



**CITY OF TREBINJE
DEVELOPMENT STRATEGY
FOR THE PERIOD 2018-2027**

November 2017

Trebinje in 2030:
The most desirable small city
in the Western Balkans

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Sectoral groups:

- for social development
- for economic development
- for environment protection

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2. Introduction

The Development Strategy of Trebinje for the period 2018-2027 represents a key strategic-planning document that guides the development of a local community in three most important aspects: economic, social and environmental. It is a systematic instrument for proactive and responsible management of the local development and it represents a unified, final result of the planning phase, on the one hand, and the main starting point for implementation phase, on the other hand. It defines the strategic focuses and development objectives and plans projects and measures to achieve them.

This Strategic document is prepared with support of the United States Agency for International Development (USAID), within the project RAST (Restoring Accountability and Supporting Transformation (RAST) project.

The main role in the preparation of Trebinje City Development Strategy has had Board for Coordination of Activities, while the Operational working body was performing operational tasks in cooperation with a large number of different stakeholders, such as businessmen, public institutions and NGOs. The citizens were involved in the preparation process through the web-site and public debates.

Enterprise Development Agency **Eda** from Banja Luka (www.edabl.org) is responsible for methodological process of preparation, moderation and quality of documents during the Development Strategy preparation.

3. Methodology for Strategy creation

In preparation of the Development Strategy the Methodology for Integrated Local Development Planning (MiPRO) has been used, recommended to cities and municipalities by the RS Government and Association of Municipalities and Cities of the RS.

This Methodology is based on two basic principles: sustainability and social inclusion, promoting a development model which combines economic prosperity with social inclusion without excessive exploitation of natural resources. Sustainability as a principle integrates economic and environmental aspect, while the social inclusion principle implies equal opportunities for all and equity in terms of identifying needs and interests of marginalized and vulnerable groups of population.

The main features of the Methodology are integrated approach and ensuring participation of the community in the Strategy designing. An integrated approach is achieved horizontally, by aligning goals and interventions in the sectors of economic development, social development and environment protection, and vertically by aligning with higher-levels strategic documents. Participation of the community is provided through: the work of the Board for Coordination of Activities on the preparation of the City of Trebinje Development Strategy and Operational working body, the work of sectoral groups, which have played the key role in creation of sectoral development plans, and an opportunity given to all interested individuals, organizations and institutions to make a comment on the draft of strategic orientation of the City and project proposals, over the website of the City Administration.

The process of creation of Development Strategy took place in the period May-September. It included a series of meetings, mainly workshops of the Board for coordinations of activities, operational working body and sectoral groups, along with consultations via electronic communication and the Internet portal of the City Administration.

4. Strategic platform for Trebinje development (until 2027)

4.1. Socio-economic state analysis

4.1.1. History and identity

Places that have their own history also have specific identity of their own. That identity is never simple and uniform, but multilayered and multifaceted. There are several historical layers in the long and opulent history of Trebinje that have shaped its unique identity.

The earliest human settlements in the area of today's Trebinje date from the Paleolithic. In the ancient times this part of Herzegovina was inhabited by the Illyrians. Numerous archeological sites from this period testify about the strong influence of various nations, especially the Greeks and Romans.

At the summit of our medieval countries, Travunia was a part of the Serbian, afterwards Bosnian state, representing with Hum political-legal precursor of Herzegovina. Economically, trade had started developing, using location and transit advantages of the area that connects Dubrovnik with the interior of the Balkans. Trebinje area exported various agricultural products and imported luxury goods from the coast due to an intensive transit trade between the southern Adriatic and Panonnia. The period of Ottoman rule is characterized by two phases. In the first phase, from 1446 to 1687 (when the Ottoman empire lost Herceg Novi), this area was located in the heart of the territory under Ottoman rule, and the city centre was an ordinary military town. In the second phase, from 1687 to 1878 (when the Congress of Berlin was held), Trebinje became a powerful military centre, the old town Kastel with numerous infrastructure, public and religious facilities was built, and behind the walls of the Old town the first outlines of the future commercial and residential centre of Trebinje were created. During the Austro-Hungarian rule (from 1878 to 1918), Trebinje represented, along with a wider border area, the first-rate strategic space, with numerous military fortifications and barracks, and the very town was a centre of military, public and cultural institutions.

This area was mainly stagnating within the Kingdom of South Slavia, and afterwards in the Kingdom of Yugoslavia, especially in economic terms. After the collapse of the old Yugoslavia, it was a part of the so-called the Independent State of Croatia. The Second World War had left huge consequences in material and human terms, with over 1.300 victims of fascist terror and fighters of the National Liberation War. In the period from 1945-1992 Trebinje was a part of new, federal, socialist Yugoslavia and its Republic of Bosnia and Herzegovina. Based on an intensive development of energy and industrial sector, Trebinje has experienced economic boom, like most other cities.

Trebinje suffered considerable material damage, numerous human casualties and migrations by break up of SFRY and civil wars in B&H. Nowadays the Republic of Srpska is one of two entities of Bosnia and Herzegovina, with a number of characteristics of the regional centre of Eastern Herzegovina.

As it is evident from this short overview, periods of creation, growth and development have alterned with periods of destruction, lagging and stagnation. Difficult and turbulent history has largely contributed to the creation of multi-layered, especially vibrant, spiritually strong and stable character of the people living in this area.

4.1.2. Geographical position and natural features of Trebinje

Geographical position

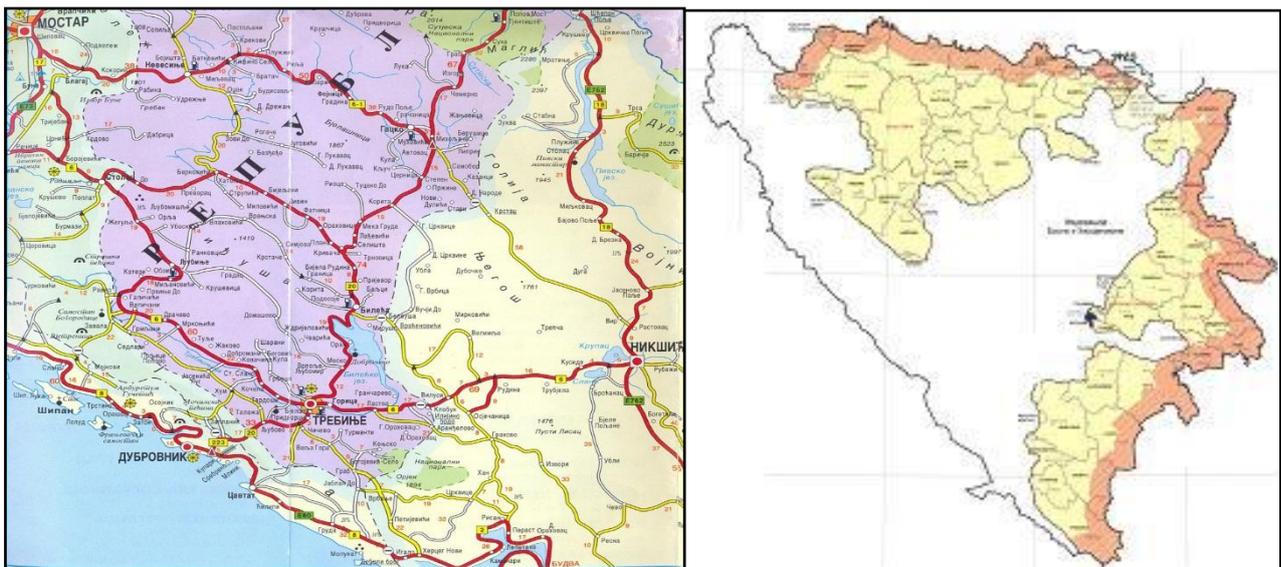
Trebinje is the most southern town of the Republic of Srpska and Bosnia and Herzegovina. The most famous man from Trebinje, Jovan Dučić, considers it the Mediterranean town. It is situated in the valley of the Trebišnjica River, at the foot of mountain Leotar, at the border of three countries- Bosnia and Herzegovina, Montenegro and Croatia. Altitude of urban part of the municipality is about 275 m.

Today the territory of the City of Trebinje covers an area of 904 km², while before 1992 the municipality occupied an area of 1.176 km². 23% of the territory was separated from the municipality Trebinje by the Dayton Peace Accords and formed a new municipality Ravno, a part of the Federation of B&H.

According to the RS General Spatial Plan until 2025, the City of Trebinje represents the primary regional centre of energy-agro-tourist region Trebinje-Foča (around 104.000 inhabitants).

It is located in the southern axis of development of the Republic of Srpska. This development axis goes from Višegrad (secondary regional centre, which is experiencing reaffirmation in terms of tourism development in recent years) over Foča, Gacko, Bileća and ends in Trebinje- city of similar attributes as Višegrad, but larger development capacities and higher rank.

Position of Trebinje (at border of three countries and in the RS)



Position of Trebinje (at border of three countries and in the RS)

Trebinje is located at a significant crossroad, at the border that even in Medieval Period had an extraordinary economic importance because it connected Dubrovnik (Ragusa), as the largest Adriatic commercial hub with the interior of the Balkans. It is 30 km away from Dubrovnik, 38 km from Herceg Novi, 70 km from Nikšić, 115 km from Mostar, 120 km from Podgorica, 230 km from Sarajevo, 360 km from Banja Luka and 480 km from Belgrade. It is 40 km away from the port Zelenika, 120 km from the port Ploče and 152 km away from the port Bar. The most important road routes are Belgrade-Dubrovnik and Mostar-Podgorica. The nearest airports are Čilipi (about 40 km), Tivat (60 km) and Mostar (115 km).

The RS Spatial Plan until 2025, envisages the construction of an airport Trebinje, on location Dubrave-Zubci, with the aim of strengthening accessibility of Trebinje region.

It is also planned the construction of the Adriatic-Ionian highway, which will connect the Northern Adriatic (Trieste) with Southern Greece (Kalamata), extending over the western coast of the Balkan

Peninsula. A detailed route is not yet known, and whether the highway will pass through the Republic of Srpska, i.e. territory of Trebinje.

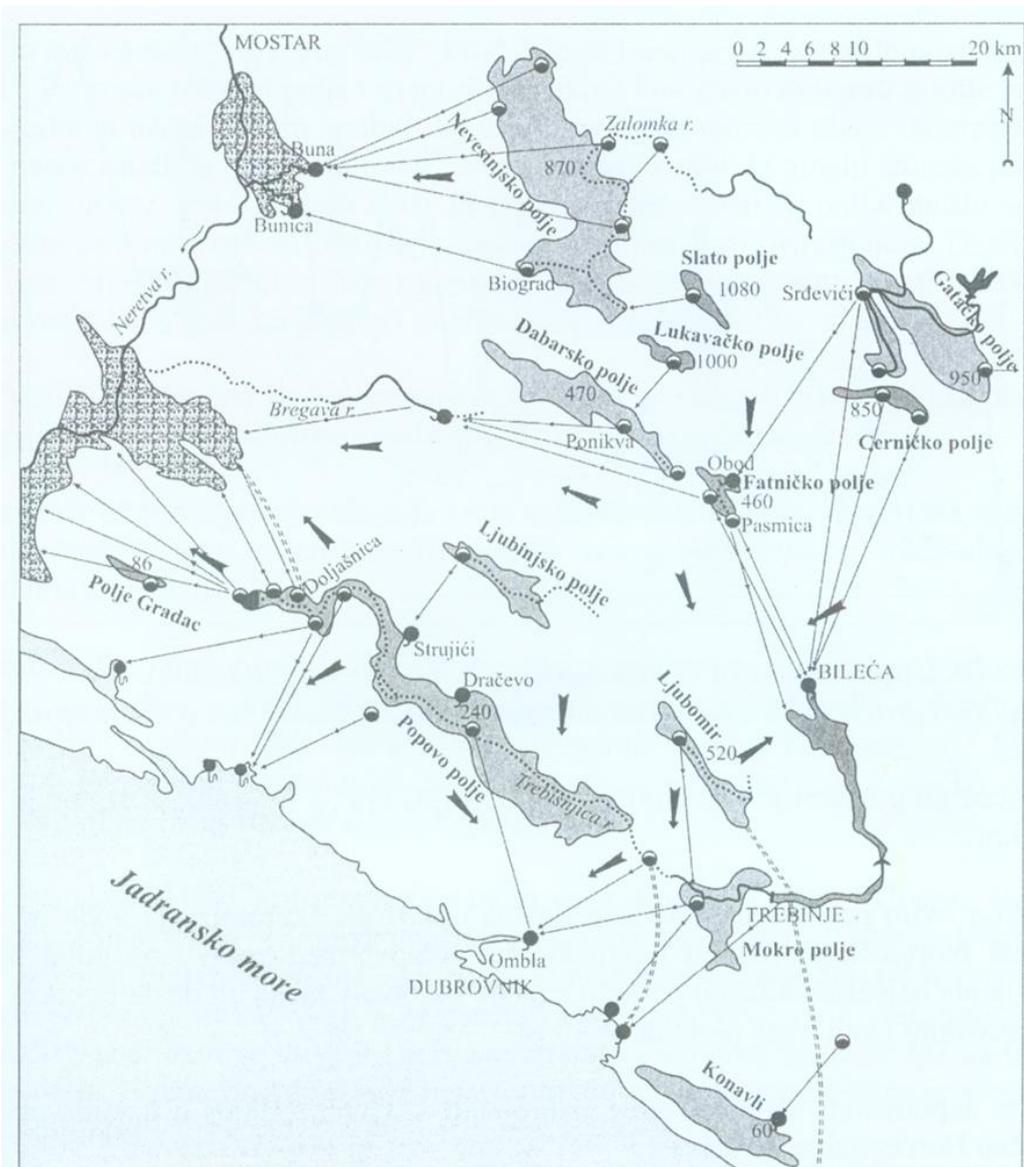
Natural features

Geographical position and relief of Trebinje have caused the development of **special climatic characteristics** suitable for agricultural production and life in general. The wider City area is characterized by two basic climate types: Mediterranean and highland (slight variant of humid continental climate). The variant of Mediterranean and humid continental climate is typical for the greater part of the municipal area. It is characterized by very long, hot and dry summers and mild, short and rainy winters. An average annual air temperature is around 14,5° C, while average annual precipitation is from 1.600 to 2.800 mm. The City territory is characterized by an abundance of heat with 260 sunny days annually and mild but wet winters. Highland humid continental climate of this area is actually modified Mediterranean climate with mild variants of humid continental and mountain climate, and it covers a smaller part of the municipal territory situated 400 m above sea level (slightly cooler winters and fresher summers).

Due to its climatic conditions and abundance of precipitation, the area of Trebinje is one of **the richest water areas** in the Balkans and Europe. The largest water resource represent a catchment area of the Trebišnjica River, which covers 4.457 km² - which has been explored in detail. Water, as a primary natural resource of this area, is now used multipurpose: to supply population with water, for energy facilities and electricity generation, industrial and service activities, as well as for quality irrigation of karst fields and fertile soil of the Trebišnjica River valley.

The catchment area of the Trebišnjica River provides opportunity for construction of 7 hydro power plants. Until the present time four hydropower plants have been built within the project named "Upper Horizons" (Trebinje 1 and 2, Dubrovnik-Plat and HPP Čapljina). As a part of this project is also planned the construction of another three hydro power plants (HPP Dabar, HPP Bileća and HPP Nevesinje).

Due to heavy precipitation and complex geological structure (karst), the territory of Trebinje is characterized by distinctive hydrologic properties, manifested through a dominant ground circulation of water. The ground circulation of water is caused by a large hydraulic gradient of descent, stretching of the Dinaric layers northwest-southeast and tectonic disturbances. Groundwaters come to the territory of Trebinje mainly in concentrated ground flows, from the karst fields situated at higher altitude (Gatačko, Fatničko, Cerničko polje, etc.). Because of partial layers of impermeable flysch, ground waters emerge in form of springs and estavels in the northern edges of field. After their short surface flow along the field surface, these watercourses plunge again, due to contact with permable limestone.



