



MOSTAR

Spaces to Activate
and Rejuvenate

**CITY OF MOSTAR CAPACITY SELF-ASSESSMENT BASED ON 12 PRINCIPLES OF GOOD
GOVERNANCE AND INNOVATION IN COMPARISON WITH THE OPINIONS OF
CITIZENS OF MOSTAR**

Disclaimer:

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British Embassy
Sarajevo



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Preface

Identifying key challenges facing a particular community is the first step towards overcoming them. Interaction between citizens and local authorities is constant, therefore the channels through which this communication takes place must be simple, clear, and mutually beneficial. When discussing actions of any city administration we must take into account that, while the key role of local authorities is to be of service to its citizens, the responsibility of their success in this process lies on both citizens and local authorities. Both quality and quantity of active communication channels, information availability level, as well as, consequential lack of education on civic rights and mechanisms to use mentioned rights, all create low level of public awareness; which in some cases cause artificially created misunderstandings and/or complete denial of existing practices. Aforementioned, takes many processes away from the point of solution.

Circumstances that have placed the city of Mostar in an unfavorable position for the past decade, causing citizens to pay the ultimate price for performance and development stagnation of the City Administration, should be taken into account while reviewing this publication.

The intention of this research, and subsequently the publication, is to present the current situation in the city of Mostar and to serve as a starting point from which additional efforts in encouraging both citizens and the City Administration to take action towards creating better living conditions for all citizens of Mostar should be made.

City of Mostar self-assessment based on 12 principles of good governance and innovation in comparison with the opinions of citizens of Mostar

Introduction

How does the City see itself and how do you see the City?

An extensive self-assessment process of the City of Mostar was carried out between April-May 2022, as a part of Project Mostar Spaces to Activate and Rejuvenate, funded by the Government of the United Kingdom. The process covered several key phases and was coordinated by Local Democracy Agency (LDA) Mostar, project partner, in cooperation with the City of Mostar.

In March of 2022, a workshop on the Council of Europe's ELoGE programme was attended by the team delegated by the City of Mostar. This workshop was the basis of the self-assessment process which is based on the Council of Europe's methodology for self-assessment of cities/municipalities through 12 principles of innovation and good local governance. During the workshop, certified ELoGE experts gave all available materials, translated into three official languages and adapted to the local context, and explained the implementation and evaluation of the self-assessment process.

The first phase of the City of Mostar self-assessment based on 12 principles of good governance and innovation involved online promotion and dissemination of questionnaires for citizens of Mostar. The questionnaire, based on 12 principles of good governance and innovation, covered the following areas: participation, representation, and fair conduct of elections; responsiveness-adequate and timely reaction; efficiency and effectiveness; openness and transparency; rule of law; ethical conduct; competence and capacities; innovation and openness to change; sustainability and long-term orientation; sound financial management; human rights, cultural diversity and social cohesion; and accountability.

In total, 1,524 respondents assessed the quality of services provided and policies implemented by the City of Mostar by answering questions covering above mentioned principles.

During the second phase of the self-assessment process the team delegated by the City of Mostar completed the main document - ELoGE benchmark. The ELoGE benchmark, based on the 12 principles of innovation and good democratic governance, helps the local government evaluate its own actions based on a number of indicators. Each given grade must be supported by documentation relevant for that indicator. By adding statistically processed opinions of citizens of Mostar to the ELoGE benchmark the third phase of the self-assessment process was finished.

This publication provides an overview of the City of Mostar self-assessment based on 12 principles of good governance and innovation in comparison with the opinions of citizens of Mostar.

The self-assessment process, carried out by the City of Mostar within the Project Mostar- Spaces to Activate and Rejuvenate, serves as a basis for a series of Council of Europe's Leadership Academy Program (LAP) educational trainings led by the project partner Local Democracy Agency (LDA) Mostar. The aim of these trainings is to strengthen capacities of the City of Mostar and civil society organizations from Mostar, with an overall goal of improving deficiencies detected in City of Mostar self-assessment.

Lastly, it is important to emphasize that the self-assessment process, based on the Council of Europe's ELoGE program, is repeated, with each cycle improving and strengthening detected areas of concern.

Questionnaire for citizens of Mostar

In April 2022, an online, anonymous survey, based on 12 principles of innovation and good democratic governance, through which citizens' gave their opinion on the work of the City Administration, was conducted. In total, 1524 citizens took the survey.

The questionnaire contained the following questions:

Principle 1: Participation, Representation, and Fair Conduct of Elections

(To ensure real possibilities for all citizens to have their say in local public affairs.)

1. I am satisfied with the opportunities I have to influence municipal decisions which are of interest to me.

- 0 - Don't know; no opinion
- 1 - Very poorly
- 2 - Poorly
- 3 - Well
- 4 - Very well

Principle 2: Responsiveness- adequate and timely reaction

(To ensure that the local authority meets the legitimate expectations and needs of citizens.)

2. City of Mostar handles complaints over service provision in a professional manner.

- 0 - Don't know; no opinion
- 1 - Very poorly
- 2 - Poorly
- 3 - Well
- 4 - Very well

Principle 3: Efficiency and Effectiveness

(To ensure that set objectives are met while making the best use of resources.)

3. In general, I am quite satisfied with the services offered by the City of Mostar.

- 0 - Don't know; no opinion
- 1 - Very poorly
- 2 - Poorly
- 3 - Well
- 4 - Very well

Principle 4: Openness and Transparency

(To ensure public access to information and facilitate understanding of how local public affairs are conducted.)

4. City of Mostar does a good job at informing citizens about issues on the local political agenda.

- 0 - Don't know; no opinion
- 1 - Very poorly
- 2 - Poorly
- 3 - Well
- 4 - Very well

Principle 5: Rule of Law

(It ensures fairness, impartiality and predictability)

5. In this city, common interests of all residents, not the special interests of a few, prevail.

- 0 - Don't know; no opinion
- 1 - Very poorly
- 2 - Poorly
- 3 - Well
- 4 - Very well

Principle 6: Ethical Conduct

(To ensure public interest is put before private.)

6. In this city, all citizens enjoy equal treatment irrespective of their connections with elected representatives and officials.

- 0 - Don't know; no opinion
- 1 - Very poorly
- 2 - Poorly
- 3 - Well
- 4 - Very well

Principle 7: Competence and Capacities

(To ensure that local representatives and officials are capable of carrying out their duties.)

7. Most public officials in this city are competent people who, in most cases, do their job well.

- 0 - Don't know; no opinion
- 1 - Very poorly
- 2 - Poorly
- 3 - Well
- 4 - Very well

Principle 8: Innovation and Openness to Change

(To ensure benefits are derived from new solutions and good practices.)

8. City of Mostar has good procedures for handling citizen suggestions to improve public service delivery.

- 0 - Don't know; no opinion
- 1 - Very poorly
- 2 - Poorly
- 3 - Well
- 4 - Very well

Principle 9: Sustainability and Long-term Orientation

(To take the interests of future generations into account.)

9. In this city decision-makers involve citizens in attempts to find solutions to local problems.

- 0 - Don't know; no opinion
- 1 - Very poorly
- 2 - Poorly
- 3 - Well
- 4 - Very well

Principle 10: Sound Financial Management

(To ensure prudent and productive use of public funds.)

10. City of Mostar does a good job at informing citizens about what taxpayers get for their money.

- 0 - Don't know; no opinion
- 1 - Very poorly
- 2 - Poorly
- 3 - Well
- 4 - Very well

Principle 11: Human rights, Cultural Diversity and Social Cohesion

(To ensure that all citizens are protected and respected and that no one is either discriminated against or excluded.)

11. In this city human rights are observed and their implementation progresses for all segments of the population.

- 0 - Don't know; no opinion
- 1 - Very poorly
- 2 - Poorly
- 3 - Well
- 4 - Very well

Principle 12: Accountability

(To ensure that local representatives and officials take responsibility and are held responsible for their actions.)

12. In this city elected officials explain their decisions to citizens well.

- 0 - Don't know; no opinion
- 1 - Very poorly
- 2 - Poorly
- 3 - Well
- 4 - Very well

BASIC INFORMATION

13. Gender

- 1 - Male
- 2 - Female

13.a Primary occupation:

- 1 - Employed in the public sector
- 2 - Employed in the private sector
- 3 - Self-employed/Entrepreneur
- 4 - Student
- 5 - Social security recipient, pensioner
- 6 - Unemployed
- 7 - Other

13.b I am very satisfied with the opportunities I have to influence my work environment.

