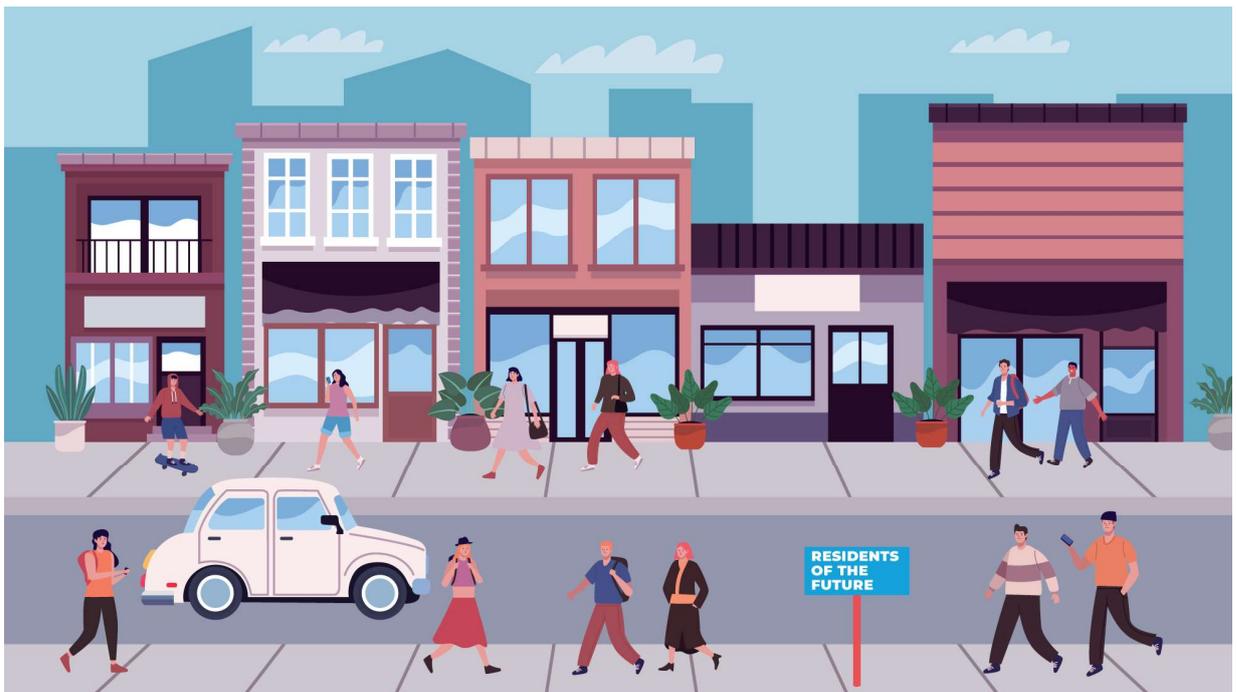


Residents of the Future

Integrated Action Plan Trebinje



Credits

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Foreword Mayor of Trebinje

Executive Summary of the IAP



IAP Section 1: Context, needs and vision

1.1 Introduction and project presentation

In an era of smart urban transformation, where cities are no longer just physical spaces but dynamic networks of relationships, emotions, and decisions, a key question arises: how can we plan for the future in a way that neither neglects the present nor forgets the past?

This very question gave rise to the present document – the Integrated Action Plan (IAP) of the City of Trebinje, developed through Trebinje’s participation in the European URBACT network “Residents of the Future.”

“Residents of the Future” is a thematic URBACT network focused on transforming cities through the lens of new models of living, working, learning, and civic engagement. It addresses key questions such as:

- How are local communities responding to demographic changes and the digital transition?
- How can citizens become active agents rather than passive recipients of urban policies?
- How can we design and test inclusive models of participation that respond to the real needs of local communities?

The City of Trebinje, together with its partners from across the EU, recognizes these challenges as its own and “embraces” this network as a platform for experimentation, learning, and co-creation. Local stakeholders have made a conscious decision to treat all of Trebinje’s contradictions and potentials not as obstacles to be ignored, but as opportunities to be transformed into tools for meaningful change. Situated at the crossroads of Bosnia and Herzegovina, Montenegro, and Croatia, Trebinje is a place of both challenges and opportunities – a city of unique landscapes, rich cultural heritage, and a strong sense of local identity. Yet, like many small and medium-sized cities across the European Union, Trebinje is also facing a set of shared challenges:

- a declining population (fewer births, more empty classrooms);
- youth outmigration and brain drain (graduates leaving on one-way journeys “towards the border”);
- a mismatch between education and labour market needs (a job market that doesn’t recognize what schools are producing); and
- limited access to digital skills and technologies (a digital transformation that often unfolds without those who need it most).

But these very challenges have been recognized as opportunities to redefine local development through inclusive and sustainable policies.

The conceptual foundation of this Integrated Action Plan (IAP) is inspired by Umberto Eco’s idea of the “Open Work” (*Opera Aperta*) here understood as an “open methodology” technically framed by the official IAP development guide. Although originally intended for interpreting works of art, this revolutionary semiotic approach forms the backbone of our intention to see planning not as a bureaucratic task, but as an invitation to collective creation: every member of the community becomes a potential interpreter and co-creator of the city’s future.

The document does not offer closed or prescriptive solutions, but rather a network of possibilities—structured through local context, shared vision, and common values. The process of developing the IAP was grounded in:

- dialogue with the local URBACT Group (ULG);
- implementation of pilot actions that tested the idea(s) in real time and
- local knowledge and lived experience as a value-based form of expertise.

That is why this IAP is not merely a compilation of planned activities, but rather an open platform for long-term cooperation and reflection. Each action proposed in this document is the result of months of work with citizens and experts. Every measure includes an implementation plan, timeline, success indicators, and open questions.

As such, the Trebinje IAP remains a “work in progress”, not concluded by its publication, but rather ushering in a new phase: one of implementation, evaluation, and reinterpretation. Conceptually, this IAP was not built upon a fixed table or rigid format; it draws inspiration from *Opera Aperta* and Eco’s assertion that no work is ever final if space for interpretation is allowed. Here, the city is understood as a living manuscript in which every resident holds the right to add a margin note, a comment, a correction, or an

entirely new sentence.

The process was not top-down. On the contrary, it was grounded in conversations with people, in workshops, in trial and error, and in small pilot actions that tested how an idea behaves once it hits the street. The URBACT Local Group (ULG) in Trebinje was not a formality but the core “editorial team” behind this plan, shaping it through lived experience, intuition, and a shared desire to ensure the city does not become just a backdrop. This approach was chosen in order to find meaningful responses to the challenges identified in the “Baseline Study Residents of the Future” (BSRoF) from 2023, specifically tailored to the context of Trebinje. This approach was selected due to its balanced effort to find solutions within the context of pronounced territorial and demographic challenges, most notably, the existing disparities in digital capacity, the limited opportunities to retain and activate young people, and the uneven access to basic and digital services across different parts of the community, such as those present in the City of Trebinje.

These factors point to the need for an integrated and inclusive approach to development one that improves quality of life and ensures equal access to opportunities for all citizens so that Trebinje can evolve into a Smart and Inclusive City in line with the *Leipzig Charter* and the objectives of *Digital Europe*.



1.2 Current situation/data relevant to the themes addressed

1.2.1 Population statistics and demography

Based on the available data from the website of the Association of Municipalities and Cities of the Republic of Srpska (<https://www.alvrs.com/>), demographic and population statistics for the City of Trebinje can be summarized as follows:

According to the 2013 census, Trebinje has a total population of 31,299 inhabitants. The city's total area is 889.60 km².

The ethnic composition of the population, based on the same census, is as follows:

- Serbs: 93.42%
- Bosniaks: 3.41%
- Croats: 1.01%
- Others and undeclared: 2.16%.

Sex-disaggregated data indicate a slight predominance of women, with 14,479 females compared to 13,760 males. The demographic profile reflects an aging population structure, with the highest concentration of residents found in the 55 to 59 age group. In the rural areas of the city, a significant population decline has been recorded. By comparing data from the website of the Association of Municipalities and Cities of the Republic of Srpska and other sources, minor discrepancies can be observed in the reported population figures and total area of the City of Trebinje. The ethnic and gender composition, as well as the age distribution of the population, point to significant challenges in demographic revitalisation and highlight the need for targeted strategies to address population ageing and rural depopulation. URBACT expertise can contribute to the development of policies that foster the sustainable development of Trebinje.

Nevertheless, despite the challenges outlined above, the City of Trebinje continues to record a positive net-migration trend, which is one of the key determinants of social development. In view of the challenges and risks associated with declining birth rates and increased emigration of the working-age population, the available statistics clearly point to the need for proactive action going forward through pro-natalist and

economic policy measures. As across the wider region, retaining young people and persistently low birth rates remain among the most significant challenges for the City's future development.

The City Administration seeks, through transparent operations and communication with citizens, to design citizen-centred public services. To this end, for the past four years it has conducted an annual survey on satisfaction with public services, as well as with the quality and tariffs of utility services and infrastructure. The survey is administered by enumerators at several central city locations, with a minimum sample of 400 residents.

The survey results are processed and councillors are given the opportunity to review the Survey Report at a session of the City Assembly. The overall survey outcome indicates that citizens are highly satisfied with the services provided, as well as with the condition and quality of utility infrastructure (69.45%). At the same time, there is scope for improvement, which will be addressed in the period ahead through the implementation of a set of activities.

The City of Trebinje is undertaking a range of activities aimed at delivering higher-quality public services and creating an enabling living environment for all residents. In this context, substantial resources have been invested in the reconstruction and development of infrastructure. Projects completed over the past eight years, or now in their final stage of implementation, include: rehabilitation of the wastewater treatment plant (EUR 1.8 million); reconstruction and extension of the water supply network (EUR 4 million); construction of a new regional hospital (EUR 65 million); construction of the eastern bypass (EUR 10 million); construction of an irrigation system for agricultural land (EUR 10 million); an indoor swimming pool (EUR 6 million); and paving of the Old Town (EUR 1 million). In addition, the City budget finances family support programmes that directly improve residents' quality of life, including: funding for in-vitro fertilisation (IVF) for all couples who apply to the City Administration, without restriction; scholarships for full-time students; scholarships for children attending rural schools; and scholarships for exceptionally high-achieving students. The City of Trebinje has also implemented the "Housing Support Scheme for Young Married Couples", through which 50 young families secured a home. The model was implemented as follows: the City, via a public call, selected a bank willing to extend loans on preferential terms, and selected a residential developer prepared to build dwellings to prescribed quality standards and sell them to the chosen young families at affordable prices—with a cap on the developer's profit margin. In addition to the above, significant funds are allocated from the City budget each year for employment and self-employment programmes (EUR 1 million in the previous year). For start-ups, TREDEA and the competent departments of the City Administration also provide professional business-development support. In the previous period, an ITC (Innovation and Technology Centre) was built and equipped, likewise intended to support the growth of the IT sector. The first Free Zone in Republika Srpska has been registered in Trebinje, and work is currently under way to equip the zone so it can accommodate its first operators. The City of Trebinje also seizes every opportunity to secure funding from external sources and, through the implementation of various projects, to impact all aspects of daily life—improving social and economic living conditions while preserving the environment.

1.2.2. Industrial/economic composition, employment statistics

In the document "Information on Basic Indicators of the Financial Performance of the Trebinje Economy in 2024", the total number of persons employed in the city at end-2024 stood at 9,034, which is 183 more than in 2023. Women account for 47% of total employment.

By educational attainment, employment is concentrated as follows:

- secondary education — 48%
- higher education/university degree — 29%
- skilled qualification — 13%

By age cohort, employment is highest among:

- 40–49 years — 29.43%
- 30–39 years — 26.03%
- 50–59 years — 23.04%
- 18–29 years — 13.07%

The same document states that, out of a total of 395 business entities recorded by the Agency for Intermediary, IT and Financial Services (APIF) for 2024, 300 entities (76%) posted revenues exceeding expenses, reporting an aggregate net profit of BAM (KM) 100,170,016, while 95 entities (24%) incurred expenses exceeding revenues, reporting an aggregate net loss of BAM (KM) 7,977,820.

Total revenues in 2024 amounted to BAM (KM) 1,638,446,516, compared to BAM (KM) 1,729,934,796 in 2023. This indicates a 5% year-on-year decrease in 2024 relative to 2023.

Total expenditures in 2024 amounted to BAM (KM) 1,536,763,745, compared to BAM (KM) 1,494,447,243 in 2023, indicating a 3% year-on-year increase in 2024 relative to 2023.

1.2.3. Social challenges and inequality, access to services

The City of Trebinje faces significant demographic and social challenges. Data from various local and international sources including the BSRoF 2023 report, official statistics of the Republic of Srpska, and Trebinje's local development strategies—highlight the need for a comprehensive approach to social inclusion and the accessibility of public services.

The demographic structure reveals that more than 19% of the population is over the age of 65. At the same time, a high unemployment rate, particularly among women, and the educational profile of the unemployed (most having completed only secondary education, with a quarter having only primary education) represent additional barriers to accessing services, employment opportunities, and broader social participation.

This document serves as an indicative planning instrument, providing a strategic orientation framework for the local government. While it does not hold the binding legal status of a formal strategic act, it offers recommendations, guidelines, and indicative measures derived from a participatory process and analytical insights. Its primary aim is to inform and guide future decisions, initiatives, and potential interventions in line with the principles of sustainable and inclusive development.

The territorial context of Trebinje is defined by a combination of peripherality, in relation to administrative centres within the Republic of Srpska and Bosnia and Herzegovina, and borderland centrality in relation to the wider Adriatic region of Montenegro and Croatia. This *liminal* position renders the city simultaneously vulnerable and full of potential: open to integration into European networks, yet exposed to demographic and infrastructural imbalances. From a functional perspective, Trebinje acts as a micro-regional hub for healthcare, education, administration, and commerce, while increasingly positioning itself as a destination for tourism, energy, and innovation, thanks to its robust power sector and rich cultural and historical heritage.

1.3 Relevant existing strategies and policies (local/regional/national/European) including:

1.3.1. Relevant existing local strategies and plans

LOCAL

1.3.1.1. Development Strategy of the City of Trebinje 2018–2027

The overarching document that defines the city's development directions across economic, infrastructural, social, and environmental dimensions. It includes sectoral plans and concrete projects aimed at improving the quality of life.

1.3.1.2. Lokalni ekološki akcioni plan (LEAP) 2018–2027

Dugoročni plan za zaštitu i unapređenje životne sredine, fokusiran na rješavanje lokalnih ekoloških problema kroz saradnju sa građanima i institucijama.

1.3.1.2. Local Environmental Action Plan (LEAP) 2018–2027

A long-term plan for the protection and enhancement of the environment, focused on addressing local ecological issues through collaboration with citizens and institutions.

1.3.1.3. Tourism Development Strategy 2020–2030

Focused on the development of rural tourism, active recreation, and cultural offerings, with the aim of increasing the number of visitors and enhancing the overall quality of the tourist offer.

1.3.1.4. Strategy for the Development of Agriculture and Rural Areas 2023–2027

The objective of this document is to modernise agriculture, diversify production, and foster the development of rural communities through support for small-scale producers and the promotion of innovative practices.

1.3.1.5. Road Traffic Safety Strategy 2021–2030

It encompasses measures aimed at improving traffic infrastructure and safety, including the education of traffic participants and the modernization of signaling systems.

1.3.1.6. Social Protection Development Strategy 2024–2029

Focused on strengthening the social protection system, enhancing services for vulnerable groups, and developing infrastructure for the provision of social services.

1.3.1.7. Spatial Plan of the City of Trebinje

The document that defines the spatial development of the city, including urban planning and land use regulation.

1.3.1.8. Sustainable Energy Action Plan (SEAP)

The plan aimed at improving energy efficiency and promoting the use of renewable energy sources, with the goal of reducing greenhouse gas emissions.

1.3.1.9. Medium-Term Capital Investment Plan 2021–2025

The plan encompassing key infrastructure projects and investments in public facilities, aimed at improving the overall quality of life for citizens.

1.3.1.10. Gender Action Plan of the City of Trebinje 2020–2024

The plan focused on advancing gender equality and fostering the inclusion of women in both social and economic spheres.

1.3.1.11. Strategy for the Development of Small and Medium-Sized Enterprises and Entrepreneurship of the City of Trebinje 2024–2029

The document aimed at improving the business environment and providing support to the SME sector.

1.3.2 Relevant Operational Programmes (ERDF and ESF) covering the city

EU funds, primarily through the Interreg IPA programmes—including Interreg VI-A Croatia–Bosnia and Herzegovina–Montenegro—will be targeted with a focus on calls supporting smart cities, digital transition, and territorial cohesion. In parallel, other relevant programmes will also be explored, such as EU4Digital (with limited applicability for Bosnia and Herzegovina, as it can participate as a partner but not as a lead), EU4Business Recovery (fully applicable, with prior experience through IPA and GIZ), and Digital Europe (fully applicable to Bosnia and Herzegovina), which offer support for the introduction of advanced technologies (AI, big data, cybersecurity) in public administration and the SME sector.

- Institutional context – roles and responsibilities of different departments/agencies

The competences and responsibilities of the City Administration's departments in relation to the above-mentioned strategic documents are defined by the Law on Local Self-Government (Official Gazette of Republika Srpska, Nos. 97/2016, 36/2019 and 61/2021)."

1.4 Identification of Problems (or Development of an Integrated Understanding of the Local Context)

The Trebinje ULG implemented a **test action** to assess the quality of public services and identify priority areas for improvement. The action was not pre-defined; it was determined following a citizen survey. The survey results indicated the need for the digital transformation of the local administration (**see Annex 1**). A total of 200 citizens were surveyed using a random sampling method. The results show that respondents appreciate the courtesy of staff but are dissatisfied with the speed and efficiency of administrative procedures. Demand was particularly strong for digital solutions—including online forms, electronic submission of documents, and an upgraded official website. The findings also pointed to a generational gap between traditional administrative practices and the expectations of younger, digitally literate residents; accordingly, the next logical step in the City of Trebinje's test action was to conduct a digital readiness assessment of the City (**see Annex 2**).

The analysis covered the City Administration and **19 public institutions**. It assessed organisational models, the degree of process digitalisation, ICT infrastructure, and staff competencies. The review found that foundational elements are in place (the eCitizen and eRegister platforms), but that interoperability needs to be strengthened, paperwork and paper-based procedures reduced, a consolidated database developed, and further investment in training ensured. The SWOT analysis highlighted strengths (a solid regulatory framework and a qualified workforce) and weaknesses (insufficiently integrated systems, gaps in training, and outdated operating models).

Taken together, these findings provided the foundation for Trebinje's Integrated Action Plan (IAP). The survey defined citizen priorities, while the assessment identified institutional capacities and constraints. Combined, they chart a course toward the development of digital services, greater efficiency, and a modern, inclusive and transparent administration—aligned with the objectives of the Residents of the Future network.

As part of the URBACT IAP development process, the ULG adopted an iterative approach in structuring and mobilising its membership. This means that the composition of the ULG was not static, but evolved in line with the progressive understanding of specific actions the city intended to undertake within the framework

of the Residents of the Future project. Sastav ULG-a u trenutku pisanja IAP-a odgovara procjenama nastalim nakon definitivnog određenja prema sadržaju. The composition of the ULG at the time of drafting the IAP reflects assessments made following the final definition of content. This level of flexibility enabled the inclusion of relevant stakeholders during the key stages of the planning process, which proved particularly important given the City of Trebinje's strategic decision to pursue the digital transformation of its municipal administration. The decision to focus the small-scale action on assessing the digital readiness of the municipal administration created additional space for the inclusion of IT professionals from the City Administration, staff from the office responsible for local economic development, as well as representatives of the business sector (via the Chamber of Commerce). Other ULG members ensure decision-making capacities and include administrative representatives from local government, public institutions, civil society, and citizens engaged through targeted consultations.

ULG Stakeholder Map

The table below presents the main categories of participants within the ULG group:

Stakeholder Category	Representatives / Institutions	Role in the IAP Process
ULG Coordinator	Slobodan Vulešević, NGO "Center for Development of Herzegovina"	Coordination and facilitation of the IAP drafting and pilot action process; connecting stakeholders at the local level.
City Administration	Dražen Bošković, Deputy Mayor; Slađana Skočajić, Head of the Department for Culture of the City of Trebinje and RoF Project Coordinator for Trebinje; Nataša Tučić, Head of Local Economic Development (LER) Trebinje; Tamara Dursun, LER Trebinje and RoF Project Communications Officer; Ana Sorajić, Department for Culture of the City of Trebinje.	Political and administrative support; communication.
URBACT Project Team	Slađana Skočajić i Tamara Dursun	Project management and communication
Local Public Institutions	Miljan Vuković, Director of the Public Institution "Cultural Centre" Trebinje; Isidora Dostić Director of the Public Institution "TREDEA" Trebinje; Marica Tomović City Committee of the Red Cross Trebinje	Action implementation, user engagement
Business Sector and SME Support	Veselin Savić Director of the Chamber of Commerce of the Herzegovina Region; Svetlana Vuletić, Public Institution Agrarian Fund Trebinje	Partnerships, support for economic initiatives
Media	Vlatka Musić, Radio Trebinje i Maja Begenišić BVoice of Trebinja (Local	Visibility, public information

	Monthly Newspaper)	
Education/Sport	Velibor Brnjoš, Sports Assotiation "Leotar"	Youth engagement, sports component
NGO	Slađana Gajić, NGO "Bridges"	Citizen Participation, Inclusiveness, Local Engagement.

SWOT

The ULG conducted this analysis following the survey (**see Annex 1**) and prior to adopting the final decision on the design and scope of the test action. It was subsequently decided to carry out a diagnostic assessment of the state of digitalisation within the local administration, with a view to planning the City Administration's digital transformation.

Strengths	Weaknesses
<ul style="list-style-type: none"> Support from the City Administration for Change (Digital Transformation) 	<ul style="list-style-type: none"> Lack of permanent IT support
<ul style="list-style-type: none"> Existing Basic Digital Tools and Infrastructure (City Website, E-Services in Development) 	<ul style="list-style-type: none"> Resistance to change within the administration (low digital literacy among employees)
<ul style="list-style-type: none"> Participation in international networks, including the URBACT "Residents of the Future" (RoF) network 	<ul style="list-style-type: none"> Absence of a systematic approach to digital transformation (e.g. strategy, training)
<ul style="list-style-type: none"> ULG TRebinje 	<ul style="list-style-type: none"> Insufficiently digitized administrative procedures
<ul style="list-style-type: none"> Active and well-educated young civil servants 	<ul style="list-style-type: none"> Budgetary constraints for implementation
	<ul style="list-style-type: none"> Misalignment with higher levels of government and legal frameworks for digitalization
Opportunities	Threats
<ul style="list-style-type: none"> EU funding and support through URBACT 	<ul style="list-style-type: none"> Low levels of digital literacy among the elderly
<ul style="list-style-type: none"> Collaboration with cities sharing similar priorities 	<ul style="list-style-type: none"> Budgetary constraints affecting implementation
<ul style="list-style-type: none"> Opportunity to develop a digital transformation strategy based on the results of the local administration's digital readiness assessment 	<ul style="list-style-type: none"> Risk of low citizen engagement during the testing phase of digital services

<ul style="list-style-type: none"> Operationalisation of digital readiness assessment outcomes to support the long-term improvement of City administration performance 	<ul style="list-style-type: none"> Technical issues, implementation delays, and lack of standardisation
<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Misalignment with higher levels of government and existing legal frameworks for digitalisation

Conclusion:

The combination of local initiative, international support, and the growing need for digital efficiency provides a solid foundation for the further development of the Trebinje Integrated Action Plan (IAP). The problem identification clearly highlights the necessity of a systematic digital transformation, supported by the community and enabled through broader engagement of stakeholders across various sectors.

1.5 Local stakeholders involved in the project

The Role of the URBACT Local Group (ULG) in the Development of the Trebinje IAP

Through its participation in the URBACT project *Resident of the Future*, the City of Trebinje has initiated a structured and participatory process aimed at rethinking local policies and advancing quality of life through digital transformation and inclusive innovation.

One of the initial steps was the formal establishment of the URBACT Local Group (ULG). This working group consists of key local stakeholders, including representatives of the city administration, cultural institutions, public service providers, the entrepreneurial sector, civic initiatives, and local media.

In the initial phase of forming the URBACT Local Group (ULG) in November 2023, the group's composition did not fully reflect all relevant sectors and stakeholders necessary for the comprehensive implementation of the *Resident of the Future* (RoF) project. Through a subsequent revision and expansion of the group,—aligned with the foundational principles and identified needs outlined in the RoF framework, the ULG has evolved into a functional, operational, and proactive body actively engaged in the development and implementation of the Integrated Action Plan (IAP).

The group's work has been guided by the URBACT methodology, following a work plan defined by the Lead Expert and utilizing tools provided in the URBACT Toolbox. ULG members have jointly assessed local needs, identified challenges and opportunities, formulated priorities, and co-created a range of interventions aimed at modernizing public services and improving the overall quality of life for citizens. Over the course of five ULG meetings held in Trebinje, the group gradually evolved in parallel with the development of the Test Action (the Digital Readiness Assessment of the City of Trebinje) and the definition of the final objectives of the Integrated Action Plan (IAP). Participants explored innovative solutions aimed at enhancing e-services, improving citizen-to-administration interaction, developing digital infrastructure, and promoting digital literacy among public sector employees.

The ULG meetings also served as a platform for sharing experiences gained through transnational exchanges with partner cities such as Alba Iulia, Šibenik, and Mantova. These exchanges significantly enriched the process and enabled the transfer of good practices into the local context.

1.6 Vision/overarching objective

Vision. By 2030, Trebinje will develop into a city where digitally empowered citizens, the local economy, and public administration jointly shape everyday life in a way that is simple, swift and transparent.

Drawing on its natural resources, cultural heritage and strong sense of community, Trebinje will—through digital transformation and innovation—create the conditions for a higher quality of life, attracting and retaining younger generations, and greater participation of all residents in decision-making. Digital transformation is not an end in itself; it is a means and a tool for retaining young people, attracting returnees and new residents, and raising the quality of life through accessible e-services,

streamlined and simplified procedures, and transparent data.

The City Administration is shifting from paper-based processes to a “digital-by-default” approach: key life events—birth registration, pre-school or school enrolment, employment, construction permitting, and registration/deregistration of residence—are handled online or via a combination of digital channels and front-office service counters, supported by e-forms, electronic submission/delivery, online appointment scheduling, and a single user account. Interoperability of registers and secure data exchange reduce requests for unnecessary certificates, while processes are measured and improved on the basis of indicators (processing time, user satisfaction, number of in-person visits). This vision also entails investing in people: continuous training for employees, the development and enhancement of citizens’ digital skills, and partnerships with the local IT and education sectors. The environmental and social dimension is embedded by design: less paper, fewer in-person visits, accessibility for all, and smart mobility. Trebinje’s identity—its Mediterranean ambience, cultural heritage, and position in a tri-border area—is leveraged to develop new content and digital services for residents, the diaspora, and visitors. Implementation timeline for the vision:

- Short term (2025–2026): stabilise core e-services and redesign the City’s official website and the information architecture of the local administration.
- Medium term (2027–2029): expand the City Administration’s e-services and put in place data governance and interoperability.
- Long term (2030+): transition to proactive services and real-time analytics.

1.7 Main integration challenge(s)

Suggested obligatory aspects of integrated approaches		Is it Relevant for your city? Why?	What is the current situation?	What can you do to improve this
i.	Stakeholder involvement in planning	Yes, this is relevant, as the involvement of stakeholders in the ULG has demonstrated significant potential for a participatory decision-making process. In this way, the ULG has acquired the capacity to act, in the long term, as a body capable of contributing to local decision-making.	The ULG is currently active, although the composition of representatives will continue to evolve over time.	It is recommended to include representatives of youth, women, and private business owners (the local business community).
ii.	Coherence with existing strategies	Yes. The IAP is aligned with the Development Strategy of the City of Trebinje 2018–2027 (1.3.1.1.) and the Local Environmental Action Plan (LEAP) 2018–2027 (1.3.1.2.).	There is a good formal alignment, although without an analytical overview of its contributions.	It is recommended to present, in tabular form, how the objectives of the IAP correspond to and are linked with the existing plans and strategies of the City of Trebinje.

iii.	Sustainable urban development (economic, social, environmental)	Yes. The digital transformation of the City of Trebinje will be aligned with the principles of sustainable development, as reflected in the development of citizen-oriented services and the reduction of the carbon footprint through the use of e-services.	A Digital Readiness Assessment of the City Administration has been conducted.	It is recommended to develop a Digitalisation Strategy for the City Administration of Trebinje. The ULG, as an advisory body, will evolve into a platform for the co-creation of digital solutions.
ix.	Integration over time.	Yes. A revision, evaluation and adjustment of the measures defined by the IAP will be planned, in line with changes in the local context, technological developments, or shifts in community priorities.	The ULG has validated the IAP document. ULG je usaglasio IAP document.	By the end of 2025, the ULG will carry out an evaluation of the IAP and provide recommendations for its revision.
xii.	Stakeholder involvement in implementation	Yes. In the context of developing the IAP, stakeholders from the Trebinje City Administration play a key institutional and operational role throughout all phases of the process – from the initial analysis to the implementation of actions.	These stakeholders are members of the ULG. See ULG composition and Section 1.4..	At the time of drafting the IAP, the method for future enhancement has not yet been defined.

Optional aspects of more integrated approaches				
iv.	Sectoral integration			
v.	Spatial integration			
vi.	Territorial integration			
vii.	Multi-level governance			
viii.	Integration of cross-cutting thematic aspects			
x.	Complementary types of investment			
xi	Mobilizing all available funding			

The Digital Readiness Assessment of the Trebinje City Administration served as a key mechanism for validating the proposed directions within the IAP. However, during 2024 and 2025, in addition to the Digital Readiness Assessment, three other options were explored as potential test actions.

In brief:

a) In the first half of 2024, the ULG considered the possibility of developing an Android and iOS application that would be automatically offered via SMS to all users whose mobile operator was not the local provider M:tel. The application would include a Push Notification Platform with various types of content (tourism, public services, city information). The ULG ultimately decided not to proceed with this action, considering it too complex and financially demanding.

b) The second proposed test action was related to the existing platform <https://ecitizen.ba/trebinje/home>. The idea focused on operationalizing the platform, transitioning it from its initial to an active, functional phase. However, this action was ultimately abandoned due to differing positions among key stakeholders and the inability to reach a consensus on the next steps.

c) The third proposal of the Trebinje ULG did not receive approval from the URBACT Secretariat. Given that the proposal included a component involving the procurement of equipment—which is not an eligible activity under the URBACT programme—it could not be approved in the proposed form, and it was therefore necessary to focus on other types of actions.

Following this process, a proposal was made to fundamentally revise the composition of the ULG in order to create a more operational and forward-thinking body, one that moves beyond traditional concepts of governance, business, communication, and service delivery, and is capable of pushing the agenda toward modern, digitally supported practices.

