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TRANSPARENTNOST

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Kikinda

A WINNING TEAM

The most objective and most relevant evaluation of the work of municipal authorities is that made by their own public. With this in mind, public research agency Strategic Marketing was engaged under this program to conduct surveys in all three municipalities - one at the beginning of the program and another at the end. The aim was to see how the people themselves graded the reforms being carried out by the municipal authorities under the program. Let's see how the residents of Kikinda rated their municipality's work in November, 2000, and how they rated it in June, 2001.

November, 2000 - A hundred per cent of those polled said they would like to complete all their business with the municipality indirectly, in other words they would prefer not to have to attend the office personally. By comparison with the other two municipalities (Niš and Čukarica), the Kikinda people were the least satisfied with the work of their local government. Most objections concerned the sluggish pace of the public servants while the pub-

lic servants themselves complained about their poor working conditions and inadequate computerisation, rather than salaries.

June, 2001 - Compared to the residents of the other two cities, the people of Kikinda are now the most satisfied with the work of their municipality. A Strategic Marketing researcher recorded the following impressions during his visit to the municipal offices:

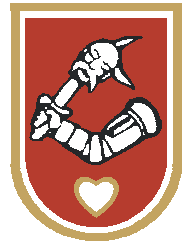
Facilities: Computers dominate the offices. Pleasant atmosphere - crowds in only two or three places in the municipality. The first impression is positive, quiet, clean and tidy.

Procedures: The public servants are attempting to give as clear instructions as possible for complex procedures.

Crowd: Moderate, waiting time of between ten and thirty minutes.

Civil servants: Kind and pleasant, patient in giving instructions and information.

Conclusion: Courteous, fast and efficient civil servants not only provide higher quality services to the public; by operating in this way they eliminate the grounds for asking for a bribe. This leads to a clear conclusion on the striking anti-corruption character of the reforms carried out in the past year by the senior officials of Kikinda.



New Belgrade joined late in the program, after the democratic changes in Serbia, along with eleven other municipalities, as an observer. The observer municipalities were given the opportunity to take part in workshop activities but were not given any technical assistance because, having joined after the beginning of the program, no financial resources had been set aside for them.

The representatives of the New Belgrade municipality joined the program during the second workshop and, to the very end of the program, led the other observers in terms of commitment and initiative. Although no funding had been secured for the implementing of activities aimed at improving communication with the public, the municipal authorities came up with funds themselves and created a complete system for information and for communication with the public. (see details on page 6). "A Guide to the Municipal Administration" was published with the financial as-

New Belgrade

STAR ROOKIE

sistance of Transparency International Serbia and the European Movement in Serbia, as an imitative of the head of the Municipal Assembly, Mr Zeljko Ožegović.

The ambition and energy expressed by the new municipal authorities of New Belgrade to change the inherited catastrophic situation in the municipality is best shown by the impressive list of activities organised over the past twelve months (Municipal Assembly Bulletin No. 326. We have selected the following as examples:

- Removal of illegally built facilities.
- A range of activities to establish communal order.
- Renovation of infrastructure.
- Establishing multiple channels of two-way communication with the public.

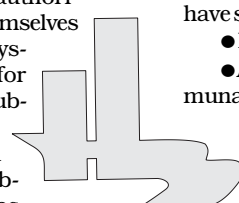
● An increase in employee salaries, followed by an increase in work responsibilities.

● Rationalisation of budget expenses, primarily through more efficient control of expenditure.

● Terminating contracts with former suppliers and introducing a system of public tendering for public procurement.

In addition to the bulletin, more detailed information on the New Belgrade municipality and the work of the local authorities may be found on the Web site <http://www.novibeograd.org.yu>.

