



Koninkrijk der Nederlanden

GOVERNANCE ACCOUNTABILITY PROJECT, PHASE II (GAP2)

YEAR 4 ANNUAL REPORT

For the period January – December 2011

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GAP2

Excellence in Local Governance

“With dedication and expertise, promoting excellence in local governance now and for the future.”

GOVERNANCE ACCOUNTABILITY PROJECT, PHASE II (GAP2)

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LIST OF ACRONYMS

CDMA	Capacity Development Municipal Association, a Sida-funded project
CDPC	Community Development Planning Committee
CIP	Capital Improvement Plan (or Planning)
CIPS	Citizen Identification Protection System (BiH government body; after Fall 2008 named IDDEEA)
CPF	Capital Projects Fund
COE	Council of Europe
CSC	Citizens' Services Center
CSPC	Civil Society Promotion Centre
DfID	UK Department for International Development
EC	European Commission
EKN	Embassy of the Kingdom of the Netherlands in Bosnia and Herzegovina
FBiH	Federation of Bosnia and Herzegovina
GAP2	Governance Accountability Project, Phase II
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (the technical assistance agency of the Federal Republic of Germany)
IABS	Integrated Accounting and Budgeting System [Software]
IDDEEA	Agency for Identification Documents, Registry and Data Exchange of BiH (former CIPS)
ILDIP	Integrated Local Development Project, a UNDP/Swiss Development Agency Program
IPA	EU Instrument for Pre-Accession Funding
ISO	International Organization for Standardization
IT	Information Technology
JMC	Joint Management Committee (USAID, Sida, EKN)
KRA	Key Results Area
LAN	Local Area Network
LEAP	Local Environmental Action Plan
LED	Local Economic Development
LI	Local Interventions
LSG	Local Self-Government
MA	Municipal Assembly (in the RS)
MAP	Municipal Action Plan
MC	Municipal Council (in FBiH)
MCI	Municipal Capacity Index
MOF	Ministry of Finance
MOJ	Ministry of Justice
MOLSG	Ministry of Local Self-Governance (RS)
MOU	Memorandum of Understanding
MTS	Municipal Training System Project, a UNDP/Sida project
MZ	Mjesna Zajednica (local community), a subdivision of a municipality
NGO	Non-Governmental Organization
OCR	Optical Character Recognition
OSCE	Organization for Security and Cooperation in Europe
OHR	Office of the High Representative
P-BMP	Performance-Based Monitoring Plan
PCM	EU-standard Project Cycle Management
PERA	Peoples' Empowerment in Rural Areas, a Sida program
PIT	Personal Income Tax
PPP	(MS) Power Point Presentation
POI	Public outreach initiative
RS	Republic of Srpska
RSNA	Republic of Srpska National Assembly (parliament)
Sida	Swedish International Development Cooperation Agency
SIPU	Swedish Institute for Public Administration
SNV	Netherlands Development Network

SOW	Scope of Work (or Statement of Work)
SOGRS	Association of Cities and Municipalities of Republika Srpska
STTA	Short-Term Technical Assistance (or Short-Term Technical Advisor)
TA	Technical Assistance
TARA	Tax Administration and Reform Activity, a USAID program
TCN	Third country national
UI	Urban Institute
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
UPC	Urban Permitting Center
UPP	Urban Planning and Permitting
USAID	United States Agency for International Development
VNG	International Cooperation Agency of the Association of Netherlands Municipalities
YEP	Youth Employment Project, funded by the Swiss and Austrian governments
WG	Working group

EXECUTIVE SUMMARY AND PROJECT HIGHLIGHTS

The GAP2 team is pleased to present its Year 4 annual report covering the period January 1 - December 31, 2011. The project achieved most of its Year 4 work plan objectives on schedule, despite the challenges presented by the country's volatile political climate. In recognition of the project's ongoing success and established reach across almost half of all municipalities and local government administrations in the country, GAP2 was awarded a contract modification in February 2011 that added a number of new tasks under both components and increased the contract total by \$2,259,901. This contract modification has allowed the project to widen its scope of activities and more thoroughly address youth, gender, communal services, urban planning, and treasury operations at the municipal level.

With its Year 5 work plan approved, the project is now entering its final year. Staff are not only committed to the successful completion of each activity but to ensuring achievements are sustainable beyond the life of the project. The following paragraphs highlight the successes achieved in 2011, and the detailed sections of the report explain how we plan to build on those achievements and bring the project's activities to a close in 2012.

Local interventions. In 2011, MAP activities in legacy municipalities came to a successful completion. A significant number of Cohort 3 projects have been completed, and Cohort 4 MAP scopes of work were approved by the JMC; signed by GAP2 and partner mayors; and have been initiated. In a positive step toward project closeout, GAP2 formally transferred ownership of the local government consultancy database, municipal revenue profiles, and the Municipal Budget Guide to the RS and FBiH Associations of Cities and Municipalities.

In addition to its core activities, GAP2 launched assistance to improve municipal management of communal service provisions, the functioning of urban planning offices, implementation of municipal youth strategies, and implementation of the State Law on Gender Equality in select pilot municipalities. Technical assistance to improve program budgeting at the local level has been expanded, and progress has been made in preparing pilot municipalities in the FBiH for the introduction of treasury operations as required by the 2002 Law on Treasury.

In 2011, GAP2 organized 220 workshops and training sessions throughout its partner municipalities. More than 1,700 municipal representatives, including 936 women, and many senior officials participated in the workshops and training sessions which addressed a wide variety of topics within the core, MAP, and new assistance areas.

Customer Satisfaction with GAP

"I believe that the efficiency of municipal administration we experience today would not have been possible to achieve at this level of professionalism and in such a short period of time, without the support of GAP."

—Mayor Ermin Hajder, Municipality of Bosanski Petrovac

"Everything that has been done by GAP was truly professional and within deadlines, regardless of what kind of projects we are talking about. [The] projects promote the principles of commitment and transparency and, as such, they lead to the improvement of general living conditions in local communities."

—Mayor Petar Polić, Municipality of Posušje



Figure No. 1

Capital improvement projects. 2011 saw great success in the implementation of capital projects. Despite the negative impact the global financial crisis has had on municipal budgets, projects have been completed on schedule and partner municipalities have exceeded targets for municipal cost-share. Introduction of capital improvement planning (CIP) methodology was successfully conducted in Cohort 4 municipalities, and 34 new projects were awarded GAP2 co-financing. With the introduction of CIP methodology in the last cohort of GAP2 partner municipalities, a critical mass of BiH municipalities has been trained and mentored. As the project's CIP efforts wind down in 2012, the team will focus even more on promoting mentorship between GAP2 partner municipalities and other BiH municipalities with the hope that the capacity of all municipalities to plan for and manage capital projects is improved.



Figure No. 2 – Reconstruction of “Pinkland”, the youth center in the municipality of Banovići

Policy interventions. Although progress in achieving many of the project's policy goals has been slow, the policy team's aggressive lobbying efforts have started to bear fruit. Many of the draft laws that GAP2 has helped develop are now making their way through parliamentary procedure. Landmark legislation regulating intergovernmental relations is on the verge of completion in both entities. The final text of the RS Code on Intergovernmental Relations is expected to be approved by the association president by the end of February 2012 and will then be sent to the RS Secretariat for Legislation for finalization. In October 2011, the FBiH municipal association and FBiH prime minister signed an Agreement on Official Cooperation, the basis of which was the Code on Intergovernmental Relations. GAP2 is now working with the association to negotiate the first of the Agreement's critical accompanying annexes. Once the FBiH Law on Electronic Documents is adopted by the FBiH Parliament in early 2012, the legislative framework will be in place for the electronic transfer of vital records across all of Bosnia.

In addition to overseeing progress of ongoing policy initiatives, in 2011, the team prioritized policy efforts that helped the Local Interventions team reduce or eliminate legal obstacles to successful implementation of activities in pilot municipalities, particularly in the areas of communal service delivery and treasury operations. Although there have been some delays assessing policy obstacles to improved urban planning, completion of this activity is expected in Year 5. The policy team also explored the interests of mayors to collaborate across entities and parties to discuss issues of mutual concern and plans to coordinate forums for discussion in the project's final year.

As the project comes one year closer to closeout, the Policy Interventions team has put even greater emphasis on ensuring the municipal associations are capable of carrying on the process of policy reform beyond the life of the project. To this end, in Year 4, GAP2 worked with the Sida-funded CDMA project to develop an MOU outlining each project's roles and responsibilities vis-à-vis complementary activities to ensure maximized synergies. The team has also lead the development of a comprehensive draft exit strategy that synthesizes the efforts being carried out for each project activity to promote sustainability and institutionalization of reform. The exit strategy will be finalized in the first quarter of 2012 and will ensure the achievements and knowledge accumulated under GAP and GAP2 continue to be used for the benefit of BiH municipalities.

Monitoring and evaluation. The fourth quarterly P-BMP and MCI surveys demonstrate ongoing progress across all GAP2 activities. However, municipal budget indicators confirm the dramatic effects the global economic crisis has had on municipal budgets in BiH.

Results of the annual citizens' satisfaction survey indicate that 85 percent of respondents are "satisfied" or "very satisfied" with municipal service delivery. For the first time this year, GAP2 also conducted a survey on citizens' satisfaction with municipal communal services and established baseline data among selected partner municipalities and a control group of non-partner municipalities. Repeating this survey in Year 5 will show if citizens recognize the effects of GAP2 assistance in the area of improved municipal management of communal services.

In line with the new activities added in 2011, GAP2 also developed the following specific capacity indexes: Municipal Communal Services Management Capacity Index (MCSMCI), Municipal Gender Capacity Index (MGCI), Municipal Youth capacity Index (MYCI), Municipal Urban Capacity Index (MUCI), and Municipal Program Budgeting and Expenditure Management capacity Index (MPBEMCI). The baseline data for the selected partner municipalities and the control group of non-partner municipalities have been established for these indexes.

Project operations. The February 2011 SOW modification resulted in changes to the organizational structure of the project. The scopes of work of a number of existing staff were modified and several new positions were added. As a number of the project's activities wind down, most notably the capital improvement and MAP projects, some staff are beginning to be phased off the project. Staffing figures have also been reduced through attrition. The SOW modification also put renewed focus on improving cooperation between the project's two component teams. To address this, task forces comprised of members from both component teams, were developed to work on each of the project's new activities.

In an effort to better communicate GAP2's activities and successes, the project's website was redesigned. The team also developed its first in-house video featuring the beneficiaries of one of the capital investments projects. Communicating the project's success will continue to be a focus in 2012.

ABOUT THE PROJECT

The Governance Accountability Project, Phase II (GAP2) is a \$30 million, five-year program co-financed by the U.S. Agency for International Development (USAID), the Swedish International Development Cooperation Agency (Sida), and the Embassy of the Kingdom of the Netherlands (EKN). GAP2 is implemented by Chemonics International and its partners, the Urban Institute, VNG International, SIPU International, and the Civil Society Promotion Centre (CSPC).

The purpose of the program is to provide technical assistance to strengthen democratic local governance in Bosnia and Herzegovina by dramatically and visibly improving the ability of municipalities to serve their citizens and to support a policy and fiscal framework which is conducive to accountable, democratic governance.

To achieve these objectives the project is comprised of two major components: *Local Interventions* and *Policy Interventions*. The Local Interventions component provides direct technical and material assistance to 41 legacy and 31 new partner municipalities to improve municipal service delivery, municipal administration, and budgeting and financial management, and to improve municipal capacity to plan for and administer capital improvement projects. A February 2011 SOW modification added activities in select pilot municipalities for improving municipal management of communal service provision, preparing for the introduction of municipal treasury operations in the FBiH, improving spatial and urban planning, helping implement youth engagement strategies, and ensuring successful implementation of the Law on Gender Equality. The Policy Interventions component works primarily through the two associations of cities and municipalities to provide technical assistance to parliamentary bodies and ministries at the state, entity, and cantonal levels of government. This component works to strengthen intergovernmental communication, promote responsible fiscal and functional decentralization, and improve municipal advocacy. New activities include addressing policy obstacles to improved municipal management of communal service provision, improved spatial/urban planning, and the introduction of municipal treasury operations in the FBiH; ensuring cooperation with the Sida-funded CDMA project; and developing a comprehensive GAP2 exit strategy. A robust, performance-based *Monitoring and Evaluation* system, including periodic surveying of citizen attitudes and rigorous analysis of municipal capacities, ensures that GAP2 is measuring progress towards its objectives.

Underlying this approach are four guiding principles. One, *to maintain the momentum of reform* developed under the first phase of GAP (2004-2007) and during the first and subsequent years of GAP2. During the first phase, GAP achieved exceptional results in creating a climate for reform, results on which the second phase of this program is building upon and expanding. Two, *to build institutional and technical sustainability* by improving the financial base and know-how in partner municipalities, strengthening their collective advocacy through the municipal associations, and laying the seeds for a dynamic local government consulting market. Three, *to foster local ownership of reform* by providing ample opportunity for stakeholder input into municipal decision-making, providing demand-driven assistance to legacy municipalities, and creating working groups and advisory committees with members from the community and civil society to help ensure that municipalities receive the assistance they need and want to achieve their goals. And four, *to facilitate effective communication* as a means of achieving project goals and institutionalizing reforms. This includes internal communication within municipalities, horizontal communication between municipalities, and vertical communication between municipal and higher levels of government.

As GAP2 strengthens the capacity of local governments to better serve their citizens, it is working towards a more rational and accountable system of governance throughout Bosnia and Herzegovina and pushing the country towards greater EU integration. In the following sections, we present GAP2's annual report for Year 4 of the project, outlining the activities and accomplishments leading toward fulfillment of the project's goals and objectives.

GAP2 PARTNER MUNICIPALITIES

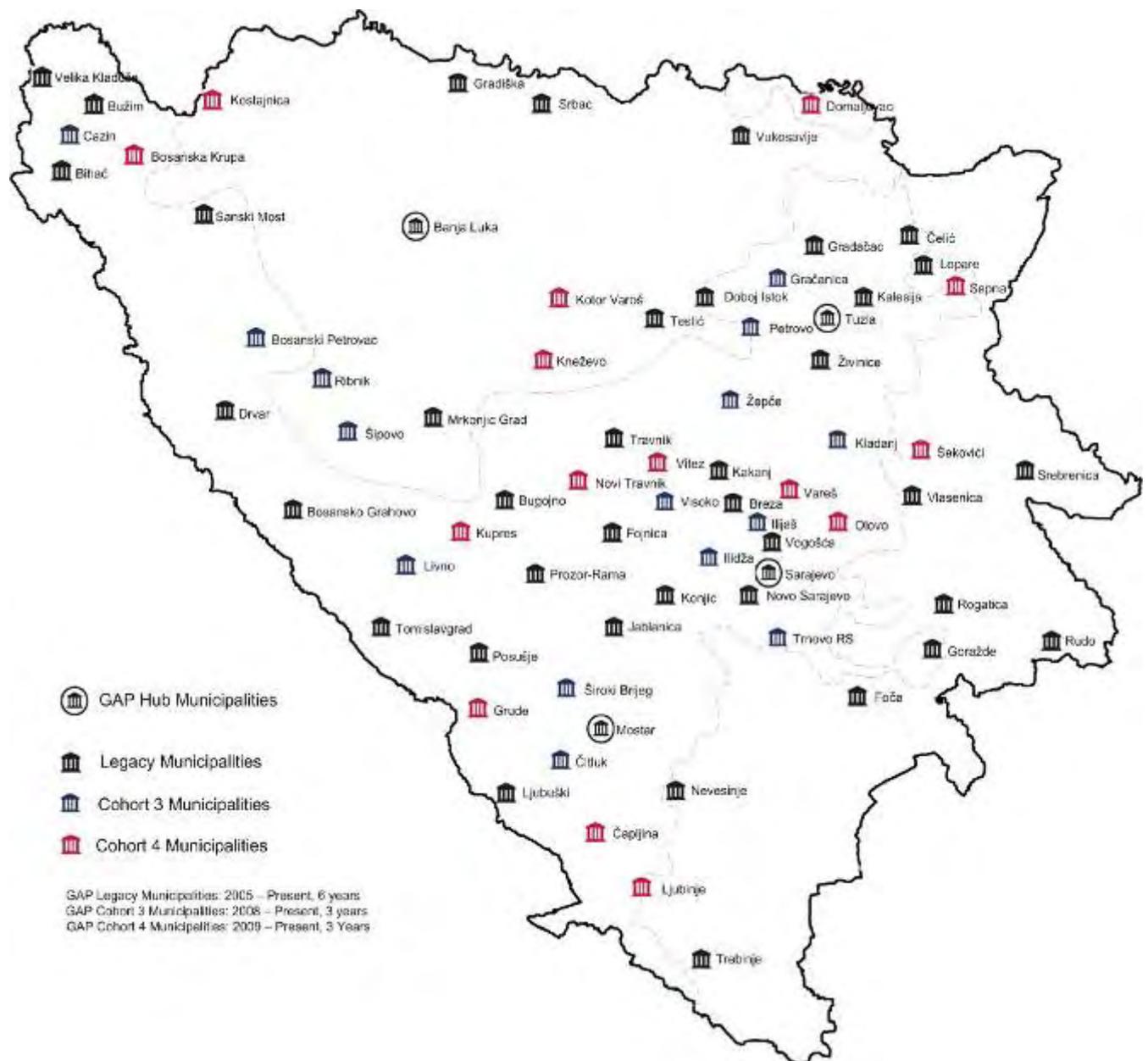
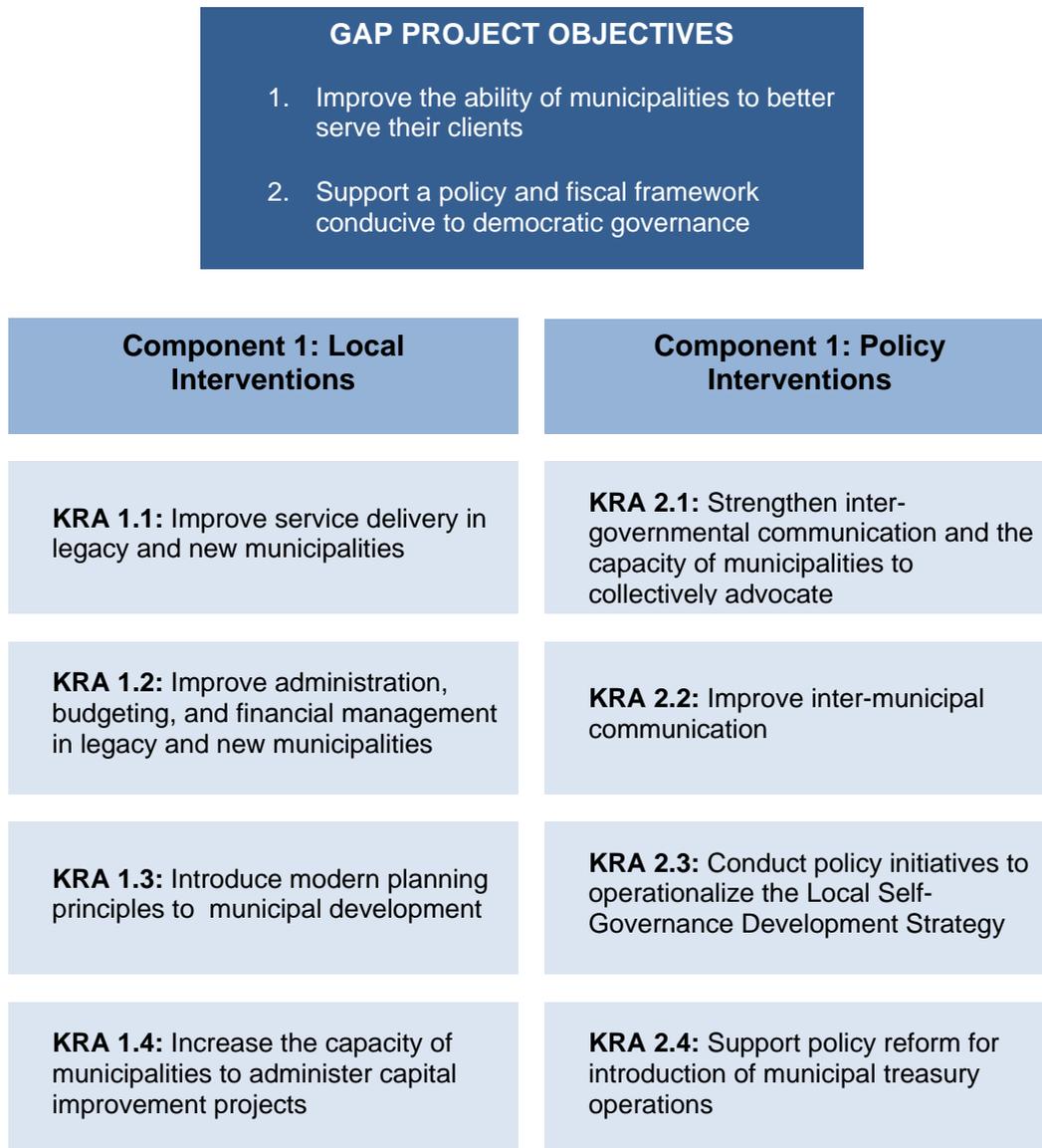


Figure No. 3 – GAP2 Partner Municipalities

GAP2 RESULTS FRAMEWORK



KRA: Key Results Area

Figure No. 4

LOCAL INTERVENTIONS

In Year 4 of the project, the Local Interventions team completed a significant number of activities, including:

- Developing Municipal Action Plan (MAP) scopes of work (SOWs) and launching training and technical assistance in Cohort 4 municipalities;
- Continuing MAP assistance to Cohort 3 municipalities;
- Completing MAP assistance in legacy municipalities (Cohorts 1 and 2);
- Selecting and, upon approval from the Joint Management Committee (JMC), developing SOWs and initiating training and technical assistance to 37 partner municipalities in new activity areas;
- Continuing to monitor the implementation of Capital Improvement Planning (CIP) methodology in legacy and Cohort 3 municipalities;
- Completing CIP activities in the approved Year 4 work plan; and
- Launching training and technical assistance in CIP methodology to all Cohort 4 municipalities, selecting projects to receive GAP2 co-financing, overseeing proper public procurement practices, and initiating implementation of new CIP projects.

As part of the February 2011 SOW modification, several new activity areas were introduced:

- Improve municipal management of communal services (work plan activity A2);
- Prepare selected municipalities for introduction of treasury operations (B2);
- Support advanced program budgeting and public expenditure management in select pilot municipalities (B5);
- Improve urban planning in select pilot municipalities (C1);
- Support implementation of youth strategies in select pilot municipalities (C2); and
- Support implementation of state Law on Gender Equality in selected pilot municipalities (C3).

Highlights of these activities are presented below, and details about all activities can be found in the Project Implementation Schedule (Annex A). All GAP2 trainings and workshops delivered during this reporting period are listed in Annex C, while MAP project status is presented in Annex D, and CIP projects are listed in Annex E).

GAP2 Training in Year 4

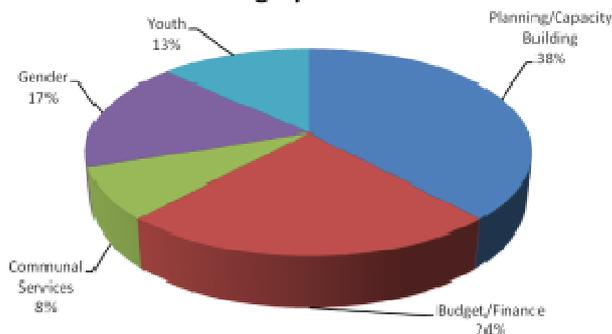
Number of People Trained



Of 1,700 municipal representatives trained, 936 women participated in GAP2 training seminars and workshops.

During 2011, GAP2 organized 220 workshops and training seminars across all partner municipalities, covering a wide variety of topics, including MAP topics and new focus areas introduced by the SOW modification.

Training by Focus Area



Municipal Action Plan (MAP) Process

Year 4 highlights include:

- MAP implementation successfully completed in Cohorts 1 and 2 partner municipalities following completion of the final 8 (of a total of 174) MAP projects;
- In 2011, 28 MAP projects were completed in Cohort 3 municipalities. Since the beginning of assistance, out of the total 65 selected, 33 projects have been completed in Cohort 3 municipalities;
- In Cohort 4 municipalities, six out of 78 projects have been completed;
- Široki Brijeg, Olovo, and Šekovići developed strategic mechanisms for environmental protection with special attention to monitoring and evaluating actions and results in accordance with EU environmental requirements (LEAP);
- Šipovo, Ribnik, Cazin, Gračanica, and Petrovo networked their satellite offices with the central municipal Citizens' Services Centers (CSCs);
- Bosanski Petrovac, Ribnik, Šipovo, Visoko, Trnovo, Ilidža, Široki Brijeg, Livno, and Čitluk initiated document scanning and imaging for faster and more reliable service delivery and development of an electronic library;
- The municipalities of Ilidža, Banovići, Trnovo (RS), Ilijaš, Visoko, and Kostajnica improved their knowledge and skills on EU funding application procedures;

- Visoko and Kostajnica improved cross-border partnerships based on good cooperation principles;
- Cazin, Čitluk, Livno, Trnovo, Domaljevac/Šamac, and Sapna now have certified professionals managing IT systems in their municipalities.

Completion of MAP assistance to Cohorts 1 and 2 municipalities. With the installation of permitting/legalization software in Vogošća, Srbac, Ljubuški, Velika Kladuša, Bosansko Grahovo, and Gradiška, MAP implementation was successfully completed in Cohorts 1 and 2 partner municipalities. This software is now operational, and relevant municipal staff have completed the software user training. This represents the last step in the completion of GAP2's involvement in MAP projects related to improving urban permitting processes in Cohorts 1 and 2 municipalities. The processes will now be automated and streamlined, which will reduce permitting time, improve customer service, and staff efficiency.

Customer Satisfaction with GAP

"Our cooperation with GAP has been extraordinary. Through GAP, our municipality established the Citizen Service Center, introduced the Geological Information System and significantly improved services and communication with its citizens."

—Mayor Seid Smailbegović, Municipality of Breza

"As a Mayor, I can validate the methodology of this project, first of all because GAP recognized the needs at the local level, and then through direct communication with the Mayor, it established a practical project in a way that it made sense."

—Mayor Nermin Ogršević, Municipality of Cazin

Progress of MAP assistance to Cohorts 3 and 4 municipalities. In the reporting period, implementation of MAP projects continued in Cohort 3 municipalities and was launched in Cohort 4 municipalities. While completion of all Cohorts 3 and 4 projects is scheduled for mid-2012, GAP2 has already achieved significant progress with around 50 percent of projects completed in Cohort 3 where implementation was launched in Year 3, and around 8 percent in the case of the Cohort 4 municipalities (implementation started in Year 4).

Preparation and implementation of LEAPs. Local Environmental Action Plans (LEAP) were finalized in Olovo, Široki Brijeg, and Šekovići. The municipalities are now equipped with strategic mechanisms for environmental protection, with particular emphasis placed on monitoring and evaluation activities. LEAP implementation and results will be in compliance with EU environmental requirements. The municipalities now have the internal capacity to refine and develop annual action plans to confront and address environmental issues on a regular basis. The plans have been submitted to the municipal councils for debate and adoption (expected in early 2012). GAP2 will monitor LEAP implementation.

Networking satellite offices with CSCs. Šipovo, Ribnik, Gračanica, Cazin, and Petrovo improved their provision of administrative services by enabling a total of 17 satellite offices, not previously linked with the Citizens' Services Centers (CSCs), to offer their residents access to digital information about municipal procedures, information guides, and request forms via Info Desk software, digitalization of the registrar books, and/or access to the document management system.

Document scanning and imaging, development of electronic library. Bosanski Petrovac, Ribnik, Šipovo, Visoko, Trnovo, Ilidža, Široki Brijeg, Livno, and Čitluk introduced document scanning and imaging and initiated the development of an electronic library that will enable the municipalities to not only store all new documents, but also begin the digitalization of the municipal archive. Digitalization of new documents will start from January 1, 2012. While digitalization of the entire municipal archive will be a multi-year process, the initial benefits, i.e., online access to the digitalized files, will be visible immediately.

Improve planning and permitting functions by department reorganization. Livno and Grude municipalities benefited from GAP2's analysis of and recommendations for the reorganization of their urbanism departments. In preparing the reports, GAP2 project experts, together with municipal representatives, identified key municipal and external stakeholders for advanced planning functions; assessed the current situation of cadastral and other relevant data, the status of environmental risks, and other regulations; and provided advice on the organizational and managerial requirements for the establishment of a planning unit. Additionally, the experts advised on improving municipal human resource management and addressing key challenges within the respective departments.

Location marketing – development of a plan for attracting investments. GAP2 produced a location marketing plan for the municipality of Ribnik. The plan was developed through the course of several workshops, training seminars, an extensive survey of small and medium enterprises, a public call for project proposals from the community, and the production of project fiches (overviews) and scoring of the projects. The plan was presented to the mayor and key municipal staff, who adopted it in October 2011. Acknowledging the completion of the plan, Ribnik Mayor Nedo Stojaković noted that he was satisfied *“to see that concrete projects for better business environment in Ribnik are developed”*.

Increasing IT management capacity. GAP2 has successfully completed a set of MAP projects related to the training and education of IT personnel in Cazin, Čitluk, Livno, Trnovo, Domaljevac/Šamac, and Sapna. As a result, the municipal administrations now have certified professionals managing municipal IT infrastructure, which in turn will ensure that GAP2's investment in IT is properly maintained and serviced. The knowledge acquired will also serve in better decision-making for future investments in IT.

Introduction to the Instrument for Pre-Accession Assistance (IPA) and development partnership for increasing EU funds absorption capacity. Resulting from an of average four workshops per municipality, the municipalities of Ilidža, Banovići, Kladanj, Trnovo RS, Ilijaš, and Kostajnica improved their knowledge of and ability to apply for European Union (EU) funding opportunities. In addition, Visoko and Kostajnica improved cross-border partnerships. Kostajnica and Visoko signed partnership agreements on

Report on Reorganization of Department for Urbanism in Grude

On 16 August, at the final presentation of the report Mayor Viktor Marić noted that: *“the report identified strengths and weaknesses in the organization of two departments, and the report's findings underpin the overall conclusions in regards to the improving the functioning of departments. The human resources of the municipality were also analyzed, with the aim to discern positive patterns and provide guidance for reform, drawing on the positive examples of other municipalities”*.

The head of Grude's Urbanism Department, Milenko Barić, emphasized that: *“[the] report is an excellent tool for identifying the strengths and weaknesses in the organizational management of human resources in urban planning”*.

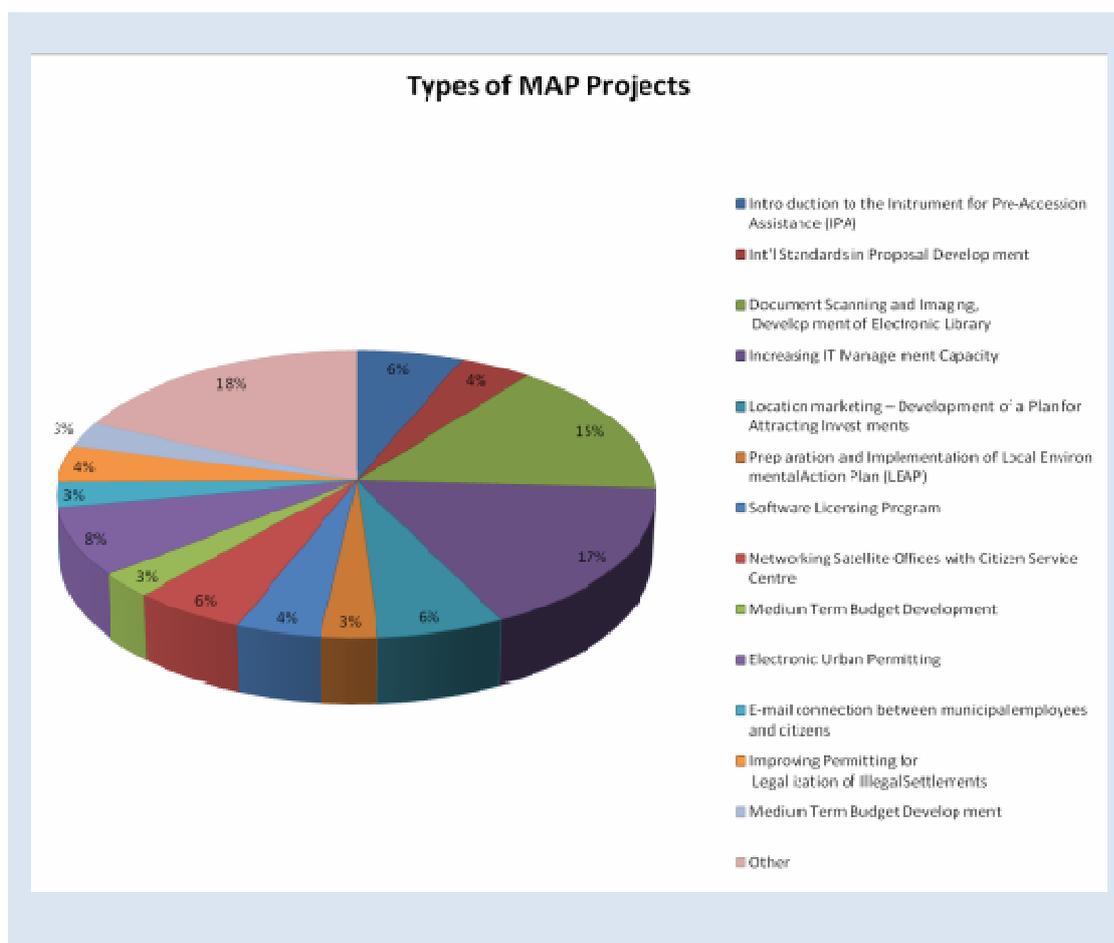
GAP2 Transfers Know-How on IPA Application Process

“First time ever, we have an opportunity to participate in practical training, where we are working on concrete proposals with visible results, with concrete support from consultants not just a presentation.”
Aleksandar Pašić, advisor for local development in the municipality Kostajnica

cross-border cooperation with the municipalities of Hrvatska Kostajnica in Croatia and Bajina Bašta in Serbia, respectively, in December 2011, and both municipalities, together with their partners submitted applications for funding under the IPA Cross-Border Cooperation Programme for the projects dealing with improvement of waste management (Kostajnica) and improvement of municipal tourism capacities (Visoko), each worth between €300-400,000.

In addition to the above-mentioned completed MAP projects, GAP2 has made significant progress in the implementation of other ongoing MAP activities. In Cohort 3 and 4 municipalities, procurement procedures are already underway to support the networking of satellite offices to CSCs, document scanning and imaging, and urban planning hardware, software, licenses, and other equipment. In-depth training courses to raise the IT capacities of relevant municipal staff is ongoing, with the participants scheduled to graduate in mid-2012. Various other projects such as LEAP development, mid-term budget planning, or location marketing have been initiated through training of municipal working groups.

No less important than the successful implementation of the individual MAP projects is training and technical assistance in the “MAP” process, launched in Year 3 and successfully completed in the reporting period. As a result of 27 training seminars conducted, MAP working groups in Cohort 4 municipalities, comprising over 100 municipal staff and community representatives, have improved their knowledge in MAP processes, including public participation, priority setting, selection of project ideas, and monitoring and evaluation, all of which will enable the municipalities to better manage potential EU pre-accession funds in their communities.



Success Story: MAP Local Environmental Action Plan in Široki Brijeg

At the LEAP event in Široki Brijeg, Municipal Council President Nedeljko Boksic stated: "GAP2 is leading a process which is fundamental to the development of Široki Brijeg in terms of tourism and the economy, but more importantly in terms of improving citizens' lives, health, and well being."

Široki Brijeg is one of several GAP2 partner municipalities which recognized the need for more careful planning and finding a way to balance economic development with sustainable environmental protection through the development of a Local Environmental Action Plan (LEAP). GAP2's assistance included several workshops and on-site coaching sessions. A LEAP advisory board meeting/workshop was the centerpiece of the activity with 28 participants (including nine women), comprising cantonal representatives, the municipal council president, the deputy cantonal minister for environment, primary and high school teachers, public enterprise representatives, health care center representatives, and professors from Mostar University. The advisory board discussed the development of the LEAP strategy, creation and

implementation of the media campaign, SWOT analysis, and creation of the LEAP itself.

A six-month media campaign was launched in order to collect accurate public opinions on environmental issues or problems, including conducting a public opinion poll. In addition to the use of websites, video clips, billboards,



Inaugural LEAP Workshop a Success

"This is a tremendous step, as all our local experts have gathered to support LEAP development. The natural resources of Široki Brijeg deserve a high level of protection, and LEAP is long due in our municipality. Prior to our GAP2 partnership, we did not know where to start – the institutes developing LEAP were expensive and sometimes vague in terms of tailoring the strategies. With GAP2's technical assistance, we are certain our LEAP will secure a healthy and safe environment for Široki Brijeg citizens."— Borislav Zovko, head of the urbanism department

and posters, the municipality organized a radio show on LEAP development for the broader public, where the priorities were identified by broad citizen participation. A survey of citizens was performed with 350 citizens (29 percent women).

Following the campaign, focus

LEAP call for selection of the best logo and billboard

group was tasked with revising the LEAP legal regulations, inputs for municipal snapshot reports. Workshops were held to define the vision and conduct a SWOT analysis, on preparing a template for the LEAP project fiches", as well as on monitoring of LEAP's strategic contribution to the development of the municipality,



Selected LEAP logo

project selection, and development of action plans for implementation in 2012. These efforts culminated in the presentation of a draft LEAP to the municipal management with Široki Brijeg Mayor Miro Krajević emphasizing that "This strategic document is exactly what I expected from GAP2... LEAP can now serve municipal aspirations to apply for donor funding or co-funding for some of the LEAP action plan projects, so that they tackle burning environmental problems of the municipality".

As a result of GAP2's assistance, Široki Brijeg now has strategic mechanisms for environmental protection, with special emphasis placed on monitoring and evaluating actions and results in line with the EU environmental requirements.

GAP2 Achievements: Urban Permit Center Jablanica

GAP2 provided assistance to Municipality of Jablanica throughout 2009 and 2010, aiming to increase the quality and efficiency of urban permitting. GAP2 was the first project in Bosnia and Herzegovina to take such an active field approach to the development and implementation of zoning methodology, which applies flexible urban planning principles to municipal development.



UPC opening – February 2011

This breakthrough leaves behind the practice of months of waiting for urban permits, a lack of transparency, loss of investments and unclear development strategy. Today, the Municipality of Jablanica, in partnership with GAP2 has met all the prerequisites for fast and practical permitting. Jablanica has adopted the zoning concept by working with GAP2 experts on individual town zones to raise flexibility in terms of meeting citizens' needs, while at the same time protecting the space and its characteristics.

The municipality now has a geographic information system (GIS) database composed

of layers of spatial information. It starts with the basic cadastre base layer to which municipal employees add data collected from communal enterprises and relevant government institutions, to show available utilities on land. The final product is that each plot of land in the municipal town area is represented by instant information for measurements, water supply, electricity, telephone, cable connections, future developments planned in the area, construction options, and restrictions attached to it. Narrative and descriptive data is also available with more details and further instructions, especially for certain zones where increased measures of protection are required, e.g., tourist zones, heritage sites, etc.