Surface watercourses and ground hydrological connections in the karst of Eastern Herzegovina

Groundwaters interflow in two directions: towards the Neretva River and the Adriatic sea. Ground waters of northwestern Popovo polje drainage towards the Neretva River by swallow holes (ponors): Ponikva, Crnulja, Doljašnica, Lisac, and Kaluđerov Ponor. To the southeast is a zone of water parting, which means that one part of these waters flows towards the valley of the Neretva River and the other towards the Adriatic sea. In this zone are the following swallow holes (ponors): Provalija, Bandera and Velja Međa. The southeastern swallow holes (ponors) interflow towards the Adriatic sea.

The Trebišnjica River represents the most striking hydrological phenomena. It is one of the longest sinking rivers in the world with a length of 326 km. It flows from the Dobra voda spring on Čemerno to the mouth of the Rijeka Dubrovačka up to the Adriatic sea and the mouth of the Krupa river to the Neretva River. On its flow the Trebišnjica River plunges and emerges many times. Since people in the past were not aware of the fact that it is just one watercourse, they used to give it other names each time it emerged: Vrba, Mušnica, Ključka rijeka, Rijeka Dubrovačka.

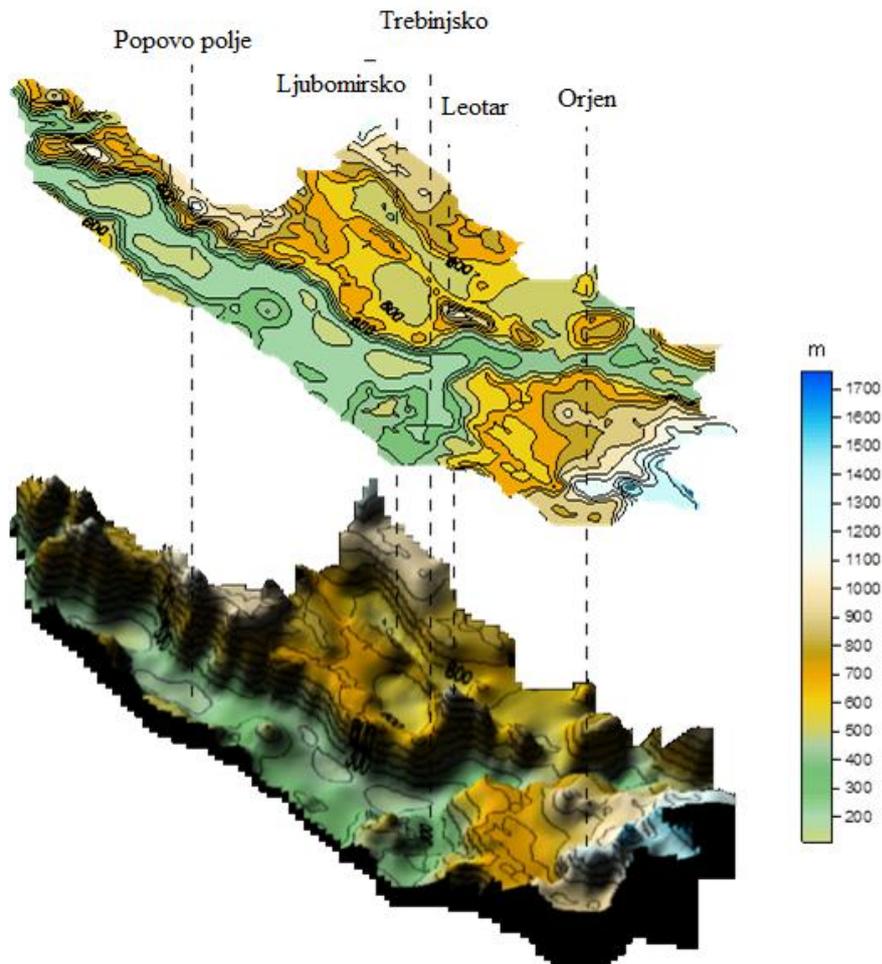
In geomorphological terms, the territory of Trebinje City belongs to karst area. It is rich in surface and ground types of karst forms. Characteristic relief is reflected through barren rocky areas and scarce vegetation. During their work on physical-geographical regionalization of Eastern Herzegovina, R. Gnjato and Z. Jeftić (1989) divided this area into Humine and Rudine.

Humine is an area of modified Mediterranean features, altitude 400 m. It covers a region southwest and south of Bjelašnica and Leotar mountains. Humine, in a broad sense, consists of Popovo polje (along with Šuma and Lug), Trebinjsko-Petrovo polje, the upper part of the Trebišnjica valley with Sušica, as well as high parts of Orjen mountain, dominated by modified Mediterranean climate. The most striking surface karst form is Popovo polje in Trebinje's Humine. It is a karst field of Dinaric direction (northwest-southeast), of the total length of 43 km and area 185 km², whose altitude does not exceed 250 m. The flat bottom is covered by the most recent alluvial deposits, (making it fertile), whose thickness varies from a few centimeters in the upper part of the field, up to several meters in the lowest part of the field.



Karst Popovo polje, Trebinje's Humine

Popovo polje in a broader sense includes Lug and Šuma. Lug is located between Popovo polje in the narrow sense and Šuma in the south-east. Due to periodic flooding of the Trebišnjica River, the surface is partially alluvial. Šuma is located further to the south-east, has no alluvial deposit and is much rockier with numerous swallow holes. Its altitude does not exceed 275 m.



Relief of Trebinje City

Trebinjsko, Petrovo and Mokro polje, as well as one part of Trebinje below Podgljivlje and Gorica are located in the east of Popovo polje. The altitude is from 268-275 m.

The upper valley of the Trebišnjica River is located in the east of Trebinje polje. Lj. Mihić describes it as an erosive formation created by the intersection of the river flow into the wing and vertex of the Lastva anticline, after its ravineous breakthrough the Jurassic limestones of Kosijerovo. Today it is largely flooded by waters of Trebinje and Bileća lake. In the east of the Trebišnjica River's bend, towards Bileća lake, there is a spacious erosive valley made by the Sušica River and its tributaries. The valley is located at an altitude of 289-335 m, its length is around 12 km, and width in range of 1,5-2,5 km. The Trebišnjica River is amphiteatrically closed on the east, in Nudo. It is surrounded by attractive steep canyon sides.

Northwest part of Orjen stands out within the area of modified Mediterranean features (Humina). This is a part of Orjen with Dinaric tectonic features and stretching northwest-southeast. It is manifested by a series of small flattened areas, covered with deposits mixed with loose soil, mutually separated by mountain peaks. Going northwest, the area takes the form of a relatively flattened terrain, slightly inclined towards the ravines of the Trebišnjica River tributaries.

Trebinjske Rudine covers the area in the north of Bjelašnica and Leotar mountain ranges, with altitudes over 400m. These mountains stretch in the Dinaric direction (northwest-southeast). While Bjelašnica and Viduša mountains have steep southern slopes, flattened crest and mild northern slopes, Leotar mountain is substantially inaccessible mountain with steep southern and northern slopes, as well as with a sharp crest. The impressive karst form is Ljubomirsko polje, a karst depression on the southern slopes of Viduša mountain. Ljubomirsko polje stretches in the Dinaric direction, length 12 km, width

around 1,3 km and the total area of 8 km². It is located at an altitude of 520-550 m and partially covered by alluvial deposits, due to occasional flooding of periodic flows of Zmijanca and Brova.

Ore reserves and mineral resources

There are considerable reserves of quality building stone at 15 sites along the Trebišnjica River valley, by the edge of karst fields.

Siga (decorative stone) is a rare type of a building stone that has aesthetic values in construction of buildings. It can be found at more sites along the valley of the Sušica river-left tributary of the Trebišnjica River (Lastva-Jazina).

Limestone breccia can be found at the site of the Turkish quarry in Popovo polje, and a high-quality limestone at the site of Lučin do. Limestones found near Bjelošev do and Mišljen are particularly interesting. They are covered with white dots. The Upper Turonian light yellow or white limestones are extremely suitable for exploitation. They are represented at the ridge of Leotar and Turjak mountain up to Svinjska glavica, Bjelašnica and area of Rapti-strač.

Gravel and sand as building materials are located at several sites due to spread of limestone-dolomite rocks. Today, the exploitation is carried out on site of Zubci plateau (Turmenti-and Štirovnik-Bijela Gora) with an estimated finding place of 700ha.

Previous researches have confirmed sites of small quantities of bauxite and bitumen in the southern and southeastern slopes of Viduša mountain and in the area of Sjenokosa (Konjsko), without any major significance and justification for exploitation.

Trebinje is a Mediterranean city at the border of three countries B&H, Croatia and Montenegro and in the vicinity of most important tourist destinations: Dubrovnik and Herceg Novi. It is located on the road Belgrade-Dubrovnik/Herceg Novi, and through its territory was envisaged the construction of the Adriatic-Ionian highway. The international airport Čilipi in Dubrovnik is 40 km away from Trebinje. It is one of the richest areas with water in Europe, both surface and ground water. Trebinje belongs to the karst area, abundant in surface and ground types of karst forms. Although through Trebinje runs once the largest sinking river in the world its potential is not enough exploited.

4.1.3. Population

According to the Census data, in the area of Trebinje City lived 28.239 inhabitants (9.394 households) in 2013, out of which 51% were women and 49 men. In the urban part of the City live 81% inhabitants¹. The average size of a household is slightly larger than the RS average- 2,99 members per household (2,85 members per household in the Republic of Srpska).

The average population density of 31 inhabitants per km² makes Trebinje one of the least populated municipalities/cities in B&H (average population density in the RS is 48 inhabitants per km²).

The territory of Trebinje is composed of 118 settlements grouped in eighteen local communities: LC Gornje Polje, LC Donje Polje, LC Ložiona, LC Tini, LC Centar, LC Zasad, LC Hrupjela, LC Gorica, LC Lastva, LC Petrovo polje, LC Pridvorci, LC Zubci, LC Veličani, LC Pobrđe, LC Ljubomir, LC Mosko, LC Šuma and LC Površ and LC Poljice Popovo.

In the populated place Trebinje, that includes eight urban local communities (Ložiona, Tini, Gornje Polje, Hrupjela, Donje Polje, Centar, Gorica, and one part of LC Zasad-rural part) lives 22.987 or 81% inhabitants, while in other settlements live just 5.252 inhabitants. In ten other populated places live more than 100 inhabitants, the largest number 632 in settlement Pridvorci. In all other populated settlements live less than 100 inhabitants. Less than ten inhabitants live in even 40 populated places.

Migration balance

The main migration trends in the City of Trebinje were from rural areas to the City before the last war. According to the 1991 Census, Trebinje had 30,996 inhabitants, out of which 69% Serbs, 18% Muslims, 4% Croats, 5% Yugoslavs and 4% others. After the outbreak of the war in 1992, majority of Muslims left Trebinje, while one part of Serbs from the other B&H municipalities moved to Trebinje and thus the ethnic structure of the population in 2013 was as follows: 94% Serbs, 3% Bosnians, 1% Croats and 2% others.

After the Dayton Peace Accords one part of Trebinje municipality belonged to the Federation of B&H, and municipality Ravno was formed, with a Croatian majority.

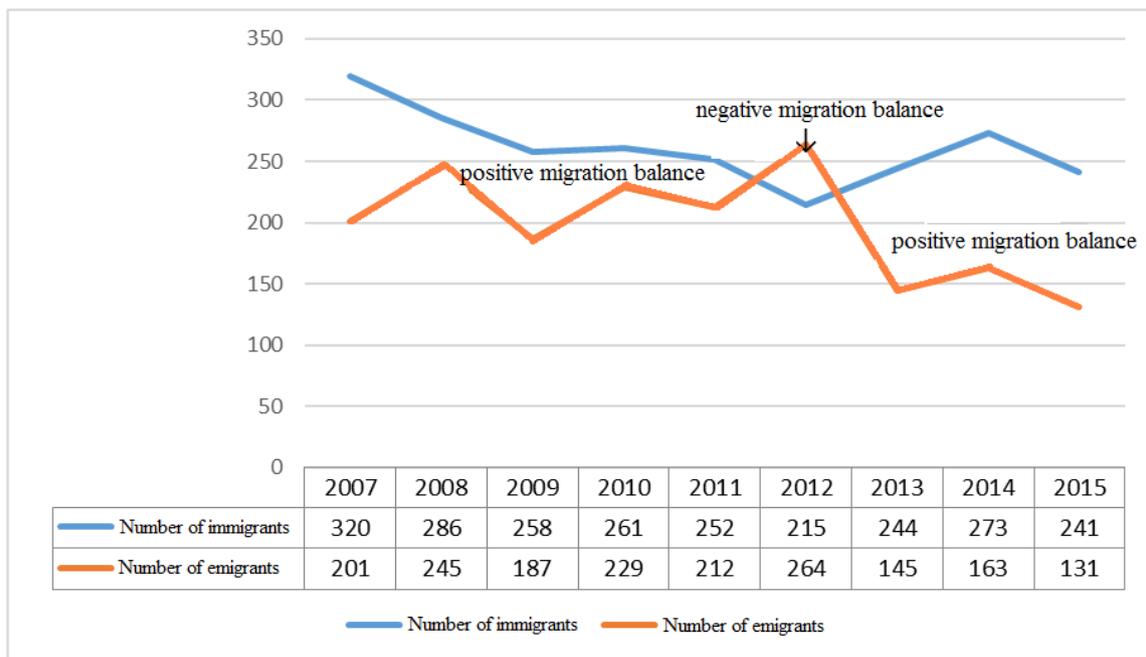
The data from the 2013 Census show that 39% of current inhabitants moved to Trebinje, out of which 15% from other municipalities of the Federation of B&H, 11% from other RS municipalities, 10% from ex-YU Republics and 3% from other countries.

From current population that moved to Trebinje, 30% immigrated before 1991, 30% during the war (in the period 1991-1995), and 35% after 1995 (for 5% of immigrants time of immigration is unknown). Five-year period of population immigration shows an intense settling of population in the post-war period (1996-2000) from municipalities in the Federation of BiH and since then the number of immigrants in the City decreases.

The data on internal migration trends show a greater number of inhabitants moving to Trebinje than the one leaving the city. Apart from 2012, Trebinje is recording a positive migration balance in the period 2007-2015, which in 2015 reached 110 immigrants more than emigrants.

¹ Republic of Srpska Institute of Statistics, 2013 Census

Chart: Internal migration movements for the period 2007-2015



Data source: Statistical yearbook, Republic of Srpska Institute of Statistics

Data on the value of built residential buildings in Trebinje shows intensification of residential construction in recent years. Value of performed works on the construction of residential buildings in 2014 and 2015 was BAM 14,8 million, which is 158% more than the value of flats built or 178% more of built flats in relation to a three-year period from 2011-2013.² Newly built flats are also purchased by non-residents of Trebinje, who flats mainly use seasonally, i.e. more intense in the summer months.

Studying at institutions of higher education and business opportunities outside of Trebinje certainly affect the population migrations, which is difficult to be included in the official data.

Population growth

Data on natural movement of population show continuous negative population growth even from 2002, resulting from the difference between small number of births and relatively large number of the death.

There are no serious analyses of the problem, but high unemployment rate and job insecurity certainly postpone family planning and affect the decision to have children.

