



New Agency for Montenegro

East Staffordshire Borough Council, a local authority in the West Midlands region of the United Kingdom, is the first English Local Authority to become involved in the Local Democracy Agency initiative. The latest LDA to be created is for the whole of Montenegro and its operating base is the city of Niksic.

The agency was launched on the 11th May and its importance for the country as a whole was reflected by the presence at the launch of the Foreign Minister for Montenegro, Mr. Branko Lukovac.

The agency has already started concrete activity with a conference on the European Charter of Local Self Government, which took place in Niksic on the 12th May. The next activity already well under preparation is a conference on young people's involvement in Local Democracy, which will take place at the coastal resort of Risen at the end of July.

East Staffordshire Borough Council is leading a partnership of Swiss, French and Italian Local Authorities and organisations and a big effort is being made to attract others to support the activities of this new agency.

East Staffordshire Borough Council has a lot of experience working in Central and Eastern Europe, particularly in Bulgaria, Poland, Hungary and Serbia, but has been surprised and impressed by the momentum of this Local Democracy Agency.

We are so proud to be involved in such an auspicious initiative and through the Association of Local Democracy Agencies, to be introduced to such an important network.



Councillor Dennis Heptonstall
Leader of East Staffordshire Borough Council

All the partners in this new Agency have pledged to make it the best there is. That is a tall order but we have set our sights high. That is the least we can do for the people of Montenegro.

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The Association of the LDAs at the plenary session of the Congress of Local and Regional Authorities

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INAUGURATION OF THE LOCAL DEMOCRACY AGENCY IN MONTENEGRO

11 May 2001 at Niksic, Montenegro

Thanks to the commitment of the Local Authorities, the city partners – and especially the partner leader – East Staffordshire Borough Council – and the Delegate, the Local Democracy Agency was inaugurated on the 11th of May 2001 in Niksic.

The inauguration was attended by Gianfranco Martini, President of the Association of Local Democracy Agencies, Mr Branko Lukovac, Foreign Minister of the Republic of Montenegro, Dr Milorad Drljevic, Mayor of Niksic, Mr Yuzv Mildon, Vice President of the Congress of Local and Regional Authorities of Europe, Councillor Mrs Penny Perry, Deputy Leader of East Staffordshire Borough Council, England and Mr Stanisa Surbatovich, Acting Delegate of the Local Democracy Agency for Montenegro.

This Local Democracy Agency for Montenegro is now the ninth agency set up in Central and Eastern Europe. An agency already existed in Serbia, based at Subotica and a second agency was also now planned in Southern Serbia in the City of Nis. These first activities have been sponsored by the Government of Ireland in the frame of the Stability Pact.

The Minister Lukovac expressed his great personal pleasure in participating in the inaugural meeting of the Local Democracy Agency for Montenegro. He expressed the view that the Local Democracy Agency for Montenegro was created at the right time for the country, it being at a constitutional crossroads.

He congratulated the Council of Europe and the Congress of Local and Regional Authorities in Europe on its initiative in promoting such an agency for Montenegro and on the choice of Niksic as the host city for the Agency. He stressed that the Montenegrin government had not sought in any way to influence the choice of the host city but nevertheless was fully supportive of the decision. The Foreign Minister reiterated his Government's commitment to democracy, both at a national and indeed at a local level and this was a commitment that was particularly important at this stage of the country's development.

Dr Drljevic, Mayor of Niksic, welcomed the delegates on behalf of the City of Niksic. He gave a presentation on the prestigious history of Niksic and its important geographical position within the country. He described the significant industrial base of Niksic with brewing and steel, being two important features, but he also stressed the agricultural industry.

Niksic was a gateway to some of Montenegro's finest mountain scenery with a number of significant historical monuments and locations.



Inauguration of the LDA in Montenegro

Niksic was therefore a very vibrant centre and an excellent base for the Local Democracy Agency for Montenegro. The Mayor stressed the commitment of the Municipality of Niksic to local democracy and supporting the LDA.

