

# SHAPING



# TOGETHER

SWOT Analysis & Vision

Final report

SHAPING SREBRENICA TOGETHER Workshop

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# Introduction

Srebrenica is a town in the easternmost Republika Srpska, Bosnia and Herzegovina. The town's name means "silver mine", the same meaning of its old Latin name *Argentaria*. Srebrenica is eponymous for the 526.83 km<sup>2</sup> big area around the town. Until the Bosnian War (1992-1995) the town had around 37.000 inhabitants (75% Bosniaks; 22% Serbs; 3% Croats, Yugoslavs, others) and a decent local economy consisting of industrial activities (lead, zinc and gold mine, metal factories) and tourism (recreational spa Banja Guber, monasteries, archeological sites). During the Bosnian War Srebrenica gained notoriety when it became the site for the biggest massacre since WW2. The July 1995 massacre of the town's Bosniak population, determined to have been a crime of genocide. Since then it's population has been constantly decreasing leading to a lack of workforce, educational facilities, industry, etc. Spatially this led to a growing amount of industrial and domestic ruins and deprived sites. In 2013 there were 13.000 people still living in the town.<sup>12</sup>

Nonetheless, by respecting, acknowledging and honoring its past Srebrenica wants to look into the future and move ahead. Step by step the town aims to redevelop, rebuild and rethink its identity to move forward and create a sustainable and livable future for its inhabitants.

# Narrative

The AIT Austrian Institute of Technology was invited by the municipality of Srebrenica to host a workshop with the aim to tap the local knowledge and discuss Srebrenica's future potential/ potential future. Paul Erian (project coordinator) and Daiva Jakutyte-Walangitang (Workshop design and hosting) together with Alexander Petritz (ISD Institute for Structured Development) travelled to Srebrenica to conduct a workshop on the 4<sup>th</sup> of December 2017. The workshop had broad acceptance from the local stakeholders. The 36 participants who took part in the workshop were representatives from Srebrenica itself as well as representatives from the surrounding areas and towns. Further the workshop gained big media attention and was covered by local and federal TV and radio stations.

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<sup>1</sup> <https://en.wikipedia.org/wiki/Srebrenica>

<sup>2</sup> <http://www.popis2013.ba/popis2013/doc/Popis2013prvolzdanje.pdf>

# Methodology

The main method used in the workshop were:

## PESTLEGS analysis<sup>3</sup>

PESTLE analysis, is a concept which is used as a tool by companies to track the environment they're operating in or are planning to launch a new project/product/service etc. PESTLE is a mnemonic which in its expanded form denotes P for Political, E for Economic, S for Social, T for Technological, L for Legal and E for Environmental. It gives a bird's eye view of the whole environment from many different angles that one wants to check and keep a track of while contemplating on a certain idea/plan.

There are certain questions that one needs to ask while conducting this analysis, which give them an idea of what things to keep in mind. They are:

- What is the political situation of the country and how can it affect the industry?
- What are the prevalent economic factors?
- How much importance does culture has in the market and what are its determinants?
- What technological innovations are likely to pop up and affect the market structure?
- Are there any current legislations that regulate the industry or can there be any change in the legislations for the industry?
- What are the environmental concerns for the industry?

It is very critical for one to understand the complete depth of each of the letters of the PESTLE. It is as below:

- Political: These factors determine the extent to which a government may influence the economy or a certain industry.
- Economic: These factors are determinants of an economy's performance that directly impacts a company and have resonating long term effects.
- Social: These factors scrutinize the social environment of the market, and gauge determinants like cultural trends, demographics, population analytics etc.
- Technological: These factors pertain to innovations in technology that may affect the operations of the industry and the market favorably or unfavorably. This refers to automation,

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<sup>3</sup> <http://pestleanalysis.com/what-is-pestle-analysis/>

research and development and the amount of technological awareness that a market possesses.

- Legal: These factors have both external and internal sides. There are certain laws that affect the business environment in a certain country while there are certain policies that companies maintain for themselves. Legal analysis considers both angles and then charts out the strategies considering these legislations. For example, consumer laws, safety standards, labor laws etc.
- Environmental: These factors include all those that influence or are determined by the surrounding environment. This aspect of the PESTLE is crucial for certain industries particularly for example tourism, farming, agriculture etc. Factors of a business environmental analysis include but are not limited to climate, weather, geographical location, global changes in climate, environmental offsets etc.

The PESTLE analysis forms a much more comprehensive version of the SWOT analysis since it differentiates thematically and can thus go much more into detail.

The method used in the Srebrenica workshop was an alteration of the PESTLE analysis adding 2 notions to the known framework: G(overnance) and S(patial). PESTLEGS is especially used for urban and regional development processes where structural and spatial elements play a key role in better understanding the potentials and limitations of a certain geographical area. The PESTLEGS<sup>4</sup> was adopted by the partnering institutions of the European Union's FP7 funded project transform (<http://www.transformyourcity.eu/>).

### SWOT analysis<sup>5</sup>

SWOT analysis (or SWOT matrix) is an acronym for strengths, weaknesses, opportunities, and threats and is a structured planning method that evaluates those four elements of an organization, project or business venture. In the case of the Srebrenica workshop we again used an alteration of this method by applying it to a region.

- Strengths: characteristics of the region that give it an advantage over others
- Weaknesses: characteristics of the region that place it at a disadvantage relative to others

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<sup>4</sup> [http://www.transformyourcity.eu/resources/transmethod02/PESTLEG\\_DEFINITION.pdf](http://www.transformyourcity.eu/resources/transmethod02/PESTLEG_DEFINITION.pdf)

<sup>5</sup> [https://en.wikipedia.org/wiki/SWOT\\_analysis](https://en.wikipedia.org/wiki/SWOT_analysis)

- Opportunities: elements in the environment that region could exploit to its advantage
- Threats: elements in the environment that could cause trouble for the development of the region

Identification of SWOTs is important because they can inform later steps in planning to achieve the objective. First, decision-makers should consider whether the objective is attainable, given the SWOTs. If the objective is not attainable, they must select a different objective and repeat the process.

Users of SWOT analysis must ask and answer questions that generate meaningful information for each category (strengths, weaknesses, opportunities, and threats) to make the analysis useful and find their competitive advantage.



Because of the creation of the Banovina of Croatia in 1939, its territory was reduced considerably.<sup>6</sup> Based on this history, in the course of the workshop a new, boundary over spanning region has been in the center of thoughts.

### The Drina Necklace

Seeing the Drina river as connecting geographical element of its governmental regions around it the analogy of a necklace has been developed. Keeping this in mind the Drina Necklace sees every municipality as one pearl along the river. Every municipality shall thus be individually recognized and valuable and at the same time be part of a bigger concept.

#### The Drina Necklace...

- ... consists of a **core region** (Srebrenica (BiH), Bratunac (BiH), Milici (BiH)) and a **wider region** (Zvornik (BiH), Mali Zvornik (SRB), Ljubovia (SRB), Banjina Basta (SRB), Visegrad (BiH), Rudo (BiH), Cajnice (BiH), Novo Gorazde (BiH), Gorazde (BiH), Foca-Ustikolina (BiH), Pale-Praca (BiH), Rogatica (BiH), Sokolac (BiH), Han Pijesak (BiH), Vlasenice (BiH), Secovice (BiH), Osmaci (BiH))
- ... core region sees itself as driving power in the process. The wider region does follow the processes and will during the next years focus on also becoming more intensely involved in the developments.
- ... connects inner-Bosnian autonomous entities (Federation of Bosnia and Herzegovina and Republika Srpska)
- ... connects national states (Bosnia and Herzegovina and Serbia)
- ... connects different religious groups and ethnicities (Christians and Muslims)
- ... tabs and unlocks the strengths and potentials of each local center to collectively develop the region further.

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<sup>6</sup> [https://en.wikipedia.org/wiki/Drina\\_Banovina](https://en.wikipedia.org/wiki/Drina_Banovina)

