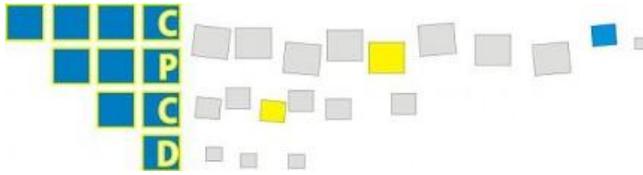


**TOWARDS A PARTICIPATORY LOCAL
SELFGOVERNANCE**

**An Analysis of the Implementation of
the Agreement between Municipal
Councils, Municipality Governors and
Non-Governmental Organisations in
Bosnia and Herzegovina**

Sarajevo, September 2011



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Foreword

Despite the long-standing practice of the non-governmental sector in Bosnia and Herzegovina¹, a significant number of non-governmental organizations (NGOs)², as well as numerous activities and projects that these organizations and international agencies have implemented in order to strengthen civil society, the impact this sector has in decision-making at the local level is still very small: the participatory mechanisms of local self-government are not being sufficiently used. At the same time, the support that the NGO sector receives from the municipal authorities is small in relation to their existing needs. When it comes to financial support, as the most common form of support to the activities of NGOs, this is often given by means of non-transparent procedures, without insight into the actual needs of communities, while joint activities between local authorities and non-governmental organisations are rare.

In order to overcome these problems, the *Agreement between Municipal Councils, Municipality Governors and Non-governmental Organizations in Bosnia and Herzegovina* (hereinfter: *Agreement*) was designed precisely as a mechanism which would encourage local authorities to increase the participation of citizens, in order to support the transition towards efficient, transparent and democratic institutions at the level of the local government. First of all, the Agreement aims to create local governments which, in their work, focus on the needs and interests of citizens, provide services and make decisions on how public funds are spent. In this regard, the Agreement promotes the establishment of lasting partnerships between local authorities and the civil sector in the process of creating, but also implementing public policies.

The initiatives which pushed for the signing of this Agreement, led by coalitions of non-governmental organizations, rejected the assumption that the participation of civil society in local decision making would start by itself, and have themselves launched advocacy activities aimed at increasing the understanding of municipal representatives of the role of NGOs in society, and the significance of involving them in decision-making processes and in the Agreement. As a result of the work of these non-governmental organizations, 79 municipalities to date have signed the Agreement, and have thus publicly declared their dedication to support the non-governmental sector.

Immediately after the Agreement was signed, positive changes were observed in some municipalities: municipal governments began to allocate funds through public calls, non-governmental organizations joined the work of municipal bodies, there was increased spending for non-governmental organizations, etc. However, empirical evaluations of the implementation of the Agreement, of the level of cooperation between NGOs and municipal authorities, and the status of participatory local self-government do not exist. Six years after the first Agreement was signed, the possibility arises to evaluate the implementation of the

¹ The Laws of BiH recognise the term "Associations and Foundation," while, hereinafter, we will use the term "non-governmental organizations", as it is already established in everyday speech.

² Bosnia and Herzegovina has about 13 000 registered non-governmental organizations (NGOs), of which only about 3,000 are active. This data is based on estimates of a number of institutions, as accurate data is still not available.

Agreement in local communities across the country, which also provides insight into the participation of NGOs in decision making at the local level, and the degree of support that municipal governments provide to the NGO sector, that is, into what the municipal authorities are or are not doing to create a favourable environment for the development of the NGO sector and the establishment of a cooperation with NGOs.

For this purpose, we have prepared this *Analysis of the Implementation of the Agreement between Municipal Councils, Municipality Governors and Non-governmental Organizations in Bosnia and Herzegovina*, which should serve as a relevant source of information for non-governmental organizations actively working to develop a cooperation with their municipal authorities, as well as for other non-governmental organizations working to strengthen local democracy, and municipalities and other local and international institutions dealing with issues of participatory local self-government. This analysis is important for evaluating the application of the principle of subsidiarity and other standards of the European Union in Bosnia and Herzegovina, and it thus gives an indirect answer to the question of how much closer our country has come to a European future, when it comes to local democracy.

In particular, we hope that this analysis will serve municipalities to better implement the Agreement, and thus establish an effective cooperation with NGOs, and, in particular, that it will encourage those municipalities that have not signed the Agreement to do so soon. In other words, it is important to emphasize at the outset of this publication that the municipalities themselves should in fact be interested in developing the NGO sector: engaging NGOs in decision making at the local level contributes to a more efficient provision of public services, could increase the confidence of citizens in their municipal authorities, and can reduce the costs of implementation of municipal projects. Often, non-governmental organizations provide assistance to socially vulnerable population groups, work on problems for which the municipalities have sufficient resources, and thus are very familiar with the situation on the ground, and the problems of their target groups. They have proven themselves as excellent partners in solving many social problems, as well as gathering and attracting donor funds for local development.

1. Introduction

The *Agreement between Municipal Councils, Municipality Governors and Non-governmental Organizations*³ (Agreement) is a framework mechanism for developing and maintaining cooperation between the non-governmental sector and government institutions at the municipal level in Bosnia and Herzegovina. The Agreement is the result of an initiative by a Coalition of NGOs known as *Raditi i uspjati zajedno* (Working and Succeeding Together), established in 2001 with the aim to create favourable conditions for the sustainable development of the non-governmental sector in Bosnia and Herzegovina. The Coalition brought together around 300 NGOs from around the country, organized into 15 regional reference groups, that is, regional networks, so that they would work together to solve the basic problems that adversely affect the further development and social marginalisation of the non-governmental sector, and to address the lack of quality and standards in practice in the work of NGOs, the lack of an institutional framework for the cooperation of the non-governmental sector with government institutions, and the unfavourable and non-transparent conditions that NGOs work and receive funding in. The members of the Coalition developed the Agreement and have since 2012 actively advocated that municipal authorities sign and implement it.⁴

The main objective of the Agreement is, after being adopted in a particular municipality, to institutionalize the relationship between the non-governmental sector and municipal authorities through the establishment of clear, effective and transparent procedures of mutual cooperation, in order to locally support the development of civil society and *partnerships* with the authorities in resolving problems of public interest. By signing the Agreement, the municipal authorities confirm their commitment to accept NGOs as partners in satisfying public needs and the interests of citizens, and to entrust specific tasks within the domain of local self-governance – when need arises - in part or in whole to NGOs, as well as provide them with adequate resources to perform these tasks. Also, by signing the Agreement, the municipal administration commits to appointing an official who would be responsible for the communication and cooperation with non-governmental organizations, and to educating its employees so that they are ready to transparent and adequately establish partner relations with non-governmental organizations, as well as to participating in the training of representatives of the non-governmental sector about the possibilities of developing cross-sectoral cooperation. The Agreement also includes a number of provisions that oblige municipal authorities to follow a transparent process of funding NGOs by municipalities, and to establish clear criteria and procedures for the reassignment of public interest tasks to non-governmental organizations, such as to define what the public interest tasks are that municipalities would transfer to non-governmental organizations, to issue public calls for

³ The *Raditi i uspjati zajedno* (Working and Succeeding Together) Coalition, "Agreement Between the Municipal Councils, Municipality Governors and Non-governmental Organizations." *Center for the Promotion of Civil Society Website*, http://www.civilnodrustvo.ba/sporazum_nvo_vlada/sporazumi_vlada_-_nvo.html. (accessed 1 March 2011)

⁴ Most of the activities of the Coalition are financed by funds from United States Agency for International Development (USAID) and the European Commission, and by numerous other donors: America's Development Foundation), the Open Society Fund in BiH (the Soros Foundation), the International Rescue Committee, the Olof Palme Center, the Organization for Security and Cooperation in Europe (OSCE), Friends, Council of Europe, and the Westminster Foundation for Democracy.

proposals and the awarding of funds, to set reasonable deadlines for the applications, and to define clear criteria for how NGOs can participate in these applications for funds. An integral part of the Agreement are also its five annexes, which include: a form for public calls for funding projects from municipal budgets; a *Description of steps, responsibilities and competences*, which defines the basic procedure for issuing a public invitation to bid and the awarding of funds, *An Assessment of the Quality of Services Offered by Project Implementers (Suppliers of Services)*, which sets the standards and criteria for the allocation of funds to non-governmental organizations; an example of the *Service (Supplier) Quality Assessment Form*, and a *Code of Conduct for the Non-governmental Sector in BiH*⁵, which obliges NGOs, by accepting a cooperation with municipal authorities, to act transparently and accountably, in accordance with public interest.

Based on the most important results and achievements made by the Coalition *Working and Succeeding Together*, in 2009, the *Mreža Sporazum Plus* (Agreement Plus Network) was established, which, in a short period of time, brought together more than 450 non-governmental organizations to work together to implement and promote the cooperation agreement between the non-governmental sector and government institutions at all levels of government. In addition to promoting and supporting the process of signing new Agreements, the Agreement Plus Network at the same time aims to simultaneously monitor and evaluate the practical application of the Agreement in municipalities.

It is for this purpose that the Center for the Promotion of Civil Society (CPCD) conducted an assessment of the *Agreement between the Municipal Councils, Municipal Governors and Non-governmental Organization*, seven years after the process of signing it by the municipalities was initiated. The detailed assessment of the implementation of the Agreement at the local level required the carrying out of an empirical research and analysis, the results of which are presented in this publication. This *Analysis of the Implementation of the Agreement* focuses on assessing the level of informedness, respect and practical application of the basic principles of the Agreement by the municipal authorities and non-governmental sector. At the same time, the analysis aims to identify the main obstacles and challenges in the practical implementation of the Agreement, define possible solutions to eliminate them, and present examples of good practices of cooperation and partnerships between NGOs and municipal authorities. In this regard, the analysis represents a significant resource of information for the strategic planning and future operation of the *Agreement Plus Network* and its members, as well as for all other non-governmental organizations and municipalities that seek to enhance cooperation and develop partnerships in their public enterprises. Moreover, the analysis is the basis for further monitoring and evaluating the implementation of the Agreement, and the level of cooperation between the governmental and non-governmental sectors at the local level.

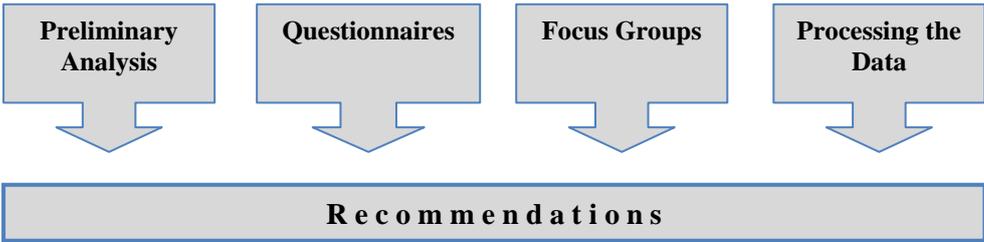
This publication, *Analysis of the Implementation of the Agreement between Municipal Councils, Municipal Governors and Non-governmental Organizations in Bosnia and Herzegovina* is divided into several chapters: the first section presents the methodology and

⁵ The *Code of Conduct for the Non-Governmental Sector in BiH* was changed during the work of the CPCD, and is now a Code of Conduct for Members of the "Agreement Plus" Network, but with the option that other non-governmental organizations can use it as a model within the framework of their own activities.

phases of the research, as well as the sources of the data. The second section is an overview of the level of implementation of the Agreement, with the results of an empirical study. In its final section, the publication includes a chapter with conclusions and recommendations for municipal governments and non-governmental sector. The paper also gives examples of good practices when it comes to the implementation of individual provisions of the Agreement.

2. Research Methodology and Sources of Data

Following the defined objectives of this Analysis, we developed a methodology for the research of the implementation of the *Agreement between the Municipal Councils, Municipal Governors and Non-governmental Organizations in Bosnia and Herzegovina*. The six month study included five successive phases of research, aimed at gathering and processing valid data from the field, and gaining detailed insight into the implementation of individual provisions of the Agreement:



The first phase of the research - preliminary analysis - included a 'desk' research, that is, the collection of existing analyses, regulations and data, in order to set the initial conclusions, from which we would structure the subsequent phases, and primarily to precisely define the sample and the target groups. At this stage, various materials were collected that testified to the implementation of the Agreement in the municipalities, through searches of the websites of all the municipalities that signed the Agreement, as well as a general search of the websites of NGOs and donors that work at the local level. In addition, similar studies and literature were collected on the topic of the cooperation of NGOs and municipal authorities, as well as regulations and internal municipal documents. The working materials of the *Working and Succeeding Together* Coalition, and the *Agreement Plus Network* were also used.

The second phase of the research – the questionnaire surveys – was conducted in order to collect quantitative data. Two types of questionnaires were developed: one for the representatives of municipalities (Annex A), and the other for the representatives of the non-governmental organizations (Annex B) that work in municipalities in which the Agreement was signed, as well as in those in which the Agreement was not signed. 65 municipalities participated in this phase of the research - 55.4% in the Federation of BiH, and 44.6% in the Republic of Srpska. A list of the municipalities surveyed is located in Annex C. Of the total number of municipalities surveyed, 77.8% of them had signed the Agreement, while 22.2% of them had not signed the Agreement with the NGOs.

156 non-governmental organizations also participated in the survey - 55.5% of them from the Federation of BiH and 44.5% from the Republic of Srpska - all around the country. The list of NGOs surveyed is given in Annex D.

During this part of the research, attention was given to having a representative sample i.e. attention was paid to the size of the municipalities and NGOs participating in the study, their regional representation, as well as other factors that could affect the results of the study (the level of economic development of the municipalities, and the existence of other donors and projects aimed at strengthening local democracy).⁶ For NGOs, in addition to regional representation, we paid attention during administering the survey to ensure that NGOs of different profiles were included: those with more or less professional experience, with different numbers of members and employees, as well as with different representation by sector.

