

## **MIR 2 – Municipal Improvement and Revival**

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# MIR2 QUATERLY REPORT 1 JUNE 2006 – 31 AUGUST 2006

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## 1. Executive Summary

During the reporting period Municipal elections were held in three of the programme municipalities Presevo, Medvedja and Bujanovac. In all three localities the mayor, or acting mayor as was the case with Presevo, won. Sadly this has not led to stability that one might have expected. In Presevo there have been considerable changes in the senior municipal positions. In Bujanovac the situation is even more complex with there being a conflict between the two main rival Albanian parties resulting in a long delay in establishing the municipal assembly, at one point it seemed that further elections were inevitable. However thankfully, at the last hour the situation was resolved. Nonetheless following the public statement by the Serbian Democratic block that their voters should support the Serb Radical candidate in the second round the mayor has been clear that there will not be the same level of cooperation between the Serb and Albanian parties that there was in the last municipal assembly. The indications are that it will be much harder to govern and this already has and will continue to have impact on programme implementation. In Medvedja the incumbent won with an overwhelming majority thus maintaining relative stability. Municipal elections will take place in Leskovac on Sunday October 1.

In terms of programme implementation the main highlights have been the continuing positive steps that have been taken with regard the establishment of the Regional Development Agency and the enthusiasm with which municipal partners are engaging with and making progress on the strategic planning process. An exception in the case of strategic planning being Trgoviste. In regard to component four agreements have been reached with all bar one municipality where CACs do not exist as to exactly what will be done. Negotiations are ongoing with Surdulica.

In component three a decision has been taken to significantly change the implementation methodology and an international service provider will not be engaged. Following review of the local service providers and extensive discussion with the monitoring mission it was decided the capacity was present within Serbia to deliver the training programme with support from international consultants on certain key issues. Activity 3.2 that is working with agriculture service providers in the municipalities is progressing on schedule and following a request during the last Project Steering Committee more detail is provided on this activity in the main body of the text.

The programme received its first monitoring mission during the month of July the findings of which were presented to the steering committee at a specially convened meeting in July. In addition the design of the Municipal Capacity Index was completed and a first round of scoring carried out in all 12 of the 13 programme municipalities.

To conclude programme implementation is progressing well however many of the activities are still very much in the preparatory phase and it is not until this initial work is complete that sub project implementation will begin. This is reflected in the relatively low expenditures that have been made to date. Time and the implementation period is another factor that must be

considered in terms of allowing the programme management to make accurate plans for the future.

## **2. Project Synopsis**

### **2.1 Overall Objectives**

The overall programme objective is to

Contribute to the implementation of the law on local self-government by strengthening local good governance in southern Serbia in terms of delivery of services to citizens and local and inter-municipal stewardship of social and economic development.

### **2.2 Project Purpose**

The specific purpose of MIR is to build local government capacities so that:

Southern Serbia municipalities, individually and jointly, plan and take strategic action to achieve the sustainable economic and social development of the region and to fulfil their obligations to citizens

### **2.3 Planned Results**

1. Municipal and district stakeholders co-operate to implement joint actions to address key regional development problems and are prepared to institutionalise their co-operation on regional development
2. Municipalities have better internal capacity to gather and analyse data, assess development potentials and soundly plan and implement specific strategic development actions on the basis of extensive consultations with civil society
3. Municipal ability to communicate with citizens and manage staff, projects, development sectors and finances is improved
4. Citizens can swiftly obtain common municipal services in equipped and well-performing Citizen Assistance Centres

### **2.4 Beneficiaries**

The individuals, groups and institutions that will be directly affected by MIR Phase II are the municipal governments, municipal leaders and administrative staff, special interest groups, leaders and members of local communities of Bojnik, Lebane, Leskovac, Medvedja, Bosilegrad, Bujanovac, Presevo, Vladicin Han, Vranje, Surdulica, Trgoviste, Crna Trava and Vlasotince (the 13 municipalities comprising the Jablanica and Pcinja districts).

### 3. Activities During the Reporting Period

The activities that have been implemented in each of the components during the reporting period will now be discussed

#### Component One

Activity 1.1: Regional Development Entity :- The targets set for this quarter in the last report were as follows

- Finalize membership of the agency
- Finalize statutes
- Recruit director
- Register agency
- Hold first assembly meeting

Of the targets set the first three were met as indicated in the text below however the last two were not. Actually officially registering the agency is likely to take considerable time as it may be the case that some or all of the mayors will need to seek the approval of their respective Municipal Assemblies. The first assembly meeting will take place before the assembly is actually registered and is currently being referred to as a 'preparatory meeting'. In regard to the other targets as well as other activities that have been implemented under this heading they are as follows

1. During the reporting period further meetings were held on the RDA issue on the 24<sup>th</sup> May and 13<sup>th</sup> July. Furthermore meetings were held separately with the representatives of Jablanica and Pcinja municipalities on the 26<sup>th</sup> and 27<sup>th</sup> June respectively
2. As a result of these meetings selection of the participants from the NGO sector were finalised. The following NGOs were selected: Generator from Vranje, Resource Center from Leskovac and Council for Human Rights protection from Bujanovac. All have subsequently been contacted and confirmed their readiness to participate in the RDA.
3. The private sector participants were also confirmed and they will be British American Tobacco (BAT) Vranje, Zdravlje/Aktavis Leskovac and Knauf Surdulica.
4. A preliminary meeting was held with all private sector and civil society representatives to present the concept and provide some more background information. All seemed very enthusiastic about the idea and the private sector in particular are very positive and already have some project ideas for the RDA. It was also mentioned that the

- Agency should not only focus on creating new jobs, but to have some kind of social programme for those who are going to end up without their current jobs. Zdravlje again has something to share on this topic. Unfortunately Knauf were unable to attend the meeting and a further meeting with them is planned in the near future.
5. Secondly at the meetings that were held in the last quarter the statues and articles of association were finalised. It was proposed that the agency be registered as fund rather than a Limited Liability Company however despite the advice of the lawyer the Mayors were insistent of remaining with the original idea of having the agency registered as a Company.
  6. The selection of the RDA Director was completed. The members of the panel were: Mayors of Vladicin Han, Presevo and Vlasotince, representatives from EAR, CHF and UNDP with a representative from RSEDP acting as a facilitator/moderator of the panel without a right to vote. The job was advertised in the national press and all applications were reviewed in a meeting held in Vladicin Han on the 19<sup>th</sup> July. Ten candidates were shortlisted and of these one decided not to attend the interview. The interviews were held in Vlasotince Municipality on Friday 28<sup>th</sup> July. All candidates were asked the same set of questions and scored against criteria that had been agreed by the interview panel beforehand.
  7. The selected candidate is Mrs.Ljudmila Stevanovic from Leskovac. Her references were checked and were excellent. At the same time Ljudmila was offered another job, but in the end she agreed to accept the position of the RDA director and wait for the RDA Assembly ratification.
  8. A meeting was held with the Chamber of Commerce in Leskovac where the RDA will be housed and a design for the reconstruction of the part of the premises the RDA will use was completed and a bill of quantities was prepared. The tender for the works was advertised and the closing date is the 6<sup>th</sup> of September. The drawings were also shown to the potential Director before the tender package was finalised.
  9. Work was begun on the design of an identity and logo for the agency. An individual has been sourced with implementing this piece of work. Ideally some initial ideas will be ready to present to the Regional Assembly at the first preparatory meeting. A person who is going to work on the RDA identity should be selected during this month. The Seal and stamp of the enterprise will need to be prepared before the agency can be registered in the trade court.
  10. At one of the meetings with the Mayors the question of having the Regional Steering Committee was raised in terms of its existence. There was unanimous decision to keep this forum since all of them thought it to be very useful. It was agreed that in future the municipality hosting the meeting should take the lead in organizing it. More thought also needs to be given to making this forum a sub committee of the standing conference.
  11. The "Vision to Action" conference was held on Wednesday 30<sup>th</sup> August although this was a joint action between MIR2, CHF and RSEDP, CHF took the lead role in organizing and financing this event. MIR2 staff participated in the facilitation of several of the working groups and as the Programme Manager and Deputy Programme Manager were both on leave the Senior Management Team was represented by the Strategic Planning Component Manager and the Operations manager. The purpose of the event

was to ensure greater awareness about the concept of the RDA. The general feedback was that it was well organized and appreciated by the participants but that participation in the working groups was weak.

12. In follow up to what was agreed at the last Project Steering Committee (PSC) meeting a joint meeting was held with MIR2, RSEDP, the Ministry of International Economic Relations and the Ministry of Economy regarding the role of the central government in the RDA. Following a brief and constructive discussion it was agreed that in principal there would be no problem in the RDA being established without central government involvement but that it was good that the central government are informed of this initiative. There was also a recommendation to send a formal letter to the Minister of Economy informing him of the intention to establish the Regional Development Agency. MIR2 are currently following up on this.