This shift also required a fundamental change in how the Test Action was conceived, not merely as a technical exercise, but as a catalyst for reshaping the mental models surrounding digital technologies and their use within the local administration.

Accordingly, the newly restructured ULG developed an activity (or set of activities) aimed at gaining deeper insight into the current capacities, organizational structure, and functionalities of available digital tools, as well as the actual needs of users — namely, employees of the Trebinje City Administration and local public institutions.

In this context, a citizen survey was first conducted to determine what residents need and how they would like public services to be improved. The survey showed a strong preference for the digitalisation of services as a measure that would streamline certain procedures and save time. Subsequently, the activity “Digital Readiness Assessment of the City Administration and City Public Institutions” was carried out with the primary objective of establishing the administration’s readiness to deliver the digital services requested by citizens. This test action focused on analysing the digital readiness of the local administration and public institutions and directly contributed to the development of the IAP by defining priorities, validating the concept, engaging local stakeholders, and strengthening the credibility of the planning process itself. It is also important to note that, over the two-year period, the composition of the Trebinje ULG evolved. This reflected the gradual shift in the group’s thematic focus: as the digital transformation of the City Administration progressively moved to the centre of the process, ULG members whose primary interests lay in other areas naturally made way for stakeholders with greater understanding and experience in digital technologies, e-services, and contemporary approaches to public administration.

At the most advanced stage of shaping the IAP’s digital orientation, the aforementioned key activity was carried out. It was fully participatory, involving the active engagement of all ULG members, as well as the Mayor’s Office and the Deputy Mayor, with technical assistance from the Service for Local Economic Development, Investment and Energy Efficiency.

This engagement—by the Mayor’s Office and Deputy Mayor together with the ULG—enabled genuine cross-sectoral cooperation within the City Administration and the Trebinje ULG, and created the conditions for a structured analysis of challenges related to the development of e-services, data governance, and the enhancement of internal digital communication, all with the overarching aim of improving service quality for citizens.

At its core, the digital readiness assessment of the Trebinje City Administration identified multiple challenges: the absence of a single, unified digital platform for delivering services to citizens; a fragmented and insufficiently maintained IT infrastructure; underdeveloped mechanisms for data governance and data exchange—both between the City Administration’s departments and between the City Administration and higher tiers of government; limited uptake of e-services; and low-to-medium levels of digital literacy among part of the workforce. The full document, “Digital Readiness Assessment of the City of Trebinje,” is provided in **Annex 2** to this IAP.

Based on the findings, the analysis outlined key opportunities to serve as a foundation for the development of the Digital Transition Strategy of the City of Trebinje, which will confirm the relevance of digital transformation as one of the city’s strategic development directions.

This analysis represents a solid evidence base for the continued implementation of the IAP, as well as a tool to mobilize political support, citizen engagement, and participation of other local stakeholders.

The public presentation of the preliminary results to both the general public and decision-makers contributed to building trust and support for further digital investments. This phase also raised awareness of digital challenges among municipal employees and citizens.

The participatory nature of the testing phase significantly strengthened the sense of ownership of the IAP among ULG members. Some participants transitioned from a passive role into active co-designers of the document. Following the implementation of the test action, the need to assess digital maturity (self-assessment, service mapping, etc.) and to develop digital skills among municipal employees has been recognized as a key competence for the near future.

In conclusion, the test activity not only enriched the content of the IAP, but also established a working model of inclusive planning and experimentation, which the City of Trebinje intends to further develop.

The detailed and key findings of the test activity “Analysis of the Digital Readiness of the City of Trebinje” were presented at the “Open Doors of the City” event, held on 12 June 2025. In addition to ULG members, the event and presentations were also attended by local citizens. The majority of questions focused on the digitalization of the City Administration, which is why this topic has been given special attention in Section 4 of the IAP.

SECTION 2

IAP Section 2: Overall logic and integrated approach

2.1 Overall Logic and Integrated Approach

The IAP of the City of Trebinje was developed in line with the principles of the URBACT IV methodology and based on the local context, needs, and vision outlined in Section 1. The URBACT methodology enabled the establishment of a participatory process through which, under the coordination of the ULG Trebinje, four key sectors were identified in which digitalization can generate measurable, sustainable, and inclusive results. These sectors were selected based on actual development plans, infrastructural capacities, institutional priorities, and the expressed needs of citizens and local economic actors.

The IAP encompasses four strategically important sectors whose digital advancement directly contributes to improving quality of life, economic resilience, and the sustainable development of the city: **a)** tourism; **b)** agriculture and rural development; **c)** energy and **d)** public services. The planned actions are the result of a participatory process led by the ULG. In the context of Trebinje—a rapidly developing city that simultaneously faces the challenge of population retention—digital transformation is not a luxury, but a strategic necessity. Digital interventions within Trebinje’s IAP will not merely represent technological undertakings, but rather serve as instruments for strengthening trust, transparency, and the resilience of the local community through to 2030.

2.2 Strategic Objectives

The strategic objectives outlined below (SO1–SO4) serve as the key guiding pillars for all activities under the IAP. They have been defined based on the City of Trebinje’s vision (See: 1.6) and further refined through an analysis of local needs and challenges, as identified in municipal strategic documents, ULG meetings, and previous development plans.

Each objective is designed to address at least one dimension of integration—sectoral, temporal, institutional, or territorial. The objectives are interconnected and harmonized to support the gradual and comprehensive transformation of the city into an open, digitally connected, socially conscious, and smart community—one that measures the needs of its residents and, based on that, defines its development priorities:

- **SO1:** Position Trebinje as a smart destination for the modern tourist by implementing digital tools for interpretation, promotion, and management of the tourism offer.
This includes the development of AR/AI-based guides, virtual tours, multilingual digital platforms, and systems for online booking and service rating.
- **SO2:** Support the continued digitalization of local food production by upgrading integrated e-monitoring systems for vegetable and fruit crops, such as the AgrolIFE application—primarily through connecting local producers with local consumers. This approach contributes simultaneously to rural development and the circular economy.
- **SO3:** Establish a decentralized, sustainable energy system that integrates mobility, renewable energy sources, and active citizen participation, supported by digital tools for measuring, visualizing, and simulating consumption and savings.
- **SO4:** Accelerate the digitalization of public administration through e-services for citizens and businesses, integration of AI-based analytics into decision-making processes, and the development of e-participation platforms.

Based on the previously defined strategic objectives, four Intervention Areas (IA) have been formulated, grouping all planned activities, pilot projects, and systemic solutions. Each area carries the potential for the implementation of multiple actions, to be further specified through collaboration between the public sector, civil society organizations, citizens, and the academic community.

- **IA1:** Digital Tourism and Cultural Interpretation encompasses the development of digital tours through the cultural and historical heritage of the City of Trebinje, integration with national and regional

promotion platforms, inclusion of AI-based guides, and connection with GIS maps and QR codes at points of interest.

This intervention will increase Trebinje's visibility on regional tourism maps and reflects the fact that younger generations use digital platforms (TripAdvisor, Google Maps, Booking) as their primary source of information. It is also aligned with the Tourism Development Strategy of Republika Srpska and the EU Digital Europe Programme.

QR codes and GIS maps can be implemented in the first phase of the project, as they are low-cost and technically straightforward. The AI tourist guide should be positioned as a pilot project that could become a recognisable Trebinje brand in the Balkans. This intervention is medium-term (2027–2029).

- **IA2:** The AgroLIFE application will serve as the foundation for developing a digital rural hub where farmers receive training in the use of digital tools and access to shared equipment—such as drones for land/field surveying or digital scales for grading/sorting produce—alongside other farmer-relevant digital aids. This could also constitute a regional innovation that would strengthen linkages among farmers.

This intervention draws attention to the declining number of farmers, the challenges of placing products on the market, and the importance of digital tools for retaining young people in rural areas. It should also raise awareness among the target group of the EU Common Agricultural Policy (CAP) 2023–2027 and the European Green Deal (digital agriculture, sustainable production) by introducing educational modules (video tutorials, online workshops) that are simple and immediately accessible to farmers. This is a long-term intervention (2030+).

- **IA3:** Develop a smart and decentralized energy network that integrates electric vehicle (EV) charging infrastructure with solar energy sources from both the public and private sectors. In line with the City of Trebinje's strategic commitment to sustainable energy transition and CO₂ emissions reduction, this objective envisions the establishment of an integrated system that includes:
 - (1) the development of a network of EV charging stations in urban zones, and
 - (2) the use of solar energy generated from the rooftops of public buildings (schools, administrative offices, sports facilities) as the primary power source for this network. The facilities will be equipped with smart digital devices for real-time measurement, management, and visualization of energy consumption and production. This will enable more efficient planning, timely optimization, and transparent management of public resources. By implementing this objective, the City of Trebinje lays the foundation for a smart energy future in which citizens are not merely end-users, but active participants in shaping a sustainable local energy policy.

This intervention recognises the challenges related to energy consumption and reliance on traditional electricity sources, while at the same time emphasising the potential of solar energy in Trebinje, in alignment with the Sustainable Energy Action Plan (SEAP) (*see section 1.3.1.8 of this document; SEAP – section 1.3*) and the broader framework of the EU Green Deal. Installing pilot solar panels and smart meters at one school and one public building in the first phase can be the simplest and most cost-effective measure to test and evidence the case for this intervention, which also entails the prosumer concept (citizens as both producers and consumers of energy), thereby placing the focus on citizen participation in achieving the intervention's objectives. This is a long-term intervention (2030+).

- **IA4:** Open digital government first and foremost entails a detailed digital readiness assessment of the City of Trebinje, in order to define a clear direction for the development of digital governance. At the time of drafting this document, the City Administration is assessing the option of preparing a Digital Strategy for the City of Trebinje, which would provide clear guidance on all key digitalisation issues and, above all, enable two-way communication between citizens and the City Administration. The use of artificial intelligence is also envisaged, with a view to enabling a more efficient, open and accountable administration, while strengthening citizens' trust in public institutions.

This intervention responds to the findings of the survey (**Annex 1**) and the digital readiness assessment (**Annex 2**), which point to slow administrative procedures, the lack of online channels, and a pronounced

generational gap in citizens' expectations. The intervention will be aligned with the Tallinn Declaration on eGovernment and the EU Digital Europe Programme. The redesign of the City of Trebinje's official website and the introduction of the first e-forms during 2026 will constitute a key step towards improving the accessibility and quality of public services. This measure will enable all residents to complete basic, straightforward administrative procedures more quickly and easily, without the need to visit front-office service counters, thereby reducing administrative costs and time lost to unnecessary queuing and outdated procedures. At the same time, it will increase transparency and strengthen trust in the administration's work. This step is particularly important for the younger and working-age population, who are digitally literate, accustomed to e-services, and view digitalisation as an indicator of modern, efficient local governance. While this measure alone cannot immediately and directly halt the out-migration trend, it helps create a more favourable, modern living environment, sends a clear signal of the City of Trebinje's commitment to modernisation, and thereby indirectly and over the longer term supports population retention—especially among younger generations. The preparation of the City of Trebinje's Digital Strategy, with integrated AI components, should be the flagship initiative of this intervention. It would open a new chapter in the development of local administration by establishing a clear framework for digital transformation and by envisaging solutions such as a chatbot for citizens, enabling direct communication and 24/7 access to information, as well as predictive analytics to improve planning and decision-making within the City Administration.

This means the City Administration would use AI tools to analyse large volumes of data (e.g. the number of citizen requests, document-processing times, the frequency of use of specific services), and, based on the analytics results, algorithms could, for example:

- forecast trends (e.g. when demand for construction permits or birth certificates is likely to increase);
- recommend the optimal allocation of resources (e.g. how many staff members to assign in a given period);
- identify process bottlenecks (i.e. where the greatest time losses occur within procedures); and
- facilitate strategic planning (e.g. determining needs for additional infrastructure or training).

In this way, Trebinje sends a strong signal of its readiness to build an administration that is not only more efficient and accountable, but also proactive in addressing challenges and building public trust—placing the city among the regional leaders of the local digital transition. Public trust in the City Administration can be further strengthened through online participatory budgeting, enabling citizens to vote for small-scale community projects. This is a long-term intervention (2030+).

2.3 Specific / Operational Objectives

Specific / Operational Objectives elaborate on the previously defined strategic goals by translating them into measurable, achievable, and time-bound outcomes. Based on the analysis of the local context and consultations with stakeholders, objectives have been defined for each intervention area. These objectives will serve as the foundation for the development of Action Tables in Section 3 of this document.

IA1 :_Digital Tourism

- **Specific Objective:** By the end of 2028, develop and launch 10 digital AR and AI-based guides covering key cultural and natural sites in Trebinje. This intervention not only contributes to the digital interpretation of cultural and natural heritage, but also creates new employment opportunities for young people in the tourism and creative industries, supports population retention, and enhances Trebinje's attractiveness as a tourist destination. At the same time, the objective is fully aligned with the Tourism Development Strategy of Republika Srpska and the priorities of the EU Digital Agenda, thereby strengthening the integration of local development into broader regional and European frameworks.
- **Action:** Develop a mobile application "*Trebinje SmartTour*" featuring augmented reality functions, multilingual content, an interactive map, and a user feedback system.

IA2 – Smart Agriculture and Food Supply Chain

- **Specific Objective:** By the end of 2028, upgrade the AgrolIFE application to enable direct sale of surplus agricultural products. This enhancement strengthens the local agricultural economy by creating a digital marketplace and, at the same time, facilitates market access for small producers while reducing intermediation costs—thereby supporting the sustainability of rural communities and linking Trebinje’s agricultural supply with regional (and European) markets. Concurrently, the objective is aligned with the European Green Deal and the Common Agricultural Policy (CAP) 2023–2027, ensuring that local initiatives keep pace with contemporary standards of sustainable production and the digital transition of rural areas.
- **Action:** Integrate a new module within the application for direct sale of surplus production and locally sourced goods—facilitating producer-to-consumer connections through an integrated e-commerce platform. Develop a Digital Certificate of Origin, assigning each product a QR code within the app to verify provenance and ensure quality and transparency. Implement push notifications to inform farmers when a customer places an order or when optimal planting or sales seasons begin.

IA3 – Energy-Smart City

- **Specific Objective:** By the end of 2028, establish a smart and decentralized energy network within the urban area of the City of Trebinje. This intervention lays the foundations for Trebinje’s sustainable energy transition by developing a smart, decentralised grid that links local solar generation with future electric-vehicle infrastructure, thereby reducing dependence on traditional energy sources, increasing energy efficiency, and strengthening the resilience of the local community. At the same time, the objective is aligned with the Sustainable Energy Action Plan (SEAP) (*see section 1.3.1.8 of this document – SEAP Trebinje*) and the European Green Deal, positioning Trebinje as a regional frontrunner in the adoption of digital and green technologies.
- **Action:** Develop an integrated solar-energy system that encompasses: future public charging stations for electric vehicles; existing photovoltaic (PV) panels on public buildings; consumption-monitoring applications; support to citizens for installing household solar systems; and a smart grid enabling energy exchange.

IA4 –Open Digital Goernance

- **Specific Objective:** By the end of 2026, ensure that citizens have access to e-services for at least 15 municipal services through a unified digital platform. This intervention aims to enhance the transparency and accountability of the City Administration through the development of digital services, including the redesign of the official website, the introduction of e-forms, and the preparation of the City of Trebinje’s Digital Strategy with integrated AI components for citizen communication and predictive analytics. This will enable citizens to access services more quickly and easily, strengthen trust in public institutions, and reduce administrative barriers. The objective will be fully aligned with the Tallinn Declaration on eGovernment and the EU Digital Europe Programme, confirming Trebinje’s readiness to develop an open, modern and inclusive local administration.
- **Action:** Develop a municipal e-platform featuring modules for: online submission of requests, digital access to official documents (e.g., Online Registry Office), chatbot assistance, transparent insight into the work of municipal departments, and a public hearing schedule interface.

2.4 Actions

This section provides an overview of the planned actions within the City of Trebinje’s IAP. They are structured according to the defined intervention areas (IA1–IA4). These actions constitute concrete measures to deliver the specific objectives set out in the preceding section. Each action includes a description, responsible partners, planned timelines, and an indicative budget. A clear distinction between strategic objectives, specific objectives, and concrete actions ensures a coherent, integrated planning approach, in line with the URBACT methodology. The tabular overview facilitates verification of integration/coherence, and the identification of potential weaknesses and gaps.

In addition to the actions included in the IAP, the City of Trebinje continues to implement a range of other

projects, incentive measures, and municipal decisions that directly or indirectly help curb depopulation and improve quality of life in Trebinje. These include:

- Infrastructure projects such as the construction of the new hospital; the continued upgrading of the Old Town, modernisation of trunk roads, construction of urban and rural municipal infrastructure, improvements to the water supply and sewerage systems, and investments in energy efficiency and green energy;
- Support to families and young people, including scholarship programmes for pupils and students, housing support for young married couples, funding for in-vitro fertilisation (IVF), and other pro-natalist measures;
- Development and incentive programmes for entrepreneurship and employment, particularly in the small and medium-sized enterprise (SME) sector, start-up initiatives, and the digital economy; and
- Cultural, educational and tourism projects aimed at strengthening local identity, promoting Trebinje as a regional centre for the cultural and creative industries, and diversifying the tourism offer.

In this way, the IAP builds on existing development policies and projects, creating synergy between the planned actions under the URBACT methodology set out in the IAP and the City of Trebinje’s ongoing efforts. Thus, digital transformation will not be an isolated process but part of a broader, integrated approach to Trebinje’s development and to curbing depopulation trends.

Intervention Area	Action Title	Action Description	Partners	Deadline	Budget (€)
IA1: Digital Tourism	Trebinje SmartTour	A mobile application featuring AR guides, interactive maps, multilingual content, and a user feedback system.	Tourist Organization, Museum of Herzegovina Public Institution, local IT sector, Local Economic Development Office (LER)	December 2028 <i>(Planned milestones: Pilot version by December 2027; full release by June 2028)</i>	95.000
IA2: Smart Agriculture	Trebinje SmartAgro	Integration of a new module into the AgroLIFE application to enable direct sale of surplus produce and local goods—connecting producers and consumers through an integrated e-commerce platform. Development of a Digital	Agricultural Fund of the City of Trebinje, local farmers' associations, Department for Family and Socio-economic Development of Rural Communities, regional IT companies, Faculty of Agriculture in Trebinje	December 2028 <i>(Testing phase by June 2028; pilot implementation by December 2028)</i>	66.500

		<p>Certificate of Origin, assigning a QR code to each product within the app to verify its origin and ensure quality and transparency. Implementation of push notifications to inform farmers when a purchase is made or when optimal seasons for planting or selling occur.</p>			
IA3: Smart Energy City	Smart Energy City	<p>Installation of photovoltaic systems on the rooftops of schools, sports facilities, and administrative buildings, equipped with digital monitoring of energy production. Deployment of at least five public electric vehicle charging stations directly powered by solar sources from public buildings. Development of an online portal and mobile application providing both citizens and local authorities with access to energy consumption</p>	<p>Department of Spatial Planning, Department of Communal and Inspection Affairs, Office for Local Economic Development, Investments, and Energy Efficiency, Elektroprivreda RS, local software solution providers</p>	<p>December 2030 <i>(Initial system installation by December 2028; expansion to all public facilities by the end of 2029)</i></p>	725.000

		<p>data and savings simulation tools.</p> <p>Establishment of a co-financing model to support the installation of solar systems in households, complemented by educational and advisory support.</p> <p>Introduction of technical and regulatory mechanisms enabling users to produce, consume, and share surplus solar energy.</p> <p>Development of a pilot model for a smart energy grid, in cooperation with the electricity distribution company and the local IT sector, for the management of energy surpluses and deficits.</p>			
IA4: Open Digital Governance	Open Governance Platform	<p>A unified digital portal offering a range of e-services, including online applications, document access (e.g. digital civil registry), chatbot assistance, transparent insight into the work of city departments,</p>	<p>Mayor's Cabinet and Deputy Mayor, Office for Local Economic Development, Investments, and Energy Efficiency Department of General Administration, local NGOs, young software</p>	<p>June 2026 (<i>Prototype by end of first half of 2026; full implementation by end of 2026</i>)</p>	150.000

		and public hearing schedules. The platform will serve as the central access point for citizens to interact with the city administration in a two-way, digital manner.	developers, City Legal Department		
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SECTION 3

IAP Section 3: Action planning details

3.1.1

SO1: Position Trebinje as a smart destination for the modern tourist by implementing digital tools

Element	Description
Activity Title	Development of an integrated digital platform and mobile application 'Trebinje SmartTour' for smart interpretation and promotion of the city's tourism offer
Potential for Reducing Population Outflow	The application enhances the city's attractiveness for digital nomads and young visitors, while creating new employment opportunities in the tourism and IT sectors.
Connection with vision and objective	SO1: Digital tourism tools; IA1 – Digital Tourism.
Short description	Develop the mobile application 'Trebinje SmartTour' featuring augmented reality functions, multilingual content, interactive maps, and a user feedback system. The platform will integrate digital tools such as AR guides, virtual tours of cultural and historical sites, multilingual information, an online booking and rating system, service recommendations, and digital interaction with visitors.
Lead Partner	City of Trebinje.
Partners	Trebinje Tourist Organization, PI Museum of Herzegovina, local IT sector, Office for LER.TO Grada Trebinje, JU Muzej and ULG Trebinje
Timeline	Pilot version: Q4 2027; Full operational deployment: Q3 2028
Estimated Budget (EUR)	€95,000 (raised to €140,000 due to the inclusion of additional modules, maintenance, and promotional efforts).
Funding	EU funds (Interreg IPA, ADRION programme), local budget, potential private investors
Success Indicators	Number of app users; number of completed digital tours; recorded and measured platform activity; user satisfaction (user ratings).
Gender Dimension	The platform promotes gender-equal narratives through its content and encourages the inclusion of female voices and stories from the local community (e.g., women guides, artists,

	restaurant/hotels workers).
Environmental Impact	Digital interpretation reduces the need for physical guides and promotional materials, contributing to resource conservation and reduction in printing.
Risks	Low digital literacy among users; technical complexity of the system; low visibility of the app.
Risk Mitigation Measures	Training for end users and service providers; support from local IT companies; promotional campaign at regional fairs and on social media.
Alignment with the URBACT Programme	Fully aligned with the URBACT programme goals: participation, digital transformation, local inclusion, development of smart solutions.
Potential for Social Innovation	Involving the community (experts, residents near tourist attractions, etc.) in content creation and feedback.

3.1.2

SO2: Support the continued digitalisation of local food production through the enhancement of integrated monitoring systems for vegetable and fruit cultivation, such as the AgroLIFE application.

Element	Description
Activity Title	The digitalisation of local food production through the upgrading of integrated e-monitoring systems for vegetable and fruit cultivation—such as the AgroLIFE application—primarily aims to connect local producers with local consumers. This contributes directly to rural development and the circular economy.
Potential for Reducing Population Outflow	The enhancement of local food production systems via solutions such as the AgroLIFE app and the producer–consumer connection increases income, creates new jobs, improves digital literacy, and strengthens the sense of community belonging—thereby directly reducing the motivation to emigrate from rural areas of Trebinje.
Connection with vision and objective	SO2: Digitalisation of local food production IA2 : Smart Agriculture
Short description	Add a module to the AgroLIFE application to enable direct sale of production surpluses and local products by connecting producers with consumers via

	<p>an integrated e-commerce platform. Develop a Digital Certificate of Origin: assign a QR code to each product within the application for verifying origin, quality assurance, and ensuring transparency. Enable Push Notifications: inform producers when a customer places an order and when seasonal conditions are optimal for planting or selling.</p>
Lead Partner	Agricultural Fund Trebinje;
Partners	Department for Family and Socio-economic Development of Rural Communities, LER Trebinje, llocal IT sector Trebinje i ULG Trebinje
Timeline	Pilot Version: Q2 2028 Full Operational Deployment: Q4 2028
Estimated Budget (EUR)	66.500
Funding	EU Funds (Interreg IPA, ADRION Programme), local budget, potential private investors.
Success Indicators	<ul style="list-style-type: none"> • Number of app users • Number of completed agricultural transactions • Measured user activity on the platform • User satisfaction (ratings)
Gender Dimension	The upgraded AgroLIFE application significantly enhances the economic empowerment of women by providing direct market access, product visibility, and control over production and income. However, additional support in the form of digital education is required to overcome technical barriers, especially for older women in rural areas.
Environmental Impact	This action contributes to sustainable local production and the circular economy by reducing food waste, shortening supply chains, and promoting seasonal, low-carbon consumption. It directly supports the green transition in line with URBACT's principles of IAP.
Risks	The main risk lies in the low level of digital literacy and limited motivation among end users, particularly older producers, to adopt and actively use new application features, which may limit its reach and impact.
Risk Mitigation Measures	Provide continuous technical support; Create user-friendly guides; Organise local training and workshops in collaboration with agricultural services to increase trust and digital inclusion across all user groups.
Alignment with the URBACT Programme	This action contributes to URBACT

	objectives by enabling digital integration of local production and consumption, thereby supporting rural development, population retention, and sustainable community transformation.
Potential for Social Innovation	This intervention has strong potential for social innovation by linking producers and consumers at the local level through a digital platform, improving small farm access to markets, encouraging shared resource use, and strengthening the local economy through transparency, participation, and technological inclusion.

3.1.3

SO3: Establish a decentralised, sustainable energy system that integrates mobility, renewable energy sources, and active citizen participation.

Element	Description
Activity Title	Installation of photovoltaic systems on the rooftops of schools, sports facilities, and administrative buildings.
Potential for Reducing Population Outflow	This action significantly contributes to retaining the population by improving living conditions, creating green jobs, and fostering a sense of belonging through active citizen involvement in the energy transition.
Connection with vision and objective	SO3: Establish a decentralised, sustainable energy system that integrates mobility, renewable energy sources, and active citizen participation. IA3: Smart Energy City
Short description	Installation of photovoltaic systems on the rooftops of schools, sports facilities, and administrative buildings, with digital monitoring of energy production; installation of at least five public charging stations for electric vehicles powered directly by solar energy from public buildings; development of an online portal and application for citizens and administration to access energy consumption data and simulate savings; design of a co-financing model for household solar systems with support through training and counselling; introduction of technical and regulatory mechanisms enabling users to produce,

	consume, and share surplus solar energy; development of a pilot smart grid model in cooperation with the electricity distributor and local IT sector for managing energy surplus and deficit.
Lead Partner	City of Trebinje
Partners	Department of Spatial Planning. Department of Communal and Inspection Affairs, LER, Elektroprivreda RS, Local IT solution providers
Timeline	Pilot version (System installation): Q4 2028 Full operation: Q4 2029
Estimated Budget (EUR)	724.000
Funding	EU Funds (Interreg IPA, ADRION programme), Local budget, Potential private investors.
Success Indicators	<ul style="list-style-type: none"> • Number of installed photovoltaic systems on public buildings (schools, sports centres, city administration) Target: at least 5 buildings by Q4 2027 • Total solar energy produced (kWh) from PV panels on public buildings Indicator of energy independence and CO₂ reduction • Number of operational public EV charging stations powered by solar systems Target: minimum 5 stations by Q4 2027 • Number of households included in the solar system co-financing model Target: at least 50 households in 3 years (baseline Q4 2025) • Number of users of the platform for visualisation and simulation of consumption and savings Measures citizen and administration engagement • Number of citizens/prosumers trained through info sessions and counselling Target: 100+ participants annually • Number of technical/regulatory mechanisms adopted by city administration Indicator of institutional readiness • Functional pilot smart grid system

	<p>established in cooperation with electricity distributor</p> <p>Target: 1 system by Q4 2028</p> <ul style="list-style-type: none"> • Estimated CO₂ emissions reduction (in tonnes/year) <p>Assesses environmental benefits</p> <ul style="list-style-type: none"> • Number of new green jobs directly related to project implementation e.g., technical support, IT, charging station maintenance, education
Gender Dimension	<p>The establishment of a decentralised energy system, including solar panel installation, digital monitoring, and public EV stations, must incorporate a gender perspective, particularly through inclusive infrastructure planning that enhances safety and accessibility for women, children, and vulnerable groups. It is proposed to integrate geolocation and low-light detection features to identify potentially unsafe public areas, especially near schools, healthcare centres, playgrounds, and residential zones. This data can guide priority installation of solar lighting and surveillance equipment, directly enhancing urban safety. This security-focused digital infrastructure integration can make the city more accessible and safer for all, especially women and children.</p>
Environmental Impact	<p>This intervention has a strong positive environmental impact by promoting the use of renewable energy (solar panels), reducing CO₂ emissions through support for electromobility, and enabling energy efficiency in both public and private sectors. Digital monitoring facilitates optimisation and minimises energy losses, while the introduction of smart grids supports balanced electricity consumption and integration of household surpluses. This transformation contributes to the decarbonisation of urban spaces and strengthens local climate resilience.</p>
Risks	<p>The main risk is the insufficient technical and institutional readiness to manage a</p>

	decentralised energy system, including the challenges of integrating solar energy into the existing electricity grid, and low citizen engagement due to limited digital literacy and/or distrust in new technologies and digital regulatory mechanisms.
Risk Mitigation Measures	Gradual pilot implementation, technical education for citizens, development of standards with the support of the electricity distributor, and introduction of a digital system for monitoring and correction..
Alignment with the URBACT Programme	The action directly supports URBACT programme goals by promoting participatory planning, digital and green transition, and strengthening community resilience through sustainable energy solutions and active citizen participation.
Potential for Social Innovation	This action offers high potential for social innovation by enabling citizens to transition from passive consumers to active energy producers and managers (prosumers), fostering resource sharing through smart grids, and contributing to local community development via inclusive, tech-supported models of energy solidarity.

3.1.4

SO4: Accelerate the digitalisation of public administration through the development of e-services for citizens and businesses, the integration of AI analytics in decision-making processes, and the design of e-participation platforms.