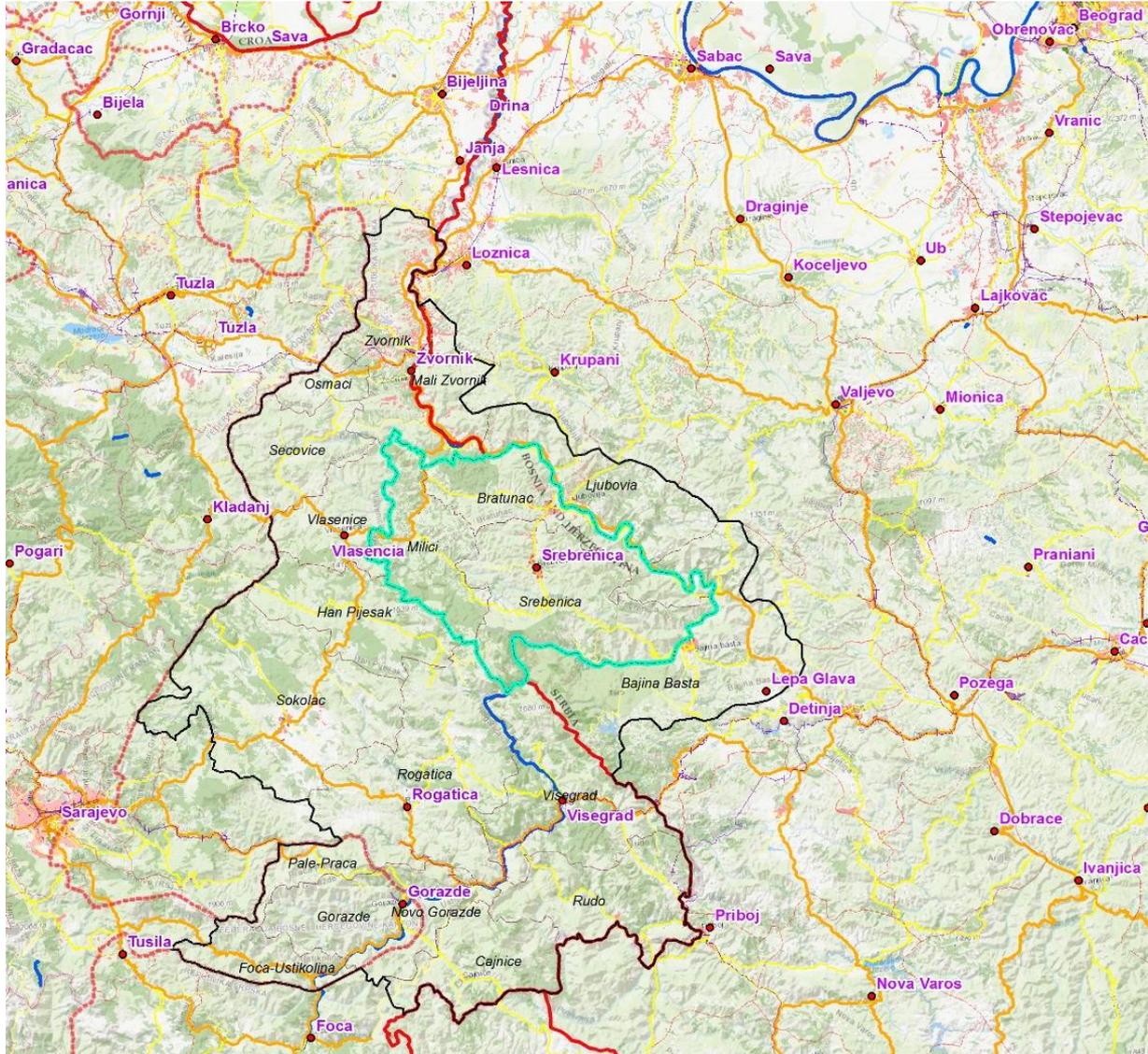


Figure 2: The Drina Necklace Region (core region-green border, wider region-black border)

## Vision of the Drina Necklace

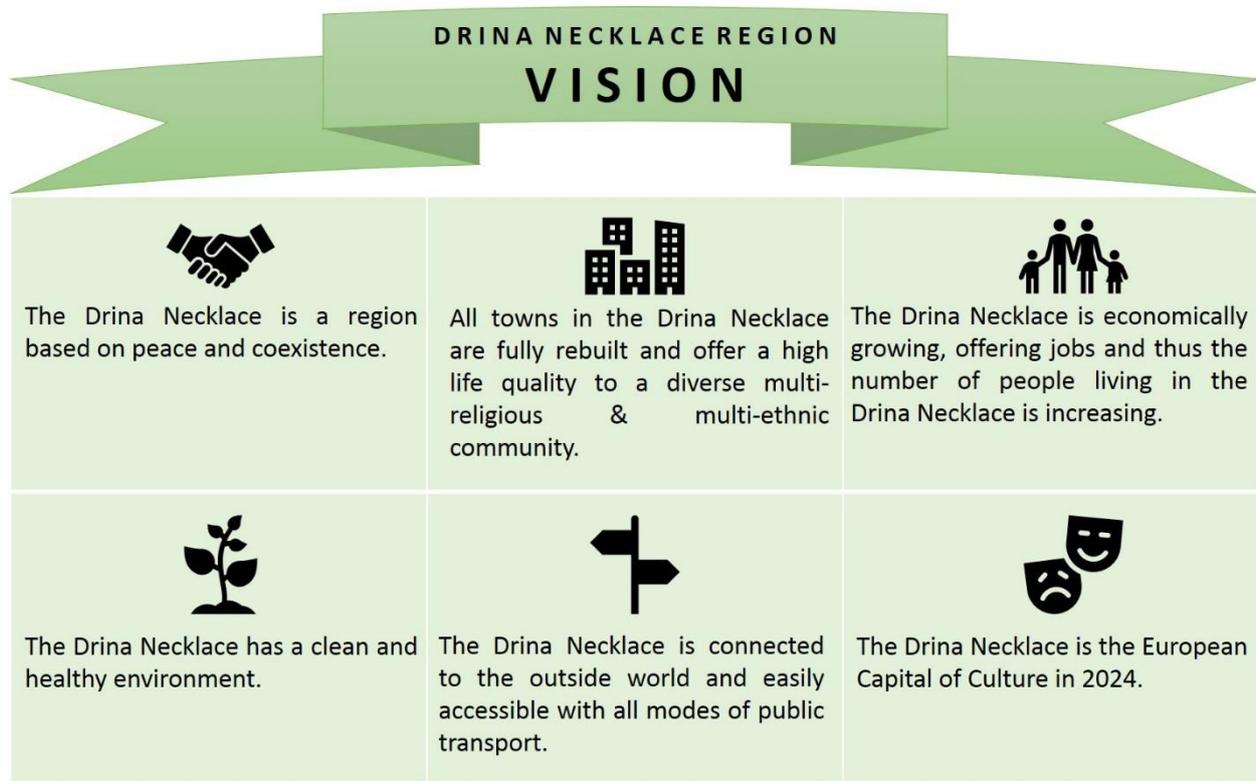


Figure 3: The Drina Necklace Region Vision consists of six notions covering different aspects.

During the workshop six notions of a vision for the Drina Necklace region have been repeatedly brought up. The first notion (The Drina Necklace is a region based on peace and coexistence) should be understood on the ground on which all the other visions can grow. Especially when looking at the historic development of the region this notion seems even more crucial and essential to keep in mind. In the second notion (All towns in the Drina Necklace are fully rebuilt and offer a high life quality to a diverse multi-religious & multi-ethnic community), the aspect of a fully rebuilt physical infrastructure is mentioned which is necessary for people to live their everyday lives in a high-quality environment. Further the fact that people from different religious backgrounds live next to each other should be fostered here. Thirdly (The Drina Necklace is economically growing, offering jobs and thus the number of people living in the Drina Necklace is increasing.), the region is working on bringing people back who left in the wake of the war. Therefore, jobs should be created and young families should be invited to move (back) to the region. In notion number four (The Drina Necklace has a clean and healthy environment) the rich environment in terms of natural resources in the region should be stressed. These are amongst others the vast forest areas as well as lakes, water sources and rivers which surround the area. These resources on one hand should be maintained in all its beauty and at the same time be used for recreational tourism. The 5<sup>th</sup> notion (The Drina Necklace is connected to the outside

world and easily accessible with all modes of public transport.) makes clear that connectivity is key for all humans living or planning on living in the region. This connectivity includes safe streets for individual as well as public transport, an upgrade of the train lines and service providers making it possible for the people to commute and move easily within the region. Finally, the Drina Necklace region aims at becoming the European Capital of Culture in 2024 (The Drina Necklace is the European Capital of Culture in 2024). The European Union is currently calling for submission of applications for the union action “European Capitals of Culture” for the year 2024 for cities in EFTA/EEA countries, candidate countries and potential candidates for EU membership. The Drina Necklace Region is in the process of developing a bid-book to address this call.

## PESTLEGS results

The following chapter lists evaluated strengths of the region in eight categories, namely Political, Economic, Social, Technical, Legal, Environmental, Governance, Spatial. The first letter of each category form the methods' acronym PESTLEGS.

### Political

During the workshop, it became evident that Srebrenica is aware of its international attention and recognition. The participants pointed out that they would like to see this sad reputation being shifted towards a more positive association. This more positive association should be backed up by a stable multicultural government working transparent on establishing a stable political situation. Further its geostrategic location within Europe as well as its good relationship with Serbia are seen as a strength of the region.

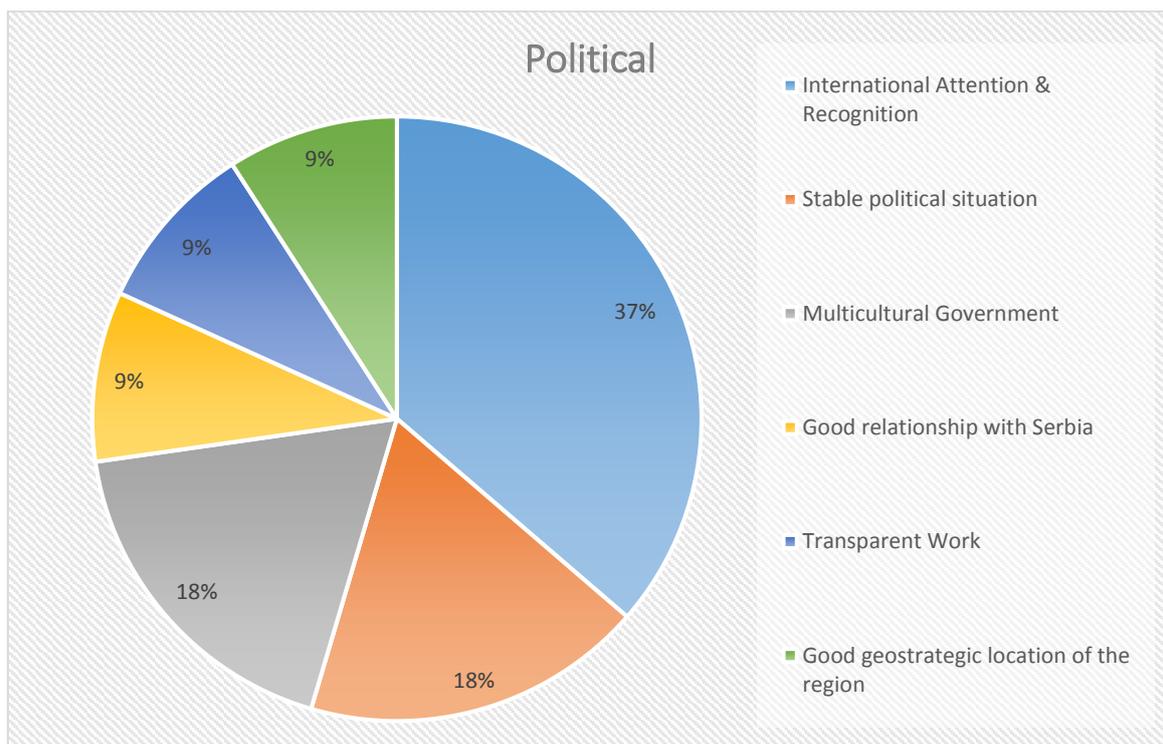


Figure 4: Political strengths of the region evaluated during the PESTLEGS session, n=36

### Economic

Economically the biggest strengths are a range of manufacturing businesses located in the region. Amongst others there are companies producing and pre-freezing fruits and vegetable as well as dairy products and meat. Further there is a stable and growing metal industry producing aluminum, bauxite and zinc. Finally, one of the biggest economic factor for the region is its wood harvesting.