Based on this data, a citizen or developer has enough information upfront to decide upon their prospective investment. Jablanica Mayor Salem Dedic said: *"The old practice, where a citizen or developer had to spend months or years of time and money collecting permits from various institutions – only to learn their investment is not feasible – is now in the past. Our citizens have instant access to information they need in one place – a modern urban permit center in the municipal building where they can learn what is possible in terms of construction. We are sincerely grateful to GAP2 for ensuring that we have the equipment and skills to provide our citizens with sound, safe construction and attractive development opportunities. We all know urban planning creates growth,*

attracts investments, and provides jobs. That is the reason we appeal on all levels of government to focus and invest in urban planning. It is the core of economic development."



UPC in Jablanica Municipality

Prior to partnership with GAP2, the Municipality of Jablanica had problems with the outstanding spatial regulations and inadequate procedures which led to illegal construction settlements.

The municipality now has both spatial and detailed regulatory plans to which the zoning methodology is applied, which means there are no opportunities for illegal construction. The process of obtaining an urban permit is easy, user friendly and in accordance with adopted planning documentation.



GAP2 ACHIEVEMENTS

MUNICIPAL SERVICES WITHIN REACH

NETWORKING SATELLITE OFFICES WITH THEIR HUB MUNICIPALITIES OPENS A WHOLE NEW PERSPECTIVE ON SERVICE DELIVERY IN THE MOST REMOTE PARTS OF GAP2's PARTNER LOCAL COMMUNITIES

The opening of satellite offices in the local communities of GAP2 partner municipalities has changed the decades' long practice of citizens having to travel across the municipality to obtain a document they can now get today, within minutes, in their Local Community Satellite Office.



Swedish Ambassador, H.E. Bosse Hedberg, and Mayor of Kakanj Municipality Mensur Jasarevic at the opening of the Satellite Office Brnjic

In order to procure simple administrative services in the past, one had to travel for hours, possibly in poor weather conditions, for sub-par service.

Today, thanks to GAP2, citizens who reside in the geographic area of Brnjic, Bilješevo, and Kraljeva Sutjeska can access administrative services virtually in their backyard.

When cold winds bring snow to our windows and the isolated macadam roads are covered by snow drifts, older citizens of the village of Brnjic in Kakanj Municipality would rather stay in the warmth and peace of their home and the beautiful ambiance of the Brnjic forest.

Unfortunately, circumstances often require citizens to apply to the municipal administration to acquire various documentation, which often has a short validity period. Citizens of Brnjic had to travel 18 kilometers to the center of Kakanj, where the municipal administration is located. The citizens needed multiple forms of documents: birth certificates, certificates needed for application for scholarship, building permits, etc.

In order to arrive on time and get the simplest of services offered by the municipal administration, the citizens had to wake up at the crack of dawn, walk all the way to the nearest bus stop (it often happens that the bus does not show up at all!), and if they do catch a bus, they must travel for at least an hour. The ticket is often too expensive for retirees on a low income. After visiting the municipal administration, they would have to wait for another bus home, and eat something in the meantime (which is also a cost they can barely afford!). Waiting often took several hours which is especially difficult during the winter. A single simple administrative service would cost the average person the whole day, a lot of money, nerves, and travel time. Therefore, the citizens of Brnjic were very happy the day the Satellite Office in Brnjic was officially opened, marking the successful completion of the project, "Networking Satellite Offices



Brnjic Satellite Office opening, October 14, 2010



Sabrija Škulj in front of Satellite Office in Brnjic

with Citizens' Services Centers", one of the most significant projects under GAP2's support to Kakanj Municipality.

"We have suffered a lot. Snow is falling, I am old and weak. Nevertheless, I put on my old coat, a hat and take off. Rain or snow, I had to go to Kakanj to "take care of business" in the municipality. My pension is small, but who cares, I buy a ticket and take a long trip. We have even had an ambulance come to me, but for the papers, we had to travel all the way to Kakanj Municipality.

My doctor told me I cannot afford to go out; I am 73, but I had to go, I had to sign when taking over my documents, nobody can replace me, such is the Law!" said Sabrija Škulj, one of the elderly of Brnjic Local Community whom we met in the Satellite Office. "But now, it is much better, I can have everything here, practically on my doorstep! Thank you! Thanks a lot! This is a great joy now, having all those horrible trips left behind!"

This happiness came to Brnjic in mid-October 2010, after the reconstruction of the Satellite Office, which now enables citizens to receive almost all services which previously were provided only in the municipal building in Kakanj.

Citizens of Kakanj agree that the State is only as strong as it is able to protect its weakest members, ill people, pensioners, children, etc. This project, implemented by GAP2 and their municipality, has contributed to the strengthening of the State.

Besides Kakanj Municipality, GAP2 has networked around 45 satellite offices with their hubs in 27 partner municipalities which selected this kind of assistance across Bosnia and Herzegovina as part of the training, technical, and material assistance provided under GAP2's municipal action plan component.

GAP Phase II is a five-year program, co-funded by the U.S. Agency for International Development (USAID), the Swedish International Development Cooperation Agency (Sida), and the Embassy of the Kingdom of the Netherlands (EKN) aimed at improving the ability of municipalities to serve their citizens and to support a policy and fiscal framework which is conducive to accountable and democratic governance.

(Interview with Mr. Škulj by Evelin Memic, Kakanj Municipality PR Officer)

Sub-Component A: Improve service delivery in legacy and new municipalities (KRA 1.1)

Year 4 highlights include:

- CSC performance audits show continued strong performance in all partner municipalities;
- Increased horizontal communication between partner municipalities and exchange of municipal practices through regular coordination meetings;
- Catalogue of Communal Services completed and published in Cazin, Bosanska Krupa, Mrkonjić Grad, Šipovo, Livno, Prozor-Rama, and Nevesinje.

Activity A.1: Enhance performance of municipal citizen services centers (CSCs) and urban permitting centers (UPCs)

GAP2 has continued to provide assistance, as well as monitored the sustainability and improvements of previous achievements in the development and operations of CSCs, UPCs, and related management and service-delivery mechanisms.

Regular performance audits of the CSCs and UPCs and regional coordination meetings of CSC/UPC and IT managers show continual progress in center functionality, daily progress in software usage, and continual increase in citizens' satisfaction with municipal services. Through meetings with GAP2 and on their own initiative, municipal representatives have exchanged information and best practices and established a base for further improvements of local practices related to the CSC/UPC and IT system functionality.

Sampling of comments from the CSC Book of Impressions

"For personnel providing such a quality service, no salary is too high! All compliments!" (*Anonymous, Kotor Varoš*)

"For the first time ever in Banovići, I am able to complete all the business I need at one place." (*Anonymous, Banović*)

"I salute the CSC personnel who assist us farmers in getting the necessary documents!" (*Mr. Edhem Blažević, Vareš*)

Activity A.2: Improve municipal management of communal services in select municipalities

Nine municipalities selected for assistance in the area of municipal management of communal services – Bosanska Krupa, Cazin, Mrkonjić Grad, Šipovo, Livno, Prozor Rama, Nevesinje, Foča, and Travnik – selected specific areas for direct assistance. Based on GAP2's six years of experience in providing assistance to 72 partner municipalities and the results of an in-depth needs-assessment of communal services, GAP2 developed 12 technical assistance packages aimed at improving municipal management of communal services. Each municipality selected five packages for implementation. The nine participating municipalities then developed municipal action plans to implement these activities.

While the main results of this assistance will be visible in 2012, GAP2 has already made some important strides towards the improvement of citizens' perception of communal services delivery. Through GAP2 training and technical assistance, Cazin, Bosanska Krupa, Mrkonjić Grad, Šipovo, Livno, Prozor Rama, and Nevesinje have improved their communication with citizens and management of communal services providers by publishing a Catalogue of Communal and Non Administrative Services.

In addition, Foča, Bosanska Krupa, Mrkonjić Grad, Šipovo, Livno, Prozor Rama, and Nevesinje improved their management of communal service providers by creating a database of communal services-related statistics including infrastructure, usage reports, communal services improvement plans, problem analyses, and complaint monitoring. The same data will be used as a foundation for internal improvement projects in Q2 2012.

In order to enable selected municipalities to better communicate and resolve communal infrastructure issues, centering on the newly-established municipal teams for communal services development and municipal oversight of communal services, GAP2 will promote and assist the introduction of internal improvements, such as revising and amending municipal internal regulations (e.g., rulebooks on complaints and internal communication strategies, regular communication and better communication plans between the municipality and communal services providers). GAP2 will introduce improvements that require the practice of periodical reporting on progress (“Service 48 Hours”), promote the creation of permanent municipal bodies responsible for further improvements of communal services (e.g., Team for Communal Services Development), and when required, adjustment of existing municipal procedures (complaint, communication strategies, catalogue update), or introduce new ones, such as regular public opinion research, introduction of communal services standards, or local community meetings. To evaluate impact, in Q2 2012, GAP2 will conduct a citizen satisfaction survey in all partner municipalities based on a set of performance indicators measuring the quality of service providers.



Catalogue of communal services in Cazin Municipality available at:
http://www.opcinacazin.ba/index.php?option=com_phocadownload&view=category&download=380:katalog-komunalnih-usluga&id=27:katalozi-komunalnih-usluga&Itemid=368

Figure No. 5

Success Story: Sustainability and Continuous Development of Citizen Services in Banovići



Trust in the benefits of the Banovići CSC, expressed by the donors at the inauguration ceremony, has proven justified

The introduction of a formal complaints procedure was one of the prerequisites to GAP2's material assistance in the establishment of the CSC. A recent performance audit in Banovići Municipality demonstrated how responsive a municipality can be towards citizens' comments. On October 20, 2011, a municipality resident wrote in the comments book: *"I would like to express satisfaction with the professionalism of the CSC staff, but I condemn the decision by the Banovići Municipal Assembly to charge administrative fees from unemployed citizens. The municipal assembly should follow some surrounding municipalities which solved this in a more friendly way."* Based on this comment, the municipal assembly changed the Decision on the Administrative Taxes, and further, enabled the unemployed to photocopy free-of-charge the documentation required for job applications.



GAP2 ACHIEVEMENTS

INFORMATION ON A JOURNEY TOWARDS CITIZENS

(RE)CONSTRUCTION OF 31 CITIZENS' SERVICES CENTERS IN GAP2 PARTNER MUNICIPALITIES HAS HIGHLIGHTED CRITICAL DIFFERENCES BETWEEN TWO CONCEPTS OF CITIZENS' SERVICES CENTERS

Opening of the USAID/Sida/EKN GAP2 supported Citizens' Services Centers in 31 partner municipalities introduced a whole new concept of communication both within municipalities and between municipal administrations and citizens, through the most advanced models of serving various types of customers' needs.



CSC in Siroki Brijeg

"Before we had an old-fashioned approach to work, with no communication between departments, lack of IT support, partial and dissimilar request forms, insufficiently mainstreamed approach to providing information to citizens, and slow identification and management of documents. Now, we have renewed the municipal building with a one-stop-shop (OSS) included, introduced an information network and supporting software, created an intranet for the entire administration, took full control of and improved registry books and document management, prepared citizen's guides for all aspects of municipal services, enabled the provision of all information via the OSS, and reduced unnecessary presence of citizens in back offices. Without GAP2 we wouldn't have achieved all that in the next 20 years," said Assistant to the Kupres Mayor Goran Dizdar, and GAP2 coordinator, appointed by Kupres Municipality, during GAP2's annual CSC/UPC coordination meeting for 15 partner municipalities from the Mostar and Sarajevo regions.

Municipal representatives from Citluk, Livno, Grude, Siroki Brijeg, Trnovo, Ljubinje, Olovo, Ilijas, Iliđa, Visoko, Novi Travnik, and Vitez confirmed that similar challenges faced their administrations prior to joining GAP2. Now, however, all of them are able to provide services to citizens in an organized, efficient, effective, and accountable manner.

These achievements were enabled through the GAP2 supported opening of 31 Citizens' Services Centers (CSCs) equipped with the necessary IT infrastructure, increased internal management, and expedited administrative procedures, at the



CSC opening in Olovo, April 22, 2010



Olovo CSC before...



... and after the reconstruction under GAP2

same time as emphasizing customer orientation principles and increased transparency in the above listed municipalities and 18 other partner municipalities: Capljina, Bosanska Krupa, Cazin, Knezevo, Kostajnica, Sipovo, Ribnik, Bosanski Petrovac, Kotor Varos, Kladanj, Petrovo, Gracanica, Banovici, Sapna, Sekovici, Domaljevac, Vares, and Zepce.

Each partner municipality reduced the time required for services completion, regardless of the complexity; services involving registry books were significantly streamlined and now can be provided within an average of one minute. Prior to GAP2's assistance and digitized registry books, municipalities required between 15 minutes and two hours to process each request.

The level of citizens' satisfaction is best seen in the testimonies they leave in the CSC Book of Impressions:

"I am very satisfied with the staff and surroundings. Congratulations".

— Edib Belilul (Olovo Municipality, November 1, 2011)

"Congratulations to all, everyone is polite and kind. I would not change anything, especially staff. OSS is so well done (by European standards)". — Mujo Dzogic

In addition to all the improvements achieved, is the assurance of municipal authorities that the sustainability of service quality will extend beyond the life of the project.

GAP2 Phase II is a five-year program, co-funded by the U.S. Agency for International Development (USAID), the Swedish International Development Cooperation Agency (Sida), and the Embassy of the Kingdom of the Netherlands (EKN) aimed at improving the ability of municipalities to serve their citizens and to support a policy and fiscal framework which is conducive to accountable and democratic governance.

Sub-Component B: Improve administration, budgeting, and financial management (KRA 1.2)

The highlights of the year include:

- Use of IABS has increased, with expansion of the system recorded in several partner municipalities;
- Framework documents/guidelines for the introduction of treasury operations completed and through the FBiH Association distributed to all member-municipalities;
- On August 11, FBiH Ministry of Finance sent a letter of acknowledgement of the treasury framework documents to serve as a guideline and basis for the introduction of treasury operations in municipalities;
- Decisions on the introduction of treasury operations and establishment of the register of budget users in Bužim, Cazin, Livno, Čapljina, Tuzla, Žepče, Kakanj, Gračanica, and Travnik have been adopted;
- Rulebooks and instructions on types, collection, documentation, and use of revenues for budget users and Rulebooks on management of a single treasury account were adopted in Tuzla, and Žepče. In Cazin, Livno, Bužim, Čapljina, Kakanj, and Gračanica, the Rulebooks were drafted and are to be adopted in Q1 2012;
- The 2012 budget document on treasury principles, including external budget users prepared in Bužim, Cazin, Čapljina, Žepče, and Tuzla;
- An MOU on handover of the Budget and Finance Guide for Municipalities in Bosnia and Herzegovina was signed with both municipal associations;
- After a series of training sessions for both municipal associations' staff and following physical handover of the databases for municipal revenue profile production, an MOU was signed with both municipal associations on the handover of municipal revenue profiles;
- All 10 municipalities focusing on program-based budgeting developed program-based budgets for two selected sectors. These budgets will be incorporated into the overall draft budget for 2012.

Customer Satisfaction with GAP

“Considering previous results of implemented projects, I am pleased to say that GAP has tremendously contributed to the improvement of municipal administrative procedures and the creation of an efficient, transparent and accountable administration, serving its citizens and assisting the future development of our city.”
—Mayor Albin Muslić, Municipality of Bihac

Activity B.1: Maximize functionality and use of Integrated Accounting and Budgeting Software (IABS)

The use of IABS, introduced by GAP2 in the previous reporting periods has been showing continuous progress, with usage problems solved through knowledge exchange within the user groups and directly by the software provider (via help-desks). Furthermore, as an illustration of sustainability and self-initiated improvements of the use of IABS, the municipalities of Tuzla, Cazin, Bužim, and Livno are expanding the budget and finance software application (IABS) to external users of the municipal budget. Previously, in cooperation with GAP2, the municipalities introduced the software application in order to create conditions for the introduction of treasury

operations. Introduction of the treasury system, to which these municipalities are moving as of January 1, 2012, requires a more detailed plan of income and expenditure per budget user, and the execution of the budget will require specific conditions per budget user (i.e., each budget user must to prepare a three-month expenditure plan, which has to be adopted by the treasury department. Further, any budget spending must be approved by the treasury based on the approved three-month plan). For these reasons, it is desirable that all the budget users are networked and all use a single application. The extension of the system is funded by the municipalities and the contracts with the software provider Itineris of Tuzla were signed (in the case of Livno, the contract is being negotiated at the time of reporting).

Activity B.2: Prepare select municipalities for introduction of treasury operations

In cooperation with the FBiH Association, GAP2 has prepared a set of framework documents for the introduction of treasury operations in the municipalities. The documents were distributed to all the municipality members of the FBiH Association. Resulting from a detailed analysis of and estimated interest in cooperation in interviews with relevant municipal staff and mayors of all 49 partner municipalities from the FBiH, GAP2 has selected Bužim, Bosanska Krupa, Cazin, Livno, Čapljina, Kakanj, Travnik, Žepče, Gračanica, and Tuzla to provide hands-on assistance in treasury introduction. In the reporting period, following a series of meetings, presentations to councilors, workshops, and coaching sessions, nine municipalities¹ produced recommendations and the MCs adopted decisions on the introduction of treasury operations and the establishment of the register of budget users. Municipal rulebooks and instructions on types, collection, documentation, and use of revenues of budget users and rulebooks on management of a single treasury account were adopted in Tuzla and Žepče while in Cazin, Livno, Bužim, Čapljina, Kakanj and Gračanica, the Rulebooks were drafted and are to be adopted in Q1 2012. The remaining municipalities will submit these documents for adoption in 2012. Bužim, Cazin, Čapljina, Žepče, and Tuzla are introducing treasury operations in full, including any external budget users, as of January 1, 2012, while the remaining municipalities will do so later in 2012.



Figure No. 6 – Tuzla: Training of external budget users

As a spillover effect of GAP2's assistance in treasury introduction, the municipality of Velika Kladuša has been attending the GAP2 workshops held in the region, and showing great interest and enthusiasm to apply the know-how of GAP2's partner municipalities in the region.

Activity B.3: Improve budgetary information for municipalities

GAP2 signed an MOU with both municipal associations on the handover of the Budget and Finance Guide for Municipalities in Bosnia and Herzegovina. As part of the handover agreement, updates to the guide are now the responsibility of the respective Association.

¹ All except Bosanska Krupa, in which the decision on treasury users will be adopted in 2012.

Activity B.4: Transfer ownership of municipal revenue profile production and maintenance

After a series of training sessions for the RS and FBiH municipal association staff, an MOU was signed with both municipal associations and the municipal revenue profiles were physically handed over. After several meetings with the management of each municipal association and after conducting surveys with participating municipalities, all are in agreement that if updated regularly, revenue profiles are a very important tool that will not only assist associations in analyzing and comparing municipal revenue collections but will continue providing their respective municipalities with very important and useful graphically presented data. Such data easily enables municipalities to define necessary corrective actions. Selected staff from both municipal associations have been individually trained in data collection, production of revenue profiles, and maintenance of the database. In 2012, GAP2 will advise the association as needed on how to maintain this tool.

Activity B.5: Support advanced program budgeting and public expenditure management

Upon selection and approval of the 10 partner municipalities focusing on program-based budgeting (Goražde, Jablanica, Lopare, Mrkonjić Grad, Trebinje, Gradiška, Konjic, Srbac, Ilijaš, and Žepče), GAP2 and the respective municipalities developed SOWs and municipal working groups were formed, consisting of relevant municipal administration and municipal council staff. GAP2 delivered more than 40 on-site coaching sessions, leading the working groups through the process of preparing program-based budgets. This demanding work resulted in the development of draft program budgets for sport and culture in all 10 selected municipalities. At the time of reporting, the municipal working groups were integrating these program budgets into the 2012 draft budget.

The process will continue by leading the municipalities through the first year of program budget implementation and through the monitoring and evaluation process. At the same time, GAP2 will promote the concept to other municipal sectors, and among other budget users, grant users, and other interested groups, with the aim of preparing one more program budgeting sector by the end of 2012. GAP2 will additionally work with the municipalities to ensure the development of budgets for these two sectors in the program budgeting format for 2013. In this way, GAP2 will support sustainable results in this area in 2012 and 2013.

Apart from the above-mentioned 10 program-based budgeting municipalities, GAP2 worked with its four trailblazer municipalities (Gradačac, Gračanica, Sapna, and Nevesinje) on the introduction of this concept back in 2010. These municipalities have gone through extensive training with GAP2 and now have greater capacity and have introduced certain aspects of the concept in their 2011 budgets. However, the approach implemented in these municipalities has proven less practical and sustainable, as the introduction of the program budgeting is a process that lasts for years (5-10), and back in 2010, GAP2 had tried an ad hoc transfer to program budgeting of all municipal segments at once. Our approach in 2010 confronted many obstacles from which the team was able to identify its strengths as well as weaknesses and areas for further improvement. Building on this valuable experience, GAP2 has modified its approach in 2011, and offered an improved methodology to its 10 new partner municipalities.

GAP2 provided training to 10 partner municipalities (Goražde, Jablanica, Lopare, Mrkonjić Grad, Trebinje, Gradiška, Konjic, Srbac, Ilijaš, and Žepče) on the principles of modern project management and monitoring and evaluation of project implementation, and worked with them on further enhancements to their expenditure management skills. All of the municipalities fully understood that project implementation should be founded upon concrete data that is based upon

educated decision-making instead of being based solely on previous experiences, and management's arbitrary decisions. The municipalities were also introduced to the principles of modern construction project management, the types of contracts that save both money and time, and provide better control of the project resources during project implementation. In addition, the 10 partner municipalities were introduced to modern systems of investment management, and expenditure management in line with EU standards and forms of EU pre-accession funds.

Success Story: Program Budgeting

Program budgeting: results-based budgeting that significantly increases accountability towards citizens, increases budget efficiency and efficacy, and improves transparency of the budgeting process.

Ten program budgeting municipalities each developed program budgets for two selected sectors. These budgets will be incorporated in the overall draft 2012 budget. After six months of intensive and demanding work on the introduction of the program budgeting concept—a totally new, modern, and

results-based methodology for budget preparation, planning, implementation, and monitoring—GAP2 organized a *lessons learned/experience exchange event* for these 10 partner municipalities. Each municipality actively participated in this event, and readily presented their experiences and best practices in front of other seminar participants (32 in total, 18 female). Municipalities presented their views and experiences on the strengths and opportunities that the introduction of program budgeting has provided them, but also pointed out some possible obstacles for its successful and broader implementation in future. A major obstacle for the proper and sustainable implementation of program budgeting at the local level is, according to the participants, the lack of legal and sub-legal acts that officially defines this concept. Having the appropriate legal framework would assist municipalities in regulating this concept, especially by recipients of current grants and subsidies, as they are the main opponents of the program budgeting process. Municipalities also argued that much more time is needed for the program budgeting introduction and development process, and that GAP2 assistance is vital during all phases of the process.



Program Budgeting Experience Exchange, Sarajevo, December 8, 2011

Sub-Component C: Introduce modern planning principles to municipal development (KRA 1.3)

Year 4 highlights include:

- GAP2 surveyed 66 partner municipalities which expressed the interest and identified 10 to participate in efforts to improve urban planning;
- GAP2 and 10 partner municipalities agreed on the steps and means necessary to improve urban planning (i.e., SOWs were developed and prepared for donor approval);
- In all participating municipalities the Decision for Establishment of the Youth Working Groups passed, and the groups were formed and are working to review/refine the existing youth engagement strategies and develop action plans;
- Resulting from several workshops and trainings, the municipal youth working groups gained valuable knowledge and skills in implementation and dynamics plans as well as municipal responsibilities according to the Law on Youth in FBiH and/or Law on Youth Organizing in RS;
- The local gender working groups were formed;
- MOUs were signed with RS and FBiH Gender Centers in July 2011;
- In July, GAP2 performed on-site analyses of municipal progress against the State Law on Gender Equality (LGE) and developed a Gender Baseline Study;
- In August, GAP2 carried out an extensive analysis of the gender-sensitive budgeting capacity of the municipalities and selected 11 municipalities for gender-responsive budgeting technical assistance;
- Local gender equality action plans (including gender budgeting measures/activities) were prepared, discussed and adopted by the municipal mayors in all participating municipalities.

Activity C.1: Improve urban planning in select pilot municipalities

GAP2 identified the following 10 municipalities to participate in efforts to improve urban planning: Bihać, Mrkonjić Grad, Livno, Bugojno, Teslić, Čapljina, Novi Travnik, Breza, Živinice, and Gračanica. Implementation of this activity has been delayed due to unavoidable circumstances (please see “Challenges” section). In spite of the problems, GAP2 aided by short-term expertise, completed its situation analysis and developed SOWs for improvement of urban planning functions with each municipality. Based on these SOWs, and subject to donors’ approval of the same, direct assistance to the municipalities will be launched in Q1 2012.

Activity C.2: Support implementation of youth strategies in select pilot municipalities

In all 20 municipalities in which GAP2 is supporting the implementation of youth strategies (Bihać, Fojnica, Jablanica, Mrkonjić, Trebinje, Bugojno, Čelić, Foča, Gradačac, Gradiška, Nevesinje, Srbac, Teslić, Gračanica, Ilijaš, Kladanj, Kostajnica, Ljubinje, Vareš, and Žepče), municipal working groups for youth have been established consisting of 12–25 youth



Figure No. 7 – Youth and gender workshop in Mrkonjić Grad

representatives of mixed social, ethnic, gender, professional, and geographic origin to represent the diverse youth population of their communities. GAP2 conducted four rounds of workshops to each group, increasing their members' knowledge of various topics such as the definition of an implementation and dynamics plan, the main responsibilities of the municipality according to the Law on Youth in FBiH and/or Law on Youth Organizing in RS, youth budgeting,

communication with the government, youth participation in local decision-

making process, introduction to youth policy definition, and action plan development. In addition, youth groups from partner municipalities selected training topics dealing with project cycle management, log frame methodology development, youth lobbying and advocacy, strategic planning for youth organizations, youth policy at the local level, and Introduction of Instruments for Pre-Accession Assistance (IPA). During the last quarter of 2011, GAP2 started working with the working groups and municipal youth officers on municipal youth policy action plans.

Resulting from GAP2's assistance, the participating municipalities are now demonstrating improved capacity to implement youth-related policies in accordance with the Law on Youth (FBIH) and Law on Youth Organizing (RS). In addition, GAP2 training in strategic planning, youth action plan development, and fundraising has developed youth officers' capacity to develop, update, and revise existing and/or new youth policies.

Further, participation in youth-related issues has significantly increased, and there has been a strong commitment on the part of youth in all participating municipalities to benefit from GAP2's non-formal education opportunities. These training seminars provide strong support for their work and fundraising that will ultimately lead to increased capacity of local youth NGOs and working group members for the implementation of youth-related activities.

GAP2 Project Cycle Management

"The most valuable thing that we do with GAP is training in preparation of the projects. We are tired of asking others to help us prepare project proposals and fighting with politicians to receive some grant for operational purposes".

Šehagić Senad, President of Youth Organization ANEA Gračanica, and member of Gračanica's working group on youth

In Year 5, the GAP2 will focus on the adoption of the youth action plans to implement new or existing youth strategies. To maximize understanding and long-term sustainability of project activities, GAP2 will continue a series of workshops for working group members on youth action plan development, strategic planning, youth participation in local decision-making processes, project cycle management, and implementation of youth strategies. More than 200 youth will be equipped to independently apply for grants and update and/or implement youth strategies in the future. Following formal agreements with the mayors on the youth action plans, GAP2 will support the implementation of at least two youth action plan items (activities, mechanism, and/or products in 2012).

Activity C.3: Support implementation of State Law on Gender Equality in select pilot municipalities

Regarding GAP2's support of implementation of the state Law on Gender Equality (LGE), each of the selected 20 participating partners (Bihać, Fojnica, Jablanica, Mrkonjić, Trebinje, Bugojno, Vogošća, Goražde, Foča, Gradačac, Gradiška, Nevesinje, Srbac, Teslić, Gračanica, Ilijaš, Kladanj, Kostajnica, Ljubinje, and Vareš) formed gender working groups that mainly consist of representatives from municipal departments, municipal assembly/council Gender Equality Commissions, municipal centers for social care, health care centers, police departments, and NGOs. In the reporting period, GAP2 raised the capacity of the working groups to assume responsibility for and a more meaningful leadership role in the implementation of the LGE. The municipalities have improved capacity to manage the implementation of the Municipal Gender Action Plans, with important skills gained at GAP2-organized trainings on various topics (see text box above). Training sessions were also used to define problems and issues facing local government in the implementation of the LGE at the local level.

GAP2 Gender Training Topics Include:

- implementation of the LGE;
- principles of strategic planning and action plan development/updating;
- definition of the implementation and dynamics plan;
- the municipality's main responsibilities under the LGE;
- the respective missions of the FBiH and RS Gender Centers;
- presentation of the FBiH Gender Action Plan;
- introduction to the gender policy definition;
- preparation for action plan development; and
- main principles of gender mainstreaming and equality.

GAP's Trainings praised by gender working group in Kostajnica

Biljana Dejanović, chair of the Gender Working Group in Kostajnica Municipality: *"I have never seen such an interesting presentation on this topic".*

Božana Marčeta, municipal assembly member and youth working group member emphasized that: *"the training was very interesting and represents important topics for the society in Mrkonjić Grad. I am sure that we will achieve significant results with this project."*

Action plan development. Following these workshops, GAP2 assisted the gender working groups to define local action plans for implementation of the LGE in their respective communities. As a result, all of the participating municipalities now have defined their measures/activities/projects, all of which have been adopted by their mayors. These measures/activities/projects will ensure the concrete steps needed to fulfill all of the law's requirements at the local level in a form of a local gender action plan, which will be implemented in Year 5. The local gender action plan for the implementation of the LGE is only the first step

towards an increased level of gender equality. It is, nonetheless, an important step, which must be followed by or complemented with a gender needs assessment, development of local gender advocacy plans, passing of the Declaration on Gender Equality in the Municipal Council, collection of gender-sensitive socio-economic data, providing annual grants for gender mainstreaming projects at the local level, signing MOUs with the NGO sector active in the field of gender equality, etc. In 2012, GAP2 will assist the municipalities to complete at least two action plan items (activities, mechanism, products).

In July 2011, GAP2 signed MOUs for collaboration and coordination with the RS and FBiH Gender Centers. They welcomed GAP2 as an important stakeholder to assist them in fostering the implementation of the LGE at the local level.

Gender responsive budgeting. In the municipalities of Nevesinje and Gračanica, GAP2 has conducted several workshops and on-site assistance visits to support gender responsive budgeting within the draft 2012 municipal budget. To prepare for gender responsive budgeting, both municipalities adopted a series of decisions, measures, and regulations, and performed surveys to

ascertain the interest in various sports among children and students. Municipal assemblies adopted the Decisions on Gender Representation in the Municipality and the Municipal Bodies and Commissions appointed by the Mayor and the Local Communities – an important step toward the introduction of gender-responsive budgeting. On behalf of their communities, the Nevesinje and Gračanica mayors expressed strong commitment to accept and implement the concept of gender responsive budgeting in the local community in 2012 and the future. In addition, a detailed gender analysis was conducted of various local institutions (hospitals, ambulance stands, libraries, centers for social work, and primary and secondary schools), of the societal categories such as the employed, pensioners, the unemployed and vulnerable groups as well as of the program areas such as sports, transportation, or agriculture. One of the most important decisions was the mayors' official statement of commitment to introduce gender equality in all spheres of social and public life.



Figure No. 8 –Tuzla, 30 November, Gender Budgeting Conference:
Introduction speech made by GAP2 and OSCE Tuzla Head of Office

In addition, GAP2 carried out an extensive analysis of the gender-responsive budgeting capacity of the municipalities in September. Based on on-site visits and in-depth interviews with 11 municipalities and thorough analysis of the data collected, GAP2 selected nine municipalities which were approved by the JMC in November 2011. The process of capacity-building of the selected municipalities for gender budgeting (Bihać, Bugojno, Ljubinje, Foča, Fojnica, Gradačac, Kostajnica, Teslić, and Vogošća) was launched by organizing two regional conferences on gender budgeting, which GAP2 hosted in collaboration with the entity Gender Centers, UN Women, OSCE Tuzla office, and Youth Employment Project in November. In addition to their direct effect in increasing municipal capacities for gender budgeting, these conferences were an excellent occasion for representatives from GAP2 trailblazer municipalities of Nevesinje and Gračanica to present and share their experiences in gender budgeting.

Success Story: Gender Sensitive Budgeting Leads to Greater Commitment to Gender Equity in Nevesinje

Prompted by GAP2's direct assistance to the Municipality of Nevesinje, aimed at introducing gender sensitive budgeting, the municipality has since made other important strides towards gender equity and implementation of the State Law on Gender Equality (LGE).

Following several introductory workshops on gender responsive budgeting conducted by GAP2 in mid-2011, Nevesinje adopted a series of decisions, measures, and regulations which promote the LGE, international legal standards, and mechanisms for gender equality, as well as raise public awareness of gender issues. The Municipal Statute, and the Municipal Assembly's Rules of Procedure, and the Assembly's Program of Activities were harmonized with the LGE. In addition, the municipal assembly issued a decision which regulates gender equity principles in the working bodies of the municipal administration, municipal assembly, and in the local communities (the "MZs") on July 15, 2011, demonstrating the municipality's commitment to introduce gender equity in municipal operations.

The municipality selected the area of sport for its pilot gender responsive budgeting initiative and conducted a survey to gauge interest in various sports among children and the potential opening of sport schools that have not functioned before for school children of different ages and gender, and presented the results across the municipality. In addition, to comply with the provisions of the LGE to maintain statistics on gender, the Municipal Rulebook was harmonized and a municipal public communication strategy was adopted and harmonized with the law. Other activities were initiated to encourage communal enterprises and public institutions to implement the LGE. Gender statistics from public institutions, such as the local hospital and ambulance stands, city libraries, and primary and secondary schools, relating to the number of medical checkups, number of pensioners, users of various services, pupils, and data from the Center for Social Welfare were successfully collected and presented. In the second half of 2011, the municipality also developed a register of children who need transportation within the municipality.

On November 24, 2011, Nevesinje Mayor Branislav Mikovic publicly announced his commitment to introduce gender equality in all spheres of social and public life in the municipality. In line with this commitment, the municipality has committed to applying gender principles during the elections to the municipal assembly and municipal working bodies, as well as commissions that are formed by mayoral decision, and the MZ councils. A minimum representation of 30 percent of women is required, and the principle of gender equity is integrated into all municipal strategic documents, particularly in the municipal development strategy and municipal budget.

**Selection of the Partner Municipalities to Implement Project Activities
Related to Communal Services, Treasury Introduction, Program Budgeting,
Urban and Spatial Planning, Youth and Gender Issues**

In June and August 2011, GAP2's donors (the U.S. Agency for International Development, Swedish International Development Cooperation Agency, and the Embassy of the Kingdom of The Netherlands) approved the selection of a group of pilot municipalities with whom GAP2 will work on new activity areas. The new activity areas include:

- A2.** Improve municipal management of communal services;
- B2.** Prepare selected municipalities for introduction of treasury operations;
- B5.** Support advanced program budgeting and public expenditure management in select pilot municipalities;
- C1.** Improve urban planning in select pilot municipalities;
- C2.** Support implementation of youth strategies in select pilot municipalities; and
- C3.** Support implementation of state Law on Gender Equality in selected pilot municipalities

Overview of the Selection Process

GAP2 carried out an extensive analysis of 72 partner municipalities in order to identify the municipalities for implementation of the new project activities designed to achieve a number of important new project goals, introduced in the Year 4 Work Plan.

The selection process consisted of three main phases:

1. Developing criteria and initial collection of information
2. Screening the collected information against the developed criteria
3. In-depth assessment visits including the interviews with the municipal management followed by finalization of recommendations.

GAP2 first developed the criteria for the selection of the municipalities that would be most suitable to collaborate in achieving the new project goals introduced by the Year 4 Work Plan. While the criteria varied significantly from one area of assistance to another, there were a few common criteria applied – municipal readiness to participate in the project and municipal perception of a need to improve a particular area and experience in similar reforming efforts, including under GAP2.

In the second phase of selection, all GAP2 municipalities were sent area-specific initial questionnaires. The municipality's response to the questionnaire was the first indicator used for the selection of municipalities for the short list. GAP2 filtered the municipalities that responded to the questionnaire, utilizing information available in the GAP2 archive, such as size, regional and entity representation, participation in the pilot projects or in Municipal Action Plan activities, selection of Capital Improvement Projects, political stability in the municipality, etc., in order to develop a shortlist of municipalities to be undergo an in-depth assessment. The shortlist was communicated to the donors in the GAP2's 1st Quarterly report for 2011.

Third phase of the selection process, area-specific, in-depth assessment visits, entailed a total of more than 100 on-site visits, where GAP2 staff, in dialogue with the municipal management, were able to confirm the information gathered in the earlier stages of selection, as well as to assess in-person the interest of the mayors and managers and the capacity of the relevant employees and resources (i.e., what would be needed through the introductory process). It is only in this final stage of the selection process that the overall picture of municipal suitability to participate in an assistance area was determined. Motivation and capacity to reform ranked the highest among the criteria for assistance – given the stringent time-frames and ambitious project

goals to be reached. That is why the on-site visits focused, among others, on detecting the true reforming potentials and overall municipal environment for change. On more than a few occasions, the personal impressions held by GAP2 staff and the revealing and nuanced shades of a municipal management's attitudes outweighed or even overrode the empirical information collected earlier.