Element	Description
Activity Title	Development of an open digital governance platform that primarily enables two-way communication between citizens and the city administration. The use of artificial intelligence is also planned, to ensure a more efficient, transparent, and accountable administration, thereby strengthening public trust in institutions.
Potential for Reducing Population Outflow	Accelerated digitalisation of local

	<p>government—through functional e-services, AI analytics, and e-participation platforms—holds a medium to high potential (60–75%) to contribute indirectly to population retention. It improves efficiency, transparency, and civic participation; however, its actual impact depends on the availability of digital infrastructure, citizens’ digital literacy, and trust in institutions.</p> <p>Experiences from Estonia (IT migration stabilization), Slovenia, and Croatia (increased satisfaction with public services via platforms such as e-Građani) confirm its potential, especially among youth and entrepreneurs.</p> <p>The effect is both achievable and relevant; however, it depends on the availability of digital infrastructure, the level of digital literacy, and citizens' trust in public institutions – all of which remain key challenges to achieving full demographic impact in Bosnia and Herzegovina.</p>
Connection with vision and objective	SO4: Accelerating digitalisation of local government IA4: open digital governance
Short description	Development of a unified city e-platform including modules for online request submission, digital access to documents (e.g. online civil registry), chatbot support, transparent access to municipal department activities, and scheduling of public hearings.
Lead Partner	City of Trebinje
Partners	Odjeljnje za opštu upravu Grada TRebinja, Minsitzarstvo uprave I loklane samouprave RS, Department of General Administration Trebinje, Ministry of Administration and Local Self-Government of Republika Srpska IDDEA, Ministry of Interior of RS
Timeline	Pilot version: Q3 2026 Full operationalisation: Q4 2026
Estimated Budget (EUR)	150.000
Funding	EU funds (Interreg IPA, ADRIAN Programme), national and entity-level digitalisation support programmes
Success Indicators	<ul style="list-style-type: none"> Implementation of at least 5 new functional e-services for citizens and businesses within one year

	<ul style="list-style-type: none"> • Minimum 30% increase in users of digital services over two years • 40% reduction in average application processing time • Introduction of AI-supported decision-making: minimum of five strategic decisions based on AI insights (within two years) • At least one functional data analytics system developed and operationalised • 80% user satisfaction among public administration staff regarding the use of new tools • Indirect demographic effects measurable within 3–5 years: 10% reduction in youth outmigration (18–35) and 20% increase in youth-led business registrations (especially in digital/creative sectors)
Gender Dimension	<p>Women, particularly in rural areas, older women, single mothers, and those unemployed, face greater barriers to accessing administrative services due to limited mobility, income, or digital literacy. Simplified, mobile-accessible, cost-free e-services tailored to these groups can significantly enhance access to rights, information, and social programmes. AI analytics may also help identify gender disparities in access to public resources, while e-participation tools facilitate women's involvement in local decision-making without the need for physical presence.</p> <p>To ensure effective impact, it is recommended to apply gender-sensitive service design, collect sex-disaggregated user data, include women in platform testing and evaluation, and collaborate with CSOs advocating for women's rights.</p>
Environmental Impact	<p>Digitalisation reduces the need for physical visits to administrative offices, thus decreasing CO₂ emissions related to transport. Transitioning to e-documents also reduces paper use, printing, and archival requirements, thereby conserving resources and energy. AI-enabled smart public service planning supports ecologically sustainable policies and more efficient resource use at the local level.</p>
Risks	<p>Main risks include digital exclusion and</p>

	<p>low citizen trust, especially in rural communities, which can be addressed through training of vulnerable groups, establishment of public digital access points, and inclusive promotional campaigns. Technical and cybersecurity risks (e.g. system outages, cyberattacks) require a designated IT budget, continuous support services, robust cybersecurity protocols, and staff training. It is recommended to establish at least one security protocol and ensure permanent IT support.</p>
Risk Mitigation Measures	<p>Main risks include digital exclusion and low citizen trust, especially in rural communities, which can be addressed through training of vulnerable groups, establishment of public digital access points, and inclusive promotional campaigns. Technical and cybersecurity risks (e.g. system outages, cyberattacks) require a designated IT budget, continuous support services, robust cybersecurity protocols, and staff training. It is recommended to establish at least one security protocol and ensure permanent IT support.</p>
Alignment with the URBACT Programme	<ol style="list-style-type: none"> 1. This action directly contributes to the objectives of the Resident of the Future network by enhancing cities digital readiness through smart and inclusive solutions. 2. The e-participation model enables continuation of the ULG Trebinje beyond the project lifecycle, in line with URBACT IAP methodology. 3. Improved administrative service quality contributes to greater citizen satisfaction and attachment to the local community, advancing URBACT's strategic objective of making cities more resilient and livable.
Potential for Social Innovation	<p>This activity fosters systemic transformation via service, process, and participatory innovation. It repositions local authorities from mere service providers to platforms for community innovation and collaboration, in line with URBACT and EU principles of innovation in governance.</p>

IAP Section 4: Implementation framework

4.1 Management and Coordination of Implementation (Governance)

To ensure consistent and sustainable implementation of the City of Trebinje's Integrated Action Plan (IAP), a formal management mechanism will be established under the working title Local Digital Forum (LDF).

The LDF will function as a technical and coordination sub-body within the existing ULG Trebinje, with the specific mandate of steering the implementation of the digital components of the IAP.

The forum will comprise ULG Trebinje members from various sectors, including representatives of the city administration (particularly the Local Economic Development Office), educational and cultural institutions, digital entrepreneurs, civil society organisations, and local community representatives.

Should ULG members determine that a person outside the current group should be invited to join the LDF, they shall submit this proposal, with justification, to the Mayor and Deputy Mayor of Trebinje, who will make the final decision.

The composition of the forum is designed to ensure gender balance, with a minimum of 50% women.

The LDF operates through quarterly meetings, with the possibility of convening extraordinary sessions at the request of the ULG. Between meetings, it utilises online platforms (such as MS Teams or) for document sharing, coordination of activities, and tracking progress.

Each year, the ULG will organise a public event under the working title "Trebinje Digital Day", aimed at presenting results and engaging citizens in the city's digital transition.

In addition to its coordination role, the LDF also performs a technical function within the ULG by assessing operational digital plans, monitoring progress indicators (e.g. number of developed e-services and users), and contributing to the informal evaluation of digital service quality.

The above (narrative) mechanism would operate in practice as follows:

A formal governance mechanism—provisionally titled the Local Digital Forum (LDF)—will be established to ensure the consistent and sustainable implementation of the City of Trebinje's Integrated Action Plan (IAP). The role and composition of the LDF have been described above.

Operating arrangements:

The LDF meets quarterly, with the option to convene extraordinary sessions at the request of the ULG, the Mayor, or one-third of Forum members.

Quorum is constituted by 50% + 1 of members; decisions and recommendations are adopted by a simple majority of those present.

Between sessions, the Forum uses online platforms (e.g. MS Teams) for document exchange, coordination, and progress tracking.

Once a year, a public event—"Digital Day Trebinje"—is organised to present results and engage citizens in the digital transition.

Interface with the ULG and the City Administration:

The LDF is accountable to the ULG, while the ULG is accountable to the Mayor and the City Assembly.

In its work, the LDF relies on the ongoing support of the City Administration's IT Adviser and the Service for Local Economic Development, Investment and Energy Efficiency (LER Office), and cooperates with the education, tourism and entrepreneurship sectors to integrate digital solutions across all facets of local life.

Delivery Team (DT):

For the operational delivery of actions, an ad hoc Delivery Team (DT) is established to act as the executive arm of the LDF. The minimum composition includes:

- Coordinator for e-services (Product Owner);
- Head of Integrations and IT;
- Coordinator for Monitoring and Evaluation (M&E);
- Finance–Legal Adviser (budget, procurement, legal affairs);
- Coordinator for Communications and Stakeholder Engagement.
-

4.2 Role of Stakeholders and Community Involvement – Ongoing Stakeholder Engagement

Participation by citizens, institutions, the business sector and civil society is viewed not merely as a consultative activity, but as a strategic process that secures the legitimacy, quality and sustainability of all interventions envisaged under this Plan. By establishing the URBACT Local Group (ULG), the City of Trebinje created an institutional framework for a participatory approach which, in the initial phase, focused on dialogue and the co-creation of proposals. In the implementation phase, this approach centres on monitoring and evaluation (M&E) and joint decision-making, with the aim—through clear and transparent mechanisms—of ensuring continuous communication between policy-makers and end-users (citizens). In this way, the relevance of the proposed activities is maintained, administrative insularity is prevented, and local ownership of the digital transformation process is promoted.

Engagement structures:

The Trebinje ULG will remain the overarching participatory platform and oversight body, bringing together representatives of the public, private and civil society sectors. Its role in the implementation phase will be twofold: **a)** to provide strategic oversight of IAP implementation, and **b)** to ensure that participatory principles permeate the entire process. The ULG will meet at least twice per year, and more frequently as needed, in order to take decisions on progress reports and on recommendations for fine-tuning the overall decision-making mechanism.

The Local Digital Forum (LDF), as the ULG's operational and technical sub-committee, will be responsible for leading and coordinating the implementation of the digital component of the IAP. Its mandate comprises regular quarterly meetings, public reporting of results, and issuing recommendations to improve digital services and tools. It is particularly important that the LDF ensure gender balance and cross-sectoral dialogue, so that digital solutions are developed in an inclusive manner and confidence in digital services is strengthened.

Participation channels:

An e-participation platform is under consideration as a potential future channel for digital communication with citizens. Should it be established, it is envisaged that the platform would be linked to the City of Trebinje's official website and, to some extent, integrated with e-services. In that case, it could enable citizens to submit ideas, comment on drafts, voice concerns, and vote on priorities. Looking ahead, the platform would also include transparent tracking of the status of submitted proposals, with a requirement for the competent services to provide reasoned explanations. A particular emphasis could, if this idea is implemented, be placed on digital accessibility, including tailored features for persons with visual impairments, older people, persons with disabilities, and members of other socially vulnerable groups. "Digital Day Trebinje" is likewise being considered as a potential practice to establish a framework for public dialogue on the city's digital transformation. In preliminary discussions, the idea is described as a "joint forum" at which, once a year, the results of implemented activities would be reviewed and future directions considered. This would be an open public event where citizens and stakeholders from different sectors would have the opportunity to engage directly.

The primary aim of Digital Day Trebinje is to contribute to greater openness and accessibility of the local administration, to strengthen public trust in the processes of digital transition, and to reinforce social cohesion in the community. At the level of the City Administration, consideration is also being given to establishing test user groups (pilot users) to trial new services prior to their official roll-out.

Role of key actors:

- Citizens and civil society act as proponents and evaluators of public services, ensuring that digital solutions correspond to the actual needs of the local community.
- The private sector is a partner in the development, piloting/testing and maintenance of digital solutions.
- The academic community and educational institutions lead activities to raise digital skills, conduct research and innovation, and serve as partners in evaluation and training.
- Vulnerable groups are included through targeted programmes and tailored communication channels, thereby strengthening the gender, social and territorial dimensions of the digital transition.
- The media and local information channels will be responsible for informing the public about results and ongoing activities.

Sustainability of the participatory approach

It is envisaged that participatory processes will continue beyond the lifetime of the URBACT network. In

this respect, the ULG—and, by extension, the LDF—could be embedded in the work of the City Administration through formal decisions of the Mayor and the City Assembly. In this way, there is potential for participation to evolve from a project-based activity into a longer-term practice of local self-government.

4.3 Overall Costings and Funding Strategy

The implementation of the Integrated Action Plan (IAP) for the City of Trebinje requires a stable, diversified, and long-term sustainable financial framework. In order to ensure the realisation of the IAP's priority actions, the City plans to utilise a combination of internal and external funding sources, with a particular focus on EU support mechanisms, national development funds, and partnerships with the private sector.

The first pillar of funding pertains to the internal budget of the City of Trebinje, which will cover basic infrastructural, organisational, and technical costs, especially those associated with the development of simple e-services, administrative support, and strengthening the capacities of the municipal administration. A portion of the budget will be reserved for preparatory activities, such as training sessions, initial analyses, and the procurement of basic equipment.

The second pillar comprises EU funds, primarily through the Interreg IPA programmes, including Interreg VI-A Croatia–Bosnia and Herzegovina–Montenegro, with a focus on calls for smart cities, digital transition, and territorial cohesion. In parallel, targeted programmes will include EU4Digital (with limited applicability for BiH, as BiH can participate as a partner but not as a lead applicant), EU4Business Recovery (fully applicable, with prior implementation experience through IPA and GIZ), and Digital Europe (fully accessible to BiH), which offer support for the deployment of advanced technologies such as artificial intelligence, big data, and cybersecurity in public administration and the SME sector.

The third pillar of funding involves national development mechanisms through the competent entity- and state-level ministries (such as the Ministry of Civil Affairs of Bosnia and Herzegovina and the Ministry of Scientific and Technological Development). The City will prepare co-financing proposals aligned with the development policies of the entities.

The fourth pillar refers to cooperation with the private sector through public–private partnerships (PPP), particularly in the area of digital infrastructure development (e.g. data centres, local Wi-Fi systems, info totems), as well as through donor and sponsorship models for pilot projects. A formal framework will be established to facilitate the involvement of local IT companies and start-ups in the implementation of specific services through public calls or accelerator schemes.

For each priority action outlined in Section 3, detailed budget frameworks will be developed, including cost estimates, potential funding sources, and co-financing scenarios. This multi-channel approach ensures flexibility and resilience of the IAP to fluctuations in available funding during implementation and enables the City of Trebinje to actively position itself as a digitally competent and financially accountable actor in the region.

4.4 Timeline (Gantt chart)

Recognising that many activities in this document are still at the conceptualisation stage, the Gantt chart below provides an indicative timeline rather than a strict implementation schedule. It serves as a basis for resource planning and the early identification of potential execution bottlenecks, and is subject to revision once the currently unknown factors are defined and specific circumstances clarified. In other words, this is a preliminary assessment, not a final, fully elaborated implementation plan.

The implementation plan is structured in three phases, with the possibility of overlaps to enable learning and adjustment throughout the process:

- Phase I – Preparation (Q1–Q2 2026): formalise the LDF, establish the governance structure, define the monitoring methodology (M&E), and prepare the detailed implementation plan.
- Phase II – Implementation (Q3 2026–Q4 2027): develop and test e-services; deliver AI pilot projects; carry out capacity-building activities; and implement communication and participation initiatives.
- Phase III – Evaluation and Scale-up (Q1–Q4 2028): conduct continuous monitoring and reporting; revise and update the IAP; document lessons learned; disseminate good practices; and prepare the next generation of measures.

Note: Overlaps between phases (e.g. pilot testing from Phase II coupled with early evaluations in Phase III) will be planned to support flexibility and adaptive management, thereby helping to avoid bottlenecks and enhance the realism of the overall timeline.

4.5 Upravljanje rizicima

The following key risks and mitigation measures have been identified:

Key risks	Assessment of likelihood and impact	Planned mitigation measures
Digital exclusion (particularly among older people and in rural areas)	High likelihood; medium impact.	Digital literacy programmes and the establishment of community digital support hubs.
Low levels of citizen trust in public institutions and digital services.	Medium likelihood; high impact.	Awareness-raising campaigns; involve end-users (citizens) in the testing phase
Technical delays and complications in procurement	Medium likelihood; medium impact	Engage external contractors; contingency ("Plan B") scenarios; more flexible timeline planning.
Limited institutional capacity (human resources, technical expertise).	Medium likelihood; high impact	Targeted recruitment; training and capacity-building for existing staff; partnerships with the academic and private sectors
Cyber threats and data security breaches	Medium likelihood; high impact.	Implement security protocols; perform regular system back-ups; maintain well-developed incident-response procedures
: Lack of financial sustainability and unsecured funding	Medium likelihood; high impact	Prepare a comprehensive financial strategy; diversify funding sources (EU funds, partnerships, donors).
Institutional resistance to change and political risks	Medium likelihood; medium impact	Engage the political leadership through formal decisions; maintain continuous dialogue with stakeholders.).

Note: The risk assessment is a dynamic process and will be regularly updated during implementation, in line with monitoring results and contextual changes.

4.6 Monitoring and Reporting

The implementation of the Integrated Action Plan (IAP) will be monitored through a systematic framework based on clearly defined SMART performance indicators, as outlined in Section 3. These indicators cover

both quantitative and qualitative measures of progress for each planned activity, including metrics such as the number of implemented e-services, number of users of digital solutions, user satisfaction levels, number of digitally trained citizens, and the degree of community engagement through e-participation. A dual-level operational and strategic monitoring system will be established, combining monthly internal tracking and annual external reporting. Monthly reports will be prepared by technical teams and action owners in the form of concise operational bulletins that highlight key developments and challenges. These reports will be reviewed by the URBACT Local Group (ULG), which will serve as the main coordination body overseeing the implementation of the IAP. The Local Digital Forum (LDF) will submit quarterly summaries to the ULG and city leadership, including recommendations for corrective measures where necessary. An annual public Progress Report on IAP implementation will be produced, providing an overview of achieved results, analysis of indicator performance, a review of identified risks, and forward-looking recommendations. Where needed, independent evaluators (e.g. academic experts or external consultants) will be engaged to ensure impartial assessment of performance. These reports will be made publicly available via the City of Trebinje's digital platform and will be actively promoted through the annual "Digital Day Trebinje" event to foster broader public dialogue around the outcomes and future steps. In line with URBACT principles, the monitoring process will not serve merely as an administrative tool but will be a mechanism for continuous learning and adaptation. This will ensure flexibility and responsiveness to real-world challenges and community needs. Additionally, the monitoring system will be integrated with tools for tracking budget execution and conducting cost-benefit analysis for individual actions, thus enhancing the accountability and efficiency of local governance.

SECTION 5

IAP Section 5: Strategic Communication Plan for the IAP Trebinje

Communication in the context of the City of Trebinje's Integrated Action Plan (IAP) is a critical determinant of successful implementation. Without a clearly structured, strategically led process of informing the public—and the continuous explanation and engagement of all residents at every stage—there is a significant risk that the IAP's vision and measures will remain confined to a technical document understood only by a narrow circle of stakeholders. This section is therefore intended to define a framework that will ensure greater visibility, trust and recognition of the IAP among Trebinje's residents. Further to the above, this section elaborates the communications dimension so as to give the IAP a distinct communications identity. The primary objective of the strategic communications plan is to connect the vision of Trebinje's digital transformation with the needs and expectations of citizens. Through carefully crafted messages, selected communication channels, and continuous monitoring of effectiveness, the plan will help ensure that the digitalisation process is perceived as a shared endeavour, rather than as an isolated initiative of the administration, the project team, or the Trebinje ULG. This does more than meet URBACT requirements; it also creates a more enabling environment for the long-term implementation of everything envisaged under the IAP, because communication with citizens cannot be one-way or generic. It must be tailored to different stakeholder categories—based on careful segmentation of target groups—and must take into account both their interests and their capacity to understand the changes, with this approach permeating all communications. Particular attention should be devoted to young people, who are most ready to adopt new digital services, and to older residents, who will require additional support throughout this process. The business sector, particularly small and medium-sized enterprises (SMEs), constitutes a third key target group, as digitalisation enables them to generate tangible economic impacts. Institutions and public services are the immediate agents of change, and their engagement and motivation must be communicated clearly and consistently through selected communication channels. The diaspora, returnees and new residents represent an important and distinct target group for promoting the vision of "Digital

Trebinje" internationally. Finally, European and international partners, including the URBACT networks, are important observers of change to whom the City of Trebinje must demonstrate a serious and transparent approach to planning and implementation.

Messages addressed to these groups must be simple, clear and motivating.

Citizens should hear that digital solutions mean faster, simpler services; the business community that they open up new business opportunities; and institutions that they will become more transparent and efficient. All messages should rest on a common pillar: Trebinje is becoming a city where digital transformation is not an end in itself, but a means to a higher quality of life, faster and more equitable service delivery, and a clear, unequivocal sense of belonging to the community.

It is essential to use a combination of traditional and modern local media to ensure that well-crafted messages reach all target groups. Radio Trebinje, Glas Trebinja and local TV (Herceg TV) remain the primary channels for informing the wider public. The City Administration's digital platforms—including the official city portal and the City's official social media profiles—serve as complementary channels for the rapid dissemination of information and interaction with younger generations of Trebinje residents, ensuring their engagement in this process is swift and seamless.

To date, the "Open Doors of the City" event has played a special role in launching narratives around the IAP, ongoing changes and the RoF project more broadly; going forward, this function can be fulfilled by the same event and/or the planned annual "Digital Day Trebinje." These events enable two-way communication and help build citizens' trust.

It is important in this context to develop a recognisable visual identity. A logo with the "Digital Trebinje 2030" slogan should be designed and used consistently across all media and promotional materials, sending residents and partners a clear signal of the city's unified development trajectory. Visual communication must be simple, easy to understand, and tailored to different target audiences.

Communication must also have a clear operational framework. Establishing an annual communications calendar will enable the planning of campaigns, media outputs and key events linked to the implementation of specific IAP components. In addition to regular press releases and posts across various media, a digital citizens' forum can be developed as an online space where residents can ask questions, offer suggestions and receive responses in real time.

A storytelling approach will be given particular emphasis. Rather than "dry" statistics, citizens will be presented with real stories and examples: how a given service has become faster thanks to digitalisation; how an entrepreneur has improved operations through digital tools; or how an institution has increased operational efficiency. These stories can be conveyed through short-form videos, interviews and infographics, fostering stronger public identification with the actions and, consequently, active engagement and a sense of ownership over the entire process.

Media monitoring also plays a key role. The systematic tracking of coverage, comments and public reactions enables the tailoring of messages and strategy in line with real needs and demonstrated effects. In this way, communication becomes a process of learning and improvement, rather than a one-way dissemination of information.

For the implementation of this plan, responsibilities must be clearly apportioned. It is therefore proposed that the Service for Local Economic Development, Investment and Energy Efficiency (LER Office) assume overall coordination of communications activities, while all City Administration departments will be expected to regularly communicate the results of their IAP-related activities. The URBACT Local Group (ULG) and the Local Digital Forum (LDF) will serve as platforms for community engagement and two-way communication, while local media and civil society organisations are natural partners for the dissemination of information. To ensure that communication genuinely contributes to the IAP's objectives, an evaluation system must be introduced. The number of media mentions, the volume and type of social-media reactions, visits to the City portal, and citizen participation in public events will serve as quantitative indicators of success. It is also recommended that citizen satisfaction be measured qualitatively, through survey research and focus

groups. The evaluation findings will be analysed on a semi-annual basis and used to adjust the communications approach.

It is important to bear in mind that this section of the IAP cannot provide a comprehensive framework for strategic communications. Its purpose is to connect the vision of digital transformation with the needs and expectations of citizens and partners. Applying the communication strategies set out here will help ensure that the Trebinje IAP does not remain a closed, purely technical document.

Whether all planned activities under the Trebinje IAP grow into a genuine process of change—clearly visible, understood and supported at the local, regional and EU levels—depends entirely on the consistency, accountability and sustained commitment of all actors involved in its preparation and those engaged in its implementation. In this regard, it is crucial to recognise that without joint action and continuous engagement there is a risk the IAP will remain only on paper, rather than becoming a roadmap for delivering the vision and translating plans into a reality that citizens recognise and embrace.

Conclusion

Note: Although the Guide indicates that the Strategic Communication Plan is addressed only in this section, our reading of the June 2025 revision of the Trebinje IAP suggests that this Plan should constitute a stand-alone Section 5; it has therefore been structured accordingly. Furthermore, this part of the Trebinje IAP will be drafted/finalised once no further changes are pending within the document itself.

Annexes

Annex 1



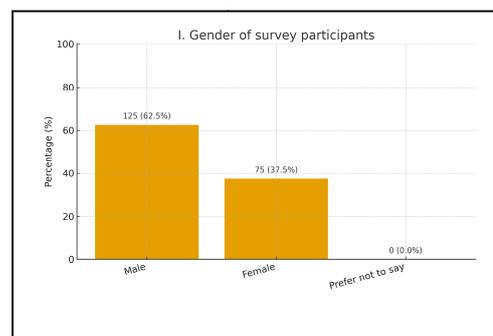
Results of the baseline survey “Measuring citizens’ satisfaction with the quality of services of the City Administration of Trebinje,” conducted as part of the test action within the URBACT project *Residents of the Future (RoF)*. The following sections present the findings and charts derived from the processing of 200 completed questionnaires. This reporting format was chosen in order to clearly distinguish two separate components: Part 1 provides the statistical overview, highlighting the frequency of selected questions accompanied by corresponding charts; Part 2 contains the analytical interpretation, explaining the reasons behind respondents’ choices, while also comparing the obtained results with potential implications for formulating recommendations, strategies, or actions.

PART I – Statistics

Demographic questions

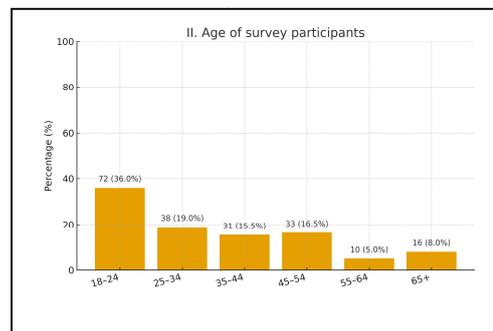
I Gender of survey participants:

- a) Male: **125 (62.5%)**
- b) Female: **75 (37.5%)**
- c) Prefer not to say: **0 (0.0%)**



II Age of survey participants:

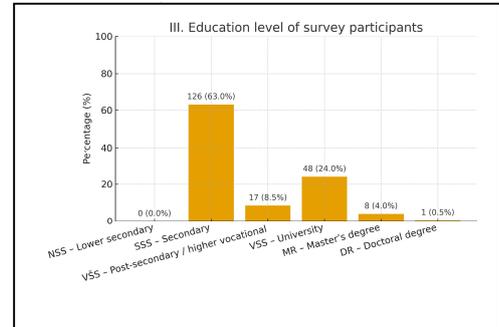
- a) 18–24: **72 (36.0%)**
- b) 25–34: **38 (19.0%)**
- c) 35–44: **31 (15.5%)**
- d) 45–54: **33 (16.5%)**
- e) 55–64: **10 (5.0%)**
- f) 65+: **16 (8.0%)**





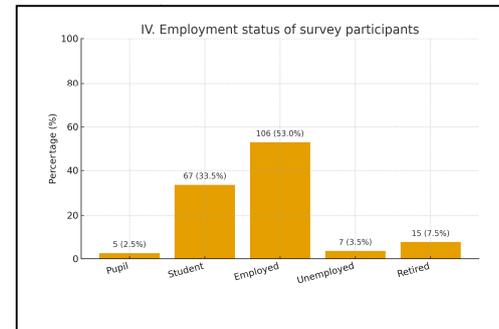
III Education level of survey participants:

- a) NSS – Lower secondary education: **0 (0.0%)**
- b) SSS – Secondary education: **126 (63.0%)**
- c) VŠS – Post-secondary/
higher vocational education: **17 (8.5%)**
- d) VSS – University degree: **48 (24.0%)**
- e) MR – Master’s degree: **8 (4.0%)**
- f) DR – Doctoral degree: **1 (0.5%)**



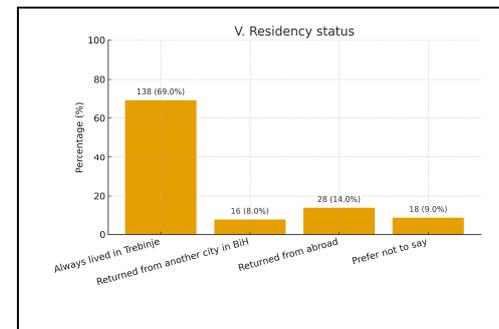
IV Employment status of survey participants:

- a) Pupil: **5 (2.5%)**
- b) Student: **67 (33.5%)**
- c) Employed: **106 (53.0%)**
- d) Unemployed: **7 (3.5%)**
- e) Retired: **15 (7.5%)**



V Have you always lived in Trebinje, or did you return after living elsewhere?

- a) I have always lived in Trebinje: **138 (69.0%)**
- b) I returned after living in another city in BiH: **16 (8.0%)**
- c) I returned after living abroad: **28 (14.0%)**
- d) Prefer not to say: **18 (9.0%)**



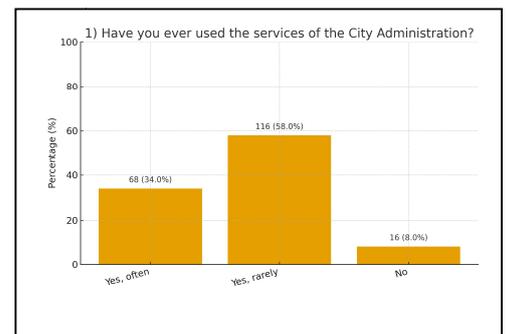


Evaluation block on user experience with the services of the City Administration (CA)

Trebinje

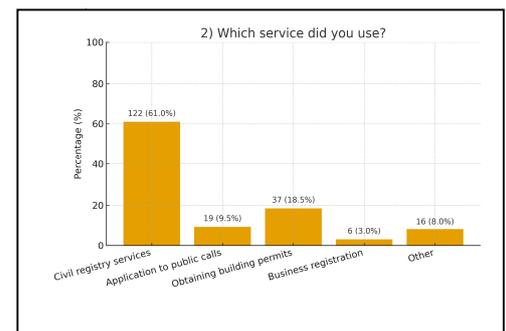
1. Have you ever used the services of the City Administration?

- a) Yes, often: **68 (34.0%)**
- b) Yes, rarely: **116 (58.0%)**
- c) No: **16 (8.0%)**



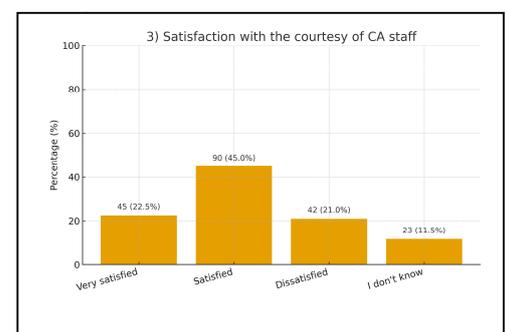
2. Which service did you use?

- a) Civil registry services: **122 (61.0%)**
- b) Application to public calls: **19 (9.5%)**
- c) Obtaining building permits: **37 (18.5%)**
- d) Business registration: **6 (3.0%)**
- e) Other (no clarification was provided on what is meant by “other”): **16 (8.0%)**



3. Are you satisfied with the courtesy of the staff in the City Administration?

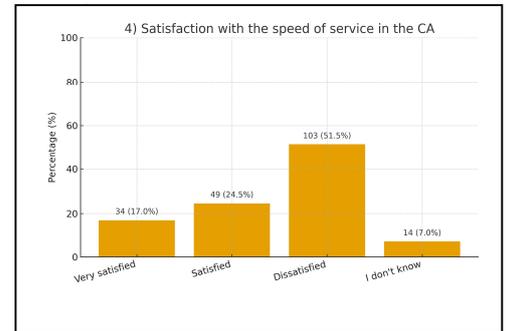
- a) Very satisfied: **45 (22,5%)**
- b) Satisfied: **90 (45,0%)**
- c) Dissatisfied: **42 (21,0%)**
- d) I don't know: **23 (11,5%)**





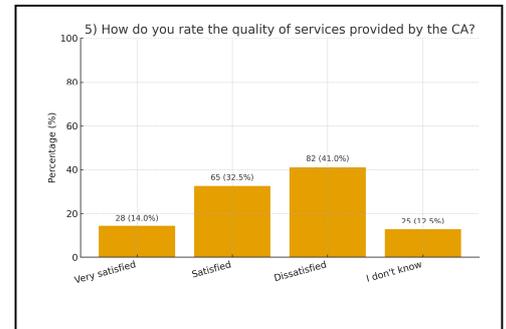
4. Are you satisfied with the speed of service in the City Administration?

