

## Belgrade Bus Renewal Programme - Production of Strategic Organisational Plan for Public Utility Company “Gradsko Saobraćajno Preduzeće Beograd”

As Belgrade's bus and tram fleets are outdated and require renewal, with an average of 10 and 26 years of age respectively, the project would include the purchase of up to 400 new buses, including a mix of low-floor diesel buses and standard low-floor compressed natural gas busses.

The European Bank for Reconstruction and Development has provided a loan for the City of Belgrade for financing of the Public Utility Company “Gradsko Saobraćajno Preduzeće Beograd” (GSP), founded by the city, in the effort to modernize the bus fleet with 400 clean diesel and Compressed Natural Gas buses. The transaction is supported with a Municipal Support Agreement between EBRD and the City and envisages the conclusion of a Public Service Contract (PSC).



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In order to benefit from the new investments as much as possible, GSP will now need to focus on restructuring and regulatory improvements. The key objective of this contract is to make the Strategic Organizational Plan and to assist the City and GSP with the implementation of the Strategic Organizational Plan for GSP. Specific objectives of the assignment are to accomplish a restructuring of the Company that results in the improvement of the quality and efficiency of the company, so that it can raise its competitiveness and increase its share in the public transport market at the territory of the City of Belgrade.

The scope of work within this contract includes advisory on enhancing GSP company structure, definition of core and non-core activities and assets, establishing cost controls and operational efficiencies, and drafting Strategic Organizational Plan for the Company, including monitoring of the first year in implementation.

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## "Training in Administrative Procedures in Bosnia and Herzegovina" closed on 30 March 2016 in Sarajevo

Effective public administration system adhering to EU regulations is crucial for EU membership

The EU funded project "Training in Administrative Procedures in Bosnia and Herzegovina" contributed to a reformed, efficient, transparent and service oriented public administration. The Project focused on delivering the training programs for efficient work of public administration at all government levels.

The training program involved around 2000 civil servants from all levels of BiH administration:

*"The European Union has developed high standards in the area of public administration and it therefore seeks the same from any country aspiring to become a member of the EU; that is to demonstrate that they have an administrative system capable of ensuring the implementation of EU rules and regulations", as stated by **Mr. Melvin Asin**, Head of Cooperation at the EU Delegation to BiH. Mr. Asin indicated the key European principles of public administration that need to be adhered to. "These public administration related principles include the separation between politics and administration, the existence of a professional and impartial civil service, and an effective management of public funds". He further concluded that "there is still a lot of work to be done to reform public service in BiH and the EU stands ready to support BiH authorities in this process".*



Support to the BiH authorities towards high standards in public administration will be continued, stated by EU officials

State Coordinator for Public Administration Reform in BiH, **Dragan Ćuzulan**, commended on good cooperation achieved with all project participants. He also noted that the project has not only contributed to the civil servants who were trained in the effective supervision of administrative procedures and administrative decision-making processes, but it has as well benefited the citizens and overall cost-efficiency of administrative procedures at all government levels.

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Confirmation of acquired knowledge on trainings was proven by the certificate

*"I sincerely believe that the managers of administrative procedures and inspectors in the field of administrative decision-making are to conduct future administrative procedures in a professional and quality manner based on the knowledge acquired in the training activities, which would ultimately aim at achieving a greater level of satisfaction of BiH citizens, reducing the number of appeals lodged and lower budgetary costs," Ćuzulan concluded.*

The conference was attended by the representatives of relevant ministries at State, Entities and Brčko District BiH level as well as the representatives of public administration.

The European Union funded the project from the Instrument for Pre-Accession Assistance (IPA 2012) in the amount of EUR 898.940. In the past 29 months, the project was implemented by the consortium led by the European Consulting Group from Belgrade (ECG) in association with Human Dynamics.

## "Perspectives of SME development in Serbia"

European Consulting Group, CEED Serbia and Telekom Srbija organized a two-day conference supporting business of Small and Medium-sized enterprises

On 10<sup>th</sup> and 11<sup>th</sup> March 2016, European Consulting Group and Telekom Srbija hosted a two-day conference dedicated to development of SME sector in Serbia "Perspectives of SME development in Serbia".

The goal of this project was to continue with the two companies' CSR activities which focus on support to small businesses and the growth of their economic potential. The conference gathered around 50 representatives of enterprises, expert community, University and other.

Four presentations were made during the two days of conference: Saša Đorđević, Telekom Srbija Head of Department for the development of ICT services for SMEs presented the first topic - **Use of cloud for business growth**, Miroslav Vujnović, financial expert, presented on the

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importance of **financial analyses for SME development**, Nenad Šljivić, Microsoft Business Solutions sector, **presented ERP systems** and their potential for ensuring better business process management, and Vladimir Medan, professor at the Belgrade Banking Academy at the Department of Banking, Insurance and Finance, presented how banks observe SMEs and measure risks, therefore enabling entrepreneurs to have a better understanding of what is needed to **successfully talk to investors and creditors**.

The conference was held in Belgrade's Holiday Inn Hotel.



## CBIIP Project's Legacy, Opening of Informational-Educational Centres - Final Conference

**SARAJEVO, 23 December 2015 – The European Union (EU) funded project Capacity Building of the Institute for Intellectual Property Through the Establishment of Informational-Educational Centre's of the Institute (CBIIP) organised its closing event today.**

Mr. Vojislav Milošević, Project Director at European Consulting Group, and Ms. Lidija Vignjević, Director of the Institute for Intellectual Property from BiH opened the final event, marking the closure of a two-year long project. Both speakers touched upon the project's results including the project's legacy - the opening of the Informational - Educational Centre's and Help Desk in the Institute for Intellectual Property in Bosnia and Herzegovina (BiH).