Selected municipalities per activity

No.	Cohort	Region	Entity	Municipality	A.2	B.2	B.5	C.1	C.2	C.3
1	1	BL	Fed	Bihać				•	•	•
2	1	SA	Fed	Fojnica					•	•
3	1	SA	Fed	Goražde			•			•
4	1	MO	Fed	Jablanica			•		•	•
5	1	TZ	RS	Lopare			•			
6	1	BL	RS	Mrkonjić Grad	•		•	•	•	•
7	1	MO	Fed	Prozor/Rama	•					
8	1	MO	RS	Trebinje			•		•	•
9	1	TZ	Fed	Tuzla		•				
10	1	SA	Fed	Breza				•		
11	2	MO	Fed	Bugojno				•	•	•
12	2	BL	Fed	Bužim		•				
13	2	TZ	Fed	Čelić					•	
14	2	SA	RS	Foča	•				•	•
15	2	TZ	Fed	Gradačac					•	•
16	2	BL	RS	Gradiška			•		•	•
17	2	SA	Fed	Kakanj		•				
18	2	MO	Fed	Konjic			•			
19	2	MO	RS	Nevesinje	•				•	•
20	2	BL	RS	Srbac			•		•	•
21	2	BL	RS	Teslić				•	•	•
22	2	SA	Fed	Travnik	•	•				
23	2	SA	Fed	Vogošća						•
24	2	TZ	Fed	Živinice				•		
25	3	BL	Fed	Cazin	•	•				
26	3	TZ	Fed	Gračanica		•		•	•	•
27	3	SA	Fed	Ilijaš			•		•	•
28	3	TZ	Fed	Kladanj					•	•
29	3	MO	Fed	Livno	•	•		•		
30	3	BL	RS	Šipovo	•					
31	4	BL	Fed	Bosanska Krupa	•	•				
32	4	MO	Fed	Čapljina		•		•		
33	4	BL	RS	Kostajnica					•	•
34	4	MO	RS	Ljubinje					•	•
35	4	SA	Fed	Vareš					•	•
36	4	TZ	Fed	Žepče		•	•		•	
37	4	SA	Fed	Novi Travnik				•		

				Total	9	10	10	10	20	20
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Increase capacity of municipalities to administer capital improvement projects (KRA 1.4)

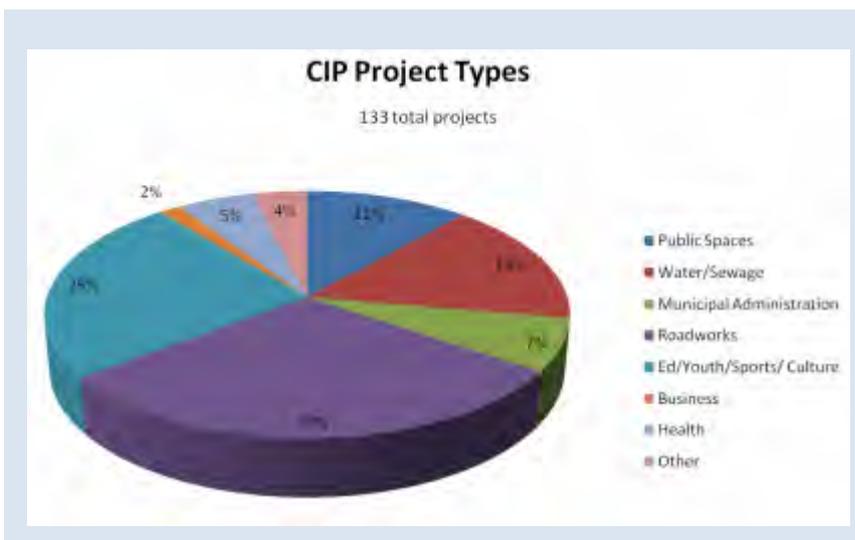
With the exception of a few cases that required extra efforts on the side of GAP2 staff, the CIP activities outlined in the Year 4 work plan were conducted as planned.

- All Cohort 3 municipalities were monitored for compliance with the CIP procedures, as well as the implementation of the projects co-financed by GAP2;
- All Cohort 4 municipalities were introduced to CIP methodology, capital improvement plans were developed, and projects to be co-financed by GAP2 were selected and approved by donors. Public procurement procedures on approved projects were conducted and implementation of the projects was initiated;
- Due to OSCE intervention, one project was replaced with another one to better suit the OSCE activities in Žepče;
- Previously delayed CIP projects in Mostar were successfully completed;
- A total of 34 new projects from Cohort 4 municipalities were approved in Year 4, with GAP2's share amounting to KM 1,995,225;
- In addition to the regular activities included in the work plan, the CIP team actively participated in activities conducted and implemented by other projects, including PERA, SNV, and UNDP.

Customer Satisfaction with GAP

"Capital projects including water management, traffic signalization, street lighting, IT equipment purchase, extremely useful education programs, etc., were invigorating for our community and have made us competitive on a social and economic scale throughout the small municipalities in Bosnia and Herzegovina."

—Mayor Sead Muminović, Municipality of Čelić

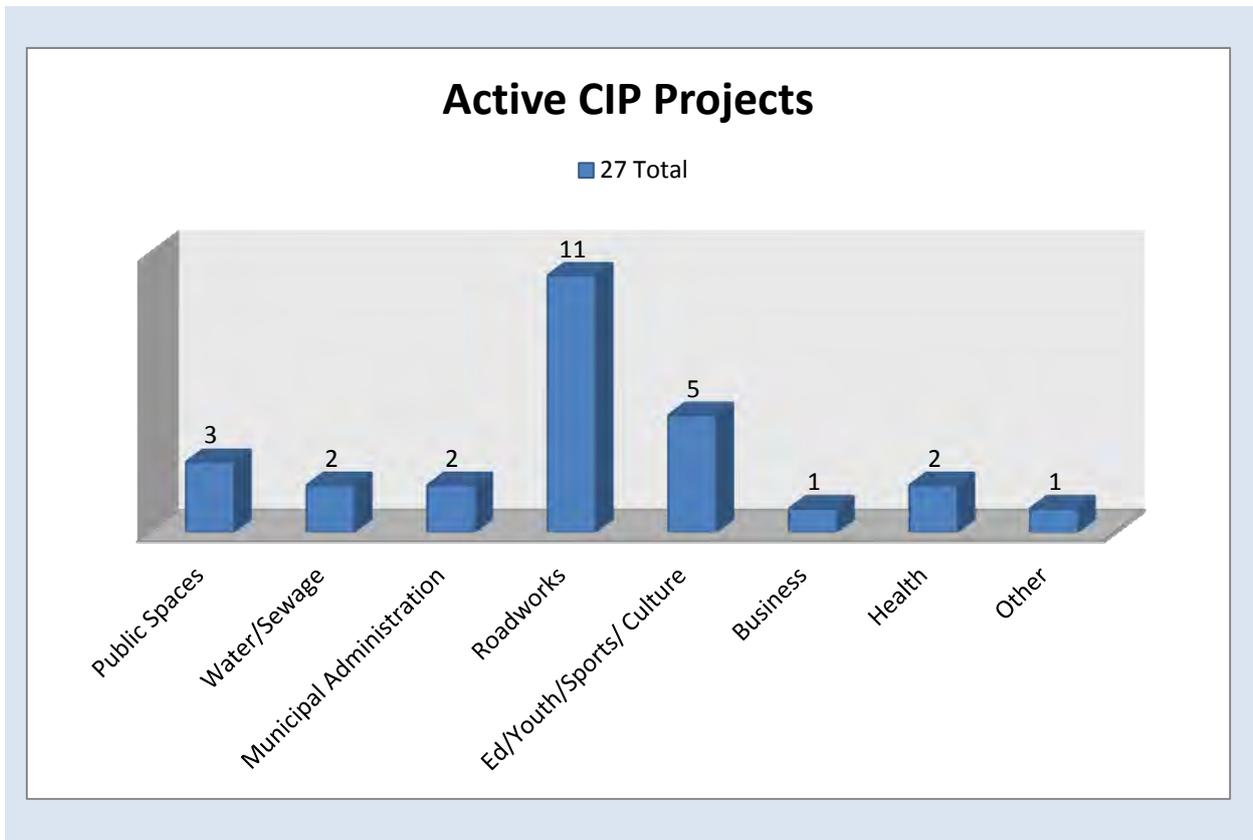


Despite the effects of the global financial crisis and lack of funds available in municipal budgets, all of the planned CIP activities were successfully performed within the agreed terms. As a result of GAP2's efforts, a critical mass of the municipalities experienced in CIP methodology have been reached, and the team is optimistic that GAP2 partner municipalities'

will convey their experiences with CIP training and implementation to non-GAP2 municipalities that are seeking to improve their capital planning.

In Year 5, it will be necessary to closely monitor implementation of the remaining capital projects to ensure their timely completion.

Based on the project's experience in monitoring legacy municipalities, Tuzla, Lopare, and Gračanica have continued to update their CIPs on an annual basis without GAP2's presence,



GAP2 expects that most of the municipalities will continue to use the CIP methodology following the project's close.



GAP2 ACHIEVEMENTS

BY CONSTRUCTING A SECONDARY WATER SUPPLY SYSTEM, GAP2 HELPED THE GRADIŠKA MUNICIPALITY RAISE LIVING STANDARDS IN BREZIK-LAMINCI TO A WHOLE NEW LEVEL

The opening of the USAID/Sida/EKN GAP2 co-financed project "Construction of the Water Supply System Network in the Local Community Brezik-Laminci," on July 29, 2010, was a turning point in the development of this local community.



Dušan Mandić, Brezik-Laminci



(From left to right) H.E. Bosse Hedberg, Ambassador of the Kingdom of Sweden, H.E. Sweder van Voorst tot Voorst, Ambassador of the Kingdom of the Netherlands, Allan Reed, Director of the USAID Mission to B&H, and Nikola Kragulj, Mayor of the Gradiška Municipality at the opening of the project on July 29, 2010.

Brezik-Laminci is a village in the Gradiška Municipality with a mixed Bosniac and Serb population of 1,500 residents. What makes this a remarkable community is the fact that, in spite of the recent history and the effects it has had on the demographics of the village, there is a large returnee population continuing to live in harmony as they had 20 years ago. Until recently, this harmonious village was unusual for another reason – although Gradiška has four water wells supplying an entire network with good quality water, Brezik-Laminci did not have its own water supply system, which caused many difficulties in citizens' everyday life and forced them to use individual wells. Last May, 40 percent of the village was flooded and water became unpotable. In addition to that, water was not being checked for its bacteria levels and was often contaminated by fertilizers.

The Gradiška Municipality Capital Improvements Project (CIP) Team, established in cooperation with the Governance Accountability Project, Phase II (GAP2), selected Brezik-Laminci for implementation of a water supply system project in March 2009. The project's total cost was KM 329,000, out of which KM 125,000 was funded by GAP2, while the rest of the necessary assets were provided by Gradiška and the RS Ministry for Refugees and Displaced Persons. The citizens of Brezik-Laminci also contributed KM 500 per household, and, in return, did not have to pay connection fees once the network was completed.

This June, a year after the project was successfully completed, we met some of the residents of Brezik-Laminci and asked about the changes they've experienced due to the project.

Dušan Mandić, one of the residents whose household was recently connected to the primary water supply system, told us that having water in their houses, without having to operate a well-pump and paying for electricity greatly improved his family's quality of life.

"I did not believe that I would live long enough to see this day. My family is experiencing a whole new way of living. This made a huge difference for me and my children, and it was absolutely worth all the hard work and money we invested in it. We feel like just now we are starting to live decently. We are very grateful to our municipality and donors, and I am sure that my neighbors, who are already connected to the water supply system, agree with me."



New secondary water supply system at Dušan Mandić's house.

"It is hard to believe that we are so happy now to have something as simple as running water from the local water supply network. That is something that we should have had a long time ago, something that people take for granted!"

Dušan Mandić, Brezik-Laminci resident



Dušan Mandić, with local community representatives and GAP CIP Team, in front of his house in Brezik-Laminci.

Since 2009, GAP2 has implemented the following CIP projects related to water supply:

1. Water treatment plant – Breza
2. Providing additional potable water (villages of Šibošnica, Nahvioci Gornji and Donji Humci) – Čelić
3. Reconstruction of the water supply network – Šibovac-Gradačac
4. Purchase and delivery of sewage pipes and shafts for the sewage system – Lješevce, MZ Podlugovi, and MZ Misoča
5. Water supply – Zlača Kladanj
6. Reconstruction of the primary and secondary water supply network – Kladanj
7. Water supply network – Alicevica Cesma
8. Repair and reconstruction of the water supply network – Petrovo
9. Water supply system – Kakmuz-Petrovo
10. Construction of a water supply system – Posušje-Vinjani
11. Building a secondary water supply network – Ribnik
12. Construction of a drainage system for precipitation water around the municipal building – Široki Brijeg
13. Secondary water supply system in south-east part of municipality – Srbac
14. Conducting inventory, analysis, and protection of water wells – Srebrenica
15. Surveillance and management of water supply system – Trebinje
16. Construction of sewage network – Kula
17. Construction of sewage system – Semizovac-Vogošća
18. Construction of a water well and a tank for the water supply network – Vukosavlje

More on this CIP project:

<http://www.bihgap.ba/v2/en/aktuelnost.asp?id=71>

GAP2 is a five-year program, co-funded by the U.S. Agency for International Development (USAID), the Swedish International Development Cooperation Agency (Sida), and the Embassy of the Kingdom of the Netherlands (EKN) aimed at improving the ability of municipalities to serve their citizens and to support a policy and fiscal framework which is conducive to accountable and democratic governance.



New Roads to Historical Monuments in Nevesinje Bring More Tourists

With GAP2's support, construction of two roads leading to Ovciji Brod Bridge and Kalufi Necropolis has set the stage for development of tourism activities.



Ovciji Brod Bridge, June 2011.



The Ambassador of the Kingdom of the Netherlands to BiH and Mayor of Nevesinje celebrated the completion of the road to Ovciji Brod Bridge at a ribbon cutting ceremony with local citizens, July 14, 2011.

Kalufi Necropolis and Ovciji Brod Bridge are two under-exploited tourist attractions in Nevesinje Municipality. Kalufi Necropolis possesses 468 medieval tombstones that are believed to be the largest site of standing "stecci" (tombstones) in the Balkans, and the Ovciji Brod Bridge is a 68-meter long and three-meter wide medieval stone bridge located in the village of Bratac. Both sites are being considered for inclusion on UNESCO's World Heritage List.

Until recently, these two medieval jewels were practically inaccessible due to the decrepit state of the roads leading to them that dated back to Roman times. In order to overcome problems with the infrastructure, allow for the expansion of tourism activities, and create a better environment for development, the community of Nevesinje chose the development of these two projects to be among their key priorities.

Over the course of two years (2009 and 2010), the Governance Accountability Project, Phase II, (GAP2) has assisted Nevesinje's government and citizens to introduce new planning practices and to identify the municipality's priority capital investment projects. As a result of these efforts, the community of Nevesinje applied to GAP2's Capital Projects Fund for co-financing of the construction of new roads to Kalufi Necropolis and Ovciji Brod Bridge.

With a total investment of 178,132 KM, of which 75,000 KM was provided by the GAP2 Capital Projects Fund, and 103,132 KM contributed by Nevesinje Municipality, 1,358 meters of road to Kalufi Necropolis, 2,014 meters of country road to Ovciji Brod Bridge were constructed. These roads immediately enabled quick and easy access to the special sites and have laid the foundations for them to become attractive tourist destinations.

"Roads to these monuments are important because they make them accessible to interested people," says Nevesinje Mayor Branislav Mikovic



Local citizens at the Kalufi Necropolis during the opening ceremony held on July 1, 2010.

Opening ceremonies for the completion of the roads were held on July 1, 2010 and July 14, 2011, Nevesinje Mayor Branislav Mikovic emphasized the importance of GAP2's support: "I couldn't have imagined the quality and quantity that GAP2 helped us to accomplish with these road-building projects, as well as with other GAP2-supported projects. GAP2 has been a big success for our municipality. The process of selecting these projects taught us what our citizens' and our administration's needs are. Without GAP, we would not be able to improve the services that our municipality extends to its citizens."

The road leading to the Kalufi Necropolis, completed in 2010, has already made a positive impact on the municipality since more tourists have been to visit the site, especially through organized youth initiatives. Over the next two years, it is estimated that the number of visitors to Nevesinje will increase by at least 20 percent due to these newly completed roads (source: Municipal PR).

Bosko Buha, Professor of History and Director of Nevesinje High School, says that since the completion of these two projects there have been immediate positive effects. "All of the kids from Nevesinje now come to take pictures on the bridge because many of them have never been there before, nor did they even know about the bridge because of the prior lack of access," Mr. Buha said during the bridge's opening ceremony. He believes that now Nevesinje will be able to organize tour buses to see these historical sites regularly.

With the assistance from GAP2, Nevesinje was able to implement another priority project through which it improved the existing water supply system in the center of the municipality. The total cost of implementation of this project amounted to 127,052 KM, of which GAP2 contributed 50,000 KM and the municipality provided the remaining cost.

GAP2 is a five-year program, jointly funded by the U.S. Agency for International Development (USAID), the Swedish International Development Cooperation Agency (Sida), and the Embassy of the Kingdom of the Netherlands (EKN), aimed at improving the ability of municipalities to serve their citizens and to support a policy and fiscal framework which is conducive to accountable, democratic governance.



GAP2 ACHIEVEMENTS

Mrkonjić Grad Kindergarten: Happiness Augmented



The reconstruction of the Kindergarten in Mrkonjić Grad, completed in December 2010, provided an additional 350 square meters to the kindergarten building and capacities sufficient for more than 200 preschool children



"The things which the child loves remain in the domain of the heart until old age. The most beautiful thing in life is that our souls remaining over the places where we once enjoyed ourselves" - Khalil Gibran

Danijela Protic, Acting Director of the "Milja Đukanović" Kindergarten, has many reasons to be satisfied. Since last December, when the kindergarten was reconstructed through the joint efforts of the Municipality of Mrkonjić Grad and the USAID/Sida/EKN-funded Governance Accountability Project, Phase II (GAP2), another 30 kids have been enrolled in school, significantly reducing the long waiting list of preschool children, and allowing much smaller groups of children.

They received not only a bigger space (i.e., capacity was increased by 30 percent or 60 places), but also a new building that is notably more functional and enables better work with the children, e.g., in the workshop where they can develop their creativity, using additional learning materials purchased to help the children's development.

According to Ms. Protic, "There was an alarming need for expansion of the kindergarten's capacities, not only because we had many children already on the waiting list, but also those who were asking about our capacities and the possibility of enrolling their children in our kindergarten. For the last couple of years, this had become a rather serious problem for working parents in Mrkonjić Grad."

The kindergarten now has a gymnasium, enabling children to exercise during winter time, when they cannot go outside. The kindergarten is also able to organize various events for children and parents, and, in addition to material improvements, the children's time is much better organized.

"Prior to reconstruction of the kindergarten, we had 144 children in five crowded groups."



Milja Đukanović Kindergarten, after reconstruction

"Our children have got a great place to spend their time and have a wonderful childhood." Their smiles and laughter speak more than a thousand words about the results of this project."

Kindergarten Director Danijela Protic



Children from the Milja Đukanović Kindergarten welcomed GAP2 donors in December 2010.

Reconstruction of the existing kindergarten building enabled expansion of capacities, better care for preschool children and more intensive work with them," says Ms. Protic.

The reconstruction project consisted of adding another floor to the original structure, which was then fully furnished and equipped. Expansion of the building and the new capacity, which is now 200 children, made this kindergarten one of the biggest in Republika Srpska.

Currently, there are 13 teachers and one nurse taking care of the children; occasionally the kindergarten engages a pediatrician and a dentist.

Once a week, a speech therapist works with elder children in the kindergarten, which was not possible before, and she is helping the children to adequately prepare for primary school. Parents are delighted with this new approach, because they can discuss with the therapist the problems their children have, and these treatments are free.

The total amount invested in the reconstruction of the Milja Đukanović Kindergarten (originally built back in 1974) was KM 348,100; Sida provided KM 125,000 for this capital project, while Mrkonjić Grad Municipality provided the rest.

Under its Sida-funded Capital Improvement Project activities, GAP2 has also provided co-financing for the reconstruction of the Kindergarten in Srbac Municipality.

Photos from CIP opening in Mrkonjić Grad, December 2010:

http://www.bihgap.ba/v2/en/img_prikaz.asp?galID=galerija/mrkonjic0212

GAP Phase II is a five-year program, co-funded by the U.S. Agency for International Development (USAID), the Swedish International Development Cooperation Agency (Sida), and the Embassy of the Kingdom of the Netherlands (EKN) aimed at improving the ability of municipalities to serve their citizens and to support a policy and fiscal framework which is conducive to accountable and democratic governance.

**GAP2 ACHIEVEMENTS
YOUTH-RELATED CAPITAL PROJECT INVESTMENTS**

Since GAP2 youth-related capital improvement activities commenced in 2009, there have been 22 youth-related capital investment projects successfully implemented in 21 legacy and Cohort 3 partner municipalities. These projects comprise 24 percent of the total number of CIP projects implemented in GAP2 partner municipalities.

KAKANJ: "This Center has completely changed the quality of our life. Instead of being out on the street, our youth are now spending their time constructively, socializing and working together on creating a better future." –Edin Buza, Center Manager



H.E. Sweder van Voorst tot Voorst, Ambassador of the Kingdom of the Netherlands,
H.E. Bosse Hedberg, Ambassador of Sweden,
Mr. Allan Reed, Director of the USAID Mission to B&H,
Dragoljub Davidović, Mayor of the City of Banja Luka
at the opening of the Culture Center in Potkozarje, Banja Luka

Co-financed by the Swedish International Development Cooperation Agency (Sida) and the partner municipalities themselves, and supported by GAP2's donors: USAID, Sida, and the Embassy of the Kingdom of the Netherlands, most of these projects were proposed by youth organizations, sports associations, or governmental organizations working with youth (including municipalities). More than 100,000 residents of these 21 GAP2 partner municipalities will directly benefit from these capital projects once in place.

Youth-Related CIP Projects in Legacy and Cohort 3 Municipalities

1	Banovići	Completion of work on the JP Komunalac facility for the Youth Center PINKLAND
2	Banja Luka	Reconstruction and repair of cultural centre in Potkozarje
3	Bugojno	Second phase of the construction of the Social Care Center (SCC) building
4	Bužim	First phase of construction of the Cultural Center in Bužim
5	Cazin	Construction of sidewalk and street-lights in Žrtava Domovinskog Rata Street
6	Čitluk	Construction of the athletic courts and the surrounding area of the high school
7	Drvar	Reconstruction and furnishing of Cultural Center
8	Foča	Adding another floor to the NGO center building
9	Goražde	Construction of a multi-purpose building in the rural community of Berić
10	Gračanica	Construction of a multi-purpose hall
11	Gradačac	Constructing a roof for the Omladinac Football Club Sport Field
12	Gradačac	Reconstruction of the Youth Center in Međida Gornja
13	Iliđa	Construction and rehabilitation of sports fields in Stup, Hrasnica, Donji Kotorac, Iliđa Centar, Blažuj, Osjek, and Rakovica.
14	Kakanj	Construction of the Doboj Clinic, which includes one floor to be used as a Youth Center
15	Kalesija	Construction of an annex to the Bosnian Culture Club "Alija Izetbegovic"
16	N. Sarajevo	Creation of a career development and volunteerism center within the International Children and Youth Centre Building

17	Rogatica	First phase of the reconstruction of the sports center
18	Rudo	Completion of the grandstand on the FC Rudo stadium - Phase 1
19	Tuzla	Construction of a sports field in Gornja Tuzla
20	Velika Kladuša	Construction of the Public Institute Centre for Culture and Education
21	Vlasenica	Construction of a recreational center within the old grammar high school
22	Vogošća	Construction of the annex to "Mirsad Prnjavorac" Elementary School, to accommodate Vogošća School of Music

Four youth-related CIP projects (22 percent out of a total of 18) are scheduled for implementation between May 2010 and March 2011, in the following Cohort 4 partner municipalities:

1	Čapljina	Construction of the sports court in Gabela
2	Čapljina	Sports Hall upgrade
3	Domaljevac	Completion works on Bazik Culture Center
4	Sapna	Construction of the Gym at Vitnica Village

HIGHLIGHTS: What will be the impact on the community?



Goražde - Berić CIP opening in media

BUŽIM: The entire population of Bužim (18,250 citizens) will benefit from this project. This includes more than 30 NGOs, including 200 members of the arts' societies. When the Cultural Center is completed, it will support the development and growth of an arts community in Bužim. Furthermore, with the construction of a café and meeting rooms, it will have the capacity to generate the funds needed to keep the center up and running.

GORAŽDE: The construction of a multi-purpose center, which will provide free space for youth and NGO organizations, will benefit the 1,400 youth in the municipality as well as up to 5,000 other citizens from the area.

VELIKA KLADUŠA: Amongst the 50,000 residents of Velika Kladuša, the beneficiaries include artists, various professional associations, 91 registered associations and NGOs within the municipality, three cultural-art societies, and a drama society. Such an institution will also attract foreign tourists and visitors to the municipality.



Youth Center in Gradačac



"Not only will the youth of Cazin benefit from this project, but the EU, once it welcomes B&H as a new member, will benefit from these great young artists."
H.E. Sweder van Voorst tot Voorst, Ambassador of the Kingdom of the Netherlands at the opening of CIP Project in Cazin, April 13, 2011

DRVAR: The reconstruction of the cultural center in Drvar will encourage all forms of cultural events, art events, and educational seminars in the municipality. All 8,000 residents of Drvar will have the opportunity to use the facility. Furthermore, the youth of Drvar will have a space where they can meet and plan community projects.

BANJA LUKA: The cultural center in Potkozarje will be used for a variety of purposes by the entire municipality (8,000 citizens). They will be able to use it for art, culture, and sport events as well as for office space for local NGOs.



Youth Center in Novo Sarajevo - exterior

ROGATICA: The sports center will provide the more than 1,000 active youth in the municipality with a proper facility to practice and train in a variety of different sports. Through the attention given to sport by the youth of the community, other youth will be motivated to become engaged as well. This increase in physical activity amongst youth in the municipality will help increase the overall health and wellbeing of the young population.

FOČA: The adding of another floor to the NGO center will help strengthen the NGO sector within the Foča municipality and will directly affect the more than 1,500 citizens involved in the NGO community. This will also encourage cooperation amongst NGOs with each other as well as with the local government. This center will also encourage the participation of youth as well as other disadvantaged populations in the civil society sector.

ILIDŽA: The rehabilitation of sports fields in these municipalities will directly benefit the youth of Iliđa and give them a space to be able to practice and train in many different sports. The adult population of the municipalities will benefit as well, totaling 28,578 beneficiaries.



Swedish Ambassador at the opening of the Sports Hall in Rogatica

Challenges, lessons learned, promising approaches, and suggested steps

GAP2 has faced a few challenges in Year 4 that have restricted or delayed progress in achieving project objectives. Some of these challenges are beyond the control of the project, such as the global financial crisis affecting municipal budget revenues, or the lack of a legislative or policy framework supporting the implementation of progressive reforms, for instance, in the area of program budgeting. Nevertheless, GAP2 has remained committed to pursuing all avenues for progress that will benefit partner municipalities, and more importantly, instill in municipal administration leaders and practitioners the belief that despite challenges, opportunities remain to develop more accountable, transparent, and effective local government in Bosnia and Herzegovina. Oftentimes, it is not necessarily the material support that moves reform forward, but a change in approach and mindset.

The following paragraphs detail how the project addressed specific obstacles it faced in 2011, as well as how the team will utilize lessons learned from those experiences to further improve performance in the project's final year.

Improving municipal management of communal services. The main challenge in improving municipal management of communal services has been the narrow range of performance parameters that GAP2 has the ability to influence, combined with the broad political influence wielded by communal enterprises. However, GAP2 has redoubled its efforts to ensure that municipalities really understand the importance and necessity of strengthening municipal oversight of communal services provision, systemizing information related to those service providers, and taking a lead role in changing current practices.

Preparing selected municipalities for introduction of treasury operations. Ambiguities over the constitutionality and legality of the FBiH Civil Service Law have posed a challenge to the execution of some personnel changes necessary for full introduction of treasury operations at the municipal level. As important, convincing of the partner-mayors to keep introduction of treasury high on their priority list, at a time of decreasing revenues and growing social problems in their communities has not been easy. GAP2 has used this challenge as an opportunity to impress upon the mayors that treasury implementation will bring transparency and control to budgetary resources, which ultimately may reverse the current unfavorable revenue and social trends.

Supporting advanced program budgeting and public expenditure management in select pilot municipalities. Because program budgeting is not a legal requirement for BiH municipalities, neither power nor political will motivate the relevant ministries to enforce the principles of program budgeting throughout all tiers of government. No municipality has fully embraced the program budgeting concept by overhauling their entire budgeting process. With no formal government guidance or support for the process and a lack of model municipalities to emulate, GAP2's pilot municipalities have both a special significance as well as many challenges ahead. The project will continue to underscore the benefits of program budgeting and identify champions to advocate for expanded use of the methodology.

Improving urban planning in select pilot municipalities. The launch of GAP2's training and technical assistance in the area of urban planning to a pilot group of 10 partner municipalities was unfortunately delayed due to non-programmatic reasons. The hiring of a new full-time coordinator of the urban planning activities took longer than expected. However, the recruitment of Subjija Ponjavić as GAP2's Spatial/Urban Management and Planning Coordinator helped to set the course in mid-2011 for a dynamic area of assistance. However, Ms. Ponjavić was involved in a very serious traffic accident while on duty in early September. Her injuries require long-term rehabilitation and absence from work. Ms. Ponjavić's diligent preparation of urban planning

assistance was vital to GAP2's continuing on in her absence with four short-term urban planning experts. The short-term experts are working to ensure the planned urbanism activities are successfully completed according to the revised timeline in the approved Year 5 work plan.

Supporting implementation of youth strategies in select pilot municipalities. GAP2 has leveraged its internal expertise to provide valuable, low-cost, non-formal types of education in topics such as project cycle management skills, strategic planning, and developing action plans, in order to stimulate youth interest in local policies. In the long-term, this approach promises sustainability for implementation of youth policies because young Bosnians will have the initiative, knowledge, and skills necessary to carry on with activities once the project ends. Additionally, a strong media presence at all GAP2 youth-related activities clearly demonstrates that the project is widely accepted and of interest for the whole population, not only youth. Since the inception of these activities (in mid-2011) more than 60 articles related to GAP2 youth and gender activities have been featured in external (i.e. non-project led) publications, websites, and interviews.

CIP implementation. Enriched with experiences from the previous stages of the project, the CIP team was able to successfully fulfill its planned Year 4 activities and co-financing targets, even as municipalities faced tighter budget constraints due to the global economic crisis. GAP2 has successfully implemented all capital projects from Cohorts 1 and 2, and most from Cohort 3, with municipal cost shares that exceeded initial agreements. Furthermore, the CIP team observed that municipal administrations were under more significant pressure to complete projects that were selected using CIP methodology, with significant citizen participation. This underscores the value of CIP methodology in elevating citizen participation and consequently holding government officials accountable to their constituents.

POLICY INTERVENTIONS

Throughout 2011, the GAP2 Policy Interventions team continued to aggressively advance the legislative reform process by mentoring and supporting the two municipal associations as they drafted and commented on laws, bylaws, and implementing regulations and lobbied higher levels of government for the adoption of those laws. The policy team's key priorities for 2011 were the finalization and adoption of the Code on Inter-Governmental Relations, putting into place the legislative framework for vital records sharing, supporting legislation to operationalize the Law on the Principles of Local Self-Government, and exploring improved solutions to financing local self government in both entities.

A lot of success was achieved. GAP2 promoted the Code to the newly-elected government officials within the RS and the FBiH. An agreement was signed in the FBiH, and now GAP2 is working with the association to develop specific annexes to the Code. In the RS, the Code is in the final stages of government review. With the FBiH Law on Vital Records fully adopted, the legislative framework for vital records sharing is on the verge of completion. The policy team continued to work with local consulting firms, BH Experts, on bolstering municipal revenues in the RS. GAP2 also successfully established a cooperative link between GAP2 and the FBiH Ministry of Finance in areas of financing the LSG and signed a Memorandum of Understanding with the Ministry's policy team. The project continued to cultivate productive relationships with key GAP2 government counterparts including the Agency for Identification Documents, the Registry and Data Exchange of BiH, and relevant ministries such as the Ministry of Finance, Ministry of Interior, the FBiH Ministry of Justice, and the RS Ministry for LSG.

With the February 2011 SOW modification, the policy team also added the following new tasks:

- Foster sustainability of GAP activities through development and implementation of an exit strategy (A.2);
- Cooperate with Sida-funded CDMA project to improve municipal associations' ability to advocate for reform (A.3);
- Foster opportunities for mayors to discuss common municipal interests (A.4);
- Address key policy issues that impede modern urban planning (C.2);
- Address key policy issues that impede efficient municipal management of communal service provision (C.3);
- Support policy reform for introduction of municipal treasury operations (D.1).

Although progress has been made in a number of these new activities, the conclusion of these activities will be the focus on 2012.

Finally, as the year came to an end, the GAP2 advisory board met to discuss the status of ongoing project activities and the activities outlined in the approved Year 5 work plan. Stakeholders expressed their satisfaction with the project's overall impact thus far as well as the level of cooperation that has been established. Each stakeholder reinforced the importance in carrying out future activities with a unified approach and offered a number of practical proposals for how to accomplish that. Everyone agreed that although the Year 5 work plan is aggressive, the results are achievable. All stakeholders committed to actively fulfilling their role in bring the project to a successful completion.

Highlights of these the past year's activities are presented below, and details about all activities can be found in the Project Implementation Schedule (Annex A).

Subcomponent A: Strengthen inter-governmental communication and the capacity of municipalities to collectively advocate (KRA 2.1)

Year 4 highlights include:

- Following numerous meetings with RS officials and working group members regarding the Code on Inter-Governmental relation; the Code is in the final stages of government review;
- FBiH municipal association and the FBiH government signed the Agreement on Official Cooperation, and GAP2 is now focused on supporting development of the Code annexes;
- Developed draft exit strategy; and
- Signed an MOU with CDMA project and a Protocol on Handover of Products with both municipal associations.

Activity A.1: Support adoption and implementation of Code on Inter-Governmental Relations

In order for municipalities to be able to effectively and collectively advocate for necessary legislative and administrative changes, quality cooperation between higher and local levels of governments needs to be established. To enable that cooperation, GAP2 has continued to support the drafting and approval of an official Code on Inter-Governmental Relations in each entity, which would establish a clear division of responsibilities and competencies regarding necessary legislative and administrative changes.

RS Code on Intergovernmental Relations. In the RS, a working group established to develop the RS Code met in Banja Luka in the last quarter of 2010. It was concluded that the members of the working group would draft specific recommendations and explore the possibility of engaging an expert for the purpose of supervising the draft process. Building on that request, GAP2 conducted a selection process during the second quarter of 2011 and hired Mr. Goran Duka, a short-term consultant, whose main task was to directly support the working group during the finalization of the RS Code of Inter-Governmental Relations. Following the first meeting of the working group, the RS municipal association requested that municipal governments and 4 ministries—the Ministry of Finance, Ministry of Education and Culture, Ministry for LSG, and Ministry of Health and Social Protection—submit lists of the issues that they wanted to see regulated by the Code.

During the first quarter of 2011, the GAP2 policy team met with the President of the RS Association of Cities and Municipalities as well as with the RS Minister for Governance and Local Self-Governance (LSG), to discuss the Code. The RS municipal Association President pointed out that the Law on LSG obligates higher levels of government to consult municipalities in the legislative process, but that the language as it currently exists is not strong enough. The Ministry is preparing a new Law on LSG that will contain significant changes, and they agreed to add a new paragraph specifying that inter-governmental relationships will be stipulated by the Code.

The Association cooperated with GAP2 in drafting the Code, motivated in part by the fact that recently passed legislation, such as the Law on Real Rights and the Law on Cadastre, were not drafted in a way that benefited the municipalities to the greatest extent possible. The President of the RS Association agreed that work on the Code was important and an expert consultant would be needed to assist the existing working group. The ministry was willing to help the RS association in drafting the Code and in promoting information about the Code to the public. The work and meetings of the working group continued throughout 2011, and the draft Code was drafted and reviewed. The draft was also approved by the RS association presidency, and the final text will be sent to the Ministry of LSG for further processing. On January 7, the President of the association published the Code on the association's web page, allowing a month for all municipalities to send their suggestions or comments. The final text is expected to be approved by the association president by the end of February. The Code will then be submitted to the RS Secretariat for Legislation which will collect comments from all RS ministries, review it, and produce final text in compliance with the RS legislation. This procedure can last several months.

FBiH Code on Intergovernmental Relations. Throughout 2011, activities surrounding the FBiH Code on Inter-Governmental Relations proved successful, and much headway was made. GAP2 supported several working groups on drafting different aspects of the Code, including the main text as well as specific Code annexes. While the text of the Code itself addresses intergovernmental collaboration more generally, each annex provides the detail about how the Code regulates more specific items such as fiscal policy and municipal resources. There are a multitude of annexes whose specifics will need to be negotiated over time between the municipal association and the FBiH government. This process will take years. In 2012, GAP2 will continue to support negotiations for the initial Code annexes, and in the process, will mentor the municipal association so it can lead future negotiations once GAP2 ends.

The majority of the general text of the draft Code was prepared in 2011. However, delays in the formation of the FBiH government impacted the municipal association's ability to carry out negotiations with the government. Fortunately, in October 2011, the FBiH municipal association and FBiH government, represented by the Prime Minister and Minister of Justice, came together and signed an Agreement on Official Cooperation, the basis of which was the Code on Intergovernmental Relations. The FBiH government has formed a working group which will lead the process of adoption and implementation of the Agreement/Code and its annexes.

Activity A.2: Foster sustainability of GAP2 activities through development and implementation of an exit strategy

During the second half of 2011, the policy team led an effort to develop an initial draft of GAP2's exit strategy, a document that outlines the project's plan to foster sustainability of each technical activity. Specifically, the exit strategy addresses GAP2 products and activities whose ownership can be transferred to an indigenous organization or ongoing project, potential recipients, hurdles and obstacles that may impede the process of transfer, and timeframe for completion of the process. Following internal review among all project staff, a revised draft was developed in December. This revised version delves deeper into the issues related to successful transfer of GAP2 products to recipients, defining more specifically, the principles and methodology of selection of recipients and the process of transferring products/activities from GAP2 to recipients. The current version of the exit strategy is undergoing a final round of review by field and home-office staff before it is submitted to the JMC for approval.

In accordance with the Year 5 work plan, the exit strategy will be submitted in the first quarter of 2012.

Activity A.3: Cooperate with Sida-funded CDMA project to improve municipal associations' ability to advocate for reform

The Sida-funded CDMA project complements GAP2's work by further strengthening each entity's municipal association, enhancing their capacity to act as legitimate, effective, and sustainable institutions. Many activities of the two projects are correlated, thus the projects must coordinate closely to meet their complementary objectives. As noted in the CDMA inception report, CDMA has linked some GAP2 activities to their work plan. Specifically, they will facilitate the transfer of ownership of certain GAP2 responsibilities and activities to both Associations of Cities and Municipalities. GAP2 signed an MOU with CDMA on May 11, 2011. Not only did this event represent a step forward in strengthening municipal capacity, it also marked the completion of a deliverable outlined in the GAP2 contract modification. The signing ceremony between GAP2 and CDMA took place at the donor's conference organized by CDMA, where all members of the donor community in BiH gathered to discuss ongoing and future projects. The Policy Interventions team worked closely with CDMA to develop the text of the MOU with the aim to support the FBiH/RS municipal associations while avoiding overlapping activities.

In parallel with the signing of the MOU with CDMA, GAP2 and each entity municipal association signed a Protocol on Handover of Products. By signing the protocol, each association assumed ownership of the GAP2-developed budget guide, municipal revenue profiles, and consultancy database for local self-governance, and agreed to maintaining and updating them in the future. The Local Interventions team has been monitoring the use of the products and so far has found both municipal associations are meeting their obligations under the protocol.

Activity A.4: Foster opportunities for mayors to discuss common municipal interests

Effective cross-entity and cross-party collaboration will maximize advocacy efforts when municipalities share common positions on various issues. To facilitate this collaboration, GAP2 is gauging the interest of mayors to meet informally to discuss issues of common importance. Due to the general political situation in BiH and increasing political polarization, progress in this activity has been slow. GAP2 has issued a questionnaire letter to mayors to explore their willingness to participate in such events. By the end of 2011, GAP2 has not received a significant response. However, several mayors in both entities made some comments during the last sessions of the municipal associations' meetings that have led GAP2 to believe there is still a possibility to continue this activity during 2012.



