



CapaCity Workshop

Improvement of Municipal Services and Local Economic Development in the Light of the European Integration

Workshop Report

0.1.

June 3-4, Novi Grad and Laktaši (Bosnia & Herzegovina)

In Partnership with:



VÖWG

a format of



- smart city agency
- energy center

in
cooperation
with



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1 Introduction

1.1 CapaCity – Urban Competences

The program CapaCity – Urban Competences pursues a more deepened international cooperation between the City of Vienna, its organizations and other cities. Several initiatives in the Danube region already have pushed forward cooperation and intensification of social and economic exchange between countries, regions and cities (f.i. the enlargement of the European Union in 2004 & 2007; the establishment of the European Strategy for the Danube Region), nevertheless the City of Vienna now focuses on the internationalization of organizations and companies in order to generate common project ideas. Integrated urban development as holistic smart city approach is the main aspect of future activities within the program CapaCity.

Intensified European integration is one aspect of the program; additionally the city of Vienna has been visited by rising numbers of delegations and municipal experts, who are interested in urban strategies and technologies applied in Vienna. CapaCity will build up on opportunities generated by this grand international interest and will strive after sustaining contacts and intensifying exchange with regard to urban technologies and strategies.

The following activities are designed within the project CapaCity in order to support Viennese companies and organisations to deepen internationalization and activities in CEE and SEE:

- Organization of workshops in selected cities and towns with participation of Vienna stakeholders. The main aim of these workshops is follow-up activities (1).
- Coordination and collection of statistics of visiting delegations and experts to Vienna organisations and companies with particular interest in Vienna urban solutions (2).
- Representation at events, relevant for smart city expert networks & cooperation ideas (3).
- Research on and collection of relevant challenges for future urban development with regard to important cross-border and transnational projects and attractive co-financing instruments (4).
- Development of project ideas, triggered by municipal expert exchange on the basis of organized workshops in CapaCity partner cities (5).

Diverse sectors and topics are relevant for workshops within CapaCity which are based on issues of the smart city Vienna framework strategy: radical resource preservation, innovations/new technologies, balanced quality of living. CapaCity is open for a variety of concrete topics, e.g. among others integration and diversity policies, PPPs (private-public partnerships) for cities and municipalities, urban mobility and transport planning, strategies for tourism development or urban

development visions. The ruling principle of workshops is the mutual benefit for both the host city and the City of Vienna and its organizations

1.2 Workshop: Improvement of Municipal Services and Local Economic Development in the Light of the European Integration

Within the framework of the CapaCity-Program and in line with Activity 1¹ the KDZ-Centre for Public Administration Research carried out the Workshop “Improvement of Municipal Services and Local Economic Development in the Light of the European Integration” in the municipalities Novi Grad and Laktaši in Bosnia and Herzegovina from June 3-4, 2016. The workshop was developed and organized in close cooperation with the Austrian association URBAN FORUM. Furthermore the Association of Public Services and Public Enterprises Austria (VÖWG) supported the workshop. Their expertise not only gave a boost for the discussions but also contributed substantially to the overall success of the workshop.

1.2.1 Workshop Partners

- The **KDZ Centre for Public Administration Research** (www.kdz.or.at) is a competence centre and knowledge platform for the public sector, co-founded in 1969 by the City of Vienna and the Austrian Association of Cities and Towns. It is a non-profit organization with its headquarters in Vienna and offers applied research, consultancy and training to the public sector. It works with local governments, regions and national governments across Europe. In this context the KDZ focuses on supporting the EU member states and neighbour countries in the fields of impact of the EU on local governments, EU-funding for the public sector, building administrative capacity, transparency and open government as well as quality management for the public sector (e.g. CAF).
- **URBAN FORUM** (www.urbanforum.at): URBAN FORUM is a non-profit association with the objective of enhancing the meaning of urban, municipal local affairs. It is about raising the awareness of the strength of city economy, promotion of the idea of regional and cooperative thinking, support of public economy and public enterprise (services for the public, sustainability, etc.) and thus contributing to a modern administrative reform emphasising the values of the European Union.
- **VÖWG** (<http://www.voewg.at/>): The Association of Public Services and Public Enterprises Austria (VÖWG) supports and advises its members from various spheres of activity at national and European level. As a member of the European Centre of Employers and Enterprises providing Public services (CEEP), it closely monitors the legislative process in Austria and the EU. CEEP is one of the three General Cross Industry Social Partners recognised by the European Commission. The VÖWG regularly takes part in consultations

¹ Organization of workshops in selected cities and towns with participation of Vienna stakeholders (1)

with the Commission on their draft regulations, directives and other legislation of interest to its members.

- **City of Novi Grad** (<http://www.opstina-novigrad.com/>): Novi Grad is a town and municipality in the northern part of the Republika Srpska entity of Bosnia and Herzegovina. The town is situated on the Una River on the border with Croatia. Today, the municipality has a population of about 30,000 people (according to the official census of 2013 the City of Novi Grad has 28,799 inhabitants) with 8,500 households, distributed in 48 settlements. The city was once known as Bosanski Novi. The current Mayor of Novi Grad is Ms. Snježana Rajilić. She belongs to the Alliance of Independent Social Democrats Party (SNSD).
- **Municipality of Laktaši** (<http://www.laktasi.net>): The municipality of Laktaši is situated in the north-western part of the Republika Srpska entity Bosnia and Herzegovina, in the territory between the municipalities of Banja Luka, Gradiška, Srbac, Prnjavor and Čelinac. The Vrbas River, which runs through the mid-part of its territory, divides the municipality into its Župa part (right bank of the Vrbas) and the Potkozarje-Lijevo part (left bank of the Vrbas). Administratively, it is divided into 11 local communities with 37 inhabited places, with around 36,850 people living in the territory covering 38,838 hectares. On the basis of the preliminary reports from the Census conducted in October 2013, around 5,880 people live in the very municipal centre of Laktaši. Since 2014 Miroslav Kodzoman from the Alliance of Independent Social Democrats Party (SNSD) is the Mayor of Laktaši.

2 The study case

The selection of the cities Novi Grad and Laktaši for carrying out a CapaCity Workshop were based on the following reasons:

- Long term relationship between **Novi Grad** and Wiener Neustadt, particularly with the former Mayor of Wiener Neustadt, Bernhard Müller, who is currently Secretary General of the URBAN FORUM. As the city of Wiener Neustadt stopped the relations with Novi Grad after the municipal elections in January 2015, Novi Grad directly got in contact with Bernhard Müller in summer 2015 aimed at continuing with the partnership and asking for possible support on the city's development and cooperation options with other Austrian cities.
- The **city of Laktaši** has strong relations with the City of Linz, hosting an office aimed at connecting companies in Laktaši with the VOEST. The Vice Mayor of Linz, Detlef Wimmer, is also in the board of the URBAN FORUM. Due to Laktaši's well developed local business location strategy focusing not only on foreign investors but also on local entrepreneurship the city of Laktaši wants to enlarge its network with other Austrian cities and in particular with the city of Vienna. Additionally the city of Laktaši applied for a BACID fund project on elaborating a strategy for Laktaši as wellness-destination². The BACID programme (www.bacid.eu) is funded by the Austrian Development Agency and carried out by the KDZ and the Austrian Association of Cities and Towns.