- a) Very satisfied: **34 (17,0%)**
- b) Satisfied: **49 (24,5%)**
- c) Dissatisfied: **103 (51,5%)**
- d) I don't know: **14 (7,0%)**



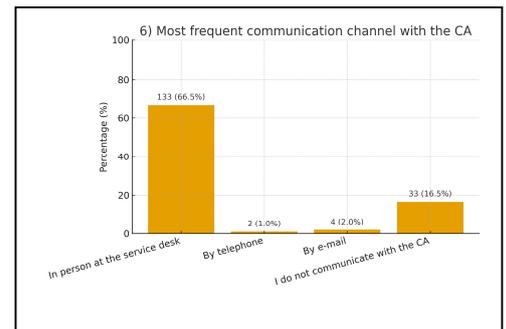
5. How do you rate the quality of services provided by the City Administration?

- a) Very satisfied: **28 (14,0%)**
- b) Satisfied: **65 (32,5%)**
- c) Dissatisfied: **82 (41,0%)**
- d) I don't know: **25 (12,5%)**



6. What is your most frequent communication channel with the City Administration?

- a) In person at the service desk: **133 (66,5%)**
- b) By telephone: **2 (1%)**
- c) By e-mail: **4 (2%)**
- d) I do not communicate with the City Administration **3 (16,52%)**



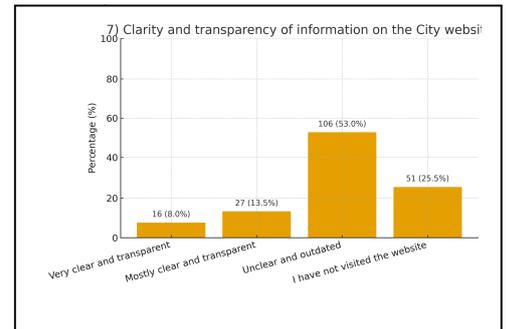


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7. In your opinion, how clear and transparent is the information on the official website of the City of Trebinje?

- a) Very clear and transparent: **16 (8,0%)**
- b) Mostly clear and transparent: **27 (13,5%)**
- c) Unclear and outdated: **106 (53,0%)**
- d) I have not visited the website. **51 (25,5%)**



8. Do you have any suggestions for improving the quality of services of the City Administration?

The answers of survey participants to the eighth question clearly point to the dominant demand of citizens for faster, simpler, and more digitalised services. The most frequently repeated messages emphasise the need for “*introducing automated and internet-based services*”, as “*online options are currently almost non-existent.*” Citizens highlight “*the slowness of procedures,*” “*an abundance of unnecessary paperwork,*” and the fact that “*one must personally go to the service desk for every document.*”

It was particularly stressed that the administration should “*enable electronic submission and delivery of documents (e.g. receiving a birth certificate by e-mail),*” along with “*creating a larger number of digital forms*” that can be completed and submitted online. The critical tone of responses (e.g. “*as if there were no computers,*” “*in the time of AI everything is still done on foot*”) reflects the perception that the City Administration lags behind contemporary standards and that there is a strong need to enter the “*digital era.*”

Note: The segments in quotation marks represent direct answers provided by citizens to the eighth survey question.

PART II – Analysis

This survey was conducted in the second half of March 2025. The research applied the method of a standardised questionnaire, meaning that all survey participants answered an identical set of questions in a predetermined order. In this way, comparability of answers and consistency of data were ensured, which is a prerequisite for valid statistical and analytical processing. Data collection was carried out through face-to-face field interviews in public spaces in the settlement (so-called street survey), without prior appointments or institutional mediation. This approach was chosen because it allows direct contact with citizens and secures the inclusion of various categories of survey participants, including those who are less likely to take part in online or telephone surveys.



The advantages of this methodology are reflected in a relatively high response rate, the possibility for the interviewer to immediately clarify questions, and the increased credibility of the data thanks to the face-to-face interaction, thus enabling a representative insight into citizens' perceptions of the quality of public services and the work of the City Administration of Trebinje. The analysis of the baseline survey shows that citizens generally maintain a tolerant attitude towards staff working at the service desks and in direct contact with users. Courtesy of front-office staff was assessed predominantly positively, indicating that the human component of communication still carries a certain credibility and trust. At the same time, however, dissatisfaction is clearly registered with regard to operational efficiency—above all, the speed of service delivery. More than half of the survey participants consider procedures to be slow, the administration overloaded with paperwork, and processes too lengthy. This disproportion—courtesy on one hand and slowness on the other—points to a systemic problem not linked to staff behaviour, but rather to outdated organisational models and the absence of digital solutions within local government.

The structure of the sample is also indicative. More than two-thirds of survey participants are young people (students and employed persons up to 44 years of age). This very population, formed in a digital environment, has clear expectations that city services should be provided via the internet, mobile applications, or at least e-mail channels. For them, going to the service desk and waiting in line is perceived as an anachronism, an unnecessary barrier, and a waste of time. Therefore, the results indicate a generational gap between the way in which the City Administration is currently organised and the way in which younger and economically active citizens wish to communicate with institutions.

When needs and expectations are considered, the most obvious space for quick and visible improvements—through well-planned administrative actions—lies in the field of digital transformation. According to the survey results, three priorities stand out in particular:

1. Redesign of the official website and information architecture.
Since 53% of survey participants consider the information on the website to be unclear and outdated, while an additional 25% do not use it at all, the new website must be visually clear, mobile-friendly, and thematically organised so that users can quickly find the form, information, or link they need.
2. Introduction of e-forms and electronic delivery of documents.
Survey participants explicitly stated (Question 8: “Do you have any suggestions for improving the quality of CA services?”) that they would like to receive documents such as birth certificates or extracts from the registry by e-mail, instead of having to collect them in person. Such a solution would reduce crowds at service desks, ease the workload of the administration, and send a strong message about entering the “digital era.”
3. E-appointment system and simplification of procedures.
This is particularly relevant in high-frequency areas such as the civil registry (61% of users) and building permits (18.5%). If citizens were able to book appointments online in advance, waiting times would be reduced, and the administration could plan resources



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more efficiently. At the same time, it is necessary to eliminate redundant documents and paperwork, which was a repeated complaint of survey participants.

The combination of these measures represents so-called “low-hanging fruit”—interventions that can be implemented in the short term, yet produce a visible effect and improve the user experience. At the same time, they would send a signal to citizens that the City Administration listens to their suggestions and is ready to change.

Thus, the survey results not only describe the current state of satisfaction with services, but also highlight the strong need to modernise the relationship between the administration and citizens. Courteous staff are indeed an important asset, but without efficient digital solutions this asset remains underutilised. Citizens of Trebinje, particularly young people and the employed, are clearly signalling that they want services which keep pace with modern life: fast, online, and free from unnecessary paperwork. This message should serve as the main orientation point for further reform and the digital agenda of the City of Trebinje.

The survey results also represent an important foundation for further activities within the URBACT RoF project, as they clearly highlight key weaknesses in the provision of public services. The findings directly connect to the process of drafting the Integrated Action Plan and indicate which aspects of administrative transformation should be prioritised in this document. At the same time, these results provide a clear signal to the ULG Trebinje as to the direction in which the selection of the test action should go. In this way, the survey, the IAP, and the test action are linked to the goals of the URBACT network *Residents of the Future*.

Annex 2

Digital Readiness Assessment of the City of Trebinje

Abbreviations

<i>AAL</i>	<i>Authentication Assurance Level</i>
<i>BiH</i>	<i>Bosnia and Hercegovina</i>
<i>BPMN</i>	<i>Business Process Modelling and Notation</i>
<i>E-services</i>	<i>Electronic services</i>
<i>E-government</i>	<i>Electronic government</i>
<i>EGDI</i>	<i>E-Government Development Index</i>
<i>ERP</i>	<i>Enterprise Resource Planning system</i>
<i>HCI</i>	<i>Human Capital Index</i>
<i>IAL</i>	<i>Identity Assurance Level</i>
<i>ICT</i>	<i>Information and Communication Technologies</i>
<i>IDDEEA</i>	<i>Agency for Identification Documents, Registers, and Data Exchange</i>
<i>IHIS</i>	<i>Integrated Health Information System</i>
<i>OECD</i>	<i>Organisation for Economic Co-operation and Development</i>
<i>OSI</i>	<i>Online Services Index</i>
<i>PI</i>	<i>Public Institutions</i>
<i>QES</i>	<i>Qualified Electronic Signature</i>
<i>SWOT</i>	<i>Strengths, Weaknesses, Opportunities, and Threats</i>
<i>TII</i>	<i>Telecommunications Infrastructure Index</i>

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1. Introduction

This introductory chapter outlines the rationale for conducting a digital readiness assessment, the guiding principles that should underpin the city’s digital transformation, and the main objectives of assessing the digital maturity of the City of Trebinje and its public institutions.

It also provides an overview of the broader context in which the analysis is carried out, shaped by the legal and institutional frameworks of Bosnia and Herzegovina and the Republic of Srpska, as well as the entities participating in the process, namely, the City Administration of Trebinje and relevant public institutions.

Lastly, the chapter highlights the general prerequisites for successful digitalization, with a particular focus on key structures and capacities considered within the assessment framework.

1.1. Motivation, principles, and goals of digital readiness assessment

In recent years, the City of Trebinje has emerged as one of the more dynamic local communities in the Republic of Srpska, with growing ambitions to modernize its administration and public institutions and bring them closer to its citizens. As the largest city in Eastern Herzegovina, Trebinje holds significant potential to become a model of smart governance for smaller communities - particularly in areas such as electronic services, public transparency, and youth support.

Electronic government (E-government) maturity models are methodological frameworks used to assess the level of digital development within a public administration - specifically, the extent to which it provides electronic public services to citizens and businesses. The level of e-government maturity in Bosnia and Herzegovina is reflected in the 2024 United Nations E-Government Survey¹, which applies the E-Government Development Index (EGDI) as a global standard for measuring e-government maturity. This model is based on three core components:

- Online Services Index (OSI) – measures the extent to which public administrations have developed and made their online services accessible to citizens and businesses.
- Telecommunication Infrastructure Index (TII) – assesses the availability of internet access, the number of mobile users, and other technological foundations necessary for digital communication.
- Human Capital Index (HCI) – reflects the level of education, literacy, and the population’s ability to effectively use digital services.

According to the 2024 United Nations E-Government Survey, Bosnia and Herzegovina achieved a score of 0.50028, placing it in the group of countries with a high level of e-government development (High EGDI). Compared to the previous reporting cycle in 2022, when the score was 0.48980, there has been a slight overall improvement. However, despite this increase, Bosnia and Herzegovina dropped one subcategory within the high EGDI group—from sublevel H3 to H2. This decline suggests that the country's progress has been slower relative to other countries in the same category.

¹<https://www.un-ilibrary.org/content/books/9789211067286>

When analyzing the individual components of the e-government development index, the OSI indicates that while online public services do exist, they are not uniform, fully digitalized, or consistently available across all levels of government entities, cantons, and municipalities.

The TII shows that infrastructure is in place, but unevenly distributed, with significantly better coverage in urban areas compared to rural regions. The HCI reflects a moderate level of education and digital skills among the population, with noticeable regional disparities in internet access and the ability to use digital tools. The drop within the high EGDI group highlights the need for systemic investments in telecommunications infrastructure, improvements in the quality and accessibility of online public services, and greater efforts to enhance the digital skills of the population. Accelerating digital transformation will require a coordinated, cross-sectoral approach, strong cooperation across all levels of government, and a long-term e-government development strategy. Талинске декларације.

In the context of the City of Trebinje, these developments present an opportunity to initiate and shape local digitalization strategies aligned with future national frameworks and European standards, such as the principles outlined in the Tallinn Declaration². The Tallinn Declaration should serve as the foundation for defining the core principles of Trebinje's digital transformation. The city's public administration is expected to strive for openness, efficiency, and inclusiveness, ensuring the provision of comprehensive public services for all citizens and businesses—services that are interoperable, personalized, and user-oriented.

The core principles of the Tallinn Declaration are as follows:

- All users should have the opportunity to communicate with the public administration through digital channels.
- Services must be easily accessible, secure, user-friendly, and non-discriminatory, with support available for those who need assistance.
- By applying universal design principles, websites should be clear, understandable, and tailored to the needs of diverse user groups, while the authenticity of services must be recognizable and secure.
- Public administration should reduce administrative burdens by optimizing and digitalizing processes, offering personalized and proactive services without repeatedly requesting the same data, while fully respecting data protection regulations.
- Whenever possible, services should be fully accessible online, including the ability to submit supporting documents and track the status of requests.
- Citizens and businesses should be actively engaged in shaping public services through digital tools that allow them to provide feedback, offer suggestions, and influence service quality. Barriers to using digital services should be removed, and benefits such as speed, reliability, and cost reduction should be actively promoted.

²<https://digital-strategy.ec.europa.eu/en/news/ministerial-declaration-egovernment-tallinn-declaration>

The analysis of the current level of digitalization within the City Administration of Trebinje and public institutions founded by the City, later presented through a SWOT analysis, was carried out to identify both the potential challenges and opportunities in the city's digital transformation process.

The aim of assessing Trebinje's digital readiness across various dimensions, including regulatory, procedural, technical, informational, and human, is to evaluate the possibilities and constraints related to:

- Reducing the administrative burden for all parties involved (citizens, employees, and institutions);
- Accelerating administrative procedures;
- Minimizing paper documentation and the number of in-person visits to city administration, thereby reducing the administration's carbon footprint, lowering energy consumption, and promoting green ICT practices;
- Improving transparency and citizen trust in local government through access to information and insight into administrative processes;
- Actively involving citizens in the improvement of public services;
- Ensuring digital inclusiveness by making services accessible to all population groups, especially those in rural areas, socially vulnerable individuals, the elderly, and persons with disabilities;
- Establishing systems for measuring performance and user satisfaction;
- Using existing resources more efficiently and effectively, and enhancing inter-institutional cooperation;
- Strengthening the security and protection of personal data;
- Positioning Trebinje as a digitally advanced, environmentally conscious city that attracts young people, entrepreneurs, and investors.

1.2. The framework and environment of the digital readiness assessment

1.2.1. Regulatory framework

A crucial component in the development of a fully digitalized administration, particularly in the context of e-government, is the legal and regulatory framework. At the level of Bosnia and Herzegovina, the currently applicable Law on Personal Data Protection („Службени гласник БиХ“, бр. 12/25³) provides the legal basis for the processing and storage of data within digital systems. It also mandates the establishment of the Personal Data Protection Agency of BiH, which serves as the competent regulatory authority in this domain.

In addition, the Law on the Agency for Identification Documents, Registers, and Data Exchange of Bosnia and Herzegovina established the Agency for Identification Documents, Registers, and Data Exchange (IDDEEA), which operates under the jurisdiction of the Ministry of Civil Affairs of BiH.

³<http://www.sluzbenilist.ba/page/akt/aCRNh0ohz4nh78h77P7BE=>

A key element in the development of a digitalized administration, particularly in the field of e-government, is the legal and regulatory framework.

At the state level, the currently applicable Law on Personal Data Protection („Службени гласник БиХ“, бр. 12/25⁴), provides the legal basis for the processing and storage of data in digital systems. It also led to the establishment of the Personal Data Protection Agency of Bosnia and Herzegovina, which serves as the regulatory authority for data protection matters. Additionally, the Law on the Agency for Identification Documents, Registers, and Data Exchange of Bosnia and Herzegovina established the Agency for Identification Documents, Registers, and Data Exchange (IDDEEA), operating under the jurisdiction of the Ministry of Civil Affairs of BiH.

IDDEEA is responsible for issuing chip-enabled personal identification documents and for establishing and managing the infrastructure for qualified electronic certificates and digital identity. Citizens have access to Qualified Electronic Signature (QES) services, which can be used either via a chip-enabled ID card (with a card reader and middleware) or through the e-IDDEEA mobile application. This app enables remote document signing and provides access to personal data such as document status, fines, and vehicle registrations. User identification is conducted through in-person registration at authorized centers, corresponding to the highest Identity Assurance Level (IAL3). Once registered, each use of the service involves authentication through a username, password, and a one-time password (Authentication Assurance Level – AAL2), while sensitive operations such as qualified signing require the use of a certificate (AAL3).

Although IDDEEA provides the necessary infrastructure, Bosnia and Herzegovina currently lacks a unified national portal that offers centralized access to all state and local e-services through a single eID account. As part of BiH's decentralized governance structure, where entities hold substantial autonomy in matters of public administration, the Republic of Srpska has developed its own legal and strategic framework regulating areas such as electronic business operations, the use of electronic documents and signatures, and information security.

While certain state-level regulations remain binding, the core legal framework governing the digitalization of public administration at the local level is primarily based on the legislation of the Republic of Srpska. The key legal acts governing this area include the Law on Electronic Signature („Службени гласник РС“, бр. 106/15⁵ и 83/19⁶), which regulates the use of qualified electronic signatures and the operations of trust service providers, as well as the Law on Electronic Document („Службени гласник РС“, бр. 110/08⁷), which grants electronic documents full legal validity in administrative, legal, and business procedures.

The Law on Electronic Commerce („Службени гласник РС“, бр. 59/09⁸ и 33/16⁹) governs the provision of information society services, the responsibilities of service providers, and the rules concerning the conclusion of contracts in electronic form.

⁴<http://www.sluzbenilist.ba/page/akt/aCRNh0ohz4nh78h77P7BE=>

⁵<https://online.slglasnik.org/sr/propisi/106-2015>

⁶<https://online.slglasnik.org/sr/propisi/083-2019>

⁷<https://online.slglasnik.org/sr/propisi/110-2008>

⁸<https://online.slglasnik.org/sr/propisi/059-2009>

Additionally, the Law on General Administrative Procedure of the Republic of Srpska („Службени гласник РС“, бр. 13/02¹⁰, 87/07¹¹), while not directly focused on electronic operations, plays a fundamental role in the digitalization of public administration by establishing the procedural framework within which digital governance must operate. This law allows authorities to obtain data ex officio, but does not make such data collection mandatory.

From a strategic perspective, the foundation for digitalization in the Republic of Srpska was set by the Strategy for the Development of E-Government for the Period 2019–2022¹², adopted by the Government of the Republic of Srpska in March 2020. Although it is no longer formally in force, the document remains relevant as a guiding framework for ongoing and planned digitalization efforts, especially at the local level. The Strategy acknowledges the vital role of local self-governments in the digital transformation process and outlines measures to support the introduction of e-services, process standardization, and the strengthening of technical and human capacities.

In addition, the Strategy for Sustainable Development of the Republic of Srpska for the period 2024–2030 is currently under development. This upcoming strategy will recognize digital transformation as a core pillar of socio-economic development.

A key actor in the operational implementation of digitalization policies is the Agency for Information Society of the Republic of Srpska. This body serves as a technical and coordinating authority responsible for the development of interoperable systems, the definition of technical standards, support to public administration bodies in the implementation of legislation, and the improvement of security and efficiency in the delivery of e-services. The Agency’s work is guided by principles such as enhancing system interoperability, ensuring data availability and protection, promoting digital literacy, and enabling unified access to e-services.

This overview of the regulatory framework provides a foundation for understanding the institutional and legal environment in which the digital transformation of public administration in the Republic of Srpska is taking place. It sets the stage for further analysis of digital readiness levels, which will be examined in the following chapters in the context of regulatory implementation, technical solutions, and administrative practice.

1.2.2. Institutional framework

The analysis of digital readiness at the local level involves examining the institutional structure, internal organization, and functional alignment of administrative and public sector bodies in relation to their capacity to adopt digital tools and provide e-services. In the case of the City of Trebinje, this analysis covers both the City Administration, including all departments and offices, and the network of public institutions established by the City.

⁹<https://online.slglasnik.org/sr/propisi/033-2016>

¹⁰<https://online.slglasnik.org/sr/propisi/013-2002>

¹¹<https://online.slglasnik.org/sr/propisi/087-2007>

¹²<https://www.vladars.net/sr-SP-Cyrl/Vlada/Ministarstva/mnk/Documents/Strategija%20e%20uprave%20pdf.pdf>

The City Administration carries out a wide range of administrative, financial, technical, and registry-related procedures, many of which are well-suited for digital transformation, especially those involving direct interaction with citizens and businesses. At the same time, public institutions provide services of public interest in the areas of social welfare, education, culture, sports, healthcare, tourism, and municipal infrastructure, highlighting the need for digitalization of administrative processes across these sectors as well.

In this context, the digital readiness assessment includes mapping institutional business processes, evaluating technological resources, staff capacities, the current use of information systems, the level of integration with central and entity-level systems, and the institutions' readiness to implement new e-services, ensure data security, and achieve interoperability.

Particular attention is given to processes related to document issuance, registry management, administrative procedures, financial operations, and communication with citizens. The institutional framework for digitalization, as the focus of this analysis, therefore includes the internal organization, legal competencies, and interconnectedness of all components of the local government and associated entities.

1.3. Digitalization prerequisites

The transition to new modes of operation within public institutions is a complex and long-term process, driven by growing citizen expectations for accessible services, as well as by economic and environmental imperatives. The complexity of this transformation can be illustrated through several key prerequisites for the adoption of e-government, the most important of which include: organizational infrastructure and business processes, legal and regulatory frameworks, Information and Communication technologies (ICT) resources, and human resources.

Organizational infrastructure and business processes refer to the existence of a clearly defined system for implementing digitalization, including an established distribution of responsibilities and competencies. In the context of the City of Trebinje's digital readiness, analyzing the organizational structure involves examining institutions responsible for digital transformation at both the national and local levels. The goal is to assess whether their mandates are adequate and whether it is feasible to establish dedicated working bodies for digitalization at the local level. Key functional areas to be considered include implementation, coordination, and support activities. Mapping business processes is crucial to understanding how administrative procedures are carried out within the City Administration and public institutions, particularly in terms of internal cooperation, interinstitutional coordination, and data exchange for process execution.

The legal and regulatory environment not only sets the foundation for digitalization but also enables its practical implementation. In the context of digital readiness analysis, these prerequisites are assessed to determine whether current laws are aligned with the technological maturity of society, IT standards, and European Union (EU) and other international regulations related to e-government. Existing laws and regulations can also significantly limit the scope for developing and delivering electronic services (e-services) if not properly adapted.

ICT resources as a prerequisite for digital transformation refer to the availability and accessibility of technical infrastructure (communications, hardware, and software) needed for developing e-government services. This also includes the ability to access and manage data essential to the functioning of City Administration departments and public institutions, by applicable national laws.

Human capital plays a critical role in the successful implementation of e-government. In the context of local digital readiness, the capacity and willingness of staff to adopt and utilize new technologies are key enablers. Human resources in this context refer to civil servants and employees within public institutions.

These four components together form the foundation for understanding a city's readiness to engage in meaningful digital transformation and provide modern, efficient, and inclusive public services.

2. Digital Readiness Assessment Methodology

The analysis of external and internal factors related to digital readiness, commonly known as a SWOT analysis, was conducted to assess the digital maturity of the City Administration of Trebinje and the public institutions founded by the City, in accordance with the previously defined analytical framework. The analysis is structured around four thematic dimensions: organizational infrastructure and business processes, legal and regulatory framework, ICT resources, and human resources, which are considered key pillars of digital maturity in the public sector.

Data for the analysis were collected from multiple sources to ensure a comprehensive understanding of the current state. This included a review of the legal and strategic frameworks applicable to local government, with the aim of examining the normative prerequisites for digital transformation. In addition, semi-structured interviews were conducted with responsible officials in the City Administration to gain deeper insight into internal processes, challenges, and institutional capacities.

The core data were gathered through structured questionnaires. All targeted participants from City Administration departments and public institutions completed the questionnaires, ensuring a complete sample for the analysis. The questionnaires were distributed electronically and filled out independently by managers and staff, with the option of consultation or support to ensure reliability and consistency in responses. The collected data were analyzed descriptively, using Power BI tools for data visualization and in-depth interpretation of findings.

By combining quantitative and qualitative methods, the analysis provided a well-rounded view of digital readiness, encompassing not only technical capabilities but also organizational practices, regulatory frameworks, and human capital.

The questionnaires were designed in line with the Organisation for Economic Co-operation and Development (OECD) guidelines, based on the OECD Government Digital Toolkit, but adapted to the local governance context and the current level of digital development. A comparison between the thematic areas of the questionnaire and the OECD framework is presented in Table 1.

Table 1 Comparison of the Questionnaire Topics and the OECD Framework

Questionnaire Topics	OECD Framework
Use of Digital Tools and ICT Resources in Administrative Processes	Digital by Design
Communication and Document Exchange Between Departments and Other Public Institutions	Government as a Platform
Availability of Services to Citizens Through Electronic Channels	User-Driven
Use and Exchange of Data With National Registers and Competent Authorities	Data-Driven Public Sector
Technical Preconditions for the Functioning of Digital Government (Internet, Hardware, Backup)	Digital by Design
Internal Organization of ICT Functions and Development of Human Resources	Proactiveness
Support and Security Systems (Ticketing, Incident Management, Antivirus, Data Protection)	Data-Driven Public Sector

Four types of questionnaires were designed for the purpose of this assessment.

The first two questionnaires focused on the work of departments within the City Administration of Trebinje (see Annex 1 Questionnaire Items – Analysis of Digital Readiness and Operations of City Administration Departments of Trebinje) and on the operations of public institutions founded by the City (see Annex 2 – Questionnaire Items: Analysis of Digital Readiness and Operations of Public Institutions of the City of Trebinje). These questionnaires were developed to cover several key aspects relevant to evaluating digital readiness. The introductory section collects basic structural information about the departments and the qualifications of staff, providing essential context for understanding their capacities.

A significant portion of these questionnaires is dedicated to the use of digital tools and ICT resources in daily administrative processes. The questions examine the extent to which employees rely on software tools, what types of software are used, and whether procedures are digitalized. This section aligns with the OECD dimension “Digital by Design”, as it assesses whether internal processes are structured to support digital operations.

Further questions address communication and document exchange between departments and with other public institutions, evaluating the presence of shared digital systems and interoperability. This reflects the “Government as a Platform” dimension of the OECD framework, which emphasizes the technical and organizational conditions needed for effective collaboration across the public sector.

Another set of questions focuses on the availability of services to citizens through electronic channels, indicating the administration’s orientation toward end users. This is linked to the “User-

Driven” OECD dimension, which measures how well public services are designed to meet user needs.

The questionnaires also explore the use and exchange of data with national registries and competent authorities, assessing the degree of integration into the broader digital infrastructure of the public sector. This aligns with the OECD dimension “Data-Driven Public Sector”, which focuses on decision-making and operations based on reliable and accessible data.

The other two types of questionnaires cover the technical infrastructure, organizational capacity, and operational maturity of ICT systems within the City Administration (see Annex 3 – Questionnaire Items: Analysis of the Work of the ICT Department of the City Administration of Trebinje) and within public institutions (see Annex 4 – Questionnaire Items: Analysis of the Work of the ICT Department of Public Institutions of the City of Trebinje). These were structured using a five-point Likert scale with numerically rated statements about the state of specific ICT functions.

The core focus of these questionnaires is on the technical preconditions for the functioning of digital governance, such as the stability of internet connections, availability and maintenance of hardware resources, and the presence of backup and recovery systems. This component also reflects the “Digital by Design” dimension, as it assesses whether the basic technological infrastructure supports digital processes from the outset.

The questionnaires also include questions on internal organization and responsibility distribution, such as the presence of dedicated ICT staff, staff-to-user ratios, role clarity, and access to training and certification. These topics relate to the OECD dimension “Proactiveness”, as they indicate whether an organization is investing in ICT capacity and anticipating the requirements of a sustainable digital system.

Special attention is given to support and security systems, including the presence of ticketing systems, incident management procedures, data protection measures, and antivirus and security tools. This section clearly aligns with the “Data-Driven Public Sector” dimension, as it ensures the integrity, availability, and security of data, key assets in digital government operations.

Overall, these questionnaires represent the technical component of the digital readiness assessment, designed in accordance with relevant dimensions of the OECD Digital Government Toolkit, and adapted to the local context with a focus on evaluating the maturity of IT infrastructure and the operational capacity of ICT departments.

Based on the collected data, a SWOT matrix was developed, identifying the key strengths, weaknesses, opportunities, and threats across the four thematic dimensions. This analysis provided insight into existing capacities and limitations, as well as external factors that may either support or hinder further development. The results of the SWOT analysis served as a foundation for formulating a vision to improve digital readiness in line with relevant European standards and good practices.

3. Digital Readiness Assessment

The City Administration of Trebinje demonstrates a clear commitment to initiating and supporting the digitalization of the city administration and public institutions, as well as to establishing dedicated working bodies responsible for digitalization in the future.

At the local level, there are already three key digital platforms available to citizens:

- The official website of the City of Trebinje¹³ serves to inform citizens and the public about the work of the city administration, its decisions and announcements, access to public calls, budget, and urban planning documents, as well as cultural, social, and infrastructure-related activities in the city.
- eCitizen¹⁴ is a digital platform aimed at improving communication between citizens and local government. It allows citizens to access an informative overview of the city administration's services in one place, obtain information on required documentation, and electronically submit questions, complaints, or suggestions. Although most services are not yet available for electronic submission, the platform represents a step toward implementing modern forms of digital public administration.
- eRegister¹⁵ is a centralized register of all administrative procedures, categorized by organizational units of the city administration. For each procedure, the system provides a list of required documents, information on where these documents can be obtained, and direct links to download forms that are available online.
- The "Invest in Trebinje"¹⁶ website is a platform that provides detailed information to potential investors about the strategic advantages of Trebinje, including all relevant investment opportunities within the local government area, as well as promoting investment potential and general business conditions.

The platforms used by the City of Trebinje are at different levels of maturity within the Run/Grow/Transform model.

The city's official website is in the Run phase, as it primarily serves for one-way communication and lacks interactive functionality.

The eCitizen and eRegister platforms are in the Grow phase, as they represent significant steps toward digital government. eCitizen allows citizens to electronically submit questions, complaints, and access service overviews, while eRegister offers centralized and transparent access to all administrative procedures, including required documentation and downloadable forms.

Although these platforms do not yet enable full electronic processing of requests, their existence provides a solid foundation for further advancement into the Transform phase, where administrative processes would be carried out entirely digitally.

¹³<https://trebinje.rs.ba/>

¹⁴<https://ecitizen.ba/trebinje/home>

¹⁵<https://eregistartrebinje.com/>

¹⁶<https://investintrebinje.com/>

The following chapter presents an analysis of the organizational structure, business processes, human resources, and ICT capacities of the city administration and public institutions.

3.1. Organizational structure, business processes, human resources, and ICT within the City administration of Trebinje

Table 2 presents the entities of the City Administration that participated in the digital readiness assessment, including administrative departments, the City Assembly, and the Service for Local Economic Development. The table includes 13 organizational units, sorted in descending order by the number of employees. The total number of employees from the City Administration included in the analysis is 219.