Mr Mildon gave the address on behalf of Mr Cuatrecasas, President of the Congress of Local and Regional Authorities of Europe. He stressed the particular attention the Congress is paying to the development of Local and Regional Democracy, Transborder Co-operation and Intercultural Dialogue, which is the essence of the programme of a Local Democracy Agency. He also recognised the opening of this Agency in Montenegro as a very important event which had the strong commitment by Municipalities in Montenegro as well as the full support of the Union of Municipalities of Montenegro. He stressed that partnership was the key word in the development of Local Democracy in this part of Europe and that it would be the honour of his country, Turkey, to host, later this year, a new forum of Citizen Regions to encourage more municipalities and regions to get involved in partnerships working for democracy. Mr Mildon concluded by thanking everyone who had decided to be part of this new challenging and exciting project, building democracy and understanding at international levels.

Mrs. Perry spoke about the important role of the partners. One of the key features of a Local Democracy Agency is a transnational partnership that is established to support its work. The Agency for Montenegro had already attracted immediate support from within Montenegro, but also from the UK, France, Switzerland, Italy and across the European Union in the form of the Assembly of European Regions.

Expressions of interest, to become partners, had also been made by other cities and organisations in Italy, Switzerland and Poland. Mr Martini, President of the LDA was thanked for his undertaking to encourage these organisations to become partners.

The partnership was described as a friendship, with friends working to overcome shared diffi-

culties. To be successful, all the individuals and organisations involved in the partnership must play a full part.

This can be done by active involvement in the LDA's programme, funding specific projects and providing expertise.

The responsibility of the founding partners to spread the message of this new and exciting initiative was stressed. Counsellor Perry declared that the aim of the partners for this Local Democracy Agency for Montenegro was to make it the best LDA there is and as a representative of the lead partner she pledged its support to achieve that.

Mr Surbatovich concentrated on describing the likely fields of activity of the Agency. He stressed that the Agency was for the whole of Montenegro and concluded with a strong plea



to the audience to come forward with ideas for projects.

The meeting was attended by representatives of the founding partners of the Agency:

- City of Kotor
- City of Rosaje
- Union of Municipalities of Montenegro
- Philosophical Faculty of the University of Montenegro
- Association Betton-Montenegro, France
- City of Neuchatel, Suisse
- Region Friuli-Venezia Giulia, Italy
- Assembly of European Regions
- East Staffordshire Borough Council, England.

Also attending were representatives of Consulates, foreign aid agencies, NGOs and media.

Opening of the first LDA in Montenegro

On 11 May, amid great support from the Irish government, the council of Europe, Partners, the University of Montenegro, Niksic, the Government of Montenegro, and the Municipality of Niksic, Montenegro's first LDA was opened in Niksic.

With a population of about 700,000, Montenegro is the smallest of the former Yugoslav republics. Before being forcibly annexed into Yugoslavia, Montenegro had a long history as a sovereign state. Now Montenegro is seeking its identity through democratic means. In recent elections 57 percent of the population voted for pro-independence parties while 43 percent voted pro Yugoslav. Both sides express that decisions regarding Montenegro's future should be made democratically. Thus the opening of the LDA comes at an opportune time. The LDA desires to promote the democratic dialogue process during this unique time in Montenegrin history.

At the local level, many municipalities are involved in democratic reform and the LDA will be helping this process. Democratization is a slow process and not all in Montenegro are interested in it. To those that are not, the LDA will communicate the benefits of democracy.

Niksic, the location of the LDA, is both a city and county. The leadership of Niksic has shown great commitment to democracy and the LDA. The city is the 2nd largest (by population) in Montenegro and the county is the largest by geographical area. Niksic is an industrial city, surrounded by hills and mountains. Due to its central location and the intersection of regional highways and railways, Niksic ties together the various parts of Montenegro.



The first project of the LDA was held the day after the opening and was a seminar on the European Charter of Local Self Government which was attended by representatives of municipalities from all over Montenegro. The next major project will be a three day conference on the Participation of Youth in Local Self Government.

The future work of the LDA will be driven by local needs and ideas, the partners, the council of Europe, and other parties desiring to promote local democracy in Montenegro. If any of you would like to be involved in the work of

the LDA or have projects you would like to realize in Montenegro, please contact us.

Stanisa Surbatovich
Acting Delegate
stanisas@cg.yu

Time Management – training for trainers

Romania, Neptun 26-30 May, 2001-06-11

I applied for TOT “Time management” because I've always felt that time is one of the most important aspects of life. I always thought that time is money, but I heard once one man say that money can be borrowed and time just goes by, and that made me realise even greater importance of taking part in this training. I wanted to get both personal and professional experience on how to manage time more effectively, but also to learn how to teach others to do the same.