2.1 Problem statement & background information

2.1.1 Novi Grad

Novi Grad faces high unemployment, a low birth rate and the leaving of many young people. Additionally public investments are very difficult to afford and there is a big lack of foreign investors. The range of public services of Novi Grad includes one kindergarten, four elementary schools, one high school, a social care centre, a public waste management company (KOMUS), a fire department, sport recreation centre facilities with cultural content, a public library, a sports hall and a local radio and TV station. In Novi Grad 51 NGOs are active.

The main challenges for Novi Grad are:

- Creating a dynamic working market

² Laktaši's Spa, located in the very centre of the town is well known for the therapeutic effects of its springs. The most common diseases that the Spa remedies are eye disorders, skin diseases, problems with nerves, joints, heart and veins. The Spa is also visited by people looking for recreation and revitalisation. Not far from the Laktaši Spa, there is also a spa in Slatina (treatment of rheumatic diseases and postoperative interventions).

- Fostering agricultural production with market orientation
- Using the natural potential and cultural heritage for “tourism”
- Improving social life (culture, sports...)
- Creating a modern administration
- Using (more) EU-funds
- Providing a healthy living environment
- Guaranteeing public service delivery

Public Service Delivery – the examples of KOMUS and fire service

The **public waste management company KOMUS** is a shareholder company of which the City of Novi Grad holds 65 and the citizens of Novi Grad 11 percent. The remaining 24 percent are owned by a waste management company in Banya Luka. The main tasks of KOMUS are waste collection, processing and landfill. The income of KOMUS is based on the citizens’ contributions (92 percent of the waste fees are paid on a regular basis). Currently 2-3 percent of the waste is recyclable, whereas the aim is 10 percent and on a long term view 15 percent. The total waste amount per year is 4340 tons. The main problem of KOMUS in order to guarantee efficient waste management is the age of infrastructure with more than 20 years. Furthermore small waste vehicles are needed as the maintenance costs for huge vehicles are very high. Another challenge is to provide sufficient dust pins to prevent illegal landfills.

The **fire department of Novi Grad** has 39 employees (fire fighters). As for KOMUS the firefighting infrastructure is rather old. The newest fire engine is from 1984 and was donated by the City of Wiener Neustadt. Beside the age of infrastructure there is also a lack of modern firefighting equipment like fold-out turntable ladders etc. The main tasks of the fire department are fire and flood operations as well as traffic accidents. There is no voluntary fire service.

2.1.2 Laktaši

By income (6 percent of the total income in Republic of Srpska), profits and the number of companies, Laktaši is in the third place in the Republic of Srpska. Over 200 companies in the municipality are companies with foreign investments (with investors from 28 countries, accounting for 30 percent of total number of countries investing in Bosnia and Herzegovina). The leading investor countries are Austria, the Netherlands, Slovenia, Serbia, Switzerland, and Croatia. In 2014 the formal unemployment rate in Laktaši was 22,5 percent, while for the same period the unemployment rates for Bosnia and Herzegovina were 44 percent. In the field of tourism the municipality focuses on Spa and rural tourism, based on the traditional gastronomic offer, ethno environment, presentation of old crafts etc.

There are four primary schools in the territory of the municipality of Laktaši which provide primary education to around 3,500 pupils. Preschool education and care for the youngest children are provided by two kindergartens with a capacity of 278 children. Most of the youth living in the territory of the municipality of Laktaši attend secondary schools in Banja Luka. University students are provided with higher education also mainly at the University Centre in Banja Luka. Laktaši supports the local community by providing scholarships to secondary school and university students in order to ensure highly educated staff in the overall offer of workforce as important resource for the development of the local community. As for local health care there are three health care centres in Laktaši (Public Health Care Institution Dr Mladen Stojanović, Centre for Physical Therapy, Dialysis Centre in Laktaši). Additionally there are a number of private health centres and dental clinics, laboratories and pharmacies. Social welfare tasks are mainly carried out by the public Social Welfare Centre Laktaši. Furthermore also the Municipal Organisation of Red Cross Laktaši undertakes social welfare activities. The municipality of Laktaši possesses a significant number of sports facilities used for competitive and recreational sports and of culture facilities like the Public Institution Centre for Culture and Education Laktaši.

NGOs represent an important factor in the local community development, and acting as partners of the municipality of Laktaši, they undertake activities aimed at covering various fields of importance to the local community development. Most of the associations operate in the area of sport. Apart from that, there are also associations in the areas of culture, education, ecology, humanitarian work, agriculture, as well as in the areas that promote the interests of the public, especially of particular groups. In this context the Municipality of Laktaši and the non-governmental organisations have signed a Memorandum of Understanding for mutual cooperation in terms of the development of a democratic society, the improvement of quality of living of all citizens, the protection and promotion of human and children's rights, citizen solidarity, tolerance and respecting differences, protection and preservation of environment, enhancement of democratisation and standards in the areas of culture, education, informal education, amateur sports, volunteering etc. As for volunteering the Local Volunteer Service has been established within the Centre for Children, Youth and Family Laktaši. It serves as instrument for promoting and developing volunteering. The Local Volunteer Policy of the Municipality of Laktaši defines the guidelines for further development and enhancement of volunteering.

Although the city of Laktaši in comparison to Novi Grad is very well developed both in local economy and public service delivery its financial resources are also very limited. In order to maintain and improve its services the city of Laktaši showed particular interest in learning about new instruments for financing public services on the one hand and in intensifying cooperation and partnerships in local economic development and entrepreneurship on the other hand by fostering and widening its network abroad. This also goes in line with one of Laktaši's priorities to create new jobs and strengthen SMEs.

3 The workshop program and workshop format

According to the challenges and based on the requirements and needs of the host cities the workshop focused on the following topics (see also Workshop Program in the annex):

- Local economic development emphasizing entrepreneurship and tourism
- Delivery of public services in the light of European Integration (EU-legal framework and preconditions)
- Financing public services (Private Public Partnership models, EU-funding)

3.1 Methodology

In order to meet the needs of the target municipalities the KDZ and URBAN FORUM were in mutual contact with the Mayor's offices in Novi Grad and Laktaši during the workshop preparation. Topics and experts were identified together. The KDZ was responsible for the workshop design and content while the URBAN FORUM took over organisational matters. The identification and invitation of the participants was carried out by the host cities. Also the workshop premises and technical equipment as well as break refreshments and food were provided by them. Although the CapaCity Program does not foresee translation from and to the mother tongue of the target countries we offered simultaneous translation between English and Bosnian following the recommendations of the host cities. This not only guaranteed an open access to the workshop but was crucial for the workshop success.

Methodically the workshop consisted of two sessions per day. Each session were closed with an open Q&A followed by conclusions. At the end of each workshop day the main findings were wrapped up by providing recommendations and issuing an outlook for future steps in order to improve the current municipalities' situation.

Inputs were given both by Austrian experts and representatives and experts of the host cities (in alphabetical order):

Surname	Name	Institution	City	Country
Grab	Ljiljana	Head of department for Local Economic Development	Novi Grad	Bosnia & Herzegovina
Kainrath	David	Association of Public Services and Public Enterprises Austria (VÖWG)	Vienna	Austria
Kelečević	Dragan	Head of Local Economic Development	Laktaši	Bosnia & Herzegovina
Kodzoman	Miroslav	Mayor	Laktaši	Bosnia & Herzegovina
Müller	Bernhard	Secretary General of the Urban Forum	Wiener Neustadt	Austria
Prorok	Thomas	Deputy Director of the KDZ-Centre for Public Administration Research	Vienna	Austria
Radenić	Ivana	Mayor's office	Novi Grad	Bosnia & Herzegovina
Rađenović	Nikola	Fire Department of Novi Grad	Novi Grad	Bosnia & Herzegovina
Radulović	Branislav	Director of KOMUS	Novi Grad	Bosnia & Herzegovina
Rajilić	Snježana	Mayor	Novi Grad	Bosnia & Herzegovina
Schantl	Alexandra	KDZ-Centre for Public Administration Research	Vienna	Austria
Šošić	Marija	KDZ-Centre for Public Administration Research	Vienna	Austria
Wimmer	Detlef	Urban Forum and Vice Mayor of Linz	Linz	Austria

The Workshop moderation, conclusion and summing up was done by Ms. Šošić and Ms. Schantl from KDZ.