- 0 - Don't know; no opinion
- 1 - Very poorly
- 2 - Poorly
- 3 - Well
- 4 - Very well

14. In politics one often talks about “left” and “right”. On a scale where 0 represents those who are completely to the left politically, and 10 represents those who are completely to the right politically, where would you place yourself?

15. Highest completed education:

- 1 - NKV- have not attended formal educational institutions/uncompleted elementary school
- 2 - PKV, NSS- elementary school
- 3 - KV, VKV- high school (up to three years)
- 4 - SSS- high school (4 years or more) or preparatory high school
- 5 - VŠS- University (1st degree) or occupational training school
- 6 - VSS- University (masters, doctorate)

16. Household income:

- 1 - up to 500 BAM
- 2 - up to 1,000 BAM
- 3 - up to 2,000 BAM
- 4 - over 2,000 BAM

18. How long have you been living in Mostar?

19. On a daily basis, do you take care of children or other family members?

- 1 - Yes
- 2 - No

Questionnaire for Citizens of Mostar - Visual Representation

QUESTIONNAIRE FOR CITIZENS OF MOSTAR - VISUAL REPRESENTATION

**ASSESSMENT OF POLICIES IMPLEMENTED
AND SERVICES PROVIDED BY
THE CITY OF MOSTAR TO ITS CITIZENS**

NUMBER OF RESPONDENTS

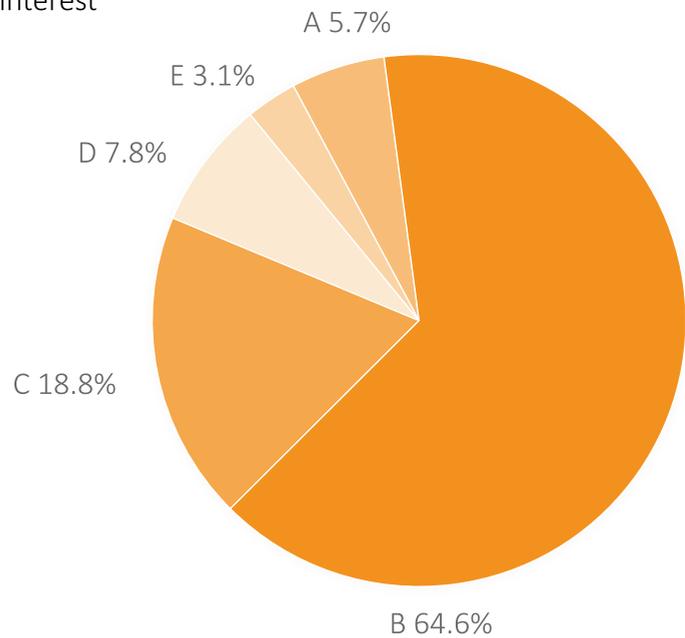
1.524

Principle 1

Participation, Representation, and Fair Conduct of Elections

I am satisfied with the opportunities I have to influence municipal decisions which are of interest to me.

- A Don't know; no opinion
- B Very poorly
- C Poorly
- D Well
- E Very well

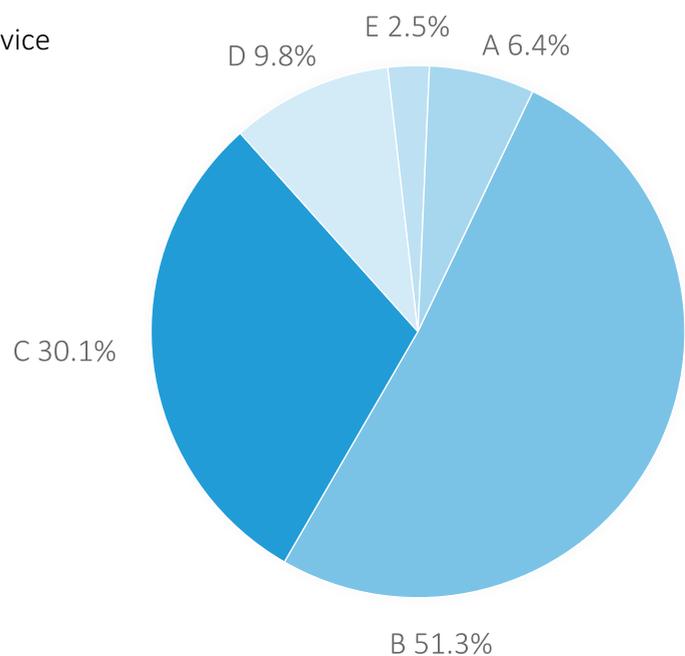


Principle 2

Responsiveness- adequate and timely reaction

City of Mostar handles complaints over service provision in a professional manner.

- A Don't know; no opinion
- B Very poorly
- C Poorly
- D Well
- E Very well

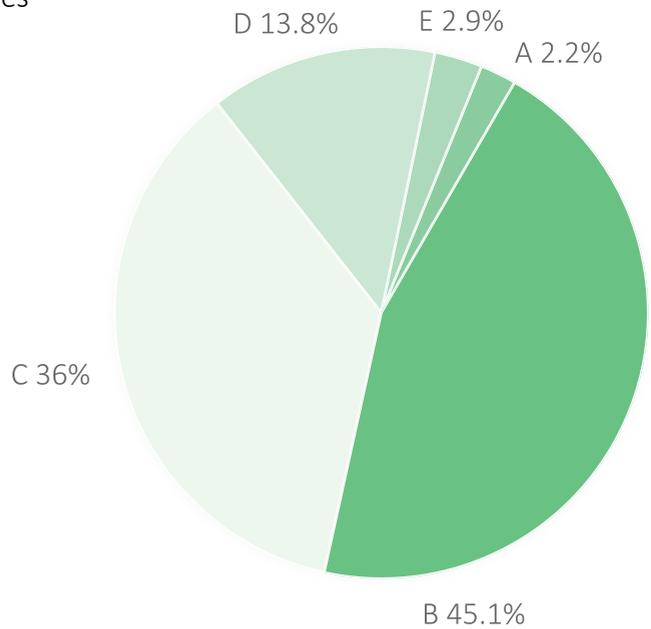


Principle 3

Efficiency and Effectiveness

In general, I am quite satisfied with the services offered by the City of Mostar.

- A Don't know; no opinion
- B Very poorly
- C Poorly
- D Well
- E Very well

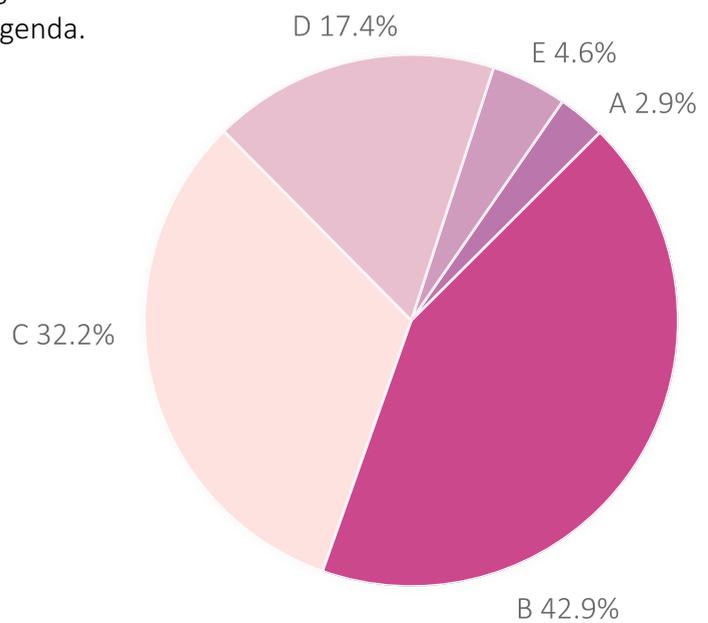


Principle 4

Openness and Transparency

City of Mostar does a good job at informing citizens about issues on the local political agenda.