Governance Accountability Project
Projekat upravne odgovornosti

GAP2 ACHIEVEMENTS

FBIH PRIME MINISTER PRAISES GAP2 POLICY TEAM



"It has been an advantage for the Association and the FBiH Government to have such a partner at their side."
Nermin Niksic, FBIH Prime Minister



6th General Assembly session of the FBIH Association of Municipalities and Cities, Neum, October 7, 2011

Less tangible to citizens, but equally significant in achieving the common goals set by GAP2 and municipalities of Bosnia and Herzegovina, the efforts of the GAP2 Policy Team were publicly recognized by the FBIH Prime Minister, Nermin Niksic, before an audience of municipal mayors and other attendees of the session of the 6th Assembly of the FBIH Association of Municipalities and Cities, held in Neum on October 7, 2011. During his speech, FBIH Prime Minister Niksic praised GAP2's involvement in the preparation and facilitation of the signing agreement between the Association and the FBiH Government.

FBIH Prime Minister Niksic said that he was well aware of GAP2's work and its role in supporting the work of both the FBiH Government and the Association. Following FBIH Prime Minister Niksic's words, the FBiH Minister of Justice, Zoran Mikulic, also noted GAP2's positive role in the activities of the Association.

The FBIH Prime Minister and Minister of Justice were joined by 60 mayors of FBiH municipalities, cantonal prime ministers, FBiH parliamentary delegates, senior representatives of the international community in Bosnia and Herzegovina, and local and foreign counterpart organizations, all of whom actively participated in the proceedings.

On the previous day during the Association Presidency session, one of the Association Presidency members proposed that the GAP2 project be granted official recognition by the Association for its outstanding work with the FBIH Association, and suggested that the proposal be adopted at the next Assembly session.

The work of the GAP2 Policy Team complements the Local Interventions component of the project, which focuses on practical training and material assistance



Chairman of the Presidency of the FBiH Association of Municipalities and Cities, Vlado Alilovic, and FBIH Prime Minister Nermin Niksic signing the Agreement on Official Cooperation between the FBiH Government and the FBiH Association



The GAP2 Policy Team at the FBiH Association of Municipalities and Cities Presidency session

to over 40 municipalities across Bosnia and Herzegovina in areas such as municipal budgeting and finance, urban planning, and gender and youth engagement. The GAP2 Policy Team works to create a sustainable reform environment, one that helps local government officials, experts, and the academic community create a comprehensive vision for reform, assists governments and parliaments in transforming this vision into legislation, and builds strong municipal associations capable of formulating and advocating the interests and needs of cities and municipalities to provide the best services to citizens.

GAP2's Policy component focuses on strengthening inter-governmental communications—working with the associations of municipalities of both the FBiH and RS is one of the project's most valuable activities that enables newly-elected government officials to interact with one another—reducing the administrative burden on citizens and introducing e-government reforms, identifying legislative improvements and priorities, and establishing a municipal role in the development of legislation and strengthening the voice of cities and municipalities.

Another important objective of the GAP2 Policy Team's efforts to strengthen local self-government is giving municipalities a place in higher-level decisions that affect them, and this will be one of GAP2's main tasks in the coming year.

Overview of FBiH Association General Assembly session in Neum:
<http://www.sogfbih.ba/index.php?lang=ba&sel=57&iew=175.3>

FBiH Prime Minister Niksic and FBiH Association Chairman of the Presidency Vlado Alilovic sign Agreement on Cooperation:
<http://www.youtube.com/watch?v=pH2fZUZGzmo>

GAP Phase II is a five-year program, jointly funded by the U.S. Agency for International Development (USAID), the Swedish International Development Cooperation Agency (Sida), and the Embassy of the Kingdom of the Netherlands (EKN), aimed at improving the ability of municipalities to serve their citizens and to support a policy and fiscal framework which is conducive to accountable and democratic governance.

Subcomponent B: Improve inter-municipal communication (KRA 2.2)

Year 4 highlights include:

- The F BiH Law on Vital Records entered Parliamentary procedure and was adopted by Parliament; and
- The F BiH Law on Electronic Documents entered Parliamentary procedure and is near adoption.

Activity B.1: Support adoption and implementation of Law on Vital Records and Law on Electronic Documents

Local governments serve as the repository for many of the vital records and other essential official documents citizens frequently need. Access to vital records is limited for a high percentage of the internally displaced population in BiH, given the need to travel long distances in order to obtain official documents from the municipality of birth. Electronic sharing of vital records between local governments would enable citizens to have access to their records regardless of their current residence. For this reason, GAP2 has helped to draft relevant legislation in the F BiH—the Law on Vital Records and Law on Electronic Documents—and is supporting its adoption. The RS has existing legislation that is very similar to the draft laws in the F BiH.

In order for the F BiH Law on Vital Records to be functional, the Law on Electronic Documents, through which the electronic vital records are validated, was needed as well. Therefore, GAP2 involved the same partners – IDDEEA, the F BiH Ministry of Justice, and the F BiH Ministry of Interior – for both pieces of legislation. Both laws are jointly described in this report.

The two laws were drafted, on schedule, in project Year 3 (2010). However, parliamentary procedure was delayed due to the lack of interest at the time by the F BiH government. They were sent to the Parliament under urgent circumstances, but were never discussed due to the political standoff that followed the last general elections. When the new government was formed in 2011, GAP2 immediately initiated discussions and lobbied to have the vital records issue incorporated into the government’s unofficial platform, which later became the official government position.

As a result of the policy team’s lobbying activities, the Law on Vital Records was presented to Parliament. The law was discussed at the May 18 session of the House of Representatives and was adopted in draft form. The House of Peoples adopted the Law in draft form in June 2011. Both houses voted that the public hearing for this Law cannot be longer than 60 days, upon which it needs to be presented to Parliament for adoption in the form of a proposal.

Following the standard Parliamentary procedure, the Law on Vital Records was subject to a public hearing that was held at the end of July. The policy team closely followed the public hearing, together with stakeholders (the F BiH Ministry of Justice, the F BiH Ministry of Interior, and the F BiH Association of Cities and Municipalities), and helped with clearing and finalizing the text. The final proposed F BiH Law on Vital Records was passed by the F BiH House of Representatives at the December session and forwarded to the F BiH House of Peoples for their adoption as well. At the House of Peoples session on December 20, Parliament adopted the legislation. The Law on Vital Records has now become official and will be published in F BiH Government gazette.

The Law on Electronic Documents passed the FBiH Government review stage and has been sent to Parliament for adoption. The legislation was on the agenda for December's parliamentary session, however given the number of items to discuss, it was moved to the agenda for the continuing session in January. There are no obstacles for its adoption.

Both pieces of legislation are harmonized with corresponding existing legislation in the RS, and will thus open the door for electronic exchange of vital records among all BiH municipalities. This will lessen the burden on BiH citizens, and allow those who migrated from their original residence to obtain vital documents at their present place of living.

Subcomponent C: Conduct policy initiatives to operationalize the Local Self-Governance Development Strategy (KRA 2.3)

Year 4 highlights include:

- GAP2 policy team members constantly lobbied/advocated for the adoption of GAP2 draft laws;
- The RS municipal association expressed interested in working on the Law on Financing LSG;
- A meeting was held on June 10 with the FBiH Minister of Finance, and an agreement was reached about cooperation between GAP2 and the FBiH MOF;
- A memorandum of understanding between the FBiH MOF and GAP2 was signed in August 2011;
- On December 19, the first working group meeting was held to analyze and draft solutions for the FBiH revenue allocation model and to draft the proposal for a new law on revenue allocation in the FBiH;
- Policy analysis of legal obstacles related to communal services was completed; and
- GAP2 Advisory Board met on December 20 and discussed the current status of project activities as well as upcoming activities in 2012.

Activity C.1: Support implementation of the Law on Principles of Local Self-Governance

In its efforts to make the Law on the Principles of Local Self-Governance operational, GAP2 worked in 2011 to have several of its draft laws enter into Parliamentary procedure and once in procedure, lobbied for their adoption. Once the new FBiH Government was established, the GAP2 policy team contacted the Ministry of Justice and Ministry of Finance and advocated for the drafted legislation on LSG, legislation that has been pending entry into parliamentary procedure for some time. During that period, GAP2 policy team members participated in several meetings with the new ministers to discuss the procedural dynamics for the pending LSG legislation. The ministers acknowledged the importance of the issue and recognized that several legislative issues on which GAP2 has worked are currently high priorities for the FBiH Government, including the Law on Forests and the Law on Employees in LSG. Additionally, they acknowledged the importance of the new Law on Concessions, and the long awaited Law on Real Rights. Throughout 2011, there were constant lobbying efforts (meetings with ministries, political party representatives at the Parliament, experts in relevant fields, etc.) by GAP2 policy team

members aimed at speeding up the parliamentary procedure process and facilitating the legislations' adoption.

The following narrative provides detailed information on the status of each piece of legislation. Please also see Figure No.9 which graphically shows where these laws are in relation to the overall parliamentary process.

FBiH Law on Forests. A legal framework governing asset management is critical for the effective and efficient use of local government resources. One such asset that is particularly relevant for BiH municipalities is forest land. Consequently, through the municipal association, FBiH municipalities have worked on legislation to clarify municipal authorities and responsibilities vis-à-vis higher levels of government regarding management and financial benefit from forest land. In 2011, GAP2 policy advisors continued to meet with various interest groups, advocating for the draft text of the law and fostering political will for the law to be passed. The draft law was passed by the Parliament's House of Representatives (HOR) and was then sent to the House of Peoples (HOP). The HOP concluded that the law should be sent to the cantons for a 15-day review period, after which it will be put to a vote at the next HOP session to be held in early 2012.

FBiH Law on Employees in Local Self Government (LSG). GAP2 policy advisors were also actively involved in work on the Law on Employees in LSG, organized by FBiH Association of Cities and Municipalities. This law will regulate the legal employment status of employees in local self-government units based on the principles governing civil service rights and will address employees' career development, promotion, training, and continuing education and professional training. Meetings were held throughout the second half of 2011, with the purpose of finalizing the text and preparing it for Parliamentary procedure. Major review and consultations are complete, and experts from the European Commission delegation have given positive feedback on the legislation. The law will be finalized and sent to the FBiH Government for approval in January 2012.

FBiH Law on Concessions. The draft Law on Concessions, which will require Cantons to consult and receive approval from municipalities when issuing concessions, was approved by the House of Representatives and House of Peoples, and was subsequently followed by a public hearing. GAP2 policy advisors were present at these events and were actively involved in providing advice and suggesting changes to the text. Following the public hearing, the FBiH Association of Cities and Municipalities organized a working group which analyzed and incorporated proposed changes to the text. The majority of the changes and amendments advocated by GAP2 and the FBiH municipal association have been included in this draft. The law is now in the process of becoming an official proposal. Adoption is expected in the first quarter of 2012.

FBiH Law on Real Rights. After being shelved for some time by the former FBiH government, interest in the draft Law on Real Rights has been renewed. This legislation will define more specifically what is municipal property and consequently, what municipalities have the right to manage. In the past, GAP2 worked intensively on this legislation. Although there have been some delays, it is great that the legislation is now moving forward again. Currently, the draft law is in the process of public hearing.

Activity C.2: Address key policy issues that impede modern urban planning

Due to the challenges encountered in this area that are elaborated on in the Local Interventions section of this report, all activities were moved into the project's approved Year 5 work plan.

Activity C.3: Address key policy issues that impede efficient municipal management of communal service provision

The policy and local interventions teams conducted an in-depth analysis in the project's 72 partner municipalities to identify policy issues and practical problems municipalities face in delivery of communal services as well as to assess municipal authority and competencies in this area. The policy analysis initially focused on the primary legal framework that regulates the area of communal services and was then expanded to some other areas of law (constitutional law, local self-governance law) which also significantly affect municipal authority for communal service provision. The analysis report, submitted to the JMC in late July, explained that overall, none of the municipalities or citizens surveyed identified a lack of municipal authority to manage communal services as a problem to be addressed. Therefore, GAP2 concluded that existing problems with communal service provision are not caused by insufficient or inadequate authority provided to municipalities by the relevant laws. Rather, the assessment found there is a need for municipalities, working within the existing legal framework, to improve their capacity to organize service delivery and control service providers. Based on the analysis, the GAP2 policy team does not intend to tackle broad legislative changes related to municipal management of communal services. However, the policy team will continue to work closely with their local interventions counterparts, and provide support on an ad hoc basis to address any municipality-specific policy obstacles encountered when working with the pilot municipalities on this activity.

Activity C.4: Support drafting of RS Law on Financing of Local Governments

GAP2 identified a supportive counterpart in the RS Minister of Finance, Mr. Tegeltija, and initiated meetings and strategy sessions between him and the COP and Fiscal and Policy Advisor to discuss how best to support drafting the RS Law on Financing of Local Governments. The minister embraced the idea of drafting the new law, as he had been in favor of the idea while he was Mayor of Mrkonjić Grad. He noted that while ideally there should be one comprehensive law regulating revenue sources instead of several disparate laws, the change would need to be made without altering the revenue distribution. GAP2 recommended that the Ministry appoint members to a working group to help push this issue forward. Two months after the meeting, the Ministry sent a letter that they decided not to work on the law, as they preferred to focus on the Law on Tax Revenues. For that law, they did not need GAP2's technical assistance.

Although the RS government has not prioritized the Law on Financing of Local Governments, the legislation is still important to municipalities. At the second conference of RS local government heads of finance, local consulting firm BH Experts presented an analysis on municipal revenue in the RS, which was developed with GAP2 assistance. The RS Association of Cities and Municipalities welcomed the information and took time to review and internally discuss it. Subsequently, GAP2 supported a two-day roundtable discussion organized by BH Experts and the association, where the association adopted recommendations based on the analysis.

GAP2 then asked the RS association for their opinion on producing the Law on Financing of Local Governments and subsequently received a letter that the association is highly interested in working on the law and will appoint members to a working group.

GAP2 plans to support the working group in analyzing the current legal framework and will conduct research and prepare all relevant materials for presentation to the working group. Based on this research, GAP2 will work with the association on the creation of models for revenue allocation. If final agreement among working group members cannot be reached by the end of the project, GAP2 will provide the association with its recommendations and suggest next steps.

Activity C.5: Support drafting of FBIH Law on Financing

Initially, it appeared from discussions with project counterparts that one of the GAP2 policy efforts would be on supporting creation of a single Law on Financing in the FBIH that would comprehensively cover all revenues and their allocation. However, over time, the FBIH government priorities have changed. Counterparts are now interested in analyzing the effects of the Law on Revenue Allocation that was introduced in 2006. The 2006 law initially resolved a number of issues related to revenue allocation in the FBIH, including the introduction of an equalizing formula for revenue allocation. The law also set a minimum sharing rate for personal income tax (PIT) at both the local and cantonal government levels. The recent economic crisis brought to light the need for further discussion on the revenue allocation model, including how it addresses other revenues besides the main income tax. Further, the 2006 legislation stipulated that a more thorough analysis would be performed after the model was fully implemented.

The principle stakeholders in revenue allocation now want to conduct an analysis on the effects of the law's implementation and subsequently propose changes to the current revenue allocation model. They also want to integrate revenues that are currently not addressed adequately by the law. Thus, GAP2 plans to support this analysis, and work with the designated working group to recommend changes to the model.

With this in mind, GAP2 began activities to develop a working group that would bring together all relevant stakeholders. At the same time, the project seeks to instigate a process-driven approach to legal changes in this area that will ensure ownership of the process lies with the stakeholders thus fostering sustainability beyond the project close.

Following the formation of the FBIH government in late March, in April 2011 GAP2 sent a letter to the FBIH Ministry of Finance asking for a meeting with the minister. The purpose of the meeting was to discuss the support GAP2 is providing to the ministry and to kick start a discussion about work on drafting the FBIH Law on Financing. GAP2 has lobbied since April 2011 for a meeting between the Minister of Finance and the Prime Minister, as well as the staff of the Tax Policy and Public Revenue Department to discuss this law. Due to these efforts, GAP2 finally succeeded in organizing a meeting on June 10. At the meeting, it was agreed to sign a MOU between GAP2 and the FBIH MOF that will outline the cooperation and mutual obligations. The MOU was signed in August 2011, defining cooperation in the areas of revenue allocation and treasury operations at the municipal level.

Immediately after signing the MOU, GAP2 and the FBIH MOF began joint activities on its implementation. The ministry sent inquiries to all stakeholders in the revenue allocation issue asking for proposals for members of the working group, and simultaneously GAP2 and the MOF began gathering data and producing materials for use by the working group.

The working group was appointed by the FBIH government on the November 9, with 22 members representing the FBIH MOF, all 10 Cantons, the FBIH Association of Cities and Municipalities, the FBIH Road Directorate, and the FBIH parliamentary commissions that are involved in public finance and local government issues. The chairman of the working group is the FBIH Minister of Finance.

The first meeting of the working group was held on December 19, and the framework for its activities was agreed upon. The working group will try addressing three main issues – the revenue allocation of indirect taxes, direct taxes, and non tax revenue. The materials prepared by

GAP2 and the MOF were distributed during the meeting and will be mailed with simulators for use by working group members to prepare for the next meeting.

The next meeting will focus on indirect taxes, and for that purpose, the members will use the clean current model simulation provided to ensure all proposals are in the same format, with clearly visible results. The proposals will be collected, compiled, and mailed out by the MOF to all members in preparation for the subsequent meeting.

The materials prepared by GAP2 and the MOF include:

- Analysis of the collection and allocation of public revenue in the FBiH with a focus on tax revenue;
- Simulator of the model for one year to be used for modeling purposes by the group;
- Overview of revenue allocation for the past six years presented in the model; and
- Modeling of the development index criteria with a few proposals and space for working group members to develop their own criteria and proposals.

Simultaneously, GAP2 is providing assistance to the FBiH Association of Cities and Municipalities in order to help them tackle their participation in the working group and will continue to closely support the association in that regard during the period of working group's operation.

This activity was initiated about 3 months behind schedule, due to the delays in formation of the new FBiH government. During the initial quarter of the year, it was impossible to implement or seriously discuss activities with the MOF. Despite their expressed interest, the meeting with the MOF took about two months to set up. Additionally, the MOF asked for more time for the group to work, due to their experience with the way such groups usually work when organized, further elongating the process beyond the three-month timeframe originally proposed by GAP2.

In Year 5, GAP2 will provide technical assistance to the working group and in particular the MOF and municipal association. The working group will operate by holding topical meetings, which will require separate research and preparation. GAP2 is committed to providing assistance to the working group, and if they are unable to reach an agreement and work on legal drafting during the life of the project, it will produce recommendations that will be handed over to the working group before project close.

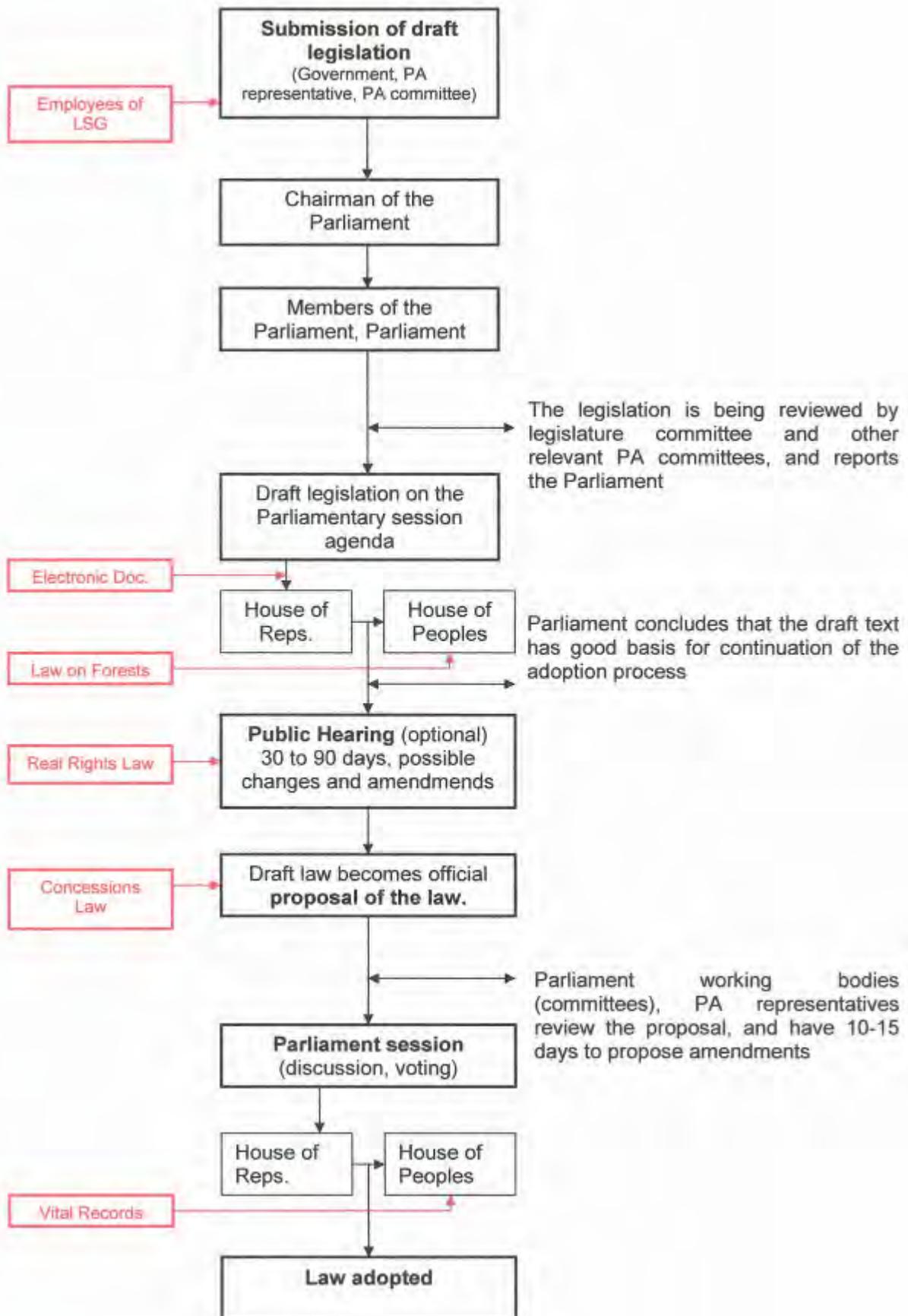


Figure No. 9 – FBIH Parliamentary Assembly Procedure Diagram

Subcomponent D: Support policy reform for introduction of municipal treasury operations (KRA 2.4)

Activity D.1: Support drafting of treasury implementation guidelines

Although the Law on Treasury was imposed by the OHR in 2002, the deadline for treasury introduction for local governments has been deferred time and again. The most recent deadline was May 2011. However, municipalities in the FBiH have yet to receive coherent instructions or guidelines from higher levels of government on the introduction of the treasury system at the municipal level. Thus, the JMC saw an opportunity for GAP2 to provide assistance in this area. The project's February 2011 scope of work modification introduced this activity, and now GAP2 is supporting 10 pilot municipalities to prepare for the introduction of treasury operations.

In the first half of 2011, the GAP2 policy team cooperated closely with the local interventions team to support drafting of treasury implementation guidelines within the FBiH. GAP2 collected information from a number of sources, including the FBiH MOF, Brčko District, treasury documentation previously produced by GAP2, current legislation, and municipalities that were ahead on the process of treasury introduction.

Furthermore, from March 15 to April 15, members of both GAP2 component teams attended a series of workshops on municipal treasury operations that were organized by the FBiH municipal association and GIZ. The GAP2 teams attended all of the workshops in order to better understand and present the legislation's requirements for introducing treasury operations and to glean information about the current problems that municipalities are facing in the process.

GAP2 teams closely cooperated with the FBiH municipal association to produce a set of documents that will assist FBiH local governments in the introduction of treasury operations.

Following the meeting between the FBiH Minister of Finance and the FBiH Prime Minister (see Activity C.5: Support drafting of FBiH Law on Financing), GAP2 held a meeting with the Assistant Minister for Treasury to present the package of documents that was developed and distributed together with the FBiH municipal association. The Ministry sent a letter confirming that the documents are considered satisfactory for the purpose of treasury introduction. The FBiH municipal association sent the letter to all its members that the documentation is also approved by the MOF for use.

More details on this activity can be found in this report under the corresponding Local Interventions activity: "Improve administration, budgeting, and financial management in legacy and new municipalities (KRA 1.2)."

GAP2 ACHIEVEMENTS

A collaborative effort between GAP2 and the FBiH Association of Cities and Municipalities resulted in the production of a Guide to the Treasury for all FBiH municipalities.

THE GOVERNANCE ACCOUNTABILITY PROJECT, PHASE II (GAP2) AND THE ASSOCIATION OF CITIES AND MUNICIPALITIES OF THE FEDERATION OF BOSNIA AND HERZEGOVINA ISSUED A GUIDE FOR ESTABLISHING A TREASURY IN LOCAL SELF-GOVERNANCE UNITS

Municipalities in the Federation of Bosnia and Herzegovina (FBiH) are required by law to introduce treasury operations in 2011. However, they have not received much direct assistance from other levels of government. This lack of guidance spurred the FBiH Association of Cities and Municipalities to pursue ways to facilitate the introduction of treasury operations. Municipalities were also inquiring how to approach this issue and how the Association can help them with treasury introduction.



Since 2005, GAP2 has worked closely with the FBiH Association since 2005, and has a proven track record of providing assistance in different areas with the aim of improving local self-governance in the Federation. In this instance, GAP2 and the FBiH Association decided to collaborate closely and leverage the Association's reach to municipalities with GAP2's support.

Over the course of March and April 2011, the FBiH Association organized a series of workshops in cooperation with GIZ (Deutsche Gesellschaft für Internationale Zusammenarbeit [the technical assistance agency of the Federal Republic of Germany]). GAP2 attended each workshop and was able to assess the problems that municipalities are facing with regards to treasury introduction. Following the workshops, GAP2 continued to work jointly with the FBiH Association to provide guidance to municipalities regarding the treasury introduction process.

This collaboration resulted in the production of a guide to the introduction of treasury operations, guidelines for determining budget users, and 10 templates of the necessary documents, bylaws, and decisions municipalities will need during the process. All of these materials were prepared, together with laws and bylaws regulating all aspects of the treasury, as well as examples of bylaws and decisions used by the FBiH Ministry of Finance and more advanced municipalities. CDs of these materials were distributed by the FBiH Association to its members.

The complete Guide to the Treasury (in B/H/S) can be downloaded at:
<http://www.bihgap.ba/bs/publikacije/index.asp>

Challenges, lessons learned, promising approaches, and suggested steps

As Year 4 came to an end, it became clear that much of the policy team's ongoing lobbying efforts began to pay off. Many of the draft laws that GAP2 supported gained traction in parliamentary procedure, and have been or are near adoption. However, it is important to recognize the obstacles that the project has addressed along the way. Most notably, GAP2-supported legislation was held up by the lengthy delays in the formation of the FBiH government following the late 2010 elections. The project did not adequately account for this in the Year 4 work plan, and as a result, many of the activities appeared behind schedule. However, the project tried to make up time by intensifying activities and fiercely lobbying for legislation once the government was created in March.

The following paragraphs detail how the project addressed specific obstacles it faced in 2011, as well as how the team will utilize lessons learned from those experiences to further improve performance in the project's final year. Additionally, we highlight potential issues that the project may face in 2012.

FBiH Law on Revenue Allocation. Once the FBiH government was formed, the project found new ministry officials to be even further overloaded with a backload of work. As a result, the project had to wait two months before a meeting with the Ministry could occur. Once GAP2 and Ministry officials were able to meet, progress has been rapid. The Ministry has now accepted ownership of the legislative drafting process, which GAP2 believes will be key to the long-term sustainability of the activity. Hopefully the long-term sustainability will justify the short-term delays.

RS Law on Financing of Local Governments. While early progress was made in garnering the RS Minister of Finance's support for this legislation, he later changed course and stated this was no longer a priority for the entity government. However, the legislation is still important to municipalities. Therefore, GAP2 focused on getting buy-in from the RS municipal association. The association has been slow to make decisions, but it has finally agreed that it wants to move forward with establishing a working group to focus on this legislation and revenue allocation modeling. If the working group does not finalize the draft legislation by project close, GAP2 will leave the working group with its recommendations for the legislation and outline of next steps in the process, so that the association can move forward without GAP2 assistance.

2012 local elections. October's impending local elections may impact GAP2 policy activities in the project's final year. Many mayors will start campaigning for reelection in the summer, and their focus may shift away from their regular responsibilities and priorities, including GAP2 policy proposals. Furthermore, the elections may stimulate partisan politics, leading mayors to affiliate more with their political party than with LSG priorities. However, local elections present the project with a unique opportunity to motivate mayors to reform. Mayors will want to tout their recent successes during their campaigns, and GAP2 can leverage this motivating factor to encourage mayors to be more proactive in pushing through reforms.

Lack of national level government formation. Delays in forming the state government have been ongoing for over a year, and may begin to indirectly affect GAP2's work. Although it is unlikely, there has been speculation that the crisis may spread to the established entity governments, perhaps even invalidating the general elections, and thus jeopardize some of the GAP2 policy achievements. The policy team will continue to strategize on how best to mitigate any risks as things develop in the coming year.

Ongoing effects of the global economic crisis. Municipalities are still very much feeling the effects of the global economic crisis. Even more stable municipalities are now being affected by budget constraints resulting from shortfalls in the BiH single account. Together with unemployment, this crisis can (and already is) provoking many union strikes due to the smaller budgets at all levels of governments. Again, this presents an opportunity for GAP2 to explain how reform efforts can help municipalities better manage and utilize their scarce resources.

MONITORING AND EVALUATION

GAP2's monitoring and evaluation show a continuation of the progress across all project activities in 2011. Below is a summary for each expected result/deliverable:

A. Component One: Local Interventions

- 1) By the end of Year 3 of the project, the 41 legacy municipalities shall demonstrate substantial improvements in areas such as service provision, public utility management, financial management, human resources management, capital planning, and procurement. Targets for each municipality shall be defined individually in municipal action plans. Legacy municipalities will register on average a 15 percent composite improvement in Municipal Capacity Index scores.**

Based upon the findings from the P-BMP, GAP2 legacy municipalities significantly increased their efficiency in providing municipal services as measured by the Municipal Services Efficiency Index. Cohort 1 municipalities increased their efficiency by 300 percent, while Cohort 2 municipalities increased their efficiency by 50 percent. Waiting time for municipal services was reduced; for services such as vital records issuing, waiting time was reduced to 4-5 minutes or five times on average compared to the baseline. Further, the number of complaints on municipal issues fell by 26 percent, while the percentage of complaints resolved increased from 26.2 percent to 57.9 percent (or an increase of 32 points), which demonstrates significantly improved accountability of local governance among legacy municipalities. The final MCI survey for legacy municipalities showed that the composite average MCI rating was increased to 67.6 points, an increase of nearly 30 percent. In addition, citizens also recognized improvements that occurred in legacy municipalities. The attitudinal surveys showed that citizens' satisfaction with municipal administrative services delivery increased by almost 14 percent, with 82 percent of respondents reporting that they are satisfied or very satisfied.

Status: Result/deliverable achieved

- 2) By the end of 30th project month, 15 new municipalities will have achieved core services delivery and financial delivery and financial management performance targets bringing them to the average level of the legacy GAP2 municipalities in the Municipal Capacity Index. New municipalities will demonstrate superior services delivery according to a series of objective measures, including reduced waiting times, efficiency improvements and improved financial management. New municipalities will register on average a 20 percent composite improvement in Municipal Capacity Index scores by the end of the 30th project month.**

Cohort 3 municipalities increased their efficiency in providing municipal services, as measured by the Municipal Services Efficiency Index, by 50 percent. Waiting time for issuing vital records was reduced 18 times compared to the baseline, which was 151 minutes, and is now approximately eight minutes. The number of complaints about municipal issues fell by 36 percent, while the percentage of complaints resolved increased by 15 points (war veterans' complaints have been excluded, since municipalities have no authority over their resolution), which demonstrates significantly improved accountability of local governance among these municipalities. The most recent MCI survey for the 15 Cohort 3 municipalities showed that the average MCI rating was increased to 66.9 points (at the same level as legacy municipalities) or more than double since the baseline survey in April 2008. In addition, citizens recognized the improvements that occurred in these municipalities as well. The attitudinal surveys showed that

citizens' satisfaction with municipal administrative services delivery increased by more than 13 percent, with 85 percent of citizens reporting that they are satisfied or very satisfied, even higher than among legacy municipalities.

Status: Result/deliverable achieved

- 3) By January 2011, an additional 16 new municipalities will have achieved core service delivery and financial management performance targets bringing them to the average level of the legacy GAP municipalities in the Municipal Capacity Index. New municipalities will demonstrate superior services delivery in a series of objective measures, including reduced waiting times, efficiency improvements and improved financial management. The second group of new municipalities will register on average a 20 percent composite improvement in Municipal Capacity Index scores by January 2011.**

Cohort 4 municipalities have increased their efficiency in providing municipal services by 40 percent as measured by the Municipal Services Efficiency Index. Waiting times for issuing vital records has been reduced 19 times compared to the baseline and is now down to six minutes. The number of complaints on municipal issues is more or less the same, while the percentage of complaints resolved increased to 81 percent, which is the highest compared to all other cohorts (this increase of 30 points does not include war veterans' complaints received, since municipalities have no authorities in their resolution). The last MCI survey for the 16 Cohort 4 municipalities showed that the average MCI rating was increased to 62.3 points, more than double the baseline score in April 2009, bringing these municipalities to the level of legacy municipalities. The attitudinal survey showed that citizens' satisfaction with municipal administrative services delivery increased by more than 10 percent and 85 per cent of citizens reported that they were satisfied or very satisfied, even more than among legacy municipalities.

Status: Result/deliverable achieved

In addition, GAP2 opened 31 Citizens' Services Centers in partner municipalities. Fifty-nine GAP2 partner municipalities are implementing capital improvement plans using CIP methodology, and 54 partner municipalities have installed IABS which has enabled more efficient and transparent budget planning and implementation.

- 4) By the end of the project, GAP2 municipalities will achieve a 25 percent increase in own-source revenue generation, as measured in total own-source revenues as adjusted for inflation.**

Non-tax revenues are the only source of income that a municipality can directly collect and control and represent a municipality's own-source revenue generation. They increased in 2010 by 10.5 percent compared to 2009.

However, while total budget revenues and tax revenues are in line with or below the baseline (budget execution for 2007) due to the negative effects of the global economical crisis, non-tax revenues are still higher than the baseline by 24 percent and, as adjusted for inflation in the last three years, still higher by 13 percent. This fact illustrates that GAP2 municipalities were aware of the situation and took all necessary measures to maximize own-source revenue generation supported by GAP2 advice, guidance, and technical assistance in revenue maximization.

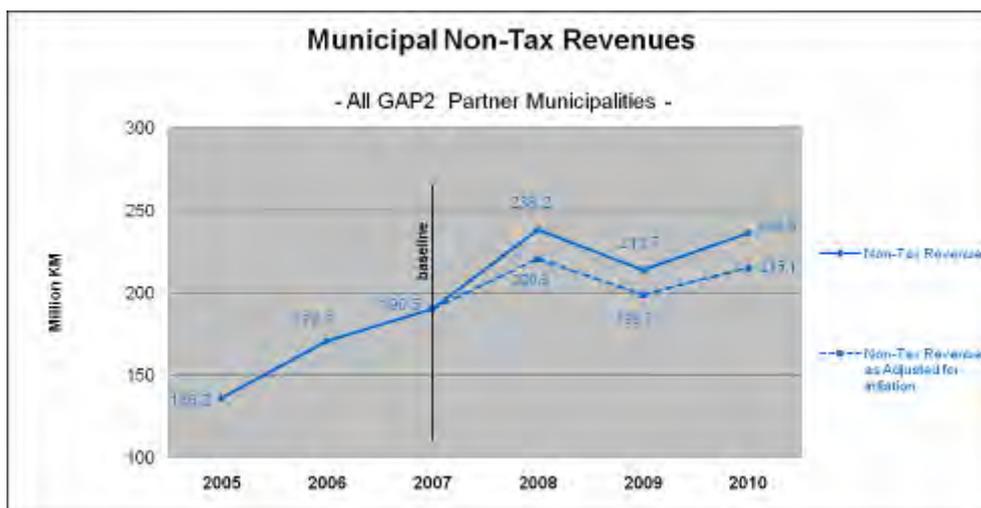


Figure No. 10

At the same time, the percentage of the non-tax revenues or municipal own-source revenue generation, as a share of total municipal revenues, has continuously risen since 2006, and even during the global financial crisis, achieved the level of 30 percent of total municipal revenues. (See Fig. No. 11)

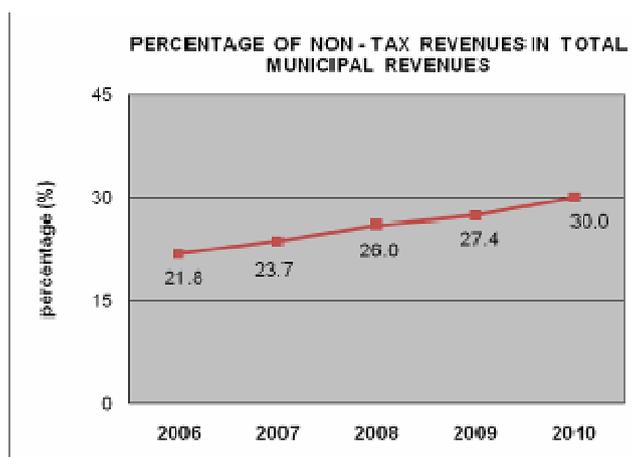


Figure No. 11

Status: Result/deliverable in progress

- 5) **By the end of Year 4, GAP2 municipalities will raise the ratio of capital outlays to operating expenses by an average of 10 percent. (In other words, as a percentage of total expenditures, municipalities will devote at least 10 percent more to capital investments).**

The global financial crisis has had a significant impact on municipal budget revenues in Bosnia and Herzegovina in 2009 and 2010. Logically, the same was seen with expenditures, so the first area of cuts was capital investments. After a very promising first year of GAP2, capital investments in all 72 GAP2 partner municipalities in 2010 are on the same level as they were in 2009 and for the baseline in 2007. (See Fig. No. 12)

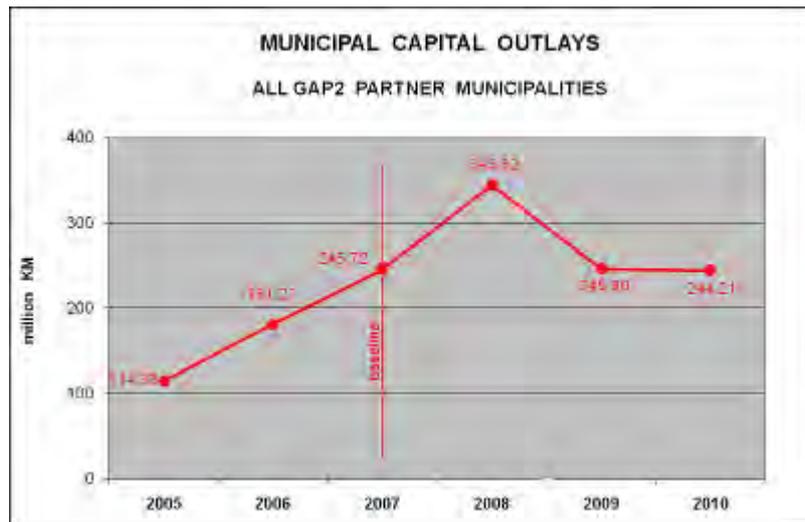


Figure No. 12

Considering the ratio of capital outlays/operating expenses among the 72 GAP2 partner municipalities, it is apparent that the ratio was significantly increasing from 0.54 in 2005, to 1.06 in 2008. (See Fig. No. 13) However, in 2009, the ratio fell to 0.78 and fell further in 2010 to 0.73, below the baseline levels of 2007. This backslide was a result of the financial crisis.

