



Bosnia and Herzegovina  
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**BUSOVAČA MUNICIPALITY**

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## **STRATEGY OF COMMUNICATION OF BUSOVAČA MUNICIPALITY WITH PUBLIC 2008 – 2015**

Busovača, October 2008.

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## 1. INTRODUCTION

Document „*Strategy of communication of Busovača Municipality with public 2008 – 2015*“ was created with the support of NGO „Alternative“ Kakanj as part of the project „*Strengthening the cooperation between local governments and citizens of Central BiH*“ financed by SIDA and the Olof Palme Centre.

The work team which participated in the creation of the Strategy had the following members: Finka Čosić, Enver Muhić, Željka Bošnjak and Enijad Mekić, as well as full time employees of Busovača Municipality's administrative services: Mirsada Mekić, higher referent for informing and Nijaz Begović, higher referent for social activities.

Carriers of legislative and executive government in Busovača are dedicated towards transforming Busovača Municipality, as a local self-government unit where citizens realize most of their rights and interest and have most responsibilities, into a service where citizens will be able to fulfil their needs in the quickest, most simple and most efficient way possible. The care of fellow human being is the priority of an efficient municipal administration which can only as such persist as government for the people

The only correct way to fulfil such a role of municipality is to establish partnership relationship between local government and citizens in which each side will be able to realize its interests, taking into account highest universal values.

First and basic condition for establishing partnership relationship between local government and citizens is certainly the establishing of constant and active communication between partners in order to determine their real needs and capabilities which will in turn enable finding ways to satisfy common needs. By practically applying them, the Municipality will fulfil its mission, while citizens will be.

Current level of communication between local government and citizens in Busovača Municipality can be referred to as satisfactory, with constant tendency of improving. However, as in many other segments of life, a lot more can be achieved.

Circumstances mentioned above have mobilized carriers of legislative and executive governments of Busovača Municipality to pay special attention to this segment. Concrete results are already visible, since in addition to a considerable number of full time employees in municipal administration there is also greater number of municipal councillors who were or still are involved in projects implemented by domestic and foreign NGOs whose objective is to find ways of establishing as concrete and direct communication as possible between local government and citizens.

Findings obtained in the course of implementation of mentioned projects resulted in initiating activities of creating this important strategic document. In addition to municipal administration's employees and certain number of municipal councillors, members of local NGOs were also actively involved in its creation.

Realistic assessment of one's own strength and capabilities, with simultaneous assessment of threats and difficulties that might be faced, enable „down-to-earth“ assessment of current situation and real needs in this area as well as determination of our priorities and activities that need to be implemented in order to realize our vision as fully as possible. All this in order to create surrounding that will guarantee implementation of joint activities along the road towards creating better and happier future for all citizens of Busovača.

## **2. VISION**

In 2015. Busovača Municipality is a community in which every citizen lives in the rhythm of established partnership relations between local governments and citizens. It is a community with established infrastructure enabling all citizens to participate directly in creating a living environment suitable for each individual citizen and the community in general.

In 2015 Busovača Municipality is a community of satisfied citizens who are motivated to participate in activities which will result in overall well-being and prosperity of the entire community.

### **3. MISSION**

Busovača Municipality is an arranged service which functions in the direction of fulfilling delegated needs of citizens in the quickest, easiest, most simple and cheapest way possible.

Established partnership relations between local government, NGOs and citizens' associations help in developing the sense of security and freedom in creating better and more predictable future of the local community.

## **4. SITUATION ANALYSIS**

### **4.1. SWOT analysis**

Busovača Municipality, its elected officials in legislative and executive government as well all citizens, face everyday challenges that need to be addressed in the upcoming period if we wish the Municipality to remain the desired destination of all those who consider it their final destination.

Elected officials and citizens of Busovača believe they have the potential to achieve numerous positive results in the upcoming period. The basis for such an opinion is to establish as close cooperation and partnership relations as possible between local government and citizens.

SWOT analysis has the objective to create basis for the creation of the Strategy of communication whose implementation would decrease current weaknesses. It provides information which helps us in coordinating the resources and skills required for planning realization of objectives.

In short, SWOT analysis represents analysis of:

1. own strengths and weaknesses,
2. Potentials and threats present as external factors which can provide encouragement, but in the same time difficulties in realization of the Strategy of communication. We will take into account both of them when planning activities directed towards achieving the objectives stated in the Strategy.