- A Don't know; no opinion
- B Very poorly
- C Poorly
- D Well
- E Very well

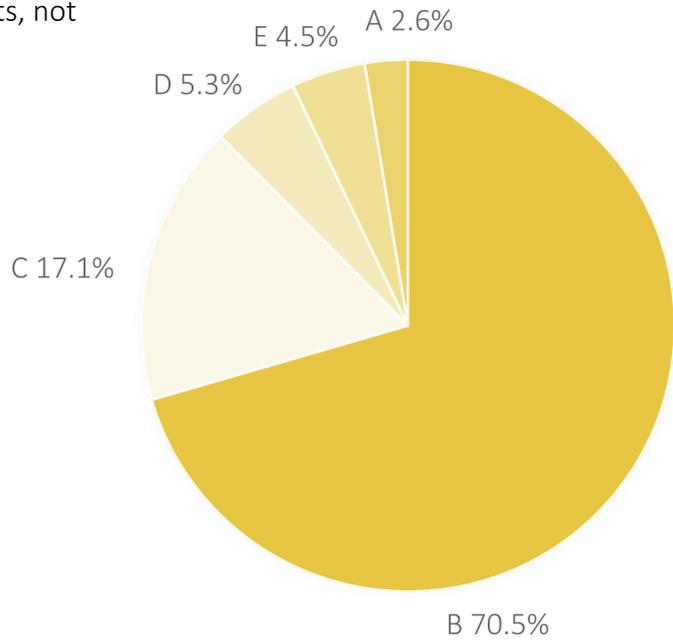


Principle 5

Rule of Law

In this city, common interests of all residents, not the special interests of a few, prevail.

- A Don't know; no opinion
- B Very poorly
- C Poorly
- D Well
- E Very well

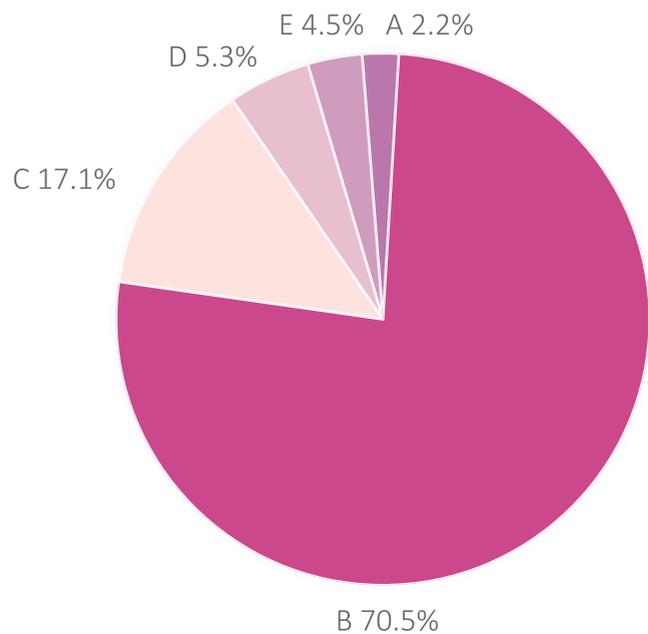


Principle 6

Ethical Conduct

In this city, all citizens enjoy equal treatment irrespective of their connections with elected representatives and officials.

- A Don't know; no opinion
- B Very poorly
- C Poorly
- D Well
- E Very well

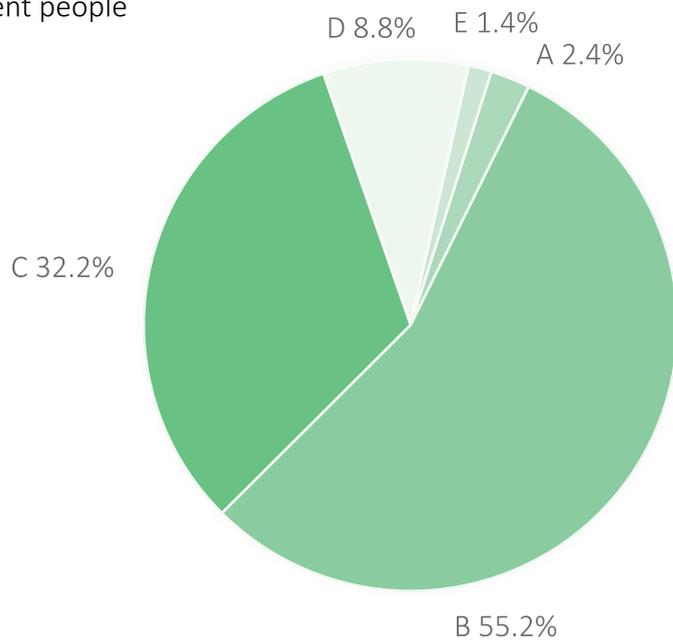


Principle 7

Competence and Capacities

Most public officials in this city are competent people who, in most cases, do their job well.

- A Don't know; no opinion
- B Very poorly
- C Poorly
- D Well
- E Very well

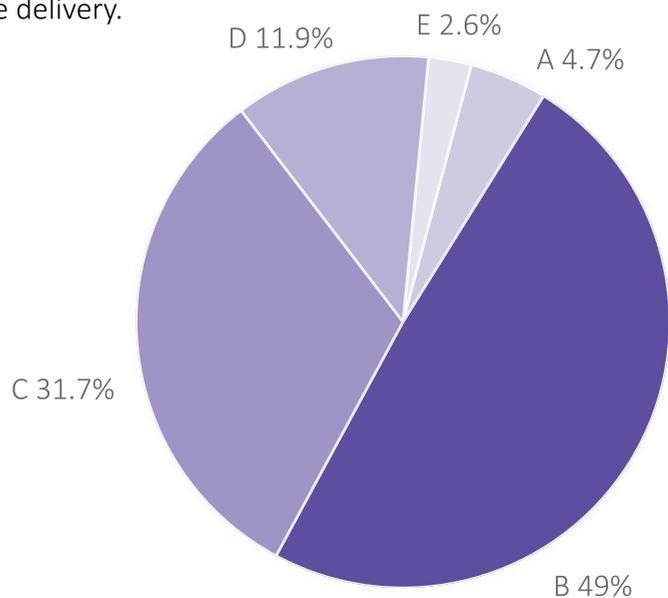


Principle 8

Innovation and Openness to Change

City of Mostar has good procedures for handling citizen suggestions to improve public service delivery.

- A Don't know; no opinion
- B Very poorly
- C Poorly
- D Well
- E Very well

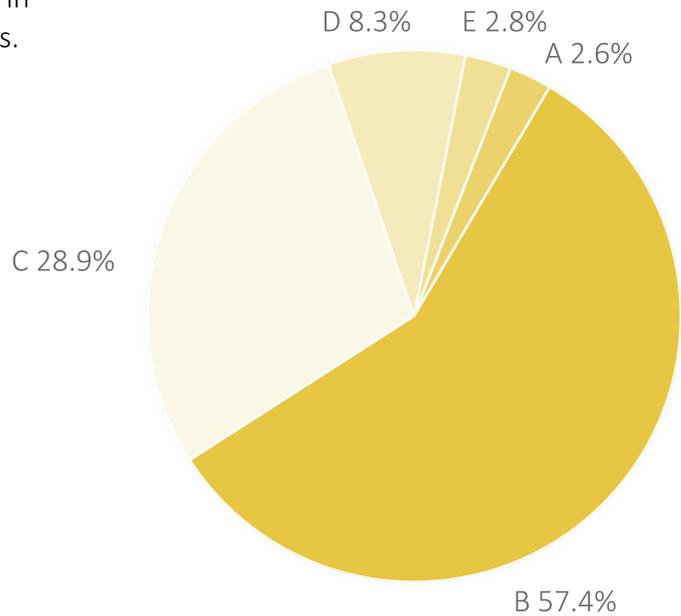


Principle 9

Sustainability and Long-term Orientation

In this city decision-makers involve citizens in attempts to find solutions to local problems.

