedure from the submission of requests to the registration of the right of ownership in the cadastre are conducted electronically.

More information at: [www.gradezno-zemjiste.mk](http://www.gradezno-zemjiste.mk).

#### **PANELIST**

**Irina Plis**

Alliance for Energy Efficiency and Renewables,  
Moldova

The Alliance for Energy Efficiency and Renewables (AEER) is a lead NGO in the energy sector in the Republic of Moldova. The goal of AEER is to contribute to the promotion of strategies and policies in the field of energy efficiency, renewable energy resources and environment protection. For this AEER applies a comprehensive bottom-up and top-down approach that covers three key areas: support to energy policy reform; support to local public authorities; PR and Communication. Since 2012 AEER has served as a support structure for municipalities within the EU Initiative “Covenant of Mayors” by providing technical and financial guidance on the fulfilment of CoM commitments. These efforts have materialized in a series of demonstration projects on the improvement of the municipal infrastructure and services, transfers of technology and know-how in the region.

More information about AEER: [www.facebook.com/AEERmd/](https://www.facebook.com/AEERmd/).

**TABLE 4: Involving Citizens and Civil Society**

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|-------------------|---|
| <b>MODERATOR</b>  | <b>Fatos Mustafa</b><br>Regional Youth Cooperation Office Western Balkans |
| <b>Key words:</b> | <b>Community participation, joint creation of public services</b>         |
| <b>PANELIST</b>   | <b>Radu Cotici</b><br>Regional Cooperation Council, Western Balkans       |

The Regional Cooperation Council (RCC) has developed the Western Balkans Recommendation on Public Participation in partnership with ReSPA, as the result of a joint work with the region's economies based on a need for greater involvement and stronger role of the public and civil society in legislative and decision-making processes. They represent a set of guidelines and rules made to encourage and assist governments to design policies and legislation in an inclusive manner, enabling an active participation of society, including non-governmental organisations, private sector and advisory bodies. The document has been elaborated bearing in mind that systematic engagement of all affected stakeholders considerably helps with analysis of impact of new or amended laws and regulations, and that public participation is hence an important tool of evidence-based policy-making. Moreover, public consultations offer an opportunity for businesses, other organisations and individuals to participate in public life and that such participation considerably improves trust in institutions. The Recommendations have been endorsed by ministers in charge of public administration reform from Western Balkan economies in November 2017.

More information at:

- Western Balkans Recommendation on Public Participation: [www.rcc.int/docs/402/](http://www.rcc.int/docs/402/).
- Council of Europe Guidelines for civil participation in political decision making: <https://rm.coe.int/guidelines-for-civil-participation-in-political-decision-making-en/16807626cf>
- Regional Cooperation Council: [www.rcc.int](http://www.rcc.int)

|   |   |
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| <b>PANELIST</b>   | <p><b>Milos Djindjic</b><br/>European Policy Centre (CEP), Serbia</p>   |
| <p>The Western Balkans Enabling Project for Civil Society Monitoring of Public Administration Reform – WeBER – is a three-year project funded by the European Union and co-financed by the Kingdom of the Netherlands. It is implemented by the Think for Europe Network (TEN) composed of EU policy oriented think tanks in the Western Balkans. European Policy Centre (CEP) from Belgrade is the coordinator of the Project. The overall goal of WeBER is to increase the relevance, participation and capacity of civil society organisations and media in the Western Balkans to advocate for and influence the design and implementation of public administration reform (PAR). The regional WeBER Platform serves as the venue for consultation and evidence-based dialogue between the civil society, government representatives and international and regional organisations (European Commission, ReSPA, RCC etc.) on PAR. Evidence-based dialogue is sustained through the development and application of the PAR Monitor - a tool that provides all necessary resources and methodology for independent PAR monitoring by civil society in the Western Balkans. The Team Leader of the BACID programme is member of the WeBER Advisory Council.</p> <p>More information about the project available at: <a href="http://www.par-monitor.org">www.par-monitor.org</a>.</p> <p>More information about the European Policy Center available at: <a href="http://cep.org.rs/">http://cep.org.rs/</a>.</p> |   |
| <b>PANELIST</b>   | <p><b>Mirza Ajnadzic</b><br/>Association for Cultural and Media Decontamination, Federation of Bosnia and Herzegovina</p> |
| <p>The Vienna's first Community TV was launched in 2005. The programme is focused on the cultural, social and academic fields, sees itself as a participative television project that offers media-disadvantaged groups and topics the opportunity to send out their own image and self-image in professional quality. The programme is mainly funded by the City of Vienna. This TV promotes citizen participation in practice, offering an active and diverse platform for all people in this city who have the courage and desire to help shape society.</p> <p>This experience has been shared within the BACID Fund with the media students and journalists in Serbia and Bosnia and Hercegovina through cooperation with the Faculty of Media and Culture Belgrade and Faculty of Political Sciences Sarajevo, with the objective to transfer know-how on establishing and functioning of Community TV in their municipalities as support to citizens participation. The Bosnian Association of Cultural and Media Decontamination is one of the local partners from Sarajevo.</p> <p>More information about the projects:</p>  |   |