Figure 1: Regional representedness of the municipalities and NGOs surveyed (by canton and region)

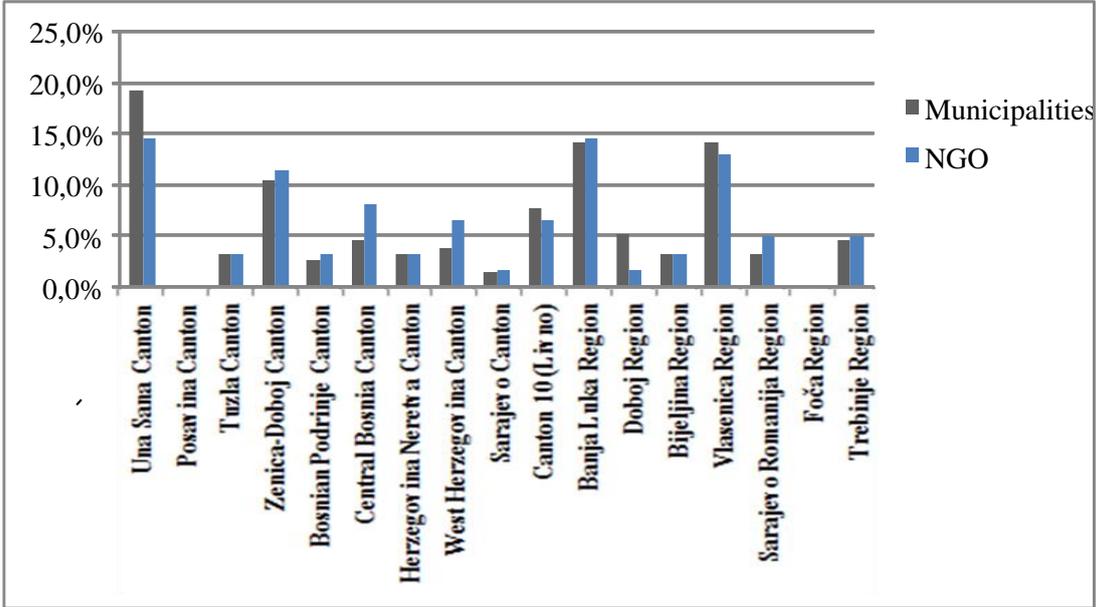
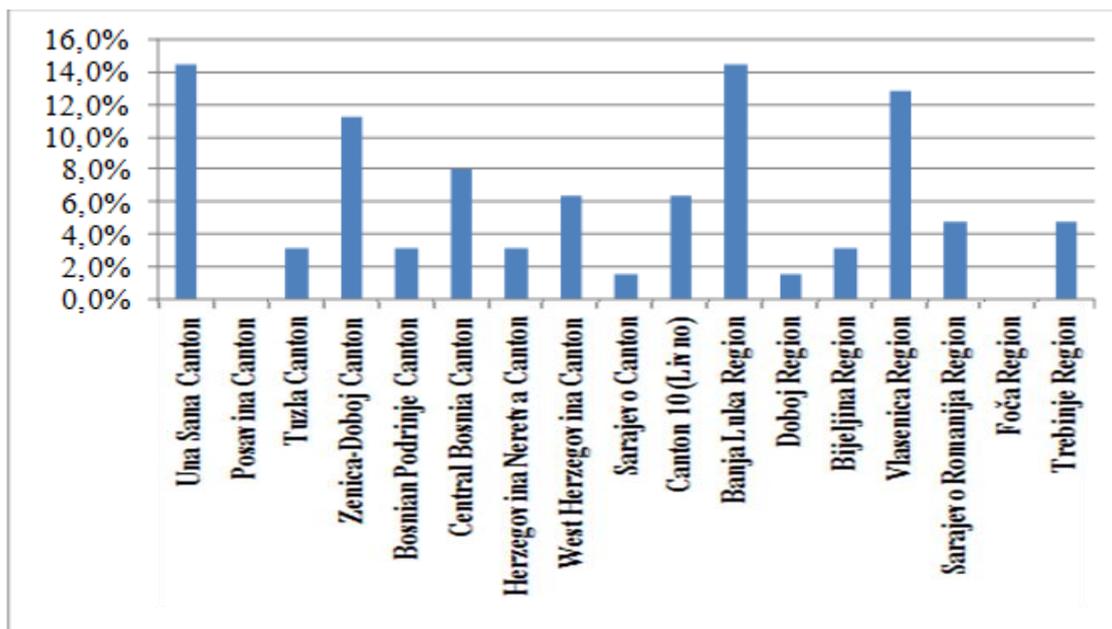


Figure 2: Sectors in which the surveyed municipalities work

⁶ See Annexes E and F.



On the basis of the results of this phase of the research, the next phase could be conducted - the holding of focus groups. Six focus groups were held in Bileća, Mostar, Prijedor and Zvornik. The participants were representatives of municipalities and non-governmental organizations, which were defined as the target groups after the first phase of the research.⁷

In the final phase of the research, the data collected was processed and analysed, during which time an integrated database was created, which brought together all the information collected, which formed the basis of the analysis. Finally, this analysis was written up, which contains specific recommendations for further implementation of the Agreement, and the development of cooperation between the NGO sector and municipal institutions.

Finally, it is important to add that the results of the research should be taken with some reservations, because an assessment of the influence of the Agreement on the development of the cooperation between municipalities and non-governmental organizations is not entirely possible, since all the external factors could not be controlled. Primarily, a large number of projects have been implemented in municipalities across BiH⁸ which had the same or similar objectives as the Agreement initiative, and thus, there is a possible and a probable mutual correlation between this Agreement and the aforementioned projects.

⁷ Focus group 1 (Mostar, 24 May 2011)- participating were representatives of the non-governmental sector from the municipalities of Bileća, Gacko, Jablanica, Konjic and Posušje. Focus group 2 (Mostar, 24 May 2011) – the participants were representatives of the municipal authorities from Bosansko Grahovo and Tomislavgrad. Focus group 3 (Prijedor, 24 May 2011) - the participants were representatives of the non-governmental sector from the Bosanski Petrovac, Doboje, Drvar, Jajce, Ključ, Mrkonjić Grad and Prijedor municipalities. Focus group 4 (Prijedor, 24 May 2011) - the participants were representatives of the municipal authorities of Cazin, Čelinac, Prijedor and Sanski Most. Focus group 5 (Bileća, 25 May 2011) - the participants were representatives of the municipal authorities of Bileća, Berkovići and Gacko. Focus group 6 (Zvornik, 26 May 2011) - the participants were representatives of the municipal authorities of Bijeljina, Goražde, Milići, Srebrenica, Šekovići and Zvornik.

⁸ See page 15, Footnote 10.

3. Results of the Research

The *Analysis of the Agreement between Municipal Councils, Municipality Governors and Non-governmental Organizations in Bosnia-Herzegovina* shows that the signing of the Agreement has had a positive impact on the development of cooperation between municipal authorities and NGOs, as well as on the participation of the non-governmental sector in local decision-making processes. Progress was also seen in every element and sub-element essential for the development of efficient cooperation between municipalities and the non-governmental sector in the municipalities where the Agreement was signed, in comparison to the municipalities that have not signed it.

Table 1: The effect of the Agreement on certain elements of the development of the cooperation between municipal authorities and the non-governmental sector

Elements of the development of the cooperation between municipal authorities and the non-governmental sector	Noted impact of the Agreement
Cooperation with the NGO sector is regulated in the primary internal regulations and procedures of the municipality	Yes
There are officials appointed for cooperating with the NGO sector	Yes
The municipalities work on building the capacities necessary for cooperation	Yes
The municipalities have developed an efficient system of information sharing and communicating with the NGO sector	Yes
The municipalities provide financial support to NGOs	Yes
The municipalities include NGOs in the process of creating and monitoring of public policies	Yes
The municipalities transfer the responsibility for the provision of public services to non-governmental organizations, and implement projects with them as partners	Yes

As the direct result of the signing of the Agreement in their municipality, NGOs have outlined the following improvements in the cooperation between municipalities and NGOs:

- Non-governmental organizations are invited to participate in decision-making processes at the local level, particularly in municipal council assemblies, and as part of bodies that work on creating local strategic plans;
- Municipalities have begun to allocate funds to the non-governmental sector for participation beyond the sport and the veterans' issues sectors, and in certain municipalities, there was a recorded increase of these funds;

- There is a better, more efficient and transparent way of allocating funds to non-governmental organizations;
- Local strategic documents in the fields of development, youth policies and environmental issues have been adopted;
- Municipalities and NGOs jointly work on the implementation of certain activities and projects;
- Local NGO networks and coalitions have been established⁹;
- Representatives of municipal authorities participate in the activities of NGOs;
- Volunteering activities and the provision of citizens with information in the municipalities have been developed and improved;
- Working space and offices have been assigned to non-governmental organizations by municipalities.

In the opinion of representatives of non-governmental organizations, the actual impacts of the Agreement were the result of setting a legal basis and strategic framework for the development of a partnership between municipalities and NGOs, and, in particular, of establishing an obligation for municipalities to allocate funds to the work of non-governmental organizations, together with strategic planning, issuing a public invitation to bid, creating committees for the allocation of funds in the field of support to the development of civil society etc. Thanks to the implementation of the Agreement, the municipal governments and non-governmental organizations have become familiar with each other's work, and continuity is achieved in their joint actions, thus enhancing their mutual understanding and support.

However, it is important to emphasize that, despite the positive impact of the Agreement, the development of cooperation between non-governmental sector and municipalities is now only "mid-way". The *Analysis* shows that the situation varies greatly from one municipality to another. Several organizations from Grahovo, Drvar, Jajce, Livno and Trebinje believe that the Agreement in their communities is not being implemented well, and that in these municipalities, the Agreement is still "just a piece of paper." While a number of municipalities have really adopted a participatory form of action, other municipalities are still in the stage of offering only declaratory support to NGOs: although the Agreement has been signed, and although internal procedures for the implementation of cooperation have been developed, the Agreement is still poorly implemented in practice. Examples of transferring authority for the provision of public services by municipal governments to NGOs are rare. Joint implementations of projects are also rare. The inclusion of non-governmental organisations in decision making at the local level occurs sporadically, without a systematic approach to the development of existing, and the creation of new mechanisms.

Also, it is important to emphasize that most non-governmental organisations believe that the municipal authorities are still "ignoring" them, regardless of whether those municipalities have signed the Agreement or not. The initiatives and suggestions provided by NGOs in when

⁹ A good example of this practice is the network of local NGO, "Lokalna savjetodavna grupa" (Local Advisory Group), which operates in Bugojno.

it comes to local problems are rarely accepted or adopted. 14.3% of the NGOs who responded to the survey claim that their municipal authorities or their representatives have, in working with non-governmental organisations, acted in an unprofessional and unlawful manner, or have not respected certain rules. Their objections concern primarily:

- Failure of the municipal authorities to submit the information required by non-governmental organizations pursuant to the Law on Free Access to Information;
- Ignoring requests and letters sent by non-governmental organizations, without giving a reason (including applications submitted for public calls for the allocation of funds);
- Non-transparent procedures and practices of allocating funds to non-governmental organisations;
- Rejection of the proposals and recommendations given by NGOs during public debates without explanation;
- Cancellation of the lease of business premises for NGOs, contrary to contract provisions;
- Failure of municipal authorities to attend meetings and events organised non-governmental organizations;
- Lack of municipal funds allocated for specific problems and areas (employment of disabled people in public institutions, environmental issues, return of displaced people etc).

There are some criticisms that exist, and that relate directly to the Agreement itself, which were highlighted by both non-governmental organizations and municipal authorities. The primary complaint is its generality: the principles contained in the Agreement are set generally, but the mechanisms for their implementation are not entirely clear.¹⁰ From the research conducted, it is evident that the majority of NGO representatives and municipalities see the Agreement as a framework for regulating the allocation of public funds to NGOs, rather than as a mechanism that allows non-governmental organizations to participate in decision making at the local level. Also, the provisions as to the monitoring of the implementation of the Agreement, and sanctions for violating it, are not given. Both these provisions are an essential prerequisite for the implementation of the Agreement itself, as they are for the implementation of every other public policy.

The research also points to the problems that exist in the non-governmental sector itself, and which contribute to the poor implementation of the Agreement. There are a large number of organizations working in any municipality – at times, some 200 NGOs in a single municipality. Representatives of the municipalities believe that a large number of these organizations are not active, and that many have only been established in order to gather municipal funds. Similar self-criticism is also given by the NGOs. Municipal representatives also point to problems they have communicating with a large number of organizations, and

¹⁰ Only the Municipality of Bijeljina adopted Agreement with its supporting annexes, which give detailed rules for appointing officers to work with the NGO sector, the methods, criteria and procedure for the allocation of funds to non-governmental organizations, a sample of the proposal application form, the self-financing form, a sample narrative report form.

the rare practice of creating a network of local NGOs, which would jointly address the municipal authorities.

At the same time, a range of different associations and groups are classified under the non-governmental sector - from sporting, veteran and humanitarian associations, to professional non-governmental organizations - and it is difficult to municipal authorities to develop a unified approach towards these different groups, and at the same time recognise those that could act as partners in projects. Also, in certain areas, there is a large number of non existing non-governmental organizations, while in other areas, where there is great need for the engagement of civil society, there are very few NGOs working. For example, representatives of municipalities repeatedly point to the need for a greater involvement of NGOs in reducing unemployment and poverty. Municipal representatives feel that the most successful non-governmental organizations in their communities are not those which rely only on the funds allocated by municipalities, but those which apply for funds from other local and foreign donors. However, such organizations are scarce, and a very small number of organizations have developed capacities to apply for funds from foreign donors, despite the large number of trainings that are held on this topic. On the other hand, some NGOs have sided with political parties, and thus there are political divisions in the non-governmental sector in the majority of municipalities.

It is interesting that the level of economic development and political affiliation of municipal authorities do not directly affect the signing of the Agreement, nor the implementation of certain provisions of the Agreement. One can then assume that the implementation of the Agreement is the result of willingness, and that municipal authorities possess the capacities to support and include NGOs. However, it is important to add that many development projects aimed at strengthening local democracy may have had a great impact on the implementation of the Agreement. A large number of projects in the areas of strengthening local government and citizen participation at the local level have been implemented by international organizations, embassies and local non-governmental organizations in Bosnia and Herzegovina.¹¹ Therefore, a large number of projects have been implemented that have had

¹¹ The Rights-based Municipal Assessment and Planning Project (RMAP), financed and implemented by the Government of Norway, Soros and UNDP, included 25 municipalities in BiH; the Municipality Development Project (MDP) was implemented in 6 municipalities by the Centre for Management, Development and Planning from Doboje, with financial support from the Swiss Agency for Development and Cooperation (SDC); The Municipal Administration Reform Program (MAP), conducted by the OSCE Mission to BiH in 104 municipalities; the "Lokalno je primarno" (Local Comes First) Initiative, also launched by the OSCE Mission to BiH; the Best Practices of Local Governance in BiH Project, conducted by Open Society Fund (OSF) and the Municipal Development Programme in BiH - Intercooperation (IC) in 29 municipalities; the "Strategy for Cooperation between Local Governments and Citizens in the Eight Municipalities of the Central BiH Region", conducted by the NGO "Alternative" in 8 municipalities in the said region, with the support of the Swedish International Development Agency (SIDA) and the Olof Palme Centre; Government Accountability Project (GAP) for Bosnia and Herzegovina, implemented in 72 municipalities and funded by the U.S. Agency for International Development and Assistance (USAID), the Embassy of the Kingdom of the Netherlands and the Swedish International Development Agency (SIDA); Strengthening Local Democracy (LOD), a project still implemented by the United Nations Development Programme (UNDP) in collaboration with the Association of Municipalities of FBiH and RS; the U.S. non-governmental organization CHF International has provided assistance to local communities in 14 municipalities of the Central and Zenica Doboje Cantons; the Affiliate Civil Advocacy Program (CAPP), as well as many other projects, developed by the Center for Civil Initiatives (CCI) were supported by USAID, OSF, the Olof Palme Center, the King Baudouin Foundation, the European Commission; and many other programs.

the same or similar goals, as were the principles of the Agreement, and efforts were made to build capacities for the development of local democracy, and in this respect, there is a very likely influence of the results of these projects on the implementation of the Agreement.

In addition, the research shows that the level of cooperation between municipal authorities and NGOs is also greatly influenced by the way in which the NGO sector works: the implementation of the Agreement is best in those municipalities in which NGOs actively advocated for its implementation. Thus, one can easily conclude that the good implementation of the Agreement, or good cooperation between municipal authorities and NGOs, is not only the result of its signing, but primarily a result of higher levels of involvement of NGOs in using the Agreement as a means to advocate for more transparent public policies towards the NGO sector, and the inclusion of the sector in the decision-making processes.