The Workshop provided presentations and best practices from the Austrian experts and contributions from the host cities Novi Grad and Laktaši emphasizing their current situation and future developments. The various inputs served as basis for the discussions with the participants and in order to elaborate recommendations and identify further steps.

In Novi Grad additionally and before the official start of the Workshop the fire department and public waste management enterprise KOMUS were visited by the Austrian experts aimed at getting an impression of their services and infrastructures.

4 Workshop findings

The overall aim of the Workshop was to provide expertise, knowledge exchange and know how-transfer on the topics identified by the host cities in order to improve the municipalities' status quo in local economic development and public service deliveries.

In total 66 representatives and citizens from the host cities – 32 in Novi Grad and 34 in Laktaši – participated in the workshop (see participants' list in the Annex).

4.1 Observations and analysis

In **Novi Grad** following the presentations, inputs and discussions with the participants, urgent need for actions is related to the **prioritisation of existing municipal objectives and tasks concerning local economic development and public service delivery**. The main questions have been:

- How to develop the municipality with the existing resources?
- How to get additional resources (both financial and personnel) for improvement?
- What should be provided by the municipality?
- How to finance public service delivery on a long term?

In **Laktaši** options and instruments to strengthen the local economy in order to decrease the unemployment rate and to prevent young people from leaving were in the centre of interest. Emphasis was also put on improving public service delivery in the field of waste and water management. The main questions have been:

- How to prevent (international) companies to leave a business location?
- How to support Start-ups institutionally?
- How to manage "Self-employment"?

- How to finance the improvement of waste- and water supply?
- How to stimulate producers and citizens to reduce waste and to increase recycling?
- What are in general options to increase public investments?

4.2 Recommendations and elaboration of measures

Based on the main questions of the workshop in **Novi Grad** the following conclusions were made:

- Due to the manifold challenges of Novi Grad (see 2.1.1) the current strategy should be revised in order to identify as a first step the three main strategic fields of actions which are crucial for the city's development (prioritisation).
- Foreign investors are important for the city's development but as there are very limited resources to attract them (in financial and personnel means) more focus should be put on boosting the endogenous potentials and capacity of Novi Grad.
- In line with the endogenous potentials the ownership of the citizens should be strengthened both by citizens' participation (e.g. crowd funding, citizens' solar plants etc.) and volunteering (e.g. fire department etc.).
- More focus should be put on the sensitisation of citizens referring to municipal services and environmental aspects in cooperation with local partners like companies, NGOs, schools etc. (e.g. awareness raising activities on waste for children in cooperation with schools and kindergarten etc.)
- Good Public Private Partnership models (not only with foreign investors but also with local companies) can increase financial means and foster investments.
- Privatization for getting better services needs to be properly considered, especially concerning public services like waste, water etc.
- Inter-municipal cooperation in public service delivery particularly in the field of waste management, waste water etc. can increase both the providing and the quality of public services with less or at least the same resources.
- To use more EU-funds networking and lobbying is vital in order get to know about different funding possibilities. For applying and carrying out EU-projects training and capacity building measures should be set.
- Fostering cooperation within Bosnia and abroad for mutual learning through knowledge exchange, best practices, networking, mentoring etc. will support the municipality's development.

In line with the central questions of the workshop in Laktaši the following suggestions have been made:

- Rule of law, transparency, information and qualified people are crucial for preventing (international) companies from leaving.
- Start-ups can be supported institutionally by:

- Taylor made business friendly environment (legal framework)
- Consulting (legal and financial aspects)
- Providing municipal owned facilities for young entrepreneurs (shared offices)
- Financial support (Start-up programme)
- Creating the institutional framework for “One person companies” (business friendly environment, legal certainty) contributes to decrease unemployment.
- Inter-municipal cooperation in the field of business settlements and public service delivery can save public investments and ensure sustainable quality.
- Screening of available funds and finances for improving waste and water management infrastructure (e.g. European Investment Bank, EU Danube Programme, ADA etc.). The database *EuroAccess Danube Region* (<https://danube-euroaccess.eu/>) provides EU- funding possibilities for the Danube Region.
- Making more use of services on site: the Europe Enterprise Network (een.ec.europa.eu) has eight offices in Bosnia and Herzegovina to support SMEs to find business and technology partners and to provide training.
- Using external funds for know-how exchange both in local economic development and public service delivery (e.g. BACID Programme, www.bacid.eu)
- The prices for raw material to recycle are a good stimulation for producers to reduce waste and increase recycle. Citizens should be addressed by awareness raising activities in close cooperation with the local NGOs.
- Learning about Public Private Partnership models as option for increasing investments (e.g. BACID Guideline on PPP). Laktaši has no own experiences in setting up PPPs so far.
- Establishing new and intensifying existing networks within Bosnia and abroad for cooperation and mutual learning.

5 Next Steps

Both host cities are very interested in follow up activities but no concrete measures have been elaborated so far. They are still in the planning process for further cooperation identifying the thematic priority out of the Workshop findings and recommendations and defining the type of activity (e.g. match-making activity within the BACID fund programme, mentoring support, study visit to Vienna etc.). Together with the Mayors' offices in Novi Grad and Laktaši we have agreed on next steps at the end of 2016 and the beginning of 2017.

6 Annex

6.1 Agenda of the Workshop

6.2 List of participants

6.3 Presentations (ppts) of the workshop

6.4 Photo documentary of the workshop

6.5 Letters of Intent of Novi Grad and Laktaši



CapaCity Workshop

Improvement of Municipal Services and Local Economic Development in the light of the European Integration

Agenda

June 3-4, Novi Grad and Laktaši (BiH)

In Partnership with:



a format
of

tinavienna
■ smart city agency
■ energy center



in cooperation
with



Day 1, June 3rd, 2016, Novi Grad

Arrival Novi Grad, Thursday, June 2, 2016

Time	Topic	Expert
08.30 – 09.00	Visit of the Novi Grad Fire Department	Nikola Rađenović
09.15 – 10.00	Visit to Komus (Waste Management Company of the City of Novi Grad)	Branislav Radulović , Director of KOMUS
WORKSHOP SESSION: “Improvement of Municipal Services in the Light of European Integration” Moderation: Marija Šošić , KDZ		
11.00	Welcome	Snježana Rajilić , Mayor of Novi Grad
11.10	Introduction to the Workshop and presentation of the Programmes CapaCity and BACID	Thomas Prorok , KDZ
11.30 – 12.00	Public Services and European Legislation: Energy, Water, Waste, Transport etc. Presentation and discussion	David Kainrath Association of Public Services and Public Enterprises Austria (VÖWG)
12.00 – 12.30	European Union Affecting Municipal Public Services: The Example of the City of Wiener Neustadt Presentation and discussion	Bernhard Müller , Urban Forum
12.30	Break with refreshment	
13.15 – 13.45	Challenges of Municipal Services in Novi Grad Focusing on Waste Management Presentation and discussion	Branislav Radulović , Director of KOMUS
13.45 – 14.15	Conclusions and Recommendations for the Improvement of Municipal Services in Novi Grad	Alexandra Schantl , KDZ
14.15-14.45	Coffee break	
WORKSHOP SESSION “Local Economic Development: Challenges and Possible Solutions” Moderation: Marija Šošić , KDZ		
14.45-16.15	Challenges in the Local Economic Development in Novi Grad Experiences of the City of Wiener Neustadt Experiences of the City of Linz Public-Private Partnership	Ljiljana Grab , Head of department for Local Economic Development Bernhard Müller , Secretary General of the Urban Forum Detlef Wimmer , Vice Mayor of Linz Thomas Prorok , KDZ Deputy Director
16.15 – 16.30	Wrap-up	
20.00	Dinner	