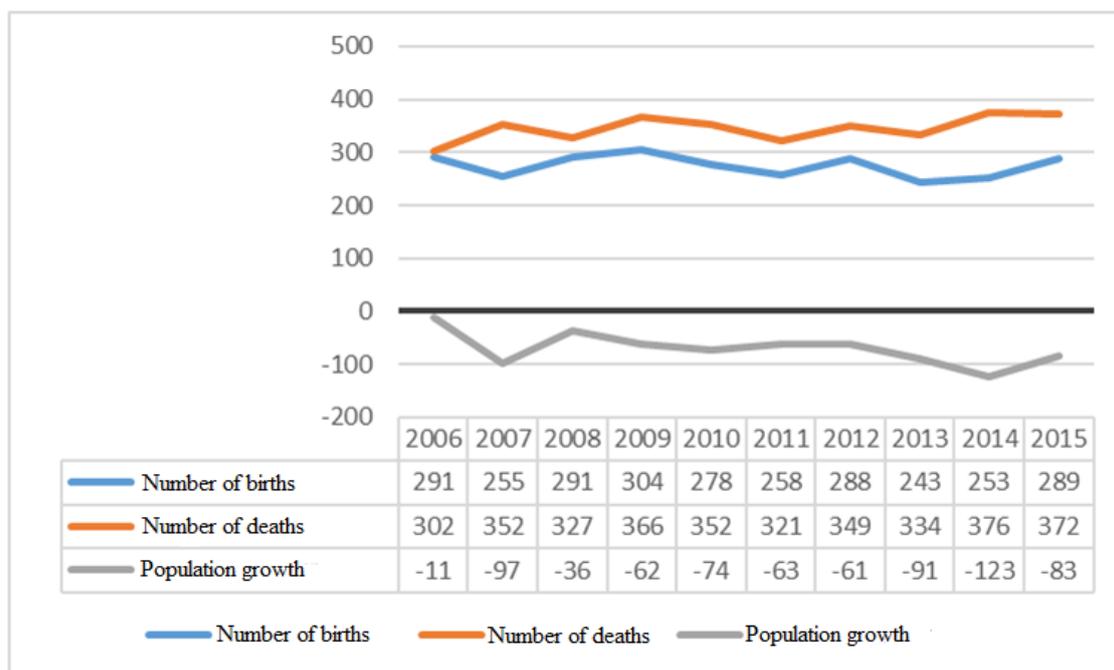
According to the 2013 Census's data on marital status, almost one quarter of people (24%) older than 20 have never get married, out of which more men than women (61%).

Data on females who gave birth show that more than half of females have two children (54%), 16% one child, and 30% of females three or more children. However, the rate of females with three or more children is highest with females over 60 (49% of the total number of females with three and more children), so analyzed by age groups, it can be perceived that small number of females decide to have more than two children.

As a way of special support to large families, but also as a part of pro-natalist policy, children from large families are exempt from kindergarten fees, 36 children in 2015/2016. The City also provides financial aid for newborns.

² Data source: Statistical yearbook 2016, Republic of Srpska Institute of Statistics

Chart: Natural movement of population, 2006 -2015



Data source: Statistical yearbook, Republic of Srpska Institute of Statistics

Population age structure

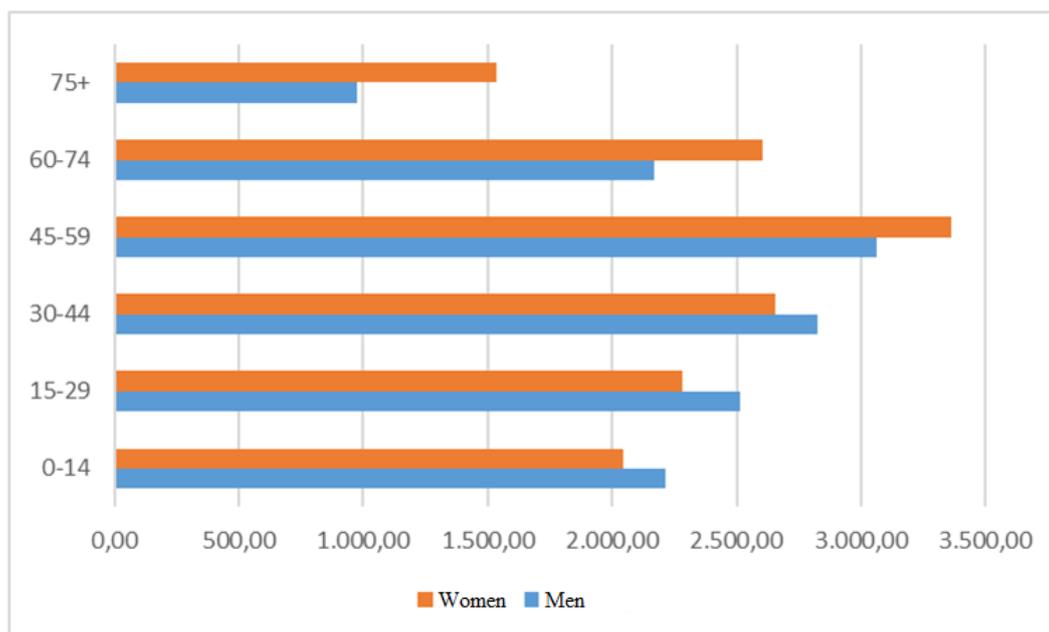
The average age of Trebinje population is slightly above the Republic of Srpska average, mainly due to higher average age of females. It is 42,2 years (males 40,46 and females 43,85), while the average age of the RS population is 41,72 (males 40,33 and females 43,05).

According to the population average number of years, Trebinje occupies 39th position, out of 62 municipalities in the Republic of Srpska. The highest average age is in municipality Kupres 54,58, while the youngest population lives in the municipality of Kotor Varoš, where the average age of the population is 38,43.

Although the percentage of newborn male children is higher, due to specifically higher male mortality (war victims, heart diseases, car accidents, etc) share of females in the population structure of Trebinje is higher (51,3 % of females in Trebinje, 51,2% of females in the Republic of Srpska).

Gender structure of the population by age groups shows that number of younger males who live in Trebinje is higher in relation to the number of younger females (under 45). Number of females is progressively increasing with the increase of age group of population (over 45 years). Reasons lie in the biological predisposition, war events and migration of population, and in the case of Trebinje because mainly male population leaves the City .

Chart: Gender and age structure of population, 2013 y.



Data source: 2013 Census

Share of the population over 60 increased from 15,9% in 1981 and 18,6% in 1991 to 25,8% in 2013, which is not only characteristic of Trebinje, the similar state is in the entire Republic of Srpska (share of those over 60 is 24,6% in the RS). Share of the population over 65 was 18,4% in 2013 in Trebinje, and 17,1% in the RS.

Share of the population under 20 is slightly higher than in the RS (21% live in Trebinje and 20% in the RS).

Trebinje has had negative population growth over the last fifteen years. Young people are leaving in search for appropriate education and business career. Some settlements lost almost entire population.

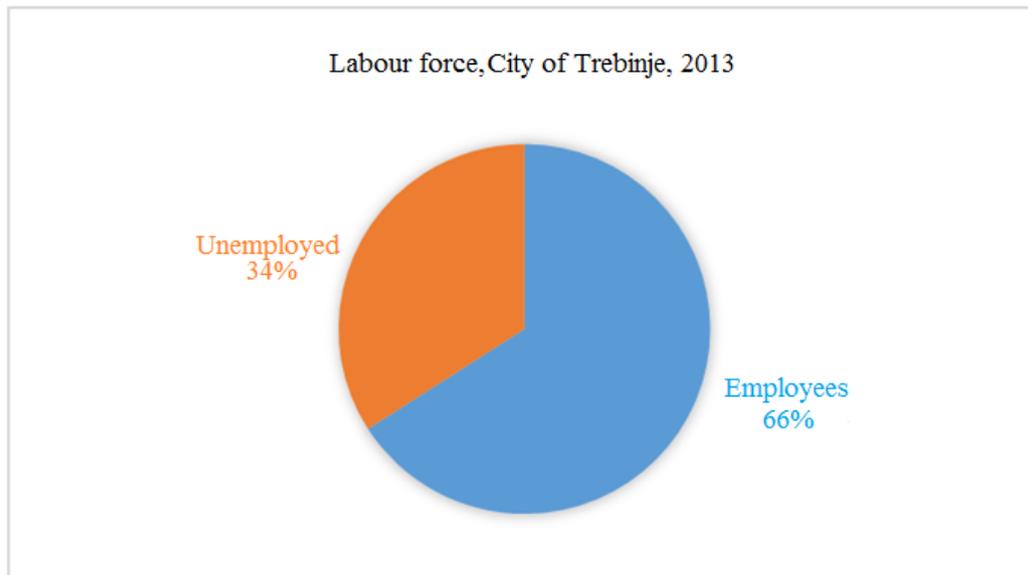
Lack of real education opportunities, professional development and employment is not the main reason for leaving, and with those (who decide to stay) for delaying of family planning and having children. Huge impact also has enormous rise in price of flats (EUROS 1.000 per m²). Therefore, young people have almost no chance to solve fundamental, i.e. housing issue. All causes of the intense demographic aging of Trebinje and population abandonment from Eastern Herzegovina have not been seriously investigated yet, but they certainly affect the social and economic dimension of the city.

One of the most significant and greatest strategic challenges Trebinje (and entire Eastern Herzegovina) is facing is reversing of negative demographic trends into positive ones and ensuring a stable demographic rejuvenation.

4.1.4. Labour market

According to the 2013 Census, Trebinje has 85% of working-age population³. The labour force of Trebinje⁴ is made up of 12.024 inhabitants, or 42,6% of population, which is higher than share of labour force in the population of the Republic of Srpska (40,1%). It consists of 34% of the unemployed (out of which 51% are women) and 66% of employees (out of which 45% are women)⁵.

Chart: Labour force of Trebinje and the Republic of Srpska, 2013



Data source: 2013 Census

Data on educational structure of population show that the population of Trebinje is more educated than the RS average. 20% of Trebinje population over 15 has higher and college education, while on the other hand 11% of the RS population has higher and college education. Only small percentage of the population has no education (1% in Trebinje and 6% in the RS), or has incomplete primary education (5% in Trebinje and 10% in the RS), out of which 84% of older women (over 70).

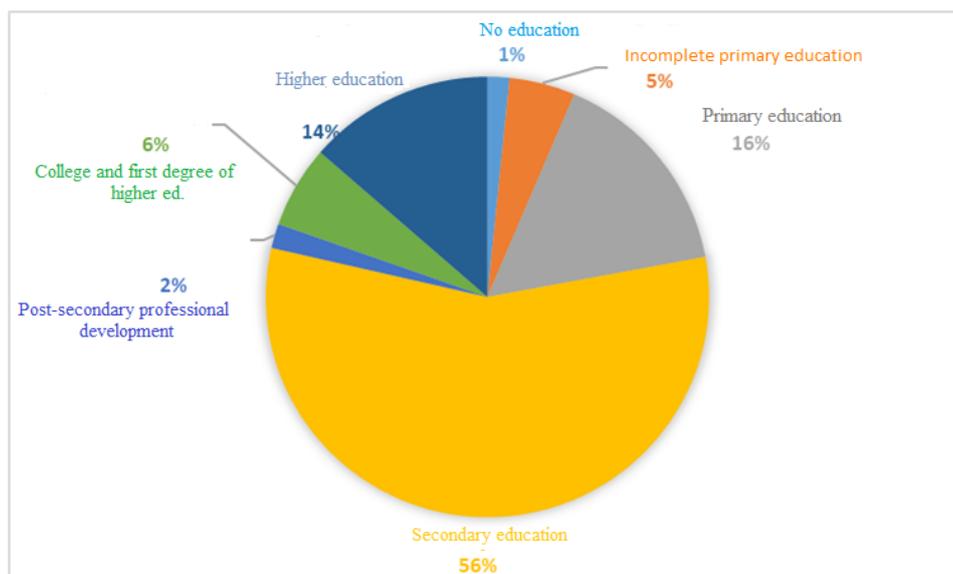
Secondary education (including post-secondary professional development) has 58% of the population over 15 (51% in the RS).

³ Working-age population=labour force+ economically inactive population

⁴ Labour force consists of unemployed and employees

⁵ Data source: 2013 Census

Chart: Educational structure of population aged 15 and over, by highest completed level of education, 2013.

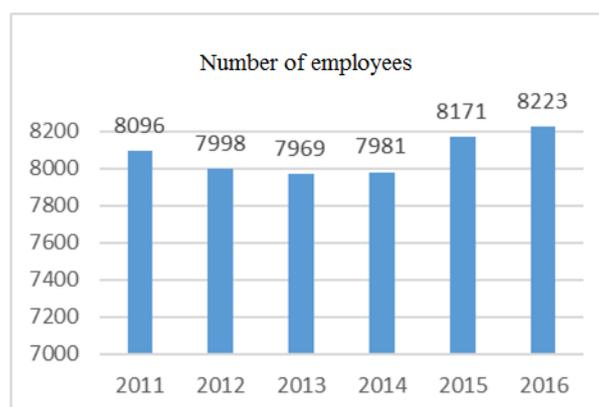


Data source: 2013 Census

Number and structure of employees

The trend of employment fluctuation in the City area shows the increase in the number of formally employed persons in the last four years, that despite reduction in number of employees in 2016 was 8.223 persons in the period 2011-2013, which is 127 more employed people compared to 2011. Out of the total number of employees, female labour force make 44% of employees⁶. Increase in the number of employees is mainly the result of employment of workers in the newly open shopping malls (*Bingo, Konzum, Best*), and the opening of a new production line of confectionery and other products in the company Swisslion Ltd. In 2017 is planned an opening of at least four new hotels in Trebinje, which will certainly affect further increase in employment.

Chart: Number of employees in companies (entrepreneurial stores excluded) for the period 2011-2016



Data source: Information on basic financial performance indicators of Trebinje economy for 2013 and 2016, Department of Economy, according to the RS Tax Administration data

⁶ Information on basic financial performance indicators of Trebinje City economy for 2013 and 2016, Department of Economy, according to RS Tax Administration data

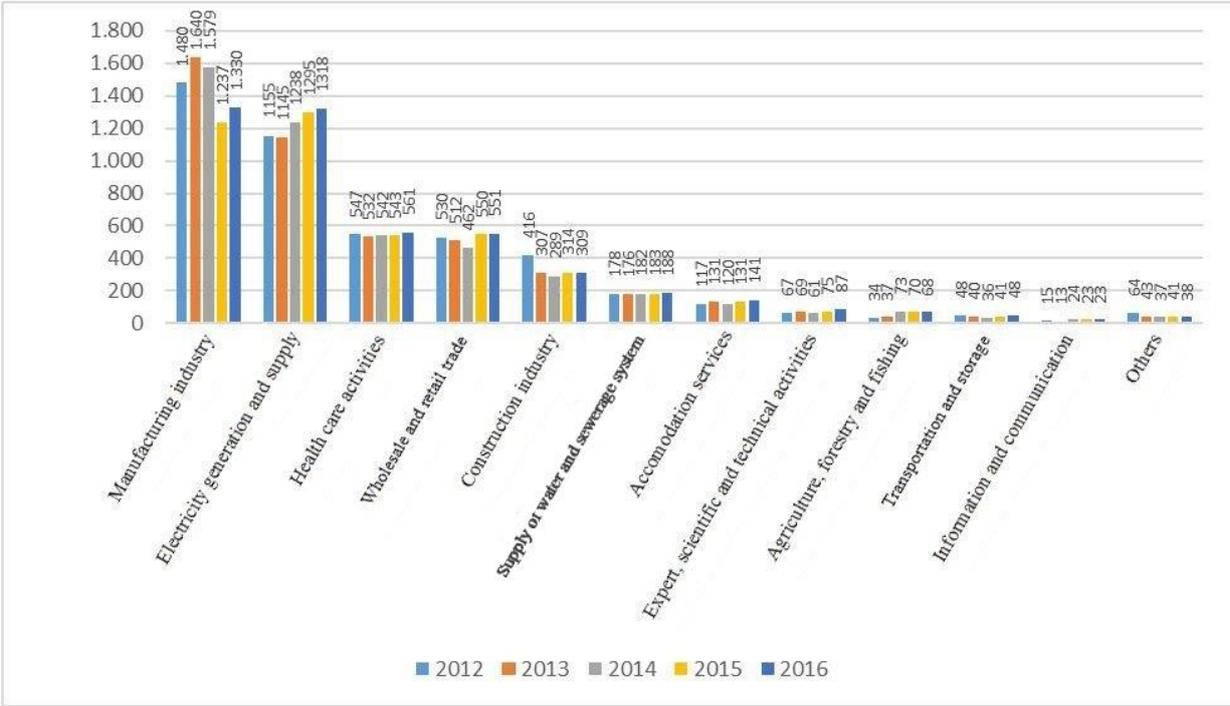
By qualification of employees in 2016 dominate these with secondary school degree (46%), they are followed by employees with university degree (26%) and skilled workers (22%).

