

**BOSNIA AND HERZEGOVINA
FEDERATION OF BOSNIA AND HERZEGOVINA
UNA-SANA CANTON
BIHAC MUNICIPALITY
MUNICIPAL MAYOR**

**DEVELOPMENT STRATEGIC PLAN OF BIHAC
MUNICIPALITY**

PART TWO – DEVELOPMENT STRATEGY

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I VISION

Based on the previous analysis of the existing situation and defined development potentials and resources, development strategy is a basis for economic development of the Municipality for the next five years.

The strategy is based on a new philosophy and development criteria and it is focused on development of human resources and visions formed by all interested and target groups, which contributed to making of the economic development strategic plan of the Municipality.

VISION STATEMENT

Bihac, cantonal and university centre, is the most developed municipality in the region with a high living standard and possibilities that enable quality life and with progressive business environment that attracts investments.

II - STRATEGIC PART OF THE PLAN

1. STRATEGIC COMMITMENTS

In the projected future Bihac Municipality will have to find its own adequate development model based on a creation and implementation of such concept, which will enable creation of conditions for more relevant overall development according to the defined vision of all relevant individuals, entities and institutions in this area.

Development concept of Bihac Municipality for the future period resulted from the integral analysis:

- Ø «Traditions and experience»- Analysis of the achieved economic development in the past period;
- Ø «Current economic situation»
- Ø «Current available resources»
- Ø «Application of SWOT analysis»
- Ø «Use of a modern management philosophy of Strategic planning»

Based on defined development vision, conducted analysis by using modern methodological approach and analysis of opportunities identified in the economic environment, general strategic commitments of Bihac Municipality in the future period are as follows:

- Economic development including continuous improvement in macro-economic stability: total increase in the level of business activities, increase in investments, increase in employment, growth in industrial production, increase of export and foreign trade stability, income increase and achievement of the other positive macro-economic effects;
- Creation of favourable ambient and business environment for potential investors;
- Economy based on knowledge and new technologies – Global competitive marketing economy;
- Affirmation of regional and inter-regional connections and better inclusion in the economic integration processes;
- Development of institutional structure for improvement of partnership between public, private and non-governmental sectors;
- Development of economic infrastructure as a precondition for development of economy;
- Developed small and medium-sized enterprises sector (SME Sector);
- Development of business infrastructure to support development of SMEs;
- Development of financial instruments needed for development of SMEs;
- Developed agriculture and processing agro-industry;
- Developed tourism – Bihac Municipality prestigious tourist destination;
- Support to development of export-oriented economy;
- Creation and permanent improvement of affirmative image of Bihac Municipality;
- High employment level and educated human resources;
- Creation of favourable development environment, use and transfer of knowledge and technology;
- Support to young people;
- Creation and improvement of favourable environment for implementation of development entrepreneurial ideas and projects;
- Better valorisation and rational use of natural resources;
- Protection and promotion of the environment;

- Development of information sector with use of modern information technologies;
- Application of modern models of Strategic planning and management Programs and Projects;
- Harmonization and repositioning of economic flows and goals in accordance with the current situation in the region;
- Affirmation and development of «Ecological economy»

Based on the analysis of the situation in Bihac Municipality it can be concluded that the future strategic development of the Municipality can be based on the development of agriculture, exploitation of mineral raw materials, entrepreneurship and tourism because there is realistic basis for it, i.e. the Municipality has potentials for a faster development of these sectors.

The strategy can give directions for potential employments, improvement of business environment, quality of life and development of human resources. This means inclusion in European integrations and cooperation with the other parts of the region and wider.

Development philosophy should be based on effective and efficient use of potentials, employment in factories, developed entrepreneurship, public and private sector, suitable living environment, transparent administration and better living standard, which enables stable quality of life for all the citizens.

Development should be comprehensive within the meaning of sustainable employment rate growth, affirmation of entrepreneurial approach to the economic development, establishment of rural development model and confirmation of traditional and cultural values of the Municipality.

In accordance with given indicators development of **municipal and traffic infrastructure** will be based on the following strategic commitments in the future period:

- Construction of the traffic and municipal infrastructure should follow the needs of economic development and needs of citizens of Bihac Municipality by respecting directions and frames defined by the spatial-planning documentation.
- Traffic solution is to be harmonized with the project of relocation of routes of M5 and M14 main roads and planned route of the Northwest-Southeast fast road corridor, i.e. continuation of the corridor of the Third development axis going from Novo Mesto over Krapina to Slunj and Velika Kladusa and further towards central Bosnia
- Enable better use of natural resources, economic development and improvement of demographic situation through improvement and expansion of the traffic infrastructure
- Provide a long-term supply of healthy potable water to the citizens of Bihac Municipality through protection of sources, repair and reconstruction of the existing water supply systems, which would reduce water system leakage losses
- Make sure that all communities in the Municipalities of Bihac manage their waste water and do not discharge it untreated to the local watercourses in order to reduce harmful impact on the health of citizens and environment
- Provide surface water drainage systems (flood defense), which will increase safety of the citizens and create pre-conditions for use of flood and marsh areas for the purpose of development
- Improve the level of municipal services and quality of life through construction, investment and maintenance of municipal and traffic infrastructure with the integration of all types of road connecting development
- Waste management will be done at the Regional landfill; therefore it is necessary to support construction of the Regional landfill. The waste management at the landfill

will result in reduced costs of the management itself and income from the waste recycling.

Indicators on **spatial planning** situation in the area of Bihac Municipality given through the analysis of the spatial planning situation and the SWOT analysis caused a need for a review of the former and new strategic commitments and goals of spatial development and planning, as well as environmental protection, in order to undertake appropriate measures and activities that would enable resolving and overcoming inherited problems and difficulties and creation of conditions for sustainable, steady and balanced spatial planning in the entire Municipality.

In the future period spatial development will be based on the following commitments and goals:

- Rational use of space according to its natural advantage and planning possibilities, which would provide sustainable development of the entire Municipality;
- Polycentric model of the spatial organization that will provide balanced development of the entire Municipality, where functionally differential and spatially harmonized urban centres will have the most important role;
- Revitalization of demographically endangered areas of the Municipality and different measures of support to stay and survival of inhabitants in rural areas;
- Creation and implementation of spatial development politics based on scientific principles and harmonized with development politics of other sectors, which will enable spatial planning to be in function of rational and balanced development of all sectors. Such development of sectors contributes to rational use and protection of space;
- Defining of basic postulates of land politics that will affirm market model of managing with all Municipal resources, especially entire space and construction land;
- Affirmation of programming and planning of construction land and communal construction as a leading instrument in implementation of all planning documents, but not only based on real needs, but based on real material, financial, location, organizational and other possibilities, i.e. as a synthesis of needs and real possibilities;
- Providing of spatial and other conditions for preservation, protection and improvement of natural environment, especially in urban centres;
- Providing of rational use of available land, protection and use of agricultural land of higher bonitet categories;
- Protection of natural and cultural-historical values through their revitalization and their integration in overall development process, harmonization of interests of their protection with interests of development and relocation of economic capacities, infrastructural systems and settlements;
- Protection of found and assumed mineral raw materials deposits;
- Achievement of transparent and efficient public administration concept and development of institutions specialized for spatial development support;
- Acceptance of strategic planning as a continuous process, which requires permanent innovation and adjustment of spatial development plans;
- Providing of synchronization, coordination and harmonization of plans from certain infrastructural sectors that are in phase of drawing up of spatial-planning documents and implementation of program of construction and planning of construction land;
- Permanent and continuous harmonization of spatial-planning documents with planning documents from the infrastructural sector;
- Establishment and organization of municipal and cantonal institutions in spatial planning sector;

Health and social protection will be reformed in order to ensure better quality of life. Legal regulations in this sector will require organization of public and other institutions from this sector, as well as organization of work and scientific-experience achievements according to the EU standards. During this strategic period we should not expect everything mentioned above to be achieved, but it will be a realistic basis for the future development.

In order to increase efficiency and rationality in this sector it is important to:

- ensure health and social protection of citizens through institutional protection forms
- ensure internal organization of entities in this sector in accordance with legal regulations and relevant standards on health protection;
- ensure filling of vacant positions with educated personnel;
- ensure needed premises, equipment and other needed infrastructure;
- implement saving and transparent spending measures.

In the **education** sector efforts should be focused on implementation of reform regulations that will regulate issues of institutionally, work organization and scientific-experience achievements in this sector in accordance with the EU standards.