Activity 1.2: Regional Guarantee Agency for southern Serbia :- The targets set in the last report were as follows

- To make a decision at the Project Steering Committee meeting as to the most appropriate next steps. Once these have been agreed upon further action will be taken

In regard to this target the following was agreed at the last PSC

**'Follow Up Action** It was agreed that the study that was initially planned would be implemented and would specifically look at the

1. The viability of such a fund in the longer term
2. Institutions that could manage the fund'

In regard to this a Terms of Reference (TOR) was drawn up and the post advertised. The closing date was the 4<sup>th</sup> September. The plan is to implement this study during the month of October. Furthermore a meeting was held with the Guarantee Fund during which they were informed of this initiative and how for the time being all support was being put on hold.

Activity 1.3: Joint Infrastructure Project :- The target set in the last report was as follows

- There will be relatively little further action on this activity until the RDA is fully established however simply due to the time constraints dictated by project implementation further consideration will have to be given to possible regional projects during the next implementation period.

The MIR2 engineer began working on potential regional projects with the action plan from the regional strategy being taken as a starting point. The two regional infrastructure projects identified in this plan are

1. Regional Spatial Plan
2. Regional Waste Management

In regard to the first project it seems that a process has already been initiated with a significant amount of work having been completed. However at a certain stage the process has faltered hence if there is an intention to pursue this further the next step should be developing further what has already been completed. This would involve contacting the Ministry for Capital Investments who are the responsible body for the Spatial Plan for Pcinja and Jablanica Districts (South Morava Region). The Agency for Spatial Planning is the agency within the ministry that is responsible for this action and there would thus also need to be considerable contact with them.

For the second project the next step should be, according to the National strategy for waste management, creation of regional strategic plans for waste management for Jablanica (28) and Pcinja (29). Already there has been some movement in both districts on this issue and there is certainly discussion and interest around this initiative.

## Component Two

Activity 2.1: Embedded Capacity for Strategic Planning :- The targets set during the last Project Steering Committee were to continue with the implementation of the process. A summary of the activities and achievements implemented during the last quarter is provided below.

- a. The work plan created at the beginning of the programme has not been altered and still functions as the frame work of benchmarks and deadlines.

**Table One MIR2 Strategic Planning - work plan**

#	Activity	Deadline (all for year 2006)
1	Steering Group/Working Groups established	March
2	Work plan adopted; data collection	April
3	SWOT	May
4	Drafting Strategic Objectives	June
5	Defining Priorities	July
6	Formulating Specific Objectives	August
7	Creating Action Plan	September
8	Final draft Strategic Plan	October
	Launch	October/November

- b. By the end of August 2006, a clear division has formed between Municipalities that are on track with the above work plan and those that are not. The division seems to coincide with the regional boundaries: Jablanica area is looking towards drafting their Action Plans (as per work plan), while the situation of the Municipalities in Pcinja is quite different and individual.

- c. Jablanica Area: the Municipalities of Medvedja, Lebane, Bojnik, Vlasotince and Crna Trava have continued their steady pace of going through the Strategic Planning process step by step, facilitated by MIR2 staff. Cooperation with the Municipalities and key stake holders relevant to the process further intensified, based on a perceived increased sentiment of local ownership. Strong support still exists in providing technical assistance to the Municipal Counterparts and the Strategic Planning Coordinators (functions established as a part of the MIR2 intervention), however, there is steady progress in handing over tasks to these officials.
- d. The major change compared to the previous period is the inclusion of Leskovac in this group. Previously Leskovac was lagging behind since much time was needed to set up a clear process. Leskovac, by far the largest Municipality, is also the only one with a significantly staffed Municipal Development Fund (MDF). MIR2 staff successfully designed a process in which all key stake holders have a seat. Additional decision making layers were added to ensure political support of the process. Whereas a 'classic' strategic planning structure consists of a Steering Group (SG) and the Working Groups (WG) it coordinates, the Leskovac model has a Supervising Group on top, and a Coordination Group in between the SG and the WGs. Besides political leverage, these extra layers were also created because of the sheer number of Municipal officials involved in the process. The structure was studied and evaluated with the assistance of the MIR2 strategic planning consultant, who visited Leskovac between August 8 and 11. Time was also spent on proposing edited versions of the objectives and priorities drafted so far. These drafts are planned to be approved by the SG before mid-September.
- e. Pcinja Area: The Strategic Plan in Vranje (started as a pilot project in February 2005) was endorsed by the Municipal Assembly on June 13. The programme thus shifted focus accordingly to the formulation of project ideas based on the strategic plan and in line with MIR2 procedures. Refer to section on Activity 2.2.
- f. The Municipalities of Vladicin Han, Bosilegrad and to a greater degree Surdulica all face delays in the process:
  - i. Vladicin Han is very close to attaining the foreseen benchmarks, and can be expected to catch up during September since the Municipality is very cooperative with a strong MIR2 team present. A final Plan is still to be expected in October.
  - ii. Bosilegrad traditionally lacks the manpower but is very cooperative and committed. Here too, October remains the foreseen deadline for the Plan.
  - iii. Surdulica saw significant delays from the start, mainly related to reluctance from the authorities to participate in a process they labelled as 'double work' since the Municipality had already prepared a spatial plan and considered this as sufficient in terms of overall planning. The delay in the appointment of a coordinator for the process has also had a negative impact. It is foreseen that some of the lost time will be caught up with but that a complete Plan should not be expected before November.
- g. In the Municipality of Bujanovac, the joint initiative with CHF has seen steady progress as well, although some delay was caused by the elections of June 4 discussed in the executive summary. During August, a start was made with a SWOT analyses in the various working groups. Also here the process of data collection was greatly speeded

up thanks to the work that had already been performed by the Coordination Body working groups.

- h. The Municipality of Presevo was presented with the final draft of the CHF sponsored strategic plan in late July. However the plan has still not been endorsed by the Municipal Assembly. The Mayor expects this not to happen before October. MIR2's intention, based on lengthy consultations with the Municipality and CHF, is to use the Plan as a basis for the prioritisation of projects. The delay in endorsing the plan therefore is in turn delaying the selection of projects. However in order to save time in the longer term the facilitator has already begun the process of discreetly identifying projects.
- i. In Trgoviste due to extensive problems in terms of achieving any progress due to political infighting between the mayor and the head of the municipal assembly an alternative process will be implemented. This will focus on a simplified SWOT analysis followed by identification of priority areas and projects for investment.

Gant charts on the progress and future benchmarks for strategic planning in all 13 municipalities will be available in hard copy at the project steering committee.

Activity 2.2: Municipal Projects to Catalyse Sustainable Economic and Social Development:- The target set for this quarter during the last report were to finalize the process for selection of sub projects. The following achievements and activities have been implemented during the reporting period

- a. The process of identifying projects is mapped out below (refer to diagram page 12)

In this process there are two bodies that need to be established which are

- The committee for the protection of local self government
- The technical teams

In both cases establishing these bodies is a major priority not only in terms of programme implementation but also in regard to the long term sustainability of programme activities. The committee for the protection of local government is an institution that was introduced in the latest draft of the Law on Local Self Government article 127. In general these committees have simply not been established and where they have they are not really functioning. The programme plans to use this as a means of institutionalizing the Municipal Development Committees that were established as part of MIR. This process however does take time as first a decision to form the committee needs to be passed in the assembly, then a bi partisan committee established to manage the selection process and finally once the positions have been advertised and the individuals recruited the members selected need to be approved by the assembly. This process is currently under way in all municipalities see the table below for an update of progress in each location.

**Table Two Update on the Formation of the Council for Protection and Development of Local Self-government (Council)**

Municipality	Statute changed by Municipal Assembly	MA decision on forming the Council	Advertising of position	Interview panel conducted	Members ratified by Municipal Assembly
Presevo	No	No	No	No	No
Bujanovac	Yes	Yes	No	No	No
Vranje	Yes	Yes	Yes	No	No
Trgoviste	Yes	No	No	No	No
Vladicin Han	Yes	No	No	No	No
Bosilegrad	Yes	Yes	Yes	No	No
Surdulica**	Yes	No	No	No	No
Leskovac**	Yes	No	No	No	No
Vlasotince	Yes	Yes	No	No	No
Crna Trava	Yes	Yes	No	No	No
Bojnik*	No	No	No	No	No
Lebane	Yes	Yes	Yes	No	No
Medvedja	Yes	Yes	Yes	No	No

Presevo: The initial decision was not implemented correctly and therefore has to be done again, plus there is a problem with the Serbian-Albanian translation of the decision.