Trend of educational structure of employees shows improvement in terms of higher level of education of employees, i.e. increase of percentage of employees with university degree (from 22% in 2011 to 26% in 2016) and the number of employees with secondary school degree (from 43% in 2011 to 46% in 2016), while the percentage of employed skilled workers is decreasing (from 26% in 2011 to 22% in 2016).

Trend of the age structure of employees, despite an increase in employment in the previous period, shows no rejuvenation of the labour force. The number of employees of older age groups (over 50), is increasing from 26,8% in 2011 to 28,1% in 2016, while the number of younger employees (30 and under) is decreasing, from 17,7% in 2011 to 15,7% in 2016.

Trend of employment by employment sector shows employment growth in the sector of electricity generation and reduction in employment in the manufacturing industry. The cause of employment reduction in the manufacturing industry in 2015 is bankrupt of the textile company “Imex International”.

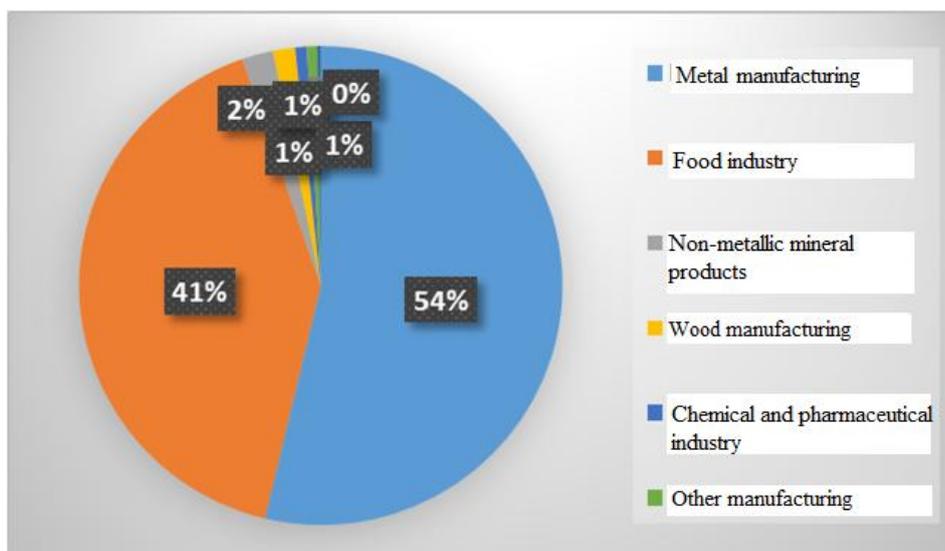
Chart: Number of employees by employment, 2012-2016 (data for legal entities submitting statement of accounts to Intermediary Agency for IT and Financial Services- APIF)



Data source: APIF

Companies in the metal manufacturing sector and food industry employ highest number of workers of the manufacturing industry. In 2016, 54% of them were employed in five metal manufacturing companies and 41% in the food industry .

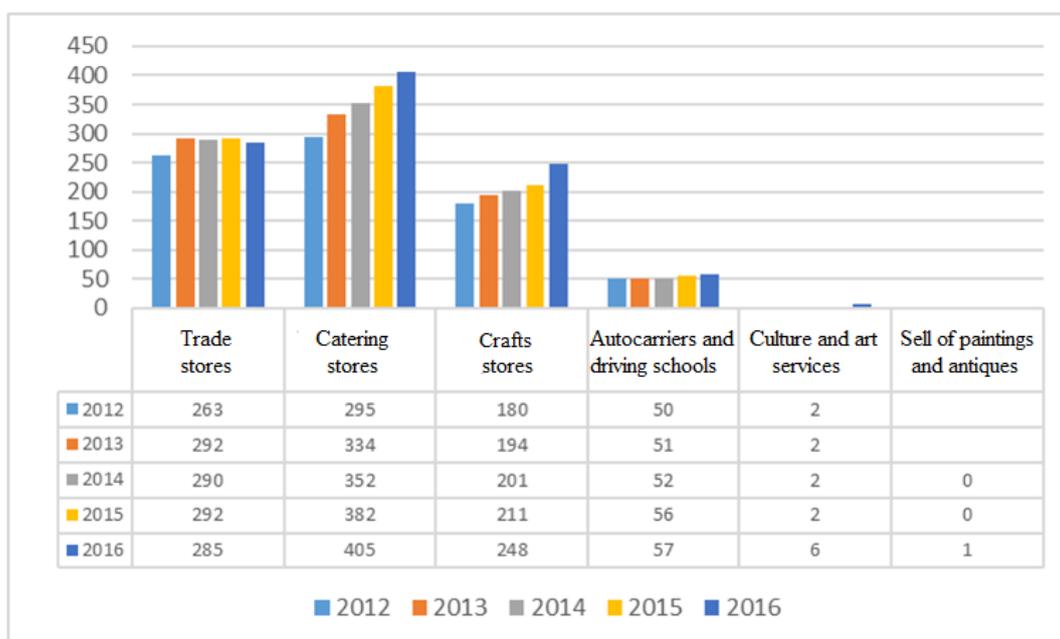
Chart Structure of employment in the manufacturing industry of Trebinje, 2016



TRON Systems data source, according to APIF

The number of employees in entrepreneurial stores is growing, from 790 in 2012 to 1,002 in 2016. The number of employees in catering stores is higher by 37% in 2016 compared to 2012, while number of employees in retail stores is higher by 38% for the same period. The number of employees in trade stores and the number of registered auto carriers and driving schools is staginating.

Chart: Number of employees in entrepreneurial stores, 2012 - 2016



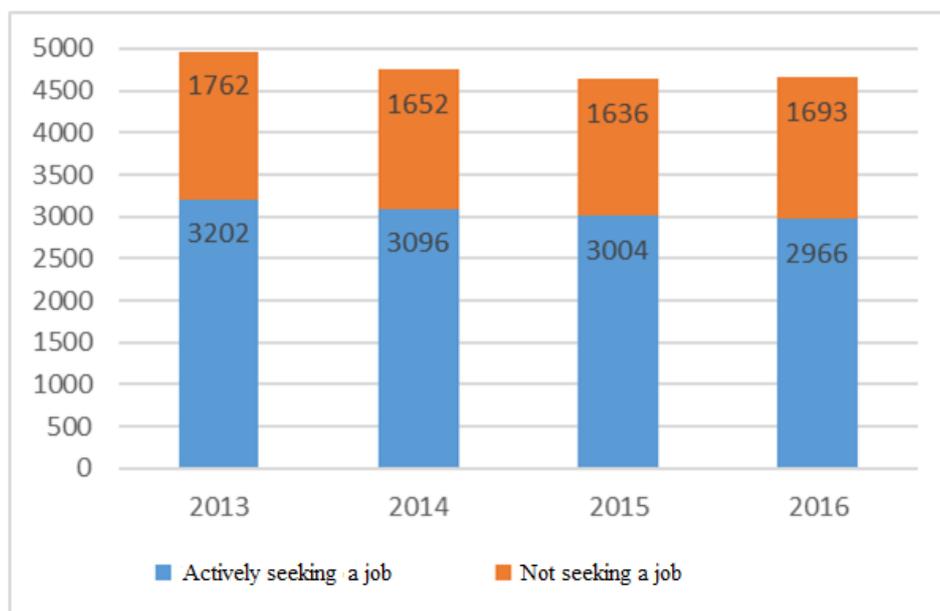
Data source: Department of Economy estimate, City of Trebinje

Entrepreneurial stores employ less than two workers on average (1,8 workers per entrepreneurial store). It is estimated that catering stores employ 2-3 workers, whereas other entrepreneurial stores mainly employ one worker.

Number and structure of employees

The number of unemployed is decreasing in recent years and at the end of 2016 (4659) was 6% lower than in 2012 (4.964). The number of unemployed who are actively seeking job is higher than the number of unemployed that are not and who are registered to exercise other rights. In 2016 the share of unemployed who were actively seeking job was 64% compared to the total number of unemployed. Out of the total number of unemployed who were actively seeking job in 2016, 54% was female labour force.

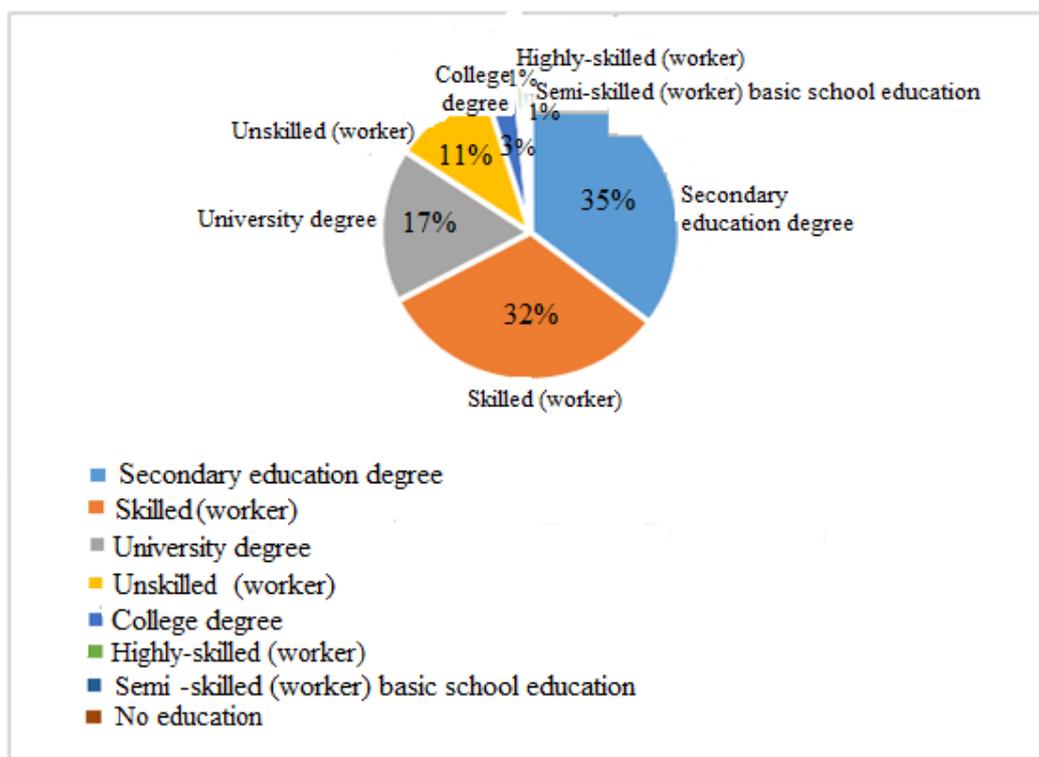
Chart: Number of unemployed in the area of Trebinje, 2012 -2016



Data source: Information on basic financial performance indicators of Trebinje City economy for 2014 and 2016, Department of Economy, according to the RS Employment Bureau data

The educational structure of unemployed at the end of 2016 was dominated by the unemployed with secondary school degree (35%) and skilled workers (32%). The percentage of unemployed with university degree (including M.Sc. and PhD) is not negligible and amounted to 17% of unemployed. The number of unemployed with university degree was twice higher in 2016 compared to 2012 (628 in 2016 and 324 of the unemployed with university degree in 2012).

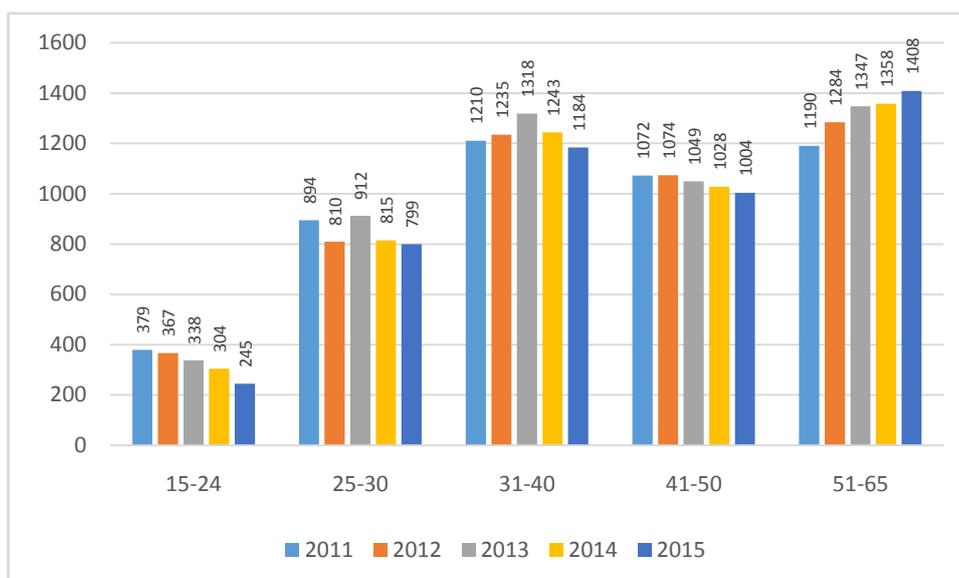
Chart: Educational structure of registered unemployed who are actively seeking job, the end of 2016



Data source: Information on basic financial performance indicators of Trebinje City economy for 2016, Department of Economy, according to the RS Employment Bureau data

Data on the age structure of unemployed show an increase in the number of hardly employable groups of unemployed, i.e. older age groups of the unemployed (51-65 years old), who accounted for 30% of the unemployed in 2015 and whose number was 18% higher than in 2012. It is also noticeable decrease of the young unemployed workers up to 24 years, i.e. 35% less than in 2012. The increase in older age groups of the unemployed mainly relates to the unemployed registered with the Employment Bureau for the exercise of other rights, i.e. unemployed who are not actively seeking job.

Chart: Age structure of registered unemployed (active and inactive), 2011-2015



Data source: Information on basic financial performance indicators of Trebinje City economy for 2016, Department of Economy, according to the RS Employment Bureau data

Retired persons

Total number of the pensioners in the City area in 2016 was 7.788, out of which the most numerous were beneficiaries of the old-age pensions-53,6%, then beneficiaries of the family pension-24,7% and beneficiaries of the disability support pension-21,7%. The ratio of employees and pensioners is 1,06:1⁷.

Table: Number of pensioners in Trebinje, 2012-2016

Year	Number of pensioners
2012	7.570
2013	7.627
2014	7.650
2015	7.692
2016	7.788

Data source: Information on basic financial performance indicators of Trebinje City economy for 2016, Department of Economy

Number of pensioners is increasing from year to year, which is especially noticeable if we consider data from the period of the previous Strategy development, where it can be seen that the number of pensioners ten years ago (6.683 pensioners in 2006) was lower by 1.105 pensioners than in 2016 (7.788 pensioners). Increase in the number of pensioners mainly relates to an increase in the number of old-age pension beneficiaries, 1.074 beneficiaries more in 2016 (4.174 old-age pension beneficiaries) than in 2006 (3.110 beneficiaries). Increase in the number of old-age pension beneficiaries is also obvious in the entire Republic of Srpska, that in January 2017 was 137.973 beneficiaries, which is almost 10% more than in January 2014.

Unemployment rate of 34% should not be misleading. It is still not the result of the private sector development and dynamic economy, but a large share of public sector in employment, on the one

⁷ Data source: Information on basic of financial performance indicators of Trebinje City economy for 2016, Department of Economy

hand, and maintenance of employment in the manufacturing industry on the other hand, despite relatively low level of value added. Besides, there are no reliable estimates about real number of those who work and are registered with the Employment Bureau as unemployed at the same time.