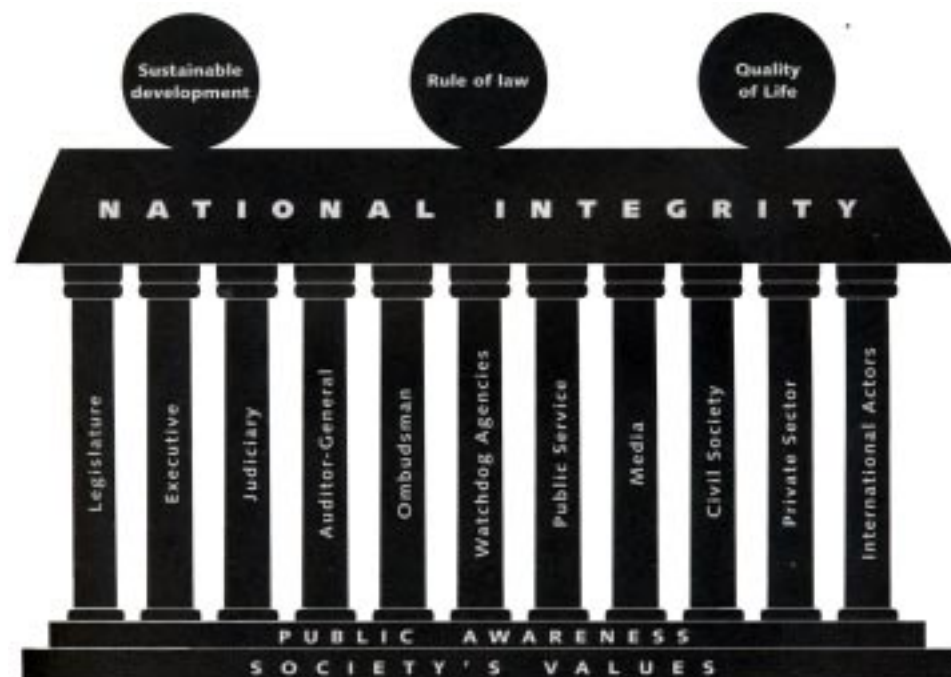
Conclusion: The final grading on the work of municipal authorities is always given by the public themselves. In an October poll, 86 per cent of respondents to a questionnaire gave the highest grade of five to the work of the municipality.



NATIONAL INTEGRITY SYSTEM: SERBIA AND YUGOSLAVIA

The national system of fighting corruption - the National Integrity System (NIS) - is an all-encompassing method of fighting corruption in any country that has been formulated by Transparency International, a leading international organisation specialising in fighting corruption. The system consists of eleven "pillars" upon which fighting against corruption rests: the executive and legislative power, the judiciary, the Public Prosecutor's Office, the police, public services, the Auditor General, anti-corruption agencies (commissions), the ombudsman, the media and civil society. An efficient anti-corruption strategy and policy can be defined only after the state of the supporting pillars has been established.

Hence the first step in formulating an all-encompassing anti-corruption strategy is to assess the state of the above-mentioned pillars. Following this, con-



crete measures are defined and deadlines set for the results these measures are expected to produce. Logically enough, the anti-corruption policy will tend to rely on the strongest pillars in the first phase. At the same time, the weaker pil-

lars will gradually be strengthened so that, with time, the burden of fighting corruption could be more evenly distributed.

Assessment studies of the pillars of integrity based on the methodology of Transparency International

have been conducted in 19 countries so far. They have proved to be a good foundation for building efficient national anti-corruption strategies everywhere.

An analysis of the pillars of integrity in Serbia and FR Yugoslavia has been conducted by an independent expert team commissioned by the European Movement in Serbia and Transparency International Serbia.¹ The resulting study consists of two parts.

The first part is a questionnaire in which the experts provided answers to questions formulated on the basis of the Source Book 2000, published by Transparency International. In the second, narrative part, the authors elaborated on the answers provided in the questionnaire (for each of the 11 sectors), highlighting the main findings and giving specific recommendations at the end.

¹ Transparency International Serbia is a collective member of EMinS.

National Integrity System (NIS) elements:

- Objectives
- Activities
- Pillars, i.e. institutions and sectors involved in delivering the NIS

NIS objectives

- Curbing corruption
- Fair and efficient government
- Raising standard of living

NIS activities

- Clear commitment by leaders
- Emphasis on preventing corruption and changing systems, not witch hunts
- Adoption of an efficient national anticorruption strategy and policy
- Reform of legal and administrative procedures
- Implementation of the rule of law

- Ensure adequate salaries for civil servants and political leaders
- Create a partnership between government and all elements of civil society
- Making corruption a "high risk/low profit" undertaking

NIS pillars

- Civil society, public awareness, public participation
- Parliament
- Executive
- Judiciary
- Public service
- "Watchdog" agencies
- Auditor General
- Ombudsman
- Media
- Private sector
- International actors and cooperation

Book

ANATOMY OF CORRUPTION

The book *Anatomy of Corruption* deals with the phenomenon of corruption using contemporary data, both theoretical and empirical.

In his book, author Dr Predrag Jovanović analyses new phenomena which have appeared over the past few years in countries in transition such as that of *capturing the state*. The issue here is a situation in which powerful financial groups "buy" MPs, politicians and even entire parties which then tailor the system and legislation in line with the interests of their backers. This phenomenon was particularly apparent in post-Soviet Russia when a powerful group of financial oligarchs virtually ruled Russia through politicians. This "capture" of

the state happens in those countries whose institutions are weak. It is for this reason that Dr Jovanović points out steps which must be taken in order to avoid the grave fate of some transition countries which have failed to escape the clutches of the mighty financial oligarchies.