- A Don't know; no opinion
- B Very poorly
- C Poorly
- D Well
- E Very well

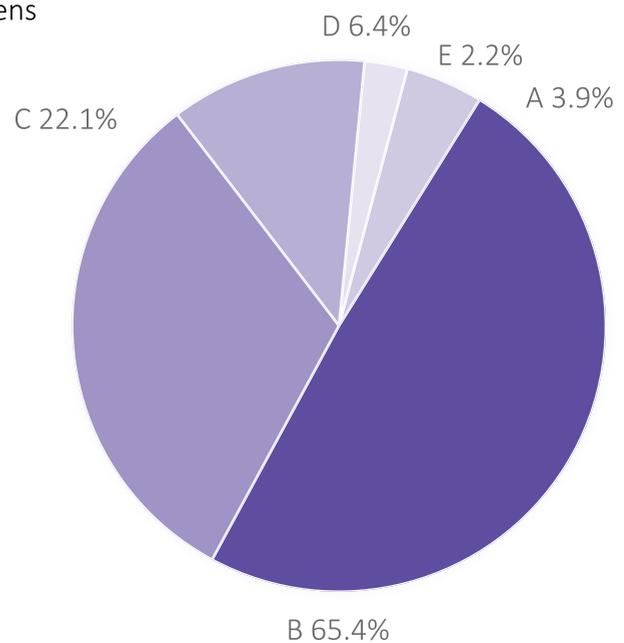


Principle 10

Sound Financial Management

City of Mostar does a good job at informing citizens about what taxpayers get for their money.

- A Don't know; no opinion
- B Very poorly
- C Poorly
- D Well
- E Very well

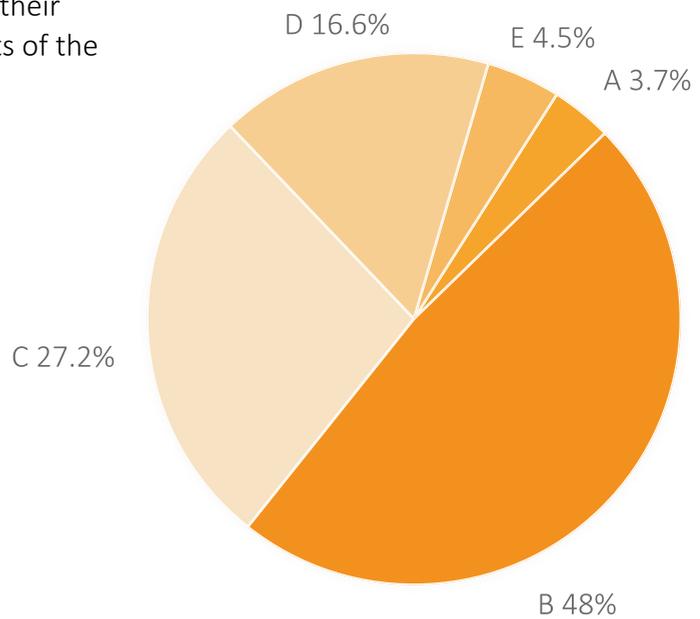


Principle 11

Human rights, Cultural Diversity and Social Cohesion

In this city human rights are observed and their implementation progresses for all segments of the population.

- A Don't know; no opinion
- B Very poorly
- C Poorly
- D Well
- E Very well

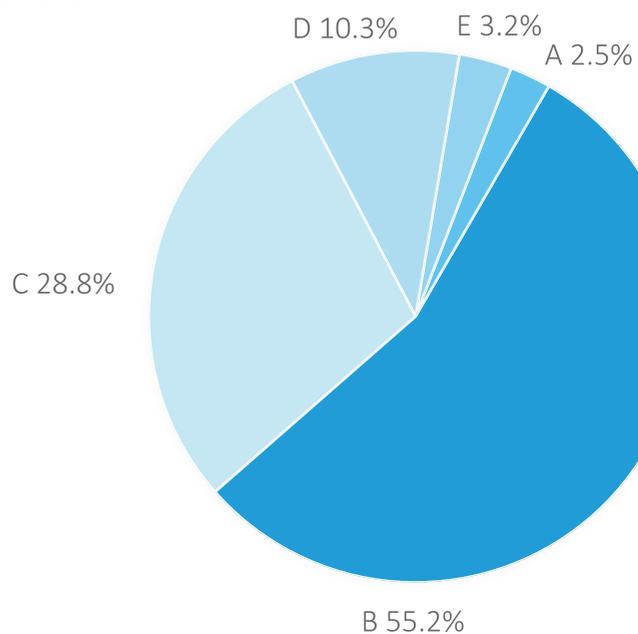


Principle 12

Accountability

In this city elected officials explain their decisions to citizens well.

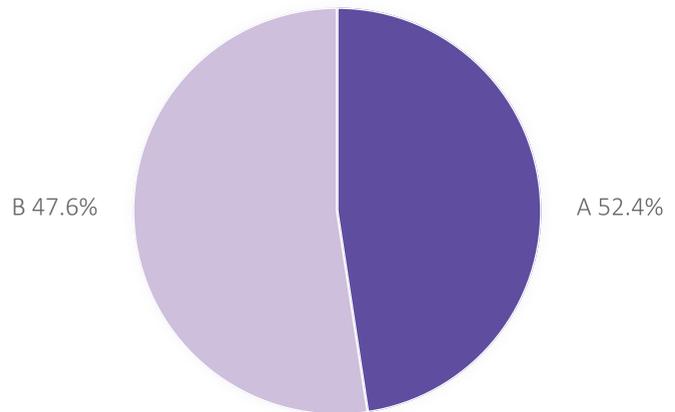
- A Don't know; no opinion
- B Very poorly
- C Poorly
- D Well
- E Very well



Basic information about respondents

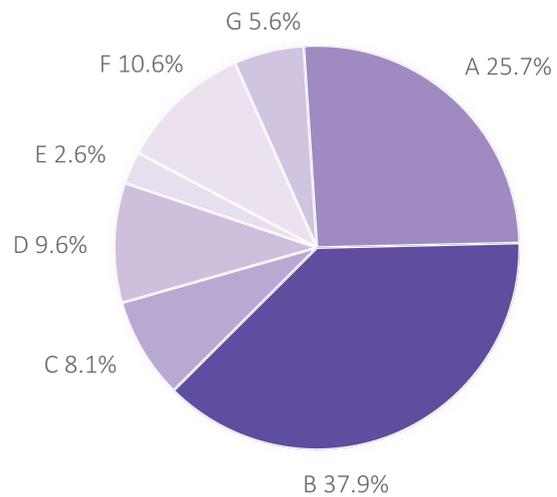
Gender:

- A Male
- B Female



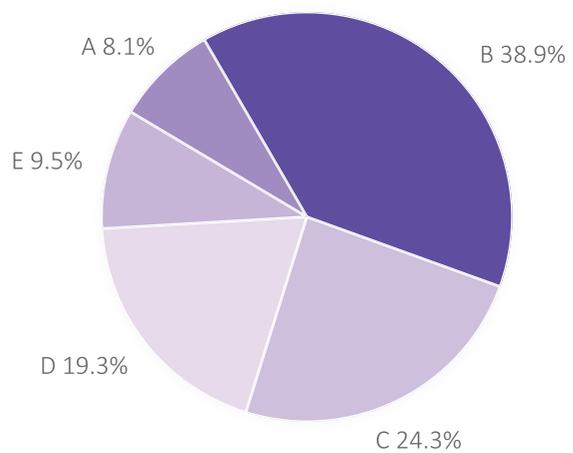
Primary occupation:

- A Employed in the public sector
- B Employed in the private sector
- C Self-employed/Entrepreneur
- D Student
- E Social security recipient, pensioner
- F Unemployed
- G Other



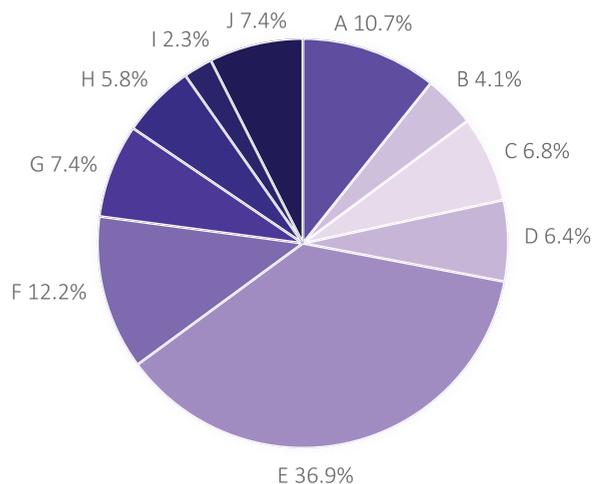
I am very satisfied with the opportunities I have to influence my work environment.