Creation of a dynamic local labour market with organized continuous trainings and retrainings and an intensive cooperation between employers, Employment Bureau, educational institutions, local government and its institutions, as well as NGO sector, with the aim of ensuring current and perspective adjustment of supply and demand of labour force, **still represents a significant strategic challenge.**

4.1.5. Economic situation

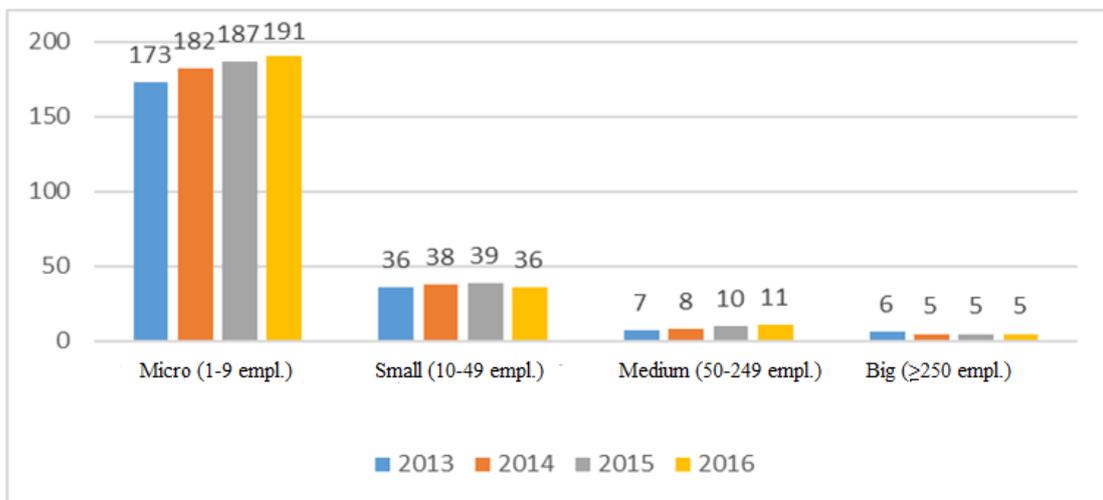
Number and structure of companies

Economy of Trebinje has for many years relied on two main sectors, energetics (electricity generation) and manufacturing industry (metal manufacturing and textile industry). Companies in these areas were the main carriers of economic development of Trebinje, as well as of the entire Eastern Herzegovina. However, in recent years appeared new branches of economy, fruit growing and wine growing with the development of new wineries, as well as food (confectionery and other) industry, while the textile industry ceased to exist. The capacities of the former textile industry "Novoteks" are being unused and offered to investors as a potential area for investment.

Out of 35 companies from the sector of manufacturing industry, one third is from the food industry sector (13 companies). It is important to mention that there are six companies operating in the field of wine production and five in the field of essential oils in the area of Trebinje, apart from *SWISSLION* ltd company (production of confectionery and other products), which started operating in 2009 and employs the highest number of workers in the food industry. In addition to the official data, it is estimated that there are at least another 20 small wineries operating in Trebinje.

In recent years is noticeable dynamism in terms of increase in the number of companies. In the City area was registered 243 companies in 2016, which is 9,5% more than in 2013 (222 companies). There has been an increase in the number of companies with less than 10 employees in the period 2013-2016, but the number of medium companies also increased from 7 in 2013 to 11 in 2016.

Chart: Number of companies by size (entrepreneurial stores excluded)



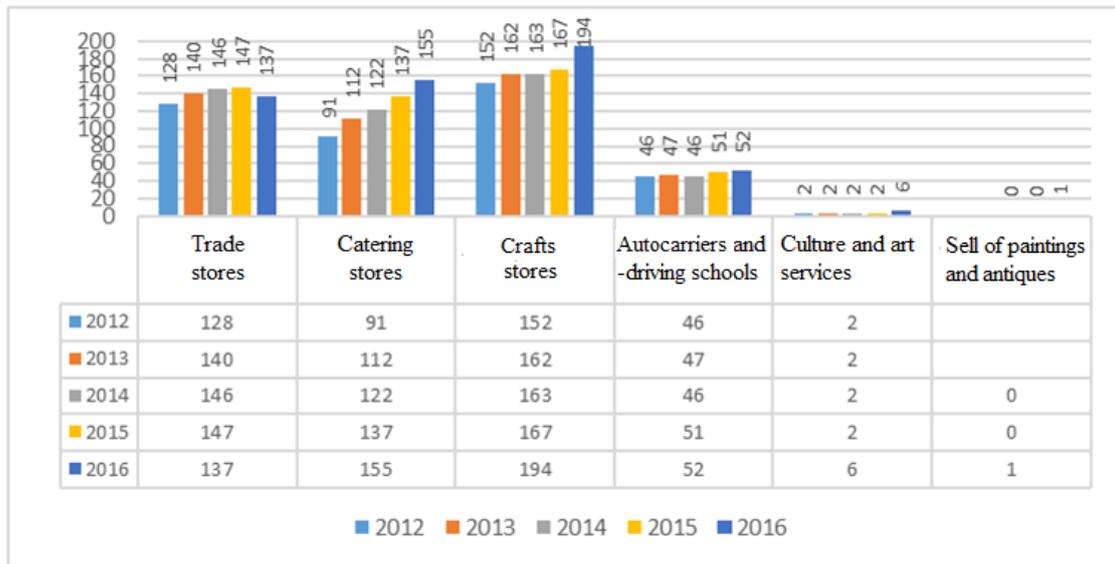
Data source: APIF

The structure of companies by activities is as follows:

- Wholesale and retail 28,4% (69 companies),
- Manufacturing industry 14,4% (35 companies), out of which 15 companies from food industry (out of which six companies from the sector of wine production),
- Construction industry 13,6% (33 companies),
- Expert, scientific and technical activities 7,8% (19 companies). When it comes to these types of services, highest number of companies was registered in the field of architectural and engineering activities (8 companies), afterwards in the fields of counselling related to business and accounting services (four companies each),
- Other activities 35,8% companies.

The number of entrepreneurial stores is also on the rise, 30% higher in 2016 (545 stores) than in 2012, when there was 419 registered stores in the City. The number of registered catering stores was continually on the increase in the period 2012-2016. (average annual increase of registered catering stores was 14%). It is noticeable a significant increase in the number of registered crafts stores in 2016 (increase of 16% compared to the previous year).

Number of registered sole proprietorships and number of employees



Data source: Department of Economy, City of Trebinje

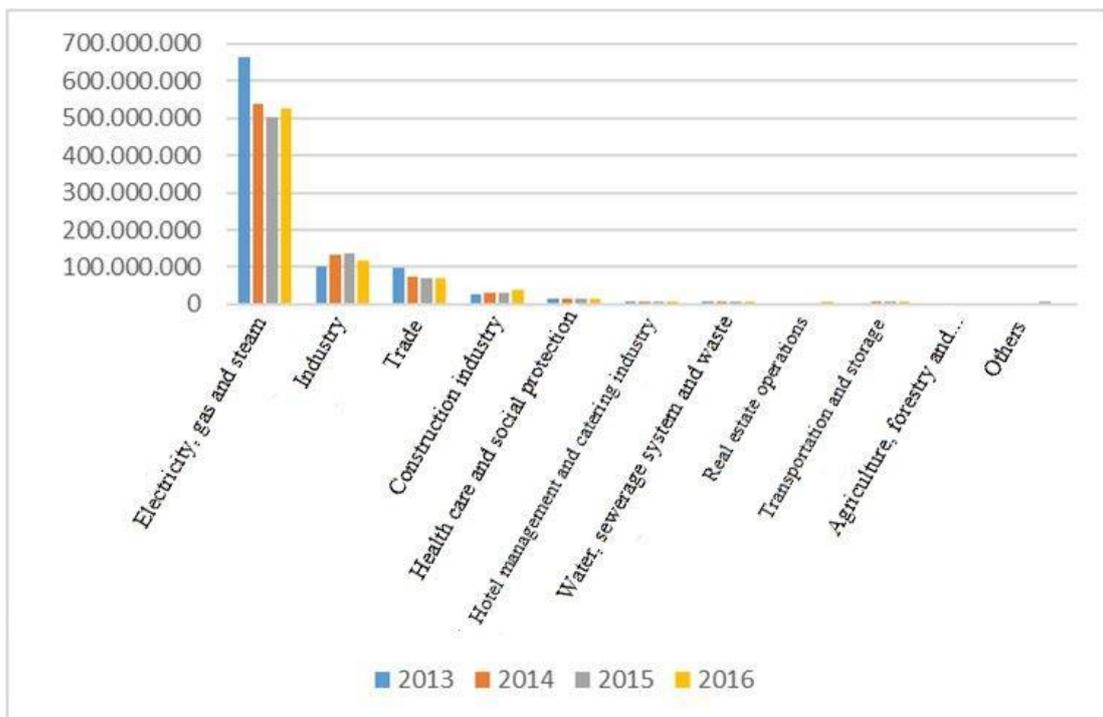
Total achieved company's revenues

Total revenue of the City's business entities was BAM 803,9 million in 2016, which is 2,5% more than in the previous year, but 13,5% less than in 2013⁸. The decline in revenue was mainly caused by a decline in revenue in the electricity generation sector in 2014 compared to 2013.

Revenues of the manufacturing industry have exceeded trade revenues from 2013 and the difference has increased over the years. In 2016 revenues of industrial companies were higher by 68% than trade revenues. Trade revenues were even 42% higher than the manufacturing industry in 2012, which speaks of an increase of the manufacturing industry revenue, and also the decline in trade revenue.

⁸ Data source: APIF

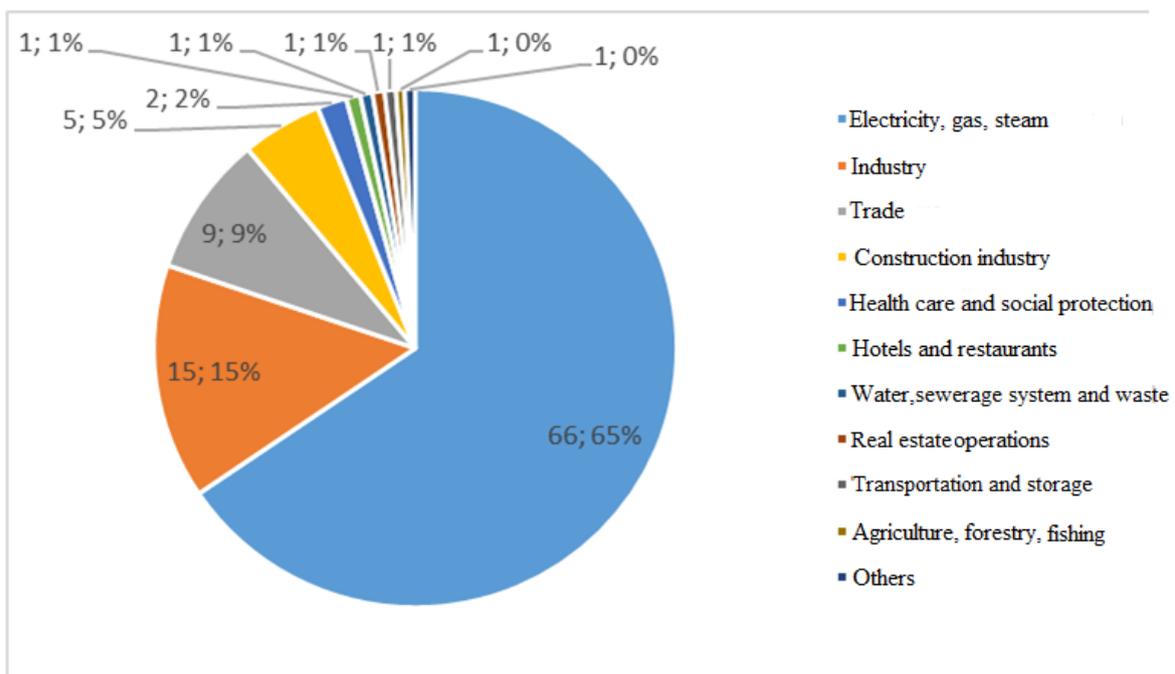
Chart: Total revenue movement by activities in BAM in the period 2013-2016



Data source: APIF

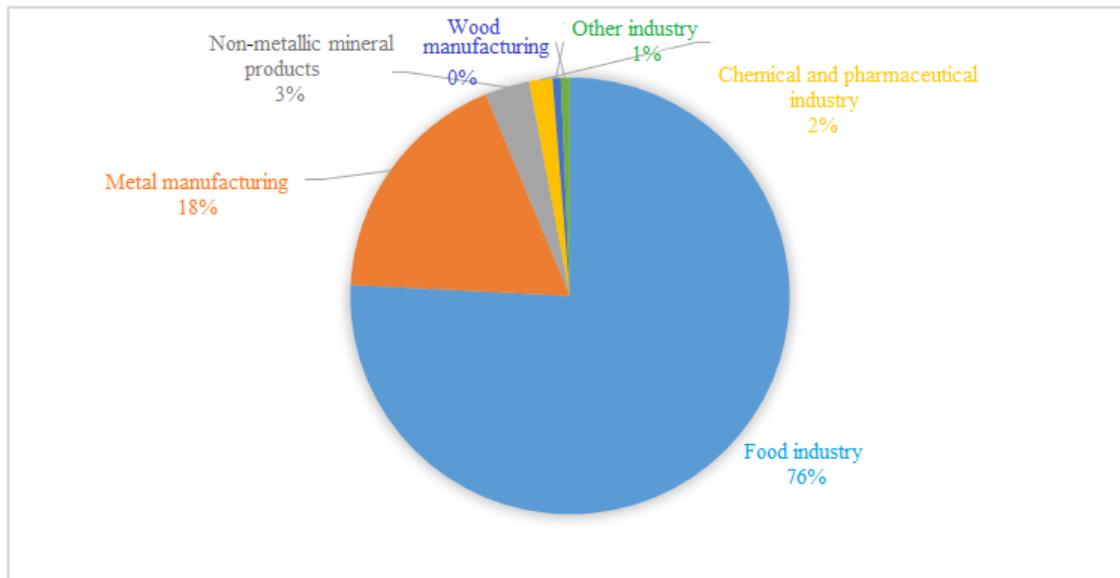
If we look at the structure of business entities' achieved revenues from the City area in 2016, we can perceive that electricity generation sector achieves the greatest revenue (66,65%). Companies in the manufacturing industry achieve 15,5% of revenue.

Chart: Structure of total revenues by activities in 2016



Data source: APIF

Chart: Structure of total revenues of manufacturing industry in 2016



Data source: APIF

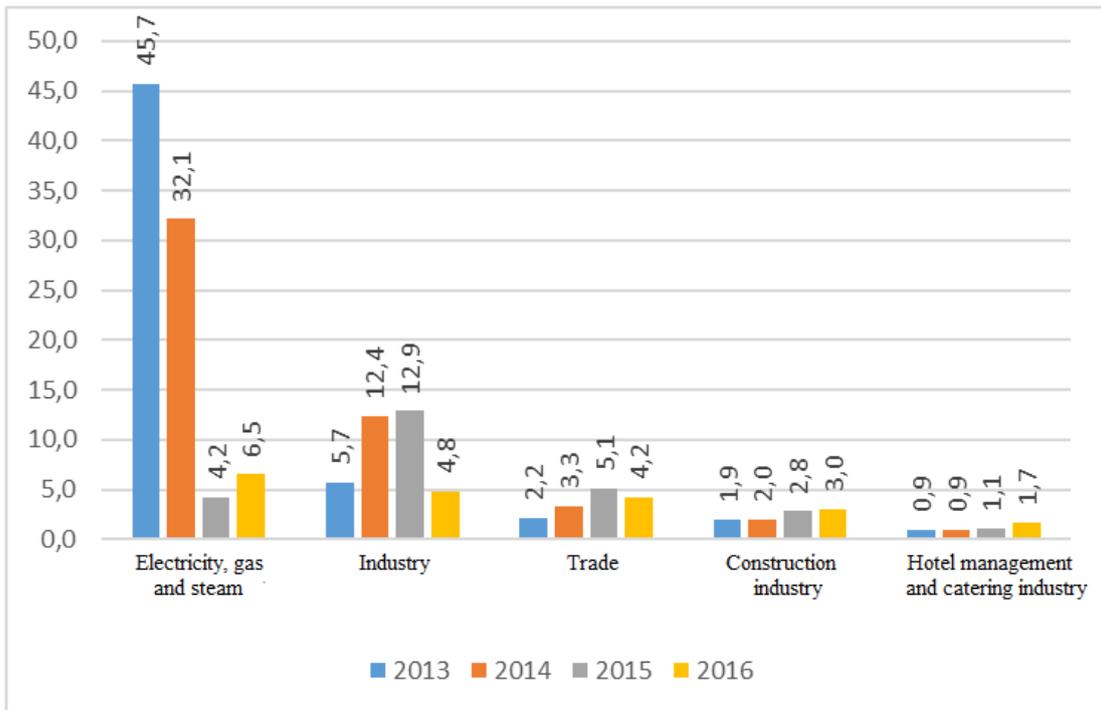
The food industry achieved 76% of the manufacturing industry revenue in 2016, out of which *Swisslion Ltd* achieved the highest percentage. This factory is engaged in production of confectionery and other products. Metal manufacturing achieved 18% of the revenue in 2016. Although it achieved lower revenue percentage (2%), the chemical and pharmaceutical industry potentials should be emphasized. The industry has five registered companies involved in production of essential oils, whose total revenues and export are significantly increasing in recent years (revenues increased 3,3 times in 2016 compared to 2013, while export is 2,8 times higher in 2016 compared to 2013).