Dr Jovanović has devoted a special section of the book to the current process of *privatisation* in this country. In addition to an analysis of the latest Serbian Privatisation Act from the perspective of the opportunities for abuse which it hides, the book also presents the parallel experiences of Montenegro, which clearly indicate where danger lurks and how privatisation should not be carried out.

A considerable part of the book is devoted to a field which has been very little studied in this country but which will become all the more important in the future - *public procurement*. In his book, Dr Jovanović acquaints us with the basic principles on which public procurement must operate in order to conform to European standards. He also presents a detailed description of the ways in which abuse occurs in large investment projects throughout the world, including the experiences of developed countries. At the end of the chapter are listed measures which have proved effective in international practice in combating abuse in tenders and auctions.

Personnel changes to reduce corruption

OPENING UP ON CORRUPTION: CUSTOMS

Personnel reform is the key to the problem of corruption in the work of customs services because better results in fighting organised crime cannot be achieved without good quality people, the director of the Federal Customs Service, Vladan Begović, said at a round table in Belgrade on Corruption in the Customs Service.

The Corruption in the Customs Service round table, held in Belgrade on September 29, 2001, marked the beginning of monthly round tables dedicated to corruption in the customs, health, education, state administration and taxation services departments, organised by Transparency International, the German Friedrich Ebert Foundation and the Centre for Economic Research of the Social Sciences Institute.

"We will have to make a selection, some will be left without jobs, some won't," said Begović, explaining that there were about 1,600 workers in the Customs Service who had been employed without any kind of control, "among whom there are people with rather suspicious qualifications".

"Wherever we try to do something in order to fight crime we face resistance by everyone now, from customs officers, to the police and the public," said Begović, explaining that the most critical point at the moment was the Horgos border crossing, where "the deputy

commander is organising criminal activities".

He described very strong collusion between police and customs officers, with police controlling all border crossings, which means nothing can go unnoticed.

Mr. Begović announced that customs and customs services legislation would be amended over the course of the next six months in association with the World Bank, and that he expected the relaxation of trade conditions for the countries of south-eastern Europe would add considerably to the modernisation of customs service operations.

The director of the Podgorica Centre for Transition, Nebojsa Medojević, sees the solution to the problem in the necessity of introducing the principle of rotating customs officers, reducing the number of customs privileges, modernisation of work methods, increasing the responsibility and authority of customs officers and building public trust in the customs institution. Explaining the principal problems in the work of the Montenegrin customs services, he mentioned that the border crossings were badly equipped, that goods in transit were difficult to control, lack of knowledge and outdated technology in the customs service and rather outdated legislation in the field "which doesn't give customs officers sufficient authority in the fight against organised crime".

Legislation needed on public procurement - and a medical association

OPENING UP ON CORRUPTION: HEALTH DEPARTMENT

A conference on corruption in the Health Department has agreed that, in order to combat the problem, it is necessary to reform the entire health system, adopt legislation on public procurement and establish a medical association. The conference was held in Belgrade on October

27, 2001, organised by Transparency International Serbia, the Friedrich Ebert Foundation and the Centre for Economic Research of the Social Sciences Institute.

The director of the Dr Dragiša Mišović Clinical Centre, Nada Kostić, told the conference that reforms in the health depart-

ment would enable access to all specialists at competitive prices, similar to services available to civilian patients at the Military Medical Academy.

Public procurement legislation would prevent "big-time corruption" in the pro-

continued on page 4

Reform of local government

PUBLIC PROCUREMENT

Public procurement is a field in which corruption is a frequent occurrence, particularly in those states which lack adequate legislation to regulate procedures. Even in situations in which the state has not done its share of the work, a civil society, through non-governmental institutions, can contribute to reducing abuses.

With this aim, the fourth workshop on public procurement was held on June 26, 2001, in Belgrade, organised by Transparency International Serbia and the European Movement in Serbia. Taking part were:

a) An expert team from TI Serbia and the European Movement in Serbia,

b) Mr Jeremy Pope, executive director of Transparency International,

c) Representatives from the three pilot municipalities (Niš, Kikinda and Čukarica) which were included in the project *Building Transparency in Budgeting and Public Procurement in Serbian Municipalities*,

d) Representatives of twelve municipalities, as observers.