The training began on Saturday afternoon. We had a brief introduction to the organisers, Ana and Nicol from Partners Romania and Fred Fisher from IDIOM, USA, and we were asked to introduce ourselves, our organisation, our state and what we think about time – by doing a drawing, which was very unconventional for me. Fred Fisher introduced us briefly with the content of the training and its objectives, and distributed the materials needed for the training, which was very useful to us in the next few days.

The next day, Sunday, we started the real work. Firstly, each of us was asked to identify the time of day when we were the most productive, and the result were 3 groups: morning, afternoon and night. Each group had to discuss among themselves advantages and disadvantages of being for example “a morning person” and to prepare a short presentation of the conclusions and of concrete solutions – how to optimize that particular timely behaviour for all the other participants, writing it to the flipchart for everybody to see (flipcharts were used all the time). Secondly, each of us was asked to identify 3 worst time wasters in our organisation/company, write them down and explain them to others. Then we divided them into 2 groups: 1) caused by myself and 2) caused by others. After that we worked in 2 groups on developing the strategies to kill these time wasters and each group presented their conclusions to all the participants of the training. And thirdly, we were divided into 5 teams of 3 people according to these criteria: training experience, miw countries, and gender balance. Each team was given a topic to work on and prepare a 1 1/2 hour

presentation/training for all other participants. The topics were: procrastination, how to say NO, effective meetings, delegating and phones. Each team had to: define learning objectives, design the presentation in a way that it includes *presenting, applying and processing*, and share the responsibilities.

On Monday we continued the training by doing a test that helped us define our timely behaviour in aspect of a type of a person: direct, spirited, systematic or considerate. After that the first group had their presentation on procrastination. We were once again divided into 4 groups and each group had to identify the reasons of procrastination. The first group had to do it in case of manager, the second of employee, the third of customer and the fourth in case of consultant. The presentation ended with a list of things called “It's about time to do it!” from Fred Fisher's manual that each of us had to make. After that, the second group presented the topic how to say NO, with the objective to increase our ability to say no in a similar way. In the afternoon of the same day the third group presented the topic effective meetings, and on the next day, Tuesday, I presented the topic delegating with my team and the last group presented the topic phones.

I must admit that I enjoyed the training very much. Since I am a teacher myself, I must also comment the teaching techniques that surprised me and that taught me a lot. The training was not what I expected, it was not a lecture and we were not supposed to take notes. It was an interaction of all of us, a group work, a discussion... I felt as if we are all participating in the making of the training. But the best thing was not of course learning how to cope with the problems of managing my time, but learning about other cultures by meeting and interacting with such a variety of people. I am very happy that I had this opportunity and I sincerely hope that it will not be the only one, and I would like to take this opportunity to say **THANK YOU** to everybody, one more time.

Sasa Kurbalija
LDA Osijek
Croatia

Bureau of the Association of the Local Democracy Agencies

The Bureau of the LDAs was held in Strasbourg, during the plenary of the Congress of Local and Regional Authorities, on the 31st of May 2001. The meeting was chaired by the President of the Association, Mr. Martini, and attended by the Ambassador of Belgium, Mr. Cardon de Lichte- buer, the deputy President of the Congress, Mr. Claude Casagrande, the two vice presidents of the Association, Ms Norma Benoni (for the Associa- tion for the LDA in Pri- jedor) and Mr. Dario Ghisletta (vice Mayor of Bellinzona). The Secre- tariat of the Association was represented by An- tonella Valmorbidia, Ex- ecutive Secretary, and Ms Sylvie Affholder and Ms. Claudia Montavecchi, representatives of the Secretariat of the Con- gress.

The Bureau evaluated the different programmes which are currently managed by the Association and implemented by the LDAs (funds from the Swiss Agency for Development, from the Irish Government, from the Heading 50216 of the Con- gress, from LGI Budapest). In particular, it fol- lowed the development of the activities for setting up an LDA in Central and Southern Serbia as well as the future activities of the LDA in Montenegro. The meeting decided also some important internal matters regarding the accountancy and the organi- sation of the Secretariat.

An important part of the meeting was dedicated to share the different contacts established for the de- velopment of the partnerships. In particular it was reported the participation of the meeting organ- ised by the Assembly of the European Region and by the Council of cities and Regions of Europe.

