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# Anticorruption Strategic Plan

**for Curing and Preventing Corruption through Increased  
Transparency and Strengthened Integrity, Accountability and  
Efficiency in Local Government of Zenica 2013 - 2016**



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## Introduction

This *Anticorruption Strategic Plan* is elaborated within the project “Cities without Corruption – Cities with Future”, which is a part of a regional program supported by World Bank and Austrian Government, and implemented by World Bank Institute and Foundation Partners for Local Development. Proffs Consulting Ltd. implements this project in Bosnia and Herzegovina. The objective of the project is to cure and prevent corruption in the local government of Zenica and to strengthen organizational integrity and trust of citizens in the public management.

Anticorruption Strategic Plan is a result of participatory and strategic change process implemented in the period May-June 2012 applying innovative and practical anticorruption methodology in which leaders/representatives took part of 13 Municipal Departments, 10 Public Enterprises and 6 Public Institutions and the members of 6 working groups. A number of project activities were organized on which this Strategic Plan is based: Workshop for Leaders, General Diagnosis, In-Depth Diagnosis, Training for Leaders on Staff Development, Qualitative Interviews with the Private Sector, Survey on Motivation, Transparency and Integrity and Strategic Planning Workshop.

## Vision

The vision of the local government of Zenica represents desired future of a healthy organization, which operates in Zenica, a city without corruption, city with future. It is formulated in the workshop for leaders on 12-13 June 2012, and reaffirmed in the strategic planning workshop on 27-28 November 2012 in Zenica.

Local Government of Zenica promotes core values of rule of law, social justice, non-discrimination and healthy environment. We are a transparent, service-minded and open organization towards all citizens. We promote and stimulate innovations, creativity and citizens' engagement, life-long learning, and support entrepreneurship and economic activities that create new jobs. We invest into professional development of our staff and nourish the culture of dialog, accountability and mutual respect in the work place.

## General objective

The general objective of the Anticorruption Strategic Plan is to cure and prevent corruption in work and activities of local government of Zenica through increased integrity, efficiency and accountability, and increased trust of citizens in the governmental institutions.

## Strategic objectives

1. Increase transparency, accountability and efficiency in the work and activities of Zenica Local Government
2. Develop mechanisms to prevent and limit the possibilities to misuse the official position for personal gain
3. Reduce discretion and ensure equal treatment of all clients in the decision-making process
4. Establish a modern and functional system for human resource management aimed at improving motivation and effectiveness in work
5. Improve the system of public property management
6. Increase transparency and efficiency in the public procurement process.

## Anticorruption Strategic Plan

for Curing and Preventing Corruption through Increased Transparency and Strengthened Integrity, Accountability and Efficiency in Local Government of Zenica 2013 - 2016

<b>Strategic objective 1: Increase transparency, accountability and efficiency in the work and activities of Zenica Local Government</b>	
1.1.	Ensure access to correct, clear and complete information on rules, procedures, deadlines, requirements etc. provided by the competent employees through optimal use of current resources such as official website, gazette and information desk
1.2.	Introduce e-services in 6 areas identified as vulnerable to corruption so as to ensure the possibility for clients to electronically submit requests, follow the administrative cases, access certain documents etc.
1.3.	Publish information about all decisions and undertaken activities in the Local Government of Zenica through website and other communication channels such as printed and electronic media, TV, radio etc.
1.4.	Simplify and shorten administrative rules and procedures
1.5.	Establish system for feedback that give the clients/users the possibility to express their (dis)satisfaction and opinions about received services
1.6.	Train the staff in public communication, development of information materials and the preparation of the information for the website , quality assurance so as to ensure service-orientation of the staff towards clients and high quality of provided services.
1.7.	Continuously monitor and record the collection of funds
1.8.	Consolidate all departments wherever possible for better effectiveness
<b>Strategic objective 2: Develop mechanisms to prevent and limit the possibilities to misuse the official position for personal gain</b>	
2.1.	Establish continuous internal and external control of performance, received and resolved cases
2.2.	Develop Ethical Code for public servants with clear definitions and rules about what are the corrupt activities, and inform and train all employees about it
2.3.	Develop a system of punishment in case corrupt activity take place
2.4.	Develop mechanisms for whistle-blowers to report on corruption by establishing phone lines and mail boxes, record these reports and undertake adequate measures
<b>Strategic objective 3: Reduce discretion and ensure equal treatment of all clients in the decision-making process</b>	

3.1.	Analyse and identify procedures in 6 areas vulnerable to corruption from discretion angle, and define which measures to undertake so as to reduce discretion
3.2.	Introduce Board consisting of Mayor and Assistant Mayor for better cooperation, effectiveness and ensuring same quality standards in practice
3.3.	Improve internal communication between municipal departments, public enterprises and public institutions
3.4.	Initiate changes and amendments of Book of internal organization of municipal departments
3.5.	Standardize working tasks by adopting Instruction
3.6.	Train the staff on how to equalize treatment and practice in inspectional supervision
3.7.	Strengthen team work, information exchange and cooperation between departments
<b>Strategic objective 4: Establish a modern and functional system for human resource management aimed at improving motivation and effectiveness in work</b>	
4.1.	Conduct organizational analysis aimed at (1) improving organizational structure, (2) defining objectives and performance indicators for each department, (3) internal reassignment of employees according to the needs and competences.
4.2.	Revise job descriptions so as to clearly define responsibilities and individual performance indicators related to the work quality and results
4.3.	Develop and establish evaluation system on effectiveness in work so as to measure performance
4.4.	Develop stimulating awarding system of the staff according to achieved results
4.5.	Ensure effective application of current regulations, and initiate changes and amendments of Staff regulations in accordance to the law
4.6.	Develop system for professional development and training of all staff, based on annual needs analysis so as to ensure continuous development of knowledge and skills leaders and other public servants and Councilors through trainings, education and experience exchange with other local governments in the country and beyond
4.7.	Use office premises more effectively and acquire new office and IT equipment, and introduce the use of new communication and communication technologies
4.8.	Improve working conditions of employees by air-conditioning, improved motor fleet etc.
4.9.	Ensure needed resources for HRM in the budget

<b>Strategic objective 5: Improve the system of public property management</b>	
5.1.	Establish updated register for all departments dealing with public property and the way it is used and disposed of such as apartments, business premises, agricultural lands etc.
5.2.	Establish unified data base for all public property
5.3.	Ensure consistent application of all laws and bylaws which regulate the issue of public property
5.4.	Ensure timely reaction of relevant authorities in all cases of illegal use of public property
5.5.	Establish unified criteria for allocation and sale of public property
<b>Strategic objective 6: Increase transparency and efficiency in the public procurement process</b>	
6.1.	Adopt internal acts such as Public Procurement Regulations and Regulations on Direct Agreement
6.2.	Establish independent Control body
6.3.	Establish system of continuous professional development and training for public servants working with public procurement
6.4.	Improve internal planning system by introducing annual determination of priorities and public procurement plan
6.5.	Introduce obligatory publishing of public procurement calls on the municipal website
6.6.	Establish unified annual procurement plan
6.7.	Establish a Section on public procurement in the municipality