In his opening address, Mr Pope emphasised the spread of corruption and the accompanying problems through all countries, both highly developed and underdeveloped, and at all levels, local and national. In many of these countries, local groups or non-governmental organisations are actively working to improve the

situation. Mr Pope used the example of a women's group from Indonesia organised to monitor the construction of a bridge, a case in Ireland where the national branch of Transparency International helped to resolve a conflict between city councils and the local population, and the reform of public procurement procedures in Seoul (South Korea) which also included an Integrity Pact, a document drafted by Transparency International.

From his broad experience, Mr Pope described TI Serbia as the most successful organisation working at the local level in the entire region of south-eastern Europe. He also emphasised that, for other branches of Transparency International throughout the world, the model developed by TI Serbia may serve as an example of successful activities at the local level and the establishment of cooperation with local authorities.

Mr Goran Cetinić presented international models of public procurement procedures. International procedures in this field began to develop during the sixties, when large banks such as the World Bank, the Asian Bank and others began to make major investments. Complex and costly projects called for the definition of adequate standard procedures which were formulated in the form of *international tender procedures*. Major

Jeremy Pope, Executive Director of Transparency International

Mr Jeremy Pope has been a director of Transparency International since 1993. He has been executive director since 1999. Mr Pope has worked as an advisor to a large number of heads of state and governments in the area of defining and implementing anti-corruption strategies at both national and local levels, particularly in African and Central and Eastern European countries.

In addition to his role as executive director of TI, Mr Pope holds the following positions:

- Advisor to the president of the World Bank for the development of an anti-corruption strategy and the bank's internal and external policy.
- Advisor to the World Bank for fighting corruption in the judiciary.
- Advisor to the UN Global Program Against Corruption.
- Advisor to a number of state presidents in the field of fighting corruption.

From 1980 to 1993, Mr Pope was director of the department of legal and constitutional issues at the Commonwealth Secretariat in London.

international institutions such as the World Bank, the European Agency for Reconstruction and others even published books on various procedures such as the *procurement of merchandise*, and the *procurement of services*.

In the discussion which followed, Mrs Verem emphasised the need to define as soon as possible the financial minimum for the calling of tenders. Mr Marko Savić, Transparency International's regional coordinator for Southern Serbia, proposed that the site also offer company presentations: (1) permanent presentations which would give an opportunity to commercialise the site, and (2) occasional presentations, depending on the needs of the particular company.

Mr Alimpić, the mayor of the Čukarica municipality, drew the conclusion that, in order for the project to be a success in the city, it would be necessary to include, in all activities, the Belgrade City Assembly and three large public utilities: the City Transport Company, Belgrade's power plants and the water supply and sewerage system.

OPENING UP ON CORRUPTION: HEALTH DEPARTMENT

from page 3

ess of purchasing medical equipment, said TI Serbia Director Predrag Jovanović. Under current legislation, health institutions sign contracts with suppliers of foreign medicines and equipment; they bill the Health Insurance Bureau which makes payments but has no actual control of the individual contracts signed.

Surgeon Milena Jauković emphasised that petty corruption is widespread.

"There are clinics in which only one or two physicians don't take money. It's a well-known fact in medical circles: corruption exists, even physicians pay money to physicians," said Jauković, adding that bribes were taken by everyone from doormen, through nurses to doctors. One way in which bribery could be fought, she added,

would be to increase the present "outrageously low" salaries.

Jauković also described as a form of corruption the ways in which people secure senior medical officer positions, professorial appointments, doctor of sciences degrees, seats on boards and directorships.

Health Workers Union leader Stevan Đorđević pointed out that the legislation does not provide any real opportunities. In his opinion, corruption would be eliminated by applying the principle "the money available is equal to the rights available".

"Theoretically, the same rights are available as during the time when we lived on foreign donations - Tito's loans - and when Belgrade was the centre of a Yugoslavia with a population of twenty million," added Đorđević.

PUBLIC PROCUREMENT AND BUDGETING REFORM IN SERBIAN MUNICIPALITIES

The main objective of the TASPP project is to increase transparency and to introduce European standards in the area of budgeting and public procurement in the municipalities of Serbia. Through this project, the European Movement in Serbia, together with Transparency International Serbia, which is a collective member of the Movement, wishes to introduce high standards of functioning of local governments.

PROGRAM ACTIVITIES

Phase one of the public procurement and budgeting reform program has encompassed three Serbian municipalities: Niš, Kikinda and Čukarica.

The municipal officials in charge of the reform program attended a seminar on municipal budget planning and alternative sources of municipal budget revenues. The lecture was held by a European Union expert who spoke of the experiences of EU countries as well as the experiences of countries undergoing the process of transition.