Day 2, June 4th, 2016, Laktaši

8.30 Departure from Novi Grad to Laktaši

11.00	Welcome	Miroslav Kodzoman Mayor of Laktaši
11.10	Introduction to the Workshop and Presentation of the Programmes CapaCity and BACID	Thomas Prorok, KDZ
WORKSHOP SESSION		
“Local Economic Development: Challenges and Possible Solutions”		
Moderation: Marija Šošić, KDZ		
11.30 – 12.30	Challenges in the Local Economic Development in Laktaši Experiences of the City of Wiener Neustadt, (with focus on support to SME / tourism development) Experiences of the City of Linz (with focus on support to SME / tourism development)	Miroslav Kodzoman, Mayor of Laktaši Bernhard Müller, Secretary General of the Urban Forum Detlef Wimmer, Vice Mayor of Linz
12.30	Break with refreshment	
13.15 – 13.45	Public-Private Partnership	Thomas Prorok, Deputy Director of KDZ
13.45 – 14.15	Discussion on Cooperation and Funding Opportunities with Austrian Partners in Local Economic Development (business-to-business cooperation, regional strategies and EU funding)	Alexandra Schantl, KDZ All participants
14.15	Coffee break	
WORKSHOP SESSION:		
“Improvement of Municipal Services in the Light of European Integration”		
14.30 – 14.45	Introduction	Dragan Kelečević, Head of Local Economic Development, Laktaši
14.45 – 15.10	Public Services and European Legislation: Energy, Water, Waste, Transport etc. Presentation and discussion	David Kainrath Association of Public Services and Public Enterprises Austria (VÖWG)
15.10 – 15.30	European Union Affecting Municipal Public Services: The Example of the City of Wiener Neustadt Presentation and discussion	Bernhard Müller, Urban Forum
15.45 – 16.00	Discussion on Possible Improvements of Municipal Services in Laktaši and Funding Opportunities	All participants

- 1) Urban Forum:** Urban Forum is a non-profit association with the objective of enhancing the meaning of urban, municipal local affairs. It is about raising the awareness of the strength of city economy, promotion of the idea of regional and cooperative thinking, support of public economy and public enterprise (services for the public, sustainability, etc.), contributing a modern administrative reform and all with the emphasis on the values of the European Union. www.urbanforum.at



- 2) KDZ Centre for Public Administration Research:** The KDZ was founded as a NPO in 1969, on the initiative of the Austrian Association of Cities, by the City of Vienna and the Bank Austria. In 1999 it was reshaped into the "KDZ - Centre for Public Management" (non-profit organization) and its subsidiary "KDZ - Management Consultancy and Professional Training Corporation" for market-related activities. <https://www.kdz.eu/de/node/1791>



- 3) VÖWG:** The Association of Public Services and Public Enterprises Austria (VÖWG) supports and advises its members from various spheres of activity at national and European level. As a member of the European Centre of Employers and Enterprises providing Public services (CEEP), we closely monitor the legislative process in Austria and the EU. CEEP is one of the three General Cross Industry Social Partners recognised by the European Commission. The VÖWG regularly takes part in consultations with the Commission on their draft regulations, directives and other legislation of interest to our members. <http://www.voewg.at/>



- 4) TINA Vienna, Smart City Agency City Vienna:** Since 2012 the Smart City Agency of the City of Vienna is located at TINA Vienna. It supports the efforts of the city to reach its goals and to ensure a successful transformation. This includes a specific focus on research and technology policy in the city, as well as the active involvement of its residents, local industry, research and Viennese businesses in the Smart City Wien process. www.smartcity.wien.at

5) City Novi Grad/ BIH: <http://www.opstina-novigrad.com/>



Municipality	NOVI GRAD
Location and geographic coordinates	Bosnia and Herzegovina Republic of Srpska Coordinates: 45° 2' 45" N latitude and 16° 22' 49" E longitude
Population	Number of citizens approximately: about 31.000 More than 60% citizens of Novi Grad municipality is from rural areas
Territory	Surface: 469,4 km ² arable land: 44%; pastures: 11%; forests and barren land: 45%.
Budget for 2012. y.	4.714.854 Eur
Mayor	Snježana Rajilić
Address	Petra Kočića br. 2, 79220 Novi Grad
Telephone, fax	Tel: 052/751-247, Faks: 052/751-555
E-mail	nacelnik@opstina-novigrad.com
Web site	www.opstina-novigrad.com

Human resources

Work force-employment	4.300
Educational structure	1 faculty; 2 high schools i 4 elementary schools
Educational profiles	20 educational profiles in 2 high schools
Number of unemployed persons	6.091 of unemployed persons (active and passive)
Average gross wage	1.186 KM (about 608 EUR)

Local economy

Number of enterprises	772 (137 of companies and 635 entrepreneurs)
Size of enterprises	94,8% micro; 3,9 small and 1,3% middle
Dominant industries	wood processing building industry textile industry food processing industry
The biggest domestic companies	D.O.O. „INTERPROMET“; D.O.O. "COMP-ASTOR"; A.D. „JAPRA“; D.O.O. „BRAĆA STJEPANOVIĆ“; A.D. "SANA ELVIS"; D.O.O. „LIGNOPROGRES“;D.O.O. „NEW SANATRON“

6) City Laktaši / BIH: <http://laktasi-info.com/>



Location: Southeast Europe, 25 km from the European Union border (Croatia)

Area: in km^2/mi^2 388/149

Population: 36.848

GDP (in millions €) 2013: 482

GDP per capita (in €)2013: 3.783

Currency: BAM

Exchange rate (pegged to euro): 1 € = 1,95583 BAM

VAT rate: 17%

Corporate tax rate: 10 %

Unemployment rate: 22 %

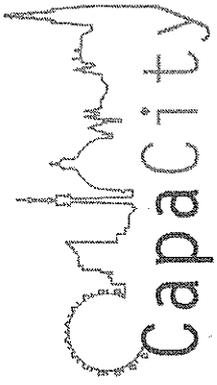
Climate: Moderate continental

Time zone: CET (GMT + 1h)

Laktaši Municipality is situated in the western part of Republic of Srpska (RS) and in the northwestern part of Bosnia and Herzegovina (BiH), in Southeastern Europe.

- Time zone: GMT +1
- Latitude: 44° 46' -44° 59' North
- Longitude: 17° 10' - 17° 29'

Laktaši Municipality is situated in the immediate vicinity of the border with Croatia and EU to the north. The Gradiška International Border Crossing, equipped for inspection controls of all types of goods, is 20 km away from the municipal center. Laktaši is just 20 km away from Banja Luka, an administrative and cultural center of Republic of Srpska. Also, Laktaši is not more than 300 km away from major regional centers (Sarajevo-250 km, Zagreb, Croatia – 160 km, Belgrade, Serbia – 306 km, Ljubljana, Slovenia – 300 km). The Banja Luka International Airport in Mahovljani is 3 km away from municipal center and represents link of Laktaši and a border region with Europe and the world.