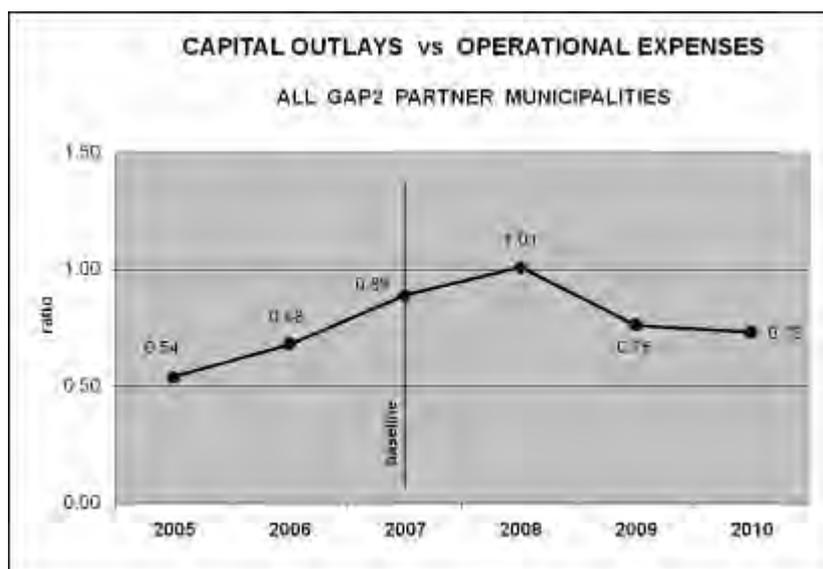


Figure No. 13

Further analysis of municipal budget data demonstrates that the majority of municipalities increased their ratio of capital investment/operating expenses. Banja Luka (the largest partner city), however, decreased their capital investments by 20 million KM in 2010 compared to 2009, and its share of the aggregated amount is significant.

In this regard, a new analysis was made based upon the average ratio of capital investment/operating expenses (as was specified by the SOW, Local Interventions, and Expected Results/Deliverables item 5). It showed that the average ratio of capital investment/operating expenses among all GAP2 municipalities was 0.91 (an increase of 15 percent compared to 2009), but still slightly lower than the baseline in 2007. (See Fig. No. 14)

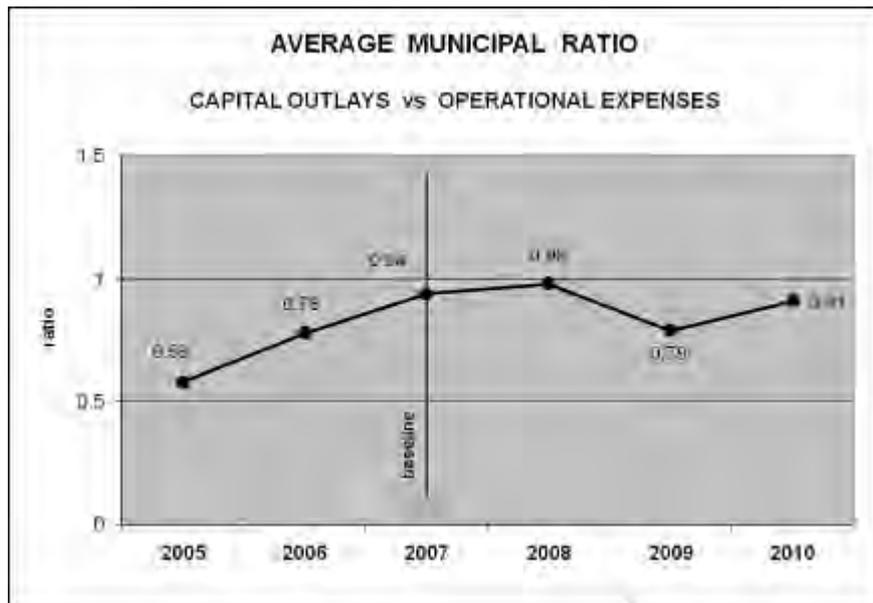


Figure No. 14

The impact of the current global financial crisis on municipal budgets was huge, although the majority of municipalities took some recovery measures themselves which were combined with some efforts by entity governments and GAP2 assistance. However, BiH municipalities face a long period of recovery to achieve the results seen in capital investments at pre-crisis levels.

Status: Result/deliverable is not achieved

6) By the end of the five-year project, GAP2 municipalities will demonstrate collective ownership of reforms by their ability to instigate and sustain functional improvements of their own accord.

Municipalities are able to exchange experiences and formulate and instigate initiatives and ideas common to the majority of municipalities through both municipal associations. Active municipal participation in municipal associations is crucial for the development of local self-government in BiH. In this regard, the MCI findings on active municipal involvement in the work of the municipal associations showed that 60 GAP2 partner municipalities are actively involved in the work of the municipal associations versus 35 along the baseline survey.

There are numerous examples that illustrate GAP2's progress towards achieving the above-stated goal. The municipalities of Tuzla, Cazin, Bužim, Livno, and Travnik are expanding their application of the IABS budget and finance software to external budget users.

Building upon previous GAP2 technical and material assistance, the Municipality of Gradiška decided to upgrade its urban planning functions. After the Citizens' Services Center with an integrated Urban Permitting Center (UPC) was established with GAP2's support, the municipality contracted a major GIS software company to design a thorough GIS project inspired by Banja Luka's advanced UPC. This will lead to improved municipal urban planning and permitting functions and easier access to spatial plans for citizens.

The Municipality of Gradiška recognized the importance of equal representation of men and women in the social and political life of the municipality. Motivated by the GAP2's gender-equality related assistance to this municipality, Gradiška decided to co-found a regional "safe house" for victims of domestic violence to be established in Banja Luka.

In partnership with GAP2, the City of Banja Luka has networked a satellite office, more precisely a mini-citizens' services center, in the city settlement Starčevica, with the central system called "Prijemna kancelarija". Expanding on these efforts and investing its own additional efforts and financial resources, the city established the same kind of mini-CSC in another settlement, Borik, further increasing citizens' access to municipal services.

Building upon previous GAP2 urbanism-related assistance, the Municipality of Trebinje has undertaken an internal departmental reorganization, separating the planning function from the permitting function. Currently, the municipality is developing its own spatial data model, implementing one of the recommendations generated through the GAP2-assisted process of establishing a UPC and digitalization of the spatial data.

The City of Mostar decided to enhance citizens' access to information, previously improved in partnership with GAP2. The city upgraded the GAP2-introduced intranet "Info Desk" software layout and content. The system is now accessible to all of the networked employees and departments enabling all offices dealing with citizens to serve as an "info desk office" and provide customers with all the required information, guides, request forms, and procedures, from all aspects of the municipal work. With this new system, the software, initially installed to improve internal communication between different municipal departments, is enabling the city administration to enhance assistance externally to the citizens in a territorial and qualitative manner. Now, assistance and information for citizens are more accurate and available at more locations in the city.

Teslić municipality, in partnership with GAP2, has established a fully functional IT system including IT network, hardware, and document management software and significantly enhanced staff IT skills. After having "graduated" from regular daily use of IT tools, the municipality sought additional features for the system and is creating additional registries (databases). This is enabling the municipality to obtain more thorough and efficient oversight over different interdisciplinary issues, such as business registration, agriculture, urbanism, social care, communal fees, etc. The new approach has significantly increased internal communication and data exchange, so that the departmental data and statistics, quite often dated and inaccurate, are updated and are made available for cross-cutting analyses and decision-making.

Another concrete example is the process of adopting, on their own initiative, legislation required for the electronic transfer of vital records. The importance of these laws – the FBiH Law on Vital Records and FBiH Law on Electronic Documents – is very high since its impact on municipalities will also directly affect citizens. Recognizing the importance of the law, municipalities actively took part in certain steps of the adoption process. More specifically, municipalities provided valuable experience from the field (their place of work) in the form of official amendments to the legislation and attended the public hearings on the above-mentioned legislation.

As a result, the changes and amendments were incorporated in the final draft laws, and as such the legislation was sent for adoption to the FBiH Parliament. As expected, the larger municipalities such as Mostar, Sarajevo municipalities, and Tuzla were more vocal, due to the larger demands and bigger infrastructure, but the smaller municipalities also provided valuable input. Once the laws are completely adopted, municipalities will be heavily involved in its implementation process, and as a result the municipalities will have a quality system of transferring vital documents electronically which will benefit and decrease the burden on their citizens.

Status: Result/deliverable in progress

7) By the end of five-year project, urban planning departments in selected partner municipalities meeting GAP2 developed criteria for this effort will demonstrate improvements in their functioning.

Activities to improve the functioning of select urban planning departments have been carefully planned and have recently commenced. In order to follow the progress in implementation of this deliverable, GAP2 created the Municipal Urban Capacity Index (MUCI) with three indicators measuring the modern organization of the departments, staff knowledge and expertise, as well as IT support capacity in urban planning departments. GAP2 has recently set up MUCI baseline ratings for selected and control municipalities. The average baseline rating for selected municipalities is 34.7 percent of the maximum number of points, while control municipalities recorded a baseline value of 35 percent of the maximum number of points. It will be very interesting to follow future reports on the progress being made, since the baseline values are practically the same for selected and control municipalities.

Status: Result/deliverable in progress

8) By the end of the five-year project, selected GAP2 municipalities will demonstrate substantial improvements in implementing the State Law on Gender Equality (LGE). Targets for each municipality shall be defined individually in municipal action plans.

Technical assistance to support implementation of the State Law on Gender Equality started in summer 2011. GAP2 created the Municipal Gender Capacity Index (MGCI) to measure progress towards the implementation of Law on Gender Equality and/or National Gender Action Plan, as well as to show an increase in municipal capacity to manage implementation of the Municipal Gender Action Plan and understanding of the gender responsive budgeting concept.

The baseline values were established in Q2 2011 for 20 participating municipalities and four control municipalities. The results are shared every three months to monitor progress in this regard.

Since inception, there has been a substantial rise in MGCI scores among participating municipalities by more than 12 index points, as a result of intensive technical assistance provided by GAP2, which was not the case in control municipalities. (See Fig. No. 15)

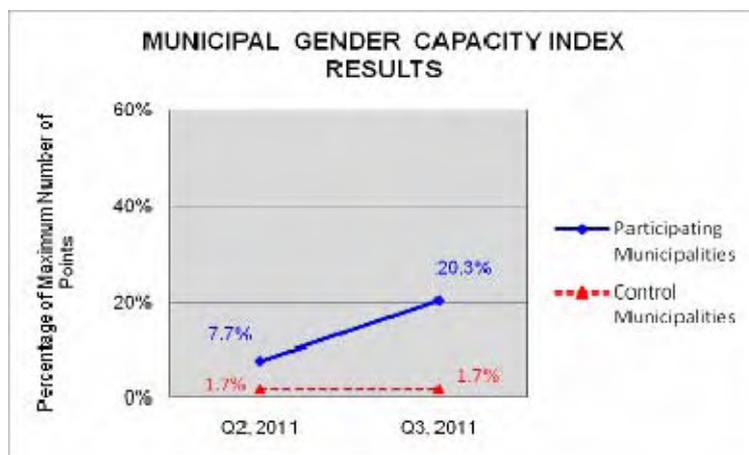


Figure No. 15

Status: Result/deliverable in progress

- 9) **By the end of the five-year project, selected GAP2 municipalities will demonstrate substantial improvements in addressing implementation of policies that are youth related. Targets for each municipality shall be defined individually in municipal action plans.**

Similar to the previous result/deliverable, GAP2 created the Municipal Youth Capacity Index (MYCI) to measure progress for the result/expected deliverable. The MYCI also considers three indicators related to the development of the Municipal Youth Strategy or Policy, youth participation in the process of youth policy development and implementation, as well as active youth participation in some form of youth leadership and management skills training towards better understanding of project cycle management and fundraising.

The baseline values were established in Q2 2011 for 20 participating municipalities and four control municipalities. The results will be shared every three months to monitor progress in this regard. Since inception, there has been a substantial rise of MYCI among participating municipalities by 8 index points, as a result of intensive technical assistance in the last six months, which was not the case in control municipalities. (See Fig. No. 16)

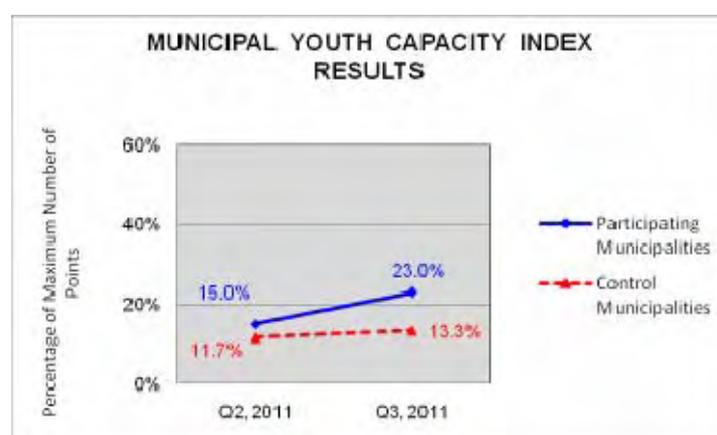


Figure No. 16

Status: Result/deliverable in progress

B. Component Two: Policy Interventions; Expected Results/Deliverables

- 1) **By the end of Year 3, legislative frameworks shall be in place and implemented in both entities to allow for electronic document processing;**

and

- 2) **By the end of Year 3, a legal framework shall be in place and will be implemented in both entities to make it possible for the transfer of relevant vital records from one municipality to another in order to lessen administrative burdens on citizens and businesses.**

These two activities/deliverables were being performed in parallel, as the Law on Vital Records (which envisions the existence of electronic vital records) could not be fully implemented without the Law on Electronic Documents. GAP2 had the same approach and involved the same partners (IDDEEA, FBiH Ministry of Justice, and FBiH Ministry of Interior) for both pieces of legislation, and as such it will be jointly described in this report.

This issue has been ongoing for a while, and the drafting of these laws was completed as planned, in Year 3. However, the legislative framework could not be claimed to be in place since the legislation was not adopted by FBiH Parliament.

As a result of the policy team's lobbying activities, the Law on Vital Records appeared before Parliament.

The final proposed FBiH Law on Vital Records was passed by the FBiH House of Representatives at the December session and forwarded to the FBiH House of Peoples for their adoption as well. At the House of Peoples session on December 20, Parliament adopted the legislation. The Law on Vital Records has now become official and will be published in FBiH Government gazette. The Law on Electronic Documents passed the FBiH Government and has been sent to Parliament for adoption. The session is planned for January 2012, and there are no obstacles anticipated for its adoption. Once passed, the legislation, which is harmonized with corresponding existing legislation in the RS, will open the door for the electronic exchange of vital records among BiH municipalities. This will lessen the burden on BiH citizens, and allow those who migrated from their original residence to obtain vital documents at their present place of residence.

The legislative frameworks will be in place; however the implementation process, due to its complex nature, will be carried into 2012. GAP2 will concentrate on the implementation of these laws and the process as a whole. GAP2 intends to organize the production and distribution of a brochure that will contain the laws, bylaws with comments, and a guide for the registrar testing/examination. The legislation has encountered some changes during the adoption process, therefore it will be necessary to adjust and harmonize new additions in the bylaws. It should be noted that the brochure containing commentaries and the guide are entirely new products and will demand additional time to prepare.

Status: Results/deliverables in progress

3) By the end of the project, mayors will be an important part of the policy making process. Municipalities will be able to effectively advocate collectively for necessary legislative and administrative changes.

In order for municipalities to be able to effectively and collectively advocate for necessary legislative and administrative changes, quality cooperation between higher and local level of governments need to be established. GAP2's approach towards achieving this type of cooperation was through the development of a formal Code on Inter-Governmental Relations, which would establish a clear division of responsibilities and competencies in regards to necessary legislative and administrative changes.

The process gained momentum during the end of 2010, with a number of steps being taken. Several working groups were designed to draft different aspects of the FBiH Code while GAP2 worked with the FBiH Association in drafting the specific Code Annexes. The working groups were tasked with drafting the following aspects of the Code: general relations with higher levels government, fiscal policy, and municipal resources. Each Annex was aimed at positioning local self-government with higher levels of government and creating a certain level of sustainability. Work on the RS Code also continued, as the working group met in Banja Luka in the last quarter of 2010. It was concluded that the members of the working group would draft specific recommendations and will explore the possibility of engaging an expert for the purpose of supervising the drafting process. Building on that request, GAP2 conducted a selection process

during the second quarter of 2011, and hired Goran Duka, a short-term consultant, whose main task was to directly support the working group during the finalization of the RS Code.

The RS Association cooperated with GAP2 in drafting the Code, motivated in part by the fact that recently passed legislation, such as the Law on Real Rights and the Law on Cadastre, were not drafted in a way that would benefit municipalities to the greatest extent possible. The RS Ministry for Local Self Governance (MLSG) was willing to help the RS Association in drafting the Code and in promoting information about the Code to the public. The activities and meetings of the working group continued throughout 2011, and the Code was drafted and reviewed. The draft was also approved by the president of the RS Association. A final text will be sent to the MLSG for further processing. The Code must be submitted to the RS Secretariat for Legislation which will collect comments from all RS ministries, review it and produce the final draft in compliance with RS legislation. This procedure has the potential to last several months.

In the case of the FBiH Code, there have been some major accomplishments. The FBiH Association and the FBiH Government have signed an Agreement on Official Cooperation, and the Code will be the basis of that cooperation. The Agreement was signed in October during the Association Presidency and General Assembly sessions. Representing the FBiH Government were the prime minister and minister of justice. The most significant conclusion of this highly important and historical event was that it is finally time for quality cooperation between these two levels of government and the FBiH Government has taken on itself to form a working group which will work on the adoption and implementation of the Code and its annexes.

Status: Result/deliverable in progress

4) By the end of the project, the percentage of total public sector revenue (excluding health and pension funds) accruing to the municipal sector will increased by at least two percent (from approximately 8 per cent to approximately 10 percent).

The latest survey showed that total public revenues accruing to the municipal sector in BiH, excluding grants from other levels of government, social funds, financing, and capital gains, dropped to 15.01 percent in 2010. Again, several different sources of data have been used – the ministries of finances GIB’s (annual budget execution reports), and the Central Bank (data for BiH level, RS entity and Brčko District).

BiH Data 2010 (KM)	
Revenues BiH in 2010	1,009,800,000.00
Revenues FBiH in 2010	3,275,462,049.80
Revenues RS in 2010	1,341,781,278.00
Revenues BD in 2010	235,700,000.00
Revenues of FBiH and RS municipalities in 2010	1,035,021,579.00
Total	6,897,764,906.80
Participation of municipalities in total public revenues in BiH	15.01%

Table No. 1

The following figure displays the percentage of total public sector revenue accruing to the municipal sector in last few years since baseline (municipal budget execution reports for 2006). There is an obvious similarity to the diagram representing the ratio of capital outlays/operating expenses. (See Fig. No. 17)

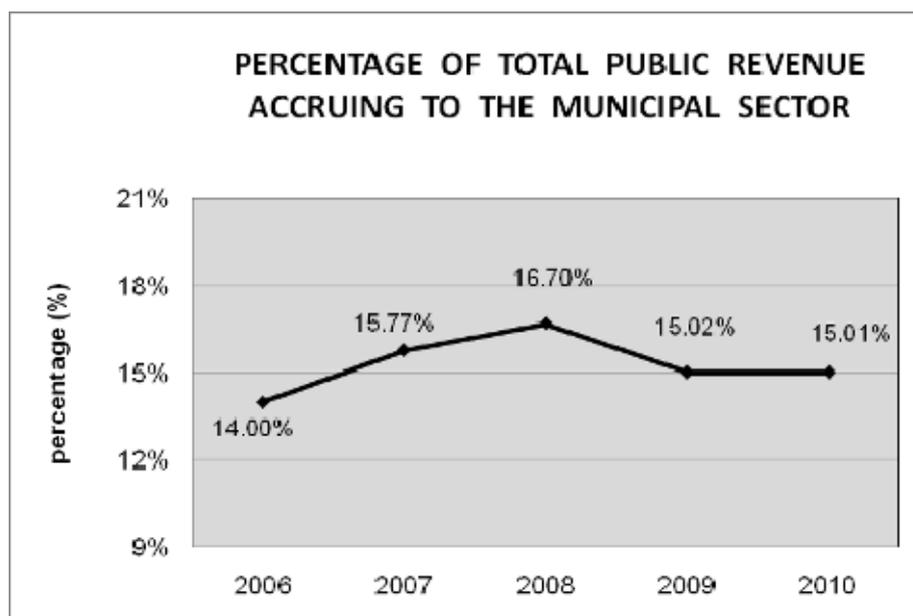


Figure No. 17

Status: Result/deliverable in progress

- 5) **By the end of the project, the policy frameworks in both entities shall be improved and implemented to allow for increased local autonomy in decision-making and clearer distinction of responsibilities, particularly in the FBiH.**

This deliverable is aimed at achieving the development and passage of a number of laws and regulations which will enable greater autonomy of municipal administrations. The Policy Interventions team has been working diligently with project counterparts, stakeholders, and beneficiaries on the following laws and regulations:

- Law on Forests;
- Law on Employees in LSG;
- Law on Concessions;
- Law on Real Rights;
- FBiH Revenue Allocation;
- RS Law on Financing.

The Policy Interventions section of this report (above) includes information on progress made under this activity, as well as a diagram illustrating at what stage each law is currently.

Status: Result/deliverable in progress

- 6) **By the end of the project the municipal associations will be strengthened to effectively advocate on behalf of local governments, disseminate practical information and provide services of value to members.**

GAP2 signed the MOU with the CDMA project on May 11, 2011. The Policy Interventions team worked closely with CDMA to develop the text of the MOU in order to maintain support for the FBiH and RS municipal associations while avoiding overlapping activities. The joint efforts of the two projects have increased the capacity and ability of these organizations to meet the demands of partner municipalities.

As for the venue of mayors to discuss common municipal interests regardless of their entity affiliation, GAP2 believes that, despite a convincing level of interest of mayors, there is still the possibility to continue with this activity during 2012.

Municipalities are able to exchange experiences, and formulate and instigate initiatives and ideas common to the majority of municipalities through both municipal associations. Active municipal participation in municipal associations is crucial for the development of local self-government in BiH. In this regard, the MCI findings on active municipal involvement in the work of the municipal associations showed that 60 GAP2 partner municipalities are actively involved in the work of the municipal associations versus 35 along the baseline survey.

Status: Result/deliverable in progress

PROJECT OPERATIONS

Human Resources

With the introduction of GAP2's new contract modification in February 2011, several staff titles were changed in order to more accurately reflect new responsibilities vis-à-vis the new activities, as well as to recognize the professional and technical growth of a number of staff who have served on the project for the last six years: Local Interventions Coordinators became Senior Local Interventions Coordinators, the Municipal Budget and Treasury Specialist is now the Senior Finance and Budget Specialist; the IT/Procurement Specialist title is changed to the Senior IT/Procurement Specialist; the HR and Office Manager to HR Specialist/Office Manager, and the Project Accountant is now the Finance Manager. Figure No. 18 shows the organizational chart from January 1, 2011, and Figure No. 19 shows the reorganization that took place after the modification.

Zlatan Musić's title and technical focus shifted from Local Interventions Coordinator to Youth and Gender Strategy Advisor. After serving informally in the role for the last year, Operations Director Dženita Kolja was also promoted to Deputy Chief of Party.

Anita Soče, Senior Local Interventions Coordinator from the Mostar regional office and Esad Smajlović, Local Interventions Coordinator from the Tuzla regional offices resigned from GAP2 to pursue different careers. Ms. Mirela Alić, Project Administrator was promoted to Local Interventions Coordinator replacing Mr. Smajlović.

Also, as a result of completing the majority of capital projects and the remaining workload, three CIP managers, namely Ms. Gordana Vučinić, Ms. Aida Pajević, and Ms. Jasmina Repak-Žuljević ended their employment with GAP2 in November and December 2011. Termination of these positions was included in the staffing plan developed in Q2 2011. The plan was based on the completed and planned activities and anticipated level of effort needed, and was discussed and communicated to every staff member individually during this quarter.

Following several rounds of interviews, two new long-term employees joined GAP2 to assist in completion of new tasks added under modification, namely Mr. Admir Vranić as a Youth/Gender Specialist, and Ms. Subhija Ponjavić as Spatial/Urbanism Management and Planning Coordinator.

Nine STTA were engaged to work on specific tasks, training, or initiatives during 2011, as follows:

- STTA Procurement Specialist, H. Buza – assignment completed;
- STTA Legal Advisor, G. Duka – assignment completed;
- STTA Legal Advisor for Vital Record Sharing, Ž. Varunek – assignment completed;
- STTA Program Budgeting Specialist, H. Čatić – assignment completed;
- STTA LED MAP Expert, A. Remetić – assignment completed;
- STTA Urban Planning Expert, B. Milojević – assignment ongoing through Q1 2012;
- STTA Urban Planning Expert, S. Demirović Habibija – assignment ongoing through Q1 2012;
- STTA Urban Planning Expert, S. Lokmić – assignment ongoing through Q1 2012; and
- STTA Urban Planning Expert, Z. Morankić – assignment ongoing through Q1 2012.

Four urban planning experts have been hired as short-term consultants to complete the assignment started by Ms. Ponjavić, who is on extended medical leave due to serious injuries suffered in a traffic accident that occurred in September 2011, on her way to a meeting with one of GAP2's partner municipalities.

In addition, an American student from the College of Saint Benedict and Saint John University and a Bosnian student from the Faculty of Economy, University of Sarajevo, interned with GAP2, in the project's Mostar and Sarajevo offices.

The number of GAP2 long-term staff at the end of December is 29 (24 professional staff and five support staff), compared to 33 at the beginning of 2011.

Administration and Finance

In 2011, GAP2 regional offices moved to better accommodate project needs. Surplus furniture and office equipment has been disposed of with approval from the Contracting Officer in Budapest.

The transfer of three vehicles to other projects/grantees has been approved, and one project vehicle was reclassified in the project inventory as destroyed after being damaged beyond repair in a car accident that occurred in September 2011. After the three vehicles are donated and one sold for scrap, the GAP2 fleet will comprise 10 vehicles.

The disposition process for equipment procured for legacy municipalities has been completed and the lists for disposition of equipment procured under core assistance have been prepared for Regional Contracting Officer approval. An inventory check in all 72 municipalities took place during the reporting period.

The operations team assisted with the organization of one regional workshop on program budgeting and public expenditure management that was held in March at the Hotel Grand and GAP2's conference room.

An annual audit by Chemonics home-office accountant was performed. The findings were satisfactory. All identified weaknesses have been corrected per recommendation.

Procurement

The GAP2 procurement specialist conducted 27 MAP procurements in 2011, for a total value of 938,068.71 KM. The majority of procurements for Cohort 3 municipalities have been completed, while procurement of equipment and software for Cohort 4 municipalities has just started.

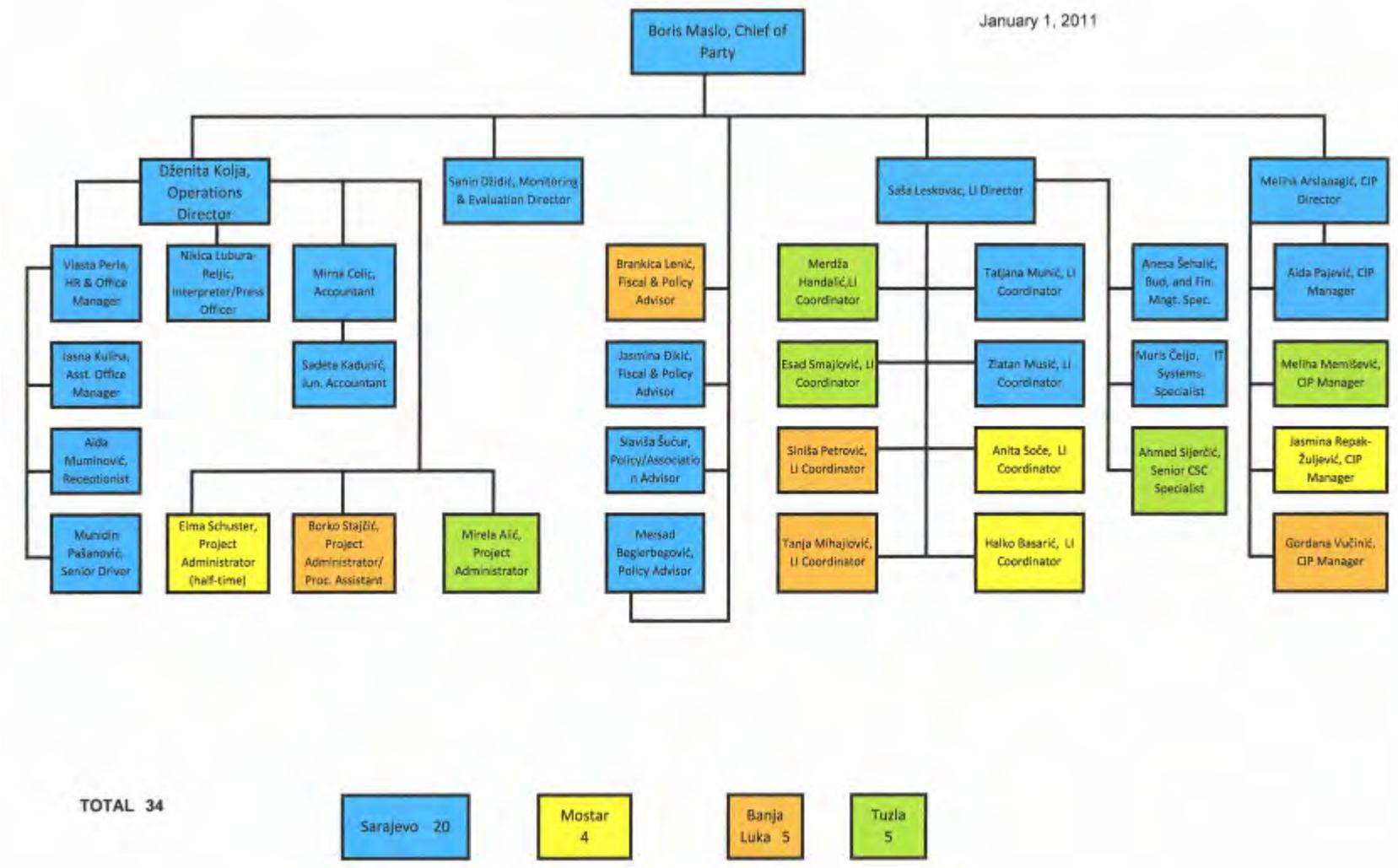


Figure No. 18

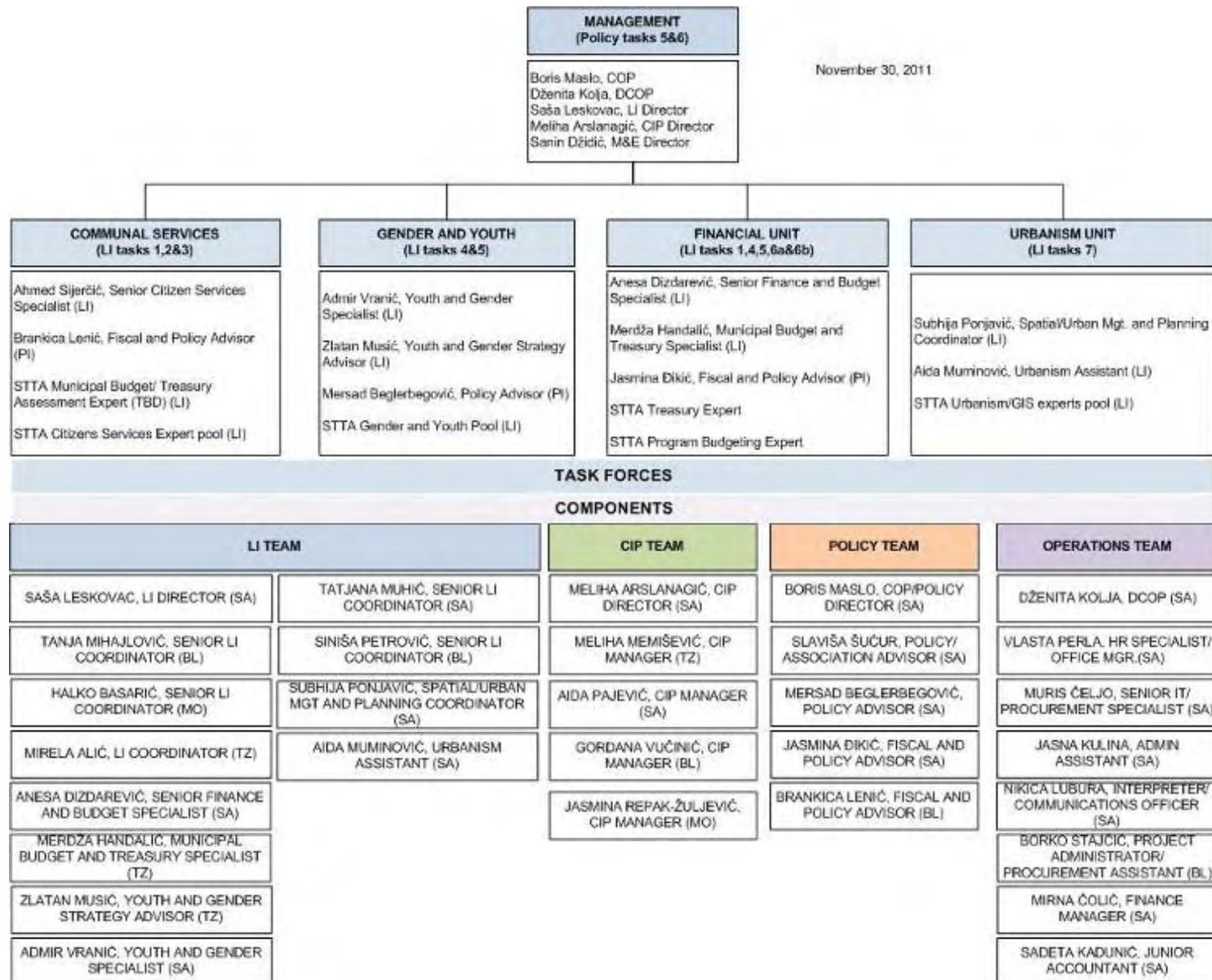


Figure No. 19

ANNEX A

PROJECT IMPLEMENTATION STATUS

Activities and Tasks	Estimated percentage of completion	Status	Year 4 (2011)												Year 5 (2012)				NOTES	ACTION TAKEN
			JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	Q1	Q2	Q3	Q4		
Component 1. Local Interventions																				
26	Select 8 - 10 pilot municipalities (propose, elaborate, to be approved by JMC)	100%	●					XXXXX												
27	Prepare SOWs for JMC approval and mayors' signatures	100%	●						XXXXX	XXXXX										
28	Develop catalogue of assistance packages outlining specific areas for potential improvement produced	100%	●				XXXXX	XXXXX	XXXXX											
29	Conduct baseline customer satisfaction survey and determine performance indicators	100%	●						XXXXX	XXXXX										
30	Produce municipal action plans for improvement of selected services	100%	●						XXXXX	XXXXX	XXXXX	XXXXX								
31	Work with municipalities to implement action plans	30%	●						XXXXX	XXXXX	XXXXX	XXXXX	XXXXX							
32	Assist municipalities in producing a catalogue of municipal services, indicating the responsible company, its operations method (cost, frequency, contacts, procedure to obtain services and file complaint, etc.)	100%	●							XXXXX	XXXXX	XXXXX	XXXXX							
33	Collect and promote achievements and best practices	10%	●			XXXXX	XXXXX	XXXXX	XXXXX	XXXXX										
34	Conduct customer satisfaction survey to measure impact	0%	○															XXXXX		
Sub-Component B: Improve administration, budgeting, and financial management in legacy and new municipalities (KRA 1.2)																				
Activity B.1: Maximize functionality and use of Integrated Accounting and Budgeting Software (IABS)																				
35	Monitor IABS use, maintenance, and implementation	100%	●		XXXXX	XXXXX														
Activity B.2: Prepare select municipalities for introduction of treasury operations																				
36	Assess the willingness of the FBiH MOF to cooperate, and if willing to cooperate, sign MOU with FBiH MOF	100%	●			XXXXX	XXXXX	XXXXX												
37	Work with MOF and / or association on developing the framework documentation / guidelines for introduction of treasury that will be distributed to municipalities	100%	●			XXXXX	XXXXX	XXXXX	XXXXX											
38	Conduct assessment of municipalities regarding treasury implementation	100%	●			XXXXX	XXXXX	XXXXX												
39	Select 8 - 10 pilot municipalities to receive technical assistance	100%	●					XXXXX												
40	Develop scopes of work, based on assessment result in each selected pilot municipality	100%	●						XXXXX	XXXXX										
41	Adjust the framework documentation to the needs of the selected partner municipalities	55%	●							XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX				According to the draft V Year Work Plan this activity is continuing into 2012!	
42	Provide tailor-made training sessions to each pilot municipality	40%	●							XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX	XXXXX		
Activity B.3: Improve budgetary information for municipalities																				
43	Through individual meetings, ensure smooth transfer of ownership of the Budget Guide to an outside agency, likely the Municipal Associations	100%	●			XXXXX	XXXXX													
Activity B.4: Transfer ownership of municipal revenue profile production and maintenance																				
44	Through individual meetings with Municipal Associations, ensure their understanding of the importance of revenue-profile production and motivate their interest in undertaking the capacity for production of individual municipal revenue profiles	100%	●			XXXXX	XXXXX	XXXXX												
45	Develop and deliver User's Manual and training in the municipal revenue profile production in each municipal association (or outside agency)	100%	●					XXXXX	XXXXX											
46	Monitor and evaluate sustainability of application of the revenue profile practice by the municipal association and provide assistance on as needed basis, in collaboration with Sida CDMA project	100%	●						XXXXX	XXXXX										
Activity B.5: Support advanced program budgeting and public expenditure management																				
47	Provide the Year 3 expenditure management trailblazer municipalities with training in the principles of modern project management and M&E of project implementation. Last year, these municipalities (Mrkonjic Grad, Trebinje, Gracanica, and Travnik) were selected for this activity and have been involved in activities related to graphical budget reporting (expenditure side).	100%	●			XXXXX	XXXXX													
48	Develop criteria for selection of 10 new pilot municipalities in program budgeting	100%	●			XXXXX	XXXXX	XXXXX												
49	Assess and select (with approval from JMC) 10 pilot municipalities	100%	●			XXXXX	XXXXX	XXXXX												
50	Identify municipal services in each of the selected municipalities that can be shown as programs; Sign SOWs with municipalities.	100%	●						XXXXX	XXXXX	XXXXX									
51	Adapt existing methodology to municipal needs in order to extend program technical assistance beyond initial trailblazer municipalities	100%	●			XXXXX	XXXXX	XXXXX	XXXXX											
52	Identify organizational obstacles in the process of successful implementation of program budgets in accordance with newly adapted methodology	100%	●						XXXXX	XXXXX	XXXXX									
53	Propose organizational changes	100%	●								XXXXX	XXXXX								