In order to increase efficiency and rationality it is needed to:

- establish institutional functioning in pre-school, elementary and secondary education as soon as possible,
- fill vacant positions with needed educated personnel,
- ensure use of modern teaching appliances and equipment in schools,
- provide needed premises and other infrastructure.

Great differences in education and varying economic and social situation, could limit possibilities to continue schooling and in that way exclude an individual and whole groups from the education system. Therefore, one of the biggest risks is an issue of adjusting to needs and fast changes in society, which are not evident in our secondary schools. Young people, especially highly educated, leave the country because of the challenges of getting employed abroad (evident in our municipality) and poor material situation.

In order to prevent the above-mentioned it is needed to do the following:

- Encourage those in charge of education in the Cantonal Government to keep supporting the principle of whole life studying on all levels of the education system,
- Keep emphasizing social and economic dimension of education as the best investment,
- Help to improve adaptability and flexibility of the education system and to ensure its quality based on good practice cases from the EU countries.
- Help to improve educational services on all levels in order to increase employment in the Municipality.

Demand for services in **culture and sport** sector will grow. Cultural institutions must constantly work on their quality and satisfy the most of citizens needs when it comes to the culture domain. Cultural centre will still be the centre of cultural life. Once the problem of the museum premises has been resolved it will be valorising cultural-historical inheritance and other cultural values. The library should be developed in order to meet the needs of students, to expand its activities and increase the number of books. Cultural associations, other associations, agencies and other cultural institutions must meet requirements, needs and interests of citizens in order to contribute to making Bihac a cultural centre.

When it comes to sports activities we will be focused on development of mass sport, expansion of sport halls that will enable practicing of them, including the other sports too. Special attention should be paid to young people.

It is necessary to create the following preconditions for development of culture:

1. spatial preconditions: public institutions premises in the culture sector,
2. equipment (set, musical instruments, uniforms, costumes...),
3. human potential (educated, professional and trained personnel from different sectors: culture and music, arts, literature, theatre...),
4. financial funds

Ad 1. Spatial preconditions –current situation (satisfying)

- Visual arts:
 1. Public institution ‘City gallery’
 2. Art gallery “Enver Krupić”
 3. Showroom Public institution ‘Museum of the Una-Sana Canton’

- Archives, libraries and museums, protection of cultural inheritance: (insufficient)
 1. Public institution ‘Archive of the Una-Sana Canton’
 2. Public institution ‘Museum of the Una-Sana Canton’
 3. Public institution ‘Cantonal and university library’
 4. Public institution ‘Institute for protection of cultural inheritance’

- other premises for development of all forms of cultural expression (theatre art, cultural associations, musical associations and orchestras, literal associations, cultural events) – (sufficient for the city)
 1. Public institution ‘Cultural centre’ (buildings 1 and 2)
 2. Building of the AVNOJ Museum

Spatial preconditions – strategy, activity directions in certain period of time

In accordance with the Law on principles of local self-governance Municipal authorities will soon take over responsibility over preschool and elementary school education. Art school in Bihac consists of elementary and secondary schools, but the first one does not have necessary premises to work.

This problem can be resolved by reconstruction of ‘Konak’ building down town Bihac. Three cultural institutions could be located at the reconstructed ‘Konak’ building (the Museum, the Archive and Institute for protection of cultural inheritance). If the Museum and the Institute get moved out of ‘Kloster’ building we will create conditions for the Art school to get all the necessary premises. After reconstruction of AVNOJ Museum we will get a nice, acoustic and functional hall. The Art school will resolve their problems in a long term.

Different organization of local self-governance City-Municipality-local community coerces a need to organize cultural events outside the city and bring them to the inhabitants living outside downtown (local communities: Ripac, Kulen Vakuf and others).

In order to enable inhabitants from distant local communities to attend or participate in cultural events it is necessary to create spatial preconditions for cultural development in those communities. That can be done through construction of cultural halls in those communities. The cultural halls in local communities should be built by certain standards in order to fulfil needs of local communities. Cultural hall should consist of: hall – 200-300

seats, a big stage where theatre plays can be performed, as well as dance groups performances, concerts, celebrations and events.

There should also be a bigger room where traditional dance groups and dance groups can practice, a gallery room, literary-poetry room, library and premises for cultural associations to work in.

Funds allocated from the Municipal budget for the culture should be significantly increased and directed towards the three priority sectors:

1. Improvement of cultural infrastructure

- a) renovation of small and big theatre halls in the buildings 1 and 2 of the Cultural Centre
- b) finishing of reconstruction of the former AVNOJ Museum building
- c) construction and restoration of 'Konak' building
- d) construction of standardized cultural halls in local communities

2. Protection and renovation of cultural inheritance

- a) Old downtown: Church of Saint Antun, Konak, Captain's tower, tomb of Bihac's nobility, Turbe.
- b) Forts: Sokolac, Ostrovica, Orasac.
- c) Religious buildings

3. Actions, events, work and program activities of institutions, associations and individuals in the cultural sector.

Mission of the **local self-government** is fulfilment of citizens' needs and permanent improvement of the quality of life in local community. Such local self-government will make citizens to consider it as their own right and obligation to actively contribute to improvement of the quality of life in the Municipality. A new local self-government will be a synonym for a responsible local development management, local affairs based on principles of the European charter of local self-government. Such capable and responsible local authority establishes partnership with private and nongovernmental sector and productively cooperates with other authority levels and other local units in the country and region. A higher level of citizens' participation in public affairs will be achieved, so they will significantly influence on public decisions making and on quality of life in general.

Partnership between local authority and civil society – citizens will be interaction that will lead to a joint engagement in achievement of a common goal, planning and implementing activities in order to resolve identified problems. Partnership with citizens will be established through their inclusion in the process of creation and decision making, as well as creation and implementation of projects directly affecting their environment, i.e. quality of life.

Bihac Municipality will provide services for citizens and other interested persons and it will be completely oriented towards service users. Quality of provided services will be in accordance with the standards and expectations of citizens. Efficient work of the municipal administration will be ensured through shortening and simplifying of the municipal procedures as much as possible, more efficient work of the personnel with the use of time management technique and human resources management, and additional education of personnel. The system of internal communication and coordination of the municipal administration with public institutions and companies will be established. Promotion of the Law on free access to information and awareness of citizens on availability of these information leads to transparency in the work of the municipal administration and

understanding of its work by citizens, which will result in better image of the Municipality. Higher level of responsibility of the municipal administration will be ensured through elaborated complaint procedure presented to citizens, consistent use of administrative procedure principles, Law on government officials and Law on employees.

The core of Bihac Municipality development in all sectors, as well as the basic preconditions for achievement of identified strategic development goals, should be:

1. development of human resources (potentials),
2. development of information infrastructure and support to use of information technologies,
3. permanent education of personnel and
4. development and improvement of strategic development management model

Strategic commitments of Bihac Municipality must be focused on development of human resources and potentials, especially when it comes to management and entrepreneurship.

If development of human resources does not get needed attention and importance it could become limiting development element.

Even though this is information time, we still do not use information communication technologies enough.

2. STRATEGIC DEVELOPMENT GOALS

Established strategic commitments resulted in the following strategic development goals:

1. developed and sustainable economy;
2. achieved harmonized and balanced spatial development of urban centres in rural areas and allocation of investments in economy, traffic and infrastructure that will enable such development;
3. Steady and balanced spatial development in the entire area of Bihac Municipality that includes almost the same conditions when it comes to traffic connections, utility equipping and urban equipment ensuring quality of life and work of population with complete activation of natural and created potentials;
4. Improvement of education system that inclines towards the European organization model and standards, developed cultural institutions, sport and other areas of non-governmental sector, as well as establishment of efficient and quality system of primary and secondary health protection and improved social care;
5. Administration in accordance with the European standards.

Achievement of the planned strategic development goals and use of our comparative advantages is not possible without acquiring of informatics knowledge and technologies, which implies on public and private sectors.

That is why one of the basic strategic goals must be development of the informatics technology and support of its use.

Permanent education of personnel on all education level is of a great importance for achievement of established strategic development goals.

It includes education of adults with certain degree, who need additional education related to their jobs, want to innovate and improve their knowledge, acquire managerial and other business knowledge, learn foreign language, become computer literate etc.

In order to achieve planned strategic development goals it is necessary to develop and improve the model of strategic management of development, which resulted from a need to adopt a concept of permanent strategic and project directed development programming.