Achieved company's profit

Out of total 243 business entities in 2016, 182 business entities (75%) have achieved total profit in the amount of BAM 25,3 million, while 61 business entities (25%) operated at a loss in the amount of BAM 6,2 million.

Apart from electricity generation, which is being realized within "Hydro Power Plants on the Trebišnjica River", the manufacturing industry and trade, as well as construction industry, hotel and catering industry belong to the sectors that are achieving higher profit in the last four years, and with which is noticeable a continuous increase of profit in the period 2013-2016.

Chart: Sectors achieving highest profit for the period 2013-2016, in millions BAM

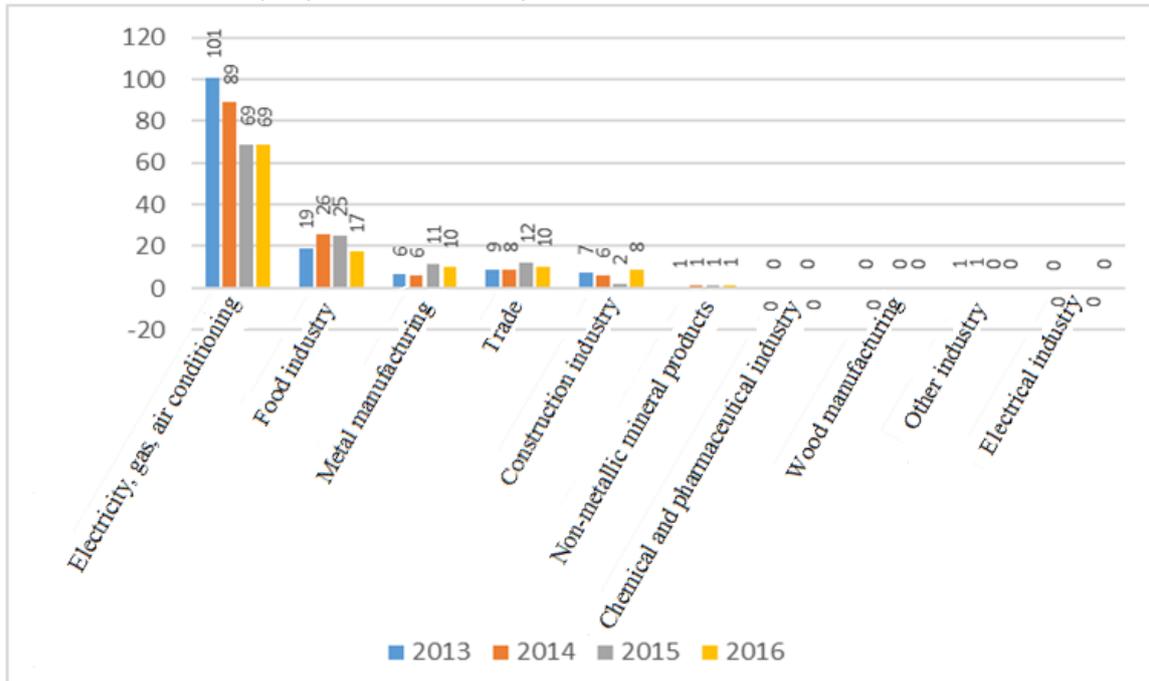


Data source: APIF

Twenty-six companies, which achieved highest profit in 2016 (over BAM 200.000) generate 81% of the total profit of all companies. In addition to the electricity generation, the companies that achieve highest profit operate in the sector of food industry (3 companies), trade and construction industry (7 companies each), metal manufacturing (2 companies) and one company from the other sectors.

After electricity generation, the highest value added is achieved in industrial companies from the food industry and metal manufacturing, followed by trade.

Chart: Company's value added⁹ by main sectors, 2013-2016, in millions BAM



Data source: APIF

Financial result of privatized companies

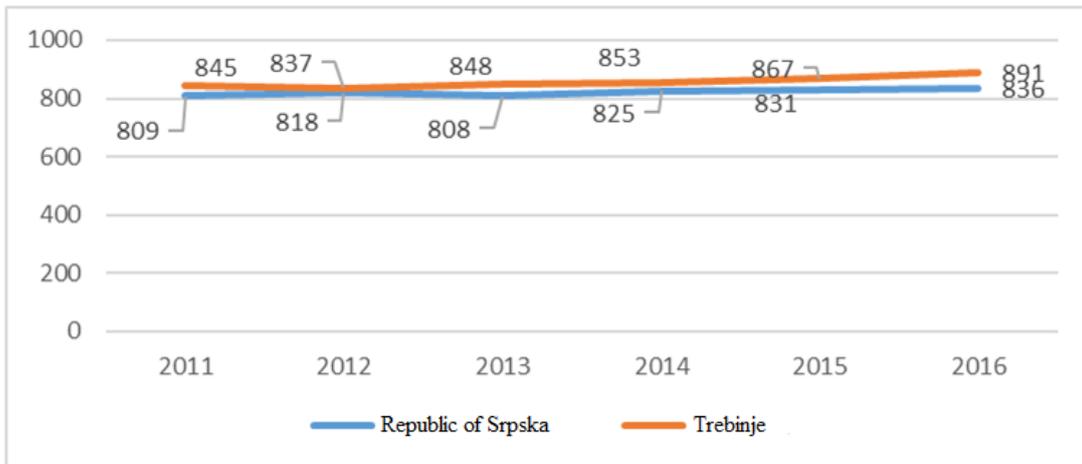
Overview of the financial results of the privatized companies for 2016 shows that six out of seven currently active privatized companies operated with profit, resulting in total profit of privatized companies in 2016 in the amount of BAM 776.229, contrary to 2015 when all privatized companies suffered the total loss in the amount of BAM 65.495. Positive financial result of operations of the privatized companies in 2016 was shown due the closure of two companies that in 2015 had a negative financial result ("Novoteks" Trebinje, joint stock company and "Grafokomerc" Trebinje, joint stock company) and achieving of profit of "Agrokop" joint stock company ("Agrofin" joint stock company) which suffered loss in 2015.

Average salaries

Average monthly net salaries in Trebinje are higher than the RS average for all years in the reporting period 2011-2016. The average monthly net salary in 2016 for Trebinje City (BAM 891) is 6,6% higher than the RS average (BAM 836). Average of monthly net salaries in Trebinje are mainly raised by high average salaries and a large number of employees in the sector of electricity generation.

⁹ Value added represents the sum of paid gross salaries, profit and depreciation. Data source: APIF

Chart: Average net salary in BAM by years (source: Statistical yearbook 2016)



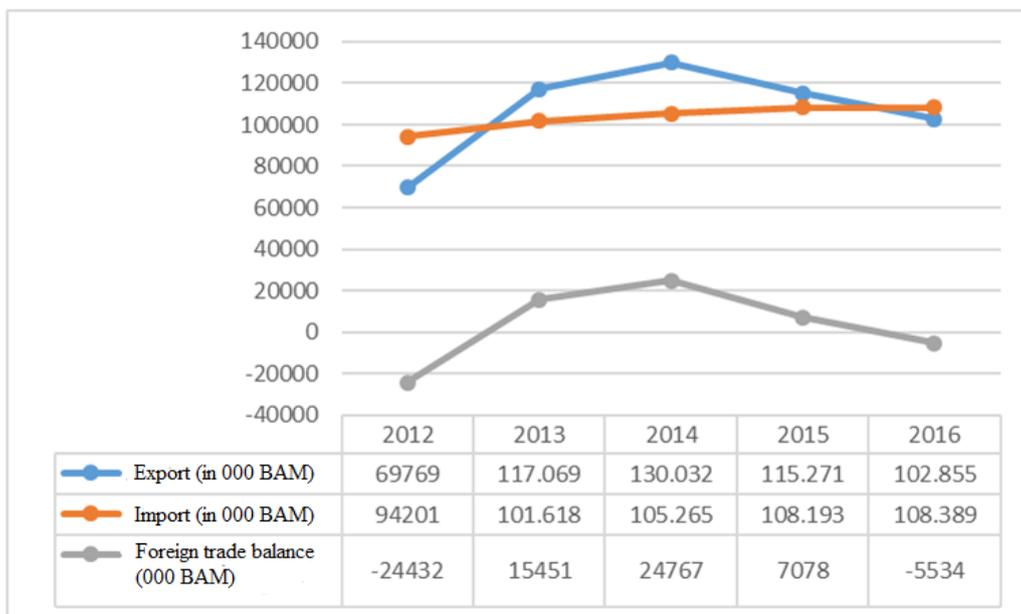
Average monthly net salary for Trebinje City in 2016 in the companies engaged in economic activities is lower than total average salary of Trebinje, which was BAM 818 in 2016 (according to APIF).

Foreign trade exchange

The total export of Trebinje City in 2016 was BAM 102,9 million, which is by 1,4 million less than in the previous year.

The chart of foreign trade exchange movements of Trebinje indicates an increase in export activity in 2013, when a positive foreign trade balance was achieved (export value higher than import value), which is also maintained in the following years, except in 2016 when the export value declined, causing negative foreign trade balance in this year.

Chart: Foreign trade exchange movements for the period 2013-2016



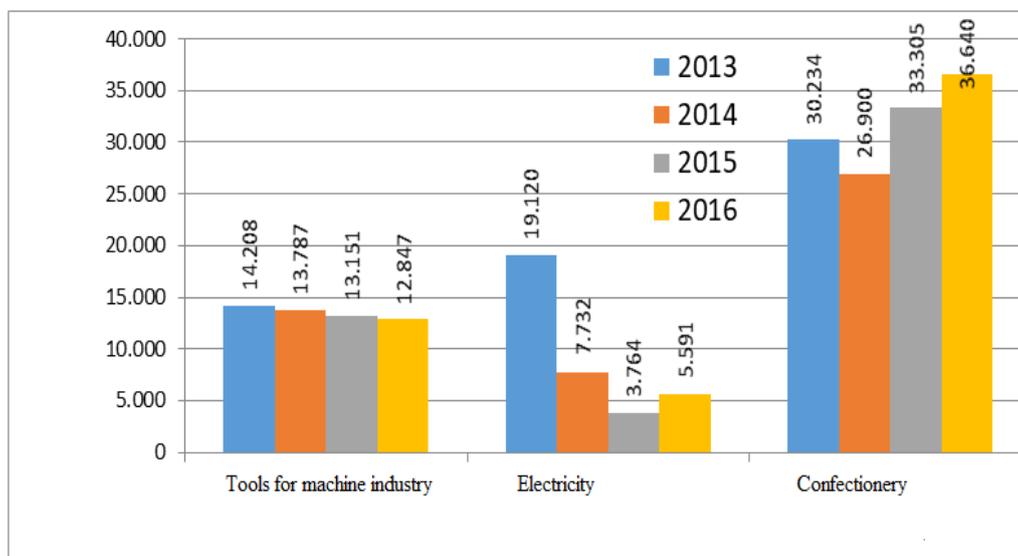
Data source: Foreign Trade Chamber of Bosnia and Herzegovina, Regional Chamber of Commerce of Trebinje

The most significant export products are tools for machine industry, confectionery and other products, as well as electricity.

Export of confectionery and other products is on the increase and it was 36% of the total Trebinje export in 2016. The reason for the decrease in export of electricity is increased sell of electricity directly to buyers registered in B&H, which has no export treatment. In 2016 the companies from two mentioned sectors increased export revenues compared to the previous year.

The value of export of tools for machine industry is stable from year to year, but it may be noticed the consequences of a long-term economic crisis that this sector is suffering for some time in the world market. It should be emphasized that this sector achieved positive financial result in the last years (2015 and 2016), contrary to the period before 2015 when it incurred a loss, and that it duly settles its obligations to suppliers, employees and others.

Chart: Export of three most significant products (in 000 BAM)



Data source: Foreign Trade Chamber of B&H, Chamber of Commerce of Trebinje region

Note: Since it is about export of our product, we applied the percentage (%) of "HPPs on the Trebišnjica River" share in total ERS (Power Utility of RS) export, which means that electricity export refers only to the "HPPs on the Trebišnjica River"

The other most exported products from the City area are fish (trout) and essential oils, followed by wine and medicinal herbs. Export of essential oils increased in 2016 and it is almost twice higher than in 2013.

Export of medicinal herbs, edible fish and high-quality Herzegovinan wines also increased in 2016, and it is being worked on branding of authentic products of Herzegovina area such as cheese, honey and from fruit species- fig, pomegranate cherry and others.

It is expected that these products maintain and improve the trend of export growth and an increase in production volume in the following years, because natural resources that Trebinje climate has, and which are essential for these products, are not sufficiently utilized.

Chart: Export of other products (in 000 BAM)



Data source: Foreign Trade Chamber of B&H, Chamber of Commerce of Trebinje region

Business infrastructure and support to economic development

Business Incubator (BI) of Trebinje City was founded by the Municipality of Trebinje, which is 100% owner of the facilities and land and that has provided necessary infrastructure for its operation. The Project of establishing a BI was supported by the European Union. The BI was opened in 2009 and is located in the renovated part of the the former barracks. It covers an area of 535 m² intended for incubation of small and medium-sized enterprises, and it is planned the expansion of the capacities by additional 300 m². There is a multifunctional hall within PI for meetings, courses and seminars which is rented on a commercial basis.

Currently, premises and services of BI are used by 6 legal entities in 16 rented offices, total area of 265,05 m². 5 offices with total area of 79,40 m² are free and ready to be rented to potential legal entities and individuals. The main objective of BI is to assist potential entrepreneurs by providing them quality office space at the beginning of business starting- office with the necessary infrastructure, as well as assistance in the selection and analysis of a business idea and development of a business plan. BI services can be used by all newly established companies, legal entities and individuals who intend to start their own business. Until 2017 the process of incubation in the BI passed 14 newly formed companies, engaged in different activities, such as accounting services, online sale, consulting services, inventiveness, breeding-production and sale of medicinal herbs, water treatment etc. In BI is located the Agency for Development of Small and Medium-sized Enterprises, as well as Agrarian fund of Trebinje City, which provides an additional advantage to BI users in order to obtain consultancy services. The BI operates within the Department of Economy of the City of Trebinje. The area of **Business zone Volujac** covers an area of 85 hectare. It is located 4 km from the City centre on the highway M20 - towards Dubrovnik, on the right side. In the area of the Business zone is located a substation 35/10 kV and water infrastructure (pipe diameter 100 mm, capacity that does not require complex technological processes) in the are of the zone. Sewerage system for the business zone cannot be connected to the city network, another solution must be searched for. Access road to Volujac, length of 1 km, is asphalted. The land on which the business zone is planned is 55% state ownership and 45% private owners (expropriation possible).

