

# Good Governance

## at Local Level

Good governance is the crucial postulate of all societies that are founded on democracy, rule of law and human rights. The five principles of good governance – **accountability, transparency, participation, non-discrimination and efficiency** - lay in the core of sustainable socio-economic development.

In November 2015, European PROGRES and 34 municipalities in the South East and South West Serbia signed the Memorandum of Understanding on cooperation in the area of good governance. Over three years these partnerships resulted in stronger capacities, improved legal framework and overall better adherence to good governance principles in the municipalities in the Programme area.

### Activities

Linking good governance principles with the implementation of municipal infrastructure projects through adoption of local policies and/or regulations.


Support implementation of local governance reforms, in particular improving of transparency, coordination of planning, establishment of local accountability mechanisms, responsible management of public assets and soft citizen participation.

Capacity building of municipal Good Governance Competence Units through a set of trainings and a learning visit to Switzerland.

Provision of support to institutionalisation of Good Governance Competence Units.

Identification and elaboration of impediments and obfuscations in implementation of the relevant national legislature at the local level, pertained to social and environmental protection.


### Results

 **16** LSGs adopted or amended  
**32** relevant regulations within  
**16** infrastructure projects

 **13** municipalities supported local governance reforms through adoption/revision of  
**21** regulations

 **27** municipal representatives built capacities through a set of trainings and a learning visit

 **22** Good Governance Competence Units established

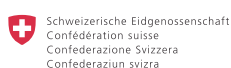
 Recommendations for addressing the identified challenges in the vertical coordination between LSGs and state administration bodies which should improve the existing state of affairs in the area of social protection and environmental protection.



Republic of Serbia



Programme Funded by EU



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Confédération suisse  
Confederazione Svizzera  
Confederaziun svizra  
**Swiss Agency for Development  
and Cooperation SDC**



Implementing Partner



## Linking Good Governance Principles with Infrastructure Projects

Municipality	Project title	GG principles addressed
Babušnica	Enhancing Energy Efficiency	Accountability, Efficiency
Bela Palanka	Reconstruction of the Primary School "Ljupče Španac"	Accountability, Efficiency
Bojnik	Completion of the Water Supply Network	Accountability, Transparency
Brus	Construction of the House for Children with Disabilities	Participation, Non-discrimination
Bosilegrad	Development of culture through the improvement of infrastructural environment	Accountability, Transparency
Crna Trava	Improving Energy Efficiency	Accountability, Efficiency
Doljevac	Construction of the first phase Pukovac Market Centre	Accountability, Transparency, Participation
Kuršumlija	Toward Environmentally Sustainable and Accountable Community through Application of Energy Efficiency Concepts	Accountability, Efficiency, Transparency
Lebane	Construction of the Centre for Haemodialysis	Accountability
Leskovac	Improvement of Energy Efficiency in the Primary School "Trajko Stamenković"	Accountability, Efficiency
Priboj	Reconstruction of the Administrative Building in Industrial Parks	Accountability, Transparency
Prijepolje	Reconstruction of the Sports Hall with the supporting equipment	Accountability, Transparency, Participation, Non-discrimination
Sjenica	Replacement of the Final Part of Asbestos-Cement Pipeline	Accountability, Transparency, Participation, Non-discrimination
Surdulica	Reconstruction of the School in Suvojnica Village	Accountability, Transparency, Participation, Non-discrimination
Tutin	Construction of a Primary School in Zapadni Mojstir	Accountability, Participation
Vlasotince	Construction of a Dog Shelter	Accountability, Transparency

### Showcase

Introduction of good governance aspect into implementation of municipal infrastructure projects has significantly improved adoption of relevant local level policies and/or regulations.

In Vlasotince and Bojnik a problem of an increasing number of stray dogs was mitigated through inter-municipal cooperation - construction of a Dog Shelter in Vlasotince and joint communal work on stray dogs treatment and financial maintenance of the Shelter.

Good governance activities were aimed at improving accountability and transparency. Vlasotince Municipality prepared the Decision on Granting Public Land for Use Free of Charge, the Decision on Construction of a Building of Public Interest, the Rulebook on Catching the Stray Dogs as well as the Decision on Conducting Communal Activity of Zoo-hygiene. Both municipalities adopted common local policies i.e. the Programme on Controlling and Reducing Stray Dogs and signed the Agreement on Joint Communal Work within the Dog Shelter.