That model has to support balanced economic, social and spatial development of Bihac Municipality.

III – OPERATIONAL PART OF THE PLAN – OPERATIONAL GOALS, PROGRAM AND PROJECTS

1. ECONOMIC DEVELOPMENT DIRECTIONS

STRATEGIC GOAL No. 1

Developed and sustainable economy

List of operational goals, programs and projects in the economic sector

Operational goal	Title of program and project	Implemented by	Time for implementation	Estimated funds
1	2	3	4	5
1. Developed SME sector	<i>1.1. Program of creation of specific business environment of affirmative municipal image</i>			
	1.1.1. PROMO-Bihac program. Presentation of possibilities to invest in Bihac Municipality including establishment of One Stop Shop and guide for investors	Department of Development, Entrepreneurship and Trade	Continuously for 5 years	50.000 KM
	1.1.2. Creation of directives for implementation of Public and private partnership (PPP) in local community	Department of Development, Entrepreneurship and Trade	6 months	10.000 KM
	1.1.3. Project of identification and adoption of measures for stimulation of investments in business	Department of Development, Entrepreneurship	Continuously for 5 years	-----

		and Trade		
	<i>1.2. Program of identification and adoption of measures for stimulation of investments in business</i>			
	1.2.1. Business zone Kamenica I	Department of Development, Entrepreneurship and Trade	12 months	2,5 million KM
	1.2.2. Preparation of the study for establishment of new business zones (Kamenica II, Ripac)	Department of Development, Entrepreneurship and Trade	12 months	50.000 KM
	1.2.3. Project: Bihac Municipality fairground	Department of Development, Entrepreneurship and Trade	5 years	200.000 KM
	1.2.4. Project: Business zone Kamenica II	Department of Development, Entrepreneurship and Trade	36 months	2.700.000 KM
	1.2.5. Project: Business zone Ripac	Department of Development, Entrepreneurship and Trade	36 months	1.500.000 KM
	1.2.6. Project: Establishment of business incubator	Department of Development, Entrepreneurship and Trade	24 months	500.000 KM
	1.2.7. Project: Establishment of business matchmaking centre	Department of Development, Entrepreneurship and Trade	12 months	40.000 KM
	1.2.8. Establishment of Outsourcing Centre (employment project)	Department of Development, Entrepreneurship and Trade	12 months	50.000 KM

	1.2.9. Establishment of credit – grant fund	Department of Development, Entrepreneurship and Trade	12 months	500.000 KM
	1.2.10. Technological park	Department of Development, Entrepreneurship and Trade	12 months	500. 000 KM
	<i>1.3. Program Strengthening of SMEs sector through instruments of human resources development and knowledge transfer</i>			
	1.3.1. BE A ROLE MODEL – Project of promotion of education and employment of young people in Bihac Municipality	Department of Development, Entrepreneurship and Trade	Continuously for 5 years	150.000 KM
	1.3.2. Transfer know-how/development of instruments of efficient and practical knowledge transfer (education, courses and workshops)	Department of Development, Entrepreneurship and Trade	Continuously for 5 years	50.000 KM
	1.3.3. Stimulation and development of capacities for professional update and employment mediation	Department of Development, Entrepreneurship and Trade	12 months	30.000 KM
	1.3.4. Project "Business game" - promotion of entrepreneurship in primary and secondary schools	Department of Development, Entrepreneurship and Trade Department of General Administration and Social Services	Continuously for 5 years	-----
	1.3.5. Specific target groups projects (project preparation and implementation)	Department of Development, Entrepreneurship	Continuously for 5 years	100.000 KM

		and Trade		
2. Developed capacities of economic development in rural areas	2.1. Created favourable environment for agriculture development			
	2.1.1. Project of making of agriculture development strategy in Bihac Municipality	Department of Development, Entrepreneurship and Trade	12 months	50.000KM
	2.1.2. Making of agro-pediologic map of Bihac Municipality including bonitet of ground categorization	Department of Development, Entrepreneurship and Trade	24 months	-----
	2.1.3. Analysis of the existing organization of the municipal departments in charge of agriculture sector	Department of Development, Entrepreneurship and Trade	6 months	-----
	2.1.4. Reorganization of the municipal departments in charge of agriculture sector in order to form advisory departments	Municipal Mayor Department of Development, Entrepreneurship and Trade	6 months	-----
	2.1.5. Project of development of package of measures for stimulation of agricultural production on a local level	Department of Development, Entrepreneurship and Trade	12 months	-----
	2.1.6. Stimulation program for development of primary agricultural production in closed space (greenhouses)	Department of Development, Entrepreneurship and Trade	5 years	300.000 KM

	2.1.7. Stimulation program for development of primary agricultural production – hop and barley for beer production	Department of Development, Entrepreneurship and Trade	5 years	200.000 KM
	2.1.8. Stimulation program for development of primary agricultural production in all segments	Department of Development, Entrepreneurship and Trade	5 years	500.000 KM
	2.1.9. Stimulation program for development of cattle breeding in Bihac Municipality	Department of Development, Entrepreneurship and Trade	5 years	350.000 KM
	2.1.10. Stimulation program for development of organic – ecological food production	Department of Development, Entrepreneurship and Trade	5 years	100.000 KM
	<i>2.2.Connecting of agricultural production with processing capacities</i>			
	2.2.1. Establishment / development of agricultural producers associations	Department of Development, Entrepreneurship and Trade	Continuously for 5 years	-----
	2.2.2. Development of processing capacities within agricultural cooperatives	Department of Development, Entrepreneurship and Trade	Continuously for 5 years	100.000KM
	<i>2.3. Measures of investment in rural areas</i>			
	2.3.1. Projects of social infrastructure development in rural areas	Department of Development, Entrepreneurship and Trade and Department of social affairs	Continuously for 5 years	-----

	2.3.2. Project: life and work in the National Park Una	Department of Development, Entrepreneurship and Trade	12 months	25.000 KM
	2.3.3. Promotion of investments in rural areas (agro tourism, fishing)	Department of Development, Entrepreneurship and Trade	Continuously for 5 years	
3. Developed tourism sector	<i>3.1. Improvement of institutional support to development and promotion of tourism</i>			
	3.1.1. Project of development of unique tourism offer in Bihac Municipality	Department of Development, Entrepreneurship and Trade	6 months	
	3.1.2. Development of regional tourism product in Bihac Municipality through cross-border cooperation projects	Department of Development, Entrepreneurship and Trade	Continuously for 5 years	100.000 KM
	3.1.3. Traffic signalization and marking project – continuation	Department of Development, Entrepreneurship and Trade	18 months	200.000KM
	3.1.4. Project: Centre for development of autochthonous products (artefacts etc.)	Department of Development, Entrepreneurship and Trade	12 months	15.000 KM
	<i>3.2. Development and improvement of tourism product</i>			
	3.2.1. Project ‘Old towns’ (towers and forts) in Bihac Municipality	Department of Development, Entrepreneurship and Trade	24 months	500.000KM
	3.2.2. Project ‘Entertainment park in the city of Bihac’	Department of	24 months	100.000KM

		Development, Entrepreneurship and Trade		
	3.2.3. Project 'creation of tourist package in Bihac Municipality - targeted visitors of the Plitvice lakes'	Department of Development, Entrepreneurship and Trade	12 months	20.000KM
	3.2.4. Project Promotion of tourism in Bihac Municipality	Department of Development, Entrepreneurship and Trade	Continuously for 5 years	150.000KM
	3.3 .Improvement of tourism capacities			
	3.3.1. Study and Project 'Duga Luka ski slope'	Department of Development, Entrepreneurship and Trade	12 months	70.000KM
	3.3.2. Study and Project of health-recreational tourism centre 'Banja Gata'	Department of Development, Entrepreneurship and Trade	12 months	100.000KM
	3.3.3. Study of construction of tourism, sport and recreational facilities on the banks and islands of the Una River	Department of Development, Entrepreneurship and Trade	12 months	30.000KM
4.Developed processing capacities with the higher level of final production (production capacities based on use of existing and material resources)	4.1. Developed economic infrastructure			
	4.1.1. Feasibility study for construction of a secondary network for gas supply system of the city of Bihac	Department of Development, Entrepreneurship and Trade	12 months	200.000KM
	4.1.2 Project 'Golubic airport'	Department of Development, Entrepreneurship and Trade	24 months	1.200.000KM