\* Bojnik established Council in 2004 and has to start the procedure for establishing the new one, the meetings concerning the issue are ongoing..

\*\*Surdulica and Leskovac: the Committees exist but there is a need to do the whole revision of their formulation, membership and scope of work. These existing committees just tend to represent the political parties in power and have no civil society representation

There are others issues in other municipalities in regard to the formulation of this council and it is important to realize this is one factor that could significantly delay project implementation. This is a topic that will be on the agenda at the next project steering committee.

In regard to the technical teams it is far simpler and they have already been formed in the majority of locations. These teams will in all cases be included in the training component on project cycle management ( see next section of the report) and thus will be receiving training as well as concurrently having practical tasks to do in project development and management. It is the Technical teams who will take projects approved by the municipal council and develop them into a full format ready for presentation to the Project Steering Committee.

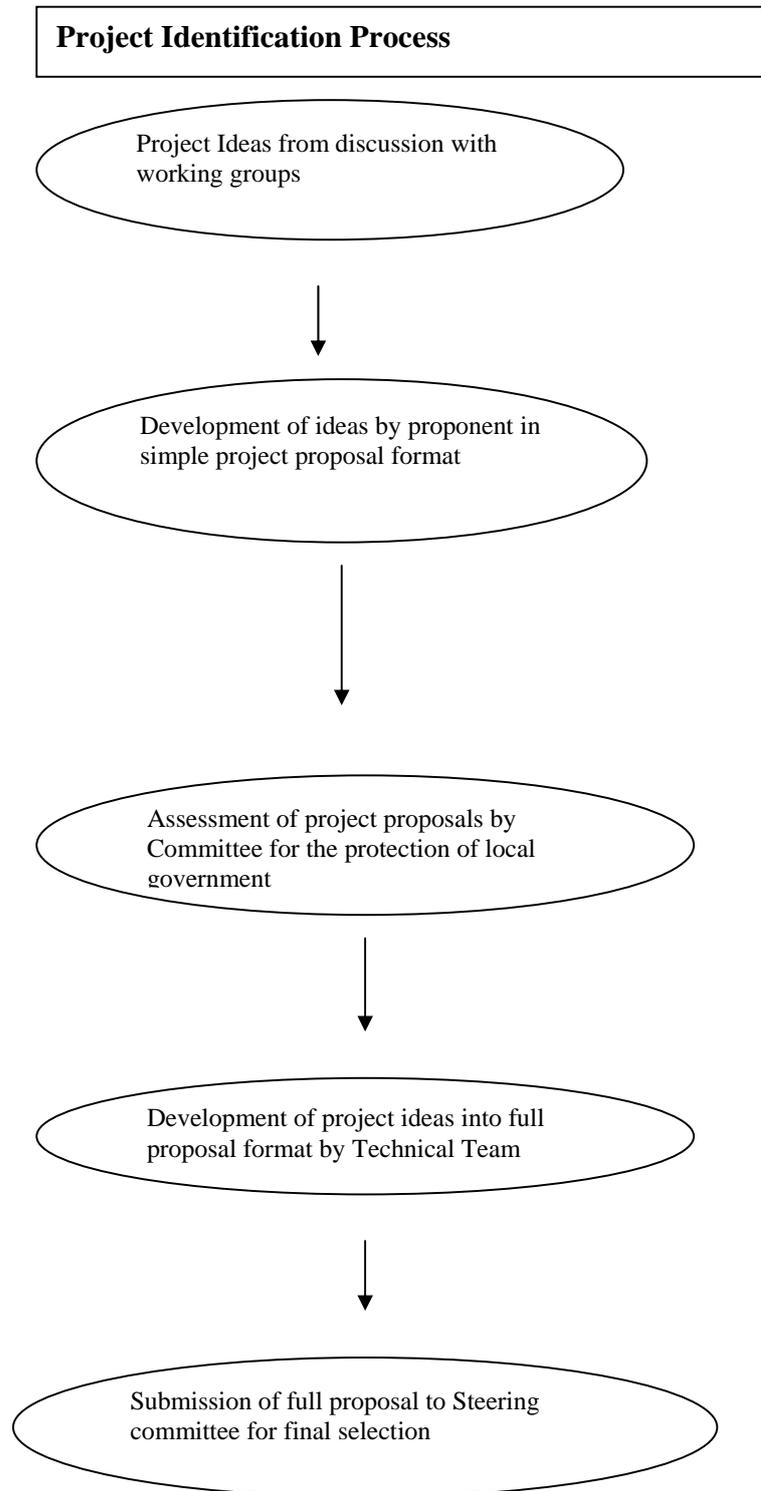
**Table Three Update on the formation of Technical Teams (TT)**

Municipality	Potential list made by MIR2 Facilitators	List discussed and finalized with the	Decision on nominated

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		Mayor	members
Presevo	Yes	Yes	Yes
Bujanovac	Yes	No	No
Vranje	Yes	Yes	Yes
Trgoviste	Yes	Yes	Yes
Vladicin Han	Yes	Yes	Yes
Bosilegrad	Yes	Yes	Yes
Surdulica	Yes	Yes	No
Leskovac	Yes	Yes	No
Vlasotince	Yes	Yes	Yes
Crna Trava	Yes	Yes	Yes
Bojnik	Yes	Yes	Yes
Lebane	Yes	Yes	Yes
Medvedja	Yes	Yes	Yes



- b. The existing Operations Manual (OM) has been updated and consists of four parts, including a collection of updated templates that are to be used during MIR2. Changes compared to the previous version include a stronger focus on the implementation of the projects, with an increased authority of the MIR2 engineer in his relation with project supervisors, and corresponding sign-off sheets related to the checking of situation reports and corresponding payments.
- c. It is foreseen to share the OM with all Municipalities in September, and obtain their written confirmation on following and implementing its rules and procedures. This will then be used in conjunction with the Project Cycle Management training programme as the OM contains several templates particularly in regard to procurement and monitoring of projects.
- d. A basic work plan was designed for the months beyond October 2006 –the period before that is totally covered by the Strategic Planning Process. The table below provides a quick overview of what is foreseen until the end of the Programme period. For the sake of this report, the overview focuses on the main benchmarks that are to be achieved.

**Table Four Basic Work Plan October 2006 – December 2007**

	2006					2007											
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Project Identification	Red	Red	Red	Red			Cyan	Cyan	Cyan								
Appraisal		Red	Red	Red	Red			Cyan	Cyan	Cyan							
Tender operations/contract			Red	Red	Red	Red	Red	Red		Cyan	Cyan						
Implement.				Red	Red	Red	Red	Red	Red	Red	Red	Purple	Purple	Purple	Cyan		
Handover							Red	Red	Red	Red	Red	Red	Red	Red	Red	Red	

**Comments on table**

1. For the remainder of 2006, it is foreseen to work with monthly benchmarks similar to the strategic planning process. The project identification phase, which already began in Vranje during July, will be followed by the appraisal phase in September. Once the strategic objectives have been agreed upon this is the point in the process at which project ideas can start being developed. For the time being a strategy has been agreed upon whereby project ideas will be developed through work with the working groups.

- This will allow those who participated in the working groups to develop this experience further and build on the capacity that has already been developed.
2. Tender operations (TO) and contracting should commence as early as possible, without compromising the procedures in the OM. The aim is to contract for projects as of October 2006.
  3. Consequently, project implementation will start in November 2006 however a large amount of the implementation activity will occur spring 2007 onwards.
- e. MIR2 has begun the collection of project ideas in the Municipality of Vranje. An informal information campaign was launched on August 14, directed at MZs, public utility companies, civil society and other participants in the strategic planning process, with the deadline set for 15 September 2006 after which all collected ideas will pass through the process of appraisal. A summary of these project ideas will be presented at the steering committee.

### **Component Three**

Activity 3.1: Improving Universal Management and Communication Skills:- The targets that were set in the last report for this quarter were as follows

- Sign a contract with international service provider with clear action plan of events
- Sign a contract with local service provider
- Develop a detailed set of data and background information in preparation for the local and international service providers
- Hold a conference with key collaborators in the municipality with the following purposes
  - Ensure all stakeholders in the municipalities are better informed about the programme and in particular component three
  - To implement some self assessment exercises
  - To establish various committees at the municipal and regional level that can be used as monitoring structures for the programme

In regard to these targets the following has been achieved during the reporting period.

1. From the 12-14 of June a workshop was organized for municipal staff in the MIR2 program. The workshop had two overall goals. One was to establish some monitoring tools for the program and secondly to inform municipal staff about planned activities for component three and four.