<https://communitytvgoesserbia.tumblr.com/>

<https://ctvgoesbih.tumblr.com/>

[http://www.bacid.eu/Community\\_TV\\_goes\\_Serbia](http://www.bacid.eu/Community_TV_goes_Serbia) and [http://www.bacid.eu/Community\\_TV\\_goes\\_Bosnia\\_and\\_Herzegovina](http://www.bacid.eu/Community_TV_goes_Bosnia_and_Herzegovina)

**PANELIST**

**Roland Krebs**

SuperWien, Austria

Through the BACID Fund, the company Superwien is implementing the project with the Skopje Centar Municipality in Macedonia, in order to transfer know-how in a dialogue oriented planning tool-kit for the local economic development and integrated urban regeneration of sub-utilized central areas with potential for economic, social and cultural revitalization of the historic urban center of Skopje. As a result, the Municipality shall develop the Urban strategy for Urban strategy for the integrated urban development of central places applying creative thinking and design, motivating entrepreneurs, cultural activists, etc. to actively participate in urban transformation processes.

More information about the project and the video made by local TV are available at:

<http://superwien.com/de/index.php/2017/11/29/skopje-urban-lab-100-ideas-for-debar-maalo/>

[http://www.bacid.eu/Skopje\\_Urban\\_Lab -](http://www.bacid.eu/Skopje_Urban_Lab_-_urban_revitalization_through_local_economic_development)

[\\_urban\\_revitalization\\_through\\_local\\_economic\\_development](http://www.bacid.eu/Skopje_Urban_Lab_-_urban_revitalization_through_local_economic_development)

## SESSION 2 (14:00 – 16:00)

### Open Dialogue 2: Strengthening of Local Governments in EU perspective

#### TABLE 5: Better State Governance through Decentralisation

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| <b>MODERATOR</b>  | <b>Elton Stafa</b><br>Network of Associations of Local Authorities of South-East Europe (NALAS) |
| <b>Key words:</b> | <b>collecting taxes at local level, property/land taxation, subsidiarity principle</b>          |
| <b>PANELIST</b>   | <b>Boris Tonhauser</b><br>Council of European Municipalities and Regions (CEMR)                 |

The *Council of European Municipalities and Regions* (CEMR) brings together more than 130,000 cities, towns and regions federated through 60 national associations from 42 European countries. It is also the European section of *United Cities and Local Governments* (UCLG), through which it represents European local and regional governments at international level. CEMR promotes the construction of a united, peaceful and democratic Europe founded upon local self-government and respect for the principle of subsidiarity. CEMR has developed close ties with NALAS and is supporting their efforts through the exchange of experiences and know-how in establishing the Regional Decentralisation Observatory. More information at: [www.ccre.eu](http://www.ccre.eu); Twitter: @CCRECEMR