The seminar participants were also acquainted with the budget tables made up in accordance with the European standards. The focus was on the form in which the municipal budget is to be presented to foreign partners (donors, creditors or investors) so that it should be accessible to them.

The program encompassed the development of software for budget accounting, which was installed in the budget departments of Čukarica, Kikinda and Niš.

In phase two of the program, a number of municipalities, having expressed their interest in the meantime, joined the project, thus increasing the overall number of participants. The municipalities concerned were divided into six groups on the basis of region:

Group A - the *Belgrade 1* area, comprises the city of Belgrade and the following municipalities: *Čukarica, Zemun and New Belgrade*.

Group B - the *Belgrade 2* area, comprises the following municipalities: *Zvezdara, Voždovac, Savski venac, Grocka and Mladenovac*.

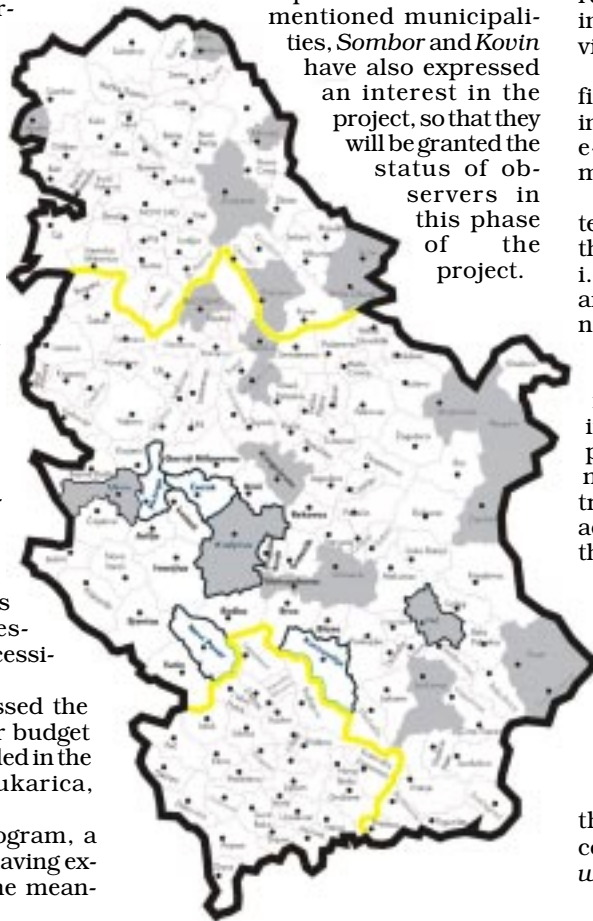
Group C - the *North (Vojvodina)* area, comprises the following municipalities: *Kikinda, Zrenjanin, Vršac, Pančevo, Apatin and Novi Kneževac*.

Group D - the *Centre* area comprises the following municipalities: *Kragujevac, Kraljevo, Užice, Kruševac and Aleksandrovac*.

Group E - the *East* area comprises the following municipalities: *Zaječar, Majdanpek and Negotin*.

Group F - the *South* area comprises the following municipalities: *Niš, Leskovac, Pirot and Dimitrograd*.

Apart from the above-mentioned municipalities, *Sombor* and *Kovin* have also expressed an interest in the project, so that they will be granted the status of observers in this phase of the project.



Municipalities (shaded) included in the program.

REFORM OF PUBLIC PROCUREMENT

The program envisages the linking of the municipalities involved in the project into a common system of public procurement (a closed one, to begin with) via the Internet. In phase one, a software firm will assess the hardware and software capacity of all the municipalities involved for install-

ing an Internet public procurement system. After this, the acquisition of computers and the instalment of software should follow. It is estimated that this phase would last two months.

Following the establishment of an Internet system of public procurement, each municipality would announce its procurement plan for the year, together with a very precisely defined time schedule on the *common public procurement website*.

The site would provide information in connection with current tenders. Interested firms would send in their bids for specific tenders. If a tender should be postponed for some reason or other, information concerning the new deadline would be provided in the site.

Apart from the Web site, interested firms will be able to get information in connection with specific tenders via e-mail, telephone or some other means of communication.

The selection board in charge of a tender would publish its decision on the winner of a tender on the Web site, i.e. publicly, along with a justification and the criteria for selecting the winner.

Such a procedure would make possible and promote joint procurement of goods and services involving a number of interested municipalities; through joint tenders, these municipalities would be able to attract a greater number of bids and achieve the most favourable price on the market.