Activities and Tasks	Estimated percentage of completion	Status	Year 4 (2011)												Year 5 (2012)				NOTES	ACTION TAKEN	
			JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	Q1	Q2	Q3	Q4			
Component 1. Local Interventions																					
54	Liaise with the municipal associations on exchange of experiences and promotion of the program budgeting from the four Year 3 program budgeting trailblazer municipalities (Gračanica, Gradačac, Nevesinje, and Sapna) to other municipalities	50%	●	xxxx					Newly acquainted experiences from the ten municipalities selected in 2011 will be offered to the four Year 3 municipalities in a form of an improved methodology which will be applied in their respective administrations during 2012.	GAP worked with its four trailblazer municipalities (Gradačac, Gračanica, Sapna and Nevesinje) on introduction of this concept back in 2010, and these municipalities have gone through the training, have greater capacity and have introduced certain aspects of the concept in their 2011 budgets. However, the approach implemented in these municipalities has shown not to be very practical and sustainable, as introduction of the program budgeting is a process that lasts for years (5-10) and back in 2010GAP has tried an ad hoc transfer to program budgeting of all municipal segments at once. Our approach in 2010 has come across many obstacles, and surely assisted GAP to identify its strengths, but also some weaknesses and areas for further improvement. Therefore, building on this valuable experience, GAP has modified its approach in 2011, and offered improved methodology to its new 10 partner municipalities. Our plan is to apply this new methodology to the initial four trailblazer municipalities in 2012.											
55	Provide the selected program budgeting municipalities with a training in principles of modern project management, M&E of project implementation, and full usage and advanced application of the reservation IABS module to enhance their expenditure management skills	90%	●							xxxx	xxxx	xxxx	xxxx						Representatives of municipality Gorazde and Jablanica missed the trainings. Second term to be offered in November.		
56	Facilitate exchange of lessons-learned from the Year 3 expenditure management trailblazer municipalities to the program budgeting partner municipalities, via peer-to-peer mentoring and regional events	100%	●									xxxx	xxxx	xxxx	xxxx						
57	Train the budget office, heads of municipal departments, municipal councilors, and other relevant budget users in the program budgeting process. This training will be also offered to the four Year 3 program budgeting trailblazer municipalities.	100%	●										xxxx	xxxx							
58	Four trailblazers from Year 3 and new 10 program budgeting municipalities develop budgets in accordance with program budget principles for the services selected and previous adopted methodology.	90%	●											xxxx	xxxx				This activity has been deleted from the draft V Year Work Plan - namely, although significant progress would have been made by the deadline stated here, the activities must continue into V Year		
59	Conduct regional workshop, involving four trailblazer municipalities as mentors. Hold at least three inter-municipal "study tours" to facilitate exchange of best practices. This activity will enable municipalities to improve their program budgeting skills through sharing of practical examples and development of an inter-municipal support system.	0%	○													xxxx			Inter-municipal study tours are not applicable for this kind of assistance, reference to the study tours should be deleted		
60	Monitor and consult on the budget preparation process in selected 14 partner municipalities (4 old, 10 new) to ensure that new budget cycle (2013) starts and develops using program budgeting principles.	0%	○													xxxx	xxxx	xxxx	xxxx		
Sub-Component C: Introduce modern planning principles to municipal development (KRA 1.3)																					
Activity C.1: Improve urban planning in select pilot municipalities																					
61	Develop criteria for selection of pilot municipalities	100%	●		xxxx																
62	Select approximately 20 municipalities for in-depth assessment	100%	●				xxxx														
63	Conduct in-depth assessment of potential pilot municipalities	100%	●				xxxx	xxxx													
64	Produce catalogue of GAP technical and material assistance packages	50%	●				xxxx	xxxx	xxxx										On the October JMC meeting, this activity was deleted from the approach.		
65	Select 8 to 12 municipalities (propose, elaborate, to be approved by JMC)	100%	●					xxxx													
66	Prepare SOWs for JMC approval and mayors' signatures	100%	●						xxxx	xxxx									On the October JMC meeting, extension of the deadlines till end of 2011 was approved.		
67	Develop, with municipalities, detailed implementation action plans (based on the catalogue)	100%	●							xxxx	xxxx										
68	Provide technical and material assistance to implement the action plans to build the capacity of urban planning offices' professional staff	0%	●										xxxx	xxxx	xxxx	xxxx	xxxx				
69	Complete procurement for selected material assistance (prepare tender documents based on experts analyses and technical specifications, select vendor; and ensure delivery, installation, and use)	0%	●											xxxx	xxxx	xxxx					
Activity C.2: Support implementation of youth strategies in select pilot municipalities																					
70	Develop criteria and assess municipalities for targeted youth engagement activities	100%	●		xxxx	xxxx	xxxx														
71	Select 20 pilot municipalities (propose, elaborate, to be approved by JMC)	100%	●				xxxx														
72	Define detailed project activities and sign SOWs with selected municipalities	100%	●					xxxx	xxxx												
73	Select youth representatives that will participate in the working group that will review/refine existing youth engagement strategies and develop action plans	100%	●					xxxx	xxxx												
74	Implement a series of workshops for working group members on youth policy, advocacy, youth budgeting, communication with the government, youth participation in local decision-making process, project cycle management, and youth strategy implementation	40%	●						xxxx	xxxx	xxxx	xxxx	xxxx						As part of implementation of the Action plans, this activity (training program) will continue into V Year (proposed in the draft V Year Work Plan.		
75	Develop youth action plans for implementing reviewed or existing youth engagement strategies	20%	●							xxxx	xxxx	xxxx	xxxx	xxxx							
76	Develop advocacy plans for fundraising and youth-budgeting	10%	●										xxxx	xxxx	xxxx						

Activities and Tasks	Estimated percentage of completion	Status	Year 4 (2011)												Year 5 (2012)				NOTES	ACTION TAKEN
			JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	Q1	Q2	Q3	Q4		
Component 1. Local Interventions																				
106	Determine eligibility and conduct feasibility analysis and environmental assessment	100%	●			xxxxx														
107	Submit project to JMC for approval	100%	●				xxxxx													
108	Prepare and sign co-financing agreement; Conduct financial and programmatic reporting and project implementation training	100%	●					xxxxx												
109	Oversee implementation of project(s)	100%	●					xxxxx	xxxxx	xxxxx	xxxxx	xxxxx	xxxxx							
Cohort 3																				
110	Oversee implementation of projects	100%	●	xxxxx																
Group 1: CIP municipalities																				
111	Select projects to be co-funded by GAP	100%	●	xxxxx																
112	Determine eligibility and conduct feasibility analysis and environmental assessment	100%	●		xxxxx															
113	Ensure submission of all proposals for consideration	100%	●			xxxxx														
114	Ensure finalization of project proposals and submit to JMC for approval	100%	●				xxxxx	xxxxx												
115	Prepare and sign co-financing agreement; Conduct financial and programmatic reporting and project implementation training	100%	●						xxxxx											
116	Oversee implementation of projects	100%	●						xxxxx	xxxxx										
Cohort 4																				
Group 2: Non-CIP municipalities																				
117	Select projects to be co-funded by GAP	100%	●						xxxxx											
118	Determine eligibility and conduct feasibility analysis and environmental assessment	100%	●							xxxxx										
119	Ensure finalization of project proposals and submit to JMC for approval	100%	●							xxxxx	xxxxx									
120	Prepare and sign co-financing agreement; Conduct financial and programmatic reporting and project implementation training	100%	●									xxxxx								
121	Oversee implementation of projects	100%	●										xxxxx	xxxxx	xxxxx	xxxxx	xxxxx			
Activity D.3: Evaluate capital projects																				
Cohort 3																				
122	Evaluate projects following conclusion of direct CIP assistance to Cohort 3 municipalities	100%	●											xxxxx	xxxxx	xxxxx				

PROJECT IMPLEMENTATION STATUS

○ NOT YET STARTED
 ● ON SCHEDULE
 ● POSSIBLE ISSUE
 ● DELAY OR ISSUE
 ● COMPLETED

Activities and Tasks	Estimated percentage of completion	Status	Year 4 (2011)												Year 5 (2012)				NOTES	ACTION TAKEN		
			JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	Q1	Q2	Q3	Q4				
Component 2: Policy Interventions																						
Sub-component A: Strengthen inter-governmental communication and the capacity of municipalities to collectively advocate (KRA 2.1)																						
Activity A.1: Support adoption and implementation of Code on Inter-Governmental Relations																						
FBIH																						
123	Together with FBIH municipal association, present the Code to the higher levels of government	100%	●			xxxx	xxxx					Oct/Nov 2011 - Now that the Agreement has been signed the activities are expected to move at faster pace.	The meeting took place in October at Association Assembly/Presidency mtg. The Association and FBIH Gov't signed Agreement on official cooperation in regards to adopting and implementing Code.									
124	Upon adoption of the Code by the FBIH Government, support the municipal association in implementation of the Code	0%	●						xxxx	xxxx	xxxx											
125	Support association in negotiating terms of the Code's attachments with the Government	0%	●					xxxx	xxxx	xxxx												
126	Assist and provide expertise to association in implementing further fiscal decentralization as described in the Code and as prioritized by association	35%	●					xxxx	xxxx	xxxx												
127	Assist and provide expertise to association in implementing functional decentralization solutions as described in the Code and prioritized by association	30%	●					xxxx	xxxx	xxxx												
RS																						
128	Gather comments from working group members regarding existing draft Code; Incorporate relevant comments into the Code	100%	●		xxxx	xxxx	xxxx															
129	Together with the RS municipal association, work on legal weight (compliance) of the document and create lobbying strategy	100%	●					xxxx	xxxx	xxxx												
130	Support the municipal association in presenting the Code to the RS Government	80%	●							xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx				It is expected that Draft Code will be presented to the RS Government in January 2012!	
131	Upon adoption by the RS Government, work with the Government and the association in developing an action plan and facilitating its implementation.	0%	●									xxxx	xxxx	xxxx	xxxx	xxxx	xxxx					
Activity A.2: Foster sustainability of GAP2 activities through development and implementation of an exit strategy																						
132	Develop draft exit strategy, consulting stakeholders like municipal associations, GAP2 Advisory Board and CDMA project; Review and amend strategy as necessary	10%	●				xxxx	xxxx	xxxx				Although this is listed under the policy component, all component teams will contribute for their respective activities.									
133	Define appropriate intervention and raise awareness of GAP2 past activities	10%	●				xxxx	xxxx	xxxx													
134	Implement exit strategy, handing over tools and responsibilities to relevant stakeholders/successors and providing training as needed	0%	○														xxxx	xxxx	xxxx			
Activity A.3: Cooperate with Sida-funded CDMA project to improve municipal associations' ability to advocate for reform																						
135	Identify complementary activities with municipal association; Outline responsibilities of GAP2 and CDMA; Draft and sign MOU	100%	●			xxxx	xxxx															
136	Implement defined activities, and meet regularly with CDMA to report on progress, challenges, and achievements	30%	●					xxxx	xxxx	xxxx	xxxx			CDMA members were present at the Second Working Group meeting, appointed to produce Draft of the RS Code. CDMA representatives expressed willingness to support the cross-entire mayors mtg.								
Activity A.4: Foster opportunities for mayors to discuss common municipal interests																						
137	Assess the will of mayors to participate in cross-entire discussions/meetings on areas of common interest	100%	●					xxxx	xxxx	xxxx				After repeated delay by the CDMA, GAP has decided to move forward with this activity on its own.	Oct 2011 - GAP has (via Association) sent letters to mayors to express their willingness to participate in such activity. And also offered them several possible common topics for discussion. No feedback from the mayors yet.							
138	Should mayors be open to discussions/meetings, organize events as appropriate (eg. annual meetings, conferences, and/or roundtables)	0%	●							xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx			
Sub-Component B: Improve inter-municipal communication (KRA 2.2)																						
Activity B.1: Support adoption and implementation of Law on Vital Records and Law on Electronic Documents																						
139	Work closely with FBIH Government to facilitate adoption of legislation (Vital Records and Electronic Documents)	95%	●		xxxx	xxxx	xxxx															
140	Draft implementing bylaws or rules as required, including those needed to allow for cross-entire transfer of vital records between municipalities	100%	●							xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx				This activity is entering its final stages. The adoption of the Law on Electronic Document is expected in January 20, 12-	
141	Work with partner municipalities to launch inter-municipality sharing of vital records	0%	●									xxxx	xxxx	xxxx	xxxx	xxxx	xxxx					
142	Support training of municipal staff, together with municipal association and IDDEEA	10%	●										xxxx	xxxx	xxxx	xxxx	xxxx				Training will be part of implementation process scheduled for 2012.	
Sub-Component C: Conduct policy initiatives to operationalize the Local Self-Governance Development Strategy (KRA 2.3)																						
Activity C.1: Support implementation of the Law on Principles of Local Self-Governance																						
143	Revise draft legislation (Law on Forests, Law on Concessions, Law on Employees of LSG) and seek input/stance of FBIH Government and Parliament; Together with association, lobby Government and Parliament	100%	●		xxxx	xxxx	xxxx				The reason why this activity is not fully completed is because of the second part of the activity, which is lobbying. The first part (Revise draft legislation and seek input/stance of FBIH Government and Parliament) has been completed, however the lobbying process is ongoing until all the legislation that GAP is working on are passed to PA procedure.											
144	Upon revision, draft additional changes or amendments through working groups, if required. Present the drafts to the relevant officials	100%	●				xxxx	xxxx	xxxx													
145	On a semi-annual basis, organize meetings of the GAP Advisory Board to discuss the process of implementation of the Law on PLSG	100%	●											xxxx			xxxx				December 2011 - on December 20th GAP advisory board meeting was held. All members were present and quality discussion was performed.	
146	In coordination with municipal association, support the process of adoption of the draft laws (Forests, Employees in LSG, Concessions, etc.)	80%	●		xxxx	xxxx	xxxx	xxxx			ongoing											
Activity C.2: Address key policy issues that impede modern urban planning																						
147	Assess key policy issues/obstacles in modern urban planning (e.g. zoning), in conjunction with in-depth assessment performed by LI team	0%	●					xxxx	xxxx	xxxx												
148	Present recommended policy reform priorities to municipalities so that they may nominate them as priority issues for the municipal associations	0%	●						xxxx	xxxx	xxxx											
149	If adopted as priority, form working groups for reform priorities supported by associations	0%	●									xxxx	xxxx	xxxx	xxxx	xxxx	xxxx					
150	Together with municipal association working groups, draft legal and sub-legal changes as appropriate, and advocate for its Parliamentary procedure.	0%	●										xxxx	xxxx	xxxx	xxxx	xxxx				The policy activities will follow LI activities in this regard.	Spatial/Urban Planning Consultants engaged.
151	With municipal associations and LI team, organize training for municipalities on processes of reviewing, commenting on, and proposing changes to legislation	0%	●											xxxx	xxxx	xxxx	xxxx	xxxx				
152	Work with municipal associations on demand driven policy priorities	0%	●					xxxx	xxxx	xxxx	xxxx											
Activity C.3: Address key policy issues that impede efficient municipal management of communal service provision																						
153	Assess key policy issues/obstacles regarding municipal management of communal services, in conjunction with in-depth assessment performed by LI team	100%	●							xxxx	xxxx											
154	Policy Interventions team will provide assistance to Local Interventions team on policy issues as they arise and requested by GAP2 Local Interventions team.	0%	ongoing if needed											xxxx	xxxx	xxxx	xxxx					
Activity C.4: Support drafting of RS Law on Financing of Local Governments																						
155	Assist to BH Experts in ToR writing for international consultant and local expert and identifying experienced municipal local expert.	100%	●											xxxx								
156	Assisting the BH Experts and the Association to determine members of the working groups, coordinate activities on organization of the trainings	100%	●												xxxx							
157	Facilitate on Plenary of Working Groups and assist in preparation of the final conclusion on the Training topics	100%	●													xxxx						Round table was held on 26 - 27. October in Laktasi.
Activity C.5: Support drafting of FBIH Law on Financing																						
158	Organize stakeholder meetings to determine members of the working group (WG) that will work on the Law on Financing of Local Self-Governments; Create the WG and hold the kick off meetings	100%	●				xxxx	xxxx	xxxx													
159	Conduct research and prepare all relevant materials deemed necessary by the WG, the association, and the MoF. Present gathered materials for use by the WG	60%	●						xxxx	xxxx	xxxx											
160	Work with the WG to create models for funding and allocation of revenues including related sets of rules as required	0%	●								xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx				These activities will be continued in year 5 of the project, following the activities and meeting of the WG.	
161	Work with the WG on the creation of a draft law that encompasses all of the developed solutions	0%	●										xxxx	xxxx	xxxx	xxxx	xxxx	xxxx				
Sub-Component D: Support policy reform for introduction of municipal treasury operations (KRA 2.4)																						
Activity D.1: Support drafting of treasury implementation guidelines																						
162	In conjunction with LI team, support policy aspects of MOU with FBIH MOF and assistance to FBIH association in developing the framework guidance documents for municipalities	100%	●				xxxx	xxxx	xxxx													
163	Provide policy input to framework guidance documents for introduction of treasury and address policy obstacles as they arise	5%	●							xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx	xxxx				

ANNEX B

LIST OF DELIVERABLES (CD PLUS)

ANNEX B - LIST OF DELIVERABLES

Work Plans

- **Fourth Year Work Plan** submitted April 19, 2011
- **Fifth Year Work Plan** submitted December 15, 2011

Quarterly Reports

- **Twelfth Quarterly Progress Report**
(October 2010 – December 2010) submitted January 21, 2011
- **Thirteenth Quarterly Progress Report**
(January 2011 - March 2011) submitted April 15, 2011
- **Fourteenth Quarterly Progress Report**
(April 2011 - June 2011) submitted July 15, 2011
- **Fifteenth Quarterly Progress Report**
(July 2011 - September 2011) submitted October 15, 2011

Monitoring and Evaluation Reports

- **P-BMP and MCI Regular Survey Report – April 2011** submitted May 30, 2011
- **P-BMP and MCI Regular Survey Report – November 2011** submitted November 23, 2011
- **Report on Attitudinal Survey 2011**
June - July 2011 submitted August 19, 2011

Note: All deliverables are on CD enclosed to the GAP2 Annual Report 2011

ANNEX C

LIST OF TRAININGS CONDUCTED BY GAP2

IN 2011

**ANNEX C - LIST OF TRAININGS CONDUCTED BY GAP2
IN 2011**

#	Title of workshop / training session	Subject area	Focus (a)	Focus (b)	Date of training	City of training	Entity	# of participants	M	F	Component	PIS activity #	Trainer's name
1	Training on Complaints Procedure	Core activities	Planning/Capacity Building		1/5/2011	Fojnica	FBiH	14	6	8	LI	19	Ahmed Sijeric
2	Introductory meeting for MAP project Preparation and Implementation of Local Environmental Action Plan	MAP	Planning/Capacity Building		1/13/2011	Siroki Brijeg	FBiH	11	4	7	LI	2	Zlatan Music
3	Workshop on Preparation and Implementation of Local Environmental Action Plan, STTA	MAP	Planning/Capacity Building		1/19/2011	Siroki Brijeg	FBiH	6	2	4	LI	2	Zlatan Music
4	Gender-sensitive budgeting workshop	Core activities	Gender	Budget/Finance	1/25/2011	Gracanica	FBiH	8	4	4	LI	88	Anesa Dizdarevic
5	Gender-sensitive budgeting workshop	Core activities	Gender	Budget/Finance	1/26/2011	Nevesinje	RS	12	6	6	LI	88	Anesa Dizdarevic
6	Instrument for Pre-Accession (IPA) training	MAP	Planning/Capacity Building		2/7/2011; 2/8/2011	Ilidza	FBiH	10	5	5	LI	2	Merdza Handalic
7	Second workshop on gender-sensitive budgeting workshop	Core activities	Gender	Budget/Finance	2/10/2011	Gracanica	FBiH	9	4	5	LI	88	Anesa Dizdarevic
8	Second workshop on gender-sensitive budgeting workshop	Core activities	Gender	Budget/Finance	2/11/2011	Nevesinje	RS	12	5	7	LI	88	Anesa Dizdarevic
9	First LEAP Working Group training	MAP	Planning/Capacity Building		3/3/2011	Sekovici	RS	5	4	1	LI	10	Zlatan Music
10	Budget Guide and revenue profile training to the Associations	Core activities	Budget/Finance		3/17/2011	Sarajevo	RS/FBiH	3		3	LI	45	Anesa Dizdarevic
11	First LEAP Working Group training	MAP	Planning/Capacity Building		3/17/2011	Olovo	FBiH	4	3	1	LI	10	Zlatan Music
12	Budget Guide and revenue profile training to the Associations	Core activities	Budget/Finance		3/12/2011	Sarajevo	RS/FBiH	3		3	LI	45	Anesa Dizdarevic
13	Public expenditure management training	Core activities	Budget/Finance		22 and 31 March	Sarajevo	RS/FBiH	18	8	8	LI	55	Sanin Dzidic
14	IPA training	MAP	Planning/Capacity Building		3/22/2011; 3/23/2011	Kladanj	FBiH	11	6	5	LI	2	Merdza Handalic
15	LEAP Advisory Board meeting	MAP	Planning/Capacity Building		3/28/2011	Siroki Brijeg	FBiH	28	19	9	LI	2	Zlatan Music
16	Small Inventory Training	Core activity	Planning/Capacity Building		5-Apr	Gorazde	FBiH	1	0	1	LI	35	ITINERIS d.o.o.
17	Transfer of Municipal Revenue Profiles to Association of Cities and Municipalities RS	Cross-cutting MAP activity	Planning/Capacity Building		18-19 April	Sarajevo	FBiH	1	0	1	LI	18	Anesa Šehalić
18	Training on Instruments for Pre-Accession Assistance (IPA), first session	MAP activity-C3	Planning/Capacity Building		19-20 April	Banovići	FBiH	7	3	4	LI	2	Tanja Muhić
19	Transfer of Municipal Revenue Profiles to Association of Cities and Municipalities FBiH	Cross-cutting MAP activity	Planning/Capacity Building		20-Apr	Sarajevo	FBiH	1	0	1		18	Anesa Šehalić
20	Training on Instruments for Pre-Accession Assistance (IPA)	MAP activity-C3	Planning/Capacity Building		21-Apr	Kladanj	FBiH	11	6	5	LI	2	Tanja Muhić
21	Fixed Assets Training	Core activity	Budget/Finance		21-Apr	Olovo	FBiH	1	0	1	LI	35	ITINERIS d.o.o.
22	Accounts Receivable Training	Core activity	Budget/Finance		21-Apr	Olovo	FBiH	2	2	0	LI	35	ITINERIS d.o.o.
23	Final training on Monitoring and Evaluation	MAP activity-C3	Planning/Capacity Building		12-May	Banovici	FBiH	4	2	2	LI	2	Esad Smajlović
24	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Module IV Training; Consultancy Services; Project Monitoring & Evaluation	Planning/Capacity Building		17-May	Kotor Varoš	RS	3	2	1	LI	12 & 13	Tanja Mihajlović
25	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Module IV Training; Consultancy Services; Project Monitoring & Evaluation	Planning/Capacity Building		17-May	Kneževo	RS	7	4	3	LI	12 & 13	Tanja Mihajlović
26	Final training on Monitoring and Evaluation	MAP activity-C3	Planning/Capacity Building		18-May	Gracanica	FBiH	7	1	6	LI	3, 12 & 13	Esad Smajlović

**ANNEX C - LIST OF TRAININGS CONDUCTED BY GAP2
IN 2011**

#	Title of workshop / training session	Subject area	Focus (a)	Focus (b)	Date of training	City of training	Entity	# of participants	M	F	Component	PIS activity #	Trainer's name
27	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Planning/Capacity Building		19-May	Bosanska Krupa	FBiH	4	3	1	LI	12 & 13	Tanja Mihajlović
28	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Planning/Capacity Building		20-May	Kostajnica	RS	4	2	2	LI	12 & 13	Tanja Mihajlović
29	Training on Monitoring and Evaluation for C4 municipalities	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Planning/Capacity Building		23-May	Ljubinje	RS	2	2	0	LI	12 & 13	Halko Basarić
30	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Planning/Capacity Building		23-May	Šipovo	RS	4	2	2	LI	3	Siniša Petrović
31	Workshop on gender budgeting	Core activity	Gender	Budget/Finance	24-May	Gracanica	FBiH	8	3	5	LI	87	Anesa Šehalić
32	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Planning/Capacity Building		24-May	Ribnik	RS	5	4	1	LI	3	Siniša Petrović
33	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Planning/Capacity Building		24-May	Cazin	FBiH	9	7	2	LI	3	Siniša Petrović
34	2-day workshop on Development of the Plan for Attracting Investments/ Izrada strateškog plana privlačenja investicija", Ribnik	MAP project Location Marketing and Municipal Plans of Attracting Investments Workshop	Planning/Capacity Building		25-26 May	Ribnik	RS	9	6	3	LI	2	Zlatan Musić
35	General Ledger, Budgeting and Accounts Payable Training	Core activity & MAP C4	Budget/Finance		25-26 May	Tuzla	FBiH	2	0	2	LI	35 & 10	ITINERIS d.o.o.
36	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Planning/Capacity Building		27-May	Bosanski Petrovac	FBiH	6	4	2	LI	3	Siniša Petrović
37	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Planning/Capacity Building		27-May	Grude	FBiH	1	1	0	LI	12 & 13	Anita Soče
38	IPA training	MAP activity-C3	Planning/Capacity Building		31-May	Ilidža	FBiH	8	5	3	LI	2	Merdža Handalić
39	Final training on Monitoring and Evaluation	MAP activity-C3	Planning/Capacity Building		31-May	Kladanj	FBiH	6	3	3	LI	12 & 13	Esad Smajlović
40	Training on use of permitting and legalization software	MAP activity-Legacy	IT	Urban Planning	31-May	Breza	FBiH	10	2	8	LI	1	GAUSS d.o.o.
41	Training on use of permitting and legalization software	MAP activity-Legacy	IT	Urban Planning	31-May	Goražde	FBiH	5	3	2	LI	1	GAUSS d.o.o.
42	Training on use of permitting and legalization software	MAP activity-Legacy	IT	Urban Planning	31-May	Nevesinje	RS	3	1	2	LI	1	GAUSS d.o.o.
43	Training on Monitoring and Evaluation for C4 municipalities	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Planning/Capacity Building		1-Jun	Čitluk	FBiH	1	1	0	LI	12 & 13	Halko Basarić
44	Proposal development per international standards	MAP activity-C3	Planning/Capacity Building		1-Jun	Trnovo RS	RS	9	2	7	LI	2	Merdža Handalić
45	Training on use of permitting and legalization software	MAP activity-Legacy	IT	Urban Planning	1-Jun	Ljubuški	FBiH	3	3	0	LI	1	GAUSS d.o.o.
46	Training on use of permitting and legalization software	MAP activity-Legacy	IT	Urban Planning	1-Jun	Rogatica	RS	4	2	2	LI	1	GAUSS d.o.o.
47	Training on use of permitting and legalization software	MAP activity-Legacy	IT	Urban Planning	1-Jun	Vogošća	FBiH	11	6	5	LI	1	GAUSS d.o.o.
48	Proposal development per international standards	MAP activity-C3	Planning/Capacity Building		2-Jun	Ilijas	FBiH	6	4	2	LI	2	Merdža Handalić
49	Training on Monitoring and Evaluation for C3 municipalities	MAP activity-C3	Planning/Capacity Building		3-Jun	Petrovo	RS	7	2	5	LI	3	Esad Smajlović
50	Training on use of permitting and legalization software	MAP activity-Legacy	IT	Urban Planning	3-Jun	Rudo	RS	3	1	2	LI	1	GAUSS d.o.o.
51	Training on use of permitting and legalization software	MAP activity-Legacy	IT	Urban Planning	3-Jun	Trebinje	RS	3	2	1	LI	1	GAUSS d.o.o.
52	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Planning/Capacity Building		6-Jun	Livno	FBiH	3	3	0	LI	12 & 13	Halko Basarić
53	Training on use of permitting and legalization software	MAP activity-Legacy	IT	Urban Planning	6-Jun	Srbac	RS	5	2	3	LI	1	GAUSS d.o.o.
54	Training on use of permitting and legalization software	MAP activity-Legacy	IT	Urban Planning	6-Jun	Velika Kladuša	FBiH	9	3	6	LI	1	GAUSS d.o.o.
55	Proposal development per international standards	MAP activity-C3	Planning/Capacity Building		7-Jun	Ilijaš	FBiH	9	5	4	LI	2	Merdža Handalić

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IN 2011**

#	Title of workshop / training session	Subject area	Focus (a)	Focus (b)	Date of training	City of training	Entity	# of participants	M	F	Component	PIS activity #	Trainer's name
56	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	MAP activity-C4	Planning/Capacity Building		7-Jun	Sapna	FBiH	6	1	5	LI	12 & 13	Esad Smajlović
57	Training on use of permitting and legalization software	MAP activity-Legacy	IT	Urban Planning	7-Jun	Bužim	FBiH	5	4	1	LI	1	GAUSS d.o.o.
58	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	MAP activity-C3	Planning/Capacity Building		8-Jun	Tmovo	RS	4	0	4	LI	3	Tatjana Muhić
59	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	MAP activity-C3	Planning/Capacity Building		8-Jun	Ilijaš	FBiH	5	2	3	LI	3	Tatjana Muhić
60	Initial Workshop on Mid-term Budget Planning, MAP card	MAP activity C3	Budget/Finance		8-Jun	Šipovo	RS	6	0	6	LI	2	Anesa Šehalić
61	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	MAP activity-C4	Planning/Capacity Building		8-Jun	Šekovići	RS	4	0	4	LI	12 & 13	Esad Smajlović
62	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	MAP activity-C4	Planning/Capacity Building		9-Jun	Žepče	FBiH	4	1	3	LI	12 & 13	Esad Smajlović
63	Initial Workshop on Mid-term Budget Planning, MAP card	MAP activity C4	Budget/Finance		9-Jun	Kneževo	RS	6	5	1	LI	10	Anesa Šehalić
64	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	MAP activity-C3	Planning/Capacity Building		9-Jun	Ilidza	FBiH	12	4	8	LI	3	Tatjana Muhić
65	Training on use of permitting and legalization software	MAP activity-Legacy	IT	Urban Planning	9-Jun	Bosansko Grahovo	FBiH	3	2	1	LI	1	GAUSS d.o.o.
66	Training on use of permitting and legalization software	MAP activity-Legacy	IT	Urban Planning	9-Jun	Drvar	FBiH	4	2	2	LI	1	GAUSS d.o.o.
67	Payroll and Cash Receipts Training	Core activity	Budget/Finance		09 -10 June in Tuzla, 14 April in Olovo, 27 June in Visoko, 5 May in Olovo	Tuzla, Olovo, Visoko	FBiH	7	1	6	LI	35	ITINERIS d.o.o.
68	Initial Workshop on Mid-term Budget Planning, MAP card	MAP activity C3	Budget/Finance		10-Jun	Bosanski Petrovac	FBiH	6	2	4	LI	2	Anesa Šehalić
69	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	MAP activity-C4	Planning/Capacity Building		13-Jun	Domaljevac	FBiH	3	1	2	LI	12 & 13	Esad Smajlović
70	Treasury Training (Old munic.)	Core activity	Budget/Finance		4-7 April and 13-14 June	Tuzla	FBiH	6	1	5	LI	35	ITINERIS d.o.o.
71	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	MAP activity-C4	Planning/Capacity Building		14-Jun	Vares	FBiH	8	7	1	LI	12 & 13	Tatjana Muhić
72	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	MAP activity-C4	Planning/Capacity Building		14-Jun	Vitez	FBiH	6	3	3	LI	12 & 13	Tatjana Muhić
73	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	MAP activity-C4	Planning/Capacity Building		15-Jun	Novi Travnik	FBiH	5	3	2	LI	12 & 13	Tatjana Muhić
74	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Planning/Capacity Building		15-Jun	Kupres	FBiH	1	1	0	LI	12 & 13	Anita Soče
75	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	Planning/Capacity Building		15-Jun	Široki Brijeg	FBiH	1	0	1	LI	12 & 13	Anita Soče
76	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	MAP activity-C4	Planning/Capacity Building		16-Jun	Olovo	FBiH	6	5	1	LI	12 & 13	Tatjana Muhić
77	LEAP snapshot report workshop	MAP activity-C3	Planning/Capacity Building		16-Jun	Široki Brijeg	FBiH	5	2	3	LI	2	Zlatan Musić
78	Proposal development per international standards	MAP activity-C3	Planning/Capacity Building		16-Jun	Tmovo	RS	6	0	6	LI	2	Merdža Handalić
79	LEAP Workshop on "Vision Creation"	MAP activity-C4	Planning/Capacity Building		17-Jun	Šekovići	RS	11	3	8	LI	10	Esad Smajlović
80	Module IV Training: Consultancy Services; Project Monitoring & Evaluation	MAP activity-C3	Planning/Capacity Building		22-Jun	Visoko	FBiH	4	1	3	LI	3	Tatjana Muhić
81	Treasury Training	Core activity & MAP C4	Budget/Finance		25-26 June	Tuzla	FBiH	5	0	5	LI	35 & 10	ITINERIS d.o.o.
82	Proposal development per international standards	MAP activity-C3	Planning/Capacity Building		28-Jun	Ilijaš	FBiH	7	5	2	LI	2	Merdža Handalić
83	Workshop on gender budgeting	Core activity	Gender	Budget/Finance	28-Jun	Nevesinje	RS	15	6	9	LI	87	Anesa Šehalić
84	Initial Workshop on Law on Gender Equality and Introduction of Gender Action Plan	Core Modified Activities	Gender	Planning/Capacity Building	13-Sep	Jablanica	FB&H	5	2	3	LI	85	Admir Vranic
85	Training on "Service 48 Hours"	Core Modified Activities A2	Communal Services		13-Sep	Bosanska Krupa	FB&H	3	2	1	LI	31	Ahmed Sijercic
86	Workshop on Law on Youth, Youth Policy Introduction and Monitoring of Youth Policy	Core Modified Activities	Youth		13-Sep	Gradiška	RS	6	4	2	LI	74	Zlatan Musić
87	Workshop on Law on Gender Equality and Introduction to Gender Policy Cycle	Core Modified Activities	Gender		13-Sep	Gradiška	RS	5	2	3	LI	85	Zlatan Musić
88	Workshop on Law on Youth, Youth Policy Introduction and Monitoring/Evaluation of Youth Policy	Core Modified Activities	Youth		13-Sep	Srbac	RS	10	2	8	LI	74	Zlatan Musić

**ANNEX C - LIST OF TRAININGS CONDUCTED BY GAP2
IN 2011**

#	Title of workshop / training session	Subject area	Focus (a)	Focus (b)	Date of training	City of training	Entity	# of participants	M	F	Component	PIS activity #	Trainer's name
89	Workshop on Law on Gender Equality and Introduction to Gender Policy Cycle	Core Modified Activities	Gender		13-Sep	Srbac	RS	16	6	10	LI	85	Zlatan Musić
90	Workshop on Youth Policy, Introduction, current status and Monitoring of Youth Policy	Core Modified Activities	Youth		13-Sep	Nevesinje	RS	11	5	6	LI	74	Admir Vranic
91	Workshop on Law on Gender Equality and Introduction of Gender Action Plan	Core Modified Activities	Gender	Planning/Capacity Building	13-Sep	Nevesinje	RS	5	1	4	LI	85	Admir Vranic
92	Initial Workshop on Youth Policy, Introduction, current status and Monitoring of Youth Policy	Core Modified Activities	Youth		14-Sep	Bugojno	FB&H	24	6	18	LI	74	Admir Vranic
93	Initial Workshop on Law on Gender Equality and Introduction of Gender Action Plan	Core Modified Activities	Gender	Planning/Capacity Building	14-Sep	Bugojno	FB&H	5	1	4	LI	85	Admir Vranic
94	Initial Workshop on Youth Policy, Introduction, current status and Monitoring of Youth Policy	Core Modified Activities	Youth		15-Sep	Ljubinje	RS	9	7	2	LI	74	Admir Vranic
95	Initial Workshop on Law on Gender Equality and Introduction of Gender Action Plan	Core Modified Activities	Gender	Planning/Capacity Building	15-Sep	Ljubinje	RS	4	2	2	LI	85	Admir Vranic
96	Workshop on Law on Youth, Youth Policy Introduction and Monitoring/Evaluation of Youth Policy	Core Modified Activities	Youth		15-Sep	Kostajnica	RS	11	5	6	LI	74	Zlatan Musić
97	Workshop on Law on Gender Equality and Introduction to Gender Policy Cycle	Core Modified Activities	Gender		15-Sep	Kostajnica	RS	5	1	4	LI	85	Zlatan Musić
98	Workshop on Law on Youth, Youth Policy Introduction and Monitoring/Evaluation of Youth Policy	Core Modified Activities	Youth		16-Sep	Mrkonjić Grad	RS	16	5	11	LI	74	Zlatan Musić
99	Workshop on Law on Gender Equality and Introduction to Gender Policy Cycle	Core Modified Activities	Gender		16-Sep	Mrkonjić Grad	RS	5	0	5	LI	85	Zlatan Musić
100	Initial Workshop on Youth Policy, Introduction, current status and Monitoring of Youth Policy	Core Modified Activities	Youth		16-Sep	Trebinje	RS	9	9	0	LI	74	Admir Vranic
101	Initial Workshop on Law on Gender Equality and Introduction of Gender Action Plan	Core Modified Activities	Gender	Planning/Capacity Building	16-Sep	Trebinje	RS	5	3	2	LI	85	Admir Vranic
102	Program Budgeting Introduction at Municipal Level Workshop I	Core Modified Activities	Budget/Finance		16-Sep	Lopare	RS	9	4	5	LI	57	Anesa Dizdarević
103	Workshop on Gender Budgeting	Core Activity	Gender	Budget/Finance	19-Sep	Nevesinje	RS	5	2	3	LI	87	Admir Vranic
104	Program Budgeting Workshop	Core Modified Activities	Budget/Finance		19-Sep	Konjic	FBiH	7	4	3	LI	55	Anesa Dizdarević
105	Program Budgeting Workshop II	Core Modified Activities	Budget/Finance		19-Sep	Konjic	FBiH	7	4	3	LI	57	Anesa Dizdarević, Haris Čatić
106	Workshop on Youth Policy, Introduction, current status and Monitoring of Youth Policy	Core Modified Activities	Youth		20-Sep	Fojnica	FB&H	4	2	2	LI	74	Admir Vranic
107	Workshop on Law on Gender Equality and Introduction of Gender Action Plan	Core Modified Activities	Gender	Planning/Capacity Building	20-Sep	Fojnica	FB&H	4	2	2	LI	85	Admir Vranic
108	Municipal Team for Communal Services Development Session 1	Core Modified Activities	Communal Services		20-Sep	Nevesinje	RS	11	8	3	LI	31	Ahmed Sijercic
109	Program Budgeting Workshop II	Core Modified Activities	Budget/Finance		20-Sep	Jablanica	FBiH	3	1	2	LI	57	Anesa Dizdarević, Haris Čatić
110	Municipal Team for Communal Services Development Session 1	Core Modified Activities	Communal Services		21-Sep	Prozor Rama	FBiH	19	13	6	LI	31	Ahmed Sijercic
111	Program Budgeting Workshop II	Core Modified Activities	Budget/Finance		21-Sep	Žepče	FBiH	5	2	3	LI	57	Haris Čatić
112	Workshop on Law on Youth, Youth Policy Introduction and Monitoring/Evaluation of Youth Policy	Core Modified Activities	Youth		22-Sep	Bihać	FBiH	10	5	5	LI	74	Zlatan Musić
113	Workshop on Law on Gender Equality and Introduction to Gender Policy Cycle	Core Modified Activities	Gender		22-Sep	Bihać	FBiH	6	1	5	LI	85	Zlatan Musić
114	Municipal Team for Communal Services Development Session 1	Core Modified Activities	Communal Services		22-Sep	Livno	FBiH	8	6	2	LI	31	Ahmed Sijercic
115	Program Budgeting Workshop II	Core Modified Activities	Budget/Finance		22-Sep	Goražde	FBiH	6	2	4	LI	57	Anesa Dizdarević, Haris Čatić
116	Program Budgeting Workshop II	Core Modified Activities	Budget/Finance		23-Sep	Ilijaš	FBiH	5	3	2	LI	57	Anesa Dizdarević, Haris Čatić
117	Municipal POR Training Session 1	Core Modified Activities	Communal Services		26-Sep	Travnik	FBiH	14	7	7	LI	31	Ahmed Sijercic
118	Workshop on treasury introduction to external budget users	Core Modified Activities	Budget/Finance		26-Sep	Cazin	FBiH	8	4	4	LI	42	Merdža Handalić
119	Program Budgeting Workshop II	Core Modified Activities	Budget/Finance		26-Sep	Mrkonjić Grad	RS	5	1	4	LI	57	Haris Čatić