First presentations regarding the planned activities were given to municipal staff followed by group work where municipal staff could give inputs and feedback. The response was in general a very positive one with the vast majority of participants concurring with the areas for training that had been identified.

Secondly participants were asked to discuss the idea of establishing municipal and regional task forces composed of municipal staff that on a regular basis meet with representatives from MIR2 and discuss the progress of the program. Everybody was in favor of this and task forces were formed. In order to monitor progress in the MIR2 program, each municipality was asked to do a self-assessment addressing the different components under the program. They were asked on a scale from one to ten to assess how important they found the different elements of the program and assess their own capacity for each area and how much they anticipated they would improve during the subsequent two year period.

The response to the event from participants was extremely positive and it was highlighted by the monitoring mission that those who had participated were significantly better informed about the programme. A more detailed report on the event is available on request.

2. In regard to the learning and training activities of the programme, the planned methodology has changed significantly during the last quarter. In July following the visit of the monitoring mission a decision was taken to change the methodology and focus on local service providers with specific support from internationals where required. The main reason for this change being that upon reflection it was thought that the international service providers did not offer value for money and secondly there were concerns regarding the cooperation between the national and international firm. Furthermore closer analysis of local service providers did seem to indicate that there was the necessary capacity in country capable of doing the job. This issue was presented to and the steering committee during a meeting held on July 13 at which the monitoring mission presented its findings. For more information on this issue the reader should refer to monitoring mission report and the presentation made on July 13 by the monitoring mission.

3. Following this decision to dispense with the international firm a short term consultant Ms Vavrova was bought in to help with the subsequent design issues and assist in reviewing the applications from the local service providers. Luba has extensive experience of working with training of public servants in an EU integration context having been heavily engaged in the training that took place in Slovakia during the last ten years. Following Luba's mission the following points were agreed upon

- The different sectors that were identified in the programme document still stand and are relevant in terms of the training needs
- Judging by the bids submitted and the quality of the CVs, local service providers have the capacity to implement the bulk of the training programme
- The suggestion was made where ever possible to look to develop the capacity not just of those being trained but also to look to develop local trainers as well
- To start with at least a portion of the training programme as soon as possible ideally by the end of September

4. Following Lubas mission a detailed plan has been developed, this is available on request, for the implementation of this component and the following steps have been taken.

- UN habitat have been contacted and the latest manuals that they have developed have been accessed as well as a variety of other training material.

- A framework has been designed whereby for each topic there will be a minimum of three workshops and in-between workshops there will be extensive follow up activities in order to ensure that municipal staff also implement the newly required skills as well as monitoring changes in the way in which municipalities do business.
- The bids from local service providers have been reviewed and rather than selecting one service provider for all four sectors it was decided to assess the separate sectors independently. Of the three sectors, bids for three project cycle management, public relations and financial management are strong. Thought is still being given as to how to proceed on general management, it is likely that international expertise may be engaged for this process.
- Finally in regard to the situational analysis it was agreed that as the programme staff should in theory have the greatest knowledge on the local situation it is they who should take the lead on this. This is in fact exactly what has happened and the Situational Analysis has now been completed and is available on request. As part of the process of collecting data for this report extensive interviews were held with MIR2 programme facilitators and municipal staff.

Activity 3.2: Improving Management of Agricultural Sector Development :- The following targets were set for this activity during the last reporting period

- To identify and recruit local consultants to assist with PRA training
- To begin implementing the Participatory Rural Appraisal (PRA) processes in certain of the more rural municipalities
- To implement a survey of the existing information

All of the above activities and more have been implemented during the reporting period and these will now be reported upon in detail. However, in response to comments at the last steering committee that more information on this activity was required, first an overview will be presented. The plan with this specific component of the programme is to support all those engaged in agriculture at the local level whether they be in the public, private or civil society sectors to develop local capacity. That being said as this is a local government programme much of the focus is on those who are based in the municipality. The activities that have been planned are intentionally focused not only on developing capacities but also building linkages between different players. The first part of the programme will focus on a variety of activities such as data collection, identification of problems and ideally solutions and provision of trainings to those who are engaged with the programme activities. The latter being a group from the public and private sectors as well private farmers who were identified at the beginning of the process. There will also be establishment of information centres. Finally during the second half of the programme a grant programme will be administered, the target group of which will be those who have passed through the training programme with only projects that deliver technical assistance being accepted. The intention is to develop a cadre of individuals at the local level who can ensure better provision of access to information on opportunities in the agricultural sector.

In regard to the reporting period the following activities have been implemented during the last quarter

1. Consultants have been identified and recruited for training on the Participatory Rural Appraisal (PRA) process. Those who were recruited are based at the Agricultural University in Belgrade and have experience of implementing similar activities with other projects.
2. Three separate training sessions were held where municipal representative and private sector representatives as well as a certain private farmers were provided with a two day training on the whole concept of PRA and the practical tools that make up this process
3. Following on from this training in three of the more rural municipalities Bojnik, Lebane and Bosilegrad actual PRA type meetings were held in several villages. See below for a list of the meetings. These events were organized by the municipal staff who had attended the earlier PRA trainings and thus they had the opportunity of putting into practical use their theoretical experience as well as developing some links with municipal citizens. These informal village meetings also fitted in very well with the strategic planning process and in all cases those involved with the relevant strategic planning working groups were present. The attendance and participation in the meetings varied greatly between locations with participation by women being virtually non-existent but this process certainly stimulated interesting debate and provided information that can be fed into the strategic planning process.

#### Lebane

1. Lebane in municipality building ,
2. MZ Grgurovce,
3. MZ Popovce,
4. MZ Klajić
5. MZ Bošnjace
6. MZ Slišane

#### Bosilegrad

1. MZ Donje Tlamino
2. MZ Donja Ljubata
3. MZ Gornja Ljubata
4. Bosilegrad
5. MZ Gornja Lisina

#### Bojnik

1. Bojnik Municipality building
2. MZ Kosancic
3. MZ Gornji Brestovac
4. MZ Lapotince

## 5. MZ Donje Konjuvce

4. Trainers on the different topics that will make up the bulk of the trainings are currently being recruited. The plan is to for each of the following areas farm management, marketing and business planning to develop a curriculum that all the training participants will pass through. The training provided will consist of actual practical sessions as well as on the job assignments that will need to be completed. At the end of the course all participants will receive a certificate provided they have completed the complete course. Similar to the methodology employed in activity 3.1 the capacity of local trainers will also be developed by actively employing them in delivering the training programme alongside the expert trainers. These 'local' trainers are also currently being identified.

5. A survey has been completed of all the literature that is available and most appropriate publications selected for the information centres.

6. In Medvedja, Vlasotince and Bosilegrad where the centres will be piloted locations have been identified and extensive discussions held concerning the manner in which the centre will function with the plan being that the centres will be established in the near future.

## Component Four

Activity 4.1: Establishment of Citizen Assistance Centres:- The targets set in the last quarter were as follows

- Hold initial discussions with both Surdulica and Bojnik and agree upon a plan and process for the establishment of the CACs.

The mayors in Surdulica and Bojnik have both been skeptical about establishing CACs. One of the main reasons has been the lack of space in both municipalities. In order to overcome this MIR2 developed some suggestions and sent them to the mayors. In the case of Bojnik it was suggested to cut the assembly hall, that can hold 70 persons, into two and in the case of Surdulica how an extension of the building could be a new CAC.

MIR2 had meetings with both mayors in order to discuss the proposals and the mayor of Bojnik was very positive and accepted the offer. In Surdulica the mayor was still skeptical and it was decided that he would make a final decision for or against a CAC by September 1.

In Bosilegrad, Crna Trava and Trogostiste the municipalities are so small that the benefit of CACs would be very limited. Despite this the MIR2 program will take some initiatives to modernize and upgrade service delivery to citizens in these locations. More specifically attention will be paid to the hardware, software and networks that exist in terms of delivering simple notoriety services such as issuing death, birth and marriage certificates.

In order to learn from best practices from other citizen assistance centers (CAC) within Serbia it was decided to send the MIR2 CAC advisor on a study tour to Zrenjanin and Indija municipalities. These municipalities are known to be the most advanced regarding CACs

and have introduced a lot of ideas on how to improve service delivery to citizens. The outcome of the study tour was some ideas on how it could be possible to connect the service delivery in the municipalities with some of the larger MZs as well as information on certain software solutions that are better than those currently employed in the south.

Activity 4.2: Strengthening of Citizen Assistance Centres : The targets that were set in the last report were as follows

- Agree upon an action plan following discussion with municipal stakeholders and both local and international service providers
- Begin implementation of the plan

During the spring a survey about the current status of the existing CACs was conducted. The Survey has been followed up by asking MIR2 field staff and municipal staff in CACs about what they think should be improved in the CACs. Based on that an action plan for each municipality has been developed. A hard copy of the action plan will be available at the steering committee meeting.