- A Don't know; no opinion
- B Very poorly
- C Poorly
- D Well
- E Very well



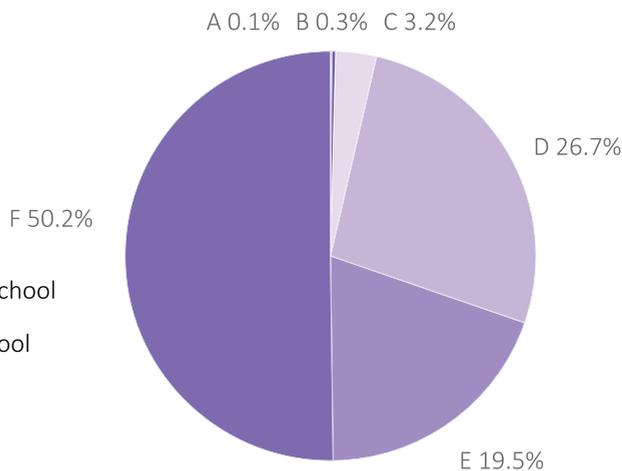
In politics one often talks about “left” and “right”. On a scale where 0 represents those who are completely to the left politically, and 10 represents those who are completely to the right politically, where would you place yourself?

- A 1 F 6
- B 2 G 7
- C 3 H 8
- D 4 I 9
- E 5 J 10



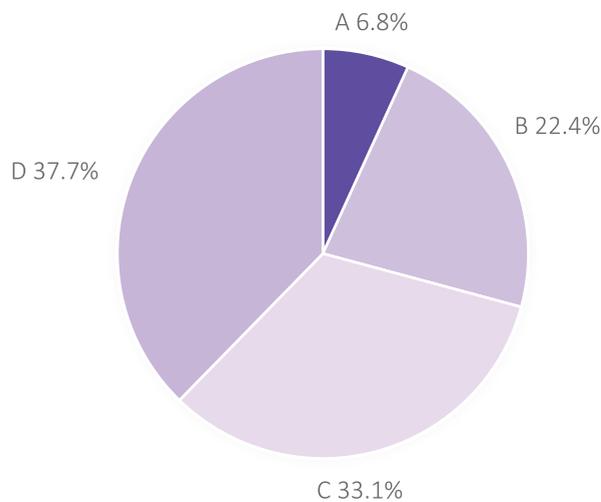
Highest completed education:

- A Have not attended formal educational institutions/ uncompleted elementary school
- B Elementary school
- C High school (up to three years)
- D High school (4 years or more) or preparatory high school
- E University (1st degree) or occupational training school
- F University (masters, doctorate)



Household income

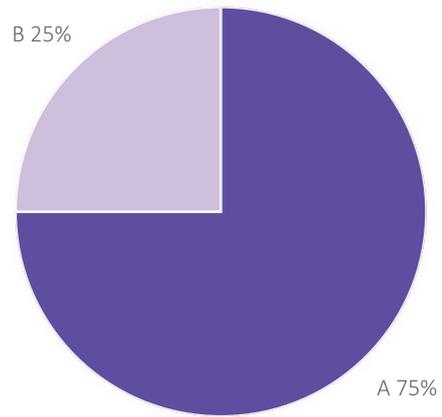
- A up to 500 BAM
- B up to 1,000 BAM
- C up to 2,000 BAM
- D over 2,000 BAM



On a daily basis, do you take care of children or other family members?

A YES

B NO



Capacity Self-Assessment - Visual Representation

Upon completion of the online survey, through which citizens of Mostar had a chance to assess capacities of their City Administration, City of Mostar began their self-assessment process on the basis of 12 principles of innovation and good democratic governance. Results of their self-assessment can be seen in the chapter titled "Capacity Self-Assessment - Visual Representation".



EUROPEAN LABEL OF GOVERNANCE EXCELLENCE
STANDARDS OF GOOD GOVERNANCE



DELIVERING GOOD GOVERNANCE

ELoGE European Label of Governance Excellence

Benchmarking of the 12 Principles of innovation and good democratic governance allows identification of municipalities which are closest to respecting all (or most) of the principles, and therefore are eligible for receiving the ELoGE – European Label of Governance Excellence.

How to use the Benchmark

1. Benchmarking of the 12 Principles of innovation and good democratic governance allows identification of municipalities which closest to respecting all (or most) of the principles, and therefore are eligible for receiving the ELoGE –European Label of Governance’ Excellence. Any association or institution which has relevant authority and capacity, may apply for the ELoGE accreditation at the Council of Europe, in order to be able to award the Label.

The benchmark provides the following information:

- a. A description of the Good Governance Principle and a list of activities that would typically help a municipality to deliver that Principle;
- b. A self-assessment section where municipalities are asked to identify their level of maturity for that Principle.

The municipality/city level of maturity to the principle is assessed as:				
NOT APPLICABLE	VERY POOR	POOR	GOOD	VERY GOOD
0	1	2	3	4
Not applicable, don't know, no opinion.	We are aware of key issues that need to be addressed, but currently have no or very few approaches or activities developed to address them.	We recognise key issues and are developing approaches or activities to address them, although there has been limited practical implementation so far.	We have well developed plans and activities to address key issues with significant examples of implementation.	We have well developed plans and activities to address key issues with significant examples of implementation.

- c. Evidence to support the self-assessment provided by the municipality/city.

2. A municipality is expected to:

- a) read the information provided for each Principle;
- b) consider the evidence they have available, which would support the delivery of the Principle;
- c) make a self-assessment of their maturity for that Principle; and
- d) record the evidence they would wish to offer in support of their self-assessment.

3. The description of the indicators reflects the level of governance arrangements that would comply with the standard that would be appropriate for ELoGE.

A municipality/city evaluated as “quite well (3)” for a Principle of good governance is likely to be at the level required for ELoGE.

4. Information used as evidence to complete the self-assessment should be readily available to municipalities/cities from a variety of sources, for example: existing policies, procedure documents, operating rules and guidance, internal audit and review reports and external audit, inspection and review documents.

5. At the bottom of each Principle, you will find one statement which is taken from the citizens' questionnaire. This statement should also be assessed by the municipality/city and should be used to compare the answers from the municipality to the answers the citizens provide. If any difference between these statements is found, the follow-up plan (see below) should address actions of measures which can be taken to reduce these differences.

6. The Summary Maturity Matrix is used to determine if a municipality meets the criteria for the Label by totalling the individual scores for each Principle. For each indicator in a given Principle, boxes are ticked and corresponding values (between 0 and 4) are noted. The average score for each Principle is the sum of values for all indicators divided by the number of indicators. If the resulting average is between 0 and 1.99, the Principle is not implemented and the Label shall not be awarded. If the result is 2 or more, this score is taken into account for the next step. The scores for each Principle (2 or more) are summed up and divided by 12. If the result is 3 or more, the Label is awarded. If the result is lower than 3 the Label is not awarded. All scores will be calculated only on the indicators of the benchmark, not on the statements or the citizens and councillors questionnaires.

7. Implementation of the benchmark can be country- or region-wide. Some questions in this benchmark may not be applicable for every region/country. Of course, efforts have been made in order to prevent this. Sometimes this could unfortunately not be overcome. It is therefore up to the Stakeholders' Platform to propose (and for the European Platform to agree) if a question needs to be removed from this benchmark.

8. The purpose of the Maturity Matrix is to help Municipalities to assess their strong and weak points. There is an inherent "improvement" dynamic in the process. Failure to get the Label should prompt municipalities to focus on weak points and take improvement action (follow-up plan) with an idea to reapplying successfully. Municipalities having received the Label can still work on improving scores lower than average in order to get the Label with a higher average next time.