PLATFORMA, the pan-European coalition of local and regional governments and their associations, active in city to city and region to region development cooperation is hosted by CEMR since 2008. Confident that their actions offer new perspectives on global development, local and regional elected representatives, and local and regional civil servants in Europe support the efforts of their counterparts in partner countries in fields such as decentralisation, or increased participation of citizens. They call on national governments to get involved in European, national and sub-national decentralisation policies, where local and regional peer-to-peer partnerships have proved their value through various modes of decentralised cooperation for development. In partnership with the European Commission (DG International cooperation and development) concluded for the period 2015-2020, PLATFORMA is implementing a project in support of decentralised development cooperation, which includes a component targeting countries in the European Union neighbourhood area (East and South). With the BACID support, the NALAS-PLATFORMA workshop "Decentralisation and EU-Policies regarding Good Governance in South East Europe" has been organised with the purpose to support better exposure of SEE local governments to the current EU policy developments, know-how exchange and possible joint actions. More information at: [www.platforma-dev.eu](http://www.platforma-dev.eu); Twitter: @Platforma4Dev

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| <b>PANELIST</b>  | <p><b>Alexandru Osadci</b><br/> Association of Moldovan Municipalities (CALM),<br/> Moldova</p> |
| <p>So far we witness rather limited results in support of systemic changes and reforms required in developing countries – in building such sustainable tools as democracy, public administration, business climate, a core focus is put mainly on income redistribution to central governments and on some social aspects. It works rather poorly as funds are scarce while aid is not reaching local governments nor civil society and moreover, not reaching out the people in developing countries. Continuous development policy changes and international policy support are being required as the main priority in order to gain people’s trust and credibility of public policies. Policy level interventions for good governance, democracy, business and economic development, local autonomy and decentralization are rather scarce while results on the ground are quite poor. Main challenge is to reorient the development focus and aid flows towards main development actors in society - local governments and civil society. Aid development should target directly and without intermediaries the decentralization of power and democracy at both national and local level, public investments in national and local infrastructure, policy support for fundamental public administration reforms and essential improvements in business climate.</p> <p>More information about CALM at: <a href="http://www.calm.md/">http://www.calm.md/</a>.</p>  |   |
| <b>PANELIST</b>  | <p><b>Elisabeth Alber</b><br/> Eurac Research, Italy</p>  |
| <p>Eurac Research is a private research centre based in Bozen-Bolzano, South Tyrol. Its Institute for Comparative Federalism carries out comparative studies and applied research on federal, regional and local governmental trends. It does so from a public law and political science perspective. The research clusters, the Institute primarily focuses on, are: Autonomies Compared: Subnational and Local; Institutional Innovation and Participatory Democracy; Fiscal Federalism and Intergovernmental financial relations; Environmental Policies and Law in Multilevel Systems; Migration and Education Policies in Multilevel Systems. The team investigates the legal tools for coping with the management of ever more complex governance and decision-making processes in multilevel systems by carrying out basic and applied research. The researchers act as advisers for international organizations (e.g. the OSZE, the Council of Europe, foundations overseas in Africa, Asia and South-East Asia) and are involved as lecturers in European as well as overseas universities. At the headquarters of Eurac Research, the Institute for Comparative Federalism carries out the postgraduate residential training programs Winter School on Federalism and Governance and Federal Scholar in Residence. South Tyrol's far reaching self-government arrangement within asymmetrical regional Italy and the Institute's location at the border of 'mature' federations, puts its team in a privileged position to observe and analyze, inter alia, decentralization issues. More information at: <a href="http://www.eurac.edu/sfere">http://www.eurac.edu/sfere</a>.</p> |   |