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help this community improve their innovation strategies at the national and international level but also build one competitive business society.” – said Vojislav Milošević

In her address, Ms. Vignjević talked about the modernisation of the Institute’s Information Technology (IT) system as well as the creation of two databases, which will allow users to search the Institute’s patent documents, check their status and access the full text.



Key Expert for the CBIIP Project, Ms. Arife Yilmaz, presented the project’s objectives and main achievements. “Our objective was to strengthen the information and educational function of the Institute for Intellectual Property of BiH. With the close cooperation of the Institute, the Project has started an important change phase that has led to the introduction of new information services by the Institute. The

IECs, established in Sarajevo, Mostar and Banja Luka will be an important medium for inventors, researchers, SMEs and other interested individuals. Further information services of the Institute will be delivered by these centres and we believe that these centres will fill in an important gap in the innovation ecosystem in BiH.” – said Ms. Yilmaz.

The IECs will provide significant support to the users of the intellectual property system in BiH as well as increase the overall knowledge and understanding of the intellectual property culture and innovation in the country.

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## Feasibility study conducted for the Raška municipality

**The initial investment will be worth approximately 600.000 Euro, to be attempted through public-private partnership, with internal return rate of 17.69% over the period of 6.6 years.**

The municipality of Raska in the south of Serbia called for proposals to conduct a feasibility study in order to analyse the domestic and foreign market for the textile produce in the process of planning for a new textile factory. The named study, conducted by European Consulting Group, analysed the textile industry, raw material and final product markets, as well as the purchasing of necessary equipment. A numerical economic/financial model of production was created with justification rating and risk analysis.

The importance of textile industry is currently on the rise, and new products, competition and markets open new possibilities for the economic growth in this area. The analysed model, comprising of shirt and jeans production (and possibly safety equipment), with production line serving the output capacity of 10.000 pieces a month was planned to provide initial employment of 70 personnel.

The Raska municipality is among the most underdeveloped areas in the south-west of Serbia, comprising of three towns and some 55 suburban areas. The development processes here are directed towards rationalization of the use of natural resources (such as mineral deposits, thermo-mineral springs, land and forests), utilities, traffic, electrical, telecommunications and other infrastructure. Current local policies positively influence reduction of unemployment through use of active labour market measures, reducing the ongoing economic migration and population outflow.



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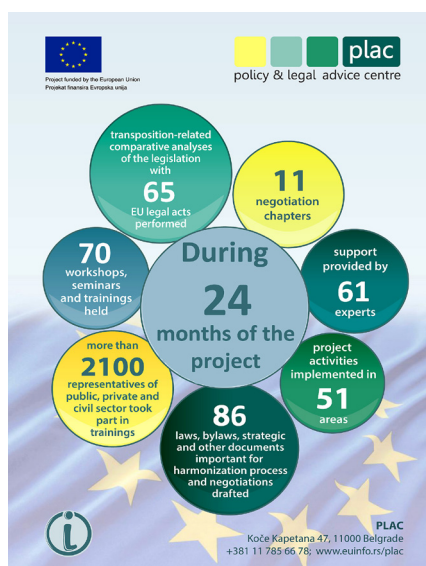
**Current local policies positively influence reduction of unemployment through use of active labour market measures, reducing the ongoing economic migration and population outflow.**

## Policy and Legal Advice Centre entered final stage of implementation

PLAC project organised a study visit to Slovenia, which had been identified as a good example of the institutional and legal systems implemented in this area.



Policy and Legal Advice Centre (PLAC) project task was to support Serbia's preparation for EU accession by improving policy and legislation processes. PLAC aimed at improving the current system of legal harmonization and approximation with EU legislation, supporting the development of national legislation aligned with the EU acquis, and ensuring proper implementation of the legislation, including the necessary by-laws and enforcement mechanisms. The project supported 11 Ministries overall across accession chapters. The Final conference for the project is planned for 14<sup>th</sup> June 2016.



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More information about the PLAC project activities can be found at the project web site:  
<http://plac.euinfo.rs/>



## Final Conference of the EU project of support to fight against corruption held in Sarajevo

The Conference is jointly organised by the EU funded project "Strengthening anti-corruption capacities and CSO networks in that area" and the Agency for prevention of corruption and coordination of the fight against corruption (APIK), on the occasion of the end of the project



On January 18<sup>th</sup> at 11:00h in the Building of the Parliamentary Assembly of BiH the Final Conference was held, marking the end of the EU-funded project "Strengthening anti-corruption capacities and CSO networks in that area". The Conference was organized by the Project team in coordination with the Agency for prevention of corruption (APIK) titled "Opportunities and challenges in the fight against corruption in Bosnia and Herzegovina".



Following the presentation of the Project achievements, the Conference offered a possibility for public expression of commitments and support of all the relevant domestic stakeholders to further development of the system for the fight against corruption in BiH and preparation and implementation of strategic AC documents at all levels of administration in the country.

In order to achieve this, representatives of APIK, Commission for monitoring the implementation of anti-corruption strategy and action plan of Republika Srpska and Coordination Team for coordination of activities related to the preparation of proposals of the Strategy for the fight against corruption 2015-2019 and Action Plan for the implementation of the strategy for the fight against corruption 2015-2019, the Government of BD BiH and all cantons presented the current state of affairs and future plans in the scope of the fight against corruption. These presentations were followed by the discussion on the challenges of implementation of future plans in the fight against corruption and the ways to overcome them.



The Conference was opened by the welcoming speeches of Ambassador Lars-Gunnar Wigemark, the Head of the EU Delegation to BiH, EU Special Representative to BiH, Dr. Denis Zvizdić, Chairman of the BiH Council of Ministers, Aleksandra Pandurević, President of the Commission for election and monitoring of APIK, and Mr Sead Lisak, Director of APIK.

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