**ANNEX C - LIST OF TRAININGS CONDUCTED BY GAP2
IN 2011**

#	Title of workshop / training session	Subject area	Focus (a)	Focus (b)	Date of training	City of training	Entity	# of participants	M	F	Component	PIS activity #	Trainer's name
120	Municipal POR Training Session 1	Core Modified Activities	Communal Services		27-Sep	Cazin	FBiH	11	7	4	LI	31	Ahmed Sijercic
121	Workshop on Law on Youth, Youth Policy Introduction and Monitoring/Evaluation of Youth Policy	Core Modified Activities	Youth		27-Sep	Gradačac	FBiH	17	9	8	LI	74	Zlatan Musić
122	Workshop on Law on Gender Equality and Introduction to Gender Policy Cycle	Core Modified Activities	Gender		27-Sep	Gradačac	FBiH	3	0	3	LI	85	Zlatan Musić
123	Program Budgeting Workshop II	Core Modified Activities	Budget/Finance		27-Sep	Srbac	RS	10	9	1	LI	57	Haris Čatić
124	Workshop on treasury introduction to external budget users	Core Modified Activities	Budget/Finance		27-Sep	Bužim	FBiH	14	7	7	LI	42	Merdža Handalić
125	Workshop on Law on Youth, Youth Policy Introduction and Monitoring/Evaluation of Youth Policy	Core Modified Activities	Youth		28-Sep	Gračanica	FBiH	10	3	7	LI	74	Zlatan Musić
126	Workshop on Law on Gender Equality and Introduction to Gender Policy Cycle	Core Modified Activities	Gender		28-Sep	Gračanica	FBiH	8	2	6	LI	85	Zlatan Musić
127	Municipal Team for Communal Services Development Session 1	Core Modified Activities	Communal Services		28-Sep	Bosanska Krupa	FBiH	6	2	4	LI	31	Ahmed Sijercic
128	Program Budgeting Workshop II	Core Modified Activities	Budget/Finance		28-Sep	Gradiška	RS	11	6	5	LI	57	Haris Čatić
129	Municipal Team for Communal Services Development Session 1	Core Modified Activities	Communal Services		29-Sep	Sipovo	RS	6	3	3	LI	31	Ahmed Sijercic
130	Workshop on Gender Budgeting	Core Activity	Gender	Budget/Finance	29-Sep	Gracanica	FBiH	3	1	2	LI	87	Admir Vranic
131	Program Budgeting Workshop II	Core Modified Activities	Budget/Finance		29-Sep	Lopare	RS	6	2	4	LI	57	Haris Čatić
132	Municipal Team for Communal Services Development Session 1	Core Modified Activities	Communal Services		30-Sep	Mrkonjic Grad	RS	13	5	8	LI	31	Ahmed Sijercic
133	Workshop on Law on Youth, Youth Policy Introduction and Monitoring/Evaluation of Youth Policy	Core Modified Activities	Youth		30-Sep	Žepče	FBiH	17	7	10	LI	74	Zlatan Musić
134	Program Budgeting Workshop II	Core Modified Activities	Budget/Finance		30-Sep	Trebinje	RS	10	5	5	LI	57	Haris Čatić
135	Training on Principles of Modern Project Management, M&E of Project Implementation, and Efficient Expenditure Project Management	Core Activity	Planning/Capacity Building	Budget/Finance	29-Sep	Žepce	FBIH	11	5	6	LI	55	Sanin Džidić Merdža Handalić Plahonjić
136	Training on Principles of Modern Project Management, M&E of Project Implementation, and Efficient Expenditure Project Management	Core Activity	Planning/Capacity Building	Budget/Finance	30-Sep	Gradiška	RS	17	8	9	LI	55	Sanin Džidić Merdža Handalić Plahonjić
137	Training on Principles of Modern Project Management, M&E of Project Implementation, and Efficient Expenditure Project Management	Core Activity	Planning/Capacity Building	Budget/Finance	3-Oct	Mostar	FBiH	7	4	3	LI	55	Sanin Džidić Merdža Handalić Plahonjić
138	Municipal Team for Communal Services Development Session 1	Core Modified Activities	Communal Services		4-Oct	Foca	RS	16	9	7	LI	31	Ahmed Sijercic
139	LEAP Session	MAP	Planning/Capacity Building		6-Oct	Sekovici	RS	3	3	0	LI	10	Ahmed Sijercic
140	IPA workshop	MAP	Planning/Capacity Building		11-Oct	Banovici	FBiH	5	2	3	LI	2	Tatjana Muhic
141	Workshops on treasury introduction for internal and external budget users	Core Modified Activities	Budget/Finance		11-Oct	Žepče	FbAH	6	1	5	LI	42	Merdza Handalic Plahonjic
142	Workshops on treasury introduction for internal budget users	Core Modified Activities	Budget/Finance		12-Oct	Travnik	FbAH	11	5	6	LI	42	Merdza Handalic Plahonjic
143	Workshop on Youth Strategic Planning and Draft Action Plan Development, Analysis/Problem Definition Methodology, SWOT analysis and vision creation	Core Modified Activities	Youth	Planning/Capacity Building	11-Oct	Kostajnica	RS	4	1	3	LI	74	Zlatan Musić

**ANNEX C - LIST OF TRAININGS CONDUCTED BY GAP2
IN 2011**

#	Title of workshop / training session	Subject area	Focus (a)	Focus (b)	Date of training	City of training	Entity	# of participants	M	F	Component	PIS activity #	Trainer's name
144	Workshop on Gender Policy Cycle, Gender Strategic Planning and Draft Action Plan Development, Analysis/Problem Definition Methodology, SWOT analysis and vision creation	Core Modified Activities	Gender	Planning/Capacity Building	11-Oct	Kostajnica	RS	5	2	3	LI	85	Zlatan Musić
145	Workshop on Project Proposals per International Standards	MAP	Planning/Capacity Building		13-Oct	Trnovo	RS	5	0	5	LI	2	Merdza Handalic Plahonjic
146	Workshop on Youth Strategic Planning and Draft Action Plan Development, Analysis/Problem Definition Methodology, SWOT analysis and vision creation	Core Modified Activities	Youth	Planning/Capacity Building	13-Oct	Gradiška	RS	5	3	2	LI	74	Zlatan Musić
147	Workshop on Gender Policy Cycle, Gender Strategic Planning and Draft Action Plan Development, Analysis/Problem Definition Methodology, SWOT analysis and vision creation	Core Modified Activities	Gender	Planning/Capacity Building	14-Oct	Gradiška	RS	3	1	2	LI	85	Zlatan Musić
148	Workshop on Project Proposals per International Standards	MAP	Planning/Capacity Building		14-Oct	Trnovo	RS	5	0	5	LI	2	Merdza Handalic Plahonjic
149	Municipal Team for Communal Services Development Session 2	Core Modified Activities	Communal Services		19-Oct	Prozor Rama	FBaH	21	12	9	LI	31	Ahmed Sijercic
150	Workshop on Youth Strategic Planning and Draft Action Plan Development, Analysis/Problem Definition Methodology, SWOT analysis and vision creation	Core Modified Activities	Youth	Planning/Capacity Building	19-Oct	Kladanj	FBiH	8	2	6	LI	74	Zlatan Musić
151	Workshop on Gender Policy Cycle, Gender Strategic Planning and Draft Action Plan Development, Analysis/Problem Definition Methodology, SWOT analysis and vision creation	Core Modified Activities	Gender	Planning/Capacity Building	19-Oct	Kladanj	FBiH	6	1	5	LI	85	Zlatan Musić
152	Workshop on Youth Participation in local decision-making process, Youth Budgeting and Youth Policy	Core Modified Activities	Youth	Budget/Finance	19-Oct	Nevesinje	RS	7	4	3	LI	74	Admir Vranic
153	Workshop on Gender Action Plan and Gender Analysis	Core Modified Activities	Gender	Planning/Capacity Building	19-Oct	Nevesinje	RS	5	1	4	LI	85	Admir Vranic
154	Municipal Team for Communal Services Development Session 2	Core Modified Activities	Communal Services		20-Oct	Livno	FBaH	8	2	6	LI	31	Ahmed Sijercic
155	Workshop on Youth Participation in local decision-making process, Youth Budgeting and Youth Policy	Core Modified Activities	Youth	Budget/Finance	20-Oct	Ljubinje	RS	7	5	2	LI	74	Admir Vranic
156	Workshop on Gender Action Plan and Gender Analysis	Core Modified Activities	Gender	Planning/Capacity Building	20-Oct	Ljubinje	RS	3	1	2	LI	85	Admir Vranic
157	Municipal POR Session 2	Core Modified Activities	Communal Services		21-Oct	Travnik	FBaH	14	8	6	LI	31	Ahmed Sijercic
158	Workshop on Youth Participation in local decision-making process, Youth Budgeting and Youth Policy	Core Modified Activities	Youth	Budget/Finance	21-Oct	Trebinje	RS	3	3	0	LI	74	Admir Vranic
159	Workshop on Gender Action Plan and Gender Analysis	Core Modified Activities	Gender	Planning/Capacity Building	21-Oct	Trebinje	RS	6	2	4	LI	85	Admir Vranic
160	Workshop on Youth Strategic Planning and Draft Action Plan Development, Analysis/Problem Definition Methodology, SWOT analysis and vision creation	Core Modified Activities	Youth	Planning/Capacity Building	24-Oct	Čelić	FBiH	6	3	3	LI	74	Zlatan Musić
161	Municipal Team for Communal Services Development Session 2	Core Modified Activities	Communal Services		24-Oct	Mrkonjic Grad	RS	14	7	7	LI	31	Ahmed Sijercic
162	Third round of workshops on program budgeting	Core Modified Activities	Budget/Finance		24-Oct	Konjic	FBiH	5	2	3	LI	57	Anesa Dizdarevic, Haris Catic
163	Workshop on Youth Participation in local decision-making process, Youth Budgeting and Youth Policy	Core Modified Activities	Youth	Budget/Finance	25-Oct	Vareš	FBiH	6	6	0	LI	74	Admir Vranic
164	Third round of workshops on program budgeting	Core Modified Activities	Budget/Finance		25-Oct	Jablanica	FBiH	4	3	1	LI	57	Anesa Dizdarevic, Haris Catic
165	Workshop on Gender Action Plan and Gender Analysis	Core Modified Activities	Gender	Planning/Capacity Building	26-Oct	Vareš	FBiH	6	3	3	LI	85	Admir Vranic
166	Third round of workshops on program budgeting	Core Modified Activities	Budget/Finance		26-Oct	Trebinje	RS	6	3	3	LI	57	Anesa Dizdarevic, Haris Catic
167	Workshop on Youth Strategic Planning and Draft Action Plan Development, Analysis/Problem Definition Methodology, SWOT analysis and vision creation	Core Modified Activities	Youth	Planning/Capacity Building	25-Oct	Teslić	RS	13	4	7	LI	74	Zlatan Musić
168	Workshop on Gender Policy Cycle, Gender Strategic Planning and Draft Action Plan Development, Analysis/Problem Definition Methodology, SWOT analysis and vision creation	Core Modified Activities	Gender	Planning/Capacity Building	25-Oct	Teslić	RS	5	2	3	LI	85	Zlatan Musić

**ANNEX C - LIST OF TRAININGS CONDUCTED BY GAP2
IN 2011**

#	Title of workshop / training session	Subject area	Focus (a)	Focus (b)	Date of training	City of training	Entity	# of participants	M	F	Component	PIS activity #	Trainer's name
169	Municipal POR Session 2	Core Modified Activities	Communal Services		25-Oct	Cazin	FBaH	9	5	4	LI	31	Ahmed Sijercic
170	Workshop on Youth Strategic Planning and Draft Action Plan Development, Analysis/Problem Definition Methodology, SWOT analysis and vision creation	Core Modified Activities	Youth	Planning/Capacity Building	26-Oct	Srbac	RS	10	2	8	LI	74	Zlatan Musić
171	Workshop on Gender Policy Cycle, Gender Strategic Planning and Draft Action Plan Development, Analysis/Problem Definition Methodology, SWOT analysis and vision creation	Core Modified Activities	Gender	Planning/Capacity Building	26-Oct	Srbac	RS	7	1	6	LI	85	Zlatan Musić
172	Municipal Team for Communal Services Development Session 2	Core Modified Activities	Communal Services		26-Oct	Bosanska Krupa	FBaH	6	2	4	LI	31	Ahmed Sijercic
173	Workshop on Youth Participation in local decision-making process, Youth Budgeting and Youth Policy	Core Modified Activities	Gender	Budget/Finance	26-Oct	Bugojno	FBIH	21	5	16	LI	74	Admir Vranic
174	Workshop on Gender Action Plan and Gender Analysis	Core Modified Activities	Gender	Planning/Capacity Building	26-Oct	Bugojno	FBIH	4	0	4	LI	85	Admir Vranic
175	Municipal Team for Communal Services Development Session 2	Core Modified Activities	Communal Services		27-Oct	Sipovo	RS	5	2	3	LI	31	Ahmed Sijercic
176	Workshop on Youth Participation in local decision-making process, Youth Budgeting and Youth Policy	Core Modified Activities	Youth	Budget/Finance	27-Oct	Ilijaš	FBIH	5	2	3	LI	74	Admir Vranic
177	Workshop on Gender Action Plan and Gender Analysis	Core Modified Activities	Gender	Planning/Capacity Building	27-Oct	Vogošća	FBIH	4	1	3	LI	85	Admir Vranic
178	Third round of workshops on program budgeting	Core Modified Activities	Budget/Finance		27-Oct	Goražde	FBIH	8	4	4	LI	57	Anesa Dizdarevic, Haris Catić
179	Third round of workshops on program budgeting	Core Modified Activities	Budget/Finance		28-Oct	Ilijaš	FBIH	6	4	2	LI	57	Anesa Dizdarevic, Haris Catić
180	Third round of workshops on program budgeting	Core Modified Activities	Budget/Finance		31-Oct	Mrkonjić Grad	RS	3	0	3	LI	57	Anesa Dizdarevic, Haris Catić
181	Third round of workshops on program budgeting	Core Modified Activities	Budget/Finance		1-Nov	Gradiška	RS	5	2	3	LI	57	Anesa Dizdarevic, Haris Catić
182	Workshop on Strategic Planning for Youth, Problem Analysis/Definition, Log frame and draft Action Plan Development	Core Modified Activities	Youth	Planning/Capacity Building	1-Nov	Mrkonjic Grad	RS	14	8	6	LI	74	Zlatan Musić
183	Third round of workshops on program budgeting	Core Modified Activities	Budget/Finance		2-Nov	Srbac	RS	10	8	2	LI	57	Anesa Dizdarevic, Haris Catić
184	Third round of workshops on program budgeting	Core Modified Activities	Budget/Finance		3-Nov	Lopare	RS	7	2	5	LI	57	Anesa Dizdarevic, Haris Catić
185	Third round of workshops on program budgeting	Core Modified Activities	Budget/Finance		4-Nov	Žepče	FBIH	7	3	4	LI	57	Anesa Dizdarevic, Haris Catić
186	Municipal Team for Communal Services Development Session 2	Core Modified Activities	Communal Services		4-Nov	Foca	RS	11	7	4	LI	31	Ahmed Sijercic
187	Workshop on Strategic Planning for Youth, Problem Analysis/Definition, Log frame and draft Action Plan Development	Core Modified Activities	Youth	Planning/Capacity Building	4-Nov	Žepče	FBIH	6	4	2	LI	74	Zlatan Musić
188	Development partnership for increasing the EU funds absorption capacity	MAP	Planning/Capacity Building		10/11 - Nov	Visoko	FBIH	8	2	6	LI	2	Merdza Handalic Plahonjic
189	Workshop on Strategic Planning for Youth, Problem Analysis/Definition, Log frame and draft Action Plan Development	Core Modified Activities	Youth	Planning/Capacity Building	14-Nov	Gradačac	FBIH	11	8	3	LI	74	Zlatan Musić
190	Workshop on Strategic Planning for Youth, Problem Analysis/Definition, Log frame and draft Action Plan Development	Core Modified Activities	Youth	Planning/Capacity Building	17-Nov	Gračanica	FBIH	14	3	11	LI	74	Zlatan Musić
191	Municipal Team for Communal Services Development Session 2	Core Modified Activities	Communal Services		18-Nov	Nevesinje	RS	8	7	1	LI	31	Ahmed Sijercic
192	Workshop on Gender Action Plan and Gender Analysis	Core Modified Activities	Gender	Planning/Capacity Building	18-Nov	Jablanica	FBIH	4	2	2	LI	85	Admir Vranic

**ANNEX C - LIST OF TRAININGS CONDUCTED BY GAP2
IN 2011**

#	Title of workshop / training session	Subject area	Focus (a)	Focus (b)	Date of training	City of training	Entity	# of participants	M	F	Component	PIS activity #	Trainer's name
193	Workshop on Youth Strategy	Core Modified Activities	Youth		18-Nov	Jablanica	FBiH	5	5	0	LI	74	Admir Vranic
194	Workshop on Gender Action Plan and Gender Analysis	Core Modified Activities	Gender	Planning/Capacity Building	18-Nov	Ilijaš	FBiH	4	4	0	LI	85	Admir Vranic
195	CSC/UPC/IT Coordination Meeting TZ/BL Region	Core Activities	Other	Urban Planning	22/23-Nov	Kardial Teslic	C3 and C4	27	20	7	LI	21	Ahmed Sijercic
196	Workshop on Creation of Municipal Gender Action Plan	Core Modified Activities	Gender	Planning/Capacity Building	23-Nov	Nevesinje	RS	6	2	4	LI	85	Admir Vranic
197	Workshop on Youth Activism and Establishment of Youth Councils	Core Modified Activities	Youth		23-Nov	Nevesinje	RS	10	6	4	LI	74	Admir Vranic
198	Unified Communal Fee collection presentation for Travnik and Mrkonjic Grad	Core Modified Activities	Communal Services	Budget/Finance	24-Nov	Gradiska		9	4	5	LI	31	Ahmed Sijercic
199	Workshop on Creation of Municipal Gender Action Plan	Core Modified Activities	Gender	Planning/Capacity Building	24-Nov	Ljubinje	RS	4	1	3	LI	85	Admir Vranic
200	Workshop on Youth Activism and Establishment of Youth Councils	Core Modified Activities	Youth		24-Nov	Ljubinje	RS	7	4	3	LI	74	Admir Vranic
201	Workshop on Creation of Municipal Gender Action Plan	Core Modified Activities	Gender	Planning/Capacity Building	25-Nov	Trebinje	RS	6	2	4	LI	85	Admir Vranic
202	Workshop on Youth Activism and Establishment of Youth Councils	Core Modified Activities	Youth		25-Nov	Trebinje	RS	4	4	0	LI	74	Admir Vranic
203	Gender responsive budgeting conference	Core Modified Activities	Gender	Budget/Finance	28-Nov	Bristol Sarajevo	FBIH and RS	24	8	16	LI	89	Admir Vranic
204	Development partnership for increasing the EU funds absorption capacity	MAP	Planning/Capacity Building		28/29-Nov	Kostajnica	RS	8	6	2	LI	2	Merdza Handalic Plahonjic and Zlatan Musić
205	Joint Workshop on Creation of Municipal Gender Action Plans (Gorazde, Ilijas, Vares and Vogosca)	Core Modified Activities	Gender	Planning/Capacity Building	29-Nov	Ilijaš	FBiH	17	3	14	LI	85	Admir Vranic
206	Gender responsive budgeting conference/training	Core Modified Activities	Gender	Budget/Finance	30-Nov	Tuzla	FBIH and RS	36	7	29	LI	89	Zlatan Musić
207	Joint Workshop on Establishment of Youth Councils and Youth Policy	Core Modified Activities	Youth		30-Nov	Ilijaš	FBIH and RS	13	9	4	LI	74	Admir Vranic
208	CSC/UPC/IT Coordination Meeting SA/MO Region	Core Activities	Other	Urban Planning	29/30-Nov	Ero Mostar	C3 and C4	46	24	22	LI	21	Ahmed Sijercic
209	Development partnership for increasing the EU funds absorption capacity	MAP	Planning/Capacity Building		1-Dec	Visoko	FBiH	8	2	6	LI	2	Merdza Handalic Plahonjic
210	Workshop on Creation of Municipal Gender Action PlanS	Core Modified Activities	Gender	Planning/Capacity Building	1-Dec	Hotel Ero, Mostar	FBIH and RS	17	4	13	LI	85	Admir Vranic
211	Workshop on Youth Activism and Establishment of Youth Councils	Core Modified Activities	Youth		2-Dec	Bugojno	FBiH	19	3	16	LI	74	Admir Vranic
212	Workshop on Creation of Municipal Gender Action Plan	Core Modified Activities	Gender	Planning/Capacity Building	2-Dec	Bugojno	FBiH	5	1	4	LI	85	Admir Vranic
213	Local Services Tariff Setting Procedure	Core Modified Activities	Communal Services	Budget/Finance	5-Dec	Nevesinje	RS	7	5	2	LI	31	Halko Basaric
214	Gender Workshop on creation of Municipal Gender Action Plan	Core Modified Activities	Gender	Planning/Capacity Building	5-Dec	Gorazde	FBiH	9	3	6	LI	85	Admir Vranic
215	Gender Workshop on creation of Municipal Gender Action Plan	Core Modified Activities	Gender	Planning/Capacity Building	5-Dec	Foca	RS	3	0	3	LI	85	Admir Vranic
216	Updating LED strategy	MAP	Planning/Capacity Building		5-Dec	Visoko	FBiH	15	7	8	LI	2	Aleksandar Remetic
217	Program Budgeting at Municipal Level - Exchange of Experiences	Core Modified Activities	Budget/Finance		8-Dec	Sarajevo	FBIH and RS	32	14	18	LI	59	Anesa Dizdarevic
218	Development partnership for increasing the EU funds absorption capacity	MAP	Planning/Capacity Building		15/16-Dec	Kostajnica	RS	8	6	2	LI	2	Merdza Handalic Plahonjic and Zlatan Musić
219	Local Services Tariff Setting Procedure	Core Modified Activities	Communal Services	Budget/Finance	16-Dec	Prozor Rama	FBiH	5	3	2	LI	31	Halko Basaric
220	Updating LED strategy	MAP	Planning/Capacity Building		19-Dec	Visoko	FBiH	13	4	9	LI	2	Aleksandar Remetic
TOTAL								1731	791	936			

ANNEX D

LIST OF MAP PROJECTS

ANNEX D - LIST OF MAP PROJECTS

No.	MAP Project #	MAP project catalogue title	Municipality	Cohort	Project's status
1	1	Introduction to the Instrument for Pre-Accession Assistance (IPA)	Ilidza	3	Completed
2	1	Introduction to the Instrument for Pre-Accession Assistance (IPA)	Banovici	3	Completed
3	1	Introduction to the Instrument for Pre-Accession Assistance (IPA)	Kladanj	3	Completed
4	8	Int'l Standards in Proposal Development	Ilijas	3	Completed
5	8	Int'l Standards in Proposal Development	Trnovo	3	Completed
6	16	Preparation and Implementation of Local Environmental Action Plan (LEAP)	Siroki Brijeg	3	Completed
7	17	Improving Internal Communication	Bosanski Petrovac	3	Completed
8	19	Development partnership for increasing the EU funds absorption capacity	Visoko	3	Completed
9	21	Location Marketing – Development of a Plan for Attracting Investments	Ribnik	3	Completed
10	26	Increasing IT Management Capacity	Citluk	3	Completed
11	26	Increasing IT Management Capacity	Livno	3	Completed
12	26	Increasing IT Management Capacity	Trnovo	3	Completed
13	26	Increasing IT Management Capacity of the Municipality	Cazin	3	Completed
14	27	Document Scanning and Imaging, Development of Electronic Library	Livno	3	Completed
15	27	Document Scanning and Imaging, Development of Electronic Library	Gracanica	3	Completed
16	27	Document Scanning and Imaging, Development of Electronic Library	Bosanski Petrovac	3	Completed
17	27	Document Scanning and Imaging, Development of Electronic Library	Citluk	3	completed
18	27	Document Scanning and Imaging, Development of Electronic Library	Siroki Brijeg	3	completed
19	27	Document Scanning and Imaging, Development of Electronic Library	Ilidza	3	completed
20	27	Document Scanning and Imaging, Development of Electronic Library	Trnovo	3	completed
21	27	Document Scanning and Imaging, Development of Electronic Library	Visoko	3	completed
22	27	Document Scanning and Imaging, Development of Electronic Library	Ribnik	3	completed
23	27	Document Scanning and Imaging, Development of Electronic Library	Šipovo	3	completed
24	33	Improve Planning and Permitting Functions by Department Reorganization	Livno	3	Completed
25	34	Software Licensing Program	Banovici	3	Completed

ANNEX D - LIST OF MAP PROJECTS

No.	MAP Project #	MAP project catalogue title	Municipality	Cohort	Project's status
26	34	Software Licensing Program	Bosanski Petrovac	3	Completed
27	35	Public Utilities Services Improvement	Ribnik	3	Completed
28	36	Networking Satellite Offices with the CSC	Gracanica	3	completed
29	36	Networking Satellite Offices with the CSC	Petrovo	3	Completed
30	36	Networking Satellite Offices with Citizen Service Centre	Cazin	3	Completed
31	36	Networking Satellite Offices with Citizen Service Centre	Ribnik	3	Completed
32	36	Networking Satellite Offices with Citizen Service Centre	Šipovo	3	Completed
33	39	Computer-based Employee Education Center	Petrovo	3	Completed
34	19	Development partnership for increasing the EU funds absorption capacity	Ilijas	3	In progress
35	34	Software Licensing Program	Gracanica	3	In progress
36	1	Introduction to the Instrument for Pre-Accession Assistance (IPA)	Petrovo	3	In progress
37	4	Advanced Zoning and Planning Methodology	Citluk	3	In progress
38	6	Applied Public Procurement	Trnovo	3	In progress
39	14	Medium Term Budget Development	Bosanski Petrovac	3	In progress
40	14	Medium Term Budget Development	Šipovo	3	In progress
41	23	Updating LED strategy	Visoko	3	In progress
42	25	Building capacity for vital records sharing	Livno	3	In progress
43	26	Increasing IT Management Capacity	Ilijas	3	In progress
44	26	Increasing IT Management Capacity	Banovici	3	In progress
45	26	Increasing IT Management Capacity	Gracanica	3	In progress
46	26	Increasing IT Management Capacity-CISCO training	Kladanj	3	In progress
47	26	Increasing IT Management Capacity	Petrovo	3	In progress
48	26	Increasing IT Management Capacity	Bosanski Petrovac	3	In progress
49	26	Increasing IT Management Capacity	Šipovo	3	In progress
50	26	Increasing IT Management Capacity	Siroki Brijeg	3	In progress
51	27	Document Scanning and Imaging, Development of Electronic Library	Kladanj	3	In progress
52	29	Electronic Urban Permitting (Complexity Level 2)	Livno	3	In progress
53	29	Electronic Urban Permitting Model 2	Banovici	3	In progress
54	29	Electronic Urban Permitting (Complexity Level 2)	Petrovo	3	In progress
55	29	Electronic Urban Permitting - Complexity Level 2	Šipovo	3	In progress
56	30	Electronic Urban Permitting (Complexity Level 3)	Ilidza	3	In progress
57	31	E-mail connection between municipal employees and citizens	Livno	3	In progress
58	31	E-mail connection between municipal employees and citizens	Ilijas	3	In progress

ANNEX D - LIST OF MAP PROJECTS

No.	MAP Project #	MAP project catalogue title	Municipality	Cohort	Project's status
59	32	Improving Permitting for Legalization of Illegal Settlements	Kladanj	3	In progress
60	32	Improving Permitting for Legalization of Illegal Settlements	Citluk	3	In progress
61	35	Public utilities services improvement	Siroki Brijeg	3	In progress
62	36	networking Satellite Offices with Citizen Service Centre	Visoko	3	in progress
63	38	Improvement of the Work of the Department for Property Legal Affairs, Geodetic and Cadastre Issues	Cazin	3	In progress
64	39	Computer-based Employee Education Center	Siroki Brihe	3	In progress
65	39	Opening the multimedia center in the municipal building	Kladanj	3	In progress
66	16	Preparation and Implementation of Local Environmental Action Plan (LEAP)	Sekovici	4	completed
67	16	Preparation and Implementation of Local Environmental Action Plan (LEAP)	Olovo	4	completed
68	19	Developing Partnership for Increasing the EU Funds Absorption Capacity	Kostajnica	4	Completed
69	26	Increasing IT Management Capacity	Domaljevac	4	Completed
70	26	Increasing IT Management Capacity	Sapna	4	Completed
71	33	Improve Planning and Permitting Functions by Department Reorganization	Grude	4	Completed
72	1	Introduction to the Instrument for Pre-Accession Assistance (IPA)	Capljina	4	In progress
73	1	Introduction to the Instrument for Pre-Accession Assistance (IPA)	Grude	4	In progress
74	1	Introduction to the Instrument for Pre-Accession Assistance (IPA)	Ljubinje	4	In progress
75	1	Introduction to the Instrument for Pre-Accession Assistance (IPA)	Kupres	4	In progress
76	1	Introduction to the Instrument for Pre-Accession Assistance (IPA)	Olovo	4	In progress
77	4	Advanced Zoning and Planning Methodology	Kupres	4	In progress
78	6	Applied Public Procurement	Kupres	4	In progress
79	8	Int'l Standards in Proposal Development	Novi Travnik	4	In progress
80	8	Int'l Standards in Proposal Development	Vares	4	In progress
81	8	Int'l Standards in Proposal Development	Vitez	4	In progress
82	8	Int'l Standards in Proposal Development	Domaljevac	4	In progress
83	9	Project cycle management	Ljubinje	4	In progress
84	9	Project Cycle Management	Domaljevac	4	In progress
85	9	Project Cycle Management	Sapna	4	In progress
86	14	Medium Term Budget Development	Bosanska Krupa	4	In progress

ANNEX D - LIST OF MAP PROJECTS

No.	MAP Project #	MAP project catalogue title	Municipality	Cohort	Project's status
87	14	Medium Term Budget Development	Kneževo	4	In progress
88	16	Preparation and Implementation of Local Environmental Action Plan (LEAP)	Capljina	4	In progress
89	20	Establishing and Equipping Municipal Unit for Managing Development	Kneževo	4	In progress
90	20	Establishing and Equipping Municipal Unit for Managing Development	Kostajnica	4	In progress
91	20	Establishing and Equipping Municipal Unit for Managing Development	Kotor Varoš	4	In progress
92	21	Location marketing – Development of a Plan for Attracting Investments	Capljina	4	In progress
93	21	30. Electronic Urban Permitting – Integrated System (Complexity Level 3)	Capljina	4	In progress
94	21	Location marketing – Development of a Plan for Attracting Investments	Grude	4	In progress
95	21	Location marketing – Development of a Plan for Attracting Investments	Novi Travnik	4	In progress
96	21	Location marketing – Development of a Plan for Attracting Investments	Olovo	4	In progress
97	21	Location marketing – Development of a Plan for Attracting Investments	Vares	4	In progress
98	21	Location marketing – Development of a Plan for Attracting Investments	Vitez	4	In progress
99	21	Location marketing – Development of a Plan for Attracting Investments	Sekovici	4	In progress
100	21	Location Marketing – Development of a Plan for Attracting Investments	Kotor Varoš	4	In progress
101	26	Increasing IT Management Capacity	Ljubinje	4	In progress
102	26	Increasing IT Management Capacity	Vares	4	In progress
103	26	Increasing IT Management Capacity	Vitez	4	In progress
104	26	Increasing IT Management Capacity/IT CISCO	Sekovici	4	In progress
105	26	Increasing IT Management Capacity	Zepce	4	In progress
106	26	Increasing IT Management Capacity of the Municipality	Bosanska	4	In progress
107	26	Increasing IT Management Capacity of the Municipality	Kneževo	4	In progress
108	26	Increasing IT Management Capacity of the Municipality	Kostajnica	4	In progress
109	26	Increasing IT Management Capacity of the Municipality	Kotor Varoš	4	In progress
110	26	Increasing IT Management Capacity	Grude	4	In progress
111	27	Document Scanning and Imaging, Development of Electronic Library	Grude	4	In progress
112	27	Document Scanning and Imaging, Development of Electronic Library	Ljubinje	4	In progress
113	27	Document Scanning and Imaging, Development of Electronic Library	Kupres	4	In progress

ANNEX D - LIST OF MAP PROJECTS

No.	MAP Project #	MAP project catalogue title	Municipality	Cohort	Project's status
114	27	Document Scanning and Imaging, Development of Electronic Library	Novi Travnik	4	In progress
115	27	Document Scanning and Imaging, Development of Electronic Library	Olovo	4	In progress
116	27	Document Scanning and Imaging, Development of Electronic Library	Vares	4	In progress
117	27	Document Scanning and Imaging, Development of Electronic Library	Vitez	4	In progress
118	27	Document Scanning and Imaging, Development of Electronic Library	Domaljevac	4	In progress
119	27	Document Scanning and Imaging, Development of Electronic Library	Sapna	4	In progress
120	27	Document Scanning and Imaging, Development of Electronic Library	Sekovici	4	In progress
121	27	Document Scanning and Imaging, Development of Electronic Library	Zepce	4	In progress
122	27	Document Scanning and Imaging, Development of Electronic Library	Kneževo	4	In progress
123	27	Document Scanning and Imaging, Development of Electronic Library	Kostajnica	4	In progress
124	27	Document Scanning and Imaging, Development of Electronic Library	Kotor Varoš	4	In progress
125	29	Electronic Urban Permitting (Complexity Level 2)	Kupres	4	In progress
126	29	Electronic Urban Permitting (Complexity Level 2)	Domaljevac	4	In progress
127	29	Electronic Urban Permitting (Complexity Level 2)	Zepce	4	In progress
128	29	Urban Permitting - Level 2	Kostajnica	4	In progress
129	30	Electronic Urban Permitting (Complexity Level 3)	Olovo	4	In progress
130	30	Electronic Urban Permitting (Complexity Level 3)	Vares	4	In progress
131	31	E-mail connection between municipal employees and citizens	Sekovici	4	In progress
132	31	E-mail connection between municipal employees and citizens	Zepce	4	In progress
133	32	Improving Permitting for Legalization of Illegal Settlements	Novi Travnik	4	In progress
134	32	Improving Permitting for Legalization of Illegal Settlements	Vitez	4	In progress
135	32	Improving Permitting for Legalization of Illegal Settlements	Bosanska Krupa	4	In progress
136	32	Improving Permitting for Legalization of Illegal Settlements	Kneževo	4	In progress
137	34	Software licensing program	Ljubinje	4	In progress
138	34	Software Licensing Program	Sapna	4	In progress
139	34	Software Licensing Program	Bosanska Krupa	4	In progress
140	35	Public utilities services improvement	Novi Travnik	4	In progress
141	36	Networking Satellite Offices with Citizen Service Centre including SMS Notification	Bosanska Krupa	4	In progress
142	36	Networking Satellite Offices with Citizen Service Centre	Kotor Varoš	4	In progress
143	38	Center for education	Capljina	4	In progress