The following chapters present the detailed process of the implementation of the Agreement, which is divided into three phases: the "paper" implementation, process implementation and effective implementation. This classification was taken from the methodologies of various development programs, which are used to assess the level of implementation of public policy, and indicates the degree of the application and implementation of specific regulations: a "paper" implementation signifies that a particular regulation exists, or that there is a legal basis for action, the process implementation presents the next step in implementing this legislation, i.e. signifies the fulfilment of all the prerequisites for the implementation of regulations (regulatory, institutional, human, etc.). An efficient implementation means the full implementation and enforcement of this legislation in practice.

3.1. "Paper" Implementation

When it comes to the implementation of public policies – such as the *Agreement between the Municipal Councils, Municipality Governors and Non-governmental Organizations* - the main indicator of the implementation of the policy is its institutionalization, which is reflected primarily in its formal adoption by competent institutions. In this sense, the main indicator of the implementation of the Agreement would be its signing by the Governor of the Municipality and Municipal Council representatives, which thus indicates the political will and commitment of the municipal administration to implement the principles and standards which the Agreement calls upon.

So far, 79 municipalities have signed the *Agreement between the Municipal Councils, Municipality Governors and Non-governmental Organizations in Bosnia and Herzegovina*.¹² The Agreements were mostly signed by Governors, as representatives of their municipalities. In some cases, the Agreement was signed by a representative of the Municipal Council, or by the Governor and the Municipal Council.

Table 2: List of Municipalities Which Signed the Agreement

No.	Municipality	No.	Municipality
1.	Berkovići	41.	Nevesinje
2.	Bijeljina	42.	Novi Grad (Bos.Novi)

¹² The Derventa, Laktaši, Odžak, Petrovo, Teslić, Tešanj, Tuzla, Usora and Žepče municipalities have independently on their own initiative signed agreements of cooperation with the non-governmental sector.

3.	Bileća	43.	Novi Grad Sarajevo
4.	Bosanska Krupa	44.	Odžak
5.	Bosanski Petrovac	45.	Osmaci
6.	Bosansko Grahovo	46.	Oštra Luka
7.	Bratunac	47.	Pale/Prača
8.	Breza	48.	Pelagićevo
9.	Bugojno	49.	Petrovo
10.	Bužim	50.	Posušje
11.	Čelinac	51.	Prijedor
12.	Čitluk	52.	Ribnik
13.	Derventa	53.	Rudo
14.	Doboj Istok	54.	Sanski Most
15.	Doboj Jug	55.	Sokolac
16.	Donji Vakuf	56.	Srebrenica
17.	Drvar	57.	Šamac
18.	Foča	58.	Šekovići
19.	Gacko	59.	Široki Brijeg
20.	Glamoč	60.	Teslić
21.	Goražde	61.	Tešanj
22.	Gračanica	62.	Tomislavgrad
23.	Gradačac	63.	Travnik
24.	Istočna Ilidža	64.	Trebinje
25.	Jablanica	65.	Trnovo (RS)
26.	Jajce	66.	Tuzla
27.	Kalesija	67.	Usora
28.	Kiseljak	68.	Ustikolina
29.	Ključ	69.	Ustiprača
30.	Kostajnica	70.	Vareš
31.	Krupa na Uni	71.	Velika Kladuša
32.	Kupres	72.	Vlasenica
33.	Laktaši	73.	Visoko
34.	Livno	74.	Višegrad
35.	Ljubuški	75.	Vitez
36.	Lukavac	76.	Zavidovići
37.	Maglaj	77.	Zenica
38.	Milići	78.	Zvornik
39.	Modriča	79.	Žepče
40.	Mrkonjić Grad		

The table clearly shows that the Agreement was signed by a smaller number of municipalities with a larger population, and that the only municipality in Sarajevo to have signed it is Novi Grad, while the other municipalities of the largest population centre in the country did not. The situation is similar in Banja Luka, Bihać, Brčko, Mostar and Tuzla. Signing the Agreement should be especially important in municipalities with a large population and in these cities, because they represent a large number of citizens and non-governmental organizations. To date, only the city of Sarajevo has recently signed an agreement on cooperation with NGOs. In this regard, it is necessary to initiate processes to sign the Agreement in these larger municipalities and cities. Given that 60.9% of the surveyed NGOs reported that they participated in the signing of the Agreement, it is obvious that the process of signing it in new municipalities should be initiated by the non-governmental organizations themselves, as this approach has proven successful, not only in Bosnia, but also in the region.

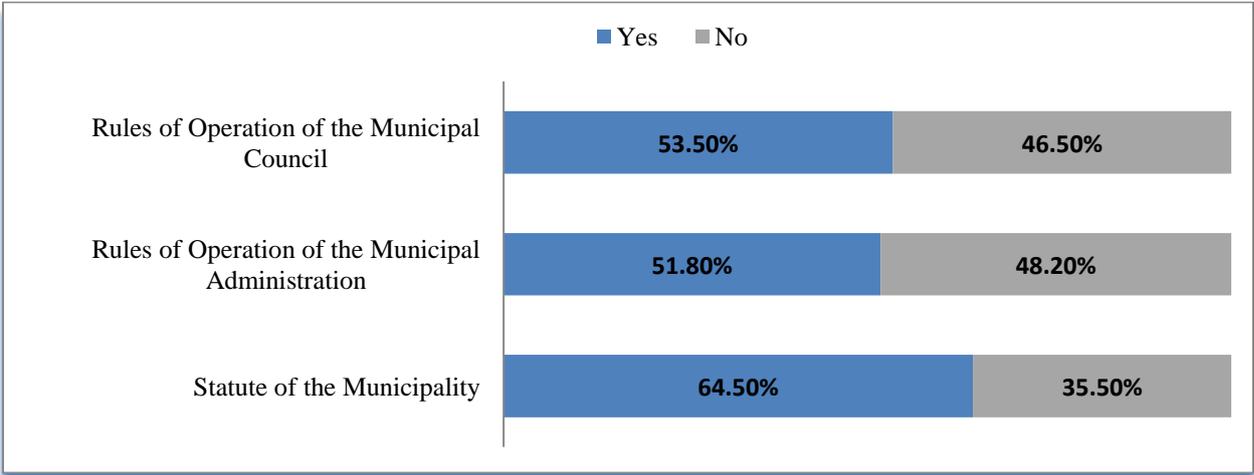
3.2.Process Implementation

This level of implementation of the Agreement includes the development of internal regulations within the municipal administration, which are essential for the implementation of the Agreement in practice. In fact, without specific procedures for implementing the Agreement, certain elements of the Agreement, such as the issuing of public calls, participation of the civil society in decision-making processes, etc., are not possible, because this kind of civil engagement in local self-government must be legitimised and formalized by the main administrative acts of the municipality. At the same time, process implementation also involves the fulfilment of additional preconditions for the implementation of the Agreement, such as the availability of information, creating mechanisms for the implementation of the Agreement, and building capacities. Therefore, it can be concluded that those municipalities that have established internal procedures, and met the prerequisites for an active participation of NGOs in the local self-government, have made significant progress in implementing the Agreement.

3.2.1. Cooperation with the Non-governmental Sector Defined in the Basic acts of a Municipality

The results of the research indicate that half of the municipalities that have signed the Agreement entered into the process of changing their main internal regulations and procedures, in order to be able to apply the Agreement in the everyday operations of their municipal administration. The provisions for establishing cooperation with NGOs and for its forms are still not present in the statutes and rules and regulations of the administration of a larger number of municipalities.

Figure 3: The basic acts of the municipal government contains elements of cooperation with the non-governmental sector



On the other hand, several municipalities have made a step ahead of the others in this respect. In addition to the provisions on cooperation with NGOs in their main legal acts, have developed additional procedures for the implementation of the Agreement and the establishment of cooperation with NGOs, such as rules and regulations, decisions, etc. For example, the municipalities of Bijeljina, Bosanska Krupa, Doboj Jug, Goražde, Novi Grad Sarajevo, Šekovići and Višegrad have also issued decisions on the criteria, methods and procedures for the allocation of funds to associations of citizens, while the municipality of

Vitez has adopted Rules and Regulations for Financing the Projects of NGOs/ non-profit organizations. The Goražde Municipality has adopted the Rules of Procedure for a Commission responsible for the allocation of funds to non-governmental organizations, while the Bijeljina Municipality has also passed Rules and Regulations for the allocation of funds to national minorities. The municipalities of Bosanski Petrovac, Sanski Most, Zenica, Bijeljina, Kalesija Livno, Mrkonjić Grad, Posušje, and Zavidovići have developed and adopted strategies and partnerships between municipalities and citizens, in a framework which also defines the cooperation with the NGO sector. In a similar way, in some municipalities, cooperation with non-governmental organizations is defined within local development strategies. The municipalities of Bijeljina, Foča and Vlasenica have also created the youth policy strategies, which define the forms of cooperation with youth organizations.

3.2.2. The Appointment of Officials for the Cooperation with the Non-governmental Sector

An important indicator of the commitment of a municipal government to the development of cooperation with NGOs is the appointment of officials responsible for maintaining contacts and cooperation with NGO representatives, which demonstrates that the municipality is willing to continuously work on developing cooperation with civil society, and allocate human and financial resources to that end. The results show that 59.3% of the municipalities surveyed have appointed an officer in charge of cooperation with the civil society, while 40.7% of surveyed municipalities do not have an employee with this job description. The municipalities that have appointed an officer to work with NGOs mostly - 65.3% of them - have signed the Agreement for Cooperation with NGOs, which indicates a possible impact of the Agreement on the appointment of the said officials. Moreover, most of the municipalities appointed these officers between 2005 and 2008, when the greatest number of agreements between municipalities and NGOs were signed. In addition, the existence of provisions for the establishment of cooperation with civil society in the statutes, regulations and other internal procedures of a municipality and its departments, have also positively influenced the appointment of officers responsible for cooperating with NGOs.

However, it is important to emphasize that even those municipalities that have appointed officers for NGOs have entrusted these tasks to lower ranking employees – or associates - who are, in addition to cooperation with NGOs, usually responsible for other tasks as well. In fact, the majority of associates working with the non-governmental sector are also responsible for several other areas: health, social care, local communities, education, youth, culture, information sharing with citizens, sports, and tourism. However, several municipalities do stand out. Within the Department of Economics and Social Affairs of the Municipality of Derventa, there is an Office for Social Affairs, in the field of citizen associations. In the Jablanica Municipality, there is a Department of General Administration, Social Services and the NGO sector. The Sokolac and Milići municipalities have appointed independent professional associates for local communities and NGOs. In 2008, the Široki Brijeg Municipality appointed an officer for cooperation and communication with the NGO sector, the Municipality of Tomislavgrad appointed an associate for cooperation with NGOs, youth and the Diaspora, while the Trebinje Municipality appointed an independent expert for working with the youth and the NGO sector. The Zvornik Municipality has established a Commission to cooperate with associations of citizens. The Municipality of Novi Grad in

Sarajevo stands out in particular in this regard – it has appointed a higher-ranking professional associate to cooperate with the NGO sector since 2009. In addition to these officers, decision-making authority in matters of the cooperation with NGOs lies with the heads of departments or services, within which the mentioned associates work for non-government sector, which are for the most part the General Administration and Social Services Departments.

3.2.3. *Built Capacities*

The term *built capacities* implies that municipalities and non-governmental organisations possess knowledge and skills for the implementation of the Agreement and its individual provisions. Without knowing the process and the roles of various municipal institutions and agencies, non-governmental organizations cannot participate in the decision-making processes at local levels, or contribute to them. The same goes for municipal officials: without knowledge of civil society, and the mechanisms of participatory democracy, they cannot stimulate or maintain participation of non-governmental organizations.

As such, training and capacity development remain essential prerequisites for establishing cooperation between the non-governmental sector and municipalities. Research shows that 65% of surveyed municipalities stated that the municipal authority organized or participated in the activities of capacity building for development of cooperation between NGOs and municipal institutions, while, on the other hand, only 17% of surveyed NGOs had the opportunity to participate in the said seminars or workshops.

International development agencies working at the local level have been especially active in organizing such events, with the aim of strengthening capacity for participatory local government, in particular the United States Agency for International Development (USAID), the European Commission, the Swiss Agency for Development and Cooperation (SDC), the Open Society Fund Bosnia and Herzegovina, the United Nations Development Programme (UNDP), the Organization for Security and Cooperation in Europe (OSCE), the Swedish International Development Agency (Sida), the International Rescue Committee, the Olof Palme Center, the Council of Europe and several foreign embassies in BiH, and development agencies such as the Northwest Regional Development Agency of BiH (ARDA) and the Sarajevo Regional Development Agency (SERDA).

In this regard, several workshops were organized on topics such as developing cooperation between NGOs and local governments, creating mechanisms for cooperation (Agreement for Cooperation with NGOs, etc.), and on public communication with municipal officers. However, capacity building programs offered by the mentioned local agencies are mostly focused on the acquisition of skills in project management, and most of the workshops are related to writing proposals and applying for public calls, project cycle management, financial management, strategic planning (developing strategies and action plans for associations), and using IPA funds. Workshops on the topic of NGO networking at local levels, and on creating monitoring systems for monitoring the work of the NGO sector, were also topics of capacity building activities. The surveyed municipal administration has also stated examples of workshops and training sessions that were held with representatives of NGOs to develop

cooperation in specific areas, such as the creation of municipal development strategies, solving problems of youth, tourism, environment, participatory budgeting, demining, etc.

Several local non-governmental organisations have also launched their own projects and activities aimed at strengthening cooperation with municipal institutions. In addition to the Center for Civil Society Development (CSPC) and the Centre for Civic Initiatives (CCI), which are the leading organizations in BiH active in this respect, several smaller non-governmental organizations have worked on this issue. The ToPeeR association from Dobož has worked on activities advocating for the adoption of criteria for funding non-governmental organizations from the municipal budget. The Center for Civic Cooperation from Livno implemented the project "Strengthening citizen participation in the decision-making process", which launched an initiative for the revival, establishment and strengthening of local communities in 10 cities. The Citizens' Association Grahovo implemented the project "Building good community governance through citizen participation" in its municipality, which is aimed at establishing better cooperation between municipal authorities and the non-governmental sector.

The "Oasis" Association from Trebinje implemented the project "Investing in people", with the aim of developing a common platform for non-governmental organisations and local authorities, in the process of the empowerment of civil society at the local level.

In addition to these projects, a large number of non-governmental organizations - 48.3% of those surveyed for this study - have implemented a number of projects in specific areas (ecology, youth policy, the status of women, poverty reduction, etc.), within which they sought to include representatives of municipal authorities and improve communication and collaboration with them. For example, the association "Kosmos" from Ključ organized educational programs in information technologies for representatives of NGOs and the municipality.

In short, the research shows that most capacity building activities for cooperation occur sporadically, and at the initiative of non-governmental organizations or international agencies, and are very rarely organized by municipalities, although representatives of municipalities often do participate in trainings. Thus, there is a need for such activities, within which the municipality representatives and the non-governmental sector would work on building their own capacity for mutual cooperation and development projects.