## Local Governance Reforms

GG Reforms Package	Municipalities	GG principles addressed
<b>Transparency</b>	Babušnica, Crna Trava, Lebane, Medveđa, Merošina, Nova Varoš, Raška, Tutin and Vlasotince	<b>Transparency</b> improved through adoption of the Action Plan for Transparency
<b>Local Accountability Mechanisms</b>	Blace, Bojnik, Crna Trava, Nova Varoš, Prijepolje and Vlasotince	<b>Accountability</b> improved through adoption of the Decision on Establishment of the Working Group for HR Management and its Action Plan
<b>Coordinated Planning</b>	Bela Palanka and Raška	<b>Accountability</b> improved through establishment of the Working Group for Monitoring of the Implementation of the Strategy for Sustainable Development and its Action Plan
<b>Accountable Public Property Management</b>	Lebane, Merošina, Raška and Tutin	<b>Accountability</b> and <b>Transparency</b> improved through adoption of the Decision and the Rulebook on Public Property Management
<b>Soft Citizen Participation</b>	Babušnica	<b>Participation</b> enhanced through adoption of the Rulebook on Public Consultations

## Showcase

In 2015, the results of the assessment conducted in 34 Programme municipalities, provided guidelines for implementation of local governance reforms. Subsequently, together with LSGs, the Programme prepared five reform packages for the improvement of accountability, transparency, efficiency and participation principles.

In the pursuit of improved two-way communication between citizens and LSGs, Babušnica Municipality introduced the "Soft Citizen Participation" package and adopted the Rulebook on Public Consultations, which comprehensively regulates the subject, process, responsibility, methods and outcomes of public consultations, increasing the scope of public participation and specific individual responsibility within the administrative bodies in the process.

The effect of this type of reform is expected to increase representation of citizens' interests and expressed needs as well as accountability of public authorities towards the public. Gradual strengthening of citizens' motivation to participate is expected to affect the overall community development.

## Good Governance Institutionalisation

Institutional framework	Municipalities
<b>15</b> LSGs established Working Group for Good Governance	Babušnica, Bela Palanka, Bojnik, Brus, Doljevac, Ivanjica, Lebane, Nova Varoš, Novi Pazar, Priboj, Raška, Sjenca, Surdulica, Vranje, Vlasotince
<b>7</b> LSGs established Advisory-Expert Body for Good Governance	Blace, Bosilegrad, Bujanovac, Gadžin Han, Knjaževac, Medveđa, Tutin

## Capacity Building of Municipal Good Governance Competence Units

27



**contact persons  
for good governance**

27 local self-governments

Aleksinac, Babušnica, Bela Palanka, Blace, Bojnik, Bosilegrad, Bujanovac, Crna Trava, Doljevac, Gadžin Han, Ivanjica, Leskovac, Lebane, Medveđa, Knjaževac, Nova Varoš, Novi Pazar, Preševo, Prokuplje, Priboj, Raška, Sjenica, Surdulica, Svrlijig, Tutin, Vranje, Vlasotince



**on good governance  
principles**

Training programme was delivered from November 2015 to April 2017, with the support of an expert for good governance from Switzerland, and it included lectures on good governance principles through theoretical and practical work with participants.

Training course was implemented through five trainings, each one containing the introduction into a single principle of good governance, practical exercises conducted through case studies from the Canton of Bern in Switzerland, discussion and preparation of papers on good governance principles from the aspect of their application at the local level in Serbia.

As a result of this process, two publications on good governance at the local level were prepared, containing examples and experiences from Switzerland and Serbia.



**final test**

The training programme was finalised after a test held in April 2017, when participants were given a realistic example with the aim to check the level of achieved knowledge and understanding of good governance principle and specific application thereof in practice.



**to Switzerland**

The study tour to Switzerland was organised in June 2017, gathering 25 participants from LSGs and a representative of the Ministry for State Administration and Local Self-government.

This study tour improved knowledge and understanding of participants about practical aspects of application of good governance principles in everyday administrative municipal tasks, through interactive learning on selected topics from experience of municipal representatives from Switzerland.

## Vertical Dimension of Good Governance

### Social Protection

**3** workshops were held to identify obstacles in enforcement of laws and regulations at local level

**This consultative process included**

- 23** municipalities
- 11** local Centres for Social Welfare and social service providers
- 8** national-level institutions

#### Result

The key recommendations defined for the improvement of vertical dimension between LSGs and state administration bodies

### Environmental Protection

**3** workshops were held to identify obstacles in enforcement of laws and regulations at the local level

**This consultative process included**

- 25** municipalities
- 11** national-level and regional institutions

#### Result

The key recommendations defined for the improvement of vertical dimension between LSGs and state administration bodies

### e-Government

**3** capacity building trainings held

**In trainings participated**

- 44** LSG representatives
- 28** municipalities
- 2** national-level institutions

#### Result

Three LSGs developed 17 new e-services