## **INTERNAL FACTORS**

### **4.1.1 STRENGTHS**

1. Expert staff
2. Municipal Info Centre
3. Certificate ISO 9001:2000 for good quality services provided by municipal administration
4. Citizens organized into local communities
5. Good contacts with local media
6. Municipal web site
7. Good relations with NGO and business sector

### **4.1.2 WEAKNESSES**

1. Insufficient IT education of officials
2. Partial connection of municipal administration services
3. Non existent IT-communication with local communities and associations

## EXTERNAL FACTORS

### 4.1.4 OPPORTUNITIES

1. Freedom of Access to Information Law
2. Principles of Local Government in FBiH Law
3. Interest of international organizations to finance projects oriented towards IT connecting municipal departments into one whole by acquiring IT equipment and educating officials
4. Associations of citizens are willing to participate in creating the communication strategy and processes of creating local policies
5. EU announced new IPA program in BiH (Instrument for Pre-Accession Assistance)
6. NGO „Alternative“ project: „Strategy of cooperation between local governments and citizens“ financed by SIDA (Swedish International Development Agency) and The Olof Palme Centre will be implemented until 2011. Busovača Municipality has been participating since 2007.
7. Dedication of public broadcasters to cover with signal the entire Busovača Municipality
8. Existence of local radio station
9. Large number of businessmen organized into the Association of businessmen of Busovača Municipality

### 4.1.4. THREATS

1. Unemployment and departure of expert and educated staff
2. Frequent changes in legal regulations in which citizens do not participate and cannot influence changes
3. Overall poverty and apathy
4. Insufficient coverage of Busovača Municipality with public broadcasters' signals
5. Insufficient media coverage outside the municipality

## **5. COMMUNICATION STRATEGIES, OBJECTIVES AND APPROACH**

### **5.1 Strategies**

- 1. To secure timely release of correct, clear and concise information towards citizens and business/NGO sector**
- 2. To secure participation of citizens and business/NGO sector in processes of creating local policies and decision making**
- 3. To improve communication between local administration and higher instances of government and investors**

### **5.2 Strategic objectives**

Strategy 1.

**To secure timely release of correct, clear and concise information towards citizens and business/NGO sector**

Strategic objectives:

- 1.1. To improve intern communication of administration services*
- 1.2. To improve communication between legislative and executive government*
- 1.3. To enhance the system of informing and communication with citizens*

Strategy 2.

**To secure participation of citizens and business/NGO sector in processes of creating local policies and decision making**

Strategic objectives:

- 2.1. To establish the system of regular consulting of executive and legislative government with citizens and business/NGO sector*

Strategy 3.

**To improve communication between local administration and higher instances of government and investors**

Strategic objectives:

- 3.1. To establish the system where information will be constantly available to higher instances of government and potential investors*
- 3.2. To establish the system of constant monitoring of trends and investors' interest as well as the policy of higher instances of government*

### 5.3. Action objectives

Strategy 1.

**To secure timely release of correct, clear and concise information towards citizens and business/NGO sector**

*Strategic objective 1.1. To improve intern communication of administration services*

**Action objectives:**

1.1.1. To equip by the end of 2009 all municipal departments with IT equipment and create a network of a united IT system

1.1.2. To educate informatically by the end of 2009 all employers of Busovača Municipality administration

1.1.3. To adopt by the end of 2009 the Regulations of intern communication which will establish a mechanism of reporting and communication between municipal departments

1.1.4. To organize at least once a month non-formal meetings within municipal departments as well as between municipal departments and the mayor, thus improving mutual communication and strengthening the team work

*Strategic objective 1.2. To improve communication between legislative and executive government*

**Action objectives:**

1.2.1. To include into preparation of municipal council's session not only the councillors and presidents of councillors' clubs, but also the mayor's assistants and the mayor himself if necessary

1.2.2. To provide the material for municipal council's sessions 7 days prior to a session, as determined by the Regulations

*Strategic objective 1.3. To enhance the system of informing and communication with citizens*

**Action objectives:**

1.3.1. To inform citizens through leaflets, brochures, local media and web site about responsibilities of local government, its functioning, methods of decision making, local policies and mechanisms of citizens' involvement. NGO sector and local communities should be involved into activities as well

1.3.2. To introduce as the standard practice the informing through: public announcements, press conferences, contact radio program

1.3.3. To adopt a plan of holding regular meetings between representatives of local governments and members of local communities

1.3.4. To redesign the current Busovača Municipality website by introducing new links for informing and forum

1.3.5. To publish municipal informative bulletin at least 4 times a year

Strategy 2.