At a later date, new interested municipalities and firms interested in advertising themselves as buyers on the website would be granted access to the network.

MUNICIPAL BUDGET REFORM

The project envisages supplying the municipalities involved with a computer onto which the *budget software* would be installed within three months of the beginning of the program. The personnel entrusted with budget accounting would be trained to use the software; the program also envisages three-year maintenance of the system.

The program also involves training municipal officials and budget department personnel in presenting their budgets in accordance with an internationally standardised format - the International Accounting Standards. The municipalities will use this

continued on page 6

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format when presenting their budgets to foreign investors and organisations. The seminars will be organised in the regional centres.

The first municipalities to have had similar seminars (Niš, Kikinda and Čukarica) will be in a position to offer advice for solving minor problems in using the budget software.

The program also envisages internal linking of municipal services into a computer network. The budget and the public procurement departments will have priority when it comes to computer linking.

In this way, municipalities would unequivocally show to the public that they spend budget resources in a transparent manner, thus increasing their credibility.

At the same time, the project would make it possible to have better control and assessment of the efficiency of municipal personnel employed with local administrations, especially the financial departments.

EXPECTED RESULTS

Getting the municipalities involved acquainted with the procedures following the EU standards, which should become the standards of all domestic municipalities as well.

The computerisation of municipal budget and public procurement departments.

Enabling the municipal staff to use the budget software and the Internet system of public procurement in an efficient manner.

Creating internal networks of municipal services, as well as a network linking all the municipalities participating in this project.

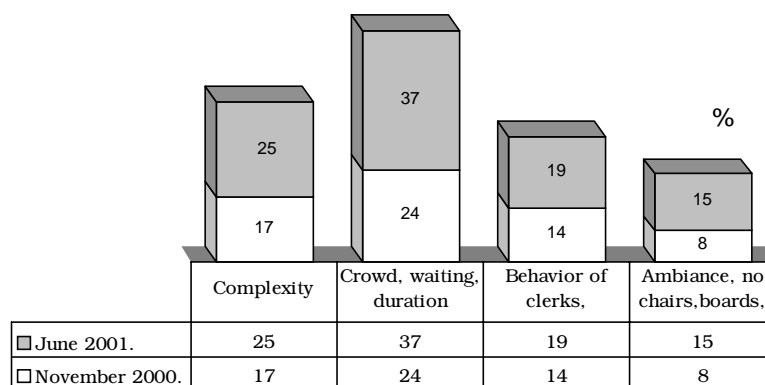
What the public thinks

SURVEY RESULTS: NIŠ,

In June, 2001, the Strategic Marketing public opinion research agency repeated its survey in Niš, Kikinda and Čukarica. The poll encompassed **a)** the public, **b)** employees of companies and organisations and, **c)** municipal public servants in Niš, Kikinda and Čukarica. The aim of the survey was to determine the effect on the functioning of the three local government bodies of the program *Building Transparency in Budgeting and Public Procurement*, and particularly the project *We Choose the Best Municipal Civil Servants*. To this end, respondents were asked identical questions to those which had been asked in the November, 2000, poll at the outset of the program. A parallel comparison of the results indicates the changes noted by respondents in their municipal offices during the implementation of the program.

The greatest problems identified by the public with the work of the local authorities were crowds, long waits and complicated procedures. (Figure 1)

They are bothered the most by the following things in Municipality



On the other hand, the public is most satisfied with the work of the municipal civil servants. The percentage of respondents who made positive comments about the work of municipal civil servants doubled between November, 2000, and June, 2001. (Figure 2).

New Belgrade

GUIDE TO MUNICIPAL ADMINISTRATION

On the initiative of the head of the Municipal Assembly, Željko Ožegović, and in association with Transparency International Serbia and the European Movement in Serbia, the New Belgrade Municipality has published *A Guide to the Municipal Administration*. The guide is intended for residents of New Belgrade and gives detailed information on the documents needed for various services provided by the municipality. The aim was for members of the public to get precise information from the municipality rather than visit the office only for information, thus wasting time and contributing to the crowds in the office. The municipality estimates that more than 3,000 people visit the offices every day. Eighty thousand copies of the guide were printed, enough to deliver a copy to each household in the municipality.