In terms of implementation of the action plan some initial steps have been taken with the first being to highlight the building permit problem as a priority issue. The plan is to conduct a workshop for municipal staff in October, where they will be trained in the process and develop information material for citizens explaining the process.

### **Visibility**

In regard to this activity the targets that were set in the last report were as follows

- Recruit new programme associate
- Complete MIR2 information manual
- Develop communication strategy targeted at local stakeholders

All have been achieved with the new communications associate having started as of July. The information leaflet and strategy have both been completed and will be available at the steering committee meeting.

In addition sign boards have been produced and installed giving directions from the main road, both exits, to the main MIR2 office in Vranje. This not only makes it far easier for people to find the office but also provides excellent visibility for the programme. Secondly new sign boards for each municipal building have been produced and are currently being installed.

### **Cooperation With Other International Agencies**

Following a suggestion at the last steering committee a section has now been included in the quarterly report on the coordination with other international organisations working in the region. The main mechanism for facilitating this process is a meeting between all the different organisations that takes place approximately once every six weeks. The meeting has a rotating chair and is hosted on an alternate basis by MIR2 and CHF. At the last meeting the following organisations were represented

UNDP	MIR2		
CHF	USAID		
East West Institute		Sida (GPKT cross border project)	
Scopes		USAID	
Nansens plus representatives from	Lillehammer municipality		Norway
IMG		Norway	
RSEDP		EU	
OPTO		Sida (Reka Mleka project)	
HELP		EU	

MEGA USAID who normally attend were not able to be present.

These meetings are basically used as a place for informal information exchange. In terms of more concrete activities there is coordination in terms of strategic planning etc at the local level resulting in concrete consolidation of one strategic plan in Presevo, Bujanovac and Vranje by different USAID partners and MIR2. Furthermore in the past there has been coordination in the establishment of CACs in different locations and implementation of specific sub projects.

Obviously on the establishment of the RDA there has been the most significant collaboration with CHF, MIR2 and RSEDP all working together on this initiative. This does make the whole process a lot more complex but brings other significant benefits that make the added complications more than worthwhile.

MIR2 also coordinates closely with the other clusters within the UNDP country office most notably the Poverty Reduction and Economic Development (PRED) cluster and the Institutional Development (ID) cluster. From a broader UN perspective there has been cooperation with UNICEF who are developing Local Plans of Action for Children in both Lebane and Vranje.

Finally there is a concerted effort to engage with all developments based at the central level most notably the Poverty Reduction Strategy (PRS) as well as different strategies and policies that are developed by different line ministries. In many cases municipalities are simply not aware of these issues and are developing their own strategies without having even considered those of certain key line ministries. In an attempt to rectify this situation MIR2 facilitators have all been given copies of some of the main strategies to keep in the Programme Implementation Units (PIU) and are making every effort to ensure that when

appropriate the specific strategic planning working groups are made aware of these documents.

## 4. Summary of Inputs Deployed in Current Reporting Period

For detailed information on the inputs deployed in the current reporting period refer to the tables presented in annex V

## 5. Project Planning for Next Reporting Period

### ***5.1 Activities to be Undertaken and Outcomes to be Achieved***

During the next reporting period the key milestones for each of the activities that make up the programme proposal will be as follows

#### Activity 1.1: Regional Development Entity

- Hold first assembly meeting
- Establish RDA office in the Chamber of Commerce
- Have the Director start in post
- Hold the first preparatory meeting

#### Activity 1.2: Regional Guarantee Agency for Southern Serbia

- To recruit international consultant
- Implement study of fund and recommendations as to future intervention

#### Activity 1.3: Joint Infrastructure Project

- To as one of the priority tasks of the RDA director begin to establish a database/list of all the priority projects in the region. Among these projects will be regional infrastructure projects

#### Activity 2.1: Embedded Capacity for Strategic Planning :-

- For the strategic planning process to have been completed and a plan written in six of the programme municipalities ideally with the plan having been endorsed by the assembly
- In five of the others to have at least completed a first draft of the plan
- In Trgoviste to have implemented the alternative process there as described in the text.

#### Activity 2.2: Municipal Projects to Catalyse Sustainable Economic and Social Development:-

- To have completed the process of selection of Technical Teams in all locations
- To have selected the committee for the protection of local self government in four municipalities and in six others have begun the process
- In Vranje to have had the first projects approved by the project steering committee

Activity 3.1: Improving Universal Management and Communication Skills

- Sign a contract with a local service provider for provision of learning programmes on financial management, communications/public relations and project cycle management.
- To hold initial training events on project cycle management and financial management
- To develop an outline plan on the general management component

Activity 3.2: Improving Management of Agricultural Sector Development

- To establish at least one pilot information centre
- To identify trainers who will be used in each of the three separate areas
- To hold a training of trainers event for all the trainers who will be involved in delivering the training.
- To identify local trainers who will participate in the training programme
- To draw up a detailed plan of training events

Activity 4.1: Establishment of Citizen Assistance Centres

- Sign MOU and begin work in Bojnik, Crna Trava, Bosilegrad and Trgoviste
- Complete negotiations in Surdulica.

Activity 4.2: Strengthening of Citizen Assistance Centres :

- Begin implementation of the plan
- Hold workshop and the main purpose of which will be developing suggestions with regard to steps that can be taken to resolve the problem with building permits

Monitoring & Evaluation

- Establish a overall programme monitoring system

Visibility

- Establish television and radio promotional material
- Update website
- Develop leaflets and fliers associated with specific aspects of the programme

## ***5.2 Summary of Inputs to be Deployed***

### **Table Five Summary of Inputs to be Deployed**

Activity	Inputs to be Deployed
Activity 1.1: Regional Development Entity	MIR2 staff International and local consultants
Activity 1.2: Regional Guarantee Agency for Southern Serbia	International consultant
Activity 1.3: Joint Infrastructure Project	Staff from Regional Development Agency with the support of MIR2 staff
Activity 2.1: Embedded Capacity for Strategic Planning	MIR2 Staff International Consultants
Activity 2.2: Municipal Projects to Catalyse Sustainable Economic and Social Development	MIR2 staff Local contractors
Activity 3.1: Improving Universal Management and Communication Skills	MIR2 staff Local Service Provider International consultants
Activity 3.2: Improving Management of Agricultural Sector Development	MIR2 staff Local consultants
Activity 4.1: Establishment of Citizen Assistance Centres	MIR2 staff Local contractors
Activity 4.2: Strengthening of Citizen Assistance Centres	MIR2 staff Local consultants

## **6. Assessment of Progress Towards Planned Results**

For an assessment of the progress towards planned results the reader should refer to the comments attached to the gant charts that are provided in annex III and the overall results performance report that is provided as part of annex VII.

During the reporting period there has been a large amount of activity in terms of assessment of progress with the Municipal Capacity Index (MCI) having been completed and implemented in all thirteen municipalities, apart from one. The results of this process will be available at the project steering committee.

In addition during the reporting period the first of the external monitoring missions took place. One international consultant and one local consultant were engaged for this purpose and at the completion of the mission the results and findings were presented to the Steering Committee. Subsequently the report developed was also distributed to all members of the steering committee.

## 7. Conclusions

The last quarter has been a very significant period for the programme with there having been developments in all four components. The main achievements being as follows

- The establishment of the RDA in component one
- The ongoing development of all strategies in all municipalities and the completion and endorsement by the Municipal Assembly in Vranje.
- The decision not to employ an international service provider on component three and the development of an alternative implementation plan
- The finalisation of an implementation plan for component four.

Partners at the local level remain engaged and involved with what the programme is doing however this commitment does vary widely. In particular some of the actions linked with sub project selection such as the development of the council for the protection of local self government are time consuming. Furthermore in municipalities where there are very small majorities in the assembly or other political turmoil there is in many cases a resistance to this idea. This may well be a factor that impedes the selection and thus implementation of sub projects hence alternative strategies may have to be considered or the fact recognised that there will be a delay in implementation.

Following on from the last point and in regard to the programme as whole, as discussed following the report by the monitoring mission, time or rather the lack of it will be a crucial factor in terms of programme implementation. In order to allow for more realistic planning it is suggested that a no cost extension to be approved sooner rather later.