The City level of maturity to the principle is assessed as:		EVALUATION				
PRINCIPLE 1: Participation, Representation, Fair Conduct of Elections		NA	VP	P	G	VG
DESCRIPTION OF ACTIVITY	INDICATORS	0	1	2	3	4
1.	Local elections are conducted freely and fairly, according to international standards and national legislation, and without any fraud.					4
2.	Citizens are at the centre of public activity and they are involved in clearly defined ways in public life at local level.					4
	The City strives to improve local regulations and practical arrangements concerning citizen participation in local public life.					4
	The public is consulted in the initial phase of the decision-making process.					4
3.	All men and women can have a voice in decision-making, either directly or through legitimate intermediate bodies that represent their interests. Such broad participation is built on the freedom of expression, assembly and association.				3	
					3	
4.	All voices, including those of the less privileged and most vulnerable, are heard and taken into account in decision-making, including over the allocation of resources.				3	
					3	
5.	There is always an honest attempt to mediate between different legitimate interests and to reach a broad consensus on what is the best interest of the entire community and how it could be achieved.					4
						4
6.	Decisions are taken according to the will of many, while the rights and legitimate interests of the few are respected.					4
In this city, people are satisfied with the opportunities they have to influence local government decisions that are of interest to them.			1			

The City level of maturity to the principle is assessed as:		EVALUATION				
PRINCIPLE 2: Responsiveness		NA	VP	P	G	VG
DESCRIPTION OF ACTIVITY	INDICATORS	0	1	2	3	4
1.	Objectives, rules, structures and procedures are adapted to the legitimate expectations and needs of citizens.				3	
	Municipalities ensure that all elected representatives have the interests of local people at heart.				3	
2.	Public services are delivered, and requests and complaints are responded to within a reasonable timeframe.				3	
	An individual complaints procedure, regarding the functioning of local public services and authorities, has been developed and implemented, with a set response time and there is evidence that it is being used.				3	
	Information relating to complaints made about the municipality and responses to the complaints including any resulting change is made available to employees, elected representatives and citizens.				3	
	If changes in policy and service delivery are required, they are made in response to research, reports, consultations, complaints and other methods of input. All changes are available to the public.			2		
	The City provides good "customer care" by ensuring that services are provided by knowledgeable and well-trained staff who understand the needs of their population.				3	
In this city, complaints related to the provision of services are handled in a professional manner.			1			

The City level of maturity to the principle is assessed as:		EVALUATION				
PRINCIPLE 3: Efficiency and Effectiveness		NA	VP	P	G	VG
DESCRIPTION OF ACTIVITY	INDICATORS	0	1	2	3	4
1.	Results meet the agreed objectives.				3	
2.	The available resources are used in the best possible way.		1			
3.	Performance management systems make it possible to evaluate and enhance the efficiency and effectiveness of services.				3	
	The City exchanges good practices with other cities/ municipalities and uses this information to improve its own efficiency and effectiveness.				3	
	The City develops a strategic and operational evaluation document for the evaluation of public policies.		1			
	The City takes into account the results of its evaluations in order to implement its future policies.			2		
4.	Audits are carried out at regular intervals to assess and improve performance.				3	
	All major services and functions are regularly reviewed at appropriate intervals, to evaluate their performance and impact.			2		
	The City keeps appropriate records to ensure patterns can be identified and efficiency and effectiveness increased.			2		
People in this city are quite satisfied with the services offered by the City.			1			

The City level of maturity to the principle is assessed as:		EVALUATION				
PRINCIPLE 4: Openness and Transparency		NA	VP	P	G	VG
DESCRIPTION OF ACTIVITY	INDICATORS	0	1	2	3	4
1.	Decisions are taken and enforced in accordance with rules and regulations.				3	
	The City has a clear and well understood legal framework which is widely publicised.				3	
	The City legal framework includes a clear decision-making scheme, of delegation, determining who has the responsibility for making each decision, and how decisions will be taken, enforces, and publicised				3	
	The City takes and enforces decisions in a manner which is open, transparent, accountable and timely, and in accordance with rules and regulations and which matches international standards of best practice.				3	
	There is a process for appealing against decisions which is widely available and understood.				3	
	The opposition has the right to make proposals, amendments and interpellations. The opposition also has the right to request meetings of committees of inquiry on specific topics and has the right to be represented in some local government bodies.				3	
2.	There is public access to all information which is not classified for well-specified reasons as provided for by law (such as the protection of privacy or ensuring the fairness of procurement procedures).				3	
	The City ensures regular and easy contact between citizens and elected representatives.				3	
	The City actively informs the population.				3	
	City meetings are open to the public and media, and the documents are publically available.				3	
3.	Information on decisions, implementation of policies and results are made available to the public in such a way as to enable it to effectively monitor and contribute to the work of local authority.				3	
	The City has a 12-month work programme, which has received inputs from citizens and elected representatives, and is publicised widely.				3	
	The elected representatives demonstrate openness towards media and willingness to provide media with information.				3	
The City does a good job at informing citizens about issues on the local political agenda.			1			

The City level of maturity to the principle is assessed as:		EVALUATION				
PRINCIPLE 5: Rule of Law		NA	VP	P	G	VG
DESCRIPTION OF ACTIVITY	INDICATORS	0	1	2	3	4
1.	The local authorities abide by the law and judicial decisions.				3	
	The City complies with all applicable laws and regulations.					
2.	Rules and regulations are adopted in accordance with the procedures provided for by law and are implemented impartially.		1			
	Rules and regulations are enforced impartially.				3	
In this city, the common interests of all residents are more important than the interests of individuals.			1			

The City level of maturity to the principle is assessed as:		EVALUATION				
PRINCIPLE 6: Ethical Conduct		NA	VP	P	G	VG
DESCRIPTION OF ACTIVITY	INDICATORS	0	1	2	3	4
1.	Public good is placed in front of individual interests.				3	
	Public policies are decided taking in account the general welfare role of the city.			2		
2.	Effective measures are in place to prevent and combat all forms of corruption.				3	
	Codes of conduct specify the ethical standards expected of elected representatives and officials. These include a requirement for interests, gifts, and hospitality to be recorded in publicly available registers.			2		
	Special procedures have been adopted for decision-making in areas that are susceptible to corruption, such as public procurement, sales of municipal property and issuance of permits and licenses.			2		
	An annual review of anti-corruption arrangements is undertaken, for example through internal or external audit.			2		
3.	Conflicts of interest are reported in a timely manner and persons involved abstain from taking part in relevant decisions.				3	
	Elected representatives and staff are required to declare any potential conflict of interest that could affect decision-making and to exempt themselves from participating in making relevant decisions.				3	
	The City ensures an effective and efficient procurement and it uses pre-set selection criteria.				3	
	Municipalities/cities provide free access to public procurement documentation and decisions with regard to the awarding of the contract.			2		
In this city, all persons enjoy equal treatment irrespective of their connections with elected representatives or officials.			1			

The City level of maturity to the principle is assessed as:		EVALUATION				
PRINCIPLE 7: Competence and Capacity		NA	VP	P	G	VG
DESCRIPTION OF ACTIVITY	INDICATORS	0	1	2	3	4
1.	Professional skills of employees in the administration are constantly maintained and strengthened in order to improve their output and impact.				3	
	The City identifies the skills needed to deliver its services effectively and undertakes a skills audit to identify any gaps as part of a strategic workforce plan.					
2.	The municipality/city runs a system for the implementation of personal development plans of its employees.			2		
	Arrangements are in place to reward good performance and improve poor performance.			2		
	The City has a recruitment and selection policy and procedures that are made public and implemented consistently.			2		
	A training plan is developed, implemented and monitored to ensure that training needs are fully met, and professional skills continually developed before that become an obstacle for the service delivery and take evasive action so that the lack of training does not interfere with the efficiency of service delivery.			2		
3.	The City reviews the implementation and outcomes of recruitment, training and promotion procedures and makes improvements based on that.			2		
	Practical methods and procedures are created and used in order to transform skills into capacity and produce better results.				3	
	Selection criteria are defined for each ad and are delivered to all applicants. The criteria reflect the essential requirements of the job and do not exclude any social group.					
	Staff receives regular appraisals of their performance and development as part of a systematic approach to performance appraisal and career development.		1			
Most elected officials in this city are competent people who (usually) know what they are doing.			1			