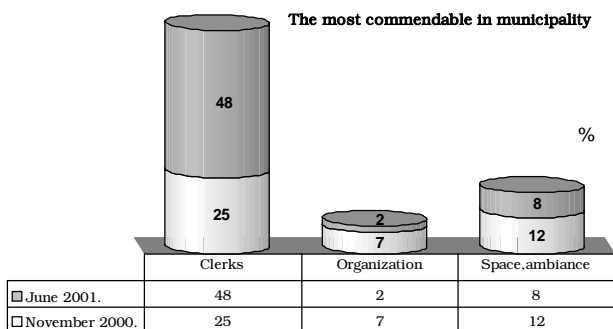
In addition to the guide, the New Belgrade municipality has taken other steps to establish better communications with its residents. Thus, on October 18, 2001, New Belgrade began using the first automated municipi-

pal information system in Belgrade. By dialling the number 3106 800, members of the public may access information on what services are available in which municipalities.

In order to obtain information from the public on how satisfied they are with the work of the municipality and what they expect from it, the New Belgrade municipality began an ongoing survey on October 3, 2001, polling visitors to the municipal offices every day. Every member of the public has the opportunity to complete a questionnaire modelled on the survey conducted as part of the Transparency International Serbia and European Movement in Serbia pilot program in three Serbian municipalities.

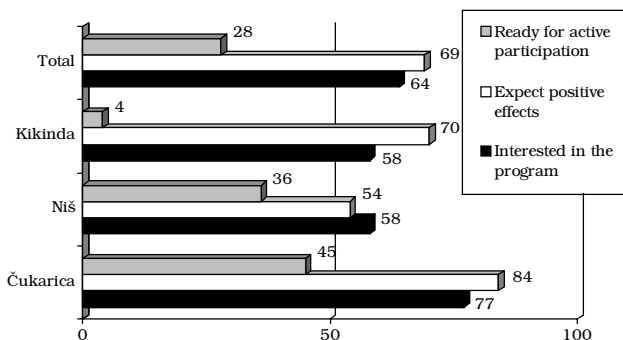
The completed questionnaires are deposited in sealed boxes in the lobby of the municipal offices. Of the nine hundred questionnaires processed by November 7, 2001, 86 per cent of respondents gave the highest grading of 5 to the municipality. Most objections concerned the work of the community and housing services.

KIKINDA, ČUKARICA



Asked to give their opinion on the program *Building Transparency in Budgeting and Public Procurement*, which was being carried out by their municipalities in cooperation with Transparency International Serbia, most respondents indicated that they were interested in the program and expected positive results from it (Figure 3).

On the Program for Increase of Transparency of the Budget and Public Acquisitions carried out by Municipality and Transparency Int.Serbia



Even more strongly supported was the project *We Choose the Best Municipal Civil Servants*. (Figure 4). Four fifths of respondents welcomed this activity (100 per cent in Čukarica). Most of those surveyed (70 per cent) expect the project to lead to improvements in the work of municipal civil servants (In Čukarica, 94 per cent).

The public chooses THE BEST MUNICIPAL CIVIL SERVANT IN NIŠ

The project *We Choose the Best Municipal Civil Servant* culminated in Niš on September 12, 2001, with the announcement of the winner at a press conference attended by representatives of the City of Niš and TI Serbia.

By completing questionnaires, the public had the opportunity to grade the work of 28 civil servants. Based on the results collected from eight hundred questionnaires, the winner was marriage registrar Mirjana Josifović, a senior clerk who scored an average grade of 4.8 out of a possible 5.

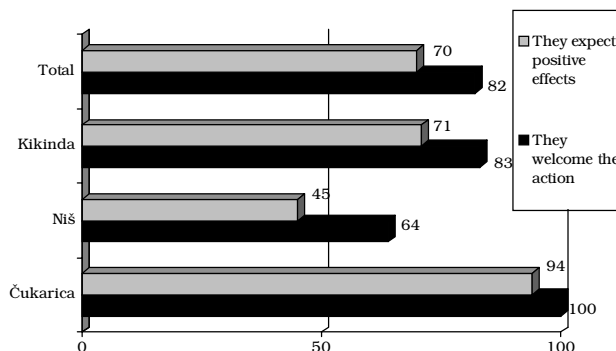
The general opinion of the public on the work of the city administration was divided: 58 per cent of respondents gave positive and 48 per cent negative gradings. Respondents also gave grades for the work of the Serbian Public Revenue administration, although this service does not fall within the jurisdiction of the city authorities. The work of the Serbian Public Revenue Service was given mostly negative gradings by the public (95 per cent negative responses!)

In assessing the work of the city administration, respondents complained most about sluggishness and over-complicated procedures, together with lack of access to information on who and where to turn to and what documents were needed.

Positive comments were made only about the civil servants themselves and their personal effort.