The other concluding point in terms of implementation is associated with the development of the Regional Development Agency. Despite the fact that huge progress has been made on this issue during the last quarter the emphasis in the coming months should be on consolidating what has already been agreed upon rather than discussion on any new developments. The former being

- Registration of the agency
- Establishment of offices and a staff
- Consolidation of relationships amongst agency members



## Annex II Logical Framework

	Intervention Logic	Verifiable Indicators	Sources of Verification	Assumptions	Results
<b>Overall Objective</b>	To contribute to the implementation of the Law on Local Self-Government by strengthening local good governance in southern Serbia in terms of delivery of services to citizens and local and inter-municipal stewardship of social and economic development	<ul style="list-style-type: none"> <li>Improvement of at least 15% between month 2 and month 23 on a municipal capacity index-type tool tailored for southern Serbia based on SLGRP example</li> </ul>	Survey of municipalities conducted and analysed in M2 and M23	Other projects that, with MIR, aim to improve governance are implemented successfully	1. Municipal Capacity Index completed and first round completed twelve of the thirteen programme municipalities
<b>Project Purpose</b>	Southern Serbia municipalities, individually and jointly, plan and take strategic action to achieve the sustainable economic and social development of the region and to fulfil their obligations to citizens	<ul style="list-style-type: none"> <li>At least 9 municipalities implemented municipal development projects, conforming to the identified socially inclusive priorities and adhering to strategic development principles, by month 23</li> <li>Municipalities jointly planned and drafted a realistic regional (involving at least 4 municipalities) infrastructure development project by month 23</li> <li>Municipalities legislated (via Municipal Assembly) organisational reforms in favour of better services to citizens between month 2 and month 23</li> </ul>	Contracts; programme records; Regional Steering Committee minutes; Municipal Assembly official record	Political leaders willing to allocate most resources according to technical, rather than political, criteria	<ol style="list-style-type: none"> <li>Strategic plan completed and approved by the Municipal Assembly in Vranje. In locations progress has been good apart from Trgoviste where it is now accepted that a simpler and quicker process will be implemented.</li> <li>To date no progress on regional infrastructure project</li> <li>A decision taken by the</li> </ol>

	Intervention Logic	Verifiable Indicators	Sources of Verification	Assumptions	Results
					municipal leadership in Bojnik to establish a CAC.
<b>Results</b>	1. Municipal and district stakeholders co-operate to implement joint actions to address key regional development problems and are prepared to formalise or institutionalise their co-operation on regional development	<ul style="list-style-type: none"> <li>• Municipal and district leaders launched by month 23 a regional development agency</li> <li>• Municipal and district leaders decided by month 23 whether to launch a fully elaborated, joint infrastructure development project</li> <li>• SSRGF is reformed according to principles outlined in Reinprecht Report by month 23</li> </ul>	RSC minutes; SSRGF articles of incorporation & other foundation documents	Economic and political stability continues (no conflict or sudden negative changes occur)	<ol style="list-style-type: none"> <li>1. Significant progress made on the RDA as reflected in the main body of the text</li> <li>2. No progress on joint infrastructure project as yet</li> <li>3. SSRGF problems encountered with institution</li> </ol>
	2. Municipalities have better internal capacity to gather and analyse data, assess development potentials and soundly plan and implement specific strategic development actions on the basis of extensive consultations with civil society	<ul style="list-style-type: none"> <li>• At least 5 municipalities approve sound Strategic Sustainable Development Plans developed via an internal strategic planning process by month 23</li> <li>• At least 9 municipalities identified, via a participative process, development priorities by month 12</li> </ul>	Municipal Assembly records; Programme documents	Willingness of municipal officials to consult with civil society is genuine	<ol style="list-style-type: none"> <li>1. Vranje Strategic Plan formally approved by the Municipal Assembly.</li> <li>2. The process of project identification beginning in several municipalities</li> </ol>
	3. Municipal ability to communicate with citizens and manage staff, projects, development sectors and finances is improved	<ul style="list-style-type: none"> <li>• At least 50% of municipalities established a public relations department or position by month 23</li> <li>• Municipal staff attitudes towards the management practices of senior staff improved by 20% from month 2 to month 23</li> <li>• The number of project proposals drafted by municipal staff (i.e. not by outside consultants) increased by 40% from month 2 to month 23</li> <li>• 25% of municipalities introduced and used new, modern financial management tools by</li> </ul>	Municipal records; Survey of municipal staff conducted and analysed in M2 and M23; Records on content and quality of municipal sub-projects; Project Facilitator observations; Municipality Agriculture	Municipality willing to implement organisational reforms to accompany new competencies	The first round of the MCI index completed. This will form the baseline data against which future improvements are measured.

	Intervention Logic	Verifiable Indicators	Sources of Verification	Assumptions	Results
		<p>month 23</p> <ul style="list-style-type: none"> <li>• 8 municipalities applied for and delivered/hosted specific training events based on self-identified needs by month 23</li> <li>• 70% of municipal agriculture staff participating in the MIR Agricultural Sector Development module passed the written and practical tests administered throughout the programme period</li> <li>• 20% more farmers from individual municipalities access the available agricultural grants and credits in month 23 in comparison to month 2</li> <li>• The number of registered farmers across the region increased by 20% between month 2 and month 23</li> <li>• The number of active farmers groups (either associations or registered cooperatives) across the region increased by 20% between month 2 and month 23</li> </ul>	Departments'/Ministry of Agriculture registration records; agriculture grant and credit programme public records		
	4. Citizens can swiftly obtain common municipal services in equipped and well-performing Citizen Assistance Centres (CACs)	<ul style="list-style-type: none"> <li>• 20% more municipalities use IT systems to provide citizen records or permits in month 23 in comparison to month 2</li> <li>• Citizen satisfaction with services provided by municipalities increased by 20% from month 2 to month 23</li> </ul>	Survey of municipalities and citizen satisfaction survey conducted and analysed in M2 and M23	Municipalities willing to fulfil their role in achieving a successful CAC (and not viewing it as a gift of equipment and furniture)	As above
<b>Activities</b>	<p><b>1. Facilitate regional co-operation for development</b></p> <p>1.1 Facilitate establishment of regional development agency</p> <p>1.2 Leverage improvements of Regional Guarantee Fund in support of sustainable development</p> <p>1.3 Facilitate launch of joint infrastructure project</p> <p><b>2. Build municipal</b></p>	<p><u>Means:</u></p> <p>Technical Assistance</p> <p>ICT Equipment</p> <p>Furniture</p> <p>(see activity schedule)</p>	<p><u>Costs:</u></p> <p>Lump sums</p> <p>Reimbursables</p> <p>Direct costs</p> <p>(see budget)</p>	<p>Municipal leaders willing and able to meet on 4-monthly basis</p> <p>Co-ordination Body willing to drive process</p> <p>SSRGF willing to undergo reform in mission and operations</p> <p>Municipal officials</p>	<p>1.1 Further progress made during the reporting period</p> <p>1.2 Position for independent consultant to evaluate the fund advertised.</p> <p>1.3 No progress to date on the joint infrastructure project</p>

	Intervention Logic	Verifiable Indicators	Sources of Verification	Assumptions	Results
	<p><b>capacity to strategically plan for development</b>                      2.1 Assist municipal officials to gather data, analyse, plan and/or prioritise measures for long-term development and produce strategic plans accordingly                      2.2 Provide resources and technical assistance to municipalities to design and implement projects in support of strategic development plans or priorities</p> <p><b>3. Build municipal capacity to manage and communicate</b>                      3.1 Design and implement training and consulting programme to achieve improved management and communication performance                      3.2 Design and implement training programme to raise ability of municipal agriculture department staff</p>			<p>willing to participate in preparatory process to prepare joint infrastructure project</p> <p>Municipal officials willing to go beyond their TORs to participate in intensive strategic planning process</p> <p>Municipal leaders willing to dedicate staff time to capacity building efforts</p> <p>Municipalities want establishment of CACs</p> <p>Pilot municipality interested in streamlining administrative processes</p>	<p>2.1 Good progress being made on strategic planning process refer to relevant section of the report</p> <p>2.2 Operation manual completed, technical teams who will be working on project development identified, process for project development completed</p> <p>3.1 Following major changes to the design currently recruiting local service provider</p> <p>3.2 Participants and trainers identified</p>

	Intervention Logic	Verifiable Indicators	Sources of Verification	Assumptions	Results
	<p><b>4. Improve delivery of municipal administrative services</b></p> <p>4.1 Establish new Citizen Assistance Centres in municipalities lacking such facilities</p> <p>4.2 Propose and facilitate improvements to administrative processes behind services of CACs</p>				<p>4.1 MOU signed with Bojnik and agreements currently being discussed with Crna Trava, Bosilegrad and Trgoviste</p> <p>4.2 Action plan completed</p>
				<p><b>Pre-condition:</b> Ministry of Finance commits money to Municipal Development Funds, representing the municipal contribution for sub-projects (Component 2)</p>	