CapaCity Workshop

Improvement of Municipal Services and Local Economic Development in the light of the European Integration

List of participants

June 4, Laktasi

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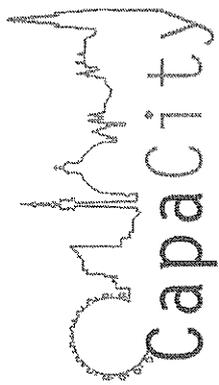
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 43. Gennady Tuzek, Uden Forum, Uden



CapaCity Workshop

Improvement of Municipal Services and Local Economic Development in the light of the European Integration

List of participants

June 3, Novi Grad

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Public Services and European Legislation:
Energy, Water, Waste, Transport

David Kainrath
Association of Public Services and Public Enterprises (VÖWG)

June 3-4, 2016, Novi Grad & Laktasi, Republika Srpska, BiH

A format of **tinavienna** smart city agency energy center



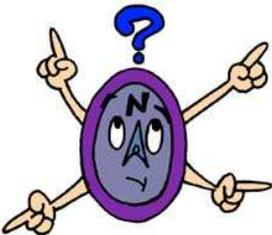
In cooperation with **VÖWG** Verband der Öffentlichen Wirtschaft und Gemeinschaft Österreichs



Overview



- About VÖWG
- Waste: The Circular Economy Package (CEP)
- Transport: Accessibility Act
- Energy: Energy Market Design
- Digital Single Market (DSM): The digital transformation of public services
- Water: Water framework directive and drinking water directive
- EU-funded initiatives



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About us

- Voluntary association of public service providers and public enterprises providing „Services of General Interest“ (SGI) and „Services of General Economic Interest“ (SGEI)
- Our members are in: Public Transport, Waste Management, Public Housing, Infrastructure (Roads, Airports), Health Care, District Heating, Social Services etc.
- Representing member’s interests at the EU-level and in Austria
- Closely monitoring EU legislative process – early reaction possibility
- Timely and accurate information on EU-developments to our members
- Austrian Section of CEEP - European Centre of Employers and Enterprises providing Public services
- CEEP – both interest representation at EU-level and Cross-sectoral Social Partner recognised by the European Commission

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- Commission proposal published: December 2nd 2015
- Legislative proposals:
 - Proposal on waste amending Directive 2008/98/EC (Waste framework directive)
 - Proposal on packaging and packaging waste amending Directive 94/62/EC (Packaging directive)
 - Proposal on vehicles, batteries and electronic equipment amending Directives 2000/53/EC, 2006/66/EC and 2012/19/EU
 - Proposal on the landfill of waste amending Directive 1999/31/EC
- Non-legislative proposals:
 - EU action plan for the circular economy - contains concrete actionable measures to be performed by the European Commission by a certain date

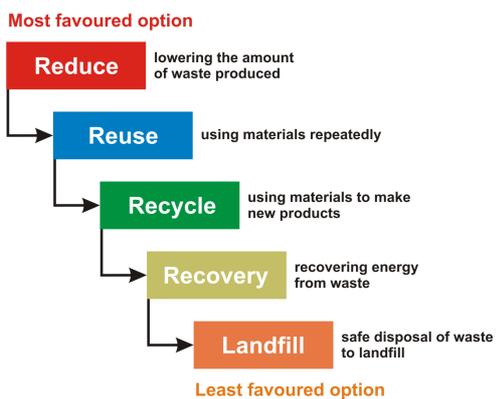


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Waste hierarchy

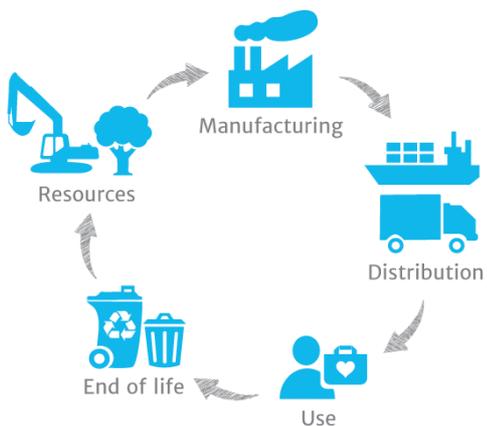


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Holistic approach – focus on product design



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Circular Economy Package
Key Issues



Other key issues of the CEP

- Recycling targets
- Extended Producer Responsibility – EPR
- Economic and environmental benefits
- Resource efficiency



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CEP - Problems



So what is the problem with the circular economy package?

- Definition of municipal waste – problem for public waste management firms
- Definition of bio - waste – problem for composting and public waste management
- Recycling targets of 60% and 65% – ecologically and economically sensible?
- No definition and target for thermal recovery/incineration

What to do about it?

- Build advocacy coalitions with affected stakeholders
- Compile and disseminate knowledge
- Engage stakeholders in the institutions in a dialogue
- Municipalities must act because they are most affected!



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- Early stages: Communication published in 2015 – legislation yet to follow
- Increase interconnection of electricity grids between EU MS
- Strengthening cross-border electricity trade
- Integrate renewable energy in the energy market
- Improve energy security of supply through capacity markets
- How are municipalities concerned? Electricity retail market should be liberalised, local utilities deregulated, market prices for consumers

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- Communication by the Commission published 2015 – legislation to follow
- Part of the digital single market strategy
- Digital transformation of public services:
 - digital infrastructure in rural areas
 - increase digital skills of the population
 - provide public services more efficiently
 - smart cities
 - cyber security
 - public service innovation
- Examples:
 - Electronic invoicing, e-procurement,
 - E-licensing and permit system,
 - online vocational training



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VÖWVG Revision of Drinking Water Directive



- Commission reviews Drinking Water Directive 98/83/EC (DWD)
- Commission wants to include issues such as:
 - Water as a human right
 - Benchmarking
 - Cost of drinking water
- Better to treat in separate directive
- What should be dealt with:
 - EU-wide minimum quality requirements for drinking water
 - Standards for source water protection
 - Harmonised acceptance of chemicals in contact with drinking water



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VÖWVG

Accessibility Act



- Commission proposal COM(2015) 615 final published Dec. 2nd 2015
- Objective: EU-wide accessibility requirements to increase access of disabled persons to products and services – and improve the functioning of the single market for accessible products and services.
- Priority areas:
 - computers and operating systems
 - digital TV services and equipment
 - telephony services and related terminal equipment
 - eBooks
 - self-service terminals including ATMs, ticketing and check-in machines
 - eCommerce
 - banking services
 - passenger transport services, including air, rail, bus and maritime
 - hospitality services

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- Why is it relevant to us? Public transport is affected – our members!
- Harmonised EU-standards risk levelling down higher national standards for accessibility
- Systematic disadvantage for public operators
- Arbitrary expansion of the definition of „disability“
- Undue burden – significant cost increases for all in exchange for small benefits
- Subsidiarity issues – accessibility better addressed according to local needs

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- **European Instrument for Democracy and Human Rights (EIDHR)**
 - Civil society organisations
 - Public/private-sector non profit organisations
 - National, regional and international parliamentary bodieshttps://ec.europa.eu/europeaid/how/finance/eidhr_en.htm_en
- **People2People (P2P) Programme**
 - Local civic initiatives and civil society building
 - International partnership actions for multilateral partnerships for transfer of knowledge
 - Innovative practices, forming of networkshttp://eeas.europa.eu/delegations/the_former_yugoslav_republic_of_macedonia/eu_the_former_yugoslav_republic_of_macedonia/civil_society_dialogue/csf/p2p/index_en.htm
- **Local Administration Facility (LAF) in the framework of TAIEX**
 - Representatives of the local and regional administration
 - Seminars on key EU policies with an impact at local level for both elected members and permanent officials of local and regional authoritieshttp://ec.europa.eu/enlargement/tenders/taix/index_en.htm

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Thank your for your attention!