**To secure participation of citizens and business/NGO sector in processes of creating local policies and decision making**

*Strategic objective 2.1. To establish the system of regular consulting of executive and legislative government with citizens and business/NGO sector*

**Action objectives:**

- 2.1.1. To organize continuous work of the councillor's office with a duty roster for each councillors' club and plan of joint meetings with citizens and business/NGO sector
- 2.1.2. To determine the terms of receiving citizens and business/NGO sector in the mayor's office
- 2.1.3. To organize meetings of representatives of local government with citizens at the level of local communities
- 2.1.4. To prepare a plan of public discussions in local communities addressing all important issues regarding local government
- 2.1.5. To include into municipal committees all interested parties from business/NGO sector and citizens

Strategy 3.

**To improve communication between local administration and higher instances of government and investors**

*Strategic objective 3.1. To establish the system where information will be constantly available to higher instances of government and potential investors*

**Action objective:**

- 3.1.1. To update the data base of local community development projects
- 3.1.2. To create a package of promotional material

*Strategic objective 3.2. To establish the system of constant monitoring of trends and investors' interest as well as the policy of higher instances of government*

**Action objective:**

3.2.1. To create a date base of programs of higher instances of government and potential investors

3.2.2. To establish permanent contacts and regular informing of higher instances of government and potential investors about positive changes and opportunities for investing or implementing programs

## **5.4. Approach**

The Strategy of communication of Busovača Municipality with public has the overall objective to establish an easily accessible system of communication between local government and citizens which will be based on full openness, transparency and timely providing of all relevant information.

The objective of local government is to provide access to understandable information concerning all aspects of life and to establish, in the same time, a constant communication with citizens in order to obtain feedback info about their needs.

In this way more dynamic partnership relations between local government and citizens will be established leading to the creation of a municipal administration suited to citizens' needs as well as to a satisfied citizen who will participate actively in creating local policies and enable timely implementation of activities and creation of a positive image of the municipality which will be in the function of citizens in every moment.

## 6. METHODOLOGY AND RESOURCES

### 6.1 Target groups

1. Citizens living in Busovača municipality
2. Citizens not living in Busovača municipality but using services of local government
3. Business sector (regardless of size or ownership)
4. Non-government sector (foundations and citizens' associations)
5. Potential investors and higher instances of government

### 6.2 Methodology and selection of resources

**Public announcements** will become a permanent practice in informing the public about activities and events concerning local government.

**Flyer** is produced relatively quickly and is used to provide information or invitations to a wider community. Its main purpose is to inform people and get them to act. A flyer should immediately attract attention of a reader and provide the essence of an information or invitation in a simple manner. They should be short, visible and must use headings, graphic drawings, big caps and be printed on a standard sized paper. The message must be accepted by people as they wait by a wall or looking at notice board.

**Leaflet** (folded paper) contains more information and is directed at those who are in need of more information about for example certain municipal service or particular topic. Facts-containing leaflet should have somewhat longer duration than a typical flyer.

**Brochures** are publications several pages long. They can be distributed in cases when we want to consider specific questions or initiatives and present them to the public. They represent a fuller approach.

#### **Meetings of heads of municipal departments**

There should be a plan of regular meetings of municipal departments where everyday information and experience would be exchanged. The objective of these meetings is to provide for continuous activities of the departments and to speed up the process of problem solving upon the satisfaction of citizens and employees.

**Non-formal meetings** municipal mayor and/or his assistants with municipal administration staff which will contribute to a better mutual understanding and team building.

**Meetings for preparation of municipal council's session** should be attended by presidents of councillors' clubs as well as by mayor's assistants and the mayor if necessary. This should provide for additional explanations and improve the work of municipal council.

#### **Data base**

Creation of the data base and assigning a person to maintain it regularly.

Creation of a computer network should enable everyone to have access to information. Data base can contain processed objects or those in process; projects at the level of local

communities or municipality in general, with information on costs, implementators, community's participation etc. Because of potential investors, it should also contain information on projects plan in the future.

**Promotional material package**

Packages should be prepared for all target groups: citizens, employers, higher instances of government, potential investors etc.

This is not a separate task since we already have data base, flyers, brochures etc. The packages should be complemented and added with content.