Table 2 Organizational Units of the City Administration

Organizational unit	Number of employees
General Administration Department	51
Department for Communal and Inspection Affairs	40
Mayor's Expert Service	23
Department of Finance	20
Department for Spatial Planning	17
Department for Capital Investments	14
Department for Tourism, Environmental Protection, and Entrepreneurship	13
Department for Veterans' and Social Protection	9
City Assembly	8
Department for Culture	8
Service for Local Economic Development, Investments, and Energy Efficiency	7
Department for Family and Rural Development	6
Department for Youth and Sports	4
Total	219

A graphical overview of the number and share of employees across the organizational units of the City Administration is presented in Figure 1

Share of Employees by Organizational Units of the City Administration

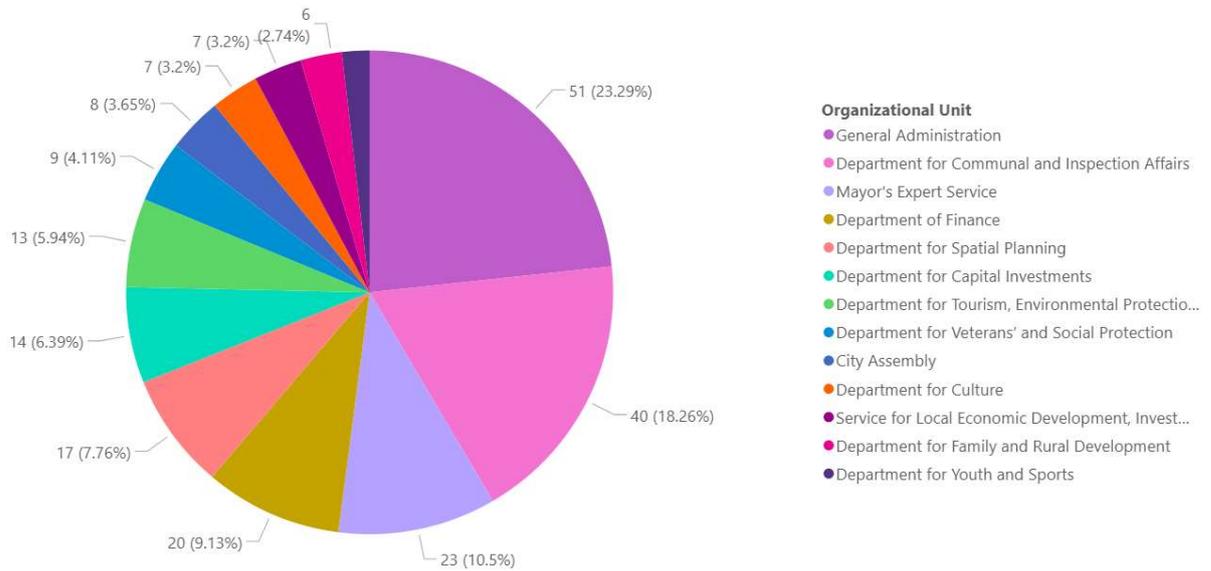


Figure 1 Share of Employees by Organizational Units of the City Administration

The level of computer literacy across the organizational units of the City Administration is presented in Figure 2. It can be concluded that an equal share of organizational units assess their employees' computer skills as either intermediate (46.15%) or advanced (46.15%), while 7.69% of the units assess their staff as having only a basic level of computer literacy.

The Level of Computer Literacy

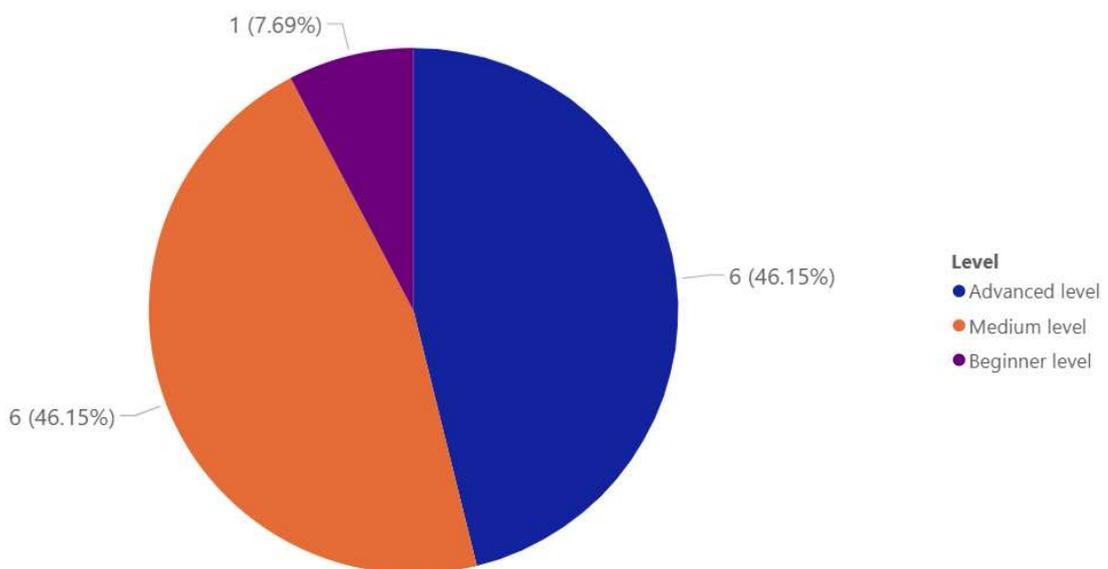


Figure 2 The Level of Computer Literacy

The specific levels of computer literacy, as assessed by each individual organizational unit of the City Administration, are presented in Table 3.

Table 3 Digital Literacy Level by Organizational Unit

Organizational unit	Digital literacy level
General Administration Department	Advanced
Department for Communal and Inspection Affairs	Advanced
Mayor's Expert Service	Medium
Department of Finance	Advanced
Department for Spatial Planning	Advanced
Department for Capital Investments	Medium
Department for Tourism, Environmental Protection, and Entrepreneurship	Advanced
Department for Veterans' and Social Protection	Beginner
City Assembly	Medium
Department for Culture	Advanced
Service for Local Economic Development, Investments, and Energy Efficiency	Medium
Department for Family and Rural Development	Medium
Department for Youth and Sports	Medium

Figure 3 provides a graphical representation of the share of organizational units within the city administration that have participated in training programs related to information technology and e-business over the past two years. Based on the presented data, it can be concluded that a significant majority of the organizational units did not attend such training (92.31%), while employees from only one organizational unit (7.69%) attended at least one training session in these fields during the observed period.

Share of organizational units where employees attended IT training in the past two years

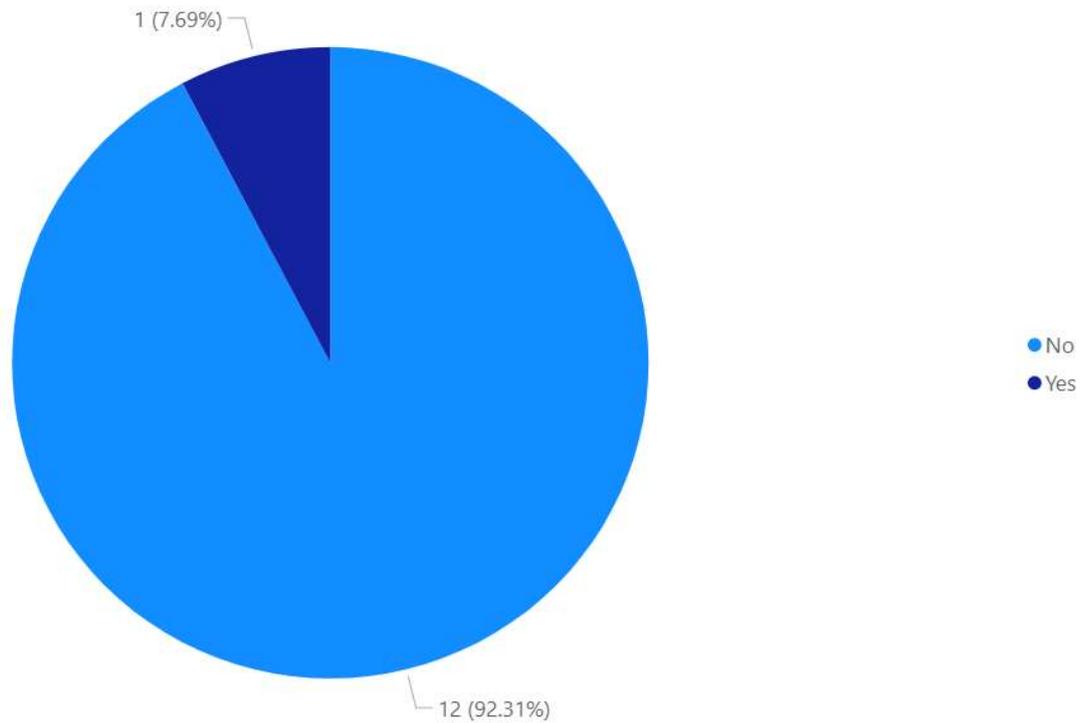


Figure 3 Attendance of IT training by employees in the organizational units of the city administration over the past two years

As shown in Figure 4, among the observed organizational units of the city administration, 38.46% stated that their employees feel very confident when using new technologies and are capable of independently learning and applying them. On the other hand, 61.54% of organizational units believe that their employees are only partially confident and require additional clarification or training to use specific technologies. No organizational unit reported that their employees are unwilling or unable to adopt new technologies.

Employee confidence in handling new technologies

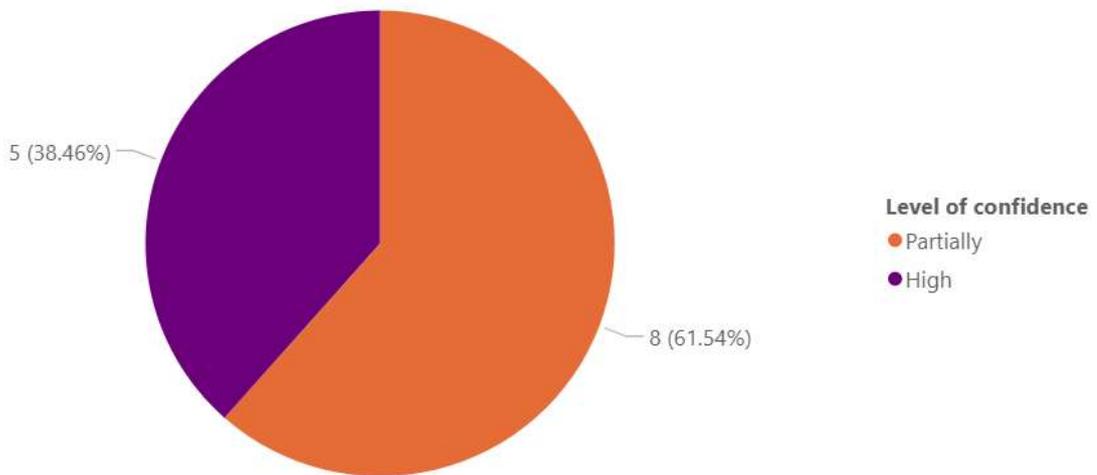


Figure 4 Employee confidence in handling new technologies

Figure 5 shows the names of the organizational units and their specific confidence levels in using new technologies.

Employee confidence in handling new technologies

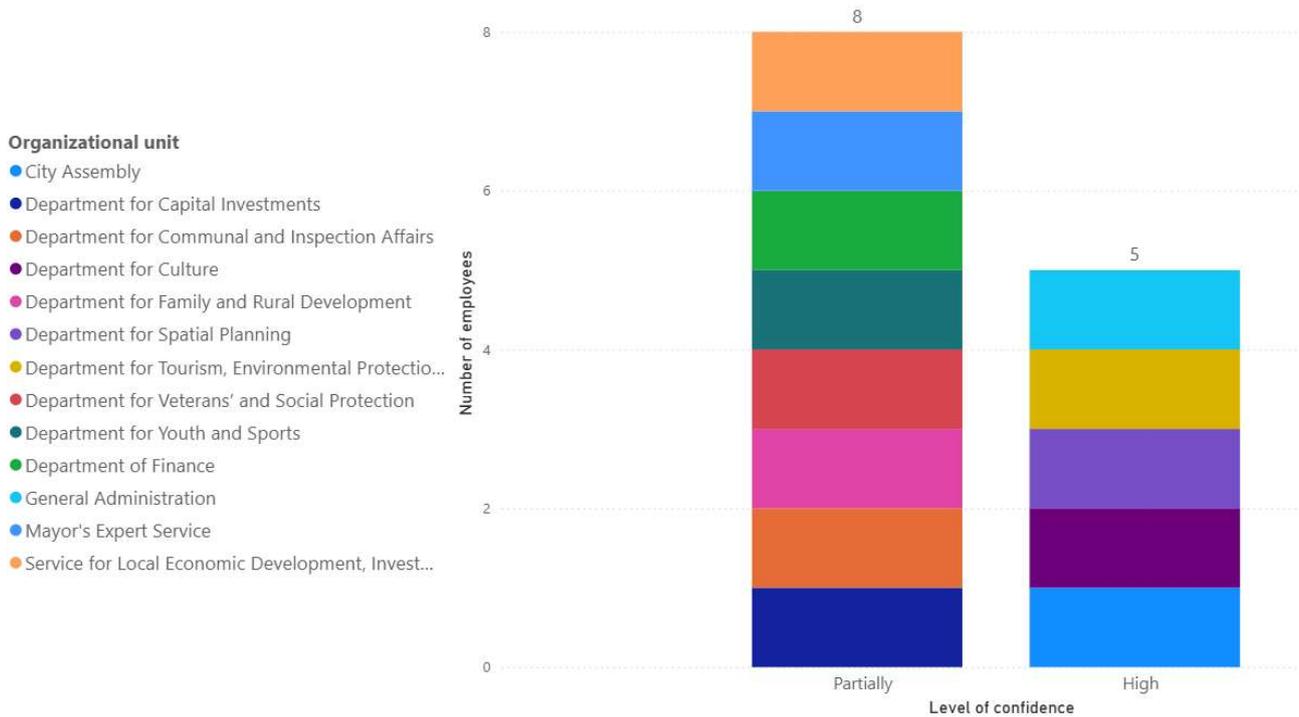


Figure 5 Organizational units and the level of employees' confidence in handling new technologies

All organizational units of the city administration stated that they use computers to carry out their business processes. Figure 6 shows the share of organizational units and their level of standardization and documentation of business processes. As many as 76.92% of the organizational units reported that their business processes are fully documented and standardized,

while two organizational units (15.38%) stated that their processes are only partially standardized. One organizational unit (7.69%) reported having no standardized or documented business processes.

Business process documentation and standardization in city administration units

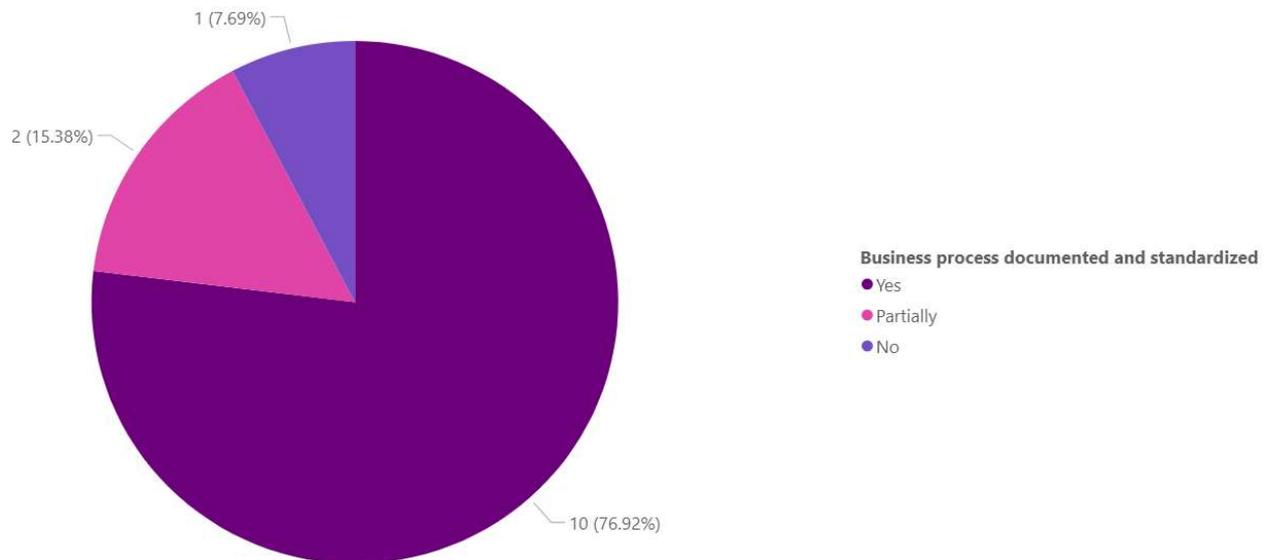


Figure 6 Business process documentation and standardization in city administration units

Table 4 contains a list of organizational units with data on the level of standardization and digitalization of business processes.

Table 4 List of organizational units and the documentation and standardization of their business processes

Are processes documented and standardized	Organizational unit
Yes	Department for Veterans' and Social Protection
Yes	Department for Capital Investments
Yes	Department for Communal and Inspection Affairs
Yes	Department for Culture
Yes	Department for Youth and Sports
Yes	General Administration Department
Yes	Department for Family and Rural Development
Yes	Department for Tourism, Environmental Protection, and Entrepreneurship
Yes	Department of Finance
Yes	City Assembly
Partially	Service for Local Economic Development, Investments, and Energy Efficiency
No	Department for Spatial Planning
Partially	Mayor's Expert Service

The digital tools used by the organizational units of the city administration to support business processes are presented in Table 5.

Table 5 Digital tools utilized by organizational units

Digital tools	Organizational unit
Microsoft Office	Department for Youth and Sports
Microsoft Office, emΦαρμ	Department for Family and Rural Development
Microsoft Office	Department for Tourism, Environmental Protection, and Entrepreneurship
Microsoft Office	City Assembly
Microsoft Office, DocuNova	Department for Veterans' and Social Protection
Microsoft Office, DocuNova	Department for Capital Investments
Microsoft Office, DocuNova	Department for Culture
Microsoft Office, DocuNova	General Administration Department
Microsoft Office, DocuNova	Service for Local Economic Development, Investments, and Energy Efficiency
Microsoft Office, DocuNova, Finova	Department of Finance
Microsoft Office, DocuNova, GIS, DocuNova	Department for Communal and Inspection Affairs
Microsoft Office, DocuNova, QGIS, AutoCAD	Department for Spatial Planning
Microsoft Office, DocuNova	Mayor's Expert Service

The organizational units of the city administration primarily communicate and exchange data with public institutions and other government bodies via email, along with data exchange through national registries. Table 6 presents a list of registries used by the organizational units of the Trebinje city administration to access data in their daily operations.

Table 6 National registries utilized by organizational units

National registries	Organizational units
Electronic Business Registry of Republika Srpska, APIF registries	Department for Tourism, Environmental Protection, and Entrepreneurship
No registries	Department for Culture
No registries	Department for Youth and Sports
No registries	Department for Family and Rural Development
No registries	City Assembly
Entrepreneurs Registry	Service for Local Economic Development, Investments, and Energy Efficiency
Civil Registry	General Administration Department
RUGIP, CIPS	Department for Spatial Planning
Official Gazette	Department for Veterans' and Social Protection
Official Gazette	Department for Capital Investments
Official Gazette	Department of Finance
Court registry	Department for Communal and Inspection Affairs

The City Administration is structured into the Mayor's Expert Service, the City Assembly, and various administrative departments.

The Mayor's Expert Service holds a broad range of responsibilities, encompassing diverse business processes including strategic decision-making, legal representation, public procurement implementation, annual inventory of assets and liabilities, energy management, and public relations.

The City Assembly manages processes related to organizing sessions, legal and technical preparation of acts, the work of assembly bodies, and preparation of the Official Gazette of Trebinje. It acts as administrative and legal support to the entire system, without directly delivering services to citizens. In their work, employees use the Microsoft Office suite and the DocuNova tool. Employees of the Assembly are highly confident in adopting and using new technologies, although they have not attended any IT training in the past two years.

The Department of Finance, responsible for processes such as budgeting, financial control, accounting, treasury operations, and tax reporting, comprises 20 employees with an advanced level of digital literacy. Business processes within the department are both documented and standardized. Employees express readiness to adopt new technologies in their work, provided that adequate training is available. However, no IT training has been attended in the past two years. Employees regularly use Microsoft Office tools, the Finova software for financial management and accounting, the Sufi system for budget and public finance management, and DocuNova for electronic document management. Communication with other departments, public institutions, and state bodies is conducted primarily via email or manual data entry through national government portals and software.

The Department of General Administration handles seven groups of business processes, with key functions including registry services, HR management, and the Citizen Service Center. The department employs 51 individuals, most of whom possess advanced digital literacy. In the past two years, some employees have participated in training related to IT and e-Government. Employees use the Microsoft Office suite regularly, and the department is responsible for the DocuNova software, which supports case tracking, storage, and archiving in accordance with current records management and archival regulations. Citizens can access the list of services provided by this department via the eRegister platform. The department collaborates with the Mayor's Expert Service, the Department for Communal and Inspection Affairs, and the Department for Spatial Planning, as well as with the public institution "Ecology and Safety," which hosts the city's operations center for surveillance, notification, and emergency alerts. The department also accesses Civil Registry databases through cooperation with the Ministry of Administration and Local Self-Government of Republika Srpska and the Ministry of Civil Affairs of Bosnia and Herzegovina.

The Department for Tourism, Environmental Protection, and Entrepreneurship manages eight groups of processes, focusing primarily on registering crafts and entrepreneurial activities, approving subsidies, and managing leased city-owned property. It employs 13 individuals, all with advanced computer literacy. Employees have not attended IT or e-Business training in the past two years but report high confidence in adopting new technologies and software. They use Microsoft Office and DocuNova for archiving. Citizens can access basic information about the department's services through the eCitizen platform. The department cooperates with public institutions under its jurisdiction, such as the Tourist Organization, the Development Agency Trebinje, the Employment Service of Republika Srpska, and the Chamber of Commerce. During registration

processes, it communicates with the Agency for Intermediary, IT, and Financial Services (APIF), and uses the Central Registry of Business Entities as well as the Electronic Business Registry of Republika Srpska. Data exchange is also established with the Ministry of Economy and Entrepreneurship and the Ministry of Trade and Tourism.

The Department of Culture carries out processes such as cultural and educational incentives, organizing cultural events, and cooperating with institutions under its authority. All processes are documented and standardized. The department employs 7 staff members, whose computer literacy is rated as intermediate. They have not attended IT or e-Business training in the past two years but feel confident in adopting new technologies. They use Microsoft Office and DocuNova. Citizens can access service information via the eCitizen platform. There is no direct electronic exchange with national or other data registries; communication with institutions such as libraries, schools, and museums is carried out via letters or in person.

The Department for Family and Rural Development handles professional, administrative, and developmental tasks in agriculture support, land management, demographic policy, and cooperation with foundations and other institutions. It oversees processes such as allocation of subsidized fuel, land reclassification, land use planning, lease tenders, and family policy implementation. The department plays a key role in managing agricultural resources and supporting rural and family development through administrative and financial mechanisms. It employs 6 people with intermediate digital literacy. Employees have not attended IT training in the past two years and are moderately confident in adopting new technologies. They use Microsoft Office and communicate via email. Locally, the department cooperates with the Trebinje Agrarian Fund. For land-use program preparation, it uses data from the Republic Administration for Geodetic and Property Affairs (RUGIPP), processed through the etFARM application. RUGIPP maintains cadastral land data, while etFARM allows local authorities to generate accurate land-use overviews. The program proposal is submitted to the Ministry of Agriculture, Forestry, and Water Management for approval.

The Department for Youth and Sports implements procedures for providing financial support to citizens, youth and sports organizations, and events under its jurisdiction. It collaborates with public institutions such as Trebinje Sport, the City Pool, and the Youth Center. The department has 4 employees with intermediate digital literacy. They have not attended IT training in the past two years and are moderately confident in adopting new technologies. Processes are standardized and supported by Microsoft Office. The department does not use national registries for data exchange. Communication with other departments and institutions is conducted electronically or in person.

The Department for Veterans' and Social Protection conducts administrative procedures and programs related to veteran, disability, and social protection rights, including benefits, financial support, and memorial initiatives. It employs 9 staff members with intermediate computer literacy. Employees have not attended IT training in the past two years and are moderately confident in using new technologies. The department uses Microsoft Office, DocuNova, and the information system of the Ministry of Labor and Veterans' Affairs of Republika Srpska, which serves as the official registry of benefit users. Authorized staff access the system via secure accounts.

Additionally, the department maintains internal records for tracking requests, payments, beneficiaries, and local symbols. Data exchange with institutions such as the Center for Social Work, the Health Center, public pharmacies, and the Retirement Home is conducted via email and postal services.

The Department for Communal and Inspection Affairs employs 40 people and manages planning, supervision, and regulation in the areas of communal infrastructure, housing policy, fees, environmental permits, and inspections. The department uses Microsoft Office, DocuNova, and a Geographic Information System (GIS) tool. Most employees have intermediate digital literacy. No IT training has been attended in the past two years. Employees are moderately confident in adopting new technologies and require additional support. The department collaborates with public companies such as the Water Utility, Utility Company, Parking Service, and Radnik Trebinje, coordinating activities related to infrastructure and public service delivery. Communication with other departments is via email and shared documents.

The Department for Capital Investments performs administrative and professional tasks related to urban planning, construction, and management of city-owned real estate. It issues permits, manages property rights, and oversees infrastructure projects. The department has 14 employees with intermediate computer skills. Processes are standardized and documented. No IT training has been attended in the past two years, and employees report moderate readiness to adopt new technologies. The department uses Microsoft Office, DocuNova, and AutoCAD for urban planning and infrastructure projects, and communicates via email or shared documents.

The Department for Spatial Planning handles location and construction permits, fee calculations, certifications, and the preparation and monitoring of planning documents. All processes are aligned with legal regulations and managed through standardized and digitally supported procedures. The department has 17 employees, mostly with secondary or higher education, and intermediate computer literacy. No IT training has been attended in the past two years. Employees report high confidence in adopting new technologies. The department uses Microsoft Office, DocuNova, AutoCAD, and QGIS for spatial data analysis. It accesses the RUGIPP land registry and the CIPS database for personal identification data. Communication with other departments and state institutions is conducted via email.

ICT Infrastructure Overview

The ICT infrastructure of the City Administration includes data management, networking, hardware, incident handling, and human resources dedicated to IT support.

Several internal databases support business processes, although there is no centralized data management system across the administration. The DocuNova system provides centralized access and data exchange for shared cases between departments, improving administrative efficiency. Backup and recovery systems exist but are not tested regularly. Some services still maintain records in local Excel files or semi-automated workflows, without a unified data governance policy. Data protection and privacy policies are not fully implemented, and no internal incident response policy exists.

The City Administration has an established network and internet access for all work units. Antivirus software is installed on most computers, but no centralized security monitoring system is in place. The hardware infrastructure is functional but lacks centralized asset management or structured IT maintenance. Most employees work on individual computers connected to the local network.

There is no formal ticketing system for reporting or tracking technical issues. Employees rely on informal communication with the IT team, usually orally or via email. There is no documentation or structured process for recording or resolving ICT incidents, making performance tracking difficult.

The City Administration has an internal IT unit, but staffing levels are insufficient for the scale of ICT needs. Training in cybersecurity, system administration, and data management is irregular. The technical skill levels of staff vary, and no long-term plan for IT staff development exists, which limits capacity for digital transformation.

3.2. Organizational structure, business processes, human resources, and ICT in public institutions of the City of Trebinje

The public institutions (PI) of the City of Trebinje included in the digital readiness analysis are listed in Table 7. The table contains 19 public institutions, sorted in descending order by the number of employees. The total number of employees in the analyzed public institutions is 847.

Table 7 Public Institutions and the respective number of employees

Public Institutions	Number of employees
Public Health Center Trebinje	138
PI "Naša Radost" Trebinje	97
PI Center for High Schools Trebinje	74
Agrarian Fund of the City of Trebinje	59
PI Gymnasium "Jovan Dučić"	56
PI Technical School	46
PI Music School Trebinje	44
PI for Ecology and Safety	43
PI for Information and Education	40
PI Youth Center Trebinje	38
PI Center for Social Work Trebinje	38
Cultural Center Trebinje	32
PI Swimming Pools Trebinje	31
PI Trebinje Sport	24
Development Agency of the City of Trebinje – TREDEA	24
PI National Library Trebinje	23
PI Tourist Organization of the City of Trebinje	21
PI Heritage Museum of Herzegovina in Trebinje	14
PHI Pharmacy Trebinje	13
Total	847

A graphical overview of the number and share of employees by public institution is presented in Figure 7.

Share of Employees by Public Institution

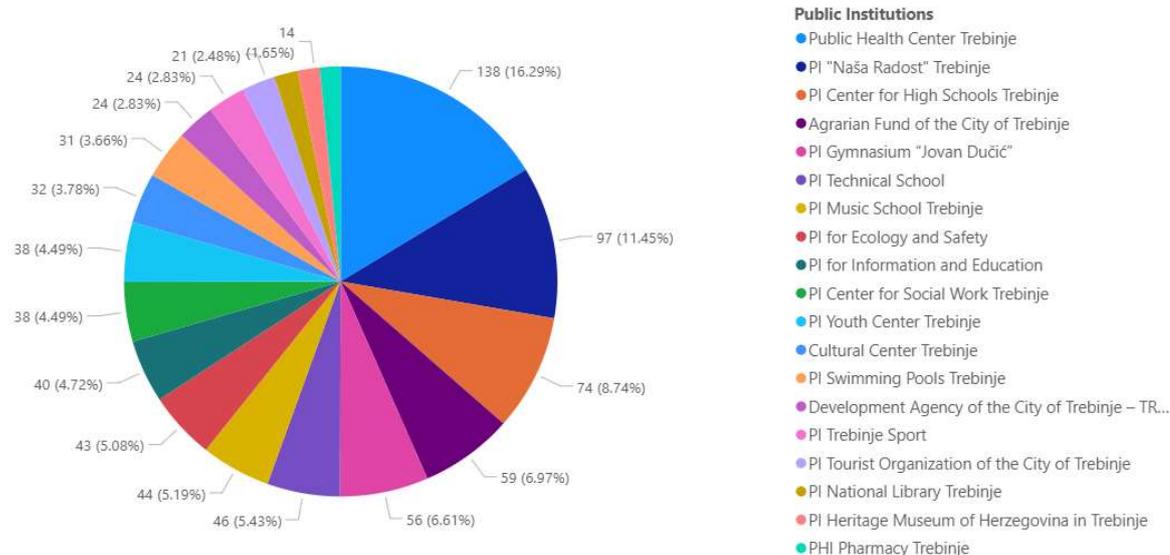


Figure 7 Share of employees by Public Institutions

Ниво In 57.89% of public institutions, the level of computer literacy was assessed as intermediate, while 26.32% of institutions consider their level to be basic. The smallest share—15.79%—consists of public institutions that consider their level of computer literacy to be advanced. Figure 8 presents a graphical overview of these shares, while Figure 9 shows the names of the public institutions along with their assessed levels of computer literacy.