	<p>4.2. <i>Intensifying development through exploitation and processing of ores, minerals, stones and water with focus on finalization of products and services</i></p> <p>4.2.1. Research program and study of possibilities to use natural resources in Bihac Municipality</p> <ul style="list-style-type: none"> a) ores and minerals b) agricultural and forest land c) drinking water d) thermo-mineral waters 	<p>Department of Development, Entrepreneurship and Trade</p>	<p>10 months</p>	<p>75.000KM</p>
	<p>4.2.2. Analysis of possibilities to invest in Bihac Municipality as a centre of the Una-Sana Canton</p>	<p>Department of Development, Entrepreneurship and Trade</p>	<p>12 months</p>	<p>50.000KM</p>

2. DEVELOPMENT DIRECTIONS IN THE FIELD OF INFRASTRUCTURE

STRATEGIC GOAL No. 2

Achieved harmonized and balanced spatial development of urban centres in rural areas and allocation of investments in economic, traffic and infrastructural facilities that will enable such development

LIST OF OPERATIONAL GOALS, PROGRAMS AND PROJECTS IN THE FIELD OF INFRASTRUCTURE

Operational goal	Title of program and project	Implemented by	Time for implementation	Estimated funds
1	2	3	4	5
1. Creation of conditions for development of economic and social infrastructure, through balanced development of traffic infrastructure and road connections	1.1. <i>Continuous improvement of traffic infrastructure</i>			
	1.1.1. Making a medium-term program of reconstruction and construction of city streets, local and non-categorized roads	Institute for Spatial Planning, Bihac	3 months	-----
	1.1.2. Making an annual program of reconstruction and construction of city streets, local and non-categorized roads	Institute for Spatial Planning, Bihac	60 days	-----
	1.1.3. Relocation of a transit traffic from the downtown – construction of bypass road	Institute for Spatial Planning, Bihac	2008/09	2.500.000KM
	1.1.4. Improvement of traffic safety: improvement of traffic signalling, implementation of the project 'Installation of traffic lights in the city'	Institute for Spatial Planning, Bihac	2008/09	2.500.000KM
	1.1.5. Organization of collection and collection of data necessary for traffic development (users survey, traffic counting)	Institute for Spatial Planning and Communal Services	Continuously for 5 years	-----

	<p>1.2. <i>Establishment of efficient and reliable public transportation system</i></p> <p>1.2.1. Preparation of public transportation study (research on traffic demand and establishment of public transportation lines organization based on research results)</p>	<p>Department of Development, Entrepreneurship and Trade</p>	<p>6 months</p>	<p>-----</p>
	<p>1.2.2. Construction of bus stops</p>	<p>Institute for Spatial Planning, Bihac</p>	<p>2008/09</p>	<p>100.000KM</p>
<p>2. Developed communal infrastructure as a support to the entire development of the Municipality</p>	<p>2.1. <i>Modernization and construction of communal infrastructure in the area of Bihac Municipality</i></p> <p>2.1.1. Preparation of Study on water supply for Bihac Municipality</p>	<p>Institute for Spatial Planning, Bihac, Public company Vodovod, Department of Spatial Planning and Communal Services</p>	<p>12 months</p>	<p>200.000KM</p>
	<p>2.1.2. Making decision and establishment of zones of sanitary protection of sources</p>	<p>Department of Spatial Planning and Communal Services, Institute for Spatial Planning, Public company Vodovod</p>	<p>12 months</p>	<p>200.000KM</p>
	<p>2.1.3. Making of medium-term Program of construction of main sewage network and wastewater treatment plant of Bihac</p>	<p>Institute for Spatial Planning, Public company Vodovod, Department of Spatial Planning and Communal Services</p>	<p>3 months</p>	<p>-----</p>

	2.1.4. Implementation of the medium-term Program of construction of main sewage network and wastewater treatment plant of Bihac	Institute for Spatial Planning, Bihac, Department of Spatial Planning and Communal Services	5 years	45.000.000,00 KM
	2.1.5. Program of project documentation preparation for sewage systems for the Municipal areas outside populated area of Bihac	Department of Spatial Planning and Communal Services, Public company Vodovod, Institute for Spatial Planning, Bihac	3 months	-----
	2.1.6. Preparation, adoption of the Program of construction, reconstruction and maintenance of water supply facilities, for which Municipality is in charge according to the Law on waters of the Federation of BiH	Department of Spatial Planning and Communal Services, Institute for Spatial Planning, Bihac	3 months	-----
	2.1.7. Preparation, adoption of the Program of watercourses and other waters maintenance, for which Municipality is in charge according to the Law on waters of the Federation of BiH	Department of Spatial Planning and Communal Services, Institute for Spatial Planning, Bihac	3 months	-----
	2.1.8. Making plan for flood defense	Department of Spatial Planning and Communal Services, Public company Vodovod, Institute for Spatial Planning, Bihac	3 months	-----

	2.1.9. Preparation of the Study for construction of gas supply system in Bihac Municipality	Department of Development, Entrepreneurship and Trade	12 months	200.000KM
	2.1.10. Reconstruction of the existing water supply system in order to reduce network leakage losses	Public company Vodovod, Bihac	24 months	3.900.000KM
	2.1.11. Preparation of the Program of reconstruction and construction of power grid and reconstruction of street lights	Institute for Spatial Planning, Bihac, Elektrodistribucija	3 months	-----
	2.1.12. Project "Asylum" for animals	Veterinary Station Bihac, Department of Development, Entrepreneurship and Trade	5 years	200.000 KM
	<i>2.2. Organization of solid waste management system</i>			
	2.2.1. Identification and preparation of program for rehabilitation of illegal landfills	Institute for Spatial Planning, Bihac	60 days	-----
	2.2.2. Preparation of the project of rehabilitation of the existing city landfill	Public Utility Company Komrad Bihac	12 months	100.000KM
	2.2.3. Making the plan for solid waste management in Bihac Municipality	Department of Spatial Planning and Communal Services, Public Utility Company Komrad	Upon the adoption of the Cantonal plan	-----
	2.2.4. Support to the project of the regional landfill construction through establishment of recycling yards and population education	Institute for Spatial Planning, Bihac, Public Utility Company Komrad	12 months	100.000KM

	<p><i>3.1. Harmonization of the utility services prices with the economic criteria</i></p>			
	<p>3.1.1. Making decisions on the utility services prices</p>	<p>Public Company Vodovod; Public Utility Company Komrad; Department of Spatial Planning and Communal Services</p>	<p>30 days</p>	<p>-----</p>
	<p>3.1.2. Making decision on subvention of utility costs for underprivileged population</p>	<p>Public Company Vodovod; Public Utility Company Komrad; Department of Spatial Planning and Communal Services</p>	<p>30 days</p>	<p>-----</p>

3. DEVELOPMENT DIRECTIONS IN THE FIELD OF SPATIAL PLANNING

STRATEGIC GOAL No. 3

Steady and balanced spatial development in the entire area of Bihac Municipality, which involves approximately equal conditions regarding traffic connection, communal equipping and urban equipment, guarantees quality living conditions and employment of citizens by activating natural and created potentials.

LIST OF OPERATIONAL GOALS, PROGRAMS AND PROJECTS IN THE FIELD OF SPATIAL PLANNING

Operational goal	Title of program and project	Implemented by	Time for implementation	Estimated funds
1	2	3	4	5
1.Strategic planning of spatial and environmental development of Bihac Municipality	<i>1.1. Drawing up spatial-planning and other development-study documentation in the field of spatial planning</i>			
	1.1.1. Drawing up annual report on spatial conditions and conducting spatial-planning documentation	Department of Spatial Planning and Communal Services	60 days	-----
	1.1.2. Drawing up Spatial plan of Bihac Municipality (final stage)	Department of Spatial Planning and Communal Services	15 months	100.000KM
	1.1.3. Making amendments to Town-planning scheme of Bihac City	Department of Spatial Planning and Communal Services	18 months	100.000KM
	1.1.4. Drawing up Spatial plan for the area of a great importance for Federation of BiH, Una	Federal Ministry of Spatial Planning	18 months	Budget of Federation

	river basin (National Park Una)			of BiH
	1.1.5. Drawing up Regulatory plan "Sports-recreational centre Duga Luka"	Department of Spatial Planning and Communal Services	12 months	50.000KM
	1.1.6. Drawing up Regulatory plan "Tourist-recreational-health centre Gata"	Department of Spatial Planning and Communal Services	12 months	100.000KM
	1.1.7. Drawing up Regulatory plan "Business zone Ripac"	Department of Spatial Planning and Communal Services	8 months	25.000KM
	1.1.8. Making amendments to the current and drawing up new and detailed spatial-planning documents (regulatory plans and urban projects) if necessary	Department of Spatial Planning and Communal Services	10 months per document in average	50.000KM per document in average
	<i>1.2. Drawing up program of city construction site of planning and building utility facilities as the main instrument for implementing spatial-planning documents</i>			
	1.2.1. Drawing up medium-term (multi-annual) Program of city construction site of planning and building utility facilities	Institute for Spatial Planning Bihac	3 months	-----
	1.2.2. Drawing up annual Programs for city construction site of planning and building utility facilities	Institute for Spatial Planning Bihac	60 days	-----
	1.2.3. Analyzing the existing municipal regulations in the field of city construction site of planning and building utility facilities	Department of Spatial Planning and Communal Services Institute for Spatial Planning, Bihac	60 days	-----