Table 1. – Methodology and resources

Strategy	Strategic objectives	Target groups	Resources	Methodology
	<p><i>1.1. To improve intern communication of administration services</i></p> <p><i>1.2. To improve communication between legislative and executive government</i></p> <p><i>1.3. To enhance the system of informing and communication with citizens</i></p> <p><i>2.1. To establish the system of regular consulting of executive and</i></p>	<p>1.1. Heads of municipal administration departments</p> <p>1.2. Municipal mayor, mayor's assistants and municipal council</p> <p>1.3. Municipal department of informing, local communities, NGO sector and citizens</p> <p>2.1. Citizens, employers and NGO sector</p>	<p>1.1.</p> <p>a) Meetings and mutual reporting</p> <p>b) Computer equipment</p> <p>1.2. Preparation of municipal council's sessions</p> <p>1.3. .</p> <p>a) Publications, Internet and media</p> <p>b) Direct contacts with citizens</p> <p>2.1.</p> <p>a) Councillor's office</p> <p>b) Meetings in the mayor's office</p> <p>c) Meetings in local communities</p> <p>d) Municipal committees</p>	<p>1.1.</p> <p>a) To adopt by the end of 2009 the Regulations of intern communication which will establish a mechanism of reporting and communication between municipal departments</p> <p>b) Create a computer network and secure that all relevant documentation is available to all departments so that they can monitor or participate in solving specific problems</p> <p>c) To adopt as practice non-formal meetings which will improve mutual communication and strengthen the team work</p> <p>1.2.</p> <p>a) To include into preparation of municipal council's session not only the councillors and presidents of councillors' clubs, but also the mayor's assistants and the mayor himself if necessary</p> <p>b) To provide the material for municipal council's sessions 7 days prior to a session, as determined by the Regulations</p> <p>1.3.</p> <p>a) To inform citizens through leaflets, brochures, local media and web site about responsibilities of local government, its functioning, methods of decision making, local policies and mechanisms of citizens' involvement. NGO sector and local communities should be involved into activities as well</p> <p>b) To introduce as the standard practice the informing through: public announcements, press conferences, contact radio program</p> <p>2.1</p> <p>a) To organize continuous work of the councillor's office with a duty roster for each councillors' club and plan of</p>

	<p><i>legislative government with citizens and business/NGO sector</i></p> <p><b>3.1. To establish the system where information will be constantly available to higher instances of government and potential investors</b></p> <p><b>3.2. To establish the system of constant monitoring of trends and investors' interest as well as the policy of higher instances of government</b></p>	<p>3. Local / cantonal / federal government and investors</p>		<p>joint meetings with citizens and business/NGO sector  b) To determine the terms of receiving citizens and business/NGO sector in the mayor's office  c) To organize meetings of representatives of local government with citizens at the level of local communities  d) To prepare a plan of public discussions in local communities addressing all important issues regarding local government  e) To include into municipal committees all interested parties from business/NGO sector and citizens</p> <p>3.1.  To update the data base of local community development projects</p> <p>3.2.  a) To create a date base of programs of higher instances of government and potential investors  b) To establish permanent contacts and regular informing of higher instances of government and potential investors about positive changes and opportunities for investing or implementing programs</p>
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## **7. MONITORING**

### **7.1 Monitoring team**

Monitoring of the Strategy's implementation will be performed by 3 young members delegated by local NGOs:

1. Mersiha Ekmešćić, the Association of students Busovača
2. Ivana Šteko, Youth centre Busovača and
3. Dženan Pajić, ABF Centre Busovača.

The Monitoring team was educated through the project „Strengthening the cooperation between local governments and citizens in the Central BiH region“, which also provided consultative support for the creation of the Strategy.

### **7.2 Monitoring report**

Members of the monitoring team will at least twice a year (mid-term and end of year) conduct a survey of the public opinion and report the results to the local government and public in general.

They will follow regularly the written and electronic media, municipal council's session and level of involvement of citizens and business/NGO sector into processes of creating and adopting new policies. They will report their findings to local government and public in the form of annual reports.

## **8. EVALUATION**

Constant evaluation of and possible changes in the Strategy are the best way to achieve success. By self-evaluating we obtain useful feedback information and can alter the strategy and objectives, if necessary.

The success of the Strategy must be measured in terms of fulfilled objectives set by the Strategy and the level of citizens' participation in the process. Did we achieve improvements for citizens and business/NGO sector? To what extent did we enhance the participation of all target groups in processes of decision making and creating local policies? Did the Strategy prepare municipal government for good-quality mutual cooperation and dynamic partnership with citizens? To what extent did the strategy help in lifting citizens' awareness about their rights and responsibilities? To what extent did the Strategy enable individuals and municipal services to provide answers to questions posed by it?

The questions stated above should be answered by an independent extern evaluation team. It can be NGO or any team made up of representatives of different sectors.

## **9. OPERATIVE PLAN FOR 2009.**

After the Strategy has been adopted, it will be necessary to form a team which will prepare an operative plan for 2009.

The plan must contain a review of activities outlining the assigned tasks, carriers of activities and budget proposal.