**TABLE 6: Activating Local Economy**

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| <b>MODERATOR:</b>  | <b>Alexander G. Welzl</b><br>EUPro, Bureau for European Projects, Austria                          |
| <b>Key words:</b>  | <b>Jobs and growth, SMEs, community partnership, regional development</b>                          |
| <b>PANELIST</b>  | <b>Bojana Kondic</b><br>Municipality of Laktasi, Republic of Srpska                                |
| <p>Laktaši Municipality obtained the support of the BACID Fund through two grants and thanks to the technical and consultative support of the Austrian consultant it managed to improve the tourist offer of the municipality, as a major part of its local economy. Through the projects, SWOT analysis of tourism development in the municipality was made with stakeholders, 3/5-day touristic packages were developed as well as distribution and communication activities and potential municipal tourism strategies were proposed. The main recommendation from the project was primarily to improve cooperation between individual tourist entities, while some new project ideas were proposed, how to bring more tourists from Austria and surrounding countries. It was also recommended to invest in touristic infrastructure, quality, staff motivation and staff training to benefit from neighbouring countries as well as from Diaspora. The project made big impact by linking all tourist entities operating in Laktaši and creating their joint appearance and approach regarding tourism offerings and relation to potential tourists.</p> <p>More information about the projects:</p> <p><a href="http://www.bacid.eu/Connecting_Laktasi_Tourism_to_Europe">http://www.bacid.eu/Connecting_Laktasi_Tourism_to_Europe</a></p> <p><a href="http://www.bacid.eu/Welness_Destination_Improvement_in_Laktasi">http://www.bacid.eu/Welness_Destination_Improvement_in_Laktasi</a></p> <p>Laktasi municipality: <a href="http://www.laktasi.net/">http://www.laktasi.net/</a></p> |  |
| <b>PANELIST</b>  | <b>Kelmend Zajazi</b><br>Network of Associations of Local Authorities of South-East Europe (NALAS) |
| <p>NALAS is a network of associations of local authorities of South East Europe. The Network brings together 14 Associations which represent roughly 9000 local authorities, directly elected by more than 80 million citizens of this region. NALAS was created in 2001 under the auspices of the Stability Pact for South Eastern Europe and the Council of Europe. In July 2005 NALAS became an officially registered association with its seat in Strasbourg, while NALAS Secretariat in Skopje was established in March 2007.</p>   |  |

One of the main NALAS objectives, as identified in the latest Strategic plan for the period 2018-2022 and following Sustainable Development Goals and the SEE 2020 Strategy, is to support local governments in the region to build capacities necessary to create sustainable communities based on smart and innovative growth through quality services and job creation. In order to achieve it, several outputs are foreseen, supporting sustainable local economic development: a) Stocktaking Assessment to identify Local Governments' competences related to Sustainable Local Economic Development, b) Develop a comprehensive concept for LGs sustainable development with the focus on citizen participation, c) Innovative model and guide for good Sustainable Local Economic Development (SLED) planning, d) Job creation models for Youth, e) Matchmaking platform for exchanging best models of Local Economic Development with the private sector, f) Capacity building for Local Governments in Infrastructure development, g) Promote concept for using Migration for development (attract diaspora investments, embrace returnees, integrate urban newcomers, etc.), h) Promote the role of non-state actors for the cohesion of the Region.

Through its Task Forces for fiscal decentralisation, sustainable tourism, waste and water management and urban planning, the municipal professionals from the region work together in improving their position and ensuring better quality of life for citizens.

More information about NALAS [www.nalas.eu](http://www.nalas.eu) and its current Strategy:

[http://nalas.eu/Home/Download/Strategy\\_2022](http://nalas.eu/Home/Download/Strategy_2022).

#### **PANELIST**

**Ljubica Kostic Bukarica**

Business Women Association of Montenegro

The Association of Business women of Montenegro is a voluntary organisation that helps women in business strengthen their skills and competitiveness and exchange ideas with other entrepreneurs and professionals. Together with the SA Consulting from Austria, the Association got finances through the BACID Fund to organise training for female entrepreneurs in Montenegro that are underrepresented in the business world. As a result, the female entrepreneurs gained knowledge and practical advice in SME business start-up, business expansion and business financing. The City of Podgorica and its office for support to businesses also joined the training and gained knowledge how to continue providing support to the women entrepreneurs as well as other vulnerable groups. The cooperation with local authorities has been initiated also through the Women Entrepreneurs Advisory Centre, jointly implemented activity.