The City level of maturity to the principle is assessed as:		EVALUATION				
PRINCIPLE 8: Innovation and Openness to Change		NA	VP	P	G	VG
DESCRIPTION OF ACTIVITY	INDICATORS	0	1	2	3	4
1.	New and efficient solutions to problems are sought and advantage is taken of modern methods of service provision.					4
	The City has a structured approach to innovation, research and development.					
2.	The City takes action to identify and implement examples of good practice and new solutions.				3	
	There is a willingness to pilot and experiment new programmes and to learn from the experience of others.				3	
3.	The City is actively involved in a good-governance pilot project					
	A climate favourable to change is created in the interest of achieving better results.				3	
	Elected representatives and staff are clearly committed to taking action to ensure that benefit is derived from new solutions and good practices.					
In this City there are good procedures for handling citizen suggestions to improve public service delivery.			1			

The City level of maturity to the principle is assessed as:		EVALUATION				
PRINCIPLE 9: Sustainability and Long-term Orientation		NA	VP	P	G	VG
DESCRIPTION OF ACTIVITY	INDICATORS	0	1	2	3	4
1.	The needs of future generations are taken into account in current policies.				3	
	The needs of the future generation is taken into account routinely in the planning process.				3	
2.	The sustainability of the community is constantly taken into account. Decisions strive to internalise all costs and not to transfer problems and tensions, be they environmental, structural, financial, economic or social, to future generations.				3	
	Ensuring sustainability is an integral part of policy and strategy development, action planning and target setting within all departments, functions and service areas.			2		
	Specific resources and responsibility are affected to mainstream sustainability (for example, in a multi-functional working group).				3	
	It is routinely ensured that the municipality's processes such as performance management, audit and scrutiny provide mechanisms for feedback and challenge on sustainability in practice and performance.			2		
3.	There is a broad and long-term perspective on the future of the local community along with awareness of what is needed for such development.				3	
	A capital financing plan, that ensures the long term viability of infrastructure and assets of the City, exists.			2		
	There is an understanding of the historical, cultural and social complexities in which this perspective is grounded.				3	
In this City, decision-makers involve citizens to find solutions to local problems and sustainability.			1			

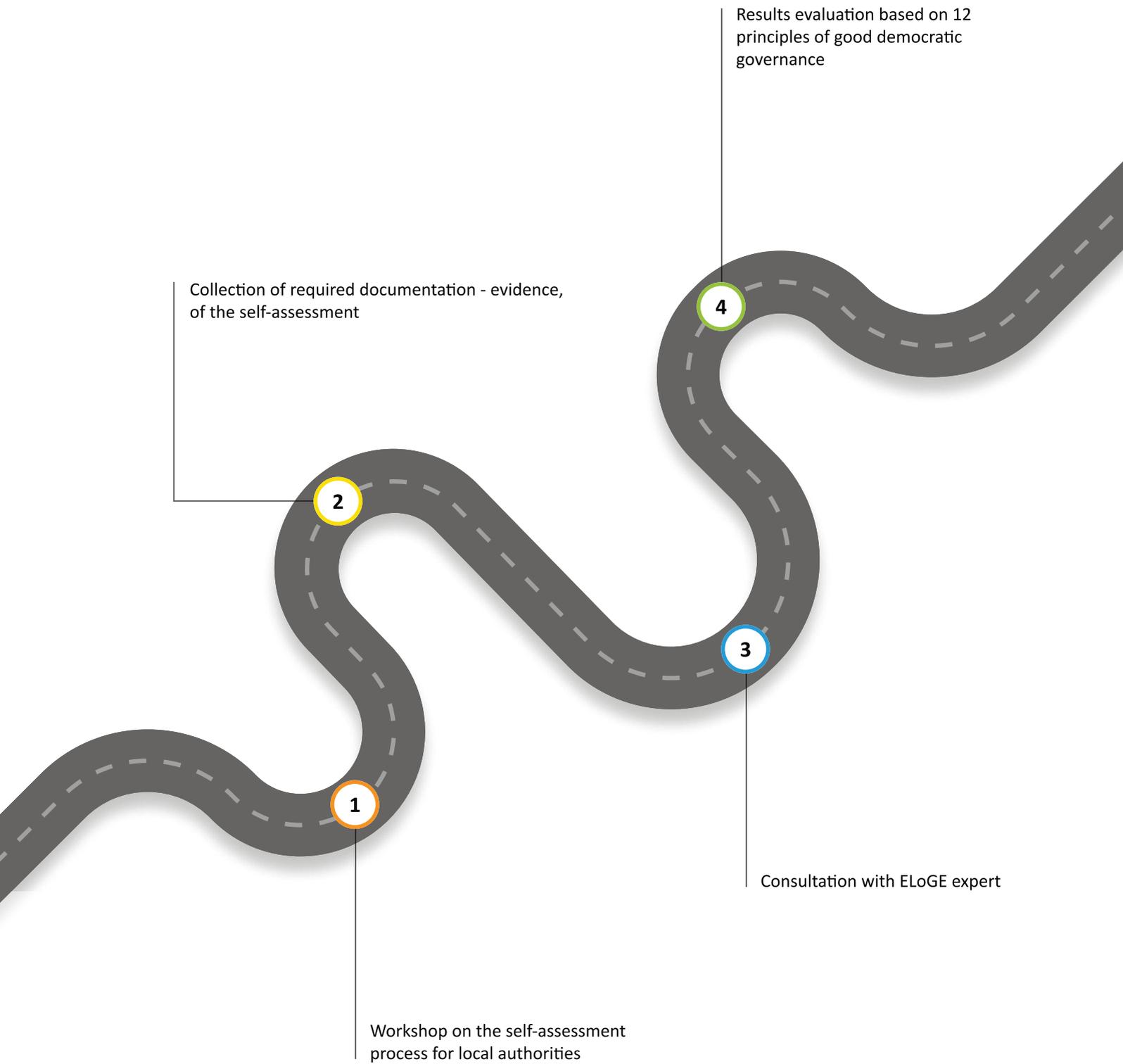
The City level of maturity to the principle is assessed as:		EVALUATION				
PRINCIPLE 10: Sound Financial Management		NA	VP	P	G	VG
DESCRIPTION OF ACTIVITY	INDICATORS	0	1	2	3	4
1.	Charges do not exceed the cost of services provided and do not reduce demand excessively, particularly in the case of important public services.				3	
2.	Prudence is observed in financial management, including in the contracting and use of loans, in the estimation of resources, revenues and reserves, and in the use of exceptional revenue.				3	
	The internal audit function reviews financial transactions to ensure compliance with the provisions of approved internal procedures.			2		
	Regular reports are presented to officials and elected representatives comparing actual income and expenditures with the budget.				3	
	The accounts are audited by persons independent of the City.				3	
	The results of external audits and annual audits are published.			2		
	The annual audit includes a review of value money in the provision of services by the City.		1			
3.	Multi-annual budget plans are prepared, with consultation of the public.				3	
	The budget preparation process involves extensive consultations with external stakeholders.				3	
	Approved budgets, tax rates and an annual report including information on service outputs and outcomes, are made publically available.				3	
	A summary of the budget and taxes is made available to all citizens.			2		
4.	Risks are properly estimated and managed, including by the publication of consolidated accounts and, in the case of a public-private partnership, by sharing the risks realistically.		1			
5.	The local authority takes part in arrangements for inter-municipal solidarity, fair sharing of burdens and benefits and reduction of risks (equalisation systems, inter-municipal co-operation, and mutualisation of risks).				3	
	The City takes part in an inter-municipality organisation in order to improve its performances and its services to the citizens.				3	
This City does a good job in informing citizens about what taxpayers get for their money.			1			

The City level of maturity to the principle is assessed as:		EVALUATION				
PRINCIPLE 11: Human rights, Cultural Diversity and Social Cohesion		NA	VP	P	G	VG
DESCRIPTION OF ACTIVITY	INDICATORS	0	1	2	3	4
1.	Within the local authority's sphere of influence, human rights are respected, protected and implemented, and discrimination on any grounds is combated.			2		
	The City ensures that all different groups are involved and has implemented anti-discrimination measures and has defined targets which are put place in all policy areas.				3	
2.	Cultural diversity is treated as an asset and continuous efforts are made to ensure that all have a meaningful role in the local community, identify with it and do not feel excluded.				3	
	The City actively promotes diversity and cohesion as a feature that is in the best interest of all citizens by making available its resources, supporting and subsidizing the activities of the non-governmental sector, promoting dialogue and encouraging partnerships between different social actors					
3.	Social cohesion and integration of disadvantaged areas are promoted.				3	
	The City has set clear objectives to improve social cohesion and maximize the potential of cultural diversity by encouraging a greater intercultural mixing and interaction.					
4.	Access to basic services is preserved, especially for the most vulnerable parts of the population.				3	
	The City has adopted individual plans for specific disadvantaged groups (i.e. Plan for self-sufficiency, Plan for the rights of children and the youth, others).					
In this city human rights are observed and their implementation progresses for all segments of the population.			1			