Questions?



Improvement of Municipal Services and Local Economic Development in the Light of European Integration

< June 3-4, Novi Grad and Laktaši (BiH)>

A format of **tinavienna**
■ smart city agency
■ energy center



CapaCity – Urban Competences **The Ambition**



- **CapaCity – Urban Competences** pursues a deepened international cooperation between the City of Vienna and other cities.
- Continuation of cooperation in the Danube region and beyond.



xx.xx.201x CapaCity - Urban Competences 2

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BUILDING ADMINISTRATIVE CAPACITIES
IN THE DANUBE REGION

KADZ
CENTRE FOR PUBLIC
ADMINISTRATION
RESEARCH

BACID.eu | BACID Fund | Governance Forum | LOGON Danube | Conference

BACID - Building Administrative Capacities in the Danube Region

Upcoming

- FOURTH BACID CALL is launched!
- Good Governance Conference to be organised on June 23-24, 2016 in Vienna

Latest News

- Third BACID Call - 4 projects awarded!
- Workshop of NALAS EU Officers Network held in Vienna on 25-26th April 2016
- AACT EU Knowledge Network and NALAS EU Project Managers: Urban Agenda in the focus
- CEMR Congress April 20/22 Nicosia
- "Danube Governance Hub" at the Steering Group of EUSDR PA10
- Study Visit Open Government Macedonia in Vienna
- High-level Migration Conference in Skopje, March 17, 2016
- Mentoring Workshop on Open Government in Macedonia, March 16, 2016

BACID projects and practices

Wellness Destination Improvement in Laktaši
Sustainable City - Tourism
Bosnia and Herzegovina - Republic of Srpska

www.kdz.or.at

Thomas Prorok & Alexandra Schantl
01. August 2016 · Seite 3

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- **Strengthening the regional and local governance in the Danube Region & Western Balkan**
- **Enabling the regional & local level to implement the EU 2020, SEE 2020, EUSDR & EU-Pre-Accession**

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Thomas Prorok & Alexandra Schantl
01. August 2016 · Seite 4



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BUILDING ADMINISTRATIVE CAPACITIES
IN THE DANUBE REGION



KDZ
CENTRE FOR
PUBLIC
ADMINISTRATION
RESEARCH

BACID

- Building Administrative Capacity in the Danube Region & Western Balkans
- Small Project Fund (6,000 €/project)
- Knowledge Exchange between Austria and the Western Balkans & Moldova
- Strengthening regional & local Capacities
- 2 Thematic Annual Calls
- www.bacid.eu

Governance Platform

- Governance Forum
- Sustainable Mentoring Support

Logon Danube

- NALAS European Integration Roadmap
- LOGON Report SEE
- EU Policies at local level
- EU related bodies in LGAs
- Conference

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IN THE DANUBE REGION



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09.15 - 10.00	Visit to Komus (Waste Management Company of the City of Novi Grad)	Branislav Radulović, Director of KOMUS	
WORKSHOP SESSION: "Improvement of Municipal Services in light of European Integration" Moderation: Marija Sosic, KDZ		WORKSHOP SESSION: "Local economic development: challenges and possible solutions" Moderation: Marija Sosic, KDZ	
11.00	Welcome	Sojezana Rajčić, Mayor of Novi Grad	14.45-16.15
11.10	Introduction to the Workshop and presentation of CapaCity and BACID programmes	Thomas Prorok, KDZ	Challenges in local economic development in Novi Grad
11.30 - 12.00	Public Services and European Legislation: Energy, Water, Waste, Transport etc. Presentation and discussion	David Kainrath, Association of Public Services and Public Enterprises Austria (VÖWG)	Experiences of the City of Wiener Neustadt
12.00 - 12.30	European Union affecting municipal public services: example of City of Wiener Neustadt Presentation and discussion	Bernhard Müller, Urban Forum	Experiences of the City of Linz
12.30	Break with refreshment		Public-private partnership
13.15 - 13.45	Challenges of municipal services in Novi Grad, with focus on waste management Presentation and discussion	Branislav Radulović, Director of KOMUS	16.15 - 16.30
13.45 - 14.15	Conclusions and recommendations for improvement of municipal services in Novi Grad	Alexandra Schantl, KDZ	Wrap-up
14.15-14.45	Coffee break		

 BACID.eu BUILDING ADMINISTRATIVE CAPACITIES IN THE DANUBE REGION		 CENTRE FOR PUBLIC ADMINISTRATION RESEARCH	
11.00	Welcome	Miroslav Kodzoman Mayor of Laktasi	
11.10	Introduction to the Workshop and presentation of CapaCity and BACID programmes	Thomas Prorok , KDZ	
WORKSHOP SESSION			
"Local economic development: challenges and possible solutions"			
Moderation: Marija Sosič , KDZ			
11.30 - 12.30	Challenges in Local economic development in Laktasi Experiences of the City of Wiener Neustadt, (with focus on support to SME / tourism development) Experiences of the City of Linz (with focus on support to SME / tourism development)	Miroslav Kodzoman , Mayor of Laktasi Bernhard Müller , Secretary General of the Urban Forum Detlef Wimmer , Vice Mayor of Linz	
12.30	Break with refreshment		
13.15 - 13.45	Public-private partnership	Thomas Prorok , Deputy Director of KDZ	
13.45 - 14.15	Discussion on cooperation and funding opportunities with Austrian partners in local economic development (business-to-business cooperation, regional strategies and EU funding)	Alexandra Schantl , KDZ All participants	
14.15	Coffee break		
WORKSHOP SESSION:			
"Improvement of Municipal Services in light of European Integration"			
14.30 - 14.45	Introduction	Dragan Kelečević , Head of Local Economic Development, Laktasi	
14.45 - 15.10	Public Services and European Legislation: Energy, Water, Waste, Transport etc. Presentation and discussion	David Kainrath , Association of Public Services and Public Enterprises Austria (VÖWG)	
15.10 - 15.30	European Union affecting municipal public services: example of City of Wiener Neustadt Presentation and discussion	Bernhard Müller , Urban Forum	
15.45 - 16.00	Discussion on possible improvements of municipal services in Laktasi and funding opportunities	All participants	

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<p> KDZ – Centre for Public Administration Research</p>			
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<p>Alexandra Schantl Tel. +43 1 892 34 92-37 schantl@kdz.or.at</p>			
<p>Marija Sosič Mobile: +382 69411030 sosic@kdz.or.at</p>			
www.kdz.or.at		Thomas Prorok & Alexandra Schantl 01. August 2016 · Seite 8	