Besides the industrial strengths the region sees its future in recreational and religious tourism. Religious tourism due to its various mosques and churches as well as monasteries and archeological sites. Recreational tourism due to its beautiful surrounding landscape (mountains, forests, rivers, etc.) and its potential reopening of the local Banja Guber<sup>7</sup>.

A last economic factor for the region is a well-established local NGO sector as well as its international NGO sector represented by UNDP, OSCE, JICA, etc.

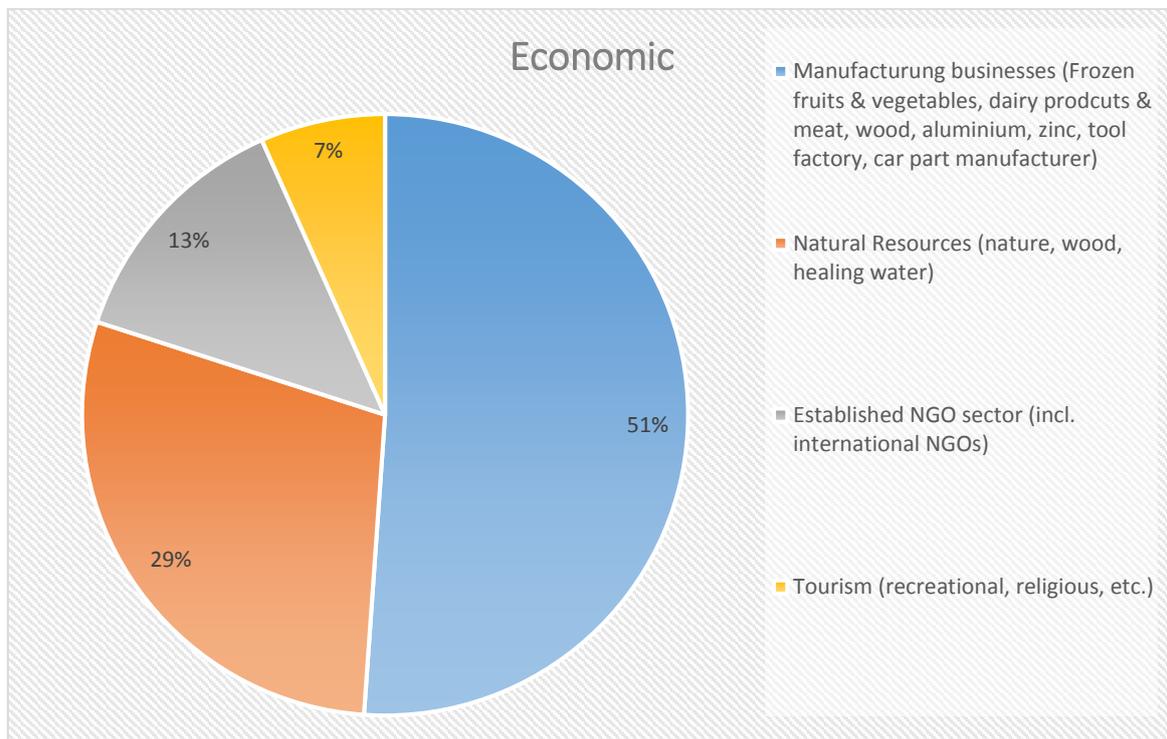


Figure 5: Economic strengths of the region evaluated during the PESTLEGS session, n=36

<sup>7</sup> Banja Guber is a planned recreational SPA hotel built next to the Srebrenica city center. Originally discovered during the Austrian Monarchy the region is rich of healing waters which are planned to be commercialized.

### Social

A social strength of the region is its multiethnicity. The peaceful coexistence of Serbs, Bosniaks, Croats and other ethnicities enriches the cultural exchange in the area. Further the social economy is perceived as a strength of the region. It is due to the former communist system that these social economic benefits are still intact. Finally, the educational system consisting of various primary, secondary and tertiary education opportunities and local sports clubs are a social strength of the region.

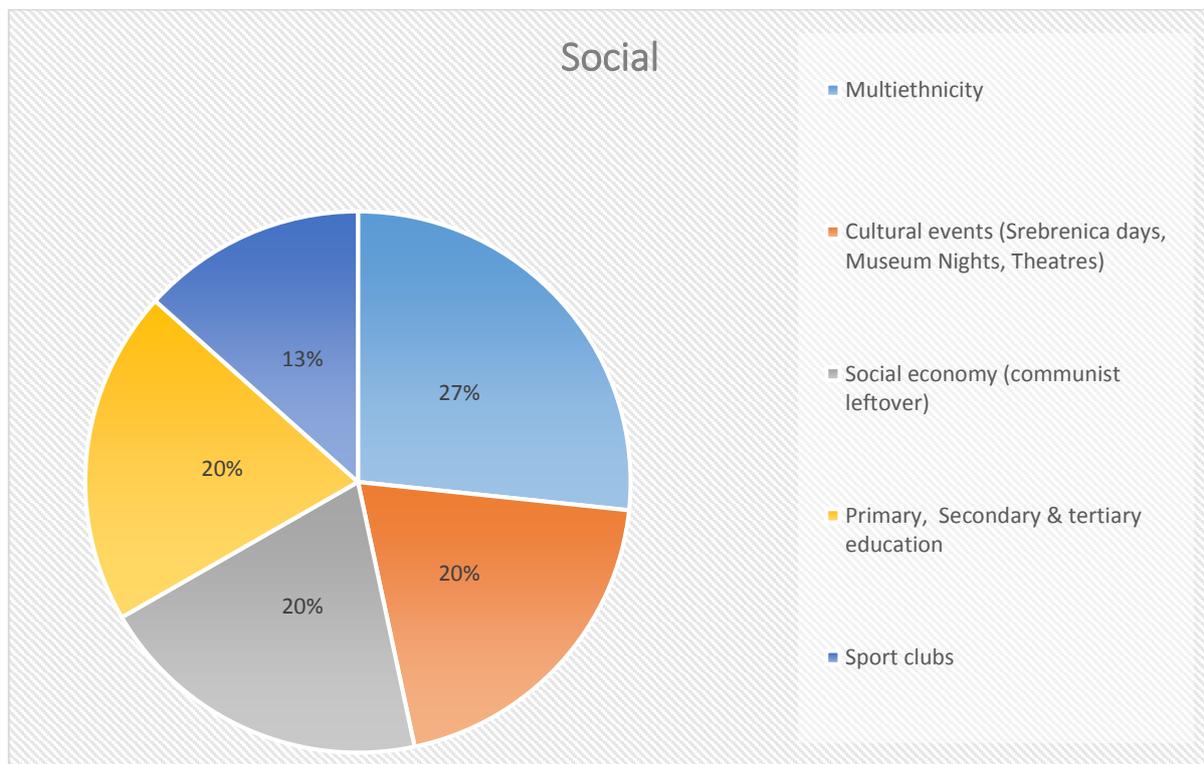


Figure 6: Social strengths of the region evaluated during the PESTLEGS session, n=36

## Technical

Technically the biggest strength of the region is its broadband connection and further ICT related developments. Also, a growing sector of Small and Medium Enterprise's as well as the local waste treatment plant were mentioned.