Reception at the Belgian Permanent Representation at the Council of Europe dedicated to the LDAs

The Belgian Ambassador, Mr. Benoît Cardon de Lichte- buer, offered a reception dedicated to the Local Democracy Agencies at the Permanent Rep- resentation of Belgium at the Council of Europe, the 31st of May, during the Plenary Session of the Congress of Local and Regional Authorities.

At this event were invited all the civil servants in- volved and responsible of the programme of the LDAs, at the Council of Europe and the members

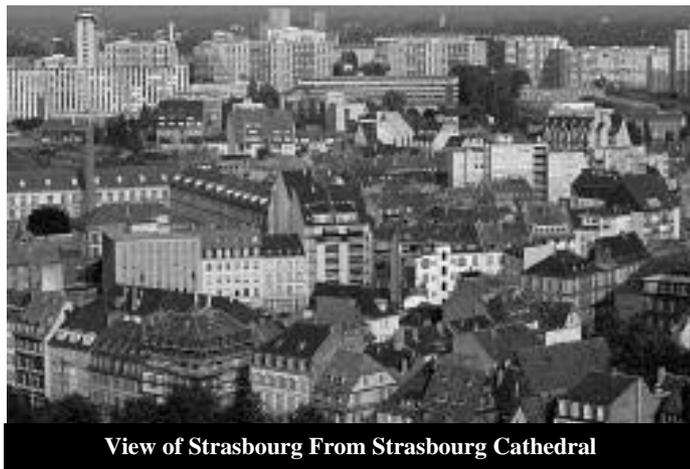
of the Congress (cities and regions as well as representa- tives associations of local authorities) who had some inter- est in receiving fur- ther information about these issues.

This event was suc- cessful for gathering all the people who are working for the strengthening of the LDAs and their pro-

motion at the local level. It was also possible to establish new contacts for further partnerships and memberships.

The Ambassador, Cardon de Lichte- buer – who represents the Committee of Ministers in the Gov- erning Board of the Association of the LDAs and chair the Committee of Ambassadors for the Con- fidence Building Measures programme – stressed the role of the Local Democracy Agencies for the strengthening of the stability in Southern and Eastern Europe and launched an appeal for the wider participation and commitment of the Euro- pean local authorities.

During this meeting were present and gave an im- portant contribution representatives of the Mace- donian and Bosnian delegation at the Congress of Local and Regional Authorities.



View of Strasbourg From Strasbourg Cathedral

Ecology campaign in the Zavidovici area

**Dom Kulture – Conference Hall
Zavidovici (BiH)
Friday, 15th June h 14.00**

In the frame of the project “Ecology campaign in the Zavidoviã area: information, education and actions” financed by the Swiss Agency for Development and implemented by the Zavidovici LDA

“The environmental issue within a sustainable development programme for Bosnia Herzegovina. The role of local communities”

With the participation of:

- **Ms Selvedina Ulijc**, Mayoress of the Zavidovici Municipality – *“The commitment of the Municipality in defending the environment. Problems to confront 5 years after the end of war”*
- **Mr Mustafa Omanovic**, President of the Eko Movement BiH, author of the book “A contribution to the strategy for sustainable development in Bosnia Herzegovina” – *“Which possible strategies and policies for a sustainable development in Bosnia Herzegovina”*
- **Mr Ettore Brunelli**, Secretar to the Environment, Municipality of Brescia – *“The role of Local communities in the implementation of the objectives of Agenda 21. The Brescia experience”*
- **Mr Dragan Simsic**, Srednja Strucna Skola, Zavidovici – *“Educating youth to know and respect the environment. Presentation of the book: Ekologija, Zavidovici 01”*
- **Mr Faruk Memiŝeviaæ** Civil Protection, Zavidovici
- **Mr Mirsad Èamdžiaæ** Commander of the Firefighter Brigade, Zavidovici – *“Mine pollution and unexploded weapons in the Zavidovici area. Presentation of the updated map of the Zavidovici territory”*
- **Mr Milan Š ekiaæ** Srednja Tehniëka Škola, Zavidovici – *“Peace tree plantation as education to respect and value diversity”*
- **Mr Ekrem Hotic**, representant of the Touristic Communtiy, Zavidovici – *“A possibile development of eko tourism in Zavidovici”*
- **Mr Marco Benedetti**, researcher of the University of Venezia, will also take part to the seminar
- Moderator: **Mr Andrea Rossini**, Delegate of the Zavidovici Lda

Report on Public Service Management Tot

**Neptun, Romania
May 15-23,2001**

I was participant in the Public Service Management TOT organized by Regional Support Center "Working together".The TOT was designed and conducted by a team of three trainers,Fred Fisher,USA,the manuals author,Ana Vasilache,direc- tor Partners Romania and Nicole Rata,deputy director Partners Romania.The other participants were from Central,East and South-East European countries.