ANNEX E

LIST OF CAPITAL PROJECTS

ANNEX E - LIST OF CAPITAL PROJECTS

No.	CIP/CDPC	Municipality	Cohort	Region	Project No	Project Title	Type of Project	GAP Amount Approved	GAP Amended Amount	Disbursed to Date	Remaining Amount	Remaining Amount	Project Closed (yes/no)	GAP Savings	Muni Amount	Muni Amended Amount
1	CIP	Ljubuski	1	MOSTAR	GAP-MO-001	Final works on Domovinske zahvalnosti city square	Public spaces	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	125,000.00	125,000.00
2	CIP	Posusje	1	MOSTAR	GAP-MO-002	Construction of the Water Supply System Posusje-Vinjani	Water/Sewage	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	647,240.12	647,240.12
3	CIP	Bugojno	1	MOSTAR	GAP-MO-003	Construction of second phase of the Social Care Centre (SCC) building in Bugojno	Other	90,278.00	90,278.00	90,278.00	0.00	0.00	Yes	0.00	120,000.00	120,000.00
4	CIP	Bugojno	1	MOSTAR	GAP-MO-004	Adaptation of Crystal Hall of the Bugojno Municipality building	Municipal administration	34,722.00	34,722.00	34,722.00	0.00	0.00	Yes	0.00	34,722.00	34,722.00
5	CIP	Prozor-Rama	1	MOSTAR	GAP-MO-005	Regulation of the Prozorica stream and construction of a sewage system	Water/Sewage	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	165,000.00	165,000.00
6	CIP	Nevesinje	1	MOSTAR	GAP-MO-048	Pavement of the Road to the Kalufi Necropolis	Roadworks	75,000.00	43,275.00	43,275.00	0.00	0.00	Yes	0.00	115,000.00	66,364.00
7	CIP	Nevesinje	1	MOSTAR	GAP-MO-049	Construction of the Water Supply System Udbina Nevesinje	Water/Sewage	50,000.00	50,000.00	50,000.00	0.00	0.00	Yes	0.00	63,456.06	63,456.06
8	CIP	Jablanica	1	MOSTAR	GAP-MO-050	Construction of the Sports Hall Phase 1	Education/Youth/Sports/Culture	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	2,007,229.00	2,007,229.00
9	CIP	Tomislavgrad	1	MOSTAR	GAP-MO-051	Construction of the Water Supply System Duvanjsko Polje	Water/Sewage	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	125,000.00	125,000.00
10	CIP	Trebinje	1	MOSTAR	GAP-MO-052	Surveillance and Management of Trebinje Water Supply System	Water/Sewage	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	147,180.00	147,180.00
11	CIP	Konjic	1	MOSTAR	GAP-MO-062	Konjic City Museum	Education/Youth/Sports/Culture	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	150,000.00	150,000.00
12	CIP	Nevesinje	1	MOSTAR	GAP-MO-067	Construction of the Road Leading to the Ovciji Brod (Bridge)	Roadworks	31,725.00	31,725.00	31,725.00	0.00	0.00	Yes	0.00	81,135.00	31,725.00
13	CIP	Livno	3	MOSTAR	GAP-MO-071	Reconstruction of the Livno Municipal Building- Installation Works	Municipal administration	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	508,334.47	508,334.47
14	CIP	Siroki B.	3	MOSTAR	GAP-MO-082	Reconstruction of the Siroki Brijeg Municipal Building – Reconstruction of the Roof	Municipal administration	40,000.00	40,000.00	40,000.00	0.00	0.00	Yes	0.00	40,000.00	40,000.00
15	CIP	Siroki B.	3	MOSTAR	GAP-MO-081	Construction of the Sewage System in the Matije Gupca Street and Kralja Tomislava Street	Water/Sewage	45,000.00	45,000.00	45,000.00	0.00	0.00	Yes	0.00	45,000.00	45,000.00
16	CIP	Siroki B.	3	MOSTAR	GAP-MO-080	Construction of the Drainage-System for Precipitation Waters around the Municipal Building in Siroki Brijeg	Municipal administration	40,000.00	40,000.00	40,000.00	0.00	0.00	Yes	0.00	40,000.00	40,000.00
17	CIP	Citluk	3	MOSTAR	GAP-MO-083	Construction of the Sports Courts and the Surrounding Area of the High School	Education/Youth/Sports/Culture	75,000.00	75,000.00	75,000.00	0.00	0.00	Yes	0.00	75,000.00	75,000.00
18	CIP	Citluk	3	MOSTAR	GAP-MO-084	Construction of a Bus Station in Medjugorje	Other	50,000.00	50,000.00	50,000.00	0.00	0.00	Yes	0.00	73,581.76	73,581.76
19	CIP	Capljina	4	MOSTAR	GAP-MO-112	Construction of the Sports Court in Gabela	Education/Youth/Sports/Culture	40,000.00	40,000.00	40,000.00	0.00	0.00	No	0.00	40,000.00	40,000.00
20	CIP	Capljina	4	MOSTAR	GAP-MO-113	Sports Hall Upgrade	Education/Youth/Sports/Culture	85,000.00	85,000.00	0.00	85,000.00	85,000.00	No	-	590,000.00	590,000.00
21	CDPC	Mostar	4	MOSTAR	GAP-MO-114	Interior works on the Mostar City Hall	Municipal administration	125,000.00	125,000.00	125,000.00	0.00	0.00	No	0.00	206,716.00	206,716.00
22	CDPC	Grude	4	MOSTAR	GAP-MO-115	Reconstruction of the Main Transport Pipeline from the Water Well Grudsko Vrilo to the	Water/Sewage	125,000.00	125,000.00	112,500.00	12,500.00	12,500.00	No	-	283,837.59	283,837.59
23	CIP	Ljubinje	4	MOSTAR	GAP-MO-121	Adaptation of the Sports Hall in Ljubinje	Education/Youth/Sports/Culture	70,000.00	70,000.00	14,500.00	55,500.00	55,500.00	No	-	70,000.00	70,000.00
24	CIP	Ljubinje	4	MOSTAR	GAP-MO-122	Reconstruction and planning of the Avenija Street	Roadworks	55,000.00	55,000.00	0.00	55,000.00	55,000.00	No	-	55,000.00	55,000.00
25	CIP	Kupres	4	MOSTAR	GAP-MO-131	Reconstruction of the Kupres City Center - Street Lighting and Central Park Reconstruction	Public spaces	125,000.00	125,000.00	0.00	125,000.00	125,000.00	No	-	125,000.00	125,000.00

ANNEX E - LIST OF CAPITAL PROJECTS

No.	CIP/CDPC	Municipality	Cohort	Region	Project No	Project Title	Type of Project	GAP Amount Approved	GAP Amended Amount	Disbursed to Date	Remaining Amount	Remaining Amount	Project Closed (yes/no)	GAP Savings	Muni Amount	Muni Amended Amount
26	CIP	Srbac	1	BANJA LUKA	GAP-BL-006	Secondary water supply system in south-east part of municipality	Water/Sewage	72,500.00	72,500.00	72,500.00	0.00	0.00	Yes	0.00	457,033.00	364,103.00
27	CIP	Srbac	1	BANJA LUKA	GAP-BL-007	Reconstruction of Kindergarten in Srbac	Education/Youth/Sports/Culture	52,500.00	52,500.00	52,500.00	0.00	0.00	Yes	0.00	61,375.28	61,375.28
28	CIP	Buzim	1	BANJA LUKA	GAP-BL-008	"Building a House of Culture in Bužim"-Phase I	Public spaces	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	324,810.00	153,100.00
29	CIP	V.Kladusa	1	BANJA LUKA	GAP-BL-009	Building – construction of the JU CZKIO (public institute Centre for culture and education) „Zuhdija	Education/Youth/Sports/Culture	91,500.00	91,500.00	91,500.00	0.00	0.00	Yes	0.00	530,455.00	530,455.00
30	CIP	V.Kladusa	1	BANJA LUKA	GAP-BL-010	Reconstruction of Sulejmana Topica street	Roadworks	33,500.00	33,500.00	33,500.00	0.00	0.00	Yes	0.00	44,835.00	44,835.00
31	CIP	S. Most	1	BANJA LUKA	GAP-BL-011	Reconstruction of city street "SEJKOVAČA"- Phase 1	Roadworks	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	361,640.76	361,640.76
32	CIP	M.Grad	1	BANJA LUKA	GAP-BL-012	Infrastructural addition to the kindergarten in Mrkonjić Grad	Education/Youth/Sports/Culture	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	223,100.00	201,000.00
33	CIP	Bihac	1	BANJA LUKA	GAP-BL-040	2nd phase (continuing) of covering of water way on river Drobnica in Bihac city	Other	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	145,000.00	125,000.00
34	CIP	Gradiska	1	BANJA LUKA	GAP-BL-041	Building of Water system network in MZ Brezik-Laminci	Water/Sewage	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	204,000.00	204,000.00
35	CDPC	Drvar	1	BANJA LUKA	GAP-BL-053	Furnishing and reconstruction of part of "House of culture"	Education/Youth/Sports/Culture	90,000.00	72,200.00	70,870.00	1,330.00	0.00	Yes	1,330.00	90,000.00	72,200.00
36	CDPC	Drvar	1	BANJA LUKA	GAP-BL-054	Reconstruction of public lightening in the area of memorial complex 25 May	Public spaces	35,000.00	52,800.00	52,800.00	0.00	0.00	Yes	0.00	35,000.00	52,800.00
37	CIP	B.Luka	1	BANJA LUKA	GAP-BL-055	Reconstruction and repair of cultural centre in local community Potkozarje in the City of B. Luka	Education/Youth/Sports/Culture	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	202,250.00	202,250.00
38	CDPC	B.Grahovo	1	BANJA LUKA	GAP-BL-056	Reconstruction of public lightening in 4 local communicates in B. Grahovo	Public spaces	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	125,000.00	125,000.00
39	CIP	Teslic	1	BANJA LUKA	GAP-BL-065	"Reconstruction of local road in MZ Čečava, section from Gradina to Plane"	Roadworks	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	145,704.62	145,704.62
40	CIP	B. Petrovac	3	BANJA LUKA	GAP-BL-066	"Industrial zone Goričani, Bosanski Petrovac municipality"	Business	125,000.00	125,000.00	125,000.00	0.00	0.00	No	-	125,000.00	125,000.00
41	CIP	Cazin	3	BANJA LUKA	GAP-BL-072	"Construction of sidewalk and street-lights in Žrtava domovinskog rata Street"	Public spaces	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	143,000.00	143,000.00
42	CDPC	Ribnik	3	BANJA LUKA	GAP-BL-073	"Roads paving in the local community Prevlja"	Roadworks	45,000.00	45,000.00	45,000.00	0.00	0.00	Yes	0.00	53,000.00	53,000.00
43	CDPC	Ribnik	3	BANJA LUKA	GAP-BL-074	"Continuation of road paving in Krndjlica brdo"	Roadworks	30,000.00	30,000.00	30,000.00	0.00	0.00	Yes	0.00	51,200.00	51,200.00
44	CDPC	Ribnik	3	BANJA LUKA	GAP-BL-075	"Building the secondary water supply network in Donji Vrbjani"	Water/Sewage	50,000.00	50,000.00	50,000.00	0.00	0.00	Yes	0.00	50,000.00	50,000.00
45	CDPC	Sipovo	3	BANJA LUKA	GAP-BL-076	"Construction of livestock market in Strojce", Municipality of Sipovo	Business	35,200.00	35,200.00	35,200.00	0.00	0.00	Yes	0.00	52,800.00	52,800.00
46	CDPC	Sipovo	3	BANJA LUKA	GAP-BL-077	"Street lights in Karadjordjeva Street, Omladinska Street, local communities Pljeva, Mujdzici and Babici"	Public spaces	46,500.00	46,500.00	46,500.00	0.00	0.00	Yes	0.00	46,500.00	46,500.00
47	CDPC	Sipovo	3	BANJA LUKA	GAP-BL-078	"Reconstruction of local road Pljeva-Olici-Mujdzici "Sipovo Municipality	Roadworks	43,300.00	43,300.00	43,300.00	0.00	0.00	Yes	0.00	828,300.00	115,420.00
48	CIP	Kotor Varos	4	BANJA LUKA	GAP-BL-107	The flood defense wall in the area of the Kotor Varos square	Public spaces	45,250.00	45,250.00	45,250.00	0.00	0.00	No	-	45,250.00	45,250.00
49	CIP	Kotor Varos	4	BANJA LUKA	GAP-BL-108	The Stone flood protection embankment	Other	40,000.00	40,000.00	40,000.00	0.00	0.00	No	-	45,700.00	45,700.00
50	CIP	Kotor Varos	4	BANJA LUKA	GAP-BL-109	Promenade landscaping	Public spaces	39,750.00	39,750.00	39,750.00	0.00	0.00	No	0.00	45,000.00	45,000.00

ANNEX E - LIST OF CAPITAL PROJECTS

No.	CIP/CDPC	Municipality	Cohort	Region	Project No	Project Title	Type of Project	GAP Amount Approved	GAP Amended Amount	Disbursed to Date	Remaining Amount	Remaining Amount	Project Closed (yes/no)	GAP Savings	Muni Amount	Muni Amended Amount
51	CIP	Bosanska Krupa	4	BANJA LUKA	GAP-BL-110	Completion of construction of the House of Culture in Bosanska Otoka, Bosanska Krupa Municipality	Education/Youth/Sports/Culture	40,000.00	40,000.00	40,000.00	0.00	0.00	No	0.00	40,000.00	40,000.00
52	CIP	Bosanska Krupa	4	BANJA LUKA	GAP-BL-111	Paving of the Omladinska street	Roadworks	85,000.00	85,000.00	85,000.00	0.00	0.00	No	-	85,000.00	85,000.00
53	CDPC	Kostajnica	4	BANJA LUKA	GAP-BL-116	Paving of local roads in the village of Kalenderi, Kostajnica	Roadworks	80,000.00	80,000.00	80,000.00	0.00	58,350.00	No	-	80,000.00	80,000.00
54	CDPC	Kostajnica	4	BANJA LUKA	GAP-BL-117	Road paving in the village of Gumjani, Kostajnica	Roadworks	45,000.00	45,000.00	45,000.00	0.00	29,750.00	No	-	45,000.00	45,000.00
55	CDPC	Knezevo	4	BANJA LUKA	GAP-BL-118	Modernization of the local road Tubici - Antesevic-Sasic	Roadworks	45,000.00	45,000.00	0.00	45,000.00	45,000.00	No	-	53,000.00	53,000.00
56	CDPC	Knezevo	4	BANJA LUKA	GAP-BL-119	Improving traffic infrastructure in rural parts of the municipality of Knezevo	Roadworks	45,000.00	45,000.00	0.00	45,000.00	45,000.00	No	-	45,000.00	45,000.00
57	CDPC	Knezevo	4	BANJA LUKA	GAP-BL-120	Purchase of utility infrastructure	Roadworks	35,000.00	35,000.00	0.00	35,000.00	35,000.00	No	-	47,000.00	47,000.00
58	CIP	Doboj I	1	TUZLA	GAP-TZ-020	Paving the cross-entirety road Duje-Hodzici	Roadworks	112,500.00	112,500.00	112,500.00	0.00	0.00	Yes	0.00	237,500.00	154,885.47
59	CIP	Vlasenica	1	TUZLA	GAP-TZ-021	Sports-recreational center within the old high grammar school	Education/Youth/Sports/Culture	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	172,500.00	218,410.71
60	CIP	Celic	1	TUZLA	GAP-TZ-022	Providing additional potable water (LC Sibosnica, Nahvoci Gornji i Donji Humci)	Water/Sewage	40,000.00	40,000.00	40,000.00	0.00	0.00	Yes	0.00	40,000.00	40,000.00
61	CIP	Celic	1	TUZLA	GAP-TZ-023	Construction of Street lights (LC Celic, Ratkovici, Brnjik, Drijeica, Sibosnica, Vrazici)	Public spaces	50,000.00	50,000.00	49,959.00	41.00	0.00	Yes	41.00	50,000.00	49,959.00
62	CIP	Celic	1	TUZLA	GAP-TZ-024	Construction of horizontal and vertical traffic signalization with traffic lights in local community Celic	Roadworks	35,000.00	35,000.00	29,567.00	5,433.00	0.00	Yes	5,433.00	35,000.00	29,567.00
63	CIP	Lopare	1	TUZLA	GAP-TZ-025	Construction of parking lots in Lopare, including the parking lots and a ring-road next to the Health center	Roadworks	35,000.00	35,000.00	34,909.50	90.50	0.00	Yes	90.50	35,000.00	34,847.00
64	CIP	Lopare	1	TUZLA	GAP-TZ-026	Construction of asphalt road Bare-Crkva at local community Mirosavci, in length of 700 m	Roadworks	50,000.00	50,000.00	41,953.98	8,046.02	0.00	Yes	8,046.02	70,000.00	58,728.03
65	CIP	Lopare	1	TUZLA	GAP-TZ-027	Construction of curbs next to regional road R 458, in the length of 680m, and 1.3 m wide from the right side	Roadworks	40,000.00	40,000.00	39,981.83	18.17	0.00	Yes	18.17	40,000.00	39,981.83
66	CIP	Vukosavlje	1	TUZLA	GAP-TZ-028	Construction of a water well and a tank for the water supply network in Vukosavlje	Water/Sewage	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	160,000.00	160,000.00
67	CIP	Gradacac	1	TUZLA	GAP-TZ-029	Covering with the roof of the FC Omladinac Sport Field's Stand	Education/Youth/Sports/Culture	40,000.00	32,439.55	32,439.55	0.00	0.00	Yes	0.00	47,000.00	38,081.21
68	CIP	Gradacac	1	TUZLA	GAP-TZ-030	Reconstruction of the water supply network at Sibovac	Water/Sewage	40,000.00	37,372.30	37,372.30	0.00	0.00	Yes	0.00	46,000.00	42,142.24
69	CIP	Gradacac	1	TUZLA	GAP-TZ-031	Reconstruction of the Youth Center in Medjidja Gornja	Education/Youth/Sports/Culture	45,000.00	52,500.00	52,500.00	0.00	0.00	Yes	0.00	46,000.00	64,258.39
70	CIP	Srebrenica	1	TUZLA	GAP-TZ-042	Recording, analysis and protection of water wells within the Srebrenica municipality	Water/Sewage	114,000.00	65,600.00	65,600.00	0.00	0.00	Yes	0.00	142,500.00	65,600.00
71	CIP	Tuzla	1	TUZLA	GAP-TZ-043	Construction of public street lights at LC Husino, next to magisterial road M18, and local road LC Husino – LC Kiseljak	Roadworks	35,000.00	35,000.00	35,000.00	0.00	0.00	Yes	0.00	47,000.00	47,000.00
72	CIP	Tuzla	1	TUZLA	GAP-TZ-044	Construction of a sports field in LC Gornja Tuzla	Education/Youth/Sports/Culture	45,000.00	45,000.00	44,627.97	372.03	0.00	Yes	372.03	45,000.00	44,627.97

ANNEX E - LIST OF CAPITAL PROJECTS

No.	CIP/CDPC	Municipality	Cohort	Region	Project No	Project Title	Type of Project	GAP Amount Approved	GAP Amended Amount	Disbursed to Date	Remaining Amount	Remaining Amount	Project Closed (yes/no)	GAP Savings	Muni Amount	Muni Amended Amount
73	CIP	Tuzla	1	TUZLA	GAP-TZ-045	Construction of sewage network at Muratbega Zaimovica street, and part of the Zmaj od Bosne Street in LC Kula	Water/Sewage	45,000.00	45,000.00	45,000.00	0.00	0.00	Yes	0.00	45,000.00	47,923.00
74	CIP	Kalesija	1	TUZLA	GAP-TZ-046	Construction of a sidewalk in Kalesija – rout downtown – industrial zone (next to magisterial road M4 Tuzla -- Zvornik)	Public spaces	35,000.00	35,000.00	25,310.20	9,689.80	0.00	Yes	9,689.80	49,600.00	35,870.83
75	CIP	Kalesija	1	TUZLA	GAP-TZ-047	Reconstruction and building an annex to the Bosnian Culture Club "Alija Izetbegovic"	Education/Youth/Sports/Culture	90,000.00	90,000.00	66,441.15	23,558.85	0.00	Yes	23,558.85	121,000.00	89,341.15
76	CDPC	Zivinice	1	TUZLA	GAP-TZ-061	Road reconstruction MZ Rudar - Ciljuge - Spreca - D.Dubrave	Roadworks	52,500.00	52,500.00	52,500.00	0.00	0.00	Yes	0.00	87,728.00	87,728.00
77	CDPC	Zivinice	1	TUZLA	GAP-TZ-063	Road Zivici - Palez	Roadworks	37,500.00	37,500.00	37,500.00	0.00	0.00	Yes	0.00	61,702.00	61,702.00
78	CDPC	Zivinice	1	TUZLA	GAP-TZ-064	Road Zukici - Kuljan	Roadworks	35,000.00	35,000.00	35,000.00	0.00	0.00	Yes	0.00	53,140.00	53,140.00
79	CIP	Gracanica	3	TUZLA	GAP-TZ-079	Multifunctional Hall of Gracanica Municipality	Education/Youth/Sports/Culture	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes		125,000.00	125,000.00
80	CIP	Petrovo	3	TUZLA	GAP-TZ-090	Reparation and Reconstruction of the water-supply network at LC Petrovo, Water supply system Kakmuz - Petrovo	Water/Sewage	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes		125,000.00	125,000.00
81	CIP	Kladanj	3	TUZLA	GAP-TZ-092	Water supply Zlaca	Water/Sewage	60,000.00	60,000.00	51,305.45	8,694.55	8,694.55	No		60,000.00	60,000.00
82	CIP	Kladanj	3	TUZLA	GAP-TZ-091	Reconstruction of primary and secondary water supply network for the populated places Kladanj and water supply network for Alicevica Cesma	Water/Sewage	65,000.00	65,000.00	50,398.26	14,601.74	14,601.74	Yes	14,601.74	184,000.00	184,000.00
83	CIP	Banovici	3	TUZLA	GAP-TZ-093	Construction of the Outpatient Clinic at Pribitkovici LC	Health	42,500.00	42,500.00	42,500.00	0.00	0.00	Yes		42,500.00	42,500.00
84	CIP	Banovici	3	TUZLA	GAP-TZ-094	Construction of the Outpatient Clinic at Tulovici LC	Health	42,500.00	42,500.00	42,500.00	0.00	0.00	Yes		42,500.00	42,500.00
85	CIP	Banovici	3	TUZLA	GAP-TZ-095	Completion of works on the JP Komunalac facility for the need of Youth Center PINKLAND	Education/Youth/Sports/Culture	40,000.00	40,000.00	40,000.00	0.00	0.00	Yes		50,000.00	50,000.00
86	CIP	Domaljevac	4	TUZLA	GAP-TZ-102	Construction of an open Playground for children – Zeleni kutak	Education/Youth/Sports/Culture	35,000.00	35,000.00	35,000.00	12,390.00	12,390.00			35,000.00	35,000.00
87	CIP	Domaljevac	4	TUZLA	GAP-TZ-103	Completion works on Bazik Culture Center	Education/Youth/Sports/Culture	35,000.00	35,000.00	32,335.67	2,664.33	2,664.33			35,000.00	35,000.00
88	CIP	Domaljevac	4	TUZLA	GAP-TZ-104	Reconstruction of the Primary School Braca Radic in Domaljevac	Education/Youth/Sports/Culture	55,000.00	55,000.00	49,500.00	5,500.00	5,500.00			65,000.00	65,000.00
89	CIP	Sapna	4	TUZLA	GAP-TZ-099	Construction of 600 m of asphalt road at Donji Zaseok Local Community	Roadworks	40,000.00	40,000.00	8,595.10	31,404.90	31,404.90			40,000.00	40,000.00
90	CIP	Sapna	4	TUZLA	GAP-TZ-100	Construction of the Gym at Vitinica Village	Education/Youth/Sports/Culture	50,000.00	50,000.00	50,000.00	0.00	0.00			50,000.00	50,000.00
91	CIP	Sapna	4	TUZLA	GAP-TZ-101	Reconstruction of the Kobilici – Medjedje Road	Roadworks	35,000.00	35,000.00	32,221.00	2,779.00	2,779.00	Yes		65,000.00	65,000.00
92	CIP	Sekovici	4	TUZLA	GAP-TZ-124	Reconstruction of streets and sidewalks in Sekovici downtown	Roadworks	55,000.00	55,000.00	0.00	55,000.00	55,000.00			55,000.00	55,000.00
93	CIP	Sekovici	4	TUZLA	GAP-TZ-125	Reconstruction of the roof on the Primary school building in Sekovici and reconstruction of the gym in Tisca	Education/Youth/Sports/Culture	35,000.00	35,000.00	0.00	35,000.00	35,000.00			35,000.00	35,000.00

ANNEX E - LIST OF CAPITAL PROJECTS

No.	CIP/CDPC	Municipality	Cohort	Region	Project No	Project Title	Type of Project	GAP Amount Approved	GAP Amended Amount	Disbursed to Date	Remaining Amount	Remaining Amount	Project Closed (yes/no)	GAP Savings	Muni Amount	Muni Amended Amount
94	CIP	Sekovici	4	TUZLA	GAP-TZ-126	Installation of heating in the sports hall in Sekovici and landscape works next to the secondary school in Sekovici	Education/Youth/Sports/Culture	35,000.00	35,000.00	0.00	35,000.00	35,000.00			35,000.00	35,000.00
95	CIP	Zepce	4	TUZLA	GAP-TZ-123	Completion of the Music School "Katarina Kosaca Kotromanic" Zepce	Education/Youth/Sports/Culture	75,000.00	75,000.00	11,200.00	63,800.00	63,800.00			135,035.50	135,035.50
96	CIP	Zepce	4	TUZLA	GAP-TZ-105	Reconstruction of the town streets: Sarajevska, Mahala and part of the Ulice Prve	Roadworks	50,000.00	50,000.00	45,000.00	35,400.00	35,400.00			50,000.00	50,000.00
97	CIP	Breza	1	SARAJEVO	GAP-SA-013	Water supply system in Breza - Izgradnja filterskog postrojenja	Water/Sewage	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	895,649.64	895,649.64
98	CIP	Rudo	1	SARAJEVO	GAP-SA-014	Reconstruction of Municipal building, interior	Municipal administration	75,000.00	75,000.00	75,000.00	0.00	0.00	YES	0.00	75,390.00	75,390.00
99	CIP	Rudo	1	SARAJEVO	GAP-SA-015	Completion of the structure on the FC Rudo stadium-1 Phase	Education/Youth/Sports/Culture	50,000.00	50,000.00	50,000.00	0.00	0.00	YES	0.00	60,390.00	60,390.00
100	CIP	Foca	1	SARAJEVO	GAP-SA-016	Reconstruction of the square near Blue High building	Public spaces	40,098.98	40,098.98	40,098.98	0.00	0.00	YES	0.00	53,352.55	53,352.55
101	CIP	Foca	1	SARAJEVO	GAP-SA-017	Reconstruction of streetlights in Njegoseva street	Public spaces	45,000.00	50,291.71	50,291.71	0.00	0.00	YES	0.00	56,321.00	56,321.00
102	CIP	Foca	1	SARAJEVO	GAP-SA-018	Adding up another floor for NGO needs	Public spaces	39,858.00	34,563.00	33,703.69	859.31	0.00	YES	859.31	41,470.00	35,065.31
103	CIP	Rogatica	1	SARAJEVO	GAP-SA-019	Reconstruction of Sports Center-1 phase	Education/Youth/Sports/Culture	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	352,500.00	352,500.00
104	CIP	Vogosca	1	SARAJEVO	GAP-SA-032	Construction of sewage system in local community of Semizovac	Water/Sewage	70,000.00	70,000.00	70,000.00	0.00	0.00	Yes	0.00	131,950.00	131,950.00
105	CIP	Vogosca	1	SARAJEVO	GAP-SA-033	Construction of the annex to "Mirsad Prnjavorac" Elementary School, to accommodate Vogošća School of Music	Education/Youth/Sports/Culture	55,000.00	55,000.00	55,000.00	0.00	0.00	Yes	0.00	195,000.00	195,000.00
106	CIP	Kakanj	1	SARAJEVO	GAP-SA-035	Asphalt paving of the road Poprtna gora- Local Community Podgora Phase I	Roadworks	35,000.00	35,000.00	35,000.00	0.00	0.00	YES	0.00	35,000.00	35,000.00
107	CIP	Kakanj	1	SARAJEVO	GAP-SA-036	Construction of the Dobjoj Clinic	Health	50,000.00	50,000.00	49,175.00	825.00	0.00	YES	825.00	50,000.00	50,000.00
108	CIP	Kakanj	1	SARAJEVO	GAP-SA-037	Building of the "Krsevac" bridge, building local bridges on the road Stari Dom- Podborje	Roadworks	40,000.00	40,000.00	40,000.00	0.00	0.00	YES	0.00	40,000.00	40,000.00
109	CIP	Gorazde	1	SARAJEVO	GAP-SA-038	Rehabilitation and asphalt paving of the area surrounding the Potkovica building	Public spaces	89,790.00	89,790.00	82,293.29	7,496.71	0.00	Yes	7,496.71	96,746.00	96,746.00
110	CIP	Gorazde	1	SARAJEVO	GAP-SA-039	Building a Multi-Purpose Building in rural Local Community of Berić	Education/Youth/Sports/Culture	35,210.00	35,210.00	34,089.62	1,120.38	0.00	YES	1,120.38	35,210.00	35,210.00
111	CIP	Novo Sarajevo	1	SARAJEVO	GAP-SA-034	Rehabilitation and creation of a Career Development and Volunteerism center within the International Children and Youth Centre building	Education/Youth/Sports/Culture	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	175,000.00	175,000.00
112	CIP	Travnik	1	SARAJEVO	GAP-SA-057	Rehabilitation of the "Ante Vlaica" street in Nova Bila	Roadworks	40,000.00	40,000.00	40,000.00	0.00	0.00	YES	0.00	40,000.00	40,000.00
113	CIP	Travnik	1	SARAJEVO	GAP-SA-058	Building of access roads in Babanovac	Roadworks	45,000.00	45,000.00	45,000.00	0.00	0.00	YES	0.00	56,600.00	54,999.97
114	CIP	Travnik	1	SARAJEVO	GAP-SA-059	Street rehabilitation in the Mehurici local community	Roadworks	40,000.00	40,000.00	39,999.94	0.06	0.00	YES	0.06	40,000.00	40,000.00
115	CIP	Fojnica	1	SARAJEVO	GAP-SA-060	Interior construction of the new Fojnica municipality building	Municipal administration	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes	0.00	125,000.00	125,000.00
116	CIP	Trnovo	3	SARAJEVO	GAP-SA-068	Reconstruction of the small municipal building	Municipal administration	37,500.00	47,183.69	46,495.55	688.14	688.14	Yes		37,500.00	47,183.69

ANNEX E - LIST OF CAPITAL PROJECTS

No.	CIP/CDPC	Municipality	Cohort	Region	Project No	Project Title	Type of Project	GAP Amount Approved	GAP Amended Amount	Disbursed to Date	Remaining Amount	Remaining Amount	Project Closed (yes/no)	GAP Savings	Muni Amount	Muni Amended Amount
117	CIP	Trnovo	3	SARAJEVO	GAP-SA-069	rehabilitation and asphalt pavement of Miladina Risticveca Street	Roadworks	40,000.00	40,000.00	39,828.68	171.32	171.32	Yes		40,000.00	40,000.00
118	CIP	Trnovo	3	SARAJEVO	GAP-SA-070	Asphalt pavement of the intersection at Jahorina mountain	Roadworks	47,500.00	37,816.31	37,816.30	0.00	0.00	Yes		47,500.00	47,500.00
119	CIP	Ilidza	3	SARAJEVO	GAP-SA-085	Construction and rehabilitation of sports fields in MZs, Stup, Hrasnica, Donji Kotorac, Ilidza Centar, Blazuj, Osjek, and Rakovica.	Education/Youth/Sports/Culture	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes		125,000.00	125,000.00
120	CIP	Visoko	3	SARAJEVO	GAP-SA-086	Construction of the bridge in the local community Prijeko (last phase)	Roadworks	125,000.00	125,000.00	125,000.00	0.00	0.00	Yes		723,244.18	723,244.18
121	CDPC	Ilijas	3	SARAJEVO	GAP-SA-087	Reconstruction and modernization of the Bioca Road (Bridge to School route)	Roadworks	50,000.00	50,000.00	50,000.00	0.00	0.00	Yes		150,000.00	150,000.00
122	CDPC	Ilijas	3	SARAJEVO	GAP-SA-088	Construction of the Mrakovo Local Clinic (I Phase)	Health	35,000.00	35,000.00	35,000.00	0.00	0.00	No		135,000.00	88,391.4
123	CDPC	Ilijas	3	SARAJEVO	GAP-SA-089	Purchase and delivery of sewage pipes and shafts for the Sewage System in Ljesevo, MZ Podlugovi and MZ Misoca	Water/Sewage	40,000.00	40,000.00	40,000.00	0.00	0.00	Yes		60,000.00	60,000.00
124	CIP	Vitez	4	SARAJEVO	GAP-SA-086	Reconstruction of the municipality building in Vitez	Municipal administration	125,000.00	125,000.00	0.00	125,000.00	125,000.00	No	0.00	125,000.00	125,000.00
125	CIP	Novi Travnik	4	SARAJEVO	GAP-SA-087	Reconstruction of the Public Health Centre in Novi Travnik	Health	37,500.00	37,500.00	15,225.00	22,275.00	37,500.00	No	0.00	37,500.00	37,500.00
126	CIP	Novi Travnik	4	SARAJEVO	GAP-SA-088	Reconstruction of the traffic signal systems at the following intersections; 'Gradska Pekara', 'Most', and 'Vatrogasni Dom'	Roadworks	87,500.00	87,500.00	0.00	87,500.00	87,500.00	No	0.00	87,500.00	87,500.00
127	CDPC	Olovo	4	SARAJEVO	GAP-SA-130	„Adaptation and upgrading of the Culture Centre Olovo – Centre for Culture and Information”, Phase I	Education/Youth/Sports/Culture	125,000.00	125,000.00	0.00	125,000.00	125,000.00	No	0.00	125,000.00	125,000.00
128	CDPC	Vares	4	SARAJEVO	GAP-SA-127	Construction of bridges in Dubostica village (Strmac and Ravna)	Roadworks	40,000.00	40,000.00	0.00	40,000.00	40,000.00	No	0.00	40,000.00	40,000.00
129	CDPC	Vares	4	SARAJEVO	GAP-SA-128	Rehabilitation and asphalt pavement of local road through the Neprivaj Settlement (total 1.164 meters)	Roadworks	37,500.00	37,500.00	0.00	37,500.00	37,500.00	No	0.00	37,500.00	37,500.00
130	CDPC	Vares	4	SARAJEVO	GAP-SA-129	Asphalt pavement of the local roads Strica and Zarudje	Roadworks	42,750.00	42,750.00	0.00	42,750.00	42,750.00	No	0.00	52,250.00	52,250.00
TOTAL								9,003,431.98	8,800,365.54	7,415,160.72	1,299,999.81	1,344,443.98		73,482.57	18,003,664.53	16,584,801.33

Legacy
Cohort 3
Cohort 4

ANNEX F
2012 FINANCIAL PROJECTIONS

GAP2 2012 Financial Projections
Submitted December 16, 2011

Current Obligation: \$22,832,937
Amount Invoiced to Date: \$20,631,059 (Last invoice submitted: September 2011)
Percent of Obligation Invoiced: 90%

GAP2 Core Contract

Cost Category	Actual Expenditures thru Oct 2011	Forecasted Expenditures for Nov-Dec 2011	Q1 2012 Forecast			Q2 2012 Forecast			Q3 2012 Forecast			Q4 2012 Forecast			Total Estimated 2012 Expenditures	Total Estimated Expenditures thru Q4 2012*	Contract Ceilings	Difference, Ceilings less Projected Expenditures	Original Illustrative Proposal Budget	February 2011 Mod Budget	Total, Original + Mod Budgets	Difference, Budgeted less Projected Expenditures
			Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec								
I. Salaries	\$2,633,937	\$124,074	\$51,899	\$52,749	\$54,219	\$54,339	\$54,713	\$42,824	\$41,441	\$41,441	\$37,541	\$22,578	\$22,682	\$8,878	\$485,302	\$3,243,313			\$1,999,533	\$579,291	\$2,578,824	(\$664,489)
II. Fringe Benefits	\$1,320,937	\$64,309	\$26,298	\$26,744	\$33,175	\$31,539	\$27,726	\$23,925	\$20,664	\$20,664	\$28,422	\$13,222	\$21,664	\$21,210	\$295,252	\$1,680,498			\$798,762	\$196,794	\$995,556	(\$684,942)
III. Overhead	\$1,698,984	\$88,634	\$33,420	\$34,062	\$35,155	\$37,227	\$35,523	\$28,132	\$26,602	\$26,602	\$25,333	\$14,974	\$21,519	\$12,983	\$331,532	\$2,119,150			\$1,366,698	\$323,956	\$1,690,654	(\$428,496)
IV. Travel and Transportation	\$175,781	\$2,072	\$500	\$500	\$500	\$500	\$500	\$500	\$2,500	\$920	\$500	\$200	\$9,200	\$0	\$16,320	\$194,173			\$251,264	\$39,851	\$291,115	\$96,942
V. Allowances	\$378,593	\$9,104	\$750	\$1,500	\$2,500	\$3,000	\$3,000	\$3,000	\$3,500	\$3,000	\$2,000	\$0	\$4,790	\$0	\$27,040	\$414,737			\$208,783	\$48,538	\$257,321	(\$157,416)
VI. Other Direct Costs	\$1,092,332	\$33,928	\$10,868	\$12,068	\$13,838	\$15,333	\$17,008	\$13,988	\$10,483	\$10,683	\$16,808	\$8,158	\$8,158	\$7,858	\$145,255	\$1,271,514			\$442,941	\$56,519	\$499,460	(\$772,054)
VII. Equipment, Vehicles and Freight	\$75,474	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,000	\$8,000	\$83,474			\$105,290	\$4,507	\$109,797	\$26,323
VIII. Training	\$201,148	\$4,342	\$0	\$1,364	\$2,729	\$2,729	\$2,729	\$2,729	\$1,364	\$2,729	\$2,729	\$2,729	\$0	\$0	\$21,831	\$227,321			\$114,570	\$59,899	\$174,469	(\$52,852)
IX. Subcontractors	\$5,308,424	\$123,514	\$59,077	\$59,077	\$62,492	\$60,709	\$82,472	\$83,474	\$43,584	\$43,584	\$65,249	\$30,301	\$5,287	\$5,910	\$581,218	\$6,013,155			\$7,376,876	\$790,529	\$8,167,405	\$2,154,250
X. Material Assistance to Municipalities	\$6,775,338	\$226,288	\$50,000	\$75,000	\$75,000	\$95,000	\$95,000	\$95,000	\$50,000	\$37,224	\$0	\$0	\$0	\$0	\$572,224	\$7,573,849	\$8,460,000	\$886,151	\$8,460,000	\$0	\$8,460,000	\$886,151
XI. General and Administrative	\$884,743	\$30,497	\$10,477	\$11,838	\$12,582	\$13,517	\$14,340	\$12,311	\$9,006	\$8,408	\$8,036	\$4,147	\$4,199	\$2,918	\$111,779	\$1,027,018			\$920,205	\$94,495	\$1,014,700	(\$12,318)
XII. Fixed Fee	\$542,279	\$18,958	\$6,799	\$7,497	\$8,016	\$8,462	\$9,016	\$7,625	\$5,774	\$5,257	\$0	\$0	\$0	\$0	\$58,446	\$619,683	\$619,683	\$0	\$554,161	\$65,522	\$619,683	\$0
Total	\$21,087,968	\$725,720	\$250,087	\$282,400	\$300,205	\$322,355	\$342,028	\$293,507	\$214,920	\$200,513	\$186,618	\$96,310	\$97,499	\$67,757	\$2,654,199	\$24,467,887	\$24,858,984	\$391,097	\$22,599,083	\$2,259,901	\$24,858,984	\$391,097

*The November 2011 invoice has yet to be released. Therefore, the table includes actual expenditures through October 2011 and projected expenditures for November - December 2011.

GAP2 OFFICES

SARAJEVO: ZMAJA OD BOSNE BB, PC "ROBOT"
BANJA LUKA: I. KRAJIŠKOG KORPUSA 16/III
TUZLA: MARŠALA TITA 34 A/III
MOSTAR: RUDANOVA 7

Phone: +387 33 722 580; Fax: +387 33 722 580
Phone: +387 51 403-224; Fax: +387 51 304 235
Phone: +387 35 250 495; Fax: +387 35 364 285
Phone: +387 36 558-410; Fax: +387 36 558 411