Level of Computer Literacy in Public Institutions

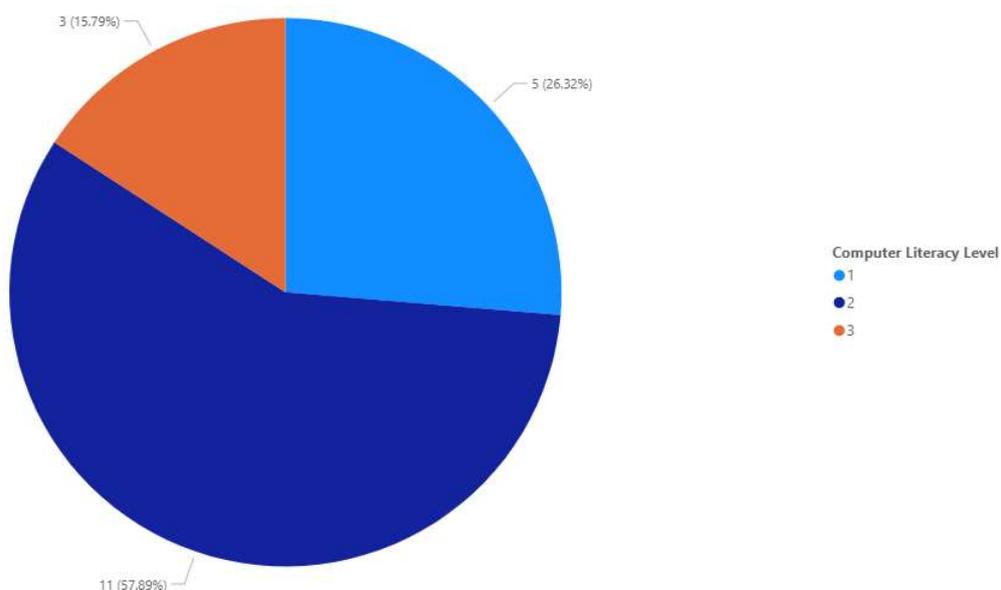


Figure 8 Share of computer literacy levels within public institutions

Level of Computer Literacy in Public Institutions

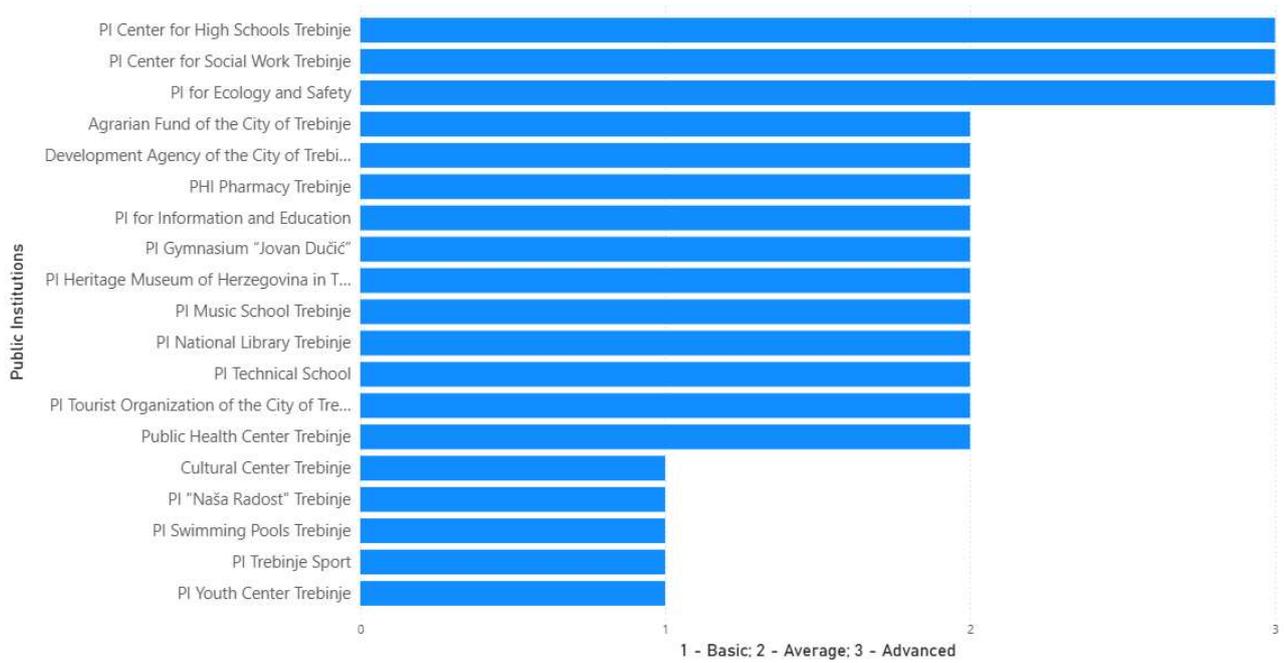


Figure 9 Level of computer literacy levels for each public institution

Figure 10 provides a graphical representation of the share of public institutions and their participation in IT and e-business training over the past two years. It can be concluded that a significantly larger portion of public institutions (63.16%) did not participate in such training, while employees in 36.84% of public institutions attended at least one training session in these areas during the last two years.

Share of Public Institutions Where Employees Attended IT Training in the Past Two Years

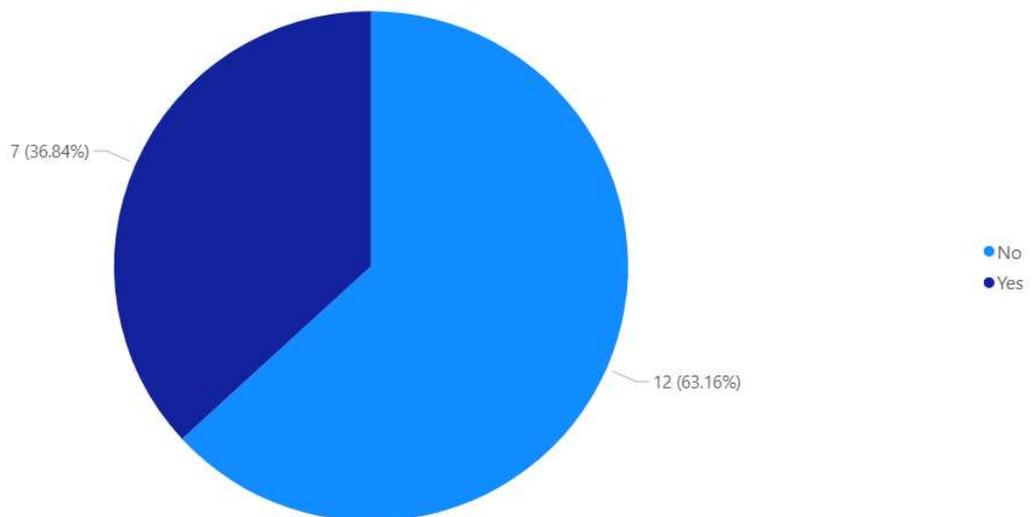


Figure 10 Share of public institutions with IT training in the last two years

As shown in Figure 11, 57.89% of the observed public institutions stated that their employees feel very confident when using new technologies and are capable of independently learning and applying them. On the other hand, 42.11% of institutions believe that their employees are partially

confident and require additional clarification or training to use specific technologies. No public institution reported that its employees are unwilling or unable to adopt new technologies.

Employee Confidence in Using New Technologies in Public Institutions

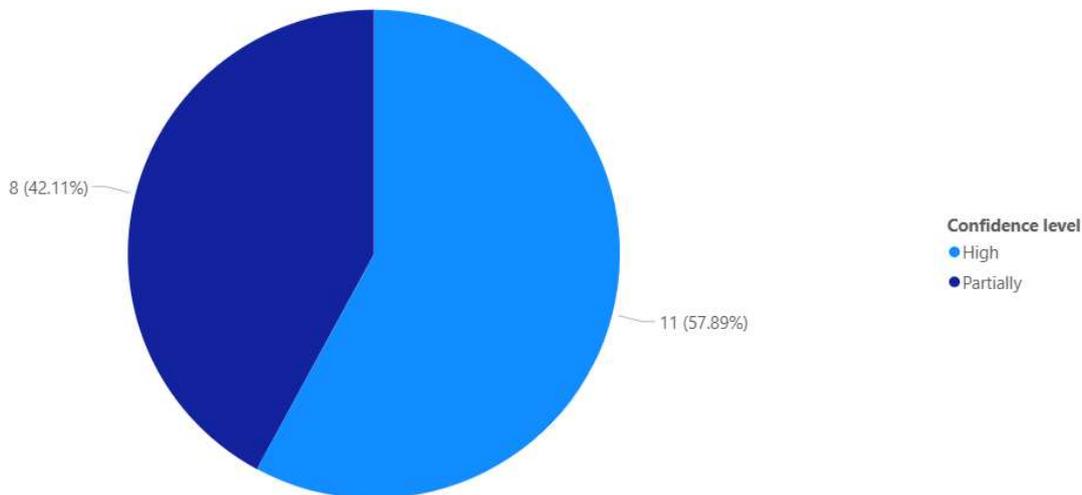


Figure 11 Employee confidence in using new technologies in public institutions

Additionally, Figure 12 shows which public institutions are partially confident and which are very confident in using new technologies.

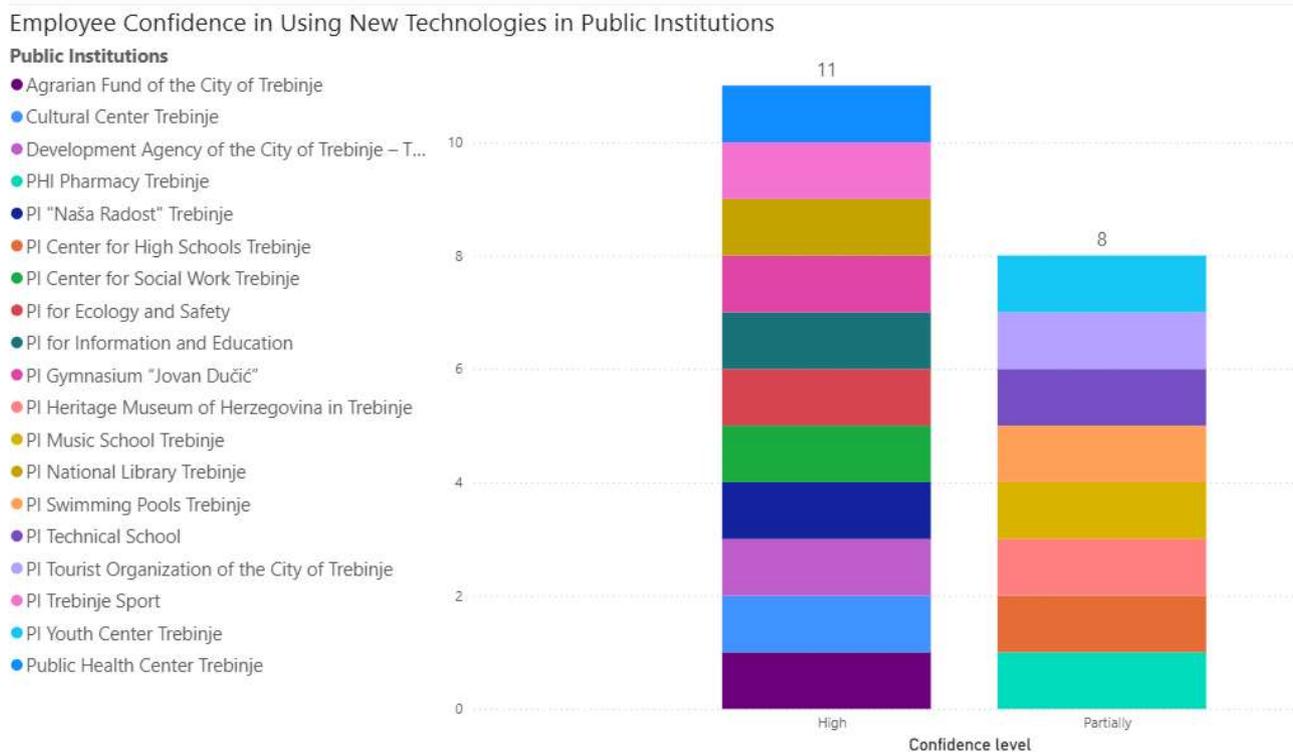


Figure 12 Employee confidence in using new technologies per public institution

Figure 13 illustrates the share of public institutions based on the extent to which computers are used in executing their core business processes. The majority, 84.21%, use computers for performing all business activities, while 10.53% use computers for only part of their processes. A small portion, 5.26% (only one institution), does not use computers for executing business processes.

Application of IT Tools in Daily Operations

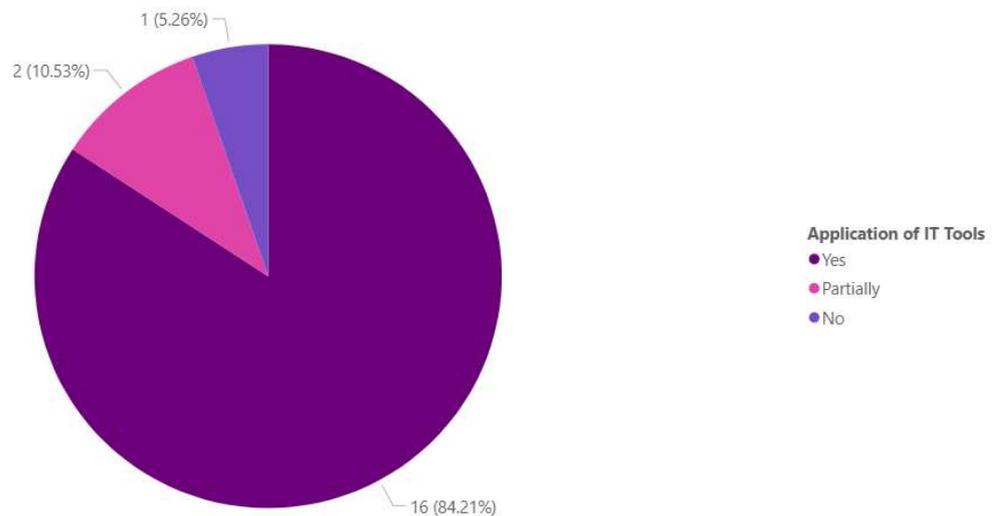


Figure 13 Application of IT tools in daily operations

Business processes in public institutions are partially documented and standardized in 42.11% of cases, fully documented and standardized in 47.37%, while in 10.53% they are neither documented nor standardized.

Business process documentation and standardization in Public Institutions

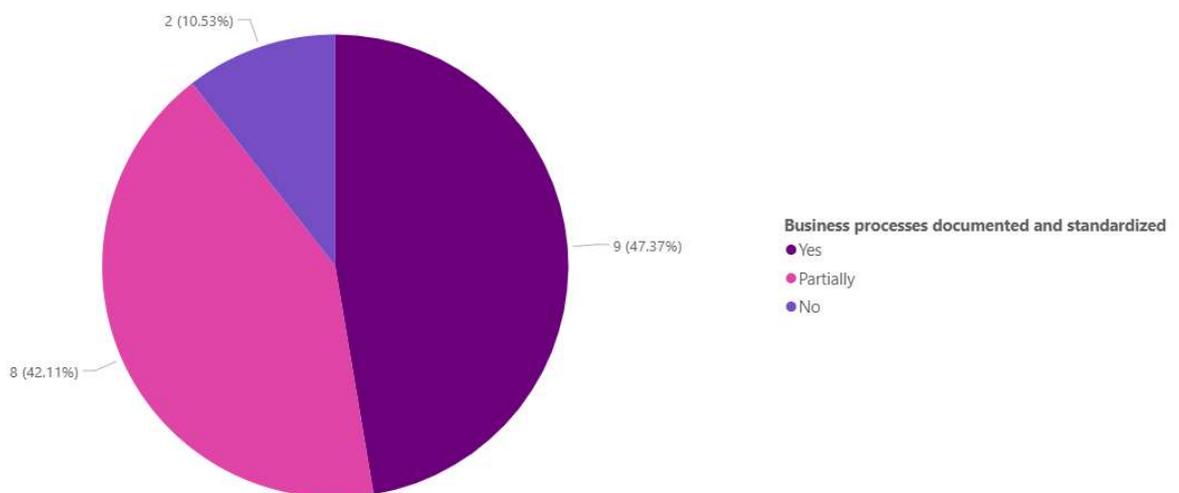


Figure 14 Business process standardization and documentation

Table 8 presents the level of standardization and documentation for individual public institutions.

Table 8 Business process standardization and documentation per public institution

Are processes documented and standardized	Public Institution
Yes	PI Pharmacy Trebinje
Yes	PI Swimming Pools Trebinje
Yes	PI Gymnasium "Jovan Dučić"
Yes	PI Ecology and Safety
Yes	PI Music School Trebinje
Yes	PI "Naša Radost" Trebinje (Kindergarten)
Yes	PI Center for Social Work Trebinje
Yes	PI Center for Secondary Schools Trebinje
Yes	Development Agency of the City of Trebinje – TREDEA
Yes	Agrarian Fund of the City of Trebinje
Partially	PI Health Center Trebinje
Partially	PI Heritage Institution of Herzegovina in Trebinje
Partially	PI National Library Trebinje
Partially	PI Tourist Organization of the City of Trebinje
Partially	PI Technical School Trebinje
Partially	PI Center for Information and Education
Partially	PI Cultural Center Trebinje
No	PI Youth Center Trebinje
No	PI Trebinje Sport

In response to the question of how they exchange data with other public institutions, the city administration, or state authorities, all public institutions stated that such communication and data exchange take place either via email or in physical form.

Figure 15 presents national registers and information systems developed at the national level, which are used by public institutions in Trebinje in their operations.

The majority (52.63%) of public institutions do not have access to public registers or national information systems. The remaining registers and systems are used individually and are closely related to the specific activities of each public institution.

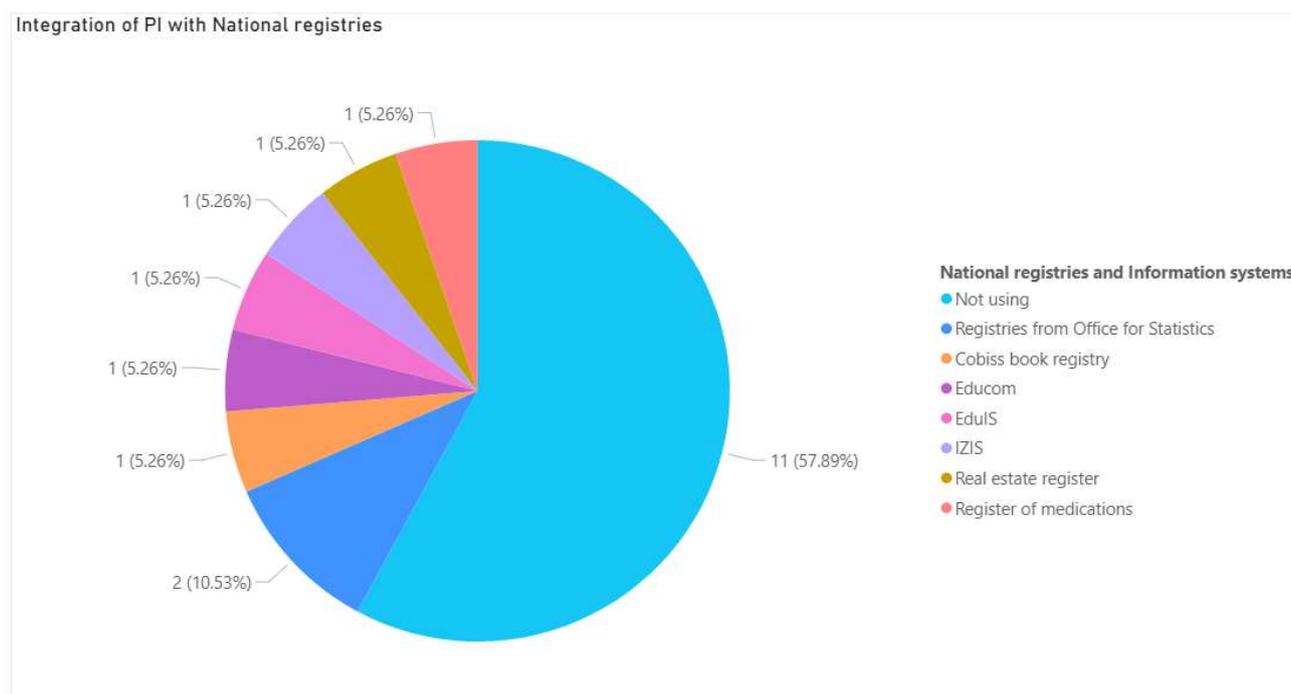


Figure 15 National Registers and Information Systems Used by Public Institutions

As part of the digital readiness analysis of public institutions in the City of Trebinje, significant differences were observed in the level of ICT capacity, the extent of digital tool usage, technical equipment, access to national registers, training organization, and other characteristics. Therefore, public institutions can also be grouped according to similar areas of activity.

Educational institutions, including preschool, primary, and secondary schools, demonstrate a relatively high level of digital literacy among key staff, with both teaching and administrative personnel commonly using the Microsoft Office suite as their primary work tool. In addition, some institutions use domain-specific software, such as the electronic education management system *EduIS* and *e-Vrtić*, intended for school administration and online kindergarten enrollment. Most respondents from this sector show moderate confidence in adopting new technologies, and a significant number have attended at least one form of training in the past two years. However, despite some good individual practices, the electronic availability of services to citizens in this sector remains low.

In the cultural sector, which includes libraries, museums, and cultural centers, a very high level of individual technical competence among employees is observed. In addition to the Office suite, specialized tools are used for content management and digital processing—such as COBISS for library cataloging and Adobe software packages. While the independent adoption of new tools is at a commendable level, formal training programs have generally not been conducted in recent years. Data exchange with other institutions is mostly conducted via email, and digital service availability for citizens is limited to announcements published on websites and social media.

In health and social institutions, where a high level of technical equipment and register access is expected, it was noted that in practice, basic tools such as Word and Excel are most commonly used. The Trebinje Health Center reported using the Integrated Health Information System (IHIS), and the Trebinje Pharmacy uses the national register of medicines. While some employees are able to independently use software tools, the lack of training and technical support represents a potential risk in terms of operational efficiency and data protection.

In institutions focused on development, administration, and tourism promotion, a moderate level of digital maturity was noted. Employees typically use standard document processing tools, but training is not conducted regularly. No use of sector-specific software was reported, suggesting a potential need for implementing domain-relevant digital solutions.

Sports and recreation institutions show lower levels of digital equipment and less developed ICT support. Basic tools like the Microsoft Office suite are primarily used, while software like CapitalSoft appears as an exception rather than the rule. Employee confidence in using new tools is partial, and no training sessions have been organized in the past two years.

The mixed institutions category, which includes development funds, environmental services, and the center for social work, shows diverse approaches. Some institutions exhibit a high level of independence and use of electronic signatures, while others operate without systematic technical support or formal training. Communication with the City Administration and other institutions is mainly conducted via email or physical delivery of documents.

The ICT infrastructure of public institutions can be described through the analysis of data management, computer networks, hardware, incident handling, and human resources responsible for maintaining ICT systems.

There are significant disparities in ICT infrastructure across public institutions under the administration of Trebinje. The greatest progress in digital service readiness has been observed at the Center for Social Work Trebinje. A limited number of institutions have centralized databases to support business processes.

In institutions that have fully or partially implemented centralized databases for business process support, only a few have implemented and regularly tested backup and disaster recovery systems. Moreover, in most cases, employees are not trained in data protection or privacy regulations.

Most institutions have established computer networks and Internet access. However, there are no systematic solutions related to antivirus software, firewalls, or intrusion detection/prevention systems to guard against malicious activity via internet connections.

Although the necessary hardware is available in most institutions, exceptions exist. ICT departments responsible for installing and maintaining employee software are mostly absent. Furthermore, centralized ICT resource management systems are generally not present within the institutions or at the municipal level.

With few exceptions, institutions have not implemented ticketing systems or documented procedures for incident management and technical problem resolution. Most institutions do not have continuous access to technical support, and the responsibility for ICT support is not clearly defined.

While some institutions have ICT officers dedicated to digital services, the number of ICT staff is generally insufficient. In addition, officers do not have access to regular training or professional development, which in some cases results in insufficient preparedness to resolve technical issues.

3.3. SWOT matrix

The attached SWOT matrix presents an analysis of Trebinje’s digital readiness across various dimensions: legal and normative frameworks, organizational structure and business processes, ICT, and human resources. Each dimension is viewed as a thematic unit containing strengths, weaknesses, opportunities, and threats.

Strengths	Weaknesses	Opportunities	Threats
Legal and Normative Framework			
<ul style="list-style-type: none"> – The Republic of Srpska possesses a complete set of legal acts regulating the use of electronic signatures, electronic documents, e-business, and information security, providing a solid foundation for the introduction of e-services at the local level. – National and entity-level strategic documents, including strategies for the development of the information society, clearly recognize the importance of digital transformation, with a particular emphasis on the modernization of local self-government units. – Institutional support is provided through the work of the Agency for Information Society of the Republic of Srpska, which offers technical and professional assistance to public administration bodies in digitalization processes. – The Law on General Administrative Procedure of the Republic of Srpska enables the official exchange of 	<ul style="list-style-type: none"> – Misalignment of regulations at the entity and state levels. – Some key strategic documents (e.g., the eGovernment Development Strategy) have formally expired, leaving institutions without valid guidelines. – Although the legal framework allows for official data exchange between institutions, its application is not mandatory. – Inconsistent implementation of regulations and insufficient standardization across local governments hinder coordination and implementation. 	<ul style="list-style-type: none"> – A new Sustainable Development Strategy of the Republic of Srpska (2024–2030) is currently being developed, with digital transformation identified as a key priority. – There is potential for better implementation of existing regulations through professional support from the Agency for Information Society and training at the local level. – Communication and data exchange with state-level institutions exist, as well as the use of certain state registers. – Development of a model of competencies for eGovernment at both the republic and local levels. 	<ul style="list-style-type: none"> – Delays in the adoption of strategic documents and initiatives related to the development of eGovernment. – Insufficient state support for the development of a centralized eGovernment system. – Inadequately effective implementation of electronic signatures in practice.

<p>data between institutions, creating opportunities for interoperability and more efficient data sharing within public administration.</p>			
Organizational structure and business processes			
<ul style="list-style-type: none"> - There is a willingness among competent authorities to work on digitalization. - Most business processes within the City Administration have been identified and are carried out in a predefined manner. - Some form of digital tools is used to execute the majority of business processes. - Certain departments within the City Administration are able to work simultaneously on digital documents within their areas of responsibility. - Some business processes are integrated with relevant state registers. - A register of all services provided by the City Administration exists, along with the required documentation for service delivery. 	<ul style="list-style-type: none"> - Most departments within the City Administration and public institutions communicate and exchange data via email. - Although the City Administration's business processes have been identified, most are not mapped or described using standardized notations. - Business processes are executed manually through repetitive activities. - There is no integrated database accessible to all departments of the City Administration to reduce redundant data entry. - Some departments, such as Finance, use multiple software solutions that are not integrated, leading to redundant data entry. - Services provided to citizens and businesses are not available in electronic form and require the physical presence of the applicant. - The documentation required for service delivery in the service registry of the City Administration is not regularly updated. - Business processes are only partially documented, lacking records of activities and input/output data. 	<ul style="list-style-type: none"> - Establishment of working bodies responsible for digitalization at the local level. - Digitalization of the execution of repetitive business processes. - Reduction of the duration and costs of business process execution. - Integration of interdepartmental cooperation, as well as cooperation between departments and relevant public institutions. - Introduction of a centralized master database accessible to all departments, with defined access rights for public institutions. - Enabling citizens and businesses to access grouped services based on life events. - Development and implementation of electronic identification for citizens and businesses. - Introduction of simple electronic services related to the most important life events of citizens. - Automatic generation of payment slips for fees and taxes required for the provision of certain services. - Electronic scheduling of appointments for service delivery to citizens and businesses. 	<ul style="list-style-type: none"> - Employee resistance to change. - Insufficient budget planning for digitalization. - Development of electronic identification for citizens and businesses is limited only to the local level. - Discrepancy in the level of digitalization compared to the national level.
ICT Infrastructure			
<p>- There is partial digital</p>	<p>- Inadequate ICT infrastructure</p>	<p>- IDDEEA offers the possibility of</p>	<p>- Unsuccessful integration with the</p>

<p>infrastructure and the use of tools such as DocuNova, Finova, Microsoft Office, and AutoCAD.</p> <ul style="list-style-type: none"> - The eRegistry and eCitizen platforms provide a digital service catalog and allow citizens to submit complaints electronically. - The Public Institution "Center for Social Work" Trebinje has achieved a high level of readiness for delivering digital services and can serve as a good example for other institutions. - Some public institutions use specialized software such as EDUIS and WebSchool. - In a number of institutions, ICT officers are assigned to manage digital services. - In most cases, Internet access is available. - In most cases, the basic hardware resources required for delivering digital services are in place. 	<p>management structure at the institutional level.</p> <ul style="list-style-type: none"> - Databases supporting business processes are not fully implemented. - In cases where databases are implemented, they are often not protected against catastrophic events. - There are no systems in place for data privacy protection. - There is no mechanism for the systematic professional development of ICT staff. - Lack of documentation for ICT infrastructure management. 	<p>issuing a qualified certificate for access to certain e-services, which can potentially be implemented at the local level.</p> <ul style="list-style-type: none"> - A Geographic Information System (GIS) for the City of Trebinje is under development. - Existing platforms (eRegistry and eCitizen) can be upgraded to provide the most essential electronic services. - Development of a unified database model. - Use of best practice examples from neighboring countries and EU ICT standards for eGovernment. - Use of open-source software. - Utilization of human resources from competent development institutions in the ICT field. 	<p>IDDEEA infrastructure for citizen digital identity authentication and authorization for accessing the City of Trebinje's e-services.</p> <ul style="list-style-type: none"> - Physical presence is required to activate digital identity at a registration center, which does not exist in Trebinje. - Decisions made at higher organizational levels within the Republic of Srpska and Bosnia and Herzegovina may necessitate significant changes to implemented solutions. - The process of developing software support for eGovernment is lengthy and requires substantial financial investment. - The need to reconcile the requirements of different institutions may cause delays or halt the process. - Risk of data loss due to inadequate server maintenance and management. - Dependence on individual staff members within the City Administration for the maintenance of developed digital solutions.
Human Resources			
<ul style="list-style-type: none"> - Presence of highly educated personnel in certain sectors. - Institutional loyalty and stable staffing. - A number of employees already possess basic or advanced computer skills. - Experience in working with administrative procedures and regulations. 	<ul style="list-style-type: none"> - Lack of systematic training and professional development programs. - Fear or uncertainty regarding the adoption of new technologies. - Work overload with administrative tasks reduces the time available for learning new tools. - Absence of motivational mechanisms for digital upskilling. 	<ul style="list-style-type: none"> - Development of national and entity-level digitalization strategies as a basis for new training programs. - Possibility of cooperation with higher education institutions or the IT sector for training purposes. - Introduction of digital tools can reduce routine tasks and free up staff capacity. 	<ul style="list-style-type: none"> - Potential rejection of or resistance to change among some employees. - Resistance to training and application of acquired knowledge and skills among certain staff members. - Departure of younger and more digitally literate personnel from the public sector. - Insufficient investment in human resource development in budget planning.