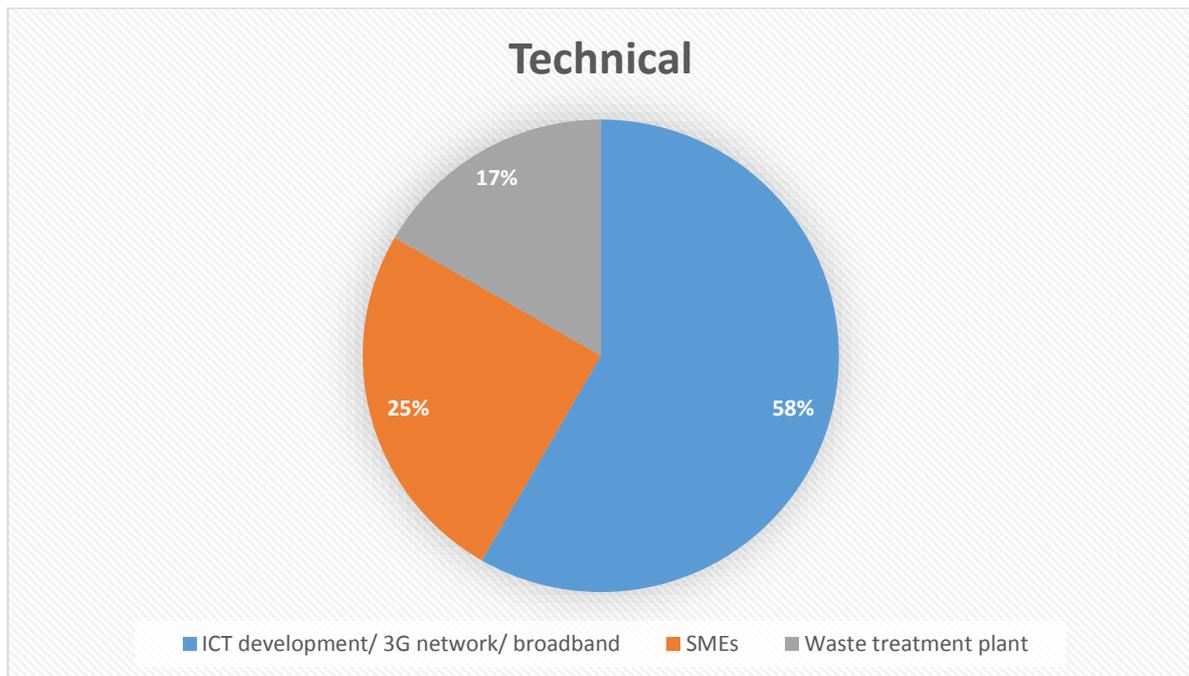


Figure 7: Technical strengths of the region evaluated during the PESTLEGS session, n=36

## Legal

The trust of citizens into its local municipality has been mentioned as a clear strength. Also, the municipalities work in establishing a strategy, applying EU regulations and networking vertically with the state government was explicitly mentioned.

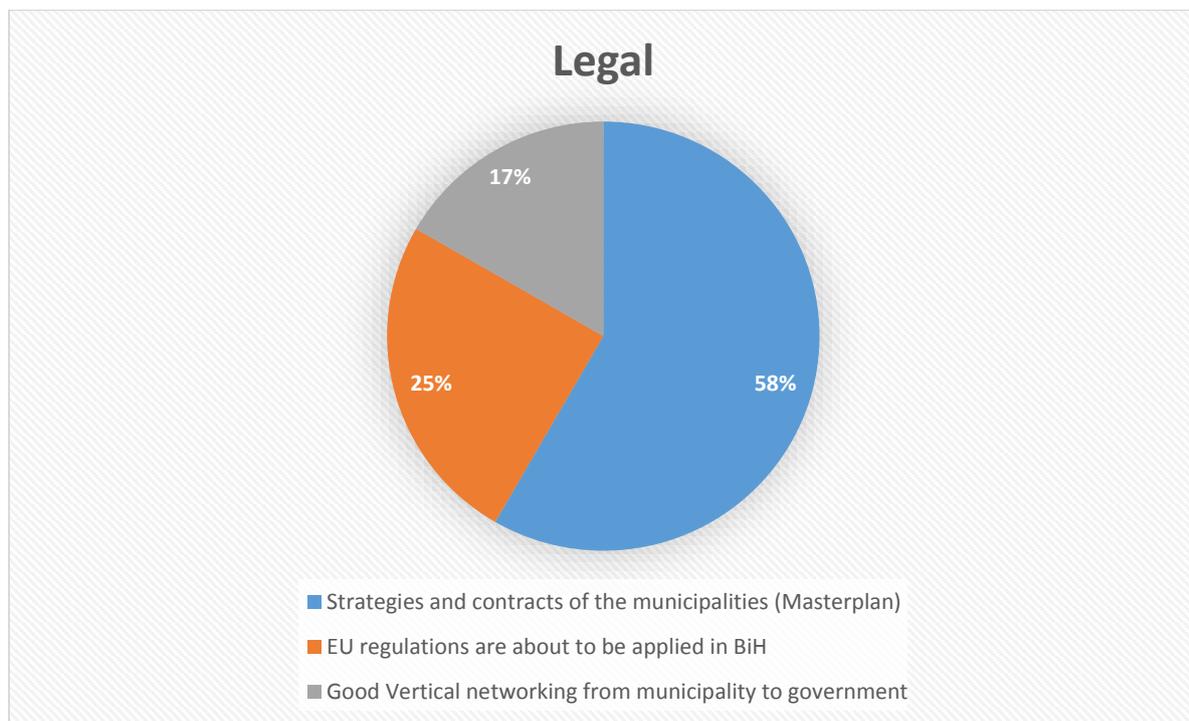


Figure 8: Legal strengths of the region evaluated during the PESTLEGS session, n=36

## Environmental

Clearly the regions natural heritage is the biggest strength that was mentioned from an environmental perspective. This includes the National Parks Tara and Drina as well as various archeological sites, caves and castles. The participants also clearly mentioned that the focus of the region should lie on rural economy instead of urbanization.

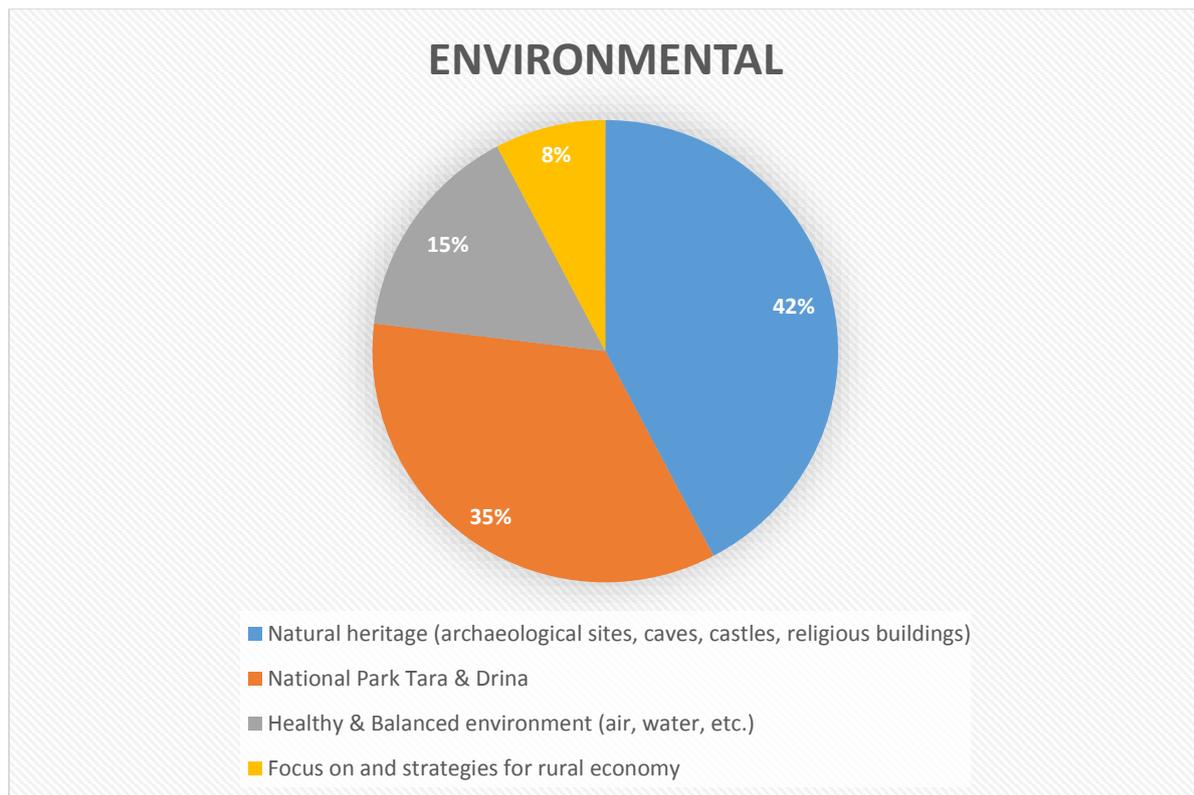


Figure 9: Environmental strengths of the region evaluated during the PESTLEGS session, n=36

### Governance

Like the legal strengths, in terms of governance the local government was mentioned. On one hand, the physical infrastructure was perceived as very beautiful (city hall, municipality owned buildings, etc.). On the other hand, the way how municipal processes are set up and running was positively pointed out (building permissions, registration of companies, ISO standardization in process, etc.).