## Annex III Overall Work Plan for the Project as a Whole

### Gant Chart – Component One

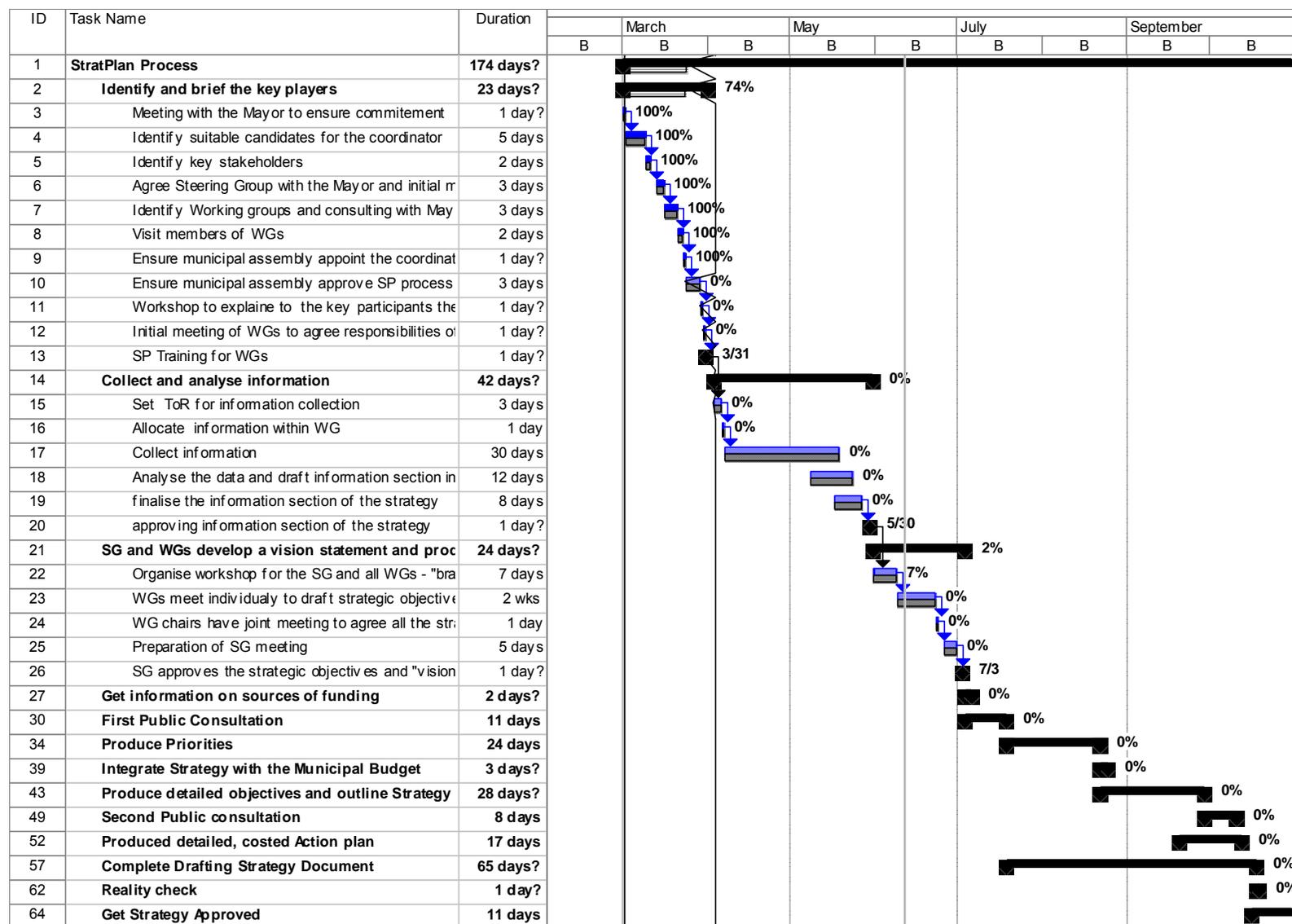
2006

ID	Task Name	Duration	Start	Finish	January			February			March			April			May			June			July			August			September			October			November			December		
					B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E	B	M	E
1	Agreement with international stakeholders	43 days?	Mon 1/2/06	Wed 3/1/06	█			█			█			█			█			█			█			█			█			█			█			█		
2	Initial discussion with mayors	66 days?	Wed 3/1/06	Wed 5/31/06	█			█			█			█			█			█			█			█			█			█			█			█		
3	Regional Steering Committee	8 hrs	Thu 3/16/06	Thu 3/16/06	█			█			█			█			█			█			█			█			█			█			█			█		
4	Meeting with all mayors	1 day?	Wed 4/19/06	Wed 4/19/06	█			█			█			█			█			█			█			█			█			█			█			█		
5	Meeting with all mayors	1 day?	Wed 5/24/06	Wed 5/24/06	█			█			█			█			█			█			█			█			█			█			█			█		
6	Final agreement upon assembly composition	45 days?	Mon 5/1/06	Fri 6/30/06	█			█			█			█			█			█			█			█			█			█			█			█		
7	Recruitment of director	32 days?	Thu 6/1/06	Fri 7/14/06	█			█			█			█			█			█			█			█			█			█			█			█		
8	Design and approval of statute	22 days?	Thu 6/1/06	Fri 6/30/06	█			█			█			█			█			█			█			█			█			█			█			█		
9	Approval of all municipal assemblies of st	55 days?	Mon 7/3/06	Fri 9/15/06	█			█			█			█			█			█			█			█			█			█			█			█		
10	Formal establishment of RDA	1 day?	Mon 10/2/06	Mon 10/2/06	█			█			█			█			█			█			█			█			█			█			█			█		
11	Develop work plan	3 mons	Mon 10/2/06	Fri 12/22/06	█			█			█			█			█			█			█			█			█			█			█			█		
12	Recruitment of staff	60 days?	Mon 10/2/06	Fri 12/22/06	█			█			█			█			█			█			█			█			█			█			█			█		



**Gant Chart – Component Two Activity 2.1**

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In general progress is on track in all municipalities in Jablanica while there are delays in certain locations in Pcinja refer to main text section 4 Component Two.



**Activity 4.1**

ID	Task Name	Duration	Start	January 2006			April 2006			July 2006			October 2006		
				B	M	E	B	M	E	B	M	E			
1	CAC Survey	32 days?	Mon 1/2/06	[Bar]											
2	<b>Establishment of CACs</b>	<b>522 days?</b>	<b>Mon 1/2/06</b>	[Thick black bar]											
3	Identification of needs	42 days?	Mon 1/2/06	[Bar]											
4	Develop plan	90 days?	Wed 3/1/06				[Bar]								
5	Implementation	280 days?	Wed 7/5/06							[Bar]					

ID	Task Name	Duration	Start	January 2007			April 2007			July 2007			October 2007		
				B	M	E	B	M	E	B	M	E			
5	Implementation	280 days?	Wed 7/5/06	[Bar]											
6	Review and support of CACs	110 days?	Wed 8/1/07									[Bar]			

**Activity 4.2**

ID	Task Name	Duration	Start	January 2006			April 2006			July 2006			October 2006		
				B	M	E	B	M	E	B	M	E			
1	CAC Survey	32 days?	Mon 1/2/06	[Bar]											
7	Building permitt survey	43 days?	Wed 2/15/06				[Bar]								
8	<b>Design of activities</b>	<b>122 days?</b>	<b>Fri 4/14/06</b>				[Thick black bar]								
9	Analysis of survey	24 days?	Fri 4/14/06				[Bar]								
10	Prepare and plan stakeholders	17 days?	Fri 5/19/06							[Bar]					
11	Stakeholder conference	2 days?	Tue 6/13/06												
12	Meetings of municipal staff	24 days?	Thu 6/15/06							[Bar]					
13	Draw Up plan	30 days?	Wed 7/19/06												
14	Consult service provider on pl	23 days?	Thu 8/31/06												
15	Implement activities	326 days?	Mon 10/2/06												

ID	Task Name	Duration	Start	January 2007			April 2007			July 2007			October 2007		
				B	M	E	B	M	E	B	M	E			
15	Implement activities	326 days?	Mon 10/2/06	[Bar]											

There have been changes to this plan in that there will no longer be input from the international service provider however apart from that it is pretty much unchanged.