3.2.4. An Established Information System

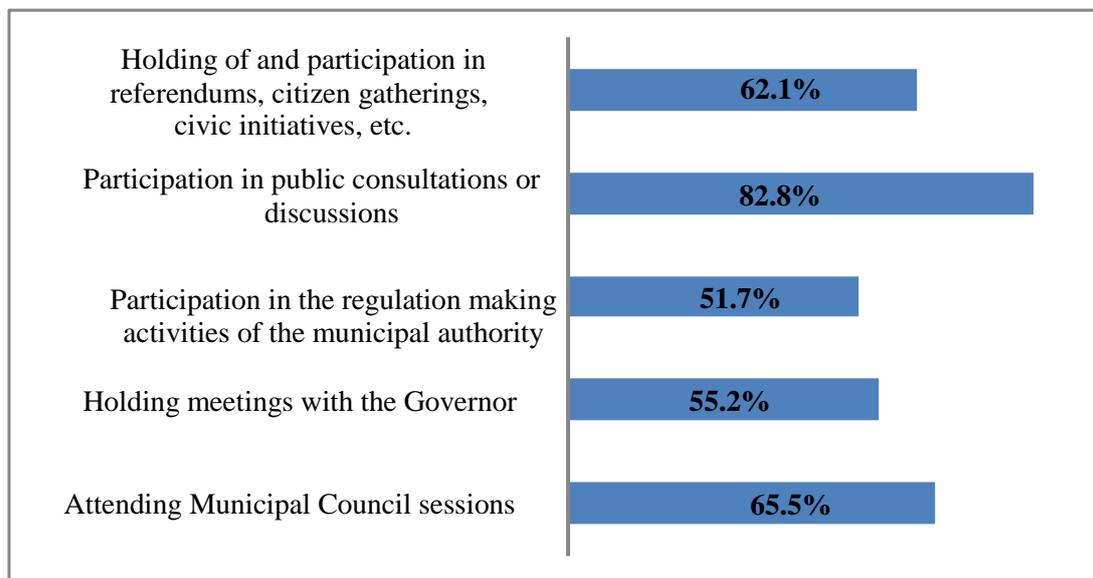
One of the elementary preconditions for the full implementation of the Agreement is the public accessibility of basic information on the Agreement, as well on the mechanisms and procedures for its implementation, and the application of certain provisions. Namely, the Agreement will be difficult to apply if non-governmental organizations are not familiar with the contents of the Agreement, and the methods it calls upon for achieving cooperation and partnership with municipal authorities. At the same time, the continuous exchange of information between municipalities and NGOs is important, and done through various tools: open sessions of the municipal councils and other bodies of the municipality, the availability of information on the current activities of the municipality via their web site, brochures and

information desks, providing information in accordance with the Law on Free Access to Information, etc.

Research shows that most municipalities have not published the Agreement on their official website. Although 36.1% of surveyed municipalities claimed that the Agreement is posted on their website, the research team found – after reviewing the websites of all municipalities which have signed the Agreement - that only 12 of the 79 municipalities¹³ that signed the Agreement had done so. Several of the municipalities had published news regarding the signing of the Agreement, but did not publish it in full.

Besides the accessibility of the Agreement, effective procedural implementation of this document includes the availability of information on how to establish cooperation with the municipality, and/or contact information of municipal officers authorised to work with non-governmental organizations. Most municipality websites do not contain information on how to establish cooperation between the non-governmental organisations and municipal authorities (contact persons and services, procedures, fields, etc.). Out of the total number of surveyed municipalities, 65.6% have not published the abovementioned information. In addition, municipalities state that they regularly publish information on the involvement of non-governmental organisations in decision-making processes.

Figure 4: Percentage of surveyed municipalities that have published information about the participation of NGOs in the work of municipal authorities, or about how to include NGOs in the processes of making municipal decisions.

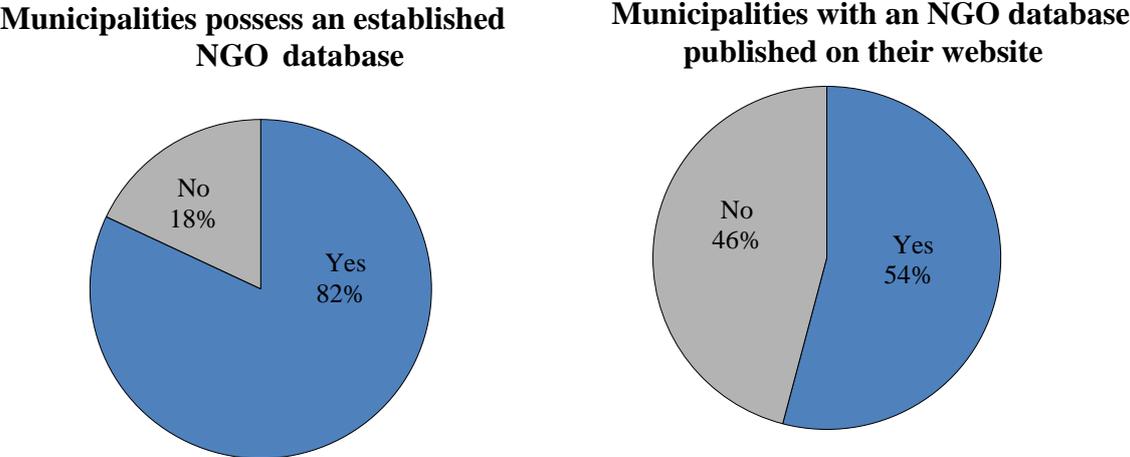


Although municipal websites still do not contain relevant information for non-governmental organizations, there are examples of good practice. The Goražde Municipality has published on its website all relevant information for non-governmental organizations in its municipality: a description of the process of allocating funds to non-governmental organizations in the Municipality; the Agreement; a list of relevant legislation, and a list of institutions where associations can be registered.

¹³ Municipalities: Bijeljina, Bosansko Grahovo, Cazin, Doboј, Goražde, Livno, Ljubuški, Posušje, Šamac, Široki Brijeg, Zavidovići, and Zenica.

An exchange of information also means that municipal authorities should possess elementary information on the non-governmental organizations and civil societies which are active in their area of authority, usually stored in the form of an NGO database. Good practice includes the publication of these databases on the municipality's website, in order for all municipal officials and the public to have simple access to information about the non-governmental sector. The conducted study shows that the majority of municipalities in BiH have created a database of non-governmental organizations operating at local level, but more than half of the municipalities have not published a database of non-governmental organizations on their websites.

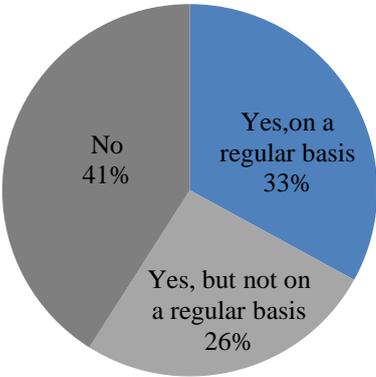
Figure 5: Databases of non-governmental organisations in municipalities



Regular communication and contact between the municipal administration and the nongovernmental sector is the postulate of an efficient partnership. Research shows that it is this postulate which has not yet been fulfilled in all the municipalities: only 33% of surveyed municipalities stated that its representatives hold regular meetings with representatives of non-governmental organisations, while other municipalities state that neither regular nor any kind of communication with the non-governmental sector has been established. On the other hand, non-governmental organizations have confirmed that only 34.9% of them maintain regular contacts with the municipal authorities. Most often, non-governmental organizations hold meetings with the Governor or the municipal official in charge of the non-governmental sector, while in some municipalities representatives of non-governmental organisations maintain regular contact with municipal officials who are responsible for the fields in which the non-governmental organizations are active (agriculture, social welfare, youth, etc.). According to non-governmental organisations, such contact and communication is often initiated by the non-governmental organizations. An example of good practice when it comes to establishing regular communication between municipalities and the non-governmental sector are the open days with the municipal governor. This mechanism is being implemented in several municipalities, and enables civil society representatives to establish direct contact with the governor.

Municipal officials say that cooperation with civil society is hampered by the fact that a large number of non-governmental organisations are operating in a single area, and that is difficult to get acquainted with the work of all of them, and based on that appropriately include them in the process of creating and implementing public policies. At the same time, it is complicated for municipalities to communicate with the non-governmental sector in this respect, because this requires contact with a large number of subjects. To solve the said problem, in some municipalities, certain organizations act as a liaison between municipalities and non-governmental organisations, as is the case in Gacko where the Center for Development Initiatives has taken over this role. With a similar goal in mind, a number of civic associations in Zavidovići operating in the field of culture, youth policy, social and child protection, and the protection of human rights and minority rights came together as the *Affirmative Informal Group*, after signing *The Protocol on Cooperation between Non-governmental Organisations and Citizens' Associations in Zavidovići* in 2009. The activities of the Group are related to the cultural sector and working with the youth. The *Tuzla Reference Group* has 49 nongovernmental organisations from 8 municipalities, and deals with different issues serving as liaison with local authorities. The *Derventa NGO Forum* brings together 18 non-governmental organizations and also aims to serve as a liaison between the non-governmental sector and municipal authorities.

Figure 6: Councils hold regular meetings with representatives of non-governmental organizations



3.3. Effective Implementation

Effective implementation of the Agreement includes the actual implementation of the Agreement into practice by municipalities and non-governmental organizations, and the implementation of the provisions of this Agreement which include: supporting the development and operation of the non-governmental sector, the involvement of non-governmental organisations in the process of creating and implementing public policies, and establishing an action partnership between municipalities and non-governmental organisations.

It is important to add that the mere calling on the Agreement by non-governmental organizations in their work indicates one level of its practical application. Results show that non-governmental organizations do not make enough use of the Agreement as a mechanism for establishing and developing cooperation with municipal authorities, and for realizing their individual activities and projects. When asked whether they, after signing the Agreement, mentioned the Agreement in writing (in letters, calls, letters, etc.), in order to establish cooperation with municipal institutions in relation to specific projects, funds, etc., 42.6% of surveyed organizations gave an affirmative response. However, it is important to add that most of the non-governmental organizations in their answer stated that they use this procedure only when they address the municipal authorities with regard to the allocation of financial resources.

3.3.1. Achieved Support for the Development and Work of the Non-governmental Sector

An important aspect of support given to the non-governmental sector by the municipal administration is financial aid that municipalities award for the usual work or projects conducted by nongovernmental organisations. From the 114,078,193.73 BAM – the amount Bosnia and Herzegovina allocated for the non-governmental sector in 2010 - municipalities have allocated 53.2% of these funds.¹⁴ This makes municipal authorities the main source of financing for non-governmental organisations from public funds. However, about 29.9% of the surveyed non-governmental organisations claim that they have never received funding from the municipality in which they operate. At the same time, most non-governmental organisations indicated in the survey that the funds allocated by the municipality are insufficient for their work. The reason for this is the habit where most municipalities allocate the available funds to as many non-governmental organizations as possible. According to the results of this study, the municipality gives an average of about 5000 KM annually per non-governmental organization.

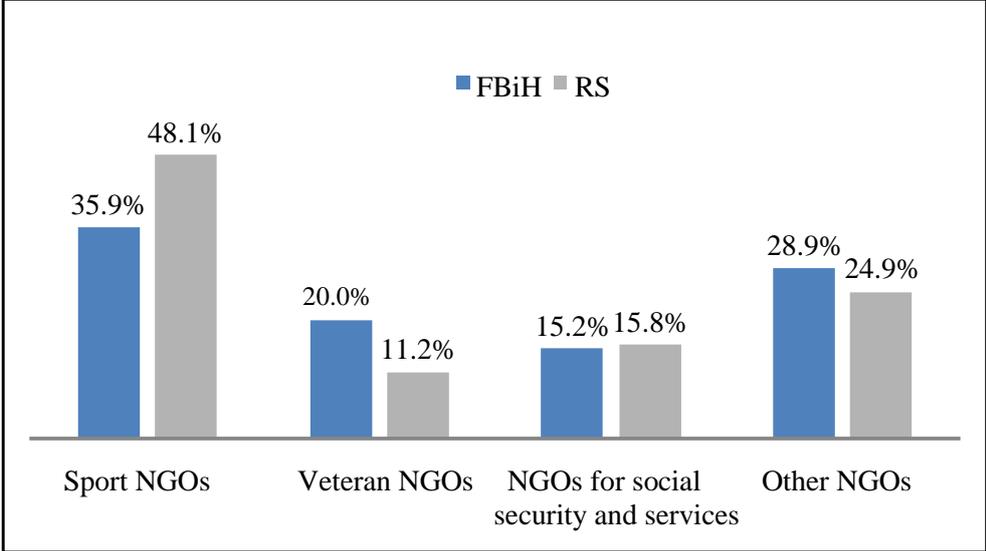
In addition, it is important to add that municipalities often reduce planned funding for the non-governmental sector when rebalancing the budget, and there are also records of reducing funds already allocated to projects of non-governmental organisations. Eight non-governmental organisations surveyed for this study stated that the municipal authorities cancelled already approved allocated funds for financing their projects, or reduced the allocated funds without any explanation.

The conducted research also indicates that municipalities favour sports organizations and associations of soldiers and veterans of the war when financing non-governmental organizations. The ratio of allocations at the municipal level, by category of non-governmental organizations, is quite similar in the Federation BiH (FBiH) and the Republic of Srpska (RS), except when it comes to organizations focused on disability and veteran care:

¹⁴ Data show planned allocation of funds. Up to time of this research, a total of BAM 107,500,558.50 had already been allocated across BiH, which is 94.2% of the total funds planned. The total reduction of funds in comparison to 2008 was BAM 3,955,197.70. Source: Arijana Amina Muhić, *Na pola puta: Izdvajanja vladinog sektora za nevladin sektor u Bosni i Hercegovini za 2010. godinu* (Half Way There: Allocation of Funds of the Government Sector for the Non-governmental Sector in Bosnia and Herzegovina in 2010) (Sarajevo: The Foundation for Social Inclusion in Bosnia and Herzegovina, and the Center for the Promotion of Civil Society, 2011)

municipalities in FBiH gave twice more funds to these associations, in comparison to the municipalities in the RS. Municipalities in the RS allocate more funds to sports associations than municipalities in FBiH, whereas FBiH municipalities allocate more funds to other categories of non-governmental organizations than RS municipalities, almost in the same proportion.

Figure 7: The ratio of funds awarded to supporting NGOs, by entity and region



Source: Arijana Amina Muhić, *Half Way There: Allocation of Funds of the Government Sector for the Non-governmental Sector in Bosnia and Herzegovina in 2010*

Non-governmental organizations feel that this kind of allocation of municipal funds to the non-governmental sector does not address real needs and public interest. One non-governmental organization stated that in 2010, in its municipality, 45 000 BAM were allocated for the projects of three sports clubs, whereas a total of 8000 BAM was allocated for the projects of 16 other associations,. This form of "sectoral inequality" in municipal financing was recorded in almost all municipalities, and non-governmental organizations believe that the prerequisite for better cooperation with municipal authorities and the resolution of this problem is to introduce the principle of organising the ratio of funding per non-governmental organization by sector and category, based on their achieved performance.

In addition, according to current regulations, financing informal groups by municipal authorities is not possible,. Non-governmental organizations believe that this practice must change in order to encourage civic engagement at the lowest local level or through local communities which are quite neglected.