More information about the project available at:

[http://www.bacid.eu/Equal\\_Opportunities\\_%E2%80%93\\_Gender\\_Equality\\_in\\_Montenegro](http://www.bacid.eu/Equal_Opportunities_%E2%80%93_Gender_Equality_in_Montenegro)

Association of Business women of Montenegro: <http://www.poslovnazena.me>



**TABLE 7: Financing Municipal Investments with Public-Private-Partnerships**

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| <b>MODERATOR:</b>  | <b>Gerhard Sabathiel</b><br>SA Consulting GmbH, Austria                        |
| <b>Key words:</b>  | <b>PPP models, PPP contracting</b>   |
| <b>PANELIST</b>  | <b>Andreas Kettenhuber</b><br>Kommunalkredit, Austrian Bank for Infrastructure |
| <p>Kommunalkredit is a specialist bank for infrastructure financing. It acts as a bridge between project sponsors (developers and operators of infrastructure), on the one hand, and institutional investors, such as insurance companies or pension funds, on the other hand. The interests of the two sides complement each other: While infrastructure sponsors require structuring and financing solutions, investors are looking for asset classes with stable cash flows in the long term. The mission of the organisation is to contribute to the sustainable success of projects across industries such as Energy &amp; Environment, Social Infrastructure and Transport.</p> <p>The experts of Kommunalkredit supported the BACID Team in providing mentoring in public-private partnership to the cities of Podgorica and Banja Luka, presenting them PPP mechanisms, funding and current market for infrastructure finance.</p> <p>More information at: <a href="http://www.kommunalkredit.at">www.kommunalkredit.at</a></p>  |  |
| <b>PANELIST</b>  | <b>Nikola Aleksic</b><br>City of Banja Luka, Republic of Srpska                |
| <p>KDZ provided expert support to the City of Banja Luka through the BACID mentoring, in order to become recognised as accountable and reliable partner by private sector, leading to gradual increase of successful private public partnerships. The experts supported the municipal staff in elaborating PPP Action Plan for Banja Luka and transferred know-how on how to implement PPP while protecting public interest. This support provided practical demand-driven assistance: even though the Law on Public-Private Partnership exists in the Republic of Srpska as of 2009, the implementation in practice was slow. The City of Banja is implementing the project of distant heating system through the PPP.</p> <p>More information about the project:</p> <p><a href="http://www.bacid.eu/Mentoring_on_Public-Private_Partnership_to_the_City_of_Banja_Luka">http://www.bacid.eu/Mentoring_on_Public-Private_Partnership_to_the_City_of_Banja_Luka</a></p> <p>Before Banja Luka, the City of Podgorica participated in mentoring on PPP – as a result, the PPP Guidelines were prepared:</p> <p><a href="http://www.bacid.eu/images/d/d0/PPP_Guidelines_for_printing_FINAL.pdf">http://www.bacid.eu/images/d/d0/PPP_Guidelines_for_printing_FINAL.pdf</a></p> <p>City of Banja Luka: <a href="http://www.banjaluka.rs.ba">www.banjaluka.rs.ba</a></p> |  |

**PANELIST****Gani Berisha**

Association of Kosovo Municipalities (AKM), Kosovo

Since 2009, Kosovo has a legal and institutional environment as well as a clear, modern and in line with EU directives directive that regulates the PPP system. Nonetheless, the experience of Kosovo municipalities in identifying, implementing and monitoring PPP projects is still modest, with a limited amount of investment being completed and some others under planning.

Municipal budget shortages and constraints, on the one hand, and the need for ever-growing infrastructure and services, on the other hand, only complement the importance of recognizing and strengthening capacities for PPPs as an opportunity to multiply investment in different areas in Local level, in particular in the infrastructure and delivery of public services.