## Annex IV Plan of Operations for the Next Period

Refer to the main body of the text section 5.1

## Annex V Resource Utilisation Report 1 and 2

### RESOURCE UTILISATION REPORT 1

Project title: Municipal Improvement & Revival Programme Phase II (MIR2)	Contract No:				Country: Serbia & Monetenegro		Page:	
Planning period:	Prepared on: 31/08/06							
ACTIVITIES IMPLEMENTED & TIME FRAME	PERSONNEL INTERNATIONAL		PERSONNEL LOCAL		EQUIPMENT AND MATERIAL		OTHER	
	Planned	Utilised	Planned	Utilised	Planned	Utilised	Planned	Utilised
	1 Project Manager 24 months	Nine months	1 Deputy Programe Manager 24 months	9 months	Vehicles 20	18		
	2 Component Team Leaders 48 months	13 months	1 Operations Manager 24 months	9 months	13 PIUs	13 PIUs		
			1 Component Manager	0 months	Computers 52	Computers 52		
			1 Public Relations Assistant 24 months	8 months	Printers 27	Printers 27		
					Photocopiers 13	Photocopiers 13		
					Scanners 7	Scanners 7		
					Cameras 11	Cameras 11		
					Mobile	Mobile		

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Activity 2.1 Strategic Planning	International Strategic Planning consultant	Total 41 days	1 IT Assistant 24 months 3 Finance & Audit Assistants 72 months	9 months 26 months	phones 29 Lap Tops 4 Beamer 2	Phones 29 Lap Tops 4 (one lap top purchased by MIR2) Beamer 2		
Activity 1.1 Development of RDA	International Organisational Change Consultants (two people)	Total 18 days	1 Admin Assistant 24 months 1 Logistics Assistant 24 months 1 programme assistant 24 months	9 months 9 months 9 months				
Activity 3.1	International Regional Development Consultants (2)	Total 16 days	Drivers 2 for 48 months Supervisors 4 for 116 months Facilitators 13 for 24 months = 312 months	9 months 36 months 96 months				
Activity 3.2	International consultant	Total 5 days	Engineers 2 for 24 months = 48 months	1 for 9 months				
Activity 3.2	International consultant	Total 15 days	CAC Advisor 1 for 24 months Guarantee Fund Advisor 1 for 24 months	9 months 0 months				
Monitoring & Evaluation	International M&E consultant	Total 40 days	Component Manager Agriculture Advisor 1 for 24 months Training Manager 2 for	0 months 9 months 1 for 8 months				

			24 months = 48 months  Environmental consultant 3 days  M&E consultant 7 days  Agriculture consultants 52 days					
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Note :- all of the equipment apart from where stated was purchased by MIR or SSMIRP and transferred over to MIR2.

**RESOURCE UTILISATION REPORT II**

Project title: Municipal Improvement & Revival Programme		Contract No:		Country: Serbia & Montenegro		Page:	
Planning period:		Prepared on: 31/05/06		United Nations Development Programme			
RESOURCES/INPUTS	TOTAL PLANNED	PERIOD PLANNED	PERIOD REALISED	TOTAL REALISED	AVAILABLE FOR REMAINDER		

**MIR2 Quarterly Report 1 June 2006 – 31 August 2006**

PERSONNEL	Programme Manager (int)		12/05 – 08/06	Nine months	15 months
	Component Manager Strategic Planning (int)		01/06 – 08/06	Eighth months	16 months
	Component Manager Improved Municipal Management and Service Delivery		04/06 – 08/06	Five months	19 months
	Deputy Programme Manager		12/05 – 08/06	9 months	15 months
	Operations Manager		12/05 – 08/06	9 months	15 months
	Communications Associate		12/05 – 08/06	8 months	16 months
	IT Assistant		12/05 – 08/06	9 months	15 months
	Finance & Audit Assistants (3)		12/05 – 08/06	26 months	46 months
	Logistics Assistant		12/05 – 08/06	9 months	15 months
	Admin Assistant		12/05 – 08/06	9 months	15 months
	Programme Assistant		12/05 – 08/06	9 months	15 months
	Drivers (2)		12/05 – 08/06	9 months	36 months
	Supervisors (4)		12/05 – 08/06	36 months (4 persons)	60 months
	Facilitators (13)		12/05 – 08/06	96 months (10 persons)	216 months
	Training Managers (2)		12/05 – 08/06	9 months (one person)	15 months
	Engineers (2)		12/05 – 08/06	9 months (one person)	15 months
	Agriculture Advisor		12/05 – 08/06	9 months	15 months
Guarantee Fund Advisor			0 months	24 months	
Component Manager			0 months	24 months	
Sub-total					
EQUIPMENT AND MATERIAL	20 vehicles		18 vehicles transferred from MIR and SSMIRP one more to be purchased		
Sub-total					
OTHER INPUTS	11 PIUs established as part of MIR1 and two newly established PIUs. A total of 13	02/06	02/06	13	
Sub-total					
TOTAL					

**Annex VI Resources Utilisation Summary**

Project title: Municipal Improvement & Revival	Contract No:	Country: Serbia & Montenegro	Page:
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**MIR2 Quarterly Report 1 June 2006 – 31 August 2006**

Programme Phase II (MIR2)				
Planning period:	Prepared on: 1			
REPORTING PERIOD	MAIN ACTIVITIES UNDERTAKEN	CONTRACTOR	INPUTS UTILISED	
			MATERIALS AND EQUIPMENT	OTHER
01/06/06 – 31/08/06	Supporting PIUs	MIR2 staff	Vehicles Computers office equipment etc	MIR2 staff
	Developing visibility materials	MIR2 staff		
	Establishing an RDA	MIR 2 staff and independent consultants	Vehicles Computers office equipment etc	MIR2 staff Local Consultants International consultant
	Implementing strategic planning process at the local level in 13 municipalities	MIR2 staff and one international consultant	Vehicles Computers office equipment etc	MIR2 staff International consultant
	Designing and implementing training programme	MIR2 staff and one international consultant	Vehicles Computers office equipment etc	MIR2 Staff International consultant
	Supporting agriculture extension agents	MIR2 staff and local consultants	Vehicles Computers office equipment etc	MIR2 staff Local Independent Consultants
	Establishment of CACs where they do not already exist	MIR2 staff	Vehicles Computers office equipment etc	MIR2 staff
	Improve existing services offered at CACs	MIR2 staff	Vehicles Computers office equipment etc	MIR staff

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## Annex VII Overall Result Performance Report

Project title: Municipal Improvement & Revival Programme	Contract No:	Country: Serbia & Montenegro	Page
Prepared on:		Implemented by United Nations Development Programme	
Results	Deviation original plan (+ or -%)	Reason for deviation	Comment on constraints & assumptions
<p><b><u>Programme Management</u></b>                      Inception Phase – Work Planning, Staff Training, Development of Monitoring and Evaluation System                      Implementation Phase – Project Management and Monitoring                      Completion Phase – Final Evaluation, Handover and Closure</p> <p><b><u>Component 1: Regional Co-operation for Development</u></b></p> <p>Activity 1.1: Regional Development Entity                      Activity 1.2: Regional Guarantee Agency for Southern Serbia                      Activity 1.3: Joint Infrastructure Project</p> <p><b><u>Component 2: Municipality Strategic Planning for Development</u></b></p>	<p>M&amp;E plan finalised, MCI complete and first round of questions completed</p> <p>1.1 Approx 4 months behind schedule                      1.2 Behind schedule                      1.3 No progress as yet</p>	<p>1.1 Complex nature of the process                      1.2 Assessment of previous activities still to be completed                      1.3 This will be addressed by the RDA once it is up and functioning</p>	

<p>Activity 2.1: Embedded Capacity for Strategic Planning Activity 2.2: Municipal Projects to Catalyse Sustainable Economic and Social Development</p>	<p>2.1 On schedule in all locations in Jablanica delays expected with municipalities in Pcinja. A different process will be implemented in Trgoviste 2.2 On schedule with process having been agreed upon and project identification underway in Vranje and several other locations</p>	<p>2.1 Due to political problems in the municipality of Trgoviste a simpler process will be implemented there.</p>	
<p><b><u>Component 3: Improved Municipal Management</u></b></p>			
<p>Activity 3.1: Improving Universal Management and Communication Skills</p>	<p>3.1 On schedule</p>	<p>3.1 Despite major changes in the manner in which this activity will be implemented due to the decision not to have an international service provider implementation is on schedule and the first training sessions will be taking place during the next reporting period.</p>	
<p>Activity 3.2: Improving Management of Agricultural Sector Development</p>	<p>3.2 On schedule</p>		
<p><b><u>Component 4: Improved Delivery of Municipal Administrative Services</u></b></p>			
<p>Activity 4.1: Establishment of Citizen Assistance Centres</p>	<p>4.1 On schedule</p>		
<p>Activity 4.2: Strengthening of Citizen Assistance Centres</p>	<p>4.2 On schedule</p>		

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