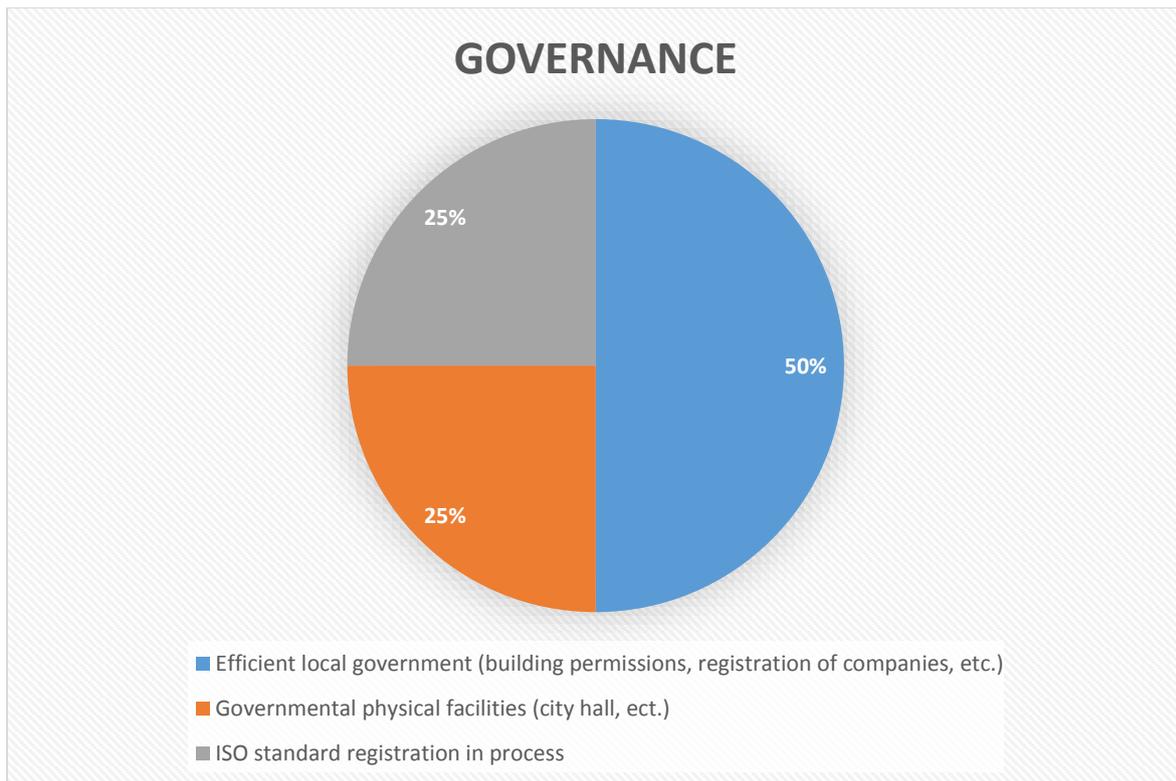


Figure 10: Governance strengths of the region evaluated during the PESTLEGS session, n=36

### Spatial

The geostrategic location of the area was perceived as a clear strength of the region. This counts for its proximity to Serbia as well as its location between Sarajevo and Belgrade. In terms of connectivity the train connection to Zvornik as well as the proximity to the nearest airports was seen as a strength (Tuzla, Sarajevo, Belgrade). Further the spatial regulation plan and rural development plan were mentioned.

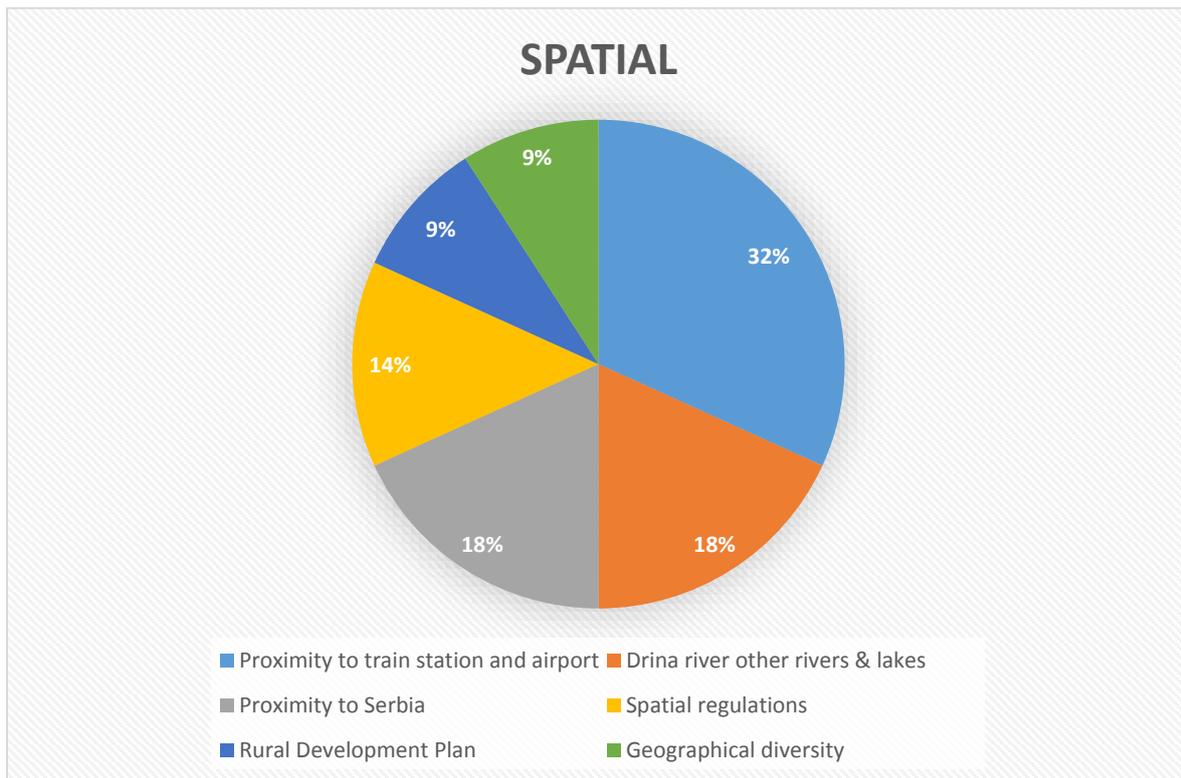


Figure 11: Spatial strengths of the region evaluated during the PESTLEGS session, n=36

# SWOT Analysis

The SWOT analysis aims at showing the different Strengths, Weaknesses, Opportunities and Threats of the current state of the region.

Strengths
<ul style="list-style-type: none"> <li>• Multiethnic and multi religious community</li> <li>• Willingness to create something together by the involved stakeholders (incl. political will)</li> <li>• Rich natural resources (woods, Drina river, National Parks)</li> <li>• Rich cultural and religious resources (castles, caves, archeological sites, religious buildings)</li> </ul>
Weakness
<ul style="list-style-type: none"> <li>• Fragmented and nonaligned development of the region</li> <li>• Missing connectivity and accessibility (railway infrastructure, bus infrastructure) and public transport</li> <li>• Missing high quality touristic infrastructure (hotels, restaurants, shops)</li> <li>• High percentage of abandoned buildings</li> <li>• Missing institutional capacity (know-how and competence)</li> <li>• Lack of financial and human resources</li> <li>• Missing skilled workers</li> <li>• Missing energy infrastructure</li> </ul>
Opportunities
<ul style="list-style-type: none"> <li>• Alignment of the key activities of institutions (tourist boards of each municipality develop a (tourism-)concept together; industrial actors form clusters (designated industrial development zones))</li> <li>• Building up institutional capacity</li> <li>• Fostering recreational tourism (woods, Banja Guber, River)</li> <li>• Fostering religious tourism (monasteries, churches, mosques)</li> <li>• Development of multi modal public transport networks</li> <li>• Development of a built bus and train infrastructure schemes to foster mobility and connectivity in the region</li> <li>• The presence of historical fabric that can be upgraded to cultural sights</li> <li>• Usage of empty spaces for shops, bars, community centers, cultural activities</li> <li>• Fostering of renewable energy supply (hydropower, biomass)</li> </ul>
Threats
<ul style="list-style-type: none"> <li>• Political differences (change of power locally or on state level)</li> <li>• Corruption and non-transparency</li> <li>• Frustration of stakeholders' due to short term/ quick win thinking</li> </ul>

Figure 12: SWOT analysis results of the region

## **Communities' assets clustering**

The communities marked assets which in their perception seem essential for their further development. These assets have been clustered in four categories. The four clusters are religious heritage, historic heritage, natural heritage and economy. Even though these four clusters cover a different notions and potentials of the region they do not include aspects such as Policentric development and Accessibility & Connectivity. These aspects are essential since they provide the very base for further development in the touristic or industrial sector. Nonetheless the four clusters provide a solid base for further evaluations and cooperation opportunities.