The national framework for the PPP development is based on the PPP Development Strategy for the Republic of Kosovo (2014-2016) and Law on Public-Private-Partnerships and Concessions in Infrastructure and the Procedures for their Award.

The Ministry of Local Government Administration financed elaboration of the Guidelines on PPP for municipalities this year, available at: <http://dd-bsc.com/wp-content/uploads/2017/09/UDH%C3%8BZUES-PPP-P%C3%8BR-KOMUNA-ENG.pdf>.

More information about the AKM: <http://komunat-ks.net>.

**TABLE 8: EU-Funding of Municipal Services**

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| <b>MODERATOR:</b>  | <b>Marija Sosic</b><br>KDZ-Centre for Public Administration Research,<br>Austria   |
| <b>Key words:</b>  | <b>IPA and EU programmes for local governments, EU funding for public services, co-funding, regional and inter-municipal cooperation in access to EU funding</b> |
| <b>PANELIST</b>  | <b>Aleksandra Vukmirovic</b><br>Standing Conference of Towns and Municipalities,<br>Serbia   |
| <p>The Standing Conference of Towns and Municipalities (SCTM), national associations of local governments in Serbia, provides continuous support to its members in all aspects of EU integration, including access to EU funding.</p> <p>Among other, the SCTM and Serbian municipalities have been involved in programming and monitoring of realization of EU funds from the very beginning: it confirms that the partnership principle is crucial for better implementation of EU funds, as emphasized in the EU accession negotiation process. Even though central level doesn't always implement consultation process properly, with sufficient time to respond and provide quality inputs, however the presence of SCTM in relevant bodies gives significant opportunities for local level. One of the result of the SCTM activities in the field is long-term – as of 2004, EU support to municipalities through implementation of the Exchange programme: more information about the Exchange 4 at: <a href="http://www.exchange.org.rs/">http://www.exchange.org.rs/</a> and 5 programme at: <a href="http://www.skgo.org/projects/102">http://www.skgo.org/projects/102</a></p> <p>Local self-governments in Serbia received 350 million euros from EU funds starting from 2001 dedicated for their reform and development in area of environment, social policy, local economic development, etc. The highest level of absorption by local authorities is within cross-border cooperation programmes. Moreover, the EU programmes open new opportunities to LSGs in implementation of EU policies: for example, the SCTM is involved in the project funded through the European Union's Horizon 2020 programme, within which the bioenergy village Kostojevici is established: <a href="http://www.biovill.eu/">http://www.biovill.eu/</a>.</p> |  |
| <b>PANELIST</b>  | <b>Migena Kamberi</b><br>Municipality of Kamez, Albania  |
| <p>The Municipality of Kamez (Kamza) is part of the Tirana County, with 104,190 inhabitants (as per the Census from 2011). It has the Coordination and Development Directory as part of the administration, that, among other, develop and implement EU funded projects. Till now, the</p>   |  |

municipality was involved in several transnational and EU programmes in partnership with the municipalities from various countries, learning about the EU project management rules from more experienced partners.

Through Ipa Adriatic Cbc Programme, it participated in the project *Build Waste Sustainability: New capacities for a sustainable waste management* whose goal was to build capacities of Local Actors and promote in the three territories Bushat, Kamza (Albania) and Bar (Montenegro), innovative and up to standard services to the citizenry in the field of integrated environment and waste management. In two other projects, Linkages For Legality and Young Civic Participation & Volunteering Project, the municipality partnered with counterparts throughout Europe within the Europe for Citizens programme.

More information about the Municipality: [www.kamza.gov.al](http://www.kamza.gov.al).

## PANELIST

**Susanne Böck**

EuroVienna, Austria

EuroVienna EU-consulting & Management GmbH is a company of Wien Holding provides services for EU-funded projects in Vienna, i.e. in project development, project management and financial management. Within the BACID Fund, EuroVienna provided training in EU funding through cooperation with the associations of municipalities in Montenegro – focusing on EU programmes for sustainable cities and in Albania – focusing on establishing partnership and participating in Europe for Citizens programme, while in Serbia through cooperation with Regional Development Agency Backa – focusing on IPARD.