There are five companies located in the zone so far. It is 1km away from highway road, 70 km from the railway, 30 km from the seaport, 45 km from the airport. Along with the business zone is planned construction of City's western bypass road.

Business zone Volujac 2 was planned in the area of 52.80 ha. The Regulatory Plan of the zone has been adopted. Land of the zone is 95% in private ownership, but it can be expropriated. In vicinity of the business zone is planned construction of the western bypass road. In order to attract more investors to Trebinje City, the construction of the economic zone Novo Trebinje was planned, residential -business, sports and tourist zone Otok and economic zone Aleksina međa-Podgljivlje, for which preparation of the zoning plan started. **Local Economic Council** was formed by Trebinje City in 2014, which includes representatives of the public and private sector, academic community, NGOs, international donors community, and the citizens who have an interest or/and role in economic development.

The Agency for Development of Small and Medium-sized Enterprises of Trebinje City was formed in order to provide assistance to potential entrepreneurs and companies under development. It has a significant team of 11 full-time employees. Lately, with new management, communication with entrepreneurs and companies is intensified, trying to adjust its support and city policy to the developmental needs of the target groups. It develops and maintains database for its needs and provides support in terms of IT to other companies. It offers expert assistance in preparation of business plans. It has capacities necessary for preparation and management of cross-border projects, although still not sufficient to provide the status of the leading implementers or to provide serious assistance to other organizations in preparing and managing such projects. It may be one of the main actors in the organization of business and informal trainings for which there is a need in the labour market.

Companies from Trebinje have available more support programmes aimed at economic development of Trebinje. The support programmes conducted by the City are as follows:

- There are reservoirs funds available in the amount of BAM 2.000.000,00 annually. The amount of funds depends on the volume of electricity generation. The reservoir funds are used for:
 - construction and rehabilitation primary infrastructural facilities which help economic development and employment, in percentage of at least 30% out of the total funds paid on this basis and
 - construction of new economic capacities or expansion of the existing ones, including stimulating lending, as well as other purposes determined by the Programme of funds use paid on the basis of remuneration.
- It is planned the support programme to subsidize the amount of gross salary for new employees in the business and economic zones of the City of Trebinje. The requirement for the use of subsidies is employment of workers in production.
- Incentives for construction of production facilities in business and economic zones of the City.

Businessmen of Trebinje are also available support programmes implemented by the RS Employment Bureau and loans with stimulating interest rates of the RS Investment Development Bank. The City of Trebinje is in the process of meeting the conditions for obtaining BFC certificate (business friendly areas for investors) and introduction of ISO standard.

The structure and scope of Trebinje economy has experienced significant changes in recent years. From an extremely negative financial results and structural problems in the period of the previous Strategy (2007) development, Trebinje economy is recording a dynamic growth lately. Revenue and positive financial result are on the increase. There is a growing number of companies and employees and investors interested to invest in Trebinje.

In addition to electricity generation and metal manufacturing to which the economy has been relying for many years, there are new prosperous branches in economy: food industry, fruit growing, wine

growing with the development of wineries, while textile industry currently does not manufacture. Despite the fact that in the field of trade operates the largest number of companies, the highest revenues and profits are achieved in the field of electricity generation and food industry. Growth potentials are noticeable in the increase in number and revenues of companies and stores relevant to tourism development (hotel management, catering industry and sole proprietorship businesses), production and export of wine, fish and essential oils. The most significant strategic challenge is to establish a harmonious relationship of employment and value added in the economic development, which will use competitive advantages of Trebinje by supporting development of human resources, entrepreneurship and small and medium-sized companies.

Steady and dynamic development of tourism

Trebinje has an exceptional tourism potential. It consists of: prime position and geographical features, unique natural and cultural heritage, and specific image of the place with rich cultural and gastronomic offer.

It is located in the hinterland of the southern Adriatic sea, in the triangle of cities with UNESCO heritage- Dubrovnik (30 km away), Kotor (90 km away) and Mostar (115 km away), on the border of three countries, crossroads of Belgrade-Dubrovnik-Herceg Novi, Podgorica, Sarajevo, and forthcoming Ionian-Adriatic highway. It is 25 km away from the seaside, and in its vicinity are national parks Sutjeska, Orjen and Hutovo blato (the largest habitat of migratory birds in Europe), and numerous picnic sites (Lastva on the banks of Lastva's lake, Jazina, spring Studenac...). This position enables an intensive development of transit and excursion tourism.

Along with good geo-transport position and exceptionally favourable climate conditions, preconditions for tourism development include the following:

- Abundant and preserved nature-the Trebišnjica River (once the largest sinking river in Europe), mountain range- Orjen-Ubla, picnic sites Studenac, Lastva, Ušće and some still unexplored caves;
- Cultural-historical monuments- Old town *Kastel*, Museum of Herzegovina, old towns Kastel, Mičevac and Klobuk, Perović (Arslanagić) bridge, Dučić's gifts to the City (Monument to the fallen soldiers of the First World War, Figure of the Queen Helen of Anjou, and fountain of Cupid in the park, Dučić's stone lions and the first monument erected to Petar II Petrović Njegoš in world), numerous necropolis;
- religious buildings (monasteries Tvrdoš, St. Peter and Paul, Duži and Zavala, temple dedicated to the Holy Mother of God, Herzegovinian Gračanica, church of the Holy Transfiguration of the Lord, church of St. Climent and St. Archangel, catholic Cathedral, Osman Pasha's mosque and Emperor's mosque)... ;
- Traditional cultural events (such as Poetry evenings in tribute to Dučić, Trebinje Summer Festival, Festival of the Festivals of theatre amateurs etc).

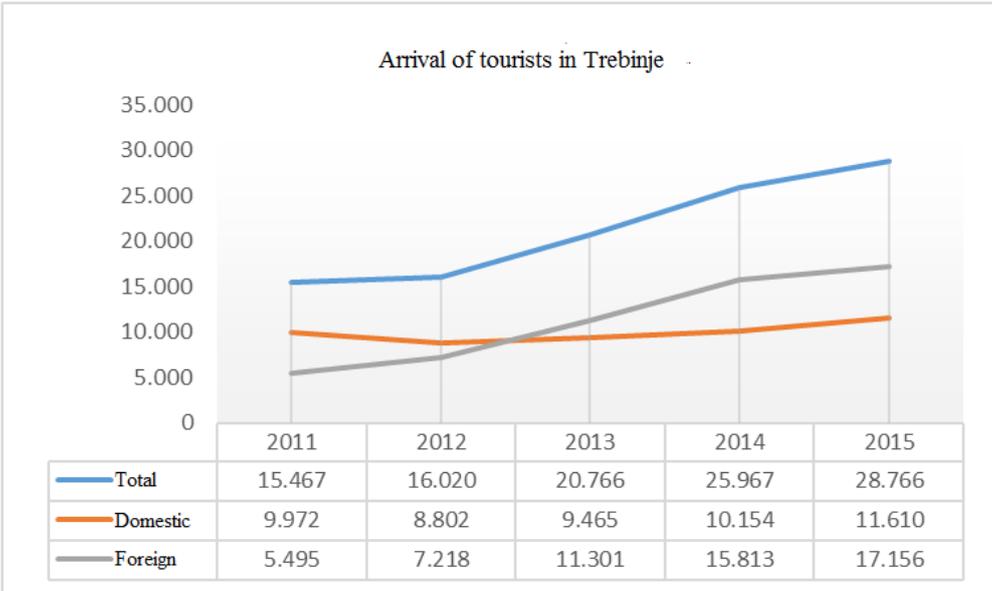
Compared to the previous initial analysis of the situation in tourism (as a part of the Development Strategy for the period 2009-2017) situation in terms of tourist infrastructure has significantly improved, which was then designated as one of the weakest. A series of new facilities has been built, so that Trebinje today has 9 hotels, 4 motels, 4 lodgings, 2 hostels, 1 campsite and a number of other accommodation units. An important role in attracting tourists have two wineries, 7 tasting rooms for reception of tourists, as well as Trebinje restaurants with widely renowned cuisine. These forms of tourism infrastructure and offers continuously grow and represent an attractive area for investment of especially proven local entrepreneurs who constantly expand and improve their activities.

Compared to the previous analysis, tourist signage has significantly been improved.

The Tourist organization of Trebinje plays a significant role in facilitation and acceleration of the tourism development. It was established in 2005 currently has 8 full-time employees. The business premises of the tourist info-centre and premises for offer of Trebinje indigenous products are in the final stage of development. Neither Tourist organization nor other institutions and agencies has developed capacities for the preparation and management of more complex cross-border projects. There is only one tourist agency focused on inbound tourism for now. There are no specialized tourist agencies that would be engaged in promotion and organization of specific forms of tourism.

Official figures¹⁰ regarding arrivals and overnight stays show steady and significant growth.

Table: Arrivals of tourists in Trebinje

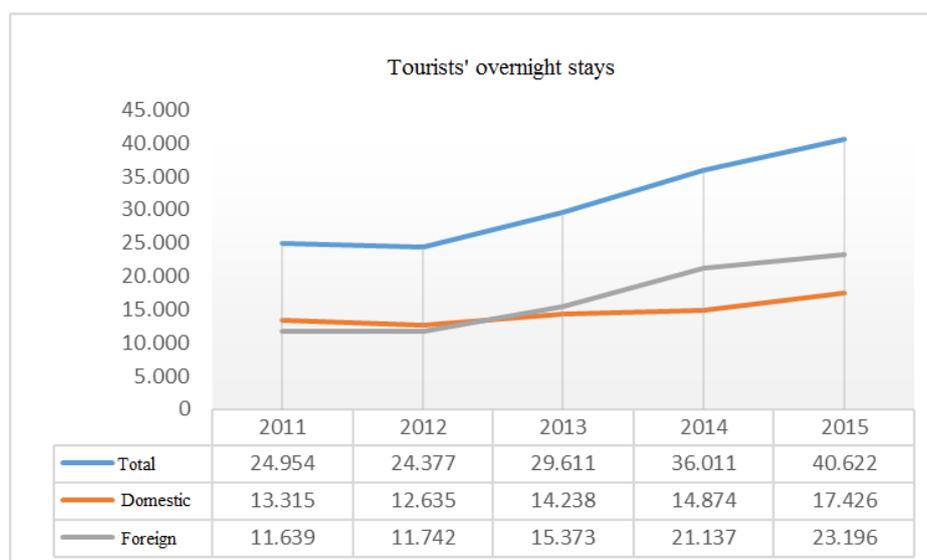


Data source: Statistical yearbooks, Republic of Srpska Institute of Statistics

Total number of arrivals in 2015 was 86% higher than in 2011, due to foreign tourists, whose number tripled in 2015 in comparison to 2011. A significant number of these arrivals was realized through complementarity between tourist facilities and tourist offer in the wider area (including Dubrovnik and Herceg Novi), on the principle of the tourist package offer, as it was planned by previous Development strategy.

¹⁰ According to the RS Statistical yearbook 2016, page 633

Table: Overnight stays of tourists in Trebinje



Data source: Statistical yearbook, Republic of Srpska Institute of Statistics

Indicators on the basis of which the previous Development strategy was prepared *have pointed out that visitors mainly pass through Trebinje, they rarely stay longer*. In the period from 2011-2015 the number of overnight stays increased by almost 2/3 (63%), and number of foreign tourists overnight stays was steady and one hundred percent.

Both trends, in terms of tourists arrivals and overnight stays, have a constant and upward trajectory and thus achieve positive feedback in terms of new investments into accommodation capacities, gastronomic offer, wine production, beekeeping, local agricultural production and range of other activities by which entrepreneurs and investors try to meet that growing demand. It should be added that one part of accommodation and other services still takes place in the zone of so-called “grey economy” so that the actual data on the increase in arrival and overnight stays of tourists is higher than the official.¹¹

Compared to the previous period, it can be concluded that the key recommendation has been achieved in a large measure during implementation of the previous strategy. It related to construction of the tourist infrastructure and so-called dynamic factors (*in form of high-quality hotel and gastronomic offer, binding with adventure tours and activities, cultural events, etc.*), which enabled effectuation of potentials and values, so-called static factors, of the unique natural and cultural heritage of Trebinje. It is also significant to mention that Trebinje earlier had only 2/3 certified tourist guides and today has 16.

In the previous strategic period there has been no implementation of the strategic investment in tourism, through the *Trebinje Resort* project, by which should have been achieved reverse impact on development of a new value chain in tourism. On the other hand, it was implemented slightly different, but also important strategic project for tourism, *Sun City (Grad sunca)*, which opens possibilities of creation of a new value chain, which is of great importance for Trebinje and other municipalities in Eastern Herzegovina, with a range of indigenous products and specific services for new type of clientele. Thus will be initiated the development of a new, richer and more quality offer in a number of segments of production and services in the future period by more demanding tourist clientele. The successful implementation of strategic project, such as *Sun city (Grad sunca)*, with a high degree of probability, will also lead to the launch of several other strategic projects in tourism, with catalytic effect on economic and social development of the entire region.

¹¹ Unofficial estimates of the Tourist organization of Trebinje indicate to around 1.400 registered and 1.000 unregistered accommodation units in Trebinje.

In the previous strategic period the construction of tourist infrastructure and dynamic factors enabled partial use of the rich tourism potentials of Trebinje and further development of unique competitive advantages, based on exceptional combination of natural and cultural heritage. Facilitation and acceleration of the strategic investments in tourism will be the key challenges in the forthcoming period, with catalytic economic and social effect, along with simultaneous development of a unique mosaic of diverse and mutually coordinated aspects of tourism, from religious and cultural-historical on the one hand, to adventurous and recreational on the other hand.

Current and announced investments

It is underway the construction of an indoor swimming pool, dimensions 50X25m, together with an extra swimming pool. The swimming pool is being constructed within sports complex Abazovina. Along with this construction is planned the construction of tourist facilities and accommodation capacities. The total value of the pool is around BAM 10 million. It is being constructed by funds of the "HPPs on the Trebišnjica River". Additional facilities will be financed by public-private partnership.

A project of the construction of pumping system for irrigation of Trebinje and Mokro polje, as well as of Zubci plateau (1.100 ha) is of an extreme importance for agricultural production of Trebinje. The project envisages the construction of 26 km of pipeline and is currently at the phase of a contractor selection. Upon construction of this and a system for irrigation of Jasen-Budoš and Vrpolje-Mosko villages, preconditions for stable industrialization of the agricultural production and development of the greenhouse production in Trebinjsko polje (field) will be created.

External investors are required for more significant investments, considering in advance the potential future facilities. For this purpose have been used the spatial-planning documents, in the form of the Urban Plan, as well as Regulatory and Zoning Plans of the economic zones.

Currently, the largest investment is construction of the *Sun City* (Grad sunca). It is a tourist complex located in Draženska gora, wider urban zone of Trebinje. The investor, "Swisslion Takovo" is currently constructing an aqua park "Sunny Springs", an indoor swimming pool, a sports hall, an outdoor sports fields, hotels for tourists, hotel for athletes, Varoš čaršija, a shopping center, as well as special health care facilities on the area of 108,52 ha. The first phase of works, which will be finished in 2017, involves the construction of an aqua park and a dino park, two hotels and several buildings within the gates of the *Sun City* (Grad sunca). In the second phase, around 35.000 m² of residential and business space will be constructed and its completion is expected in the period 2020-2022.