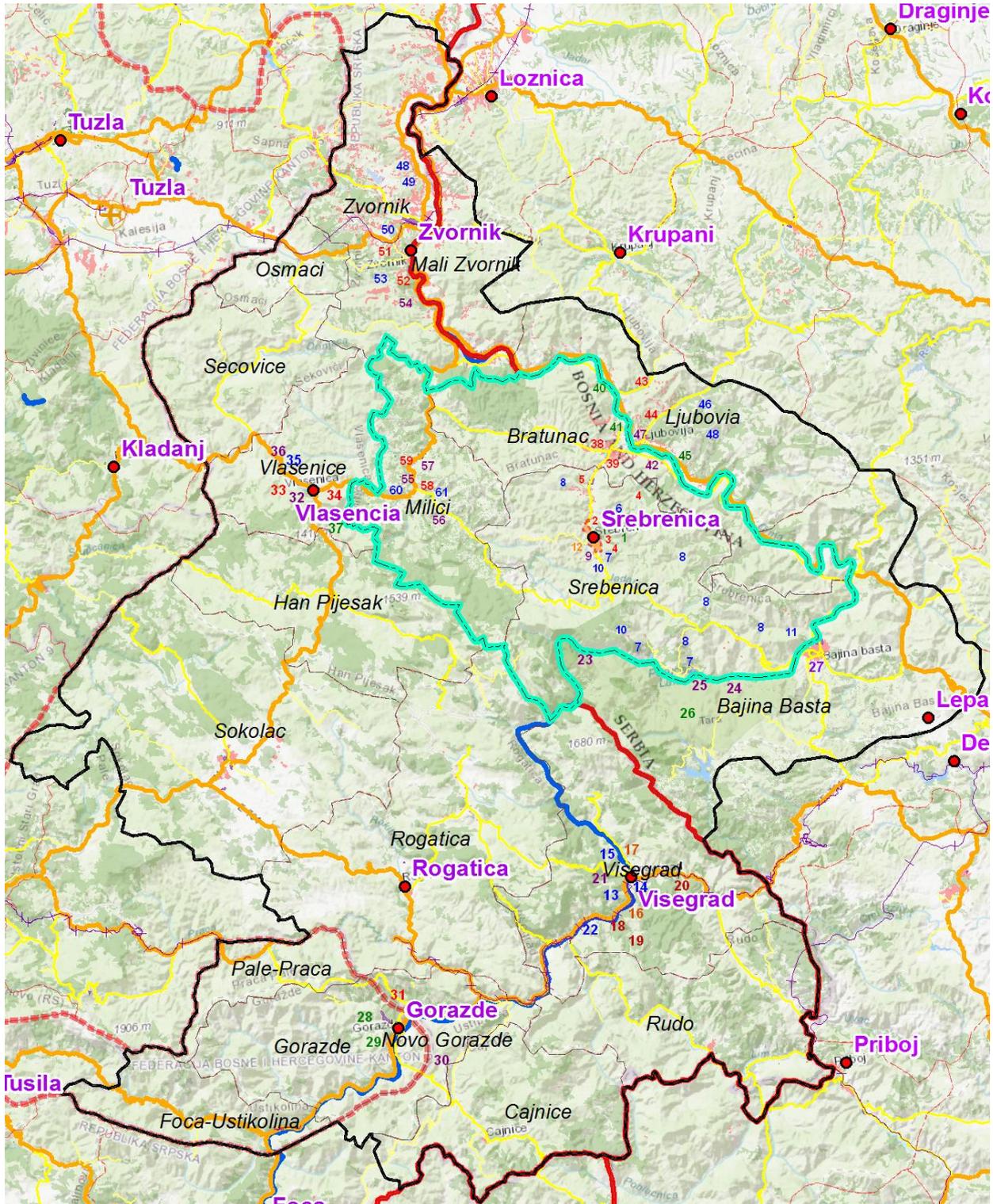


Figure 13: Core Region and Wider region with (potential) local assets

	economy
	religious heritage
	historic heritage
	natural heritage

<b>Nr.</b>	<b>name</b>	<b>Municipality</b>	<b>Core region/wider region</b>
1	SPA Banja Guber	Srebenica	core region
2	Mosque	Srebenica	core region
3	Church	Srebenica	core region
4	Monastery	Srebenica	core region
5	Memorial center SREBENICA -POTOCARI	Srebenica	core region
6	Roman old mine	Srebenica	core region
7	Old Town and citadel	Srebenica	core region
8	Old necropol standing tomb-stones	Srebenica	core region
9	Motel	Srebenica	core region
10	Traditional Bosnian house	Srebenica	core region
11	Roman old mosaic	Srebenica	core region
12	Cake factory GUSTO SAPORE	Srebenica	core region
13	Bridge on the Drina	Višegrad	wider region
14	Ivo Andric monument	Višegrad	wider region
15	Andrictown	Višegrad	wider region
16	Tourist boat access point	Višegrad	wider region
17	SPA Visegrad	Višegrad	wider region
18	Ortodox church	Višegrad	wider region
19	Dobrun monastery	Višegrad	wider region
20	Tourist train railway station	Višegrad	wider region
21	Hotel Visegrad	Višegrad	wider region
22	Hydro power plant Visegrad	Višegrad	wider region
23	Drina canyon	Bajina Basta	wider region
24	Hydro power plant Bajina Basta	Bajina Basta	wider region
25	Lake Perucac	Bajina Basta	wider region
26	Tara national park	Bajina Basta	wider region
27	Hotel Bajina Basta	Bajina Basta	wider region
28	Mountain hut	Gorazde	wider region
29	Bike route	Gorazde	wider region
30	Hotel Gorazde	Gorazde	wider region
31	Necropol GORSIC POLJE	Gorazde	wider region
32	Hotel Vlasenica	Vlasenica	wider region
33	Ortodox church	Vlasenica	wider region
34	Mosque	Vlasenica	wider region
35	Jewish cemetery	Vlasenica	wider region
36	Wood cutting factory	Vlasenica	wider region
37	Ski centre	Vlasenica	wider region
38	Mosque	Bratunac	core region
39	Ortodox church	Bratunac	core region
40	Summer beach RAJSKA PLAZA	Bratunac	core region
41	Motel JASEN	Bratunac	core region
42	Wood cutting factory	Bratunac	core region
43	Monastery SOKO GRAD	Ljubovija	wider region

44	Ortodox church	Ljubovija	wider region
45	Ethno vilagge VRHPOLJE	Ljubovija	wider region
46	Old Roman bridge	Ljubovija	wider region
47	Hotel LASTA	Ljubovija	wider region
48	Old geological caves	Ljubovija	wider region
49	Old Town and citadel	Zvornik	wider region
50	Old Roman mine	Zvornik	wider region
51	Ortodox church	Zvornik	wider region
52	Mosque	Zvornik	wider region
53	WW2 monument	Zvornik	wider region
54	Hotel Zvornik	Zvornik	wider region
55	Prefabricated houses factory SAVOX	Milici	core region
56	Bauxite mine BOKSIT	Milici	core region
57	Wood cutting factory WOOD-IMPEX	Milici	core region
58	Ortodox church	Milici	core region
59	Mosque	Milici	core region
60	Ski centre	Milici	core region
61	Motel Milici	Milici	core region

# Next steps

After lining out the region’s vision, the PESTLEGS analysis, the SWOT analysis and the communities ‘assets clustering the question remains what possible follow up projects towards the vision could be set up.

The AIT Austrian Institute of Technology defined three key areas that should be considered when developing the region further towards its vision. These three key areas are “**Policentric Development**”, “**Accessibility and Connectivity**” and “**Alignment & strengthening of the cultural and recreational development**”. Every key area is further divided into more specific sub tasks (see below).

To establish a follow up project it will be necessary to evaluate in how far the marked assets can be lined up with the three key areas and further which of the key areas can be matched with an appropriate Funding Scheme (see [Chapter Funding Schemes](#)).

<b>Polycentric Development</b>
Refurbishment of the built fabric
Expansion and supplementation of the built fabric with new structures supporting cultural/recreational desires
Thriving towards a critical mass of well-developed centers
Fostering industrial clusters to create financial value in the region
<b>Accessibility and Connectivity</b>
Connect Zvornik and Visegrad with a train through Srebrenica
Refurbishment and extension of the street infrastructure
Development of multi modal public transport network (bus, train, bikes, car sharing, etc.)
<b>Alignment &amp; strengthening of the cultural and recreational development</b>
Tapping the religious & historic tourism potential
Tapping the recreational tourism potential
Honoring the past and healing the regional trauma

# Funding schemes

The following funding schemes are tools that can be used to finance a possible follow up project. Most municipalities in the wider region and all the municipalities in the core region are eligible. Nonetheless to access funds the EU regulates and rules need to be followed accordingly. Further details on which scheme best addresses a certain issue are to be discussed.

## DG NEAR

The Directorate-General for Neighborhood and Enlargement Negotiations (DG NEAR<sup>8</sup>) continuously issue grants (direct financial contributions in the form of grants in support of projects or organizations which further the interests of the EU or contribute to the implementation of an EU programme or policy) and tenders (public contracts to buy goods and services - studies, technical assistance and training; consultancy, conference and publicity services; books and IT equipment etc. The providers are selected via calls for tender which are issued by the Commission departments, offices and agencies around Europe). Currently there are no grants and tenders issued, nonetheless the [website](#) should be checked regularly.

## Twinning

Twinning<sup>9</sup> is a European Union instrument (run by DG NEAR) for institutional cooperation between Public Administrations of EU Member States and of beneficiary or partner countries. Twinning projects bring together public sector expertise from EU Member States and beneficiary countries with the aim of achieving concrete mandatory operational results through peer to peer activities.

## Cross-border Programme Serbia – Bosnia and Herzegovina

The 1<sup>st</sup> IPA Cross-border Programme Serbia - Bosnia and Herzegovina 2014-2020 call was opened from 2 October 2017 until 16 November 2017. Regular updates on a possible 2<sup>nd</sup> call will be published [here](#).

## Interreg

Interreg IPA Cross-border Cooperation Programme Croatia-Bosnia and Herzegovina-Montenegro 2014-2020<sup>10</sup> is a trilateral programme envisaged to be implemented during financial period 2014-2020. The overall objective of the Interreg IPA Cross-border Cooperation Programme Croatia-Bosnia and Herzegovina-Montenegro 2014-2020 is to strengthen the social, economic and territorial development of the cross-border area through the implementation of joint projects and activities. The first call for

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<sup>8</sup> [https://ec.europa.eu/neighbourhood-enlargement/node\\_en](https://ec.europa.eu/neighbourhood-enlargement/node_en)

<sup>9</sup> [https://ec.europa.eu/neighbourhood-enlargement/tenders/twinning\\_en](https://ec.europa.eu/neighbourhood-enlargement/tenders/twinning_en)

<sup>10</sup> <http://www.interreg-hr-ba-me2014-2020.eu/>

proposals was completed in 2016. As for a 2<sup>nd</sup> call no information is available on the website. Nonetheless regular updates can be found [here](#).

### DG DEVCO

The European Commission's Directorate-General for International Cooperation and Development (DG DEVCO<sup>11</sup>) is responsible for designing European international cooperation and development policy and delivering aid throughout the world. DG DEVCO regularly lists funding opportunities (Calls for Proposals and Tenders). This [database](#) currently does not list any options for funding in BiH, nonetheless it should be supervised regularly.

### Delegation of the European Union to BiH

The Delegation of the European Union to BiH and European Special Representative in BiH<sup>12</sup> list “EU FUNDING OPPORTUNITIES IN BiH” on their homepage. The delegation provides a very good picture of the options available. It can be found [here](#).

### TAIEX

Institutional capacity building: TAIEX<sup>13</sup> is the Technical Assistance and Information Exchange instrument of the European Commission. TAIEX supports public administrations regarding the approximation, application and enforcement of EU legislation as well as facilitating the sharing of EU best practices.