< Public Private Partnerships and Alternative Financing Models >

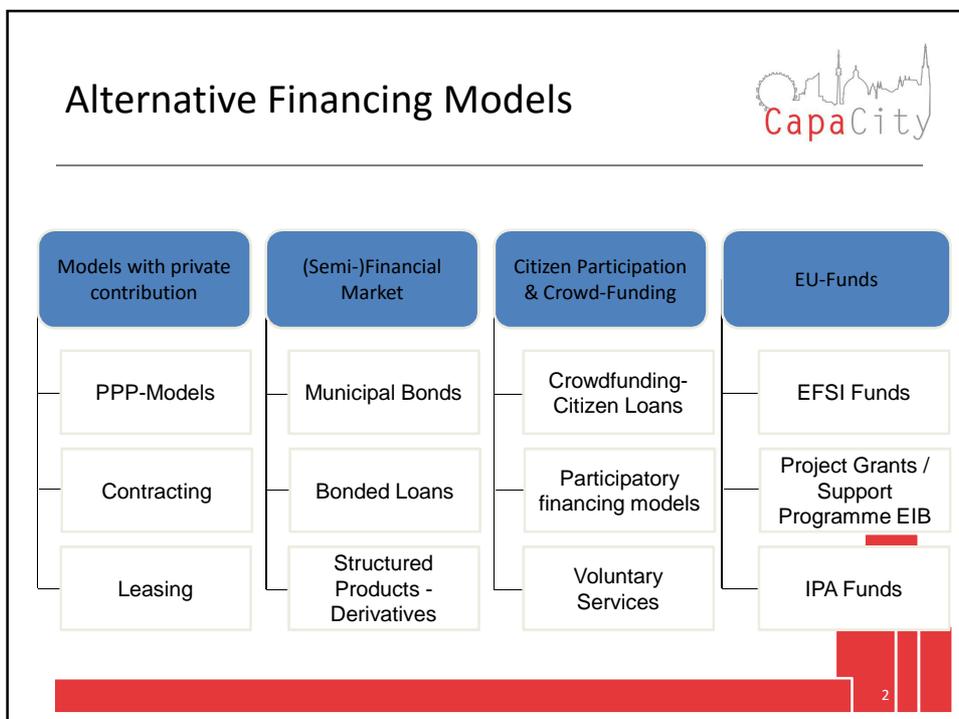
<Thomas Prorok
June 2016>

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Operator Model - Case



- In an EU-wide call for bids an Austrian municipality selected a **private sector partner** to **handle wastewater disposal** for the municipality for 25 years.
- Including the planning, construction and funding of new facilities (expansion of the treatment plant from 4,000 to 9,000 resident equivalents, construction of ca. 50 km worth of new sewer lines).
- In the construction costs, a savings of 17% compared to the original cost estimate was achieved thanks to the competition.
- Furthermore, a flat rate was agreed upon for all performances, with the external partner guaranteeing to manage the system (incl. the amounts to be disposed of and the output to be provided by the network).
- The private sector operator will receive a bonus (established by a clause in the contract) upon achievement of the project goals.

Operator Model

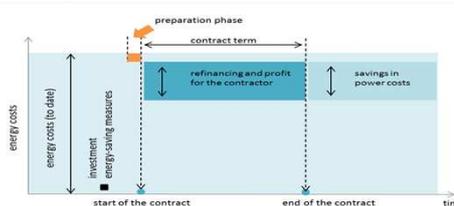


Model	Building risk/ maintenance risk	Default risk/ bankruptcy risk	Demand risk/ financing risk	Right to a say/ Maastricht effect
Operator model	<p>The operator takes over the role of principal from the local government.</p> <p>The operator assumes the maintenance risk and it must ensure that the facility can be returned in the agreed-upon condition at the end of the contract.</p>	<p>The operator's remuneration is determined in advance for the next 15-20 years.</p> <p>In spite of good planning, there is the risk of default by the operating company or the financier.</p>	<p>The operator bears the financing risk.</p> <p>The demand risk depends upon the contractual arrangements.</p>	<p>Even though third parties may be engaged for trash and wastewater disposal and water supply, the local government remains legally responsible.</p> <p>Only the ongoing lease payments and contributions are Maastricht effective. The PPP partner bears the cost of the investment.</p>

Contracting Model



- In the contracting model, the private contractor assumes responsibility for the installation or optimization of the public sector client's technical systems or parts.
- remuneration is oriented toward the public sector client's power costs or flow volumes (water, sewage)
- private contractor therefore has to cover all costs as well as risk surcharges and the profit margin.



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Contracting Model



Model	Building risk/ maintenance risk	Default risk/ bankruptcy risk	Demand risk/ financing risk	Right to a say/ Maastricht effect
Contracting	The contracting company bears principal's risk as well as the maintenance and repair risk.	The contractor receives a flat-rate investment allowance and a regular remuneration. Thanks to the savings potential and long-term power supply contracts that can be planned for, the likelihood of the contractor defaulting is very low.	This risk lies with the public sector. However, the typical financing objects represent part of the services for the common good and in most cases must be provided even without reciprocal financing.	The public sector client basically only has a say in the planning and handover phases. Only the ongoing payments are Maastricht effective.

CapaCity - Urban Competences

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Case - Property development model



- Municipality wants to expand its commercial zone and receives an offer from a local farmer for a 20,000 m² piece of property.
- The cooperation partners acquire ownership of the real estate being developed and a large portion of the project risk.
- The bank forms a company and supplies it with sufficient for purchasing the properties, building the infrastructure, and covering the ongoing expenses.
- The **municipality takes care of the necessary zoning and specifies the parameters** (size of the lots, layout of the roads, etc.) **& Liabilities**
- After the infrastructure is complete, the bank hands the road system over to the community for ongoing care and sells the lots via its network of branches.
- When the runtime is up the capital resources supplied by the bank through the lot sales are covered and the company is dissolved.

Property development model



Model	Building risk/ maintenance risk	Default risk/ bankruptcy risk	Demand risk/ financing risk	Right to a say/ Maastricht effect
Property development model	<p>The principal's risk lies with the project company, as the latter is owned by the financier.</p> <p>After the infrastructure is completed, the risk (maintenance, cleaning, safety) is transferred to the public sector.</p>	<p>The risk of the project company defaulting/going bankrupt is practically non-existent, as the latter is furnished beforehand with sufficient capital for construction and operation during the entire runtime.</p>	<p>The financing is secured either through the properties and/or through the liability of the municipality.</p> <p>Thus either the client or the contractor bears the demand risk, depending on the contractual arrangements.</p>	<p>For the duration of the contract, the municipality has no say.</p> <p>The company has a duty to make reports. Property development projects are Maastricht neutral provided that the project company is 100% owned by the financier.</p>

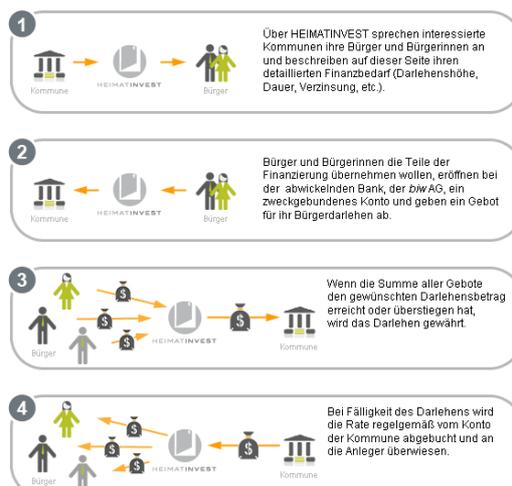
Citizen Loans & Crowdfunding I



- Citizen as Investors
- Basic parameters are set, within these, citizens can decide the intensity of financial participation
 - Citizens decide amount, to which they are willing to participate
 - Citizens decide interest rate, to which they are willing to contribute
- Mostly projects which are easy to identify with for citizens
 - E.g. new equipment for the local fire brigade