	1.2.4. Making amendments to the current and drawing up new municipal regulations in the field of city construction site of planning and building utility facilities	Department of Spatial Planning and Communal Services Institute for Spatial Planning, Bihac	60 days	-----
	<i>1.3. Drawing up development-study documentation in the filed of environment protection</i>			
	1.3.1. Analysing environmental situation and environment protection activities in the municipal area	Department of Spatial Planning and Communal Services	60 days	-----
	1.3.2. Conducting the Study on development of environment protection in the municipal area	Department of Spatial Planning and Communal Services	6 months	30.000KM
	1.3.3. Drawing up the Program of education and public engagement (citizens) in the filed of environment protection	Department of Spatial Planning and Communal Services	60 days	
	1.3.4. Drawing up the municipal Plan of environment protection – when cantonal regulations are adopted	Department of Spatial Planning and Communal Services	3 months	10.000KM
	1.3.5. Organizing the register of polluters in the municipal area	Department of Spatial Planning and Communal Services	3 months	
2. Establishing an institution for supporting spatial and environmental development	<i>2.1. Modern and efficient municipal Department of Spatial Planning and Environment Protection</i>			

	2.1.1. Analyzing the current organization and systematization of the municipal department in charge of spatial planning and environment protection affairs	Department of Spatial Planning and Communal Services	30 days	-----
	2.1.2. Making amendments to the current organization and systematization of municipal departments in order to achieve the optimal conditions for quality and efficient running of affairs in the field of spatial planning and environment protection with a special emphasis on planning	Department of Spatial Planning and Communal Services	60 days	-----
	2.1.3. Providing adequate spatial, technical and material conditions for quality running of affairs in the field of spatial planning and environment protection	Municipal Mayor	6 months	50.000KM
	<i>2.2. Developing institutions which are assigned by Bihac Municipality to run affairs in the municipal competence in the field of spatial planning and environment protection</i>	Department of Spatial Planning and Communal Services		
	2.2.1. Analyzing the current organization and systematization of the PI "Institute of Physical Planning" Bihac when it comes running affairs of spatial planning and environment protection	Institute for Spatial Planning, Bihac	30 days	-----
	2.2.2. Making amendments to the current organization of the PI "Institute of Physical Planning" Bihac in order to achieve optimal conditions for quality and efficient running assigned affairs of spatial planning and environment protection	Department of Spatial Planning and Communal Services	60 days	-----
	2.2.3. Providing adequate spatial, technical, personnel and material conditions for the PI "Institute of Physical Planning" Bihac for quality and efficient running of assigned affairs in the field of spatial planning	Department of Spatial Planning and Communal Services Institute for Spatial Planning, Bihac	6 months	100.000KM

	2.2.4. Conducting the study on justification of establishing municipal institution (administrative organization or public institutions) for running professional and development affairs in the field of spatial planning	Department of Spatial Planning and Communal Services	3 months	-----
	2.3. <i>Developing information system for territory planning and land management</i>	Department of Spatial Planning and Communal Services		
	2.3.1. Developing Geo-information system – GIS of Bihac Municipality for the needs of spatial planning and municipal development (in progress)	Department of Legal and Property Affairs	18 months	850.000KM
	2.3.2. Creating files and data bases important for organizing spatial planning and development	Authorized municipal departments	6 months	-----
	2.3.3. Networking GIS users of municipal departments, public institutions and organizations	Department of Spatial Planning and Communal Services Department of Legal and Property Affairs Institute for Spatial Planning, Bihac	6 months	100.000KM
3. Defining land politics and establishing market concept and strategy of managing construction land	3.1. <i>Defining land politics in Bihac Municipality</i>			
	3.1.1. Analyzing conditions and relations in managing and using construction land in Bihac Municipality	Department of Spatial Planning and Communal Services	3 months	-----

		Department of Legal and Property Affairs Institute for Spatial Planning, Bihac		
	3.1.2. Drawing up Strategy of managing, using, protecting and land restructuring in Bihac Municipality	Department of Spatial Planning and Communal Services	6 months	30.000KM
	3.2. Determining rent as an element of regulating construction land market	Department of Spatial Planning and Communal Services Institute for Spatial Planning, Bihac		
	3.2.1. Analyzing municipal regulations which regulate different rents, collection rate and usage of rent funds	Finance and Accounting Department	3 months	-----
	3.2.2. Making amendments to the current and drafting and adopting new regulations in the municipal competence which regulate different rents as the main element of construction land market	Department of Spatial Planning and Communal Services Finance and Accounting Department	3 months	-----

4. SOCIAL DEVELOPMENT DIRECTIONS

STRATEGIC GOAL No. 4

Improved schooling system that will strive for the European model of organization and standards, developed cultural institutions, sports and other areas of non-governmental sector, and establishing efficient and quality system of primary and secondary health protection and improved social care

LIST OF OPERATIONAL GOALS, PROGRAMS AND PROJECTS IN THE FIELD OF SOCIAL DEVELOPMENT

Operational goal	Title of program and project	Implemented by	Time for implementation	Estimated funds
1	2	3	4	5
1. Improvement of preschool, primary, secondary and university education	<i>1.1. Program of transfer of management, financing and work improvement of preschool and primary institutions to the Municipality</i>	Department of General Administration and Social Services	60 months	8,4 mil. KM
	<i>1.2. Strategy of education development</i>	Department of General Administration and Social Services	12 months	100.000 KM
	<i>1.3. Program of adaptation (rehabilitation) and modernization of schools and other institutions</i>			
	1.3.1. Building of a four-year primary sub-school "Harmani I"	Department of General Administration and Social Services Cantonal Ministry of Education	12 months	500.000KM

	1.3.2. Building, reconstruction and adaptation of primary and sub-schools and building sports halls and playgrounds in schools	Department of General Administration and Social Services Cantonal Ministry of Education	60 months	500.000KM
	1.3.3. Procurement of furniture and equipment in primary schools	Department of General Administration and Social Services Cantonal Ministry of Education	60 months	500.000KM
	1.3.4. Building a dormitory	Department of General Administration and Social Services Cantonal Ministry of Education		
	1.3.5. Building a Bihac University campus	Department of General Administration and Social Services Cantonal Ministry of Education University of Bihac		
	1.3.6. Adapting premises of the former barracks "GRMEC" for needs of the Faculty of Biotechnology	Department of General Administration and Social Services Cantonal Ministry of Education Faculty of Biotechnology	12 months	100.000 KM
	1.4. Program of introducing new professions in secondary schools			
	1.4.1. Analyzing spatial, human and other resources for introducing new professions in secondary schools	Cantonal Ministry of Education	12 months	-----

	1.4.2. Co-financing schools staff education and management of educational institutions	Department of General Administration and Social Services Cantonal Ministry of Education	60 months	50.000KM
	1.4.3. Rationalisation of regular schools network and opening private schools	Department of General Administration and Social Services Cantonal Ministry of Education Private schools	60 months	100.000 KM
	1.5. Establishing a fund for awarding scholarships to pupils and students	Department of General Administration and Social Services Cantonal Ministry of Education Entrepreneurs	60 months	150.000KM
	1.6. Building, adaptation, rehabilitation, reconstruction and equipping schools in the Municipality	Department of General Administration and Social Services Cantonal Ministry of Education	60 months	500.000 KM
2. Improvement of health care	2.1. Program of improving health care			
	2.1.1. Project of improving primary health care by introducing a concept of family medicine	Management of PI "Health Centre"	60 months	500.000KM
	2.1.2. Educating health staff	Management of PI "Cantonal Hospital" and PI "Health Centre", Ministry of Health of the Una-	Continuously for 5 years	150.000KM