How can TAIEX beneficiaries apply for assistance?

Officials in line Ministries dealing with community legislation, staff from regulatory or supervisory bodies and inspectorates, officials in notified bodies which implement or enforce legislation as well as officials in Parliaments, the Judiciary and Law Enforcement Agencies, can introduce requests for TAIEX assistance. Register [here](#).

### Horizont 2020

Horizon 2020 is funding program created by the European Union/European Commission to support and foster research in Europe. BiH is an eligible partner in this program. Current funding opportunities can be found [here](#).

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<sup>11</sup> [https://ec.europa.eu/europeaid/general\\_en](https://ec.europa.eu/europeaid/general_en)

<sup>12</sup> <http://europa.ba/?lang=en>

<sup>13</sup> [https://ec.europa.eu/neighbourhood-enlargement/tenders/taix\\_en](https://ec.europa.eu/neighbourhood-enlargement/tenders/taix_en)

## TED

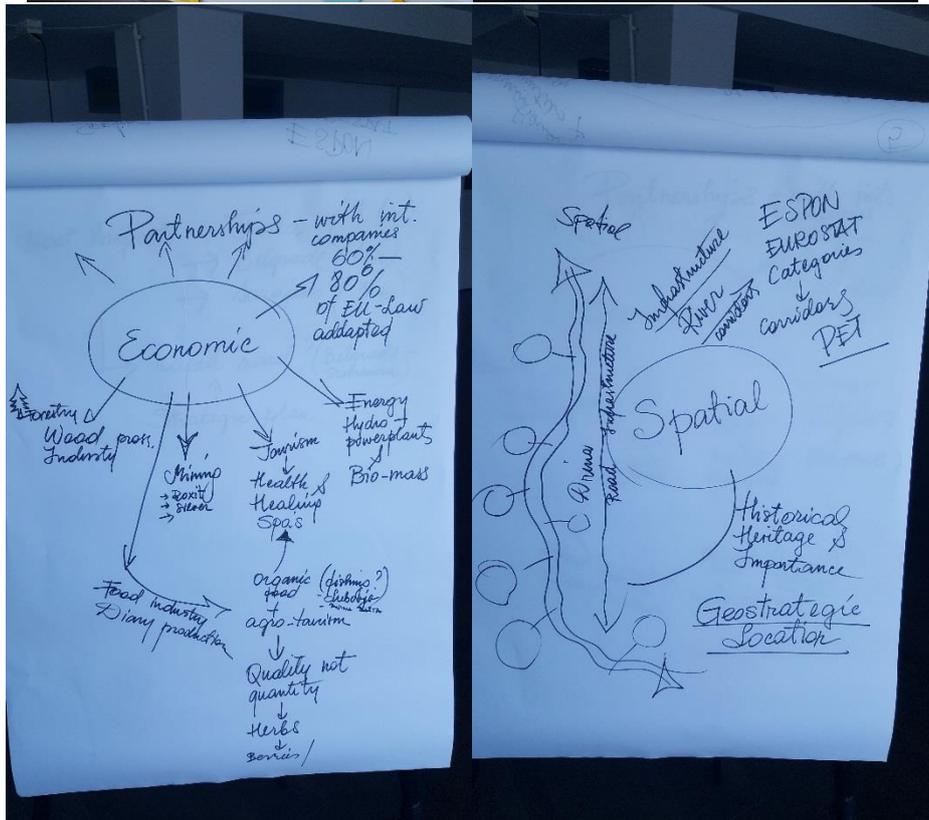
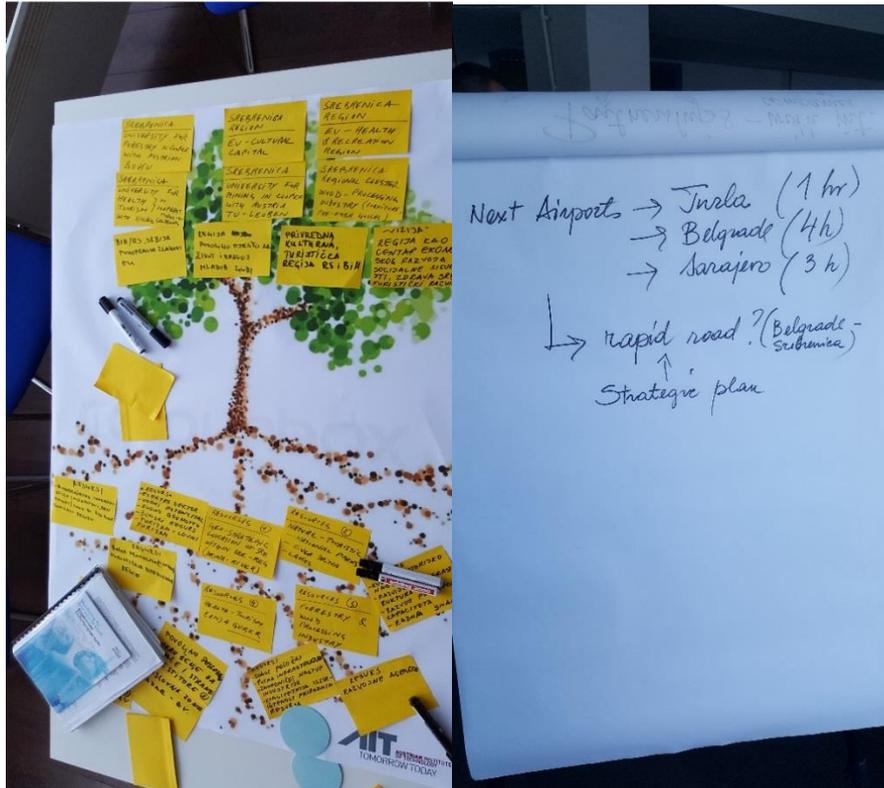
TED (Tenders Electronic Daily<sup>14</sup>) is the online version of the 'Supplement to the Official Journal' of the EU, dedicated to European public procurement. All tenders issued can be found [here](#) and are updated regularly. Also, the website is available in Serbian/Bosnian/Croatian [here](#).

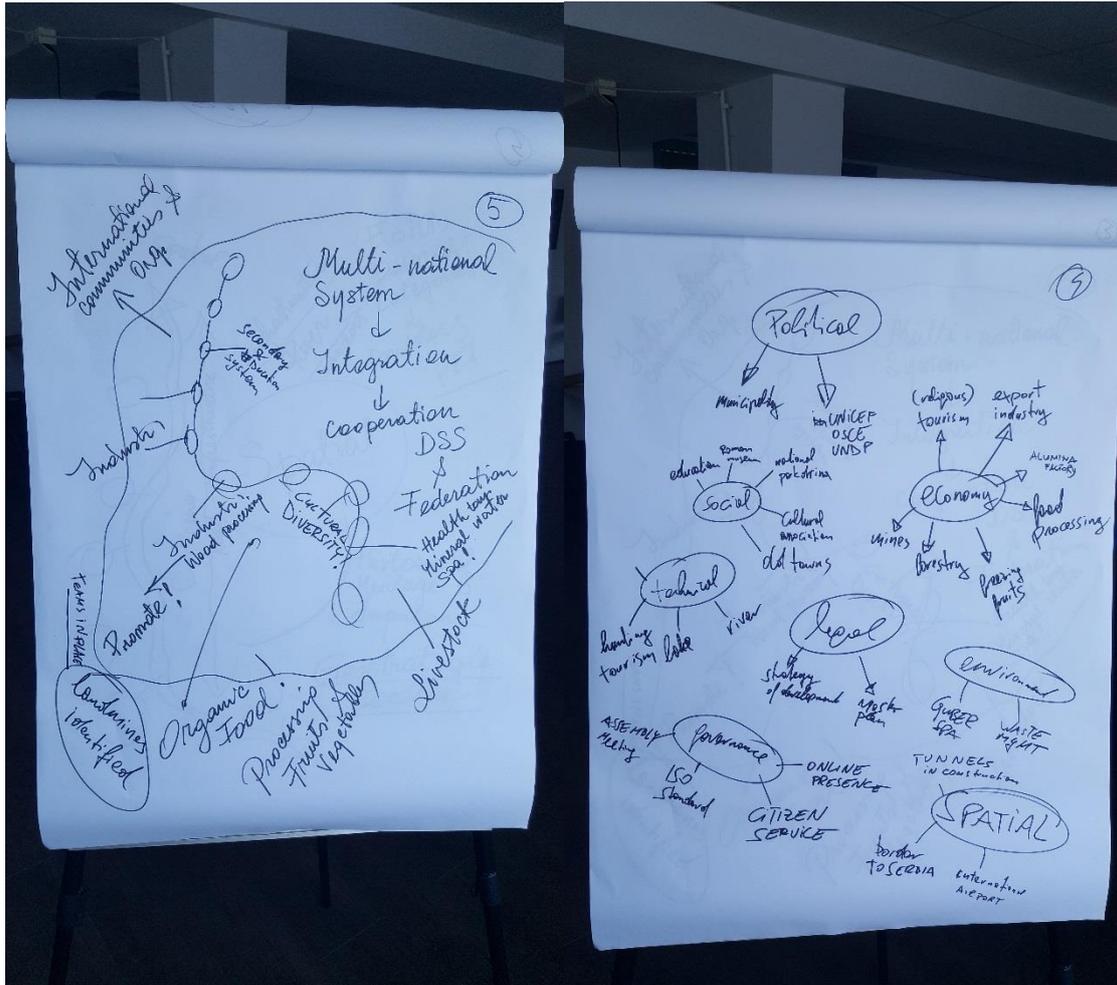
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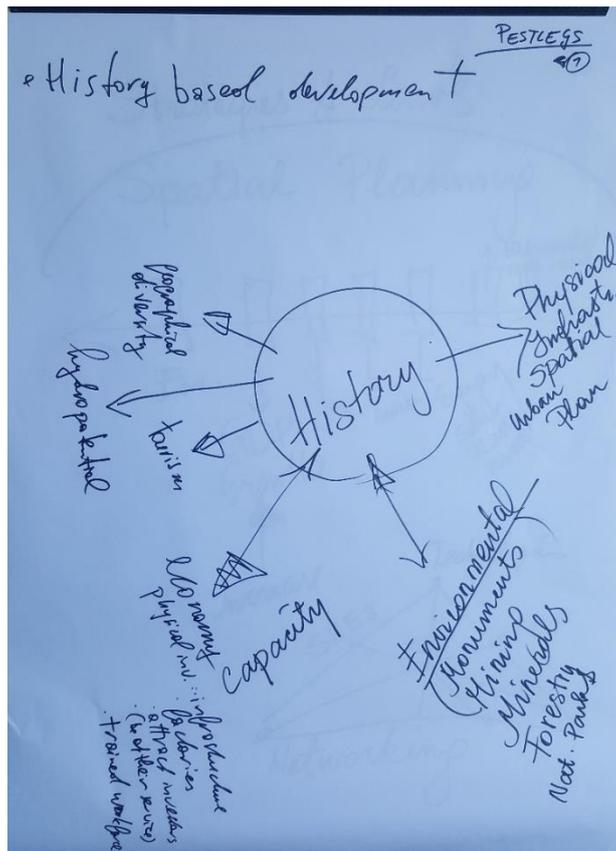
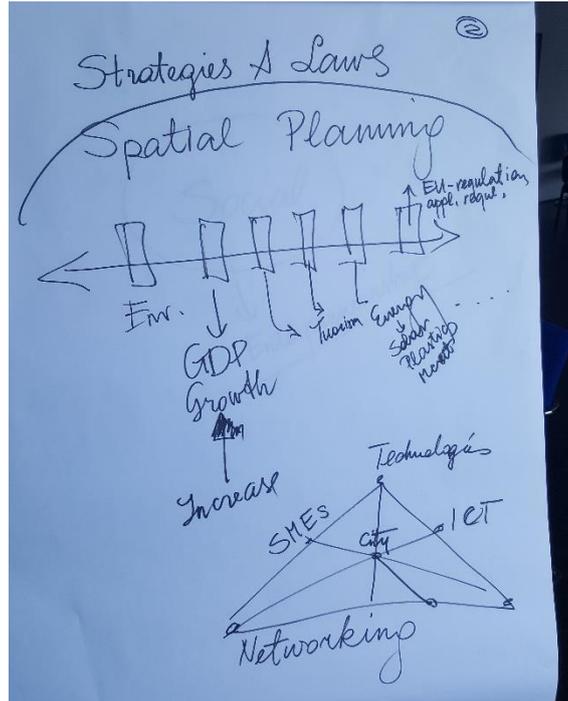
<sup>14</sup> <http://ted.europa.eu/TED/main/HomePage.do>