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Citizen Loan „Bürgerkredit“



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Examples



	Quickborn-Bürgerkredit	Quickborn-Bürgerkredit	Willich – Canteen for 2 school buildings
Year	2009	2010	Tranche 1 – till 02/2011 Tranche 2 – till 07/2011
Model	Bonded-loan (City-Citizien)	Intermediary collects deposits from citizen and grants loan	Intermediary collects deposits from citizen and grants loan
Minimum Investment	5.000 Euro	5.000 Euro	5.000 Euro, following steps a 1.000 € (6.000, 7.000 etc.)
Time	1 year	2 years / 5 years (bullet bond)	20 Jahre (monthly interest rates and repayment)
Interest rate	3 % p.a.	1,5%/2,6% p.a.	3,6% p.a.
Volume	4 Mio. Euro	2 Mio. Euro (each tranche 1 Mio.)	Tranche 1 – ca. 500.000 Euro Tranche 2 – ca. 1.2 Mio. Euro
Reception	Approx. 800 potential buyers, 10% acutally went with it		
Note	Forbidden by german banking control institution (BaFin) – no intermediary with concession involved		

Citizen Loans & Crowdfunding II



- Typically for smaller projects
 - Financing option supplementary to traditional models (equity or loans)

Stadt Oestrich-Winkel (Hessen)
Investition in Freiwillige Feuerwehr



Erfolgreich finanziert

Die Stadt Oestrich-Winkel möchten den Bürgerkredit nutzen, um insbesondere die im städtischen Haushalt vorgesehenen Investitionen in die Freiwillige Feuerwehr Oestrich-Winkel zu finanzieren. So wird auch zukünftig die Sicherheit der Bürgerschaft und der Einsatzkräfte sichergestellt.

Kreditsumme: 83.200 EUR

Zinssatz: 0,76 %

Laufzeit: 6 Jahre

finanziert am: 17.10.2012

- In Austria and Germany: Intermediary with banking license/concession required
 - No direct issuing through city possible

Participatory Models

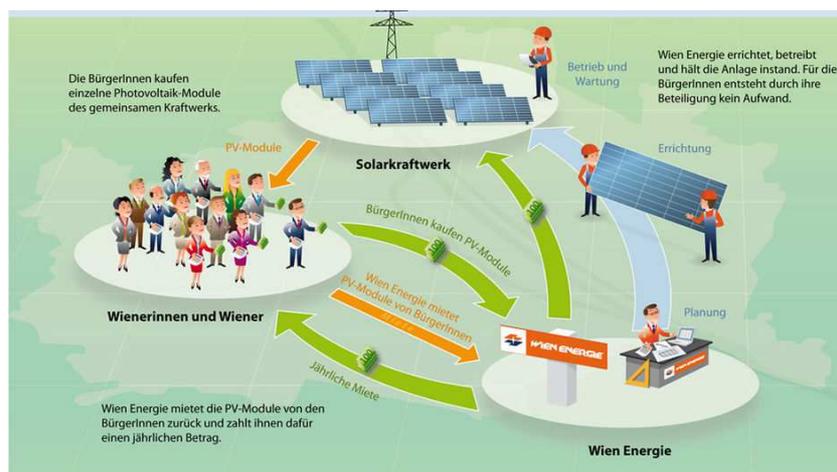


- In Austria mainly applied to the field of renewable energies
 - E.g. City A builds a solar power plant – Citizens have a direct investment in the plant and are granted revenues (monetary or non-monetary) from their investment
- Quite successful in Vienna
 - „offered shares were sold within 15 minutes“



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Bürgersolarkraftwerk Vienna



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Citizen Participation from a legal point of View



- Premise: Austrian legal framework
- 2 different approaches
 - Direct investment
 - Basically works like a direct loan from citizen to city – Intermediary necessary
 - In some constellations „sale-and-lease-back“ models (tax conserving)
 - Participation
 - Legal corporate entity is founded in the first place
 - Citizens hold shares of the company...
 - ... and receive benefits – interest rate, dividends, non-monetary revenues (e.g. regional vouchers)

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Voluntary Work



- Charitable (non-profit) associate operates a public ice-skating rink
- Collects 47% of cost via sponsoring and donation
 - 41% covered through revenues (ticket sale)
 - City only covers 12% residue cost of operation
- Major advantage
 - Mobilization of citizen engagement, a city could never do

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-
- Thank You





Cooperation and Funding Opportunities
with Austrian Partners in
Local Economic Development

June 4, 2016 in Laktasi

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Discussion Topics



- How to develop / foster local economic development cooperation between Laktaši and Austria?
- What type of cooperation is required (e.g. business to business, local administration to local administration, local administration to business..)?
- Focus on which economic areas (e.g. tourism..)?

Discussion Topics



- What type of support is needed?
 - Financial support
 - Support services

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CapaCity - Urban Competences

3

Financial Support (Funding)



- Danube Transnational Programme 2014-2020
www.interreg-danube.eu/
- BACID Fund
 - To initiate cooperation
 - www.bacid.eu
- EuroAccess Danube Region Database
 - www.danube-euroaccess.eu

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CapaCity - Urban Competences

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Support Services



- Enterprise Europe Network
 - supporting SMEs to find business and technology partners
 - Banja Luka, Bihac, Istocno Sarajevo, Mostar, Sarajevo, Tuzla, Zenica
 - een.ec.europa.eu/about/branches/bosnia-and-herzegovina

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CapaCity - Urban Competences

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CapaCity Workshop

Improvement of Municipal Services and Local Economic
Development in the light of the European Integration

ANNEX 6.4. Photos

June 3-4, Novi Grad and Laktaši (Bosnia and Herzegovina)

In Partnership with:

**VÖWG**

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1 Novi Grad

The Fire Department in Novi Grad



The Austrian Experts at the public waste management company KOMUS



Mayor Snježana Rajilić opens the Workshop



Ljiljana Grab (Novi Grad), Thomas Prorok (KDZ), Bernhard Müller (Urban Forum) and Detlef Wimmer (Urban Forum) on the podium.



The Workshop participants



2 Laktaši

Detlef Wimmer (Urban Forum), Mayor Miroslav Kodzoman (Laktaši) and Thomas Prorok (KDZ)



The workshop participants





TINA Vienna GmbH
DI Vincent Neumayer
Liechtensteinstraße 12/10
1090 Vienna
vincent.neumayer@tinavienna.at



Municipality of Novi Grad 2016-06-03

Broj: 01-052-222/16

LOI

We, the Municipality of Novi Grad, herewith confirm the cooperation with the KDZ – Centre for Public Administration and the URBAN Forum for the CapaCity Workshop *Improvement of Municipal Services and Local Economic Development in the light of the European Integration workshop* on June, 3rd, 2016 in Novi Grad (Bosnia and Herzegovina).


Snježana Rajilić
Mayor of Novi Grad

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Municipality of Laktaši 2016-06-04

LOI

We, the City of Laktaši, herewith confirm the cooperation with the KDZ – Centre for Public Administration and the URBAN Forum for the CapaCity Workshop *Improvement of Municipal Services and Local Economic Development in the light of the European Integrationorkshop* on June, 4th, 2016 in Laktaši (Bosnia and Herzegovina).

Miroslav Kodzoman

Miroslav Kodzoman
Mayor of Laktaši

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