4. Summary and Vision

Based on the conducted analysis, the digital readiness of the City of Trebinje has been objectively assessed and presented through a detailed SWOT analysis. The existing regulatory framework, technical capacities, and institutional preparedness have been identified as key prerequisites for further digital transformation.

To improve communication with citizens, a unified city portal is essential. This portal would enable the electronic provision of all services and submission of requests currently handled by the Citizens' Office within the City Administration. It would allow every interaction between citizens and the administration to begin online, allowing citizens to see all available services grouped by life events (e.g., childbirth, business registration, relocation), download necessary forms, fill them out, and pay required fees electronically, and check the status of their case at any time.

However, the City of Trebinje could leverage the existing eID infrastructure by collaborating with IDDEEA to integrate IDDEEA's authentication mechanisms (e.g., login via ID card or the e-IDDEEA mobile app) into its city portal or electronic services system. This would enable citizens to be identified at IAL3 level (physical verification) and authenticated at AAL2 or AAL3 level, depending on the service, ensuring secure access to electronic requests, document submission, case status tracking, or online fee payments. The City Administration would thus obtain a technically reliable mechanism for identity verification and legal validity of electronic signatures in accordance with regulations, without the need to develop or maintain its own digital identity infrastructure. Citizens would still need to physically visit a registration office (Mostar, Bijeljina, Sarajevo, Bihac, or Banja Luka).

Formally mapping all internal business processes in accordance with the BPMN 2.0 standard is a key step toward clearer understanding and documentation of roles, responsibilities, and interdepartmental communication. This mapping would serve as the basis for developing a unified ERP system, which is necessary for the efficient functioning of the administration. An ERP system is fundamental given the current situation in which some departments use multiple software solutions, leading to unnecessary data duplication and continued reliance on formal memos for communication, significantly slowing down work and decision-making processes. A complex ERP system would integrate all critical processes, enable centralized data management, and substantially increase the speed and efficiency of the City Administration. ERP implementation could follow an iterative approach, aligned with priorities, available resources, and regulatory requirements. Additionally, public institutions founded by the city should establish interoperability with the City Administration to allow electronic data exchange in the most common shared processes. This particularly applies to enrollment records for kindergartens and schools, subsidy allocation, social and healthcare services, cultural event organization, and public resource management. In this way, integrated and coordinated action of the entire local public sector would be ensured.

Special attention should be given to elderly citizens by providing them with additional support and training to facilitate their use of electronic services. Furthermore, it is important to systematically

plan training and motivation for employees to embrace digital changes, as well as to ensure long-term and sustainable planning and maintenance of all future digital systems.

The Digital transformation would enable:

- City management based on accurate and up-to-date data, allowing for better and faster decision-making,
- Reduction of data duplication and administrative costs,
- Clearer planning of city resources and infrastructure,
- Increased transparency of the City Administration's work,
- Better and easier access to public services for citizens, reducing the cost and time needed to access them.

With this approach, the City of Trebinje would make a significant step toward digital maturity, creating the conditions for a more efficient administration and improved quality of life and business for its citizens and enterprises.

Annex 1 Questionnaire Items – Analysis of Digital Readiness and Operations of City Administration Departments of Trebinje

1. Please specify the name of the department within the City Administration of Trebinje for which you are submitting data.

Question type: Open-ended (short text)

2. How many employees does your department have?

Question type: Open-ended (short text)

3. Please state your position within the department.

Question type: Open-ended (short text)

4. What is the most common level of education among the employees in your department?

Question type: Multiple choice

- Primary education
- Secondary education
- College
- University degree

Digital Literacy

1. How would you rate your own computer skills?

Question type: Single choice

- Beginner (basic use of Word, sending emails)
- Intermediate (working in Excel, filling electronic forms, using the internet for work)
- Advanced user (using multiple systems, generating reports, solving basic technical issues)

2. How would you generally assess the computer skills of your colleagues?

Question type: Single choice

- Beginner (basic use of Word, sending emails)
- Intermediate (working in Excel, filling electronic forms, using the internet for work)
- Advanced user (using multiple systems, generating reports, solving basic technical issues)

3. Have you attended any training in information technologies or electronic services in the past two years?

Question type: Single choice

- Yes
- No

4. How confident are you when you need to use new software or an unfamiliar e-service?

Question type: Single choice

- Very confident – I learn and apply it independently
- Somewhat confident – I need an explanation or training

- Not confident – I avoid it if I can or ask for help

5. Which digital tools do you regularly use in your work?

Question type: Multiple choice

- Microsoft Word
- Microsoft Excel
- Electronic signature
- e-Archive
- e-Registry / Case management system
- Other: _____

Services and Processes

1. What are the main business processes you most frequently carry out?

Question type: Open-ended (short text)

2. Are these processes documented and standardized?

Question type: Single choice

- Yes
- No
- Partially

3. Do you use a computer to carry out these processes?

Question type: Single choice

- Yes
- No
- Only for some processes

4. If you answered "Yes" or "Partially", please list the computer programs you use for carrying out these processes.

Question type: Open-ended (short text)

5. How do you exchange documents with other public institutions or City Administration departments during your work processes?

Question type: Multiple choice

- Access to a shared database or using the same software
- By email
- In person (physically)
- Other: _____

6. Do you use systems such as e-Registry, e-Archive, or other local digital solutions? If yes, please specify which ones.

Question type: Open-ended (short text)

7. Can citizens access the services of your public institution electronically? (Answer only if your services are citizen-oriented)

Question type: Single choice

- Yes
- No
- Other: _____

Collaboration and Interoperability

1. Which City Administration departments do you collaborate with most often, and in which types of activities?

Question type: Open-ended (short text)

2. How do you exchange data and documents with those departments?

Question type: Open-ended (short text)

3. Which other public institutions (e.g., schools, utility companies, health centers) do you collaborate with?

Question type: Open-ended (short text)

4. How do you exchange data and documents with those public institutions?

Question type: Open-ended (short text)

5. Which national registries do you use in your daily work?

Question type: Open-ended (short text)

6. Do you have established electronic data exchange with the institutions that provide access to these registries? If yes, please specify which ones.

Question type: Open-ended (short text)

Annex 2 – Questionnaire Items: Analysis of Digital Readiness and Operations of Public Institutions of the City of Trebinje

1. Please specify the name of the public institution for which you are submitting data.

Question type: Open-ended (short text)

2. How many employees does the public institution where you work have?

Question type: Open-ended (short text)

3. Please state your position within the institution.

Question type: Open-ended (short text)

4. What is the most common level of education among employees in your institution?

Question type: Multiple choice

- Primary education
- Secondary education
- College

- University degree

Digital Literacy

1. How would you rate your own computer skills?

Question type: Single choice

- Beginner (basic use of Word, sending emails)
- Intermediate (working in Excel, filling electronic forms, using the internet for work)
- Advanced user (using multiple systems, generating reports, solving basic technical issues)

2. How would you generally assess the computer skills of your colleagues?

Question type: Single choice

- Beginner (basic use of Word, sending emails)
- Intermediate (working in Excel, filling electronic forms, using the internet for work)
- Advanced user (using multiple systems, generating reports, solving basic technical issues)

3. Have you attended any training in information technologies or electronic services in the past two years?

Question type: Single choice

- Yes
- No

4. How confident are you when using new software or e-services?

Question type: Single choice

- Very confident – I learn and apply independently
- Somewhat confident – I need explanations or training
- Not confident – I avoid it if possible or ask for help

5. Which digital tools do you regularly use in your work?

Question type: Multiple choice

- Microsoft Word
- Microsoft Excel
- Electronic signature
- e-Archive
- e-Registry / Case management system
- Other: _____

Services and Processes

1. What business processes do you most frequently carry out?

Question type: Open-ended (short text)

2. Are these processes documented and standardized?

Question type: Single choice

- Yes
- No
- Partially

3. Do you use a computer to carry out these processes?

Question type: Single choice

- Yes
- No
- Only for some processes

4. If the answer is “Yes” or “Partially,” please list the computer programs you use for these processes.

Question type: Open-ended (short text)

5. How do you exchange documents with other public institutions or City Administration departments during your work processes?

Question type: Multiple choice

- Access to a shared database or use of the same software
- By email
- In person (physically)
- Other: _____

6. Do you use systems such as e-Registry, e-Archive, or other local digital solutions? If yes, please specify which ones.

Question type: Open-ended (short text)

7. Can citizens access the services of your public institution electronically? (Answer only if the institution provides citizen-oriented services)

Question type: Single choice

- Yes
- No
- Other: _____

Collaboration and Interoperability

1. Which City Administration departments do you collaborate with most often, and in which types of activities?

Question type: Open-ended (short text)

2. How do you exchange data and documents with those departments?

Question type: Open-ended (short text)

3. Which other public institutions (e.g., schools, utility companies, health centers) do you collaborate with?

Question type: Open-ended (short text)

4. How do you exchange data and documents with those public institutions?

Question type: Open-ended (short text)

5. Which national registries do you use in your daily work?

Question type: Open-ended (short text)

6. Do you have established electronic data exchange with institutions that provide access to those national registries? If yes, please specify which ones.

Question type: Open-ended (short text)

Annex 3 – Questionnaire Items: Analysis of the Work of the ICT Department of the City Administration of Trebinje

1. Name of the organization

Question type: Open-ended (short text)

2. What is your position within the organization?

Question type: Open-ended (short text)

3. Does your organization/department have a unified database for storing data used in business processes?

Question type: Single choice

- Yes
- No
- Only for specific business processes

You are presented with a questionnaire grouped by dimensions. Please answer each item by selecting a number from 1 to 5.

Scale:

1 – Strongly disagree

2 – Disagree

3 – Neutral

4 – Agree

5 – Strongly agree

1. There is a reliable internet connection in all offices of the organization.
2. Basic hardware resources (servers, computers, network devices) are available and maintained.
3. A centralized system for ICT asset management is in place.
4. Data backup and disaster recovery systems are in place and regularly tested.
5. There are dedicated ICT staff members for digital services.
6. ICT staff have access to regular training and certification.
7. The ratio between ICT support staff and users is adequate.
8. ICT staff are trained in both technical and user support skills.
9. Documented procedures exist for incident management and resolving technical issues.
10. A ticketing system for issue tracking is in use.

11. IT support is available during working hours (or 24/7 if needed).
12. ICT staff are trained in data protection and privacy regulations.
13. Antivirus software, firewalls, and intrusion detection/prevention systems are actively monitored.
14. ICT support responsibilities are clearly defined within the organization.
15. The ICT department installs and maintains software on employees' computers.

Annex 4 – Questionnaire Items: Analysis of the Work of the ICT Department of Public Institutions of the City of Trebinje

1. Name of the organization

Question type: Open-ended (short text)

2. What is your position within the organization?

Question type: Open-ended (short text)

3. Does your organization/department have a unified database for storing data used in business processes?

Question type: Single choice

- Yes
- No
- Only for specific business processes

You are presented with a questionnaire grouped by dimensions. Please answer each item by selecting a number from 1 to 5.

Scale:

- 1 – Strongly disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly agree

1. There is a reliable internet connection in all offices of the organization.
2. Basic hardware resources (servers, computers, network devices) are available and maintained.
3. A centralized system for ICT asset management is in place.
4. Data backup and disaster recovery systems are in place and regularly tested.
5. There are dedicated ICT staff members for digital services.
6. ICT staff have access to regular training and certification.
7. The ratio between ICT support staff and users is adequate.
8. ICT staff are trained in both technical and user support skills.
9. Documented procedures exist for incident management and resolving technical issues.
10. A ticketing system for issue tracking is in use.
11. IT support is available during working hours (or 24/7 if needed).
12. ICT staff are trained in data protection and privacy regulations.

13. Antivirus software, firewalls, and intrusion detection/prevention systems are actively monitored.
14. ICT support responsibilities are clearly defined within the organization.
15. The ICT department installs and maintains software on employees' computers.

Annex 5 Identified business processes within the City Administration of the City of Trebinje

Organizational unit	Mayor's expert service
Head of the organizational unit	The Mayor

Business Process	Activities
Business Decision-Making Process	<ul style="list-style-type: none"> - Representation and advocacy - Performing tasks - Supervision - Reporting to the Assembly and competent bodies - Organizing and holding meetings and collegiums
Contract Conclusion Process (sales, donations, lease, etc.)	<ul style="list-style-type: none"> - Procedures for drafting and analyzing contract proposals signed by the Mayor on behalf of the City, based on collected and processed data from relevant departments of the City Administration - Contract signing - Archiving
Preparation and Processing of Cases in Legal Disputes	<ul style="list-style-type: none"> - Receipt of the lawsuit - Response to the lawsuit submitted to the Republic of Srpska Attorney's Office - Response to expert findings in cooperation with relevant departments based on jurisdiction - Response to the first-instance verdict in cooperation with relevant departments based on jurisdiction - Response to the second-instance verdict in cooperation with relevant departments based on jurisdiction - Filing for revision in cooperation with relevant departments based on jurisdiction - Timely maintenance of a register of all court, administrative, and other proceedings in which the City is a party, including the preparation of reports, information, and analyses on ongoing cases - Archiving
Annual Inventory Process of Assets and Liabilities	<ul style="list-style-type: none"> - Adoption of a decision on inventory and appointment of the inventory commission - Preparation of the commission's work plan - Conducting the inventory - Determination of the actual state - Control

	<ul style="list-style-type: none"> - Identification of inventory discrepancies - Preparation of the inventory report - Decision on identified inventory discrepancies
Internal Audit Process	<ul style="list-style-type: none"> - Planning of internal audit - Execution of internal audit - Internal audit reporting - Advisory activities of internal audit
Public Procurement Planning and Adoption Process	<ul style="list-style-type: none"> - Drafting the procurement plan in accordance with needs and in cooperation with organizational units of the City Administration - Review and control of the procurement plan - Adoption and publication of the procurement plan - Amendments and revisions to the procurement plan
Direct Agreement Procurement Process	<ul style="list-style-type: none"> - Market assessment - Decision to initiate the procurement process - Sending invitations to economic operators - Submission of offers - Price verification - Acceptance of the offered price - Offer approval - Conclusion of the direct agreement - Invoice verification - Submission of documentation - Publication of key contract elements on the public procurement portal
Public Procurement Process	<ul style="list-style-type: none"> - Request to initiate the public procurement procedure submitted by the department requiring the procurement - Decision to initiate the public procurement procedure - Preparation of tender documentation - Public notice and publication of tender documentation - Appointment of the evaluation committee - Receipt of bids - Public opening of bids - Evaluation and analysis of received bids and committee recommendation - Decision on the outcome of the procurement procedure - Notification of results - Contract award and submission of the contract to the Finance Department - Receipt and registration of the contract - Receipt, registration, and posting of bank guarantees - Invoice registration and contract tracking - Report to the Public Procurement Agency (PPA) - Supervision of the implementation of contractual obligations - Maintaining records of all contract supervision activities assigned by the Mayor within the Department
Procedure of the	<ul style="list-style-type: none"> - Review of the appeal

Contracting Authority in Response to an Appeal	<ul style="list-style-type: none"> - Decision to continue or cancel the procedure - Conclusion on the dismissal of the appeal - Forwarding of unfounded appeal to the Procurement Review Body - Acting upon the decision of the Procurement Review Body
Process of Drafting, Adopting, and Implementing Regulations	<ul style="list-style-type: none"> - Initiating proposals for amendments and supplements to laws, bylaws, and general acts of the City - Submitting acts to the Assembly for adoption
Functioning Process of the Economic Council (Service for Local Economic Development, Investments, and Energy Efficiency)	<ul style="list-style-type: none"> - Preparation of Economic Council sessions - Monitoring of sessions - Reporting after held sessions of the Economic Council
Document Translation Process to and from English	<ul style="list-style-type: none"> - Request for translation of documents from Serbian to English - Translating the documentation - Delivery of the translated documentation
Energy Management Process	<ul style="list-style-type: none"> - Submission of energy consumption bills for public buildings - Entering required data into the EMIS program - Analysis of reports on energy consumption and CO₂ emissions
Process of Promoting Economic Activities of the City of Trebinje	<ul style="list-style-type: none"> - Collection and processing of data for the preparation of the City Investment Profile - Coordination of activities for the implementation of the BFC standard
Process of Developing Strategic Implementation Documents	<ul style="list-style-type: none"> - Preparation and coordination of the action plan for implementing the strategic document for a three-year period - Preparation and coordination of guidelines for medium-term planning - Preparation and coordination of medium-term work plans - Preparation and coordination of annual work plans - Preparation and coordination of annual work reports - Preparation and coordination of the annual report on the implementation of strategic documents
Process of Participation in Project Preparation and Implementation	<ul style="list-style-type: none"> - Monitoring calls for projects from foreign and domestic investors - Collecting necessary documentation and preparing the application for public calls - Providing assistance to businesses in applying for calls - Submitting the project application - Project implementation

Information Technology Process	<ul style="list-style-type: none"> - IT support services for users of the information system - Maintenance and proper functioning of the computer network and information system - Ensuring the technical accuracy of the website - Electronic processing of all data and information for the needs of the City Administration
Public Relations Process	<ul style="list-style-type: none"> - Preparation and publication of information related to the work of the City Administration bodies - Development of promotional plans for activities of the Mayor, City Administration, and City Assembly - Organization of press conferences - Monitoring of media to collect information relevant to the functioning of the City Administration - Preparation and issuance of publications, brochures, bulletins, guides, and instructions - Managing the City's official website
Administration Process in the Mayor's Office	<ul style="list-style-type: none"> - Preparation of work reports for the Mayor and heads of departments - Ensuring working conditions for the Mayor's working bodies - Taking official notes during sessions of the Mayor's advisory bodies and business meetings, and delivering them to participants - Analytical and operational-technical organization of Mayor's Collegium sessions and recording minutes
Technical Secretary Process	<ul style="list-style-type: none"> - Receives, records, dispatches, and archives mail for the Mayor and Deputy Mayor - Manages and informs the Mayor and Deputy Mayor about scheduled meetings and phone calls; keeps a record of meetings and calls scheduled by the Mayor and Deputy Mayor - Establishes telephone connections upon request of the Mayor and Deputy Mayor - Logs and announces visitors for the Mayor and Deputy Mayor - Ensures the cleanliness and organization of the Mayor's and Deputy Mayor's offices - Responsible for the technical preparation of materials for meetings of working bodies organized for the Mayor and Deputy Mayor - Maintains records of official travel of the department's staff - Performs electronic recording and forwarding of case files to responsible officers in the department - Scans case files into the information system - Maintains the travel order logbook - Keeps records of receipt and dispatch of documents, archiving, and document storage

	<ul style="list-style-type: none"> - Performs other duties assigned by the Mayor and Deputy Mayor - Participates in inventory tasks within the department
Protocol Process	<ul style="list-style-type: none"> - Coordination tasks - Preparation and organization of working meetings for the needs of the Mayor and organization of protocol receptions - Preparation of cooperation between the City and other municipalities and cities, and keeping records of such cooperation

Organizational unit	City Assembly
Head of Organizational Unit	President of the Assembly

Business process	Activities
Business Decision-Making Process – Level: Expert Service of the City Assembly	<ul style="list-style-type: none"> - Reception of citizens - Conducting preparatory and expert tasks for the sessions of the Assembly and its bodies - Preparation and processing of documents for court proceedings - Drafting regulations for the sessions of the Assembly and its bodies - Performing expert and legal-normative tasks for the needs of councilors' clubs - Performing technical tasks in the office of the President and Vice President of the City Assembly - Operating the conference system in the Assembly hall during meetings organized by the city administration - Typing tasks - Reception, dispatch, and archiving
Process – Annual Work Program of the Assembly Ask ChatGPT	<ul style="list-style-type: none"> - Sending letters to the Mayor, City Administration departments, and political entities to request proposals - Technical preparation of the program – quarterly division, division into reporting and regulatory parts - Review and adoption of the proposal at the Assembly Collegium session - Adoption of the final Work Program at the Assembly session - Monitoring the implementation of the Work Program - Drafting the report on the implementation of the Work Program - Submitting to the Assembly for adoption – quarterly and annual reports
Process – Collegium	<ul style="list-style-type: none"> - Sending invitations for the Collegium session - Determining the agenda and materials for the upcoming Assembly session

	<ul style="list-style-type: none"> - Setting the date of the session - Working with the council clubs - Determining the Annual Work Program of the Assembly - Preparing minutes
Process – Assembly Session	<ul style="list-style-type: none"> - Review and legal-technical control of received materials for agenda items - Preparation of materials for Assembly sessions within the competence of the expert service - Copying materials for agenda items - Dispatching Assembly materials - Drafting reminders for chairing the session - Accrediting journalists - Receiving, processing, and recording requests for attendance at sessions - Technical support during Assembly sessions - Operating the conference system in the Assembly hall during sessions of the City Assembly - Drafting minutes - Creating stenographic records
Process – Drafting and Publishing the Official Gazette of the City of Trebinje	<ul style="list-style-type: none"> - Nomotechnical processing of all adopted acts from the Assembly sessions - Delivery of acts to the Mayor, departments, and appointed/dismissed persons - Receipt and processing of acts from the Mayor and City Administration departments for publication - Layout design and preparation for print - Review and quality control of the Official Gazette - Submission for publication/printing of the Official Gazette
Process – Public Call for Awards and Recognitions	<ul style="list-style-type: none"> - Organizing sessions of the Commission for Awards and Recognitions - Publishing the public call for awarding recognitions: Honorary Citizen / City Charter / Certificate of Appreciation - Reviewing submitted applications / adopting proposals - Preparing a report on the conducted public call and submitting it to the City Assembly for adoption - Awarding public recognitions (Honorary Citizen / City Charter / Certificate of Appreciation) at the ceremonial session on November 13 - Publishing the public call for awarding the Sveti Sava Award - Reviewing submitted applications / adopting proposals - Preparing a report on the conducted public call and submitting it to the City Assembly for adoption - Awarding the Sveti Sava Award at the ceremonial academy
Process – Working	<ul style="list-style-type: none"> - Appointment of permanent working bodies of the City

Bodies of the Assembly	<p>Assembly (13 commissions and 3 councils)</p> <ul style="list-style-type: none"> - Preparation of sessions of the working bodies - Drafting acts, reports, and minutes from the held sessions and forwarding them for further review by the Assembly - Record keeping
Process – Electoral Roll Management	<ul style="list-style-type: none"> - Technical assistance to the City Election Commission - Processing requests from displaced persons for determination or change of voting option - Processing requests for change of voting option for persons registered in the Central Voter Register (CVR) for voting outside Bosnia and Herzegovina

Organizational unit	Department of Finance
Head of the organizational unit	Head of the Department

Business process	Activities
Process – Budget Drafting and Adoption	<ul style="list-style-type: none"> - Analysis of the Fiscal Framework (DOB) - Delivery of guidelines for budget draft preparation for the next fiscal year to budget users - Budget users submit budget requests for the upcoming fiscal year - Preparation of the draft budget - Finalized draft budget submitted to the Ministry for recommendations - City Assembly deliberates on the draft budget - Conducting public consultations on the draft budget - Preparation of the budget proposal - Submission of the budget proposal to the Ministry for approval - The budget proposal harmonized with the Ministry is submitted to the City Assembly for adoption - The City Assembly adopts the decision on the budget for the upcoming fiscal year - City administrative bodies submit the adopted budget, the decision on adoption, and the decision on budget execution to the Ministry for the next fiscal year - Entry and approval of the adopted budget in the operational system (SOFI)
Process – Recording of Incoming Invoices (Receipt, Verification, and Payment of Invoices and Other Requests)	<ul style="list-style-type: none"> - Receiving the invoice via KUF and Finova - Verification - Invoice register check - Supplier registration - Accounting (form preparation) - Signing prior to entry into SOFI - Approval for data entry and payment

	<ul style="list-style-type: none"> - Data entry into SOFI - Approval of incoming invoices - Payment - Reconciliation of balances with suppliers (settlement) – IOS - Archiving
Process – Posting of Outgoing Invoices	<ul style="list-style-type: none"> - Entering/collecting data - Creating outgoing invoices (posting) - Signing - Approval - Monitoring receivables from customers - Recording revenues and inflows - Reconciliation - Alignment with customers
Process – Payroll and Employee Compensation Calculation and Payment	<ul style="list-style-type: none"> - Collecting and entering data on working hours, absences, and other relevant parameters - Calculating salaries and allowances based on valid regulations - Preparing payroll records - Verifying and approving payroll calculations - Entering payment orders into the SOFI system - Executing salary and allowance payments - Delivering payslips to employees - Recording and archiving payroll documentation
Process – Calculation and Payment on Other Grounds (Outside Employment Relationship)	<ul style="list-style-type: none"> - Calculation of contracts (temporary service contracts, author contracts, occasional and temporary jobs) - Calculation of compensations (municipal councilors, Appeals Committee, representatives of local communities, commissions of the Center for Social Work and City Election Commission) - Communication with banks (lists, notifications, etc.) - Preparation of forms, signing, input into the MOP system – data entry control and reconciliation
Process – Sick Leave Reimbursement	<ul style="list-style-type: none"> - Sick leave slip verification - Correction of sick leave slip - Determination of sick leave status - Document reception - Salary calculation - Salary payment - Collecting documentation for the Health Insurance Fund and the Child Protection Fund - Preparing the request - Sending the request to the Health Insurance Fund and the Child Protection Fund - Fund decisions - Decision verification - Return for correction - Posting of receivables

	<ul style="list-style-type: none"> - Monitoring of reimbursement collection - Reconciliation
Process – Cashier Management	<ul style="list-style-type: none"> - Cash collection from the main treasury cashier - Preparation of payment and cash disbursement orders - Verification of payment and disbursement orders - Cash disbursement (to social categories, petty expenses, Fire Department turnover) - Keeping the cashier's daily log - Certification of the cashier's log - Closing the cashier's register - Keeping the petty cash book - Accounting classification - Posting - Posting verification - Reconciling cashier balance with the main treasury ledger balance
Process – Budget Execution Monitoring	<ul style="list-style-type: none"> - Continuous monitoring of the execution of revenues, expenditures, and outflows throughout the year and at year-end at the level of budget positions across all organizational units of the City Administration of Trebinje - Preparation and submission of semi-annual and annual budget execution reports to the City Assembly for adoption - Submission of adopted budget execution reports to the Ministry of Finance of the Republic of Srpska - Quarterly approval of budget funds in accordance with revenue realization - Issuance of financial approvals for conducting public procurements in line with available funds - Issuance of approvals for fund reallocations in accordance with the Budget Execution Decision and available resources - Preparation of monthly debt status reports and submission to the Ministry of Finance of the Republic of Srpska - Preparation of semi-annual and annual reports on debt and guarantees and submission to the City Assembly and the Ministry of Finance of the Republic of Srpska
Process – Fixed Assets Recording	<ul style="list-style-type: none"> - Receipt of incoming invoices - Collection of documentation - Account coding - Depreciation calculation - Issuance of inventory sheets - Updating the auxiliary fixed asset records with the main treasury ledger - Donations, appraisals, sales, write-offs, reservations - Entry and removal from records (Finova and SOFI)

	<ul style="list-style-type: none"> - Processing and recording of contracts for the sale and purchase of buildings and land - Data entry approval - Signing - Entry into the auxiliary register - Input control - Reconciliation
Process – Realization and Posting of Revenues	<ul style="list-style-type: none"> - Issuing outgoing invoices - Recording receivables - Control - Signing - Sending outgoing invoices - Posting revenue - Payment - Payment verificatio - Reconciliation - Preparing financial reports
Process – Monthly Reconciliation and Preparation of Financial Reports	<ul style="list-style-type: none"> - Ledger entry verification - Reconciliation of liabilities and receivables - Ledger entry of inventory discrepancies - Correction of ledger entries - Final entries and preparation of financial report forms
Process – Cooperation Between the City Administration and Budget Beneficiaries (Lower Spending Units)	<ul style="list-style-type: none"> - Coordination of budget creation activities - Coordination of funds disbursement to the budget beneficiary - Coordination of submission of semi-annual and annual financial execution reports - Control
Process – Treasury Operations	<ul style="list-style-type: none"> - Receiving and entering treasury business forms, AP invoice module in the SOFI system - Updating the supplier database in the SOFI syste - Updating expenditures, outflows, revenues, inflows, liabilities, and assets in the general ledger of treasury spending units (treasury form – batch of booking orders - Executing payments in the SOFI syste - Settlement - Foreign currency payment - Opening and closing accounts in commercial banks, opening and closing periods in the SOFI system - Updating sub-analytics and projects in the SOFI system - Conducting the procedure of data transfer from subsidiary ledgers to the general treasury ledger - Reconciling balances between the general and subsidiary ledgers - Preparing monthly, quarterly, and annual financial reports - Executing the year-end system closing procedure

Process – Communication with the ITA (Indirect Taxation Authority)	<ul style="list-style-type: none"> - Sending e-KUF and e-KIF - Submitting VAT returns - Various requests (certificate of settled obligations, amended VAT return, VAT refund request)
Preparation of Statistical and Other Reports	<ul style="list-style-type: none"> - Preparation of the annual investment report - Preparation of the annual report on state aid - Posting and reconciliation of off-balance sheet records (apartments, guarantees, vehicles...) - PIMIS – Public Investment Management Information System (submission of IP forms)

Organizational unit	Department for General Administration
Head of the organizational unit	Head of the department

Business process	Activities
Process – Office and Archival Operations	<ul style="list-style-type: none"> - Reviewing, opening, and distributing incoming mail and dispatching documents for processing - Recording received and sent shipments - Sending and archiving shipments - Procedure for selecting archival materials and discarding worthless registry materials
Process – Civil Registry Service	<ul style="list-style-type: none"> - Issuing certificates from civil records (birth, marriage, death) upon citizens' requests at the counter hall - Issuing life certificates and death notices for probate proceedings upon request - Making annotations in the registry books (marriage, divorce, death, name change, etc.)
Process – Citizens Service Center	<ul style="list-style-type: none"> - Certifying signatures, copies, and manuscripts upon request - Providing information on the status of cases upon request - Issuing work booklets upon request
Building Security, Technical, and Auxiliary Services	<ul style="list-style-type: none"> - Providing security for the City Administration building and City Assembly hall - Maintaining cleanliness in the building - Running the buffet
HR Management	<ul style="list-style-type: none"> - Preparing decisions on employment or termination of employment - Preparing decisions on salaries and employee compensations - Preparing decisions on employee leave - Issuing certificates based on employee requests
Process – Administrative Procedure in the General Affairs Department (Civil Status)	<ul style="list-style-type: none"> - Processing requests from citizens (for subsequent registration in civil records, name/surname changes, corrections in civil records, etc.) - Deciding on requests
Process – Cooperation with Local Communities and Project Implementation	<ul style="list-style-type: none"> - Providing administrative and technical support for local community employees - Public call for local community projects - Receiving applications with accompanying documentation - Forming a commission - Commission reviewing the requests