## Annex 1: Workshop Flipcharts















## Annex 2: Primary data

Political	
International Attention & recognition	4
Stable political situation	2
Multicultural government	2
GDP growth	1
Higher salaries	1
Higher life quality	1
Good relationship with Serbia	1
Transparent work	1
Good geostrategic location of the region	1

Economic	
Manufacturing business (Frozen fruits and vegetables, Milk and meat, wood, aluminium, zinc factory, tool factory, car part manufacturer)	23
Natural resources (nature, wood, healing water (Banja Guber), hydropower)	13
Established NGO sector (incl. international NGOs)	6
Physical investment & infrastructure	4
Tourism (religious)	3
Waste management	3
Skilled workers	1
Cheap workers	1
Subsidies and support for investors	1
Interesting business opportunities	1

Social	
Multiethnicity	4
Cultural events (Srebrenica days, night of the museum, Theatre)	3
Social economy (community leftover)	3
Primary Secondary education	3
University	3
Sport clubs	2
Health system	1
Inclusion	1
Social safety	1
Culture	1

Technical	
ICT 3G network/ broadband	8
SMEs	3

New Technologies in der verarbeitenden Industrie	2
Waste treatment plant	2

Legal	
Strategies and contracts with and of the municipalities (Masterplan)	7
EU regulations are about to be applied in BiH	3
Good Vertical networking municipality to government	2
Infrastructural system	1
Clear and defined borders	1

Environmental	
Natural heritage (archaeological, caves, castles, religious buildings)	11
National park Tara, Drina	9
Healthy water and air	4
Natural resources (biomass)	2
Canyon of the Drina river	2
Focus on and strategies for rural economy	2
Hunting opportunities	2
Healthy food	1
Not much waste	1

Governance	
Efficient local government (building permission, registration of companies, etc.)	4
Governmental physical facilities	2
ISO standard registration in process	2

Spatial	
Proximity to train station and airport	7
Drina other rivers including lakes	4
Proximity to Serbia	4
Spatial regulations	3
Rural Development plan	2
Geographical diversity	2
Drina regatta	1
Planned tunnel Sarajevo-Belgrade	1
Development plan	1
Touristic plan	1
building permission	1

VISION	
Complete infrastructure (houses, streets, etc.) and connectivity	7
Economically strong & Jobs	6
Banja Guber	6
Clean and healthy environment and food	5
Peace tolerance and coexistence	5
More people living there	4
Cultural capital	4
Universities (mining with TU and Montanuni Leoben, wood research with BOKU, tourism with MODUL)	3
Smart city	3
Many tourists	3
More education opportunities	2
Technological innovation (e-mobility)	1
Many hydro power plants	1
Drina development (energy, tourisms, fishing)	1
Archaeological research	1
Worldwide Brand Srebrenica	1
Castles renovated	1

What does it need (resources) & your contribution	
Skilled workers and stakeholders	10
Economic support and interesting environment for investors	6
Involved stakeholders with a vision, everybody engages	4
Good marketing	4
Cultural heritage	3
Infrastructure and connectivity	2
Touristic offer	2
Political stability and consciousness	2
Raise the number of inhabitants	2
Geostrategic location	2
Good administration	1
Environmental protection	1
Waste treatment	1
Environmental protection	1
Natural resources	4
Tourism (recreational, religious, hunting, hiking, etc.)	2

## Annex 3: Participants list

R.br.	Ime i prezime	Organizacija iz koje učesnik dolazi	Funkcija učesnika
1.	Mladen Grujičić	Opština Srebrenica	Načelnik opštine
2.	Desnica Radivojević	Opština Srebrenica	Savjetnik načelnika
3.	Goran Kočević	Opština Srebrenica	Koordinator na izradi projektima
4.	Nermin Alivuković	Opština Srebrenica	Zamjenik načelnika opštine
5.	Vladan Milovanović	Opština Srebrenica	Šef kabineta Načelnika
6.	Bego Bektić	Opština Srebrenica	Načelnik odjeljenja za društvene djelatnosti i javni servis opštinske uprave
7.	Bojan Josipović	Opština Srebrenica	Načelnik za prostorno uređenje i stambene komunalne poslove opštinske uprave
8.	Cvjetin Maksimović	Opština Srebrenica	Načelnik odjeljenja za privredu i razvoj opštinske uprave
9.	Davor Maksimović	Opština Srebrenica	Načelnik odjeljenja za finansije opštinske uprave
10.	Sadmir Nukić	Opština Srebrenica	Načelnik odjeljenja za opštu upravu opštinske uprave
11.	Dobrića Tijanić	Opština Srebrenica	Sekretar za pravne poslove u kabintu načelnika
12.	Senad Subašić	Opština Srebrenica	Sam.stručni saradnik za saradnju sa međ. organizacijama
13.	Glišić Dragić	So Opština Srebrenica	Odbornik SO Srebrenice
14.	Alija Tabaković	So Opština Srebrenica	Predsjednik SO Skupštine
15.	Radomir Pavlović	So Opština Srebrenica	Podpredsjednik SO skupštine
16.	Hamdija Fejzić	So Opština Srebrenica	Odbornik SO Srebrenice
17.	Momčilo Cvjetinović	So Opština Srebrenica	Odbornik SO Srebrenica
18.	Velibor Rankić	So Opština Srebrenica	Odbornik SO Srebrenica
19.	Bojan Pejić	Turistička organizacija	Direktor Turističke
20.	Sanja Močević	J.U. OŠ Kosta Todorović	Direktorica škole
21.	Vesna Jovanović	J.U. Dom Zdravlja Srebrenica	Direktorica
22.	Ranka Mitrović	Grad Beograd	Profesor
23.	Zoran Stevanović	Grad Zvornik	Gradonačelnik
24.	Momir Lazarević	Opština Milići	Načelnik opštine Miliće
25.	Miroslav Kraljević	Opština Vlasenica	Načelnik opštine Vlasenica
26.	Radomir Filipović	Opština Bajina Bašta	Predsjednik opštine Bajine Bašte
27.	Nedeljko Mladenović	Opština Bratunac	Načelnik opštine

28.	Mladen Đurović	Opština Višegrad	Načelnik Opštine
29.	Muhamed Ramović	Grad Goražde	Gradonačelnik
30.	Janko Petrović	Opština Bratunac	Privatni Preduzetnik
31.	Savo Šarac	Opština Milići	Privatni Preduzetnik
32.	Svetlana Marković	Opština Srebrenica	„Rimski Municipium,, Muzej Srebrenica
33.	Violeta Radić	Opština Srebrenica	Biblioteka Srebrenica