Non-governmental organizations are also dissatisfied with other types of support they can get from the municipalities and authorities. They are primarily dissatisfied with the status they have in the financial system, according to which they are considered to be private companies, without any tax or administrative exemptions.¹⁵ Also, non-governmental organizations believe that municipalities can support the development of the non-governmental sector through the

¹⁵ Prior to signing the Agreement, non-governmental organizations were not required to report to municipalities on how the municipal funds they were allocated, which opened the door to various forms of abuse.

allocation of office space, etc. and by reducing rent for organizations that operate in public interest.

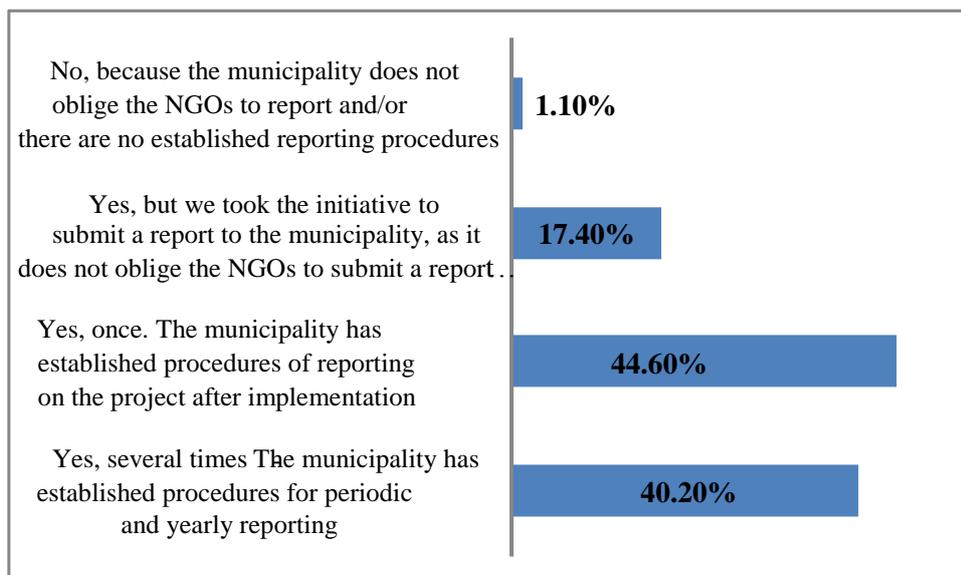
When it comes to the transparency of the process of allocating resources, the results of this research show that 70% of surveyed municipalities announce a public call for the allocation of funds to non-governmental organizations, which also points to a wider application of good practice, particularly when compared to 2004, when the process of signing the Agreement¹⁶ had just begun. However, research also shows that only 8.1% of the surveyed municipalities regularly publish public calls for the allocation of financial support, and that about 25% of surveyed municipalities still do not provide information about the criteria and procedures for the allocation of resources within the public call.

Non-governmental organizations find that the criteria for allocation of funds to the non-government sector are often not clearly defined, or are not being implemented. Also, non-governmental organizations stated that municipal contracts, which are the foundation for the transfer of funds for the realization of NGO projects, often do not contain provisions which clearly define the duties and responsibilities of municipalities as one of the parties to the contract; nor an action plan with deadlines, methods and mechanisms of control of the spent funds, nor do they identify other mechanisms that will be used to monitor activities. The practice of including NGO representatives in the work of a committee which decides on the allocation of funds to NGOs began only recently, and mostly in only those municipalities that are beneficiaries of the Project "Strengthening Local Democracy" (LOD) of the United Nations Development Programme (UNDP), on which USAID insisted, financing only those municipalities that signed the Agreement.

It is important to add that 89.3% of surveyed municipalities monitor the implementation of projects and activities for which funds are allocated to non-governmental organizations. Most municipalities do so through a reporting process, which demands of NGOs to submit a descriptive and/or financial report on the how funds were spent, the projects implemented. Municipalities reported that the implementation of projects for which funds were allocated to non-governmental organizations is also monitored by means of regular communication between relevant departments and NGOs. Examples of good practice are the municipal administrations of Eastern Ilidža, Mrkonjić City, Srebrenica, Bužim and Tomislavgrad, which state that the implementation of NGO projects is also monitored by field visits by competent municipal departments or committees.

Figure 8: Municipalities monitor the implementation of NGO projects they fund (NGO responses)

¹⁶ Prior to signing the Agreement, non-governmental organizations were not required to report on how the municipal funds they were allotted were used, which thus opened the door to various forms of abuse.



Non-governmental organizations believe that it is necessary to monitor and evaluate the support of the municipality to the NGO sector, but also the work of non-governmental organizations in the municipality. To this end, some municipalities have adopted the practice of monitoring the work of the NGO sector. The municipal administration annually prepares the *Information on the work of non-governmental organizations - associations of citizens in the municipality*, which is deliberated on and adopted by the District Council. This practice was observed in Derventa, Gradačac, Tešanj, and Visoko.

3.3.2. Participatory Decision Making

Participatory decision making involves the inclusion of the non-governmental sector in the process of creating and implementing public policies by municipal authorities, through the involvement of representatives of non-governmental organizations in the work of municipal authorities or councils. The most common forms of this type of involvement of NGOs is carried out through public discussion or consultation¹⁷ or participation of NGO representatives in the work of the municipal advisory bodies, working groups, committees, etc. Based on entity laws on local self-government, in addition to participation in the working bodies of municipal authorities, representatives of non-governmental organizations - as well as all other citizens - have the opportunity to directly participate in decision making at the local level. Mechanisms of direct decision making in municipalities are referendums, citizen initiatives, and citizen gatherings.¹⁸ These mechanisms are not mandatory in all municipalities, and the process of initiating these mechanisms is largely defined by municipality statutes. Thus, the NGO sector may participate in decision making at the local

¹⁷ Public discussions provide an opportunity for citizens to discuss certain social problems and legal solutions, and to give their suggestions, in order to find adequate solutions. Public discussions organized by the municipal authorities and should include a wide range of citizens and organizations.

¹⁸ A *referendum* is a process of making decisions through which citizens vote on the manner in which a certain public issue should be resolved. *Citizen assemblies* represent a form of session of a small circle of citizens who live on one narrow locality, where citizens have the opportunity to present their proposals and suggestions for resolving specific issues, and to propose the adoption of acts within the scope of the municipal council. This form of citizen participation in decision making at the local level is applied most in BiH, through local communities. *Citizen initiative* is a process by which citizens initiate a debate on an issue, asking the municipal council to discuss the matter and make a decision.

level through a) public debates and consultations, b) participation in the work of the municipal advisory bodies, working groups, committees, etc., c) referendums, d) community activities and civic meetings, e) initiating civil initiatives, including the use of petitions,¹⁹ and f) using the instrument of appeal, which will be explained in more detail below. Additionally, although NGOs do not participate directly in decision making through attending sessions of municipal authorities, or monitoring their work and reporting on them, with these types of activities, they can significantly affect local policy making processes, and this kind of activity will also be dealt with in this section.

Non-governmental organizations participate as observers in the work of municipal councils in BiH, but this type of activity usually occurs sporadically and at the initiative of nongovernmental organizations. 31.7% of surveyed municipalities claim that NGOs regularly attend municipal council sessions, while 20% stated that the presence of NGOs at the sessions is sporadic and as needed, while NGOs are not present in the work of municipal councils in 48.3% of surveyed municipalities. However, NGOs argue that this kind of practice is less common in municipalities: only 8.2% of them are regularly invited to meetings of municipal bodies, while 44.5% of surveyed organizations had never participated in the sessions of the municipal council or in meetings of boards of directors as observers.

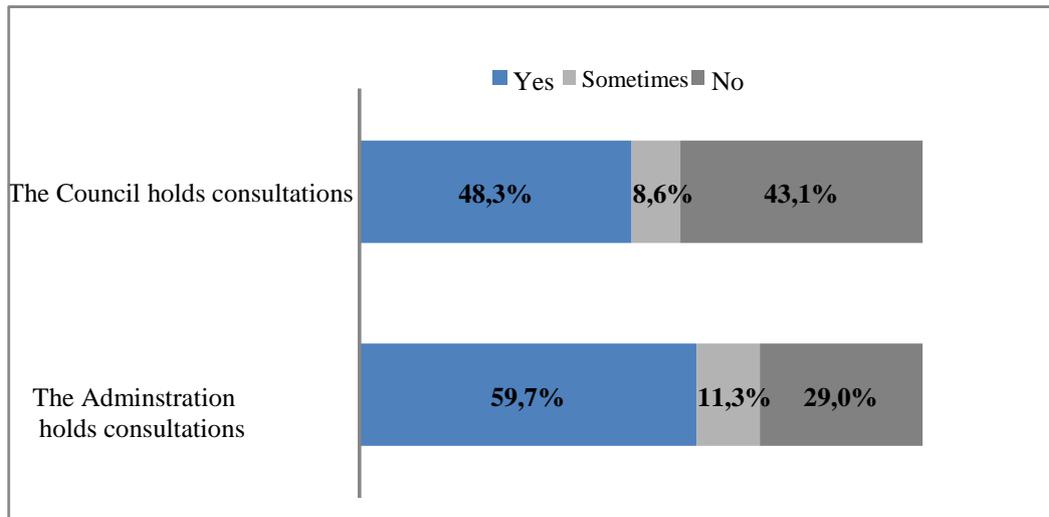
On the other hand, the participation of non-governmental organizations in the sessions and meetings of the municipal administration is even rarer. Ten municipalities state that they issue regular calls to NGOs to be present at these meetings - while nine municipalities argued that they call NGOs only when needed. In all other municipalities surveyed, NGOs rarely or never attend sessions of the municipal administration, which points to the need for a greater civil engagement and development of cooperation with municipalities in this regard.

29.5% of the surveyed municipalities state that non-governmental organisations monitor and report on the work of the municipal administration or councils. Of the total number of surveyed municipalities, 24 organizations are committed to activities in this respect. However, most non-governmental organizations involved in monitoring these activities only attend meetings of municipal councils or other municipality bodies, and rarely prepare any monitoring reports on the work of municipal administrations. 45.7% of surveyed municipalities stated that their recommendations were included by municipal councils into their strategic documents and regulations. Most of the recommendations adopted by the municipality related to the strategic documents of local development, youth policy, etc.

Half of the surveyed municipalities stated that they consulted NGOs in decision-making processes through public hearings or consultations. Results of surveying non-governmental organizations also confirm this data, with the fact that the NGO sector, in their responses, more strongly emphasized the sporadic nature of holding consultations and discussions: 62% of surveyed organizations stated that public hearings and consultations in the municipalities are held only occasionally.

¹⁹ Petitions are mechanisms that allow citizens and NGOs to raise awareness about certain issues and get public support for the proposed solutions.

Figure 9: Overview of the Municipal Administration and Council holding public hearings and consultations with NGOs



A total of 58% of surveyed NGOs participated in one or more public discussions and consultations in 2010, while 42% did not get involved in decision making at the local level using this mechanism. The Municipal Administration and the Municipal Council usually consult NGOs in the process of adopting budgets, and in the process of creating and adopting strategic documents (local development strategies, youth policy, etc.). There is note of municipalities consulting several NGOs when making zone plans, budgets, municipal council rulebooks, allocations for capital investment, and traffic safety and organisation. The Ljubuški Municipality states it consults non-governmental organizations in all processes of adopting rules and regulations of public interest, while the Novi Grad Municipality (Sarajevo) consults non-governmental organizations in determining which areas will be financed with funds from the budget projects of the NGO sector, which follows the principle of consultation of NGOs in decision decisions. The Doboj Jug Municipality regularly invites NGOs to participate in work of the Youth Commission, Gender Equality Commission and the Budget Commission, while the Rudo Municipality includes NGOs in the work of the Commission for proposing decisions on the allocation of budgetary resources for capital investment, and the East Ilidža Municipality invites NGOs to participate in the work Councils for Sport, Culture, Youth and Gender Equality. A similar practice is also present in the municipalities of Ribnik, Mrkonjić Grad, Bosanska Krupa, Široki Brijeg and Ključ. In Šekovići, NGOs participate in the Youth Commission and the Commission to award scholarships, while in Čitluk, a youth representative attends board meetings for social affairs, human rights and gender equality. In Široki Brijeg, NGOs participated in the work of municipal bodies which prepared the Local Environmental Action Plan.

Consultation of NGOs are often held through the participation of NGOs in the work of the municipal advisory bodies, working groups, committees, etc. that establish municipal regulations and strategic documents. 70.5% of surveyed municipalities claim they regularly call NGOs for consultations on the work of the said authorities, usually when the municipal administration is working on the creation and adoption of development strategies or the municipal budget. According to the results of this, municipalities on average include non-

governmental organizations in the work of two to three of their working bodies annually. However, the results of the survey of non-governmental organizations show that 42.5% of non-governmental organisations have never participated in the work of any municipal body. A good example of NGO involvement in decision-making is the Rules of Procedure of the Ethics Honour Council of the Vogošća Municipality, based on which one member of this body - which is normally responsible for monitoring the implementation of the Code of Ethics by elected officials of the Municipality of Vogošća – is proposed by the NGOs and associations in the municipality. Another example is the Youth Commission of the Pale/Prača Municipality, which invites a non-governmental organization called the Youth Council to regularly participate in its work.

Mechanisms for direct involvement of citizens and NGOs in decision making processes at the local level, such as referendums, citizen gatherings and citizen initiatives, are rarely used. Of the total number of surveyed municipalities, only the municipalities of Ribnik, Osmanići, Donji Vakuf, and Šekovići had a record of four referendums being held to express a vote of no confidence to the Governor. A similar situation occurred with civil initiatives in Čitluk, Visoko, Donji Vakuf, and Srebrenica. On average, only about 19 citizen gatherings occur per year in most municipalities, and are held most commonly to elect Council members in local communities. A regular practice of citizen gatherings was recorded in the municipalities of Milići, Zvornik, Ključ, Donji Vakuf, Novi Grad Sarajevo, Gacko, and the Kupa on the Una River. An excellent example of good practice in this respect is a Decision about the direct involvement of citizens in local government in the Livno Municipality, which further defines the forms of direct citizen participation, initiating procedures, etc.²⁰

When it comes to civic initiatives, on average, a municipality receives an annual one to two petitions which are usually organized in the field of ecology. Thus, the Goražde Municipality has received a petition regarding the construction of a waste landfill, in Zenica the Citizens' Association "Eco Green" initiated a petition against the construction of the hydroelectric power plant on Vranduk, and a similar activity was conducted in Ribnik, where a petition to ban the construction of hydroelectric power plant in the valley of the River Sana.

The system of handling complaints and feedback is another institutional mechanism through which citizens and NGOs can have an impact on existing municipal procedures and methods of work. Through this mechanism, the municipality must allow citizens to send their complaints and objections to the work of municipal officials and institutions, for the complaints to be investigated, a response delivered by a competent municipal service to the person submitting the complaint, and a decision made on the problem. In this respect, municipalities should develop an internal administrative procedure, which should be linked to other administrative procedures in order to make this system truly function and serve its purpose.