The City level of maturity to the principle is assessed as:		EVALUATION				
PRINCIPLE 12: Accountability		NA	VP	P	G	VG
DESCRIPTION OF ACTIVITY	INDICATORS	0	1	2	3	4
1.	All decision-makers, collective and individual, take responsibility					4
	All decision-makers are clear about their collective and individual responsibilities for the decisions they make and this is clearly set out in a legal framework and in their job descriptions.					
2.	Decisions are reported on, explained and can be sanctioned.				3	
	The Council prepares regular public reports (at least once a year) to account for the decisions they have taken.					
	The municipality's legal framework includes details on reporting, explaining and sanctioning decisions that are well understood by the elected representatives, officials and citizens.				3	
3.	There are effective remedies against mismanagement and against actions of local authorities that infringe upon civil rights.				3	
	The municipality has a transparent and independent audit arrangement, as set out in the legal framework. The scrutiny arrangements are respected and considered as independent and are undertaken without fear or favour.					
	Auditors are clear about who should be held accountable for each decision and the relevant decision-makers are willing to present themselves for public scrutiny.			2		
In this city, elected officials are good at explaining their decisions to residents.			1			

PRINCIPLE	TITLE DEFINITION	MATURITY LEVEL					
		0 Not applicable	1 Very poor	2 Poor	3 Good	4 Very good	Statement
1.	Participation, Representation, Fair Conduct of Elections					3.63	4
2.	Responsiveness				2.83		3
3.	Efficiency and Effectiveness			2.22			2
4.	Openness and Transparency				3		3
5.	Rule of Law				2.5		3
6.	Ethical Conduct				2.5		3
7.	Competence and Capacity			2.13			2
8.	Innovation and Openness to Change				3.25		3
9.	Sustainability and Long-term Orientation				2.66		3
10.	Good Financial Management				2.5		3
11.	Human rights, Cultural Diversity and Social Cohesion				2.83		3
12.	Accountability				2.85		3
	Total Score						3

CITY OF MOSTAR SELF-ASSESSMENT PROCESS



CAPACITY SELF-ASSESSMENT - VISUAL REPRESENTATION

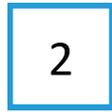
SCORING



NOT APPLICABLE



VERY POOR



POOR



GOOD



VERY GOOD

PRINCIPLE 1

Participation, Representation, Fair Conduct of Elections

OVERALL RATING 4

4 Local elections are conducted freely and fairly, according to international standards and national legislation, and without any fraud.

3 All voices, including those of the less privileged and most vulnerable, are heard and taken into account in decision-making, including over the allocation of resources.

4 Citizens are at the centre of public activity and they are involved in clearly defined ways in public life at local level.

4 There is always an honest attempt to mediate between different legitimate interests and to reach a broad consensus on what is in the best interest of the whole community and how it can be achieved.

3 All men and women can have a voice in decision-making, either directly or through legitimate intermediate bodies that represent their interests. Such broad participation is built on the freedom of expression, assembly and association.

4 Decisions are taken according to the will of many, while the rights and legitimate interests of the few are respected.

PRINCIPLE 2

Responsiveness - Adequate and Timely Reaction

OVERALL RATING 3

3
Objectives, rules, structures and procedures are adapted to the legitimate expectations and needs of citizens.

2.75
Public services are delivered, and requests and complaints are responded to within a reasonable timeframe.

PRINCIPLE 3

Efficiency and effectiveness

OVERALL RATING 2

2
Results meet the agreed objectives.

2.25
Performance management systems make it possible to evaluate and enhance the efficiency and effectiveness of services.

1
Available resources are used in the best possible way.

2.3
Audits are carried out at regular intervals to assess and improve performance.

PRINCIPLE 4

Openness and Transparency

OVERALL RATING 3

3
Decisions are taken and implemented in accordance with rules and regulations.

3
Information on decisions, implementation of policies and results are made available to the public in such a way as to enable it to effectively monitor and contribute to the work of local authority.

3
There is public access to all information which is not classified for well-specified reasons as provided for by law (such as the protection of privacy or ensuring the fairness of procurement procedures).

PRINCIPLE 5

Rule of Law

OVERALL RATING 3

2

The local authorities abide by the law and judicial decisions.

3

Rules and regulations are adopted in accordance with the procedures provided for by law and are implemented impartially.

PRINCIPLE 6

Ethical Conduct

OVERALL RATING 3

2.5

Public good is placed before individual interests

2.6

Conflicts of interest are reported in a timely manner and persons involved abstain from taking part in relevant decisions.

2.5

Effective measures are in place in order to prevent and combat all forms of corruption.

PRINCIPLE 7

Competence and Capacity

OVERALL RATING 2

2.5

Professional skills of employees in the administration are constantly maintained and strengthened in order to improve their output and impact.

2

Practical methods and procedures are created and used in order to transform skills into capacity and produce better results.

2

Public officials are motivated to continuously improve their performance.

PRINCIPLE 8

Innovation and Openness to Change

OVERALL RATING 3

3.5

New and efficient solutions to problems are sought and advantage is taken of modern methods of service provision.

3

A climate favourable to change is created in the interest of achieving better results.

3

There is a willingness to pilot and experiment new programmes and to learn from the experience of others.

PRINCIPLE 9

Sustainability and Long-term Orientation

OVERALL RATING 3

3

The needs of future generations are taken into account in current policies.

2.5

There is a broad and long-term perspective on the future of the local community along with awareness of what is needed for such development.

2.5

The sustainability of the community is constantly taken into account. Decisions strive to internalise all costs and not to transfer problems and tensions, be they environmental, structural, financial, economic or social, to future generations.

3

There is an understanding of the historical, cultural, and social complexities in which this perspective is grounded.

PRINCIPLE 10

Sound Financial Management

OVERALL RATING 3

3

Charges do not exceed the cost of services provided and do not reduce demand excessively, particularly in the case of important public services.

1

Risks are properly estimated and managed, including by the publication of consolidated accounts and, in the case of a public-private partnership, by sharing the risk realistically.

2.5

Prudence is observed in financial management, including in the contracting and use of loans, in the estimation of resources, revenues and reserves, and in the use of exceptional revenue.

3

The local authority takes part in arrangements for inter-municipal solidarity, fair sharing of burdens and benefits and reduction of risks (equalisation systems, inter-municipal co-operation, and mutualisation of risks).

3

Multi-annual budget plans are prepared, with consultation of the public.

PRINCIPLE 11

Human Rights, Cultural Diversity and Social Cohesion

OVERALL RATING 3

2.5

Within the local authority's sphere of influence, human rights are respected, protected and implemented, and discrimination on any grounds is combated.

3

Social cohesion and integration of disadvantaged areas are promoted.

3

Cultural diversity is treated as an asset and continuous efforts are made to ensure all have a meaningful role in the local community, identify with it and do not feel excluded.

3

Access to basic services is preserved, especially for the most vulnerable parts of the population.

PRINCIPLE 12
Accountability

OVERALL RATING 3

4

All decision-makers, collective and individual take responsibility for their decisions.

2.3

There are effective remedies against mismanagement and against actions of local authorities that infringe upon civil rights.

3

Decisions are reported on, explained and can be sanctioned.

CITY OF MOSTAR CAPACITY SELF-ASSESSMENT

SCORE PER PRINCIPLE

PRINCIPLE 1	4	PRINCIPLE 7	2
PRINCIPLE 2	3	PRINCIPLE 8	3
PRINCIPLE 3	2	PRINCIPLE 9	3
PRINCIPLE 4	3	PRINCIPLE 10	3
PRINCIPLE 5	3	PRINCIPLE 11	3
PRINCIPLE 6	3	PRINCIPLE 12	3

TOTAL SCORE

3

City of Mostar has well-developed plans and activities for solving key issues with significant examples of implementation.



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