		Sana Canton		
	<p><i>2.2. Program of reconstruction and modernization of health institutions</i></p> <p>2.2.1. Reconstruction of the Cantonal Hospital and Health Centre</p>	<p>Management of PI "Cantonal Hospital" and PI "Health Centre", Ministry of Health of the Una-Sana Canton, Department of General Administration and Social Services</p>	3 years	4,000.000KM
	<p>2.2.2. Procurement of the missing equipment for the Cantonal Hospital and Health Centre</p> <p>2.2.3. Opening rural clinics in local communities in the suburb</p> <p>2.2.4. Procurement of emergency vehicles for the PI "Health Centre" Bihac</p>	<p>Management of PI "Cantonal Hospital" and PI "Health Centre", Ministry of Health of the Una-Sana Canton, Department of General Administration and Social Services</p> <p>PI "Health Centre", Ministry of Health of the Una-Sana Canton, Department of General Administration and Social Services</p> <p>PI "Health Centre", Ministry of Health of the Una-Sana Canton,</p>	<p>3 years</p> <p>5 years</p> <p>3 years</p>	<p>12,000.000K M</p> <p>500.000KM</p> <p>150.000KM</p>

		Department of General Administration and Social Services		
	<i>2.3. Program of increasing the number of citizens who have health insurance</i>	Health Insurance Institute of the Una-Sana Canton, Department of General Administration and Social Services	2 years	-----
	<i>2.4. Program of improvement of social protection</i>			
	2.4.1. Providing premises and other working conditions for the PI "Centre for social work"	PI "Centre for social work"	12 months	500.000KM
	2.4.2. Helping the old	PI "Centre for social work"	60 months	216.000KM
	2.4.3. Helping children with special needs	PI "Centre for social work"	60 months	150.000KM
	2.4.4. Prevention and treatment of addiction, alcoholism, etc.	PI "Centre for social work"	60 months	125.000KM
3. Development of cultural, sports and other non-governmental sector capacities	<i>3.1. Program of reconstruction of cultural objects</i>			
	3.1.1. Reconstruction of the former "Dom VF" cinema into a theatre	Cultural Centre Bihac	12 months	1.700.00 KM
	3.1.2. Finalizing and adopting the big hall of the Cultural Centre into a multifunctional hall	Cultural Centre Bihac	24 months	2.600.000 KM
	3.1.3. Increasing capacities of the Secondary Art School Bihac	PI Secondary Art School Bihac	12 months	

	3.1.4. Re-building of the "Konak" building	PI Institute for Protection of Cultural Heritage of the Una-Sana Canton	36 months	1.345.000 KM
	3.1.5. Displaying exhibition "Captain's Divanhana"(Turkish for room)	PI Museum of the Una-Sana Canton	12 months	30.000 KM
	3.1.6. Arranging a room- <i>divanhana</i> dedicated to children's poet Ahmet Hromadzic	PI Cantonal University Library of the Una-Sana Canton	12 months	
	3.1.7. Sokolac-the European cultural road	PI Institute for Protection of Cultural Heritage of the Una-Sana Canton	60 months	1.000.000 KM
	3.1.8. Putting the Pensioners' Club into function	Federal Ministry of Work and Social Politics, Cantonal Ministry of Work and Social Politics, Pension Fund of BiH, Department of General Administration and Social Services	24 months	100.000 KM
	3.2. Program of reconstruction, rehabilitation, modernization and equipping sports objects			
	3.2.1. Closing the existing objects of the STENS sports centre for construction	PI for Sports, Rest and Recreation	24 months	400.000 – 500.000 KM
	3.2.2. Central heating at the sports-recreational centre STENS	PI for Sports, Rest and Recreation	12 months	40.000 KM
	3.2.3. Building a new sports hall	PI for Sports, Rest and Recreation	36 months	5.000.000 KM
	3.2.4. Constructing a tartan track around the main football field (3300 m ²)	Sports Union Bihac	24 months	495.000 KM

	3.2.5. Reconstructing the city's football stadium (according to the UEFA standards – fulfilling the conditions for obtaining a licence for competing in the Premier League BiH)	Sports Union Bihac	24 months	2.200.000 KM
	3.2.6. Preparatory works and equipping the bowling alley	Sports Union Bihac	24 months	421.000 KM
	3.2.7. Constructing a track for equestrian sports with classical hurdles according to the European standards (Hippodrome called "Baksaiske bare")	Sports Union Bihac	36 months	340.000 KM
	3.2.8. Laying universal asphalt surfaces for indoor sports + equipping playgrounds (goals, nets)	Sports Union Bihac	24 months	420.000 KM
	3.2.9. Construction of a track in Borici with supporting facilities	Sports Union Bihac	12 months	20.000 KM
	3.2.10. Building an Olympic pool	Sports Union Bihac		---
	3.2.11. Improving quality of services at the sports airport Golubic and meeting the standards and regulations of the World Air Sports Federation (FAI): procurement of electrical measuring equipment, lights for night flying, airport fence	Sports Union Bihac	48 months	200.346 KM
	3.2.12. Reconstruction of mountain lodge at the Pljesevica mountain	Sports Union Bihac	36 months	50.000 KM
	3.2.13. Sports centre "LUKE"	Department of General Administration and Social Services, PI for Sports, Rest and Recreation, entrepreneurs, Sports Union Bihac	60 months	8.000,000 KM

	3.2.14. Creating conditions for development of mass sports especially in rural areas	Department of General Administration and Social Services	60 months	300.000 KM
	<i>3.3. Program of improving the status of young people and NGOs</i>		12 months	10.000 KM
	3.3.1. Establishing networks – forums of NGOs	Department of General Administration and Social Services – Associations	24 months	20.000 KM
	3.3.2. Providing working premises for NGOs	Department of Spatial Planning and Communal Services	24 months	20.000 KM
	3.3.3. Employing young people in administration	Municipal Mayor	Continuously	50.000 KM
	3.3.4. Organizing educational workshops with different activities for young people and NGOs	Department of General Administration and Social Services, NGO	24 months	30.000 KM
	3.3.5. Drawing up the Youth Strategy	Department of General Administration and Social Services	12 months	100.000 KM
	<i>3.4. Bihac-CITY OF FESTIVALS</i>			
	3.4.1. "Bihacko ljeto" (<i>Bihac's Summer</i>)	PI Cultural Centre	Annually	500.000 KM
	3.4.2. "Ulicom Bisca" (<i>Along the Streets of Bihac</i>)	PI Cultural Centre	Annually	100.000 KM
4. Preservation and protection of monuments	<i>4.1. Program of protection of cultural and historic heritage</i>	PI Institute for Protection of Cultural Heritage of the USK, Ministry of Culture of the USK, Department of General	6 months	50.000 KM

		Administration and Social Services		
	4.1.1. Program of protection of cultural and historic heritage in Bihac Municipality	PI Institute for Protection of Cultural Heritage of the USK, Department of General Administration and Social Services	12 months	100.000 KM
	4.1.2. Rehabilitation of the First AVNOJ Meeting Museum	Ministry of Culture of the USK, Department of General Administration and Social Services	24 months	300.000 KM
5. Development of local media	5.1. „The City’s Television Station and Newspapers” program	PI Institute for Protection of Cultural Heritage of the USK, Department of General Administration and Social Services		
	5.1.1. Establishing television station in Bihac	Public Company TV Station in Bihac	24 months	1.000.000 KM
	5.1.2. City’s newspapers	Department of General Administration and Social Services	12 months	100.000 KM