The results show that municipalities and NGOs rarely publicly criticize each other's work and mistakes. In the past year, only three municipalities sent an appeal or complaint on the work

²⁰ Available on the website of the Livno Municipality:
http://www.livno.ba/index.php?option=com_content&view=article&id=350&Itemid=101

of a certain NGOs, on the grounds that it did not comply with the Agreement: Eastern Ilidža, Novi Grad Sarajevo and Tomislavgrad. The municipality of Novi Grad Sarajevo filed a complaint against the work of a certain NGOs regarding its failure to comply with a contract on the lease of office space. Of the total number of surveyed organizations, 13.6% of them sent a written complaint/objection to the work of certain municipal institutions, while only 9 organizations received a response to their complaint from the relevant municipal authorities. In several cases, municipalities responded to the remarks when it came to the process of allocating funds to NGOs, by re-issuing their public call, which represents truly good practices in this respect.

3.3.3. *Developed Partnerships*

A developed partnership between municipalities and NGOs supposes a joint organising and implementation of activities. This form of joint municipal and civil engagement is usually reflected in the organization of joint events or a joint implementation of projects, applying for projects, co-financing projects of public interest, or the transfer of responsibility for providing public services from the municipal government to NGOs. Public services are services provided to citizens for the benefit of the entire society i.e. resources the consumption of which creates mutual benefit. This term does not necessarily imply the services provided by the public sector, but these are functions that are the predominantly considered the responsibility of the state. A good example is education, which, although under the jurisdiction of the government, can be offered by non-public institutions, such as private schools. Thus, non-governmental organizations can provide public services, and their advanced in providing these services is often emphasized in comparison to government agencies, when it comes to their adaptability to changes and flexibility in their work.²¹

The practice of jointly organizing and implementing activities and projects by municipalities and non-governmental organizations is largely undeveloped. Examples of such practices were not reported by this study.

The practice of the transfer of responsibility for providing public services from municipalities to non-governmental organizations is also still largely underdeveloped in Bosnia and Herzegovina. This practice was observed only in a few municipalities, such as Bratunac, Bihać, Donji Vakuf, Milići, Ribnik, Široki, Tomislavgrad, and Visoko. In the signing of an agreement to transfer public services from municipal institutions to NGOs, only three municipalities refer to the Agreement. The areas in which the transfer of authority in the provision of public services was carried out were civil defence, care of veterans, and social welfare and protection. In the Visoko Municipality, there was a high transfer of responsibility for providing public services to the NGOs recorded within the social and environmental program, while the same was the case in Donji Vakuf in the area of ecology. In Milići, certain municipal competencies were assigned to the Youth Council, and in Ribnik to the Hunting Club. The “Žene sa Une“ (Women from the Una) Association from Bihać lead a safe house for women in this municipality, while the Association of the Disabled “ZHŽ“ from Široki

²¹ József Hegedüs, *Financiranje javnih usluga u lokalnim jedinicama* (Financing Public Services in Local Communities, <library.fes.de/pdf-files/bueros/kroatien/50251/04.pdf>, (Accessed 08.06. 2011)

Brijeg provides public transportation of the children of people with special needs, to school or university. The Association "Forum žena" (Women's Forum) from Bratunac has implemented a three-year education program – a hairdressing apprenticeship for girls who have completed primary school, and whose families are beneficiaries of the material support from welfare centres. Of the five municipalities that have signed an agreement for the transfer of public services to non-governmental organizations, three of them regularly monitor the implementation of this agreement, and there have been no complaints with regard to the work of these organizations. Also, only one municipality states that the agreements issued by municipalities for the provision of public services by NGOs set clear rights and obligations to both parties to the agreement.

4. Conclusions and Recommendations

Although the Analysis of the Implementation of the *Agreement between Municipal Councils, Municipality Governors and Non-governmental Organizations in Bosnia and Herzegovina* demonstrates that the signing of the Agreement does have a positive impact on developing cooperation between municipal authorities and non-governmental organisations, as well as on the participation of non-governmental organisations in local decision-making processes, the Agreement is but a mere law on paper in some municipalities. Moreover, the Agreement is not being fully implemented in every municipality: most municipalities are still in the implementation process of the Agreement, that is, they have developed internal procedures and have worked on creating the preconditions for the Agreement's implementation, but its full implementation in practice has not yet been completed. When it comes to the effective implementation of the Agreement, municipalities and non-governmental organizations have focused on funding NGOs from public funds, while the development of partnerships to implement joint projects and the participation of NGOs in the process of creating and monitoring the implementation of public policies, has become marginalized.

In accordance with the situation in the identified municipalities, the following recommendations for municipalities and NGOs have been outlined.

4.1. Recommendations to Municipalities

Municipalities should:

- Define the cooperation, and mechanisms for its implementation, with the NGO sector in the basic laws of the municipality, in the municipalities where this has still not been done (Statute, Rules of Procedure, etc.)
- Adopt the accompanying regulations (decrees, regulations, etc.) for the implementation of the Agreement
- Appoint officers who would work with non-governmental organizations in those municipalities where this is still not the case.
- Create a database and lists of organization, so as to make communication more efficient and the selection of NGOs easier, in the municipalities where this has still not been done, and publish them on municipality websites.

- Expand the scope activities of the civil servants and committees responsible for the cooperation with the NGO sector. In addition to the allocation of funds, these bodies should work on monitoring the work of the NGO sector.
- Introduce additional mechanisms for the development of the NGO sector, and in addition to financial resources, to enable use of office space at reasonable prices.
- Based on a strategic planning process, identify areas in which the transfer of responsibility for public services to non-governmental organizations can be executed, and put this into practice.
- Develop an Action plan for partnerships between municipalities and the NGO sector (Action Plan of the Agreement).
- Conduct trainings for municipal officers in the field of informing, consulting and the active participation of citizens and the NGO sector.
- Develop a comprehensive system of information sharing with NGOs.
- Publish all relevant regulations relating to the NGO sector on municipality websites.
- Fully implement the Law on the Free Access to Information
- To conduct strategic planning activities based on which decisions for the allocation of funds to NGOs will be made
- Develop a system to monitor and evaluate the work of NGOs, as well as the implementation of projects financed by the municipality
- Implement a system of evaluating and monitoring NGO projects that are financed by municipalities, when making decisions on the allocation of funds to NGOs
- Define and publish clear criteria and procedures for the allocation of funds to the NGO sector in public calls
- Involve an NGO representative in the work of the body responsible for the selection of NGO projects which are to be funded by municipalities (commissions, committees, etc.)
- Adopt the accompanying regulations (decrees, regulations, etc.) for a broader application of direct decision-making mechanisms in the municipality, and to separately define relevant procedures
- Regularly include representatives of non-governmental organizations in the process of creating and monitoring local public policies
- Regularly hold public hearings on all matters of public interest
- Develop a system of handling complaints and feedback
- Create and implement projects in partnership with non-governmental organizations
- Develop and implement capacity building activities for the development of cooperation between municipal authorities and NGOs in various fields (e.g., tourism, social work, etc.)

4.2. Recommendations to Non-governmental Organisations

- Develop and implement advocacy campaigns for signing the Agreement in municipalities with large populations and major cities in BiH, especially in Banja Luka, Bihać, Brčko, Mostar and Sarajevo.

- Raise awareness of the existence of the Agreement with municipal authorities and non-governmental organizations, with a particular focus on the mechanisms included in the Agreement, in the municipalities where the Agreement has been signed.
- Develop supporting codes and manuals for the implementation of the Agreement in practice, with examples for non-governmental organizations and municipalities (which relate to all the principles upon which the Agreement calls, such as the manner and procedure for allocation of funds, monitoring the work of municipal bodies, consultations in decision making, etc.), including descriptions of procedures, and procedures that can be initiated in case of a violation of Agreement provisions, or a failure to implement it fully.
- Advocate the enforcing of all the principles of the Agreement, especially the need to consult the NGO sector in decision making.
- Regularly monitor the implementation of the Agreement in local communities, address existing problems in the implementation, and advocate for their resolution.
- Publish information on the municipalities that are leaders in the implementation of the Agreement, and publicly support and promote them through awards, prizes, etc.
- Develop local networks of non-governmental organisations that work to advocating the implementation of the Agreement, but that will also act as a point of contact for the municipal authorities.
- Act efficiently and analytically towards municipal authorities, and in this respect, non-governmental organizations need to address the municipal administration with substantiated arguments (conducted research, monitoring and analysis), as well as develop the necessary capacities.
- Conduct training of NGO activists in the fields of consultations and active participation in decision-making processes.
- Regularly invite and include representatives of municipal governments in activities implemented by nongovernmental organisations.
- Participate in meetings of municipal bodies, become engaged in public debates and the work of municipal authorities in the areas of interest to the nongovernmental organisation.
- Present the results of the non-government sector towards municipal authorities and the public
- More frequently use existing mechanisms of direct democracy in their work
- Advocate for the implementation of all of the above recommendations for municipalities
- Initiate administrative proceedings in accordance with valid regulations, in the event that there is a failure to comply with the Agreement
- Develop and implement capacity building activities for the development of cooperation between municipal authorities and non-governmental organisations in various fields (e.g., tourism, social work, etc.)

PRILOG A. Upitnik za općine

U P I T N I K

OPĆI PODACI

Općina:

Broj stanovnika općine (2010): _____ Broj nezaposlenih u općini (2010): _____

Broj korisnika centra za socijalni rad (2010): _____

Politička partija iz koje dolazi načelnik općine: _____

Općina ima potpisan Sporazum: Da , godina potpisivanja: _____ Ne

P I T A N J A

1. Da li vaša općinska uprava ima imenovanu osobu/službenika za rad sa civilnim društvom? Koji je tačan naziv funkcije i unutar kojeg odjeljenja ili službe navedeni službenik radi?

Da Ne (Ukoliko je odgovor NE, preći na pitanje br. 3)

2. Koje godine je imenovana/zaposlena osoba/službenik za rad sa civilnim društvom?
-

3. Da li Statut vaše općine sadrži elemente saradnje sa civilnim sektorom? Koji član?

Da Ne

4. Da li Pravilnik rada vaše općinske uprave/vijeća sadrži elemente saradnje sa civilnim sektorom? Koji član?

Da Ne

5. Da li Pravilnik rada vašeg općinskog vijeća sadrži elemente saradnje sa civilnim sektorom? Koji član?

Da Ne

6. Da li je vaša općina održala određene aktivnosti izgradnje kapaciteta za saradnju između NVO i općinskih institucija (treninzi, edukacione radionice, i sl.)? Koje? Kojim povodom? Da li ovakve aktivnosti održavate redovno?

Da Ne (Ukoliko je odgovor NE, preći na pitanje br. 8)

7. Koja tačno vrsta aktivnosti izgradnje kapaciteta za saradnju između NVO i općinskih institucija (treninzi, edukacione radionice, i sl.) su održane? Naziv aktivnosti i događaja?

8. Da li vaša općina ima izrađenu bazu NVO koje djeluju na teritoriji vaše općine?

Da Ne

9. Da li je navedena baza NVO postavljena na web stranici općinske uprave ili vijeća?

Da Ne

10. Da li vaša općina ima razvijene dodatne interne procedure međusobne saradnje između NVO i općinskih tijela (pravilnik, odluka, i sl.)? Koje?

Da Ne

11. Da li za dodjelu sredstava NVO sektoru, vaša općina objavljuje javni poziv?

Da Ne

12. Da li javni poziv sadrži informacije o kriterijima i procedurama dodjele sredstava NVO-ima?

Da Ne

13. Da li vaša općina, odnosno nadležna služba, prati realizaciju projekata i aktivnosti za koja su dodjeljena sredstva NVO-ima? Kako?

Da Ne

14. Da li web stranica općine sadrži informaciju o Sporazumu i sam Sporazum?

Da Ne

15. Da li web stranica vaše općine sadrži informaciju o načinu uspostavljanja saradnje između NVO i uprave (koga kontaktirati, koje tijelo, i sl.)?

Da Ne

16. Da li web stranica vaše općine sadrži sljedeće informacije o učešću NVO u radu općinskih tijela ili o načinu uključivanju NVO u procese donošenja općinskih odluka?

Kako NVO mogu prisustovati sjednicama općinskog vijeća

Kako i kada NVO mogu održati sastanak sa načelnikom

Kako i kada NVO mogu se uključiti u rad radnih grupa ili komisija nadležnih za izradu općinskih strateških dokumenata, akata, odluka, pravilnika, ili sl.

Kako i kada se održavaju javne konsultacije ili rasprave

Kako se organizuju ili održavaju referendumima, zborovi građana, ili druge građanske inicijative?

Drugo

17. Da li vaši općinski predstavnici održavaju redovno sastanke sa predstavnicima NVO? Koji predstavnici općine i kojim povodom?

Da Ne

18. Prema vašem saznanju, da li neke NVO prate i izvještavaju o radu vaše općinske uprave ili vijeća?

Da Ne (Ukoliko je odgovor NE, preći na pitanje br. 21)

19. Prema vašem saznanju, da li općinska uprava ili vijeće razmatraju izvještaj od strane NVO o radu općinskih tijela na svojim sjednicama i sastancima?

Da Ne

20. Prema vašem saznanju, da li općinska uprava ili vijeće su nekada uvrstili preporuke iz monitoring izvještaja od strane NVO o radu općinskih tijela u svoje dokumente, propise, strateške planove ili sl.? Kojim povodom? U koji dokument?

Da Ne

21. Da li općinska uprava održava javne rasprave sa NVO u vezi donošenja nekih propisa, uredbi ili sl.? Da li je to redovna praksa i kojim povodom?

Da Ne

22. Da li općinsko vijeće održava javne rasprave sa NVO u vezi donošenja nekih propisa, uredbi ili sl.? Da li je to redovna praksa i kojim povodom?

Da Ne

23. Da li općinska uprava poziva predstavnike NVO da učestvuju u radu općinskih savjetodavnih tijela, radnih grupa, komisija i sl. u cilju izrade općinskih regulativnih dokumenata, uključujući i strateških planova, učešće u implementaciji općinskih projekata, monitoringu implementacije projekata/strateških planova i sl.? Na koji način se upućuju pozivi?

Da Ne

24. U koliko su općinskih savjetodavnih tijela, radnih grupa, komisija i sl. učestvovali predstavnici NVO sektora? Kojim povodom? Koja je bila njihova uloga?

25. Da li predstavnici NVO redovno učestvuju kao posmatrači ili sl. na sjednicima općinskog vijeća? Koliko predstavnika NVO? (navesti broj)

Da Ne

Da li predstavnici NVO redovno učestvuju kao posmatrači ili sl. na sjednicima općinske uprave ili administracije? Koliko predstavnika NVO? (navesti broj) Kojim povodom?

Da Ne

26. Koliko je referenduma, zborova građana i građanskih inicijativa održano u vašoj općini i koliko je općina zaprimila peticija u prošloj 2010. godini? Navesti naziv događaja, povod i učestalost održavanja istih.

27. Da li vaša općina ima potpisan ugovor/sporazum o prenosu pružanja javnih usluga sa općinskih institucija na određenu NVO? U kojoj oblasti? (javne usluge općina:

komunalne usluge, javni prevoz, civilna zaštita, boračka zaštita, građanska stanja i evidencije/matične knjige, vođenje katastra nekretnina, programiranje razvoja i obnove, socijalna zaštita, itd.)

Da Ne

28. Da li se vaša općina poziva na Sporazum u potpisanom ugovor/sporazum o prenosu pružanja javnih usluga sa općinskih institucija na određenu NVO?