	<ul style="list-style-type: none"> - Requesting additional documentation from applicants if the request is incomplete - Re-convening the commission and preparing the draft Decision - Submitting the draft Decision to the Mayor for signing - Delivering the Decision on funds approval to the applicants in accordance with the adopted Decision - Archiving the case files
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Organizational unit	Department for Tourism, Environmental Protection, and Entrepreneurship
Head of the organizational unit	Head of the Department

Business process	Activities
Process – Registration of Craft-Entrepreneurial Activities	<ul style="list-style-type: none"> - Client request with the necessary documentation - Registration through the protocol book and software - Distribution of the case through the protocol book and software - Review of the request - If the request is complete, a decision on registration is issued - Data entry into the software (application) - Delivery of the registration decision to the client and relevant institutions (APIF, Tax Administration...) - Archiving the case
Process – Cooperation with Public Institutions under the Department's Competence	<ul style="list-style-type: none"> - Receiving documents (work plans, reports...) from public institutions (Tourist Organization of Trebinje, TREDEA Development Agency, and JP 'Radnik' Ltd.) - Forwarding to the Department for further processing - Review of documents by responsible staff - Forwarding reviewed cases to the Head of Department for control - Forwarding to the Mayor for approval or to the City Assembly for further procedure
Process – Preparation of Information on Key Indicators of the City of Trebinje's Economy	<ul style="list-style-type: none"> - Collecting information (APIF, Employment Office RS - Trebinje Bureau, Tax Administration RS - Trebinje Regional Center, PIO Fund - Trebinje Branch, Statistical Institute, Chamber of Commerce...) - Entering financial operation data into an Excel database for analysis - Drafting the Information report - Submitting the report to the Mayor for review - Submitting the report to the City Assembly for adoption

Process – Allocation of Subsidies (Self-Employment, Employment, etc.)	<ul style="list-style-type: none"> - Preparation of public calls and submission to the Mayor for signing - Publishing the call - Proposal of commission members - Commission reviews requests - Proposal decisions submitted to the Mayor for signing - Contract signing with beneficiaries and proposal of supervision body members - Monitoring of subsidies by the supervision body - Supervision report to the Mayor and payments based on the report - Archiving the case -
Process – Administrative Resolution of Business Premises Leasing Managed by the City	<ul style="list-style-type: none"> - Client request - Registration through electronic application and protocol book, and submission to the Head of Department - Implementation of the lease award procedure - Submission to the Mayor for approval - Lease contract signing - Delivery of the contract to the Finance Department and the lessee - Archiving the case
Process – Invoicing and Monitoring Rent Collection	<ul style="list-style-type: none"> - Issuing invoices monthly - Monitoring lease obligations and control of use, initiating termination in case of breach of contract
Process – Functioning of the Tourism Council	<ul style="list-style-type: none"> - Preparing sessions of the Tourism Council - Monitoring sessions - Reporting after the sessions
Process – Tourist Events	<ul style="list-style-type: none"> - Event program (calendar) adopted by the Tourism Council - Implementation of proposed events (contracts with participants, logistics, contracts with caterers, communication with other institutions, and public services) - Reporting to the Council on event implementation - Receiving quarterly report on collection and expenditure of tourist tax

Organizational unit	Department of Culture
Head of the unit	Head of the Department

Business process	Activities
Process – Support for Culture and Education	<ul style="list-style-type: none"> - Preparation of the public call (based on the decision and rulebook) and submission to the Mayor for signature - Publishing the public call

	<ul style="list-style-type: none"> - Formation of the commission - Receiving applications with accompanying documentation - Review of applications by the commission - Submitting the proposal of the conclusion/decision to the Mayor for signature - Publication of the Decision - Signing of the contract or issuance of a decision - Sending a copy to the Finance Department for further processing and payment of approved funds - Posting, recording, and control of auxiliary records and SOFI system in the Finance Department - Monitoring - Archiving of the case
Process – Cultural Events	<ul style="list-style-type: none"> - Program of events adopted by the Council/sub-councils - Implementation of proposed events (contracts with participants, logistics, contracts with caterers...) - Archiving of the case
Process – Financing upon User Request	<ul style="list-style-type: none"> - User request - Registration and allocation of the case - Review of the request - Preparation of the proposal - Submitting draft acts to the Mayor for signature - Delivery of adopted acts to the user - Monitoring - Archiving of the case
Process – Cooperation with Public Institutions under the Department’s Jurisdiction	<ul style="list-style-type: none"> - Receiving acts (work plans, reports...) of public institutions - Allocation of the case - Processing of acts by responsible staff - Submitting processed cases to the Head of Department for control - Submitting acts to the Mayor for signature or to the City Assembly for further action - Monitoring and evaluation
Awards, Gifts, and Assistance to Pupils and Students – Department Initiative	<ul style="list-style-type: none"> - Gathering information - Case processing - Submitting the draft decision on awards, gifts, assistance to the Mayor for signature - Issuance of the act - Notifying the applicant - Sending a copy to the Finance Department for further processing and payment of approved funds - Posting, recording, and control of auxiliary records and SOFI system in the Finance Department - Archiving of the case

Organizational unit	Department for Family and Rural Development
Head of the unit	Head of the department

Business process	Activities
Process for Reviewing Applications for Subsidized Fuel	<ul style="list-style-type: none"> - Receipt of the list of agricultural producers issued by the Ministry of Agriculture - Issuance of a certificate stating the approved amount of subsidized fuel - Verification by the Head of Department - Issuance of decisions to beneficiaries
Process for Conversion of Agricultural Land to Construction Land	<ul style="list-style-type: none"> - Receipt of the case file with required documentation - Processing and determination of the fee amount - Verification by the Head of Department - Receipt of the payment slip from the applicant - Issuance of a decision approving land conversion - Archiving the case
Process of Cooperation with the Agrarian Fund Foundation of the City of Trebinje	<ul style="list-style-type: none"> - Receiving acts (work plans, reports, etc.) from the Agrarian Fund Foundation - Forwarding to the Department for further processing - Review by responsible officers - Submission to the Head of Department for review - Forwarding to the Mayor for approval or to the City Assembly for further action
Program for Managing Agricultural Land	<ul style="list-style-type: none"> - Preparation for drafting the Agricultural Land Management Program (etFARM application with updated RUGIP data) for the City of Trebinje - Gathering data from the authorized demining institution on the condition of the subject agricultural land – OPTIONAL - Obtaining consent from the Ministry of Agriculture, Forestry, and Water Management on the draft Program - Adoption of the Program Proposal by the City Assembly of Trebinje
Public Calls for Land Lease	<ul style="list-style-type: none"> - Preparation of the Decision on announcing the Public Call for leasing agricultural land owned by the Republic of Srpska/City of Trebinje - Obtaining consent from MPŠiV on the Public Call Decision (ZK documents, draft Decision, and draft Call) - Adoption of the Decision on the Public Call by the City Assembly - Announcement of the Public Call - Submission of the published call to MPŠiV - Appointment of the Commission for lease processing - Receiving bids and providing technical support to the Commission - Determining and publishing the Final List of the most favorable bidder

	<ul style="list-style-type: none"> - Submission of Commission documentation to MPŠiV (Minutes, Notices, Proposal, and Final list) - Preparation of Assembly Decisions on the selection and awarding of leases based on the Final List - Obtaining MPŠiV's consent for each individual Decision - Payment of the remaining rental amount prior to signing the lease agreement - Based on the City Assembly's decision, the Mayor signs lease agreements with selected bidders - Submission of a copy of the lease agreement (within seven days of signing) to RUGIP and MPŠiV - Appointment of the Commission for continuous monitoring and reporting on lease implementation to MPŠiV and the Mayor - Procedure for lease termination (request for termination, draft decision, MPŠiV consent, City Assembly decision, signing of Termination Agreement)
Process for Implementing Pro-natalist Policy Measures	<ul style="list-style-type: none"> - Receiving requests with documentation - Review by professional associates - If documentation is complete, a proposal is submitted to the Mayor - Delivery of the Mayor's conclusion to the applicant and the Finance Department - Monitoring of payments - Archiving the case

Organizational unit	Department for Youth and Sports
Head of the unit	Head of the Department

Business process	Activities
Process of Fund Allocation Based on User Requests	<ul style="list-style-type: none"> - Submission of the request by the applicant - Logging and distribution of the case - Review of the request - Preparation of draft decisions - Submission to the Mayor for signature - Delivery of signed documents to the applicant and to the Finance Department for further processing, i.e., disbursement of approved funds - Posting, recording, and control in the auxiliary records and SOFI system within the Finance Department - Monitoring - Archiving of the case
Process of Cooperation with Public Institutions Within the Department's	<ul style="list-style-type: none"> - Receipt of documents (e.g., work plans, activity reports) from public institutions under the Department's authority - Processing of documents by responsible officers

Jurisdiction	<ul style="list-style-type: none"> - Submission of processed cases to the Head of Department for review - Submission of documents to the Mayor for signature or to the City Assembly for further action - Monitoring and evaluation
Process of Grant Allocation to Youth and Sports Organizations in the City	<ul style="list-style-type: none"> - Publication of the call for proposals based on decisions and rulings - Formation of a committee - Receipt of applications with supporting documentation - Review of applications by the committee - Submission of the proposed decision to the Mayor for signature - Publication of the Decision - Signing of contracts with beneficiaries - Delivery of a copy to the Finance Department for further processing, i.e., disbursement of approved funds - Posting, recording, and control in the auxiliary records and SOFI system within the Finance Department - Monitoring - Archiving of the case
Process of Fund Allocation for Sports and Youth Events	<ul style="list-style-type: none"> - Request submitted by associations and organizations - Logging and distribution of the case - Review of the request - Preparation of the draft decision on fund allocation - Submission of documents to the Mayor for approval - Delivery of signed documents to the applicant and to the Finance Department for further processing, i.e., disbursement of approved funds - Posting, recording, and control in the auxiliary records and SOFI system within the Finance Department - Monitoring - Archiving of the case

Organizational unit	Department for Veterans' and Social Protection
Head of the unit	Head of the Department

Business process	Activities
Process of Administrative Procedure in the Department for Veterans' and Social Protection	<ul style="list-style-type: none"> - Submission of a request by the applicant (veterans, war invalids, civilian war victims, families of fallen or missing soldiers of the Defensive Homeland War of the Republic of Srpska, victims of war torture...) concerning categorization, status determination (e.g., of RWI, family of deceased veterans, civilian victims), and financial compensation - Decision-making through administrative-legal procedure - Referring applicants to the medical commission to

	<p>determine the degree of disability</p> <ul style="list-style-type: none"> - Preparation of decisions and conclusions - Submission to the senior advisor for review - Submission to the Head of Department for signature - Once signed and certified, delivery of the decision/conclusion to the applicant and entry into the information system - Development of a unified registry and user database - Regular audit of payment calculations and data exchange with the relevant ministry - Handling appeals and forwarding cases to the Ministry for revision - Archiving (scanning and submission to the archive)
Process of Implementing the Spa and Climate Rehabilitation Program	<ul style="list-style-type: none"> - Spa and climate rehabilitation program - Public call announcement - Receipt of applications with supporting documentation - Committee formation - Review of applications by the committee - If documentation is incomplete, request additional documents - Committee reconvenes and creates a ranking list - Submission of the proposed list to the Ministry for approval - Referring beneficiaries to competent rehabilitation institutions - Archiving of cases (scanning and submission to the archive)
Process of Fostering a Culture of Remembrance (per Calendar)	<ul style="list-style-type: none"> - Adoption of a decision to establish the Board for Nurturing the Tradition of Liberation Wars - Formation of the Monuments and Memorials Commission by the Mayor - Compilation of a list of monuments/memorials of great significance to the local community - City Assembly's approval of the list and the calendar of commemorative events - Creation and updating of a register of significant monuments - Implementation of protection and maintenance measures for monuments and memorials - Submission of monument-building initiatives to the Board or City Assembly for review, depending on the monument's category
Process of Implementing Measures in the Field of Social Protection	<ul style="list-style-type: none"> - Submission of a request by the applicant (veterans, war invalids, civilian war victims, families of fallen or missing soldiers of the Defensive Homeland War of the Republic of Srpska, victims of war torture...) concerning categorization, status determination (e.g., of RWI, family of deceased veterans, civilian victims), and financial

	<p>compensation</p> <ul style="list-style-type: none"> - Decision-making through administrative-legal procedure - Referring applicants to the medical commission to determine the degree of disability - Preparation of decisions and conclusions - Submission to the senior advisor for review - Submission to the Head of Department for signature - Once signed and certified, delivery of the decision/conclusion to the applicant and entry into the information system - Development of a unified registry and user database - Regular audit of payment calculations and data exchange with the relevant ministry - Handling appeals and forwarding cases to the Ministry for revision - Archiving (scanning and submission to the archive)
Process of Using the Information System in the Department	<ul style="list-style-type: none"> - Entry of data into the Ministry of Labor and Veterans' Affairs system based on issued administrative decisions - Maintenance and updating of records - Cooperation with the competent ministry - Issuance of record extracts
Process of Allocating One-Time Financial Aid	<ul style="list-style-type: none"> - Preparation of public call - Announcement of the call - Receipt of applications with supporting documents - Formation of a committee - Review of applications - If incomplete, request for additional documentation - Committee reconvenes and drafts a conclusion - Submission of acts to the Mayor for approval and signature - Delivery of the administrative act to the applicant and the Finance Department - Posting, recording, and control in the SOFI system and auxiliary records - Archiving (scanning and submission to the archive)
Process of Grant Allocation to Associations, Foundations, and Public Institutions	<ul style="list-style-type: none"> - Preparation of the call and submission to the Mayor for signature - Announcement of the call - Submission of the request by the association, foundation, or institution - Logging and distribution of the case - Formation of a committee - Review of the application - Drafting of decision on fund allocation - Submission of the decision to the Mayor for approval - Signing of contracts - Delivery of acts to the applicant and the Finance Department for fund disbursement

	<ul style="list-style-type: none"> - Posting, recording, and control in auxiliary records and SOFI system - Archiving (scanning and submission to archive)
Process of Cooperation with Associations, Foundations, and Public Institutions Under the Department's Jurisdiction	<ul style="list-style-type: none"> - Receipt of documents (work plans and reports) - Review of documents - Submission of documents to the Mayor for approval - Submission to the City Assembly for further action - Agreements between the Head of Department and organizations regarding the celebration of important dates
Process of Resolving Housing Issues for Families of Fallen Soldiers and RWI	<ul style="list-style-type: none"> - Call for applications - Receipt of documentation and case formation - Appointment of a committee - Review of applications - Assessment of actual housing conditions by the committee - Preparation of a ranking list and submission to the Ministry for approval - If necessary, notification to the applicant to provide additional documentation - Reassessment and issuance of a decision - Archiving (scanning and submission to archive)

Organizational unit	Department for Communal and Inspection Affairs
Head of the unit	Head of the Department

Business process	Activities
Preparation of Plans, Work Programs, Reports in the Communal and Housing Sector and Monitoring Their Implementation	<ul style="list-style-type: none"> - Preparation of the Department's annual work plan - Preparation of the annual communal expenditure program - Preparation of the annual maintenance program for local and unclassified roads and streets in the City of Trebinje - Preparation of reports on the implementation of plans and programs - Preparation of a monthly dynamic plan - Preparation of housing-related plans and programs - Preparation of the budget - Drafting of decisions for City Assembly sessions
Preparation and Processing of Cases in Court Proceedings	<ul style="list-style-type: none"> - Monitoring revenue collection - Sending warnings to debtors - Preparing proposals for enforcement procedures - Filing claims and participating in bankruptcy and liquidation proceedings
Communal Fees	<ul style="list-style-type: none"> - Initiation of procedure ex officio – Logging cases in the

	<ul style="list-style-type: none"> electronic application and protocol book - Preparation and distribution of first-instance decisions determining the obligation and amount of communal fees - Handling appeals: reviewing and preparing cases for the second-instance body - Delivery of decisions to the applicant and the Finance Department - Data reconciliation with financial records - Archiving
Communal Taxes	<ul style="list-style-type: none"> - Initiation of procedure upon request – Logging cases in the electronic application and protocol book - Preparation and distribution of first-instance decisions determining the obligation and amount of communal taxes - Handling appeals: interviews with parties, site inspection, processing for the second-instance body - Delivery of decisions to the applicant and the Finance Department - Data reconciliation with financial records - Archiving
Environmental Permits	<ul style="list-style-type: none"> - Initiation of procedure upon request – Logging cases in the electronic application and protocol book - Processing requests, public participation, and issuing environmental permit decisions - Delivery of decisions to the applicant, Department for Spatial Planning, Inspection Unit, and publication on the City's website - Providing expert opinions during the permit issuance process - Participation in expert committees in the field of ecology - Archiving
Supervision of Cleanliness and Urban Greenery Maintenance	<ul style="list-style-type: none"> - Preparation of monthly dynamic plans - Monitoring the dynamic plan - Control of daily reports - Monitoring the company responsible for cleanliness and greenery maintenance - Monitoring drainage and sewage systems - Issuing work orders in urgent or extraordinary cases - Responding to citizen requests - Inspection of completed work - Responding to the applicant - Reporting to the Mayor - Submitting invoices to the Finance Department - Archiving of case files
Supervision of Public Lighting and Traffic	<ul style="list-style-type: none"> - Monitoring monthly electricity consumption for public lighting

Lights	<ul style="list-style-type: none"> - Monitoring companies responsible for public lighting and traffic signal maintenance - Monitoring functionality of lighting and traffic lights - Controlling implementation of monthly and annual maintenance plans - Responding to citizen requests - Inspection of completed work - Responding to the applicant - Reporting to the Mayor - Submitting invoices to the Finance Department - Archiving of case files
Maintenance of Local and Unclassified Roads and Urban Streets	<ul style="list-style-type: none"> - Preparing maintenance plans for roads and streets - Supervision of local and unclassified roads and city streets - Technical-operational tasks related to road maintenance - Implementation of road maintenance tasks - Keeping records of technical data and road conditions - Maintenance of road signage – vertical and horizontal – and road equipment - Monitoring companies performing road maintenance - Responding to citizen requests - Inspection of completed work - Responding to the applicant - Reporting to the Mayor - Submitting invoices to the Finance Department - Archiving of case files
Environmental Protection	<ul style="list-style-type: none"> - Proposing planning documentation related to environmental protection - Forming working groups/selecting authorized institutions - Public consultations and hearings - Reviewing comments and suggestions and drafting the planning act - Adoption of the plan by the City Assembly of Trebinje - Ensuring protection of natural values and proposing acts to declare protected areas
Apartment Rental/Purchase	<ul style="list-style-type: none"> - Determining applicant's eligibility for renting or purchasing city-owned apartments - Granting approval for the purchase of city-owned apartments - Drafting rental/purchase contract proposals - Verifying legal correctness of apartment purchase prices
Eviction of Unauthorized Occupants from State-Owned Apartments	<ul style="list-style-type: none"> - Rental agreement between user and Mayor - Initiating eviction procedures - Issuing eviction decisions and conclusions
Registration and Record-Keeping of	<ul style="list-style-type: none"> - Initiating procedure upon request (registration, changes, deletion, separation/merging of associations)

<p>Condominium Owner Associations</p>	<ul style="list-style-type: none"> - Logging cases in the electronic application and protocol book - Processing the request - Issuing the administrative act - Publishing in the Official Gazette - Delivery of the act to the applicant - Archiving of case files
<p>Administrative-Technical Tasks and Data Processing</p>	<ul style="list-style-type: none"> - Record-keeping of incoming cases - Maintaining an internal correspondence register - Maintaining travel order records - Monthly attendance tracking of employees - Logging and distributing invoices to responsible supervisors - Keeping financial records (by accounts and contracts) - Tracking invoices by contract - Submitting requests for quarterly approvals - Data reconciliation with the Finance Department
<p>Inspection Procedure Based on Complaint/Request</p>	<ul style="list-style-type: none"> - Citizen submission - Logging the case and forwarding it to the Head of Department for review - Assigning to the competent inspector or communal officer - Inspection notice - Conducting the inspection - Writing a report noting factual findings and listing irregularities to be rectified - Depending on the findings, issuing a decision to correct irregularities and/or a misdemeanor order - Delivery of the decision and misdemeanor order - Informing the complainant - Entering data into the ROF system - Monitoring the execution of decisions - Archiving the case
<p>Inspection Procedure According to Work Plan</p>	<ul style="list-style-type: none"> - Department's annual inspection plan - Implementation of planned activities - Inspection notice - Conducting the inspection - Writing a report noting factual findings and listing irregularities to be rectified - Depending on the findings, issuing a decision to correct irregularities and/or a misdemeanor order - Delivery of the decision and misdemeanor order - Entering data into the ROF system - Monitoring the execution of decisions - Archiving the case

Organizational unit	Department for Capital Investments
Head of the unit	Head of the Department

Business process	Activities
Process of Issuing Location Conditions and Subsequent Location Conditions	<ul style="list-style-type: none"> - Submission of the application by the party with the required documentation - Logging of the case (in the electronic application and protocol book) and forwarding to the Head of Department for review - Assignment of the case to the responsible officer - Appointment of a Commission, field visit, and preparation of an expert opinion - Case resolution in accordance with applicable legal regulations - If the request is incomplete, the applicant is notified to provide missing documentation - Upon completion, preparation of location conditions - Location conditions are submitted to the Head of Department for signature - Signed location conditions are delivered to the applicant and the Department for Communal and Inspection Affairs - Archiving the case
Process of Issuing Construction and Use Permits, Subsequent Permits, and Legalization Decisions	<ul style="list-style-type: none"> - Submission of application with necessary documentation - Logging the case and forwarding it to the Head of Department - Assignment to the responsible officer - Processing in accordance with applicable legal regulations - If the request is incomplete, the applicant is notified to provide the missing documents - Upon completion, preparation of the decision - Submission of the decision to the Head of Department for signature - Delivery of the decision to the applicant and the Department for Communal and Inspection Affairs - Handling of any appeals - Archiving the case
Process of Issuing Decisions on Rent and Land Development Fees	<ul style="list-style-type: none"> - Submission of application with required documentation - Logging and review by the Head of Department - Assignment to the responsible officer - Processing in accordance with the law - If the application is incomplete, a notification is sent to the applicant - Preparation of the fee calculation record

	<ul style="list-style-type: none"> - Drafting the decision on rent and land development costs - Submission of the decision and record to the Head of Department for signature - Delivery to the applicant and the Finance Department
Process of Issuing Various Certificates	<ul style="list-style-type: none"> - Submission of the request - Logging and forwarding to the Head of Department - Assignment to the responsible officer - Appointment of a Commission and preparation of expert opinion and/or official record inspection - Preparation of the certificate - Submission to the Head of Department for signature - Delivery of the signed certificate to the applicant
Process of Issuing Notice on Construction Possibility	<ul style="list-style-type: none"> - Submission of application with documentation - Logging and forwarding to the Head of Department - Assignment to the responsible officer - Appointment of a Commission and preparation of an expert opinion - Processing in accordance with current laws - If incomplete, request additional documentation - Preparation of the notice - Submission of the notice to the Head for signature - Delivery of signed notice to the applicant - Archiving the case
Process of Staking Out and Foundation Excavation Inspection	<ul style="list-style-type: none"> - Submission of application with necessary documentation - Logging and forwarding to the Head of Department - Assignment to the responsible officer for staking and excavation - If the request is incomplete, a notification to the applicant - Site visit and field work - Preparation of inspection record - Signing by the Head of the Department - Delivery to the applicant and to the Department for Communal and Inspection Affairs (Urban Construction Inspector)
Process of Administrative Land Lease Decisions and Property Sale via Auction	<ul style="list-style-type: none"> - Submission of application by the applicant or Real Estate Administration (RGA) - Logging and forwarding to the Head of Department - Appointment of Commission, field visit, and expert opinion - Legal processing in accordance with regulations - If the request is incomplete, request supplemental documents - Preparation and delivery of expert opinion to the applicant or RGA - Internal RGA procedures

	<ul style="list-style-type: none"> - Submission to the City Assembly for approval - Valuation by a certified appraiser - Conduct of procedure (legal opinion, notarized contract) - Delivery of the contract to the applicant and the Finance Department - Monitoring payments - Archiving the case - Registration with RGA
Process of Property Sale by Direct Agreement	<ul style="list-style-type: none"> - Submission of the application by the applicant or Real Estate Administration (RGA) - Logging and forwarding to the Head of Department - Appointment of Commission, field visit, and expert opinion - Legal processing in accordance with regulations - If the request is incomplete, request for supplemental documents - Preparation and delivery of expert opinion to the applicant or RGA - Internal RGA procedures - Submission to the City Assembly for approval - Valuation by a certified appraiser - Conduct of procedure (legal opinion, notarized contract) - Delivery of the contract to the applicant and the Finance Department - Monitoring payment - Archiving the case - Registration with RGA
Process of Regular Use of Real Estate	<ul style="list-style-type: none"> - Submission of the request by the applicant or RGA - Logging and forwarding to the Head of Department - Appointment of Commission, field visit, and expert opinion - Legal processing in accordance with applicable laws - If the request is incomplete, a notification to supplement - Preparation of expert opinion - Delivery of expert opinion to applicant or RGA - Monitoring payments - Archiving the case
Process of Expropriation (Full or Partial)	<ul style="list-style-type: none"> - Submission of public interest declaration to the City Attorney's Office - Decision by the Government - Submission to initiate proceedings through the City Attorney's Office - Participation in proceedings as the beneficiary of expropriation - Participation in oral hearings - Signing of compensation agreements - Request to the Finance Department for payment of

	<p>expropriated properties</p> <ul style="list-style-type: none"> - Monitoring registration of property under the City's name
Process of Property Exchange	<ul style="list-style-type: none"> - Submission of application by applicant or RGA - Logging and forwarding to the Head of Department - Appointment of Commission, field visit, and expert opinion - Legal processing in accordance with regulations - If the request is incomplete, request additional documentation - Preparation of expert opinion - Delivery of expert opinion to applicant or RGA - Internal RGA procedures - Submission to the City Assembly for approval - Valuation by a certified appraiser - Procedure (legal opinion, notarized contract) - Delivery of contract to applicant and Finance Department - Monitoring payments - Archiving the case - Registration with RGA
Process of Construction of Public Infrastructure	<ul style="list-style-type: none"> - Development plan for public communal infrastructure - Collection of required documentation (technical, location conditions, property rights, construction permit, etc.) - Public procurement procedure - Signing of contract - Appointment of a supervisor or a responsible person to monitor contract implementation - Monitoring project execution - Issuance of use permit
Process of Responding to Petitions Addressed to the Mayor's Expert Service	<ul style="list-style-type: none"> - Preparation of responses and collection of evidence for litigation, appeals, expert findings in court or government proceedings under the Department's jurisdiction
Process of Determining Property Rights in Favor of the City of Trebinje	<ul style="list-style-type: none"> - Preparation of documentation relevant to legal procedures for establishing property rights in favor of the City, led by the competent ministries

Organizational unit	Department for Spatial Planning
Head of the unit	Head of the Department

Business process	Activities
Process of Issuing Location Conditions and Subsequent Location Conditions	<ul style="list-style-type: none"> - Submission of the application with required documentation - Logging the case (in the electronic application and protocol book) and forwarding to the Head of Department - Assigning the case to the officer responsible for the procedure - Appointment of a Commission, field visit, and preparation of an expert opinion - Case resolution in accordance with applicable legal regulations - If the request is incomplete, the applicant is notified to supplement it - Upon completion, preparation of location conditions - Location conditions are submitted to the Head of Department for signature - Signed location conditions are delivered to the applicant and the Department for Communal and Inspection Affairs - Archiving the case
Process of Issuing Building and Use Permits, Subsequent Permits, and Legalization Decisions	<ul style="list-style-type: none"> - Submission of the application with required documentation - Logging and forwarding to the Head of Department - Assigning the case to the responsible officer - Processing in accordance with applicable legal norms - If incomplete, notification to the applicant to provide missing documents - Preparation of the decision - Submission of the decision to the Head of Department for signature - Delivery of the decision to the applicant and the Department for Communal and Inspection Affairs - Handling potential appeals - Archiving the case
Process of Issuing Decision on Rent and Land Development Fees	<ul style="list-style-type: none"> - Submission of application with necessary documentation - Logging and forwarding to the Head of Department - Assigning the case to the responsible officer - Processing in accordance with applicable regulations - If incomplete, notification to the applicant - Preparation of the fee calculation record - Preparation of the decision - Submission of the decision and record to the Head of Department for signature - Delivery of both to the applicant and the Finance Department
Process of Issuing	<ul style="list-style-type: none"> - Submission of the application

Various Certificates	<ul style="list-style-type: none"> - Logging and forwarding to the Head of Department - Assigning to the responsible officer - Appointment of Commission and preparation of expert opinion/record inspection - Preparation of the certificate - Submission of the certificate to the Head of Department for signature - Delivery of signed certificate to the applicant
Notice on the Possibility of Construction	<ul style="list-style-type: none"> - Submission of application with required documentation - Logging and forwarding to the Head of Department - Assignment to the responsible officer - Appointment of Commission and preparation of expert opinion - Legal processing of the case - If documentation is incomplete, request it from the applicant - Preparation of the Notice - Submission to the Head of Department for signature - Delivery of signed Notice to the applicant - Archiving the case
Process of Staking Out and Foundation Excavation Inspection	<ul style="list-style-type: none"> - Submission of application with required documentation - Logging and forwarding to the Head of Department - Assignment to the officer responsible for staking and excavation control - If documentation is incomplete, request a supplement - After completion, field visit and field work - Preparation of inspection record - Signature of the Head of Department on the record - Delivery of the record to the applicant and the Department for Communal and Inspection Affairs (urban construction inspector)
Process of Preparing and Amending Spatial Planning Documentation	<ul style="list-style-type: none"> - Initiative to draft or amend spatial planning documents - Preparation of a decision by the City Assembly on initiating the drafting of the plan - Public procurement and selection of a plan developer - Appointment of the Planning Council - Monitoring the development of the plan in accordance with applicable law (expert consultations, adoption of the Draft Plan, public hearing, obtaining guidelines and approvals) - Decision by the City Assembly on the adoption of the spatial planning document
Process of Responding to Petitions Submitted to the Mayor's Expert Service	<ul style="list-style-type: none"> - Preparation of responses and collection of evidence relevant to responding to lawsuits, appeals, expert findings in procedures before courts or national authorities within the Department's competence