5. LOCAL ADMINISTRATION AND NGO DEVELOPMENT DIRECTIONS

STRATEGIC GOAL No. 5

Administration according to the European standards

LIST OF OPERATIONAL GOALS, PROGRAMS AND PROJECTS IN THE FIELD OF LOCAL ADMINISTRATION AND NGO

Operational goal	Title of program and project	Implemented by	Time for implementation	Estimated funds
1	2	3	4	5
1. Work improvement of local administration – increasing municipal administration’s efficiency and work quality	1.1. Program of managing human resources			
	1.1.1. Professional development of employees through trainings and promotion	Department of Support and Administration Development	60 months	60.000 KM
	1.1.2. Encouraging work efficiency through motivational techniques	All departments	continuously	60.000 KM
	1.1.3. Developing a system of safety at work	Department of Support and Administration Development	Continuously	100.000 KM
	1.1.4. Training of management for better planning and managing projects	Department of Support and Administration Development	Continuously	20.000 KM
	1.1.5. Improving the existing municipal organization and systematization and establishing a team dealing	Department of Development,		12 months

	with European integrations and financial institutions, international organizations, development banks and funds	Entrepreneurship and Trade		
	<i>1.2. Program of improving the achieved level of communication</i>			
	1.2.1. Drawing up a strategy of communication with the public	PR advisor	3 months	-----
	1.2.2. Staff improvement regarding public relations	Department of Support and Administration Development	3 months	3.000 KM
	1.2.3. Improving external communication	PR advisor, Department of General Administration and Social Services, Department of Development, Entrepreneurship and Trade	Continuously	12.000 KM
	1.2.4. Improving internal communication	Department of Support and Administration Development	Continuously	-----
	<i>1.3. Creating spatial, technical and material conditions for municipal administration work efficiency</i>			
	1.3.1. Reconstruction and rehabilitation of the municipal building	Department of Support and Administration Development	24 months	2.000.000 KM

	1.3.2. Quality work organization with citizens in order to increase efficiency	All departments	Continuously	-----
	1.3.3. Installing an electronic data base containing the existing legal regulations	Department of Support and Administration Development	6 months	10.000 KM
	1.3.4. Reconstruction, adaptation and equipping the premises of local community offices	Department of General Administration and Social Services	24 months	100.000 KM
	<i>1.4. Shortening and simplifying the procedures</i>			
	1.4.1. Official providing of documentation including the procedure costs	All departments	Continuously	-----
	1.4.2. Authorizing procedure leaders to sign all documents until decision is given	All departments	3 months	
	1.4.3. Issuing possession, spatial planning department and other certificates upon a verbal request without any delays	All departments	Continuously	-----
	<i>1.5. Program of work improvement of local communities</i>			

	1.5.1. Passing the Statute of local communities	Department of General Administration and Social Services	3 months	1.000 KM
	1.5.2. Project of rehabilitation and construction of local communities objects and procurement of equipment	Department of General Administration and Social Services	60 months	300.000 KM
	1.5.3. Education of local community representatives	Department of General Administration and Social Services	3 months	3.000 KM
	1.5.4. Changing (defining) boundaries of the local communities	Department of General Administration and Social Services, Department of Spatial Planning and Communal Services		
	<i>1.6. Program of increasing budget with the emphasis on development</i>			
	1.6.1. Project of budget support to the projects of development strategy	Finance and Accounting Department	60 months	-----
	1.6.2. Investing in economy-oriented infrastructural projects	Department of General Administration and Social Services, Department of	60 months	-----

		Spatial Planning and Communal Services		
	<i>1.7. Program of cooperation development with NGOs</i>			
	1.7.1. Signing a memorandum of cooperation between the Municipal Council, Municipal Mayor and NGOs	Department of General Administration and Social Services	3 months	-----
	1.7.2. Financing NGO projects according to the established criteria	Department of General Administration and Social Services	60 months	1.000.000 KM
	<i>1.8 .Program of increasing the level of citizens' participation in public affairs</i>	Department of General Administration and Social Services		
	1.8.1. Drawing up a Strategy of partnership with citizens		3 months	-----
	1.8.2. Holding public discussions and thematic meetings at the City Council	All departments	Continuously	10.000 KM
	<i>1.9. Conducting a program of security protection and rescuing people and material goods from natural and other disasters</i>	Civil Protection Department		
2. Strengthening capacities of IT technology	<i>2.1. Program of equipping departments with informatics equipment</i>			
	2.1.1. Procurement of new computers, scanners and other IT and technical equipment	All departments	60 months	75.000 KM

	2.1.2. Ensuring a maximum use of the existing software	All departments	Continuously	30.000 KM
3. Introducing quality standards	2.2. Introducing new IT technologies 2.2.1. Procurement and installation of new software: - Firewall software (system of network protection from external intrusion) - Document server (keeping documents, creating backup document copies, publishing and distributing documents) - Mail server (exchanging electronic mail between the users of local and global network)	Department of Support and Administration Development	12 months	20.000KM
	2.2.2. IT networking of the Civil Protection Department, PI and public company founded by the Municipality and local community offices	Department of Support and Administration Development (networking) users (equipment procurement)		77.000KM
	2.2.3. Creating conditions for development of e-management	All departments	Continuously	20.000 KM
	3.1. Development and establishment of quality management system according to the ISO 9001-2000 standards	All departments	10 months	60.000 KM
	3.2. Maintenance and improvement according to the ISO 9001-2000 standards	All departments	48 months	10.000 KM

IV – PROJECT PRIORITY

While drawing up the annual operative plans for conducting projects and activities from the Strategic development plan of Bihac Municipality, the planned projects are being prioritized. The project priority is being done according to the determined criteria and matrix for project evaluation which are a part of the Strategic plan.

1. CRITERIA FOR PROJECT EVALUATION

- BIHAC MUNICIPALITY, AREA _____
(municipality, settlement, local community)

- CODE AND TITLE OF PROJECT FROM THE STRATEGIC DEVELOPMENT PLAN _____

- PROJECT TYPE (PHASE)

a) Study-analytical and information documentation

This kind of documentation is not being prioritized according to the determined criteria and matrix for project evaluation, but it is being included in the annual operative plans according to the elements determined in the Strategic plan and the need for producing this kind of documentation.

b) Spatial-planning and project documentation

When evaluating the projects of spatial-planning and project documentation in the matrix, the criteria number 7, 14, 15 and 16 are not evaluated.

c) Projects that are implemented according to the project documentation

When evaluating these projects, the evaluation is made according to all criteria from the evaluation matrix.

- Description of project that is being evaluated:

- Estimated project value: _____

- Instructions for filling in the matrix for project evaluation:

Each criterion has its own grade (column 3) that is being multiplied with the scores from the evaluation guidelines (column 4), and the product is entered in the column 5 (number of points).

Adding up the numbers according to all criteria that is being evaluated, we get a total number of points for a certain project.

2. CRITERIA AND MATRIX FOR PROJECT EVALUATION

No.	CRITERION	Criterion grade (0-5)	GUIDELINES FOR EVALUATION (0-5 POINTS)	Number of points (3X4)
1	2	3	4	5
1	Citizens' financial participation	4	5 - over 50% 4 - to 50% 3 - to 30% 2 - to 20% 1 - only working participation 0 - no participation	
2	Donors and other co-financers' participation	4	5 - over 50% 4 - to 50% 3 - to 30% 1 - to 10% 0 - no participation	
3	Citizens' needs for project	3	5 - great needs 3 - medium needs 1 - small needs 0 - no significant needs	
4	Percentage of citizens who will benefit from project	5	5 - over 60% 3 - to 20 - 60% 1 - to 20%	
5	Community's long-term benefit	5	5 - solves long-term community needs (in 10 and more years) 3 - solves short-term community needs 1 - small effect on solving community needs	
6	Project's influence on improving municipal departments work (public sector)	3	5 - great effect 3 - medium effect 1 - small effect 0 - no effect	
7	Project's influence on employment	5	5 - over 30 employees 3 - to 30 employees 1 - to 10 employees 0 - no employees	
8	Project's significance to young people	3	5 - importance for young people from the entire Municipality 3 - importance for young people from the specific area of the Municipality 0 - no particular importance for young people	
9	Project's influence on the environment and citizens'	5	5 - significantly reduces environmental pollution and negative influence on	

	health		<p>citizens' lives</p> <p>3 – partially reduces environmental pollution and negative influence on citizens' lives</p> <p>1 - slightly reduces environmental pollution and negative influence on citizens' lives</p>	
10	Project's influence on other projects	5	<p>5 – great influence on other projects</p> <p>3 – medium influence on other projects</p> <p>1 – slight influence on other projects</p> <p>0 – no influence on other projects</p>	
11	Status of capital investments in the previous period (into a certain area or municipality)	3	<p>5– no capital investments in the previous 5 years</p> <p>3 – no capital investments in the previous 3 years</p> <p>1 – no capital investments in the previous year</p> <p>0 – ongoing capital investments</p>	
12	Citizens' economic power and area development	3	<p>5 – undeveloped</p> <p>3 – partially developed</p> <p>1 – developed</p>	
13	Local community competence	4	<p>5 – local community exclusive competence</p> <p>3 – divided competence between local community and higher authorities</p> <p>0 – beyond local community competence</p>	
14	Municipal permits	3	<p>5 – granted</p> <p>3 – partially granted, in progress</p> <p>0 – not granted</p>	
15	Project documentation	3	<p>5 – there is existing project documentation</p> <p>3 – there is old project documentation that need to be updated</p> <p>0 – there is no project documentation</p>	
16	Property-legal relations	3	<p>5 – completely regulated</p> <p>3 – partially regulated, ongoing procedure</p> <p>0 – not regulated, procedure has not started</p>	
17	Project feasibility	4	<p>5 – high level of project feasibility</p> <p>3 – medium level of project feasibility</p>	