The objectives of the TOT were:to increase participant knowledge and skills in the application of the PSM strategy and methodologies with a local government client organization,to increase knowledge and skills in working as a member of an action research team to conduct a client centered decision making and problem solving intervention,to prepare and deliver to the client organization a report of findings and recommendations based on field research and analysis and to prepare strategies and plans for implementing PSM programs and training other trainers in the PSM methodologies in each participant team's respective country.

In order to reach these objectives,participants learned about TQM (Total Quality Maintenance) concepts and strategies,working in teams and sharing experiences.On the other side,they had opportunity to learn from real problem situation,working as a team of consultants to a host municipality.Participants have got survey of situation in Romanian city Eforie,Black Sea coast,which was declared as the most dirty city last season.The mayor of Eforie wanted to change the situation, specially in waste management.Applying the methodology to this real situation, participants developed five different ways to approach to the problem and presented all of them to the mayor and his staff.

This training provided to me knowledge and skills for implementing PSM programs in my community.

Sanja Kantar
Prijeđor, June 2001

THE ASSOCIATION OF THE LOCAL DEMOCRACY AGENCIES AT THE PLENARY SESSION OF THE CONGRESS OF LOCAL AND REGIONAL AUTHORITIES

From the 28th to the 31st of May, the Congress of Local and Regional Authorities of Europe held its 8th Plenary Session at the Council of Europe, in Strasbourg.

This event is very important since it gives the opportunity to the representatives of the local and regional authorities expressed by the association of local authorities of their country to decide about important matters related to democracy and human rights and social issues. It represents also a unique momentum for the creation of new contacts and personal understanding of the different realities.

The Association of the Local Democracy Agencies had the opportunity to be present during the whole session of the Congress with a stand in front of the hemicycle where the plenary meeting was held. We had the opportunity to inform the members of the Congress about the work of the Local Democracy Agencies and the relevant network that they represent.

The stand presented also the first results of the common projects that the LDAs are currently carrying out with the coordination of the Association : the civil society actions included in the programme supported by the Swiss Agency for Development, the promotion of the LDA in

Central and Southern Serbia (based in Nis) and the LDA in Montenegro (based in Niksic) supported by the Irish Government as well as the programmes which are included in the Heading 50216 of the Congress and the training activities sponsored by LGI Budapest.

During the whole session, the stand offered indications about the priorities and the means of the Local Democracy Agencies. It was focused how the process of stability and democratisation of the Southern and Eastern Europe would benefit from the involvement of the local authorities of the other country members of the Council of Europe.

Numbers of contacts have been established by the Secretariat of the Association. The stand was also attended by Mrs. Mirijana Lozanoska, Delegate in the LDA in Ohrid and elected by the Delegates of the LDAs as their representative of their consultative board for the AADL. Mr. Stanisa Surbatovich, delegate of the LDA in Montenegro, had also the first opportunity to get in touch with the structure of the Council of Europe and the Congress of Local and Regional Authorities which hosts the Association.

IT'S NEVER TOO LATE TO BE MEMBER OF THE ASSOCIATION!		THE LOCAL DEMOCRACY AGENCY
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50.000-200.000	1.000 Euros	Brtonigla-Verteneglio (HR), Mr Tullio FERNETIC, E-mail: aldve-brtonigla@pu.hinet.hr
200.000-1.000.000	2.000 Euros	Tuzla (BH), Mr Igor PELLICCIARI, E-mail: igorpel@tin.it
1.000.000 or plus	4.000 Euros	Zavidovici (BH), Mr Andrea ROSSINI, E-mail: sladjan@bih.net.ba
NGO	250 Euros	Prijedor (BH), Ms Annalisa TOMASI, E-mail: asspdtn@inecco.net
Actual persons	50 Euros	Ohrid (FYROM), Ms Miriana LOZANOSKA, E-mail: eldoh@mt.net.mk

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