Da Ne

29. Da li vaša općina, odnosno nadležna služba, prati realizaciju ugovora/sporazuma odnosno pružanje javnih usluga koje provodi NVO u ime općine? Kako?

Da Ne

30. Da li je ikada vaša općina otkazala ugovor o prenosu pružanja javnih usluga jer nije NVO ispoštovala ugovor ili procedure? Kojim povodom?

Da Ne

31. Prema vašem saznanju, da li je vaša općina ili njena neka služba ikada uputila žalbu ili tužbu na rad određene NVO ili zbog nepoštovanja ugovora/sporazuma ili određenog dogovora?

Da Ne

DODATNI KOMENTARI

PRILOG B. Upitnik za nevladine organizacije

U P I T N I K

OPĆI PODACI

Naziv organizacije: _____

Općina u kojoj organizacija djeluje: _____ Godina osnivanja NVO: _____

Broj članova: _____ Broj zaposlenih: _____

Oblasti u kojima djeluje NVO: _____

Ciljna grupa/e čije interese zastupa NVO: _____

PITANJA

1. Da li je vaša NVO učestvovala u potpisivanju Sporazuma o saradnji između NVO i općinskog načelnika/vijeća?

Da

Ne

2. Koji su rezultati potpisivanja Sporazuma o saradnji između NVO i općinskog načelnika/vijeća za vašu NVO, a koji, po vašem mišljenju, za općinske vlasti? (naprimjer: dodjela sredstava od općine za projekat; učešće predstavnika općine u NVO aktivnostima i obrnuto, itd.)

3. Nakon potpisivanja Sporazuma, da li se ikada vaša NVO pozvala PISMENO (u dopisima, pozivima, pismima, itd.) na Sporazum u uspostavljanju saradnje sa općinskim institucijama vezano za određene projekte, dodjelu sredstava, ili sl. Ukoliko je odgovor „da“, kakav ste odgovor od općine?

Da

Ne

4. Da li je vaša NVO potpisala pojedinačni sporazum/ugovor između vaše NVO i općinskog načelnika/vijeća po osnovu određenog projekta ili aktivnosti? Da li općina

ikada dodjelila sredstva za vašu NVO? Ako da, molim vas da ukratko opišete povod i svrhu potpisivanja sporazuma/ugovora ili svrhu dodjele sredstava?

Da Ne (Ukoliko je odgovor NE, preći na pitanje br. 11)

5. Ukoliko je vaša NVO potpisala ugovor/sporazum sa općinskim vlastima po osnovu određenog projekta ili aktivnosti, ili dobila novac za rad organizacije od općine, u kojoj oblasti ili oblastima je uspostavljena saradnja?

Neformalno obrazovanje Smanjenje siromaštva
 Mladi Ekonomski razvoj
 Manjine Kultura
 Sport

Drugo: _____

6. Ukoliko je vaša NVO potpisala ugovor/sporazum sa općinskim vlastima po osnovu određenog projekta ili aktivnosti, da li se ugovor/sporazum odnosi na prenos pružanja javnih usluga sa općinskih institucija na vašu NVO? U kojoj oblasti? (javne usluge općina: komunalne usluge, javni prevoz, civilna zaštita, boračka zaštita, građanska stanja i evidencije/matične knjige, vođenje katastra nekretnina, programiranje razvoja i obnove, socijalna zaštita, itd.)

Da Ne

7. Da bi vaša NVO potpisala ugovor/sporazum sa općinskim vlastima, ili dobila sredstva za rad NVO, da li ste morali da koristite određene porodične ili prijateljske „veze“?

Da Ne

8. Ukoliko je vaša NVO potpisala ugovor/sporazum sa općinskim vlastima, da li navedeni ugovor/sporazum sadrži jasne obaveze i prava obe strane? Ukoliko je odgovor „ne“, šta nedostaje u ugovoru/sporazumu?

Da Ne

9. Da li ste tokom realizacije ugovora/sporazuma, ili za dobivena sredstva, bili obavezni da izveštavate o realizaciji pojedinih aktivnosti?

Da, nekoliko puta jer općina ima uspostavljene procedure periodičnog i godišnjeg izveštavanja

Da, ali samo jednom, općina ima uspostavljene procedure izvještavanja nakon realizacije projekta

Da, ali smo izvještavali samoinicijativno jer općina ne obavezuje NVO da izvještavaju i/ili nema uspostavljene procedure izvještavanja

Ne, jer općina ne obavezuje NVO da izvještavaju i/ili nema uspostavljene procedure izvještavanja

Ne, jer iako općina formalno obavezuje NVO da izvještava i/ili ima uspostavljene procedure izvještavanja, ovo pravilo u praksi nije zaživilo

Komentar:

10. Ukoliko je vaša NVO ikada potpisala ugovor/sporazum sa općinskim vlastima, da li su vašoj NVO općinske vlasti otkazale ugovor/sporazum, realizaciju aktivnosti ili nije izvršila prenos dodjeljenih sredstava ukoliko je to bilo predviđeno ugovorom? Da li ste dobili pismeno ili usmeno obrazloženje otkazivanja realizacije ugovora/sporazuma ili dijela ugovora/sporazuma? Koje?

Da

Ne

11. Da li su ikada općinske institucije ili njihovi predstavnici postupali u svom radu sa vašom NVO na neprofesionalan, nezakonit način ili nisu poštovali određena pravila? Opišite situaciju i povod?

Da

Ne

12. Da li ste ikada uložili PISMENU žalbu na rad općinske institucije ili njenih predstavnika? Kojom povodom i kome?

Da

Ne (Ukoliko je odgovor NE, preći na pitanje br. 15)

13. Da li ste dobili odgovor povodom vaše PISMENE žalbe na rad općinske institucije ili njenih predstavnika?

Da, pismeni odgovor

Da, usmeni odgovor

Ne

14. Da li su nadležne institucije pristupile rješavanju problema/predmeta koji ste naveli u žalbi? Obrazložite.

Da Ne

15. Da li je vaša organizacija učestvovala kao partner ili učesnik u određenim projektima razvoja saradnje između općine i NVO sektora, ili projektima razvoja lokalne zajednice koje vode različite razvojne ili ne-vladine organizacije (UNDP, GTZ, CPCD, CCI, itd.)? Kojim projektima i ko ih je vodio?

Da Ne

16. Da li je vaša NVO pokrenula sopstvene projekte koji su za cilj imali jačanje saradnje sa općinskim institucijama? Opišite ukratko projekat (cilj, ciljna grupa, aktivnosti).

Da Ne (Ukoliko je odgovor NE, preći na pitanje br. 18)

17. Da li se u projektnoj dokumentaciji projekta, koji je imao za cilj jačanje saradnje sa općinskim institucijama, spominje ili poziva vaša NVO na Sporazum?

Da Ne

18. Da li se predstavnici vaše NVO redovno sastaju sa predstavnicima općinskih institucija? Odnosno da li održavate redovne sastanke sa predstavnicima općinskih vlasti? Tačno s kojim predstavnicima općinskih institucija? Kojim povodom i na čiju inicijativu?

Da Ne

19. Da li je vaša NVO učestvovala u radionicama, konferencijama ili sl. koje su imale za cilj jačanje saradnje sa općinskim institucijama? Ko je organizator tih radionica?

Da Ne

20. Da li je vaša NVO navedena u bazi podataka NVO vaše općine?

Da Ne Ne, takva općinska baza NVO ne postoji

Ne znam

21. Da li vaša NVO kroz svoje redovne aktivnosti prati (monitoring) i izvještava o radu općinskih institucija? Koje institucije? Kroz koji projekat? Ko je donator projekta?

Da Ne (Ukoliko je odgovor NE, preći na pitanje br.24)

22. Da li su općinska uprava ili vijeće ikada razmatrali monitoring izvještaj vaše NVO o radu općinskih tijela na svojim sjednicama i sastancima?

Da Ne

23. Da li su općinska uprava ili vijeće ikada uvrstili preporuke vaše NVO iz monitoring izvještaja o radu općinskih tijela u svoje dokumente, propise, strateške planove ili sl.?

Da Ne

24. Da li vaša općinska uprava ili vijeće redovno održavaju javne rasprave ili konsultacije?

Da Ponekad Nikada

25. Da li je vaša NVO ikada učestvovala u javnim raspravama ili konsultacijama u vezi donošenja određenih propisa, uredbi ili sl. od strane općinske uprave ili vijeća? Šta je bila tema rasprave ili konsultacija?

Da Ne (Ukoliko je odgovor NE, preći na pitanje br.27)

26. U koliko je javnih rasprava ili konsultacija vaša NVO učestvovala u prošloj 2010. godini? (navesti broj)

27. Da li je vaša NVO ikada učestvovala u radu općinskih savjetodavnih tijela, radnih grupa, komisija i sl. u cilju izrade općinskih regulativnih dokumenata, uključujući i strateških planova, učešće u implementaciji općinskih projekata, monitoringu implementacije projekata/strateških planova i sl.? Kojim povodom? Kako ste se uključili u rad navedenih općinskih tijela (poziv od općine i sl.)?

Da Ne (Ukoliko je odgovor NE, preći na pitanje br.29)

28. U koliko je općinskih savjetodavnih tijela, radnih grupa, komisija i sl. učestvovala vaša NVO u prošloj 2010. godini? (navesti broj)

29. Da li predstavnici vaše NVO učestvuju kao posmatrači ili sl. na sjednicima općinskog vijeća ili uprave?

Da, redovno

Da, ponekad

Nikad

30. Prema vašem saznanju, koliko je referenduma, zborova građana, građanskih inicijativa, i potpisivanja peticija održano u općini u prošloj 2010. godini? (navesti broj)

31. Povodom čega su održani referendumi, zborovi građana i građanske inicijative, i upućene peticije?

32. Da li znate koliko je finansijskih sredstava izdvojila općina za NVO sektor u prošloj 2010. godini? (navesti iznos)

33. Koliko je sredstava izdvojila općina za rad vaše NVO u prošloj 2010. godini? (navesti iznos)

34. Da li je ikada općina dodjelila sredstva za rad ili projekte vaše NVO u prošloj 2010. godini?

Da

Ne

35. Da li su općinske procedure i kriteriji dodjele sredstava (u javnom pozivu, potpisanom ugovoru, i sl) za dodjelu finansijske potpore NVO od strane općinskih institucija, razvijene, jasne i transparentne? Objasnite vaš odgovor.

Da

Ne

DODATNI KOMENTARI

PRILOG C. Lista općina koje su učestovale u istraživanju

Br.	Općina	Br.	Općina
1	Banovići	34	Modriča
2	Berkovići	35	Mrkonjić Grad
3	Bihać	36	Novi Grad - Prijedor
4	Bihać	37	Novi Grad - Sarajevo
5	Bijeljina	38	Osmanci
6	Bileća	39	Oštra Luka
7	Bosanka Krupa	40	Pale-Prača
8	Bosanski Petrovac	41	Pelagićevo
9	Bosansko Grahovo	42	Posušje
10	Bratunac	43	Prijedor
11	Breza	44	Ribnik
12	Bugojno	45	Rudo
13	Bužim	46	Sanski Most
14	Cazin	47	Sokolac
15	Čelinac	48	Srebrenica
16	Čitluk	49	Šamac
17	Derventa	50	Šekovići
18	Doboj Jug	51	Široki Brijeg
19	Donji Vakuf	52	Tešanj
20	Gacko	53	Tomislavgrad
21	Glamoč	54	Travnik
22	Goražde	55	Trebinje
23	Gračanica	56	Trnovo
24	Grude	57	Vareš
25	Istočna Ilidža	58	Velika Kladuša
26	Jablanica	59	Visoko
27	Jajce	60	Višegrad
28	Ključ	61	Vitez
29	Kostajnica	62	Vlasenica
30	Krupa na Uni	63	Zavidovići
31	Livno	64	Zenica
32	Ljubuški	65	Zvornik
33	Milići		

PRILOG D. Lista nevladinih organizacija koje su učestovale u istraživanju

Br.	Naziv nevladine organizacije	Općina/e u kojoj djeluje organizacija
1.	Aero klub	Prijedor
2.	Asocijacija studenata Srebrenice	Srebrenica
3.	Boračka organizacija	Krupa na Uni
4.	Boračka organizacija Opštine Kostajnica	Kostajnica
5.	Centar "Fenix"	Sanski Most
6.	Centar za edukaciju i istraživanje "Nahla"	Novi Grad Sarajevo
7.	Centar za građansku suradnju	Livno
8.	Centar za odgovornu demokratiju „Luna“	Rudo
9.	Centar za promociju civilnog društva	Gradačac
10.	Centar za razvoj Hercegovine	Trebinje
11.	Centar za razvojne inicijative	Gacko
12.	Crveni križ općine Donji Vakuf	Donji Vakuf
13.	Crveni križ Općine Grude	Grude
14.	Creveni križ općine Zenica	Zenica
15.	Crveni krst	Krupa na Uni
16.	Crveni krst općine Sanski Most	Sanski Most
17.	Crveni krst Opštine Kostajnica	Kostajnica
18.	Dar prirode	Novi Grad
19.	Demokratska organizacija mladih	Velika Kladuša
20.	Društvo prijatelja prirode "Eko element"	Bugojno
21.	Društvo socijalnih radnika Zeničko-Dobojskog kantona	Zenica
22.	Društvo za pomoć mentalno nedovoljno razvijenim licima	Prijedor
23.	Društvo za zaštitu okoliša i kulturno povijesnog nasljeđa Zapadna Hercegovina "EKO-ZH"	Široki Brijeg
24.	Duhovno humanitarna udruga "Kap ljubavi"	Tomislavgrad
25.	EHO	Ljubuški
26.	Eko društvo "20. mart 1990"	Breza
27.	Ekološko - etnološki pokret "Dimitor"	Ribnik
28.	Ekološko udruženje "Eko put"	Bijeljina
29.	Ekološko udruženje "Eko-zeleni"	Banovići
30.	Ekološko udruženje "Horljava"	Cazin
31.	Eko ulica	Zavidovići
32.	Forum Teatar	Istočna Ilidža
33.	Fudbalski klub "Pogrmeč"	Oštra Luka
34.	Glas žene	Bihac
35.	Guž "Duvanjske"	Tomislavgrad
36.	Hor "Gazija"	Bužim
37.	Hrvatska udruga logoraša domovinskog rata u BiH	Vareš