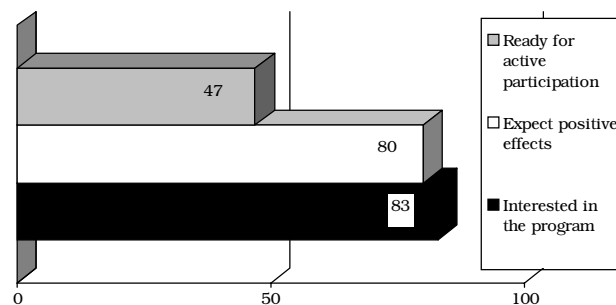


About the action "We are choosing the best clerk in Municipality"



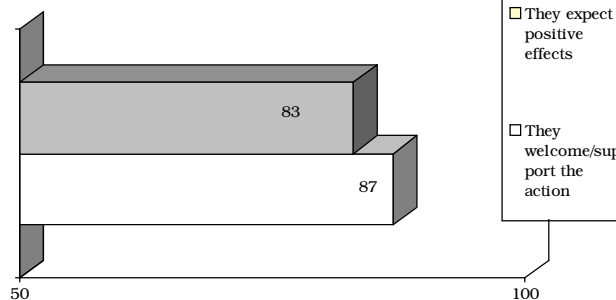
Employees of companies and other organisations were even more positive than the general public. An average four fifths of respondents expected positive changes from *Building Transparency in Budgeting and Public Procurement* and approximately the same number were interested in the program (Figure 5).

On the Program for Increase of Transparency of the Budget and public acquisitions carried out by Municipality and Transparency Int.Serbia



We Choose the Best Municipal Civil Servants was welcomed by 87 per cent of respondents from companies and organisations. Of these, 83 per cent expected positive changes to result from the project. (Figure 6).

On the action "We are Choosing the Best Clerk in Municipality"



PROGRAM: Building Transparency in Budgeting and Public Procurement in Serbian Municipalities

A BEGINNING AND AN END

How it began:

The project entitled *Building Transparency in Budgeting and Public Procurement in Serbian Municipalities* began on November 9, 2000. On this day a press conference was held at the Media Centre at which representatives of Transparency International Serbia, the European Movement in Serbia and representatives of the Niš, Kikinda and Čukarica municipalities revealed the details of various activities and what they expected from them.



Mr Danijel Pantić, Secretary-General of the European Movement in Serbia, Mr Predrag Jovanović, head of Transparency International Serbia, Mr Duško Radaković, head of the Kikinda Municipal Assembly and Mr Zoran Alimpić, the head of the Čukarica Municipal Assembly (left to right).



Regional coordinators: Mrs Indira Verem, regional coordinator for Vojvodina and Mr Marko Savić, regional coordinator for Southern Serbia.

THE RESULTS:

Mr Jeremy Pope, the executive director of TI, described TI Serbia as the most successful organisation working at the local level in the entire region of Central and Eastern Europe. He also emphasised that, for other branches of Transparency International throughout the world, the model developed by TI Serbia may serve as an example of successful activities at the local level and the establishment of cooperation with local authorities.

Mr Pope was particularly impressed by the project *We Choose the Best Municipal Civil Servant* in three pilot municipalities. TI Serbia's experience from this project will also be presented to branches throughout the world as a model for the successful organisation of such activities.

The number of municipalities which have shown interest in joining the program has increased tenfold.

In addition to our work at the local level, we have also been engaged at the national level. At the beginning of this year an evaluation was made of the situation in the general infrastructure for combating corruption in this country along with an assessment of the institutions which are to be the pillars of this fight. The study was based on a questionnaire which had been used in 29 countries of GRECO. (Group of States Against Corruption). This is a group of countries mainly comprising members of the Council of Europe.

An analysis of the so-called "pillars of anti-corruption" in Serbia and Yugoslavia was undertaken in November. This can serve a sound basis in formulating a national strategy for combating corruption.

The analysis was undertaken using the Transparency International methodology which to date has been used for such evaluations in nineteen countries throughout the world.

We also analysed corruption by sectors including the customs service, the health department and education.

The current processes such as privatisation and public procurement which present the greatest opportunities for corruption were subject to careful analysis. These analyses, made in the light of international experiences and recommendations for the prevention of corruption were presented in the form of special publications which were widely distributed.

We also worked on mobilising the public to join the fight against corruption, addressing people through the media and a poster and sticker campaign.

We strove to increase the level of awareness of corruption as a phenomenon and ways of combating it which have proved successful elsewhere in the world and particularly in transition countries which are similar to this. One of these ways was a course in investigative journalism which we organised for young journalists.

AT THE END:

We are grateful to everyone who has worked with us!

Predrag Jovanović
Program Manager