More information about the projects:

[http://www.bacid.eu/Enhanced\\_municipal\\_capacities\\_in\\_Albania\\_in\\_partnerships\\_building\\_and\\_designing\\_feasible\\_projects\\_under\\_EU\\_programmes](http://www.bacid.eu/Enhanced_municipal_capacities_in_Albania_in_partnerships_building_and_designing_feasible_projects_under_EU_programmes)

[http://www.bacid.eu/EU\\_Funds\\_for\\_sustainable\\_cities\\_in\\_Montenegro](http://www.bacid.eu/EU_Funds_for_sustainable_cities_in_Montenegro)

[http://www.bacid.eu/Building\\_administrative\\_capacities\\_in\\_Serbia\\_with\\_focus\\_on\\_IPARD\\_and\\_others\\_EU\\_funds](http://www.bacid.eu/Building_administrative_capacities_in_Serbia_with_focus_on_IPARD_and_others_EU_funds)

Moreover, EuroVienna developed EuroAccess Danube Region, an online information and search tool on EU-funding available in the Danube Region to be used as support for the implementation of the Action Plan of the EU Strategy for the Danube Region: <https://danube-euroaccess.eu>

More information about EuroVienna: [www.eurovienna.at](http://www.eurovienna.at)

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| <b>PANELIST</b>   | <b>Ivana Lazic</b><br>Interact Programme, Interact Office Vienna                                     |
| <p>INTERACT was set up in 2003 by the European Commission and the EU Member States with the aim of supporting the implementation of cross-border, transnational and interregional funding programmes of the EU: it is the only EU programme to take the form of an exchange platform. INTERACT aims at the joint development of viable solutions across national borders. Thus examples of good practice are identified, discussed and disseminated among INTERREG programmes all over Europe. The focus of the work of the INTERACT Office Vienna is on the support of INTERREG programmes (funded by ERDF and IPA), above all in the Central and South-eastern European area. Special priority is given to increasing efficiency in handling these co-operation programmes, identifying their outcomes and visibility and employing innovative and simplified approaches. The INTERACT Office Vienna develops tailor-made services to meet the needs of the different funding programmes: a) Seminars and workshops: participants come together to network, discuss shared problems and potential solutions and develop good practices; b) Advisory services: provided where requested by managers responsible for a specific programme, country or institution; c) Creation of, and assistance to, networks; d) Publication of studies, handbooks, templates, checklists, IT databases. Every year, the INTERACT Office Vienna organises more than 20 seminars, workshops and conferences in South-eastern Europe and other European countries; these events are attended by over 1,000 participants annually.</p> <p>More information at: <a href="http://www.interact-eu.net/">http://www.interact-eu.net/</a></p> |  |
| <b>PANELIST</b>   | <b>Darko Mrvaljevic</b><br>Network of Associations of Local Authorities of South-East Europe (NALAS) |
| <p>The Union of Municipalities of Montenegro has good experience with inter-municipal exchange in use of EU funding, through the Network of Municipal EU Project Managers, established in 2014. It gathered the municipal staff who went through training and practical exercise of developing and implementing EU grants, realised within the 6 years of EU-funded programme. They had the opportunity to participate in EU-funded grant scheme for Montenegrin municipalities and got mentoring in all phases of project cycle management. They continued the cooperation with the Union of municipalities by applying jointly for different EU funding and providing expert assistance to less capacitated municipalities in the country.</p> <p>The same model is used by the Network of Associations of Local Authorities of South-East Europe (NALAS), that has the Network of Project Managers, as a platform for exchange, joint learning and project development among the municipalities in the whole region. The BACID programme supported the Network through development of EU integration roadmap and organisation of several workshops: <a href="http://www.bacid.eu/Activities_LOGON_Danube">http://www.bacid.eu/Activities_LOGON_Danube</a>.</p>   |  |