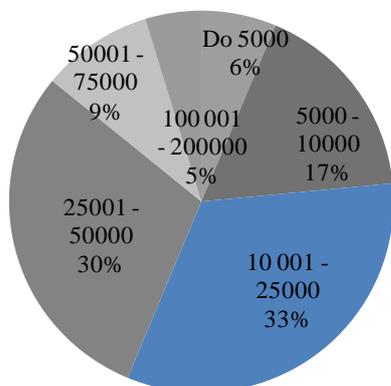
38.	Humanitarna organizacija Merhamet	Doboj
39.	Humanitarno društvo "Korak naprijed"	Glamoč
40.	Humanitarno udruženje žena "Arta"	Bijeljina
41.	Izbjerglički servisa za povratak	Drvar
42.	Izviđački odred	Bosanska Krupa
43.	Kajak kanu klub "Ključ"	Ključ
44.	Kinološko društvo	Čelinac
45.	Klub ekstremnih sportova "Crni vrh"	Bosanski Petrovac
46.	Klub umjetničkih duša	Mrkonjić Grad
47.	Ključ budućnosti	Ključ
48.	Kulturno umjetničko društvo "Grmeč"	Bosanska Krupa
49.	Kulturno umjetničko društvo Litva	Banovići
50.	Kulturno - umjetničko društvo "Ribnik"	Ribnik
51.	Kulturno umjetničko društvo Sejfullah	Konjic
52.	Kulturno umjetničko društvo "Vreteno"	Oštra Luka
53.	Kupreška udruga mladih	Kupres
54.	Međunarodni forum solidarnosti "Emmaus"	Doboj Istok, Donji Žabar, Modriča, Pelagićovo, Petrovo, Teslić, i Šamac
55.	Međuopćinska organizacija slijepih i slabovidnih	Doboj
56.	Nezavisni biro za razvoj	Gradačac, Modriča
57.	„Novi put"	Bihać
58.	NVO "Budućnost"	Čelinac
59.	NVO "Cetina - Prenj"	Jablanica
60.	Odred izviđača "Neretva"	Konjic
61.	Ogranak Matice hrvatske Grude	Grude
62.	Omladinski klub "Dijamant"	Jajce
63.	Omladinski klub "Pod istim suncem"	Jablanica
64.	Omladinska organizacija	Vlasenica
65.	Omladinska organizacija "Ank"	Sokolac
66.	Omladinska organizacija "Centar"	Mrkonjić Grad
67.	Omladinska škola sporta	Ribnik
68.	Omladinski savjet	Milići
69.	Omladinski savjet	Vlasenica
70.	Općinsko udruženje dijabetičara	Bužim
71.	Opštinska boračka organizacija	Novi Grad
72.	Organizacija porodica šehida i poginulih boraca	Bosanska Krupa
73.	Otvorena asocijacija mladih	Travnik
74.	Oz Zora	Milići
75.	Planinarsko društvo "Busija"	Glamoč
76.	Planinarsko-ekološko društvo "Borova glava"	Livno ali i drugim općinama Kantona 10
77.	Savjet mladih	Pale
78.	Savjet potrošača Bosansko-Podrinjskog kantona	Goražde

79.	Sigurno mjesto	Zavidovići
80.	Svetosavska omladinska zajednica	Prijedor, Banja Luka
81.	Udruga "Eko turist"	Vareš
82.	Udruga invalida	Široki Brijeg
83.	Udruga logoraša 23. oktobar	Vareš
84.	Udruga poljoprivrednih proizvođača "Posušje"	Posušje
85.	Udruga roditelja djece s posebnim potrebama "Nada"	Tomislavgrad
86.	Udruga za promicanje informacijskih tehnologija "Upit"	Široki Brijeg
87.	Udruženje "Damar omladine"	Visoko
88.	Udruženje djece i omladine sa posebnim potrebama "Moja nada"	Nevesinje
89.	Udruženje djece i omladine sa posebnim potrebama i njihovih roditelja "ISKRA"	Novi Grad
90.	Udruženje djece sa posebnim potrebama "I naša djeca su djeca"	Cazin
91.	Udruženje "Forum žena"	Bratunac
92.	Udruženje građana Ars tragovi	Visoko
93.	Udruženje građana "BiosPLUS"	Derventa
94.	Udruženje građana "Bonitas"	Trnovo
95.	Udruženje građana „Forum građana Zenice“	Zenica
96.	Udruženje građana „Kajak“	Zvornik
97.	Udruženje građana Lasta	Drvar
98.	Udruženje građana "Medica"	Zenica
99.	Udruženje građana "Milićanin"	Milići
100.	Udruženje građana "Narko-NE"	Vitez, Vareš, Ilidža, Novi Grad Sarajevo, Istočno Sarajevo, Ilijaš, Fojnica, Travnik, Foča
101.	Udruženje građana "Oaza"	Trebinje
102.	Udruženje građana oboljenih od cerebralne dječije paralize	Goražde ali i u drugim općinama BPK
103.	Udruženje građana oštećenog sluha i govora	Ključ
104.	Udruženje građana oštećenog sluha i govora USK	Bihac
105.	Udruženje građana "Povratak i održivi opstanak"	Bijeljina
106.	Udruženje građana povratnika općine Doboj	Doboj
107.	Udruženje građana Primanatura	Doboj
108.	Udruženje građana "Sadnice mira- Peace Trees"	Zavidovići
109.	Udruženje građana "Tolerancijom protiv različitosti - ToPeeR"	Doboj
110.	Udruženje građana za pomoć osobama sa invaliditetom "Jednakost"	Milići
111.	Udruženje građana "Zora"	Bileća
112.	Udruženje građanki "Grahovo"	Bosansko Grahovo
113.	Udruženje hendikepiranih osoba "Želje"	Višegrad
114.	Udruženje multiple skleroze regije "Istočna Hercegovina"	Nevesinje
115.	Udruženje paraplegičara i oboljelih od dječije paralize	Doboj Jug

116.	Udruženje paraplegičara, oboljelih od dječije paralize i ostalih tjelesnih invalida regije	Doboj, Teslić, Petrovo, Modriča, Šamac, Brod, Vukosavlje
117.	Udruženje pčelara "Medeno Polje"	Bosanski Petrovac
118.	Udruženje poljoprivrednih proizvođača Zlatno žito	Vlasenica
119.	Udruženje poljoprivrednika, poljoprivrednih inženjera i tehničara	Gračanica
120.	Udruženje "Progres"	Novi Grad
121.	Udruženje roditelja djece sa posebnim potrebama "I mi postojimo"	Velika Kladuša
122.	Udruženje roditelja hendikepirane djece i omladine „Leptir“	Srebrenica, Bratunac, Šekovići, Vlasenica, Milići
123.	Udruženje roditelja i prijatelja djece i omladine sa posebnim potrebama "Rastimo zajedno“	Gacko
124.	Udruženje RVI Opštine Vlasenica	Vlasenica
125.	Udruženje RVI Opštine Zvornik	Zvornik
126.	Udruženje "Sara-Srebrenica"	Srebrenica, Milići
127.	Udruženje sportskih ribolovaca "Ribnik"	Ribnik
128.	Udruženje "Stari Grad"	Bužim
129.	Udruženje "Stari Grad Podzvzd"	Velika Kladuša
130.	Udruženje "Teodora"	Prijedor
131.	Udruženje učesnika Armije BiH liječenih od PTSP-a "Stres"	Bihać
132.	Udruženje za borbu protiv ovisnosti "Fenix"	Bosanska Krupa ali i drugim općinama USK
133.	Udruženje za održivi povratak Podrinja	Zvornik
134.	Udruženje za pomoć licima sa posebnim potrebama "Podrška"	Sokolac
135.	Udruženje za razvoj i izgradnju lokalnih kapaciteta "BK2001"	Bosanska Krupa
136.	Udruženje za zaštitu potrošača Zlatica	Zvornik, Bratunac, Milići, Osmaci, Srebrenica, Šekovići, Vlasenica
137.	Udruženje žena "Anima"	Donji Vakuf
138.	Udruženje žena Derventa	Derventa
139.	Udruženje žena "Goraždanke"	Goražde
140.	Udruženje žena "Izvor"	Bužim
141.	Udruženje žena Jadar Konjević Polje	Bratunac
142.	Udruženje žena "Li-Woman"	Livno
143.	Udruženje žena "Maja" Kravica	Bratunac
144.	Udruženje žena "Most"	Višegrad
145.	Udruženje žena "Naša žena"	Mrkonjić Grad
146.	Udruženje žena poljoprivrednica "Sunčica"	Bosanski Petrovac
147.	Udruženje žena „Priroda“	Bratunac
148.	Udruženje žena "Seka"	Goražde
149.	Udruženje žena "Svijetlija budućnost"	Velika Kladuša

150.	Udruženje žena "Viktorija 99"	Jajce
151.	Udruženje žena "Žena 21. vijeka"	Doboj Jug
152.	Udruženje "Žene sa Une"	Bihać, Bosanski Petrovac, Bužim, Cazin, Ključ, Sanski Most, Velika Kladuša
153.	Univerzalna škola spotra "Lider"	Zavidovići
154.	UOC "Kosmos"	Ključ
155.	Vijeće mladih Općine Jablanica	Jablanica
156.	Žene za žene international	Novi Grad Sarajevo, Doboj, Istočno Sarajevo, Foča, Novo Goražde, Srebrenica, Trnovo, ali i drugim općinama

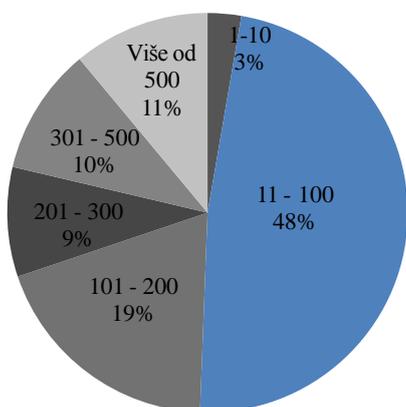
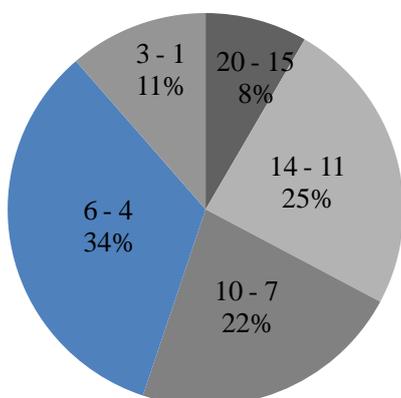
PRILOG E. Zastupljenost anketiranih općina po broju stanovnika



PRILOG F. Prikaz anketiranih NVO-a po godinama djelovanja i broju članova (veličini)

a) godine djelovanja

b) broj članova



PRILOG G. Lista općina koje su potpisale Sporazum između općinskog vijeća, općinskog načelnika i nevladinih organizacija

Br.	Općina	Godina kada je Sporazum potpisan	Potpisnik Sporazuma
1.	Berkovići	2006	Nepoznato
2.	Bijeljina	2011	Načelnik
3.	Bileća	2007	Nepoznato
4.	Bosanska Krupa	2009	Načelnik
5.	Bosanski Petrovac	2006	Načelnik
6.	Bosansko Grahovo	2006	Načelnik
7.	Bratunac	2010	Nepoznato
8.	Breza	2006	Nepoznato
9.	Bugojno	2008	Nepoznato
10.	Bužim	2011	Načelnik i Općinsko vijeće
11.	Čelinac	2006	Nepoznato
12.	Čitluk	2008	Načelnik
13.	Derventa	2011	Načelnik
14.	Doboj Istok	2010	Načelnik i Skupština opštine
15.	Doboj Jug	2006	Nepoznato
16.	Donji Vakuf	2007	Općinsko vijeće
17.	Drvar	2006	Nepoznato
18.	Foča	2005	Nepoznato
19.	Gacko	2010	Načelnik
20.	Glamoč	Nepoznato	Nepoznato
21.	Goražde	2005	Načelnik
22.	Gračanica	2007	Načelnik
23.	Gradačac	2007	Nepoznato
24.	Istočna Ilidža	2007	Nepoznato
25.	Jablanica	2007	Načelnik
26.	Jajce	2006	Nepoznato
27.	Kalesija	2009	Nepoznato

28.	Kiseljak	2011	Općinsko vijeće
29.	Ključ	2005	Nepoznato
30.	Kostajnica	2007	Nepoznato
31.	Krupa na Uni	2007	Nepoznato
32.	Kupres	2007	Nepoznato
33.	Laktaši	Nepoznato	Nepoznato
34.	Livno	2010	Načelnik i Skupština opštine
35.	Ljubuški	2011	Općinsko vijeće
36.	Lukavac	2007	Nepoznato
37.	Maglaj	Nepoznato	Nepoznato
38.	Milići	2006	Nepoznato
39.	Modriča	2007	Nepoznato
40.	Mrkonjić Grad	2007	Nepoznato
41.	Nevesinje	2006	Nepoznato
42.	Novi Grad (Bos.Novi)	2010	Nepoznato
43.	Novi Grad Sarajevo	2007	Načelnik
44.	Odžak	Nepoznato	Nepoznato
45.	Osmaci	2008	Nepoznato
46.	Oštra Luka	Nepoznato	Nepoznato
47.	Pale/Prača	2005	Nepoznato
48.	Pelagićevo	2006	Nepoznato
49.	Petrovo	Nepoznato	Nepoznato
50.	Posušje	2007	Načelnik i Općinsko vijeće
51.	Prijedor	2009	Nepoznato
52.	Ribnik	2006	Nepoznato
53.	Rudo	2005	Nepoznato
54.	Sanski Most	Nepoznato	Nepoznato
55.	Sokolac	2007	Nepoznato
56.	Srebrenica	2009	Nepoznato
57.	Šamac	2007	Načelnik
58.	Šekovići	2009	
59.	Široki Brijeg	2008	Načelnik i Općinsko vijeće
60.	Teslić	Nepoznato	Nepoznato
61.	Tešanj	2010	Nepoznato
62.	Tomislavgrad	2005	Načelnik
63.	Travnik	2006	Nepoznato
64.	Trebinje	2005	Nepoznato
65.	Tuzla	Nepoznato	Nepoznato
66.	Trnovo (RS)	2007	Nepoznato
67.	Usora	Nepoznato	Nepoznato
68.	Ustikolina	2005	Nepoznato
69.	Ustiprača	2005	Nepoznato
70.	Vareš	2011	Načelnik
71.	Velika Kladuša	2006	Nepoznato
72.	Vlasenica	2007	Načelnik
73.	Visoko	2006	Nepoznato
74.	Višegrad	2006	Nepoznato
75.	Vitez	2007	Općinsko vijeće
76.	Zavidovići	2007	Općinsko vijeće

77.	Zenica	2006	Nepoznato
78.	Zvornik	2009	Nepoznato
79.	Žepče	Nepoznato	Nepoznato

Napomena: Podaci za određene općine nije bilo moguće prikupiti jer općinske službe nisu bile u mogućnosti dostaviti traženu informaciju, ili podaci nisu pronađeni putem pretrage.

PRILOG H. Lista tabela i grafikona

Tabele

Tabela 1: Uticaj Sporazuma na pojedine elemente razvoja saradnje između općinskih vlasti i nevladinog sektora

Tabela 2: Lista općina koje su potpisale Sporazum

Grafikoni

Grafikon 1: Regionalna zastupljenost anketiranih općina i NVO (po kantonima i regijama)

Grafikon 2: Oblasti u kojima djeluju anketirane NVO

Grafikon 3: Osnovni akti općinske uprave sadrže elemente saradnje sa nevladinim sektorom

Grafikon 4: Procenat anketiranih općina koje imaju objavljene informacije o učešću NVO u radu općinskih tijela ili o načinu uključivanju NVO u procese donošenja općinskih odluka

Grafikon 5: Baze podataka o nevladinim organizacijama u općinama

Grafikon 6: Općine održavaju redovne sastanke sa predstavnicima nevladinih organizacija

Grafikon 7: Omjer izdavanja sredstava za podršku NVO po entitetima i oblastima

Grafikon 8: Općine prate realizaciju NVO projekata koje finansiraju (odgovori NVO)

Grafikon 9: Općinska uprava i vijeće odžavaju javne rasprave i konsultacije sa nevladinim organizacijama

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