			1 – very low level of project feasibility	
18	Project sustainability	4	5 – completely self sustainable 3 – requires initial municipal support 1 – requires municipal support from 1-3 years 0 – requires constant municipal support	
19	Project's compatibility with long-term municipal Strategic plan	5	5 – completely in accordance with the long-term municipal Strategic plan 3 – partially in accordance with the long-term municipal Strategic plan 0 – is not in accordance with the long-term municipal Strategic plan or the long-term municipal Strategic plan does not exist	
20	Projects being implemented based on public-private partnership	5	5 – over 50% of private partner involvement 4 – from 30 to 50% private partner involvement 3 – from 10 to 30% of private partner involvement 1 – less than 10% of private partner involvement	
			T o t a l :	

V – IMPLEMENTATION, MONITORING, CONTROL AND EVALUATION OF THE DEVELOPMENT STRATEGIC PLAN OF BIHAC MUNICIPALITY

1. INTRODUCTION – PRECONDITIONS FOR THE IMPLEMENTATION OF THE STRATEGIC PLAN

Preconditions for the implementation of the Development Strategic Plan of Bihac Municipalities are the following: familiarizing municipal institutions and departments and individuals relevant for its implementation with the Strategic plan, short-term, current, medium-term and long-term planning in accordance with the Strategic plan, ensuring that plans and activities support basic postulates and goals of the Strategic plan, regular reconsideration of the postulates, goals, programs and projects of the Strategic plan, adjusting organizational structures of the leading bearers of implementation of the Strategic plan programs and projects and encouraging institutions and departments in charge of the implementation of the Strategic plan to undertake operational planning and analysis.

Implementation of the Strategic plan programs and projects, setting up deadlines and appointment of bearers of implementation of strategic and other activities, is one of the key issues on which the successfulness of the Strategic plan implementation depends.

The task of Bihac Municipality is to train departments in charge of the implementation of the determined programs and projects of the Strategic plan. The training of the municipal departments should be focused on strategic planning in all areas.

Regardless of personnel profile or educational level of personnel in the municipal departments, public companies and public institutions, use of computers and computer 'literacy' becomes an imperative.

Education of the municipal departments' personnel should be organized, paid a special attention and should be done by educational institutions having well equipped IT rooms and qualified educators.

In cases when implementation of certain programs and projects of the Strategic plan can be funded by international financial institutions and funds, authorized municipal departments must be able to provide technical and other documentation necessary for project application, i.e. submission of request for use of those funds for financing of the Strategic plan programs and projects.

In order for citizens to exercise their rights to participate in making decisions influencing the present and the future of the Municipality and their right to directly participate in creation and implementation of all projects involving their immediate environment, the Municipality will create the Strategy for partnership between local authorities and civilian society – citizens and in that way express its readiness to enable citizens to exercise those rights.

In that way citizens' awareness of belonging to the community and responsibility they should take in the community will be developed.

The Municipal authorities will show that they want citizens to be involved in public life, higher level of transparency and increase care about real needs of citizens and in that way the Authorities will show that they care about their future.

2. OPERATIONAL (ANNUAL) PLANS

The Strategic plan will be implemented in accordance with an annual Operational plan as a basic instrument of implementation of the Strategic plan based on determined priorities and real material, financial, organizational and other possibilities.

The annual Operational plan includes: planned activities and projects, bearers of implementation of individual activities and projects, assessments and sources of funds needed to implement planned projects, as well as deadlines for implementation of planned activities and projects.

The document on adoption of the annual Operational plan defines obligations of the bearers of implementation of the individual activities and projects to provide implementation of the activities and projects determined by the Operational plan through their annual plans and programs.

The obligation of the bearer of implementation of the individual activities and projects, especially when it comes to study-analytical and spatial planning documentation, is to follow strategic commitments and development goals determined by the Strategic plan.

The annual Operational plan is adopted by the Municipal Council upon the proposal of the Municipal Mayor.

The annual Operational plan is prepared by the Department of Development, Entrepreneurship and Trade in cooperation with the Council for preparation of the Strategic development plan of Bihac Municipality, other municipal departments and public companies and institutions, bearers of implementation of the individual activities and projects of the Strategic plan.

After adoption of the Program with amendments of the Municipal Council, the annual Operational plan is a basis for programming and making of plans of work of municipal departments, public companies and institutions funded by Bihac Municipality.

The bearers of implementation of the individual projects and activities of the annual Operational plan are obliged to undertake all the activities related to the public procurement procedure for selection of implementers of the projects of the annual Operational plan.

When it comes to projects for which selection of investor is done during the procedure of granting city construction land through public tender, authorized municipal departments are obliged to purchase and restructure the city construction land and publish tender for granting the city construction land in order to implement projects of the annual Operational plan.

3. MONITORING AND EVALUATION

The bearers of implementation of the individual projects and activities of the annual Operational plan are obliged to provide continuous monitoring of projects implementation and submit monitoring results to the Department of Development, Entrepreneurship and Trade.

Department of Development, Entrepreneurship and Trade monitors implementation of the annual Operational plan, i.e. of all its projects and activities.

Department of Development, Entrepreneurship and Trade analyses implementation of the annual Operational plan based on monitoring results, collected data, information and reports along with the Council for preparation of the Strategic development plan of Bihac Municipality, reports to the Municipal Mayor and proposes measures for timely and successful implementation of projects of the annual Operational plan.

The Mayor makes Report on implementation of the annual Operational plan through Department of Development, Entrepreneurship and Trade and submits it to the Municipal Council for consideration, no later than the end of March of the current year.

Ones a year and obligatory at the end of a project Department of Development,

Entrepreneurship and Trade and Council for preparation of the Strategic development plan of Bihac Municipality evaluate implementation of the Operational plan projects, in order to determine how successful implementation and achievement of the Operational plan goals were.

Report on evaluation of projects implementation and level of implementation of the Strategic and annual Operational plan is submitted to the Municipal Mayor, who forwards it to the Municipal Council before an annual Operational plan (for the next year) is adopted, together with proposed measures and activities for successful implementation of the annual Operational and Strategic plans.

4. AMENDMENTS TO THE STRATEGIC PLAN

Strategic plan, as a development document, should be considered a dynamic document, which is subject to constant reviews and innovations in accordance with new (international) trends and current situation in certain sectors.

Department of Development, Entrepreneurship and Trade and Council for preparation of the Strategic development plan of Bihac Municipality will continuously monitor the implementation of the annual Operational plan based on reports and information provided by the bearers of implementation of individual projects and activities of the annual Operational plans.

Results, analysis, reports and information as well as comparison of achieved results with planned goals and results will be a basis for a further upgrade of the Strategic plan and proposal of its amendments.

While proposing amendments to the Strategic plan we shall aim to achieve approval of all participants and factors involved in a creation of social-economic development, whether considering ideas and goals of the Strategic plan or specific program and projects.

5. RESUME

Created Development strategic plan of Bihac Municipality is just a first step on a long development path.

Strategic plan, even though not a normative document, as well as its planned activities, which should be done during the implementation, should have normative power.

Implementation of the Strategic plan requires introduction and development of strategic management of development.

In order to achieve balanced economic, social and spatial development of Bihac Municipality it is necessary to adopt a concept of a permanent strategic and project-based programming of development.

Long-term plan of activities of the Municipality and its departments to establish and implement their own development politics must be a subject to constant analysis and control, which should enable timely interventions and directing of further activities.

Authorized municipal departments must constantly analyze current practice, existing municipal decisions, fee and tax tariffs and review their amendments in order to achieve basic development goals and stimulate economic activities, employment, construction of apartments and other constructions.

Every adoption of municipal budget should be an opportunity to analyze and review municipal decisions regulating issues related to the use and restructuring of city construction land (spatial planning), communal taxes, fees, taxes and other public income in order to create conditions to achieve determined development goals.

Strategic planning and planning in general should become a basic method of work of municipal departments and institutions which are bearers of development in certain areas.