Location of Sun City (Grad sunca)

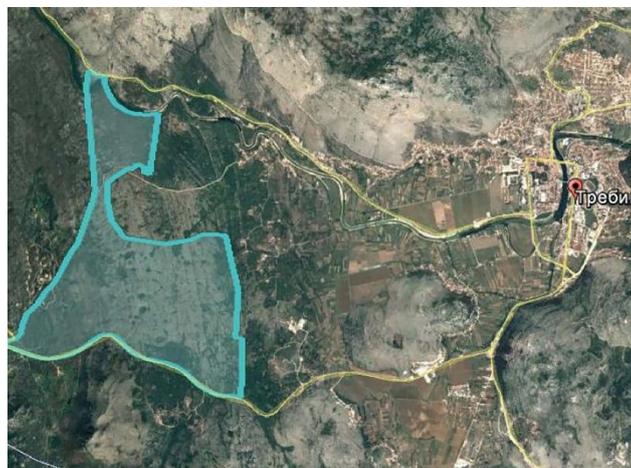
The Business zone Volujac, located on the road to Dubrovnik, near newly planned western bypass road also belongs to the wider urban zone of Trebinje. In this zone are envisaged facilities for trade, production, manufacturing and storage purposes. Construction of the first buildings has already

started. At the moment five business facilities are operating and it has also been announce construction of the new ones. One of them is a factory of medical consumables (production of urinare and urine drainage bags), for construction of which was bought 12.000 m². The factory will employ around 230 persons, out of which a huge part will be persons with disabilities.



Location of Business zone Volujac

The construction of facilities is planned in the economic zone Novo Trebinje, at the western entrance to the City, between the roads from Mostar and Dubrovnik. The construction of a golf course is planned in the southern part of the economic zone, next to the road to Dubrovnik, with 18 holes on 30 ha, an apartment complex and catering facilities. In the northern part, next to the road to Mostar, is foreseen the construction of casinos on the area of 70 ha. In the central zone part, is planned the construction of business-residential, tourist and accompanying facilities.

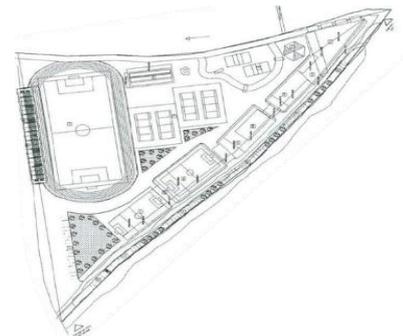


Location of the Economic zone Novo Trebinje

There is an undeveloped river bank between the Trebišnjica River and Ćatović armlet in the narrow urban area. At this location is foreseen regulation of the Trebišnjica River and Ćatović armlet, in order to increase the Trebišnjica River throughput capacity through the City and the defense from high-level waters of approximate speed of cca 600m²/s. Investor will be Subsidiary enterprise "Hydro Power Plants on the Trebišnjica River". This intervention will enable the urbanization of the river bank. The highway M20 which divides the bank into two parts: western and eastern passes over *Otok*.



Planned complex Otok



In the western part is planned the construction of a business-residential, and in the eastern of sports – recreational complex.

When it comes to the eastern part of the City, the process of drafting the zoning plan of the economic zone *Aleksina međa-Podgljivlje* is currently taking place. The economic zone is following the space around the planned eastern bypass road. The scope of the zoning plan is 250 ha, and the City owns 200 ha i.e. about 80%.

The largest investment in the construction is the *Sun city (Grad sunca)*. It is a tourist complex located in *Draženska gora*, on the area of 108 ha. The business zone *Volujac* is developing (5 business entities) and the construction of new companies, such as a factory of medicinal consumables, has been announced. The construction of an indoor swimming pool, which is underway, will contribute to the development of sports tourism in the City. Upon construction of the system for irrigation of *Trebinjsko polje*, *Petrovo polje* and *Zubci plateau* (1.100 ha) will be created conditions for irrigation of 70% cultivable land.

Future investments are planned by flexible zoning plans, which are adaptable to investors' needs and enable faster issuance of the necessary construction permits.

4.1.6. Agriculture

Soil in the City territory is of a high quality and suitable for agriculture. The total area of cultivable soil is around 6.000 ha, out of which 4.000 ha are suitable for an intensive agricultural production. The most common area are alluvial soils on which are cultivated different cultures throughout the year (vegetables, fruit, cereals, fodder crops), due to irrigation and climate. *Terra Rosa*, suitable for cultivation of tobacco and vine, dominates the karst plateaus and valleys. The carbonate mineral soil prevails on edges of karst fields and river valleys, where vine is generally the main subject of cultivation.

The favorable climate allows cultivation of specific Mediterranean crops (tobacco, early fruit and vegetables, some types of citrus fruit). In these areas, early Mediterranean fruit and vegetables ripen 30-40 days earlier than in the continental areas.

An average annual precipitation is sufficient for agriculture development. However, the distribution of precipitation is uneven, most falls in autumn and winter, while springs and summers remain dry. Disproportionate distribution of precipitation, as only negative element of this area climate, can be compensated by application of modern agrotechnical measures, i.e. irrigation and regulation of water regime.

The vicinity of the *Trebišnjica River*, relatively developed irrigation system and the height of groundwater levels provide effective irrigation of substantial part of the surface. Huge advantage of *Trebinje* over other locations for the development of agri-food industry, represents the fact that

virtually every inch of cultivable soil can be irrigated. The irrigation systems in the territory of Trebinje are as follows:

- Irrigation systems with discharge and distribution pipelines from reservoir
- Channel irrigation system

Primarily area used reservoir and discharge pipelines systems. These modern systems support drip and other irrigation systems. Channel irrigation is much less used (in Pridvorci and Trebinje polje), due to their obsolence, i.e. maintenance problem in the circumstances where a large part of cultivable soil is unused and huge water losses.

Irrigation systems function through Water Users' Association. Every association has its own pumps and pipes, i.e. irrigation system. There are currently 14 associations, which are geographically defined. It is expected the construction of a new irrigation system in Petrovo polje (1.100 ha). Conditions were created for irrigation of 5.100 ha (70% of cultivable soil). The most significant cultivable surfaces are Popovo polje and Trebinjska šuma (Trebinje forest) (3.500ha), Trebinjsko polje (1.100 ha) and Lastva (300 ha).

In the structure of cultivable soil, arable soils occupy 3.244 ha and meadows 1.305 ha.

Ordinal no.	Soil category	Total
1.	Cultivable soil	4.935 ha
1.1.	Arable soil	3.244 ha
1.2.	Orchards	173 ha
1.3	Vineyards	213 ha
1.4.	Meadows	1.305 ha
2.	Pastures	33.624 ha
3.	Forest and karst (out of which forest less than 10%)	47.695 ha

Soil structure in the City territory, source: Republic of Srpska Institute of Statistics

26% of the total number of households in the City territory (9.394) are engaged in the agricultural activities, while much smaller percentage-3,4% is of those selling their products in the market.

Total number of households	Number of households engaged in agricultural activity	Number of households engaged in agricultural activity and sell products in the market
9,394	2.485	327
100%	26,4%	3,4%

Share od households engaged in agriculture in total number of households, source: Republic of Srpska Institute of Statistics-2013 Census

The field estimates show that the number of households engaged in agricultural activities has increased and it is 3.500, while the number of households to whom this is core activity is 400.

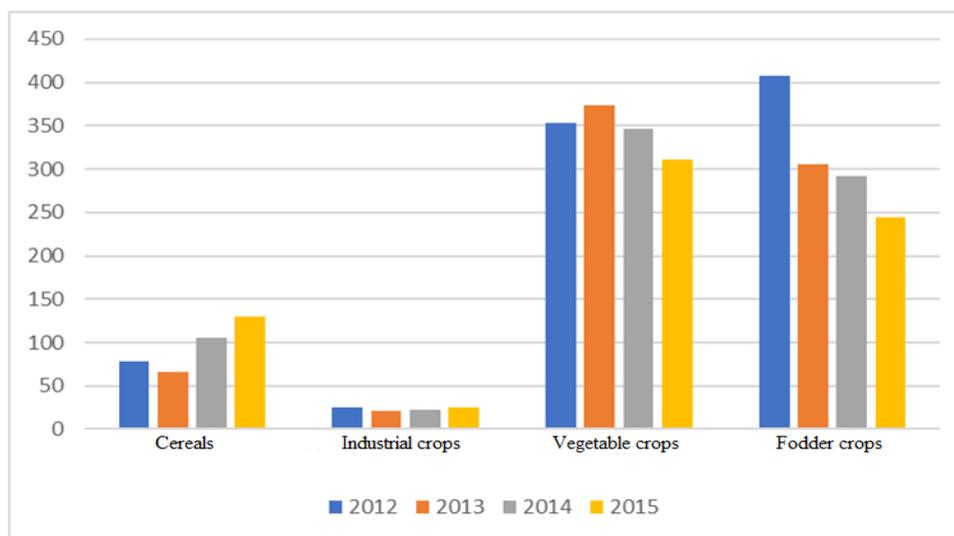
Having recognized the significance of agriculture in the development of Trebinje, the City established Agrarian fund of Trebinje City in 2017. The task of the Fund is creation of a favourable environment for agricultural development, through provision of support, assistance, encouragement and trainings for producers, as well as linking of producers at the local and regional level.

The area of the highest quality agricultural soil is decreasing due to the increasing of the demand of land for construction. Since this is one of the most promising basis for future economic development

of Trebinje, such changes should be left neither to inertia, nor to huge investors' demand for construction of residential and business facilities.

Structure of sown areas

Areas sown with arable crops mainly decreased or held steady in the period 2012-2015, with the exception of areas under cereals, which record increase.



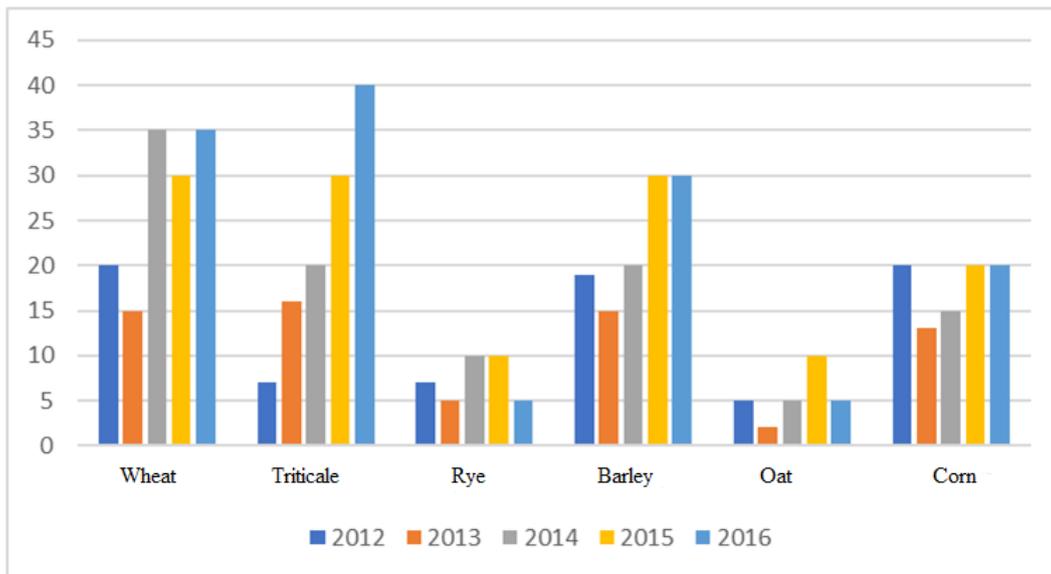
Sown areas by way of use, in hectares

Compared to 2012, when under arable crops was 864 ha, in three years time has happened decrease of 18%, so in 2015 under arable crops was 711 ha. On the other hand, the surfaces under cereals dominated in the structure of sown arable crops in the period 2004-2007, but have recorded huge decline from year to year.

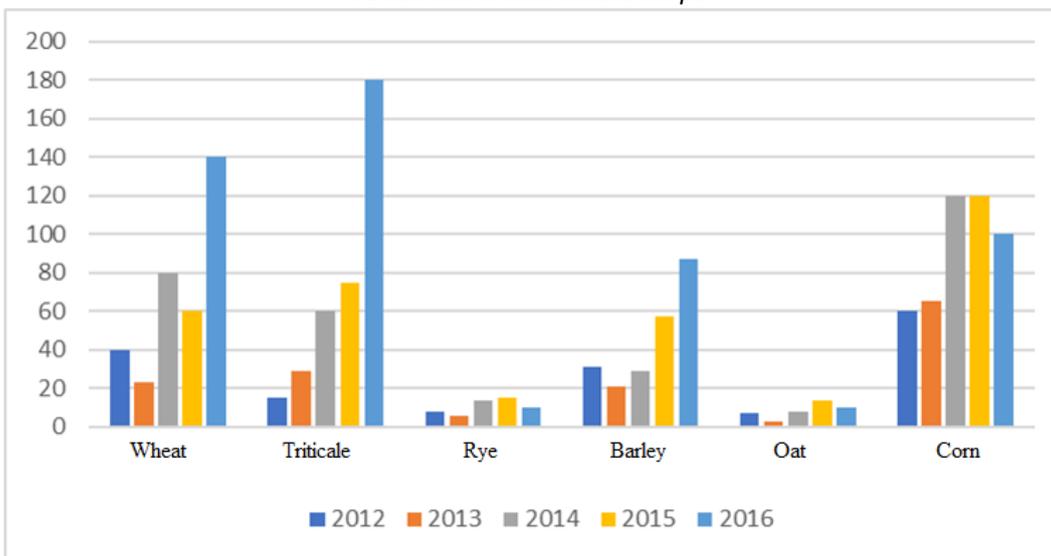
Arable crops

The most sown arable crop is triticale (hybrid of wheat and rye). Area sown with triticale was 7 ha in 2012, while that area was much bigger in 2016, i.e. 40 ha, which represents an increase of nearly 6 times.

The production of wheat and barley has recorded moderate growth, while production of rye, oat and corn stagnate.



Areas sown with arable crops



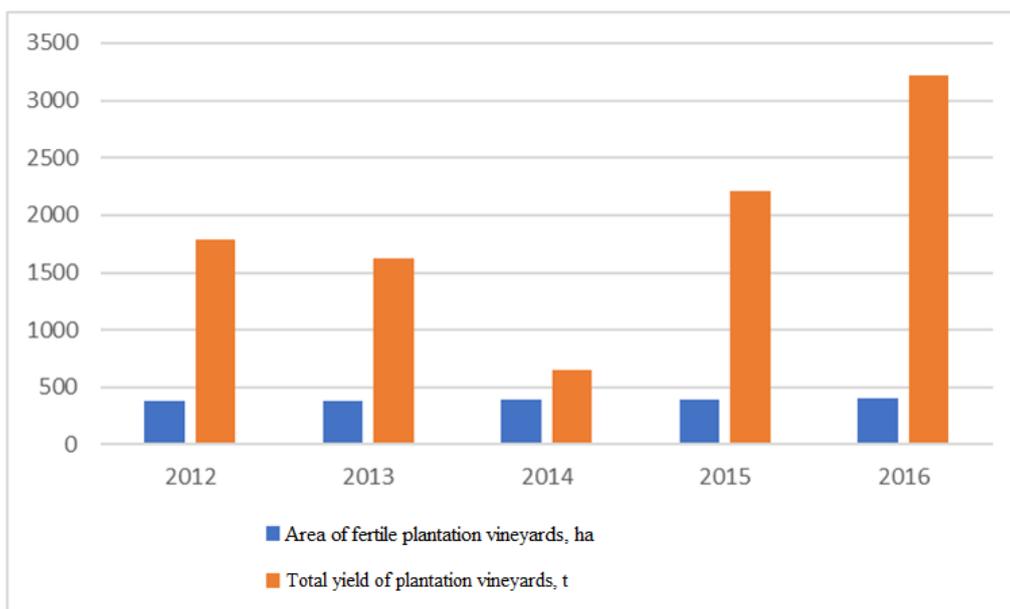
Yields of arable crops

Grape vine

The area under grape vine is in constant moderate increase: in 2012 under grape vine was 381 ha, and in 2016 407 ha. According to the unofficial data under grape vine is around 600 ha.

The total yield was weaker in the first years of this period, which was particularly expressed in 2014, the year of heavy precipitation and floods in the RS, when the total yield was 656 tonnes. In 2016 yield was 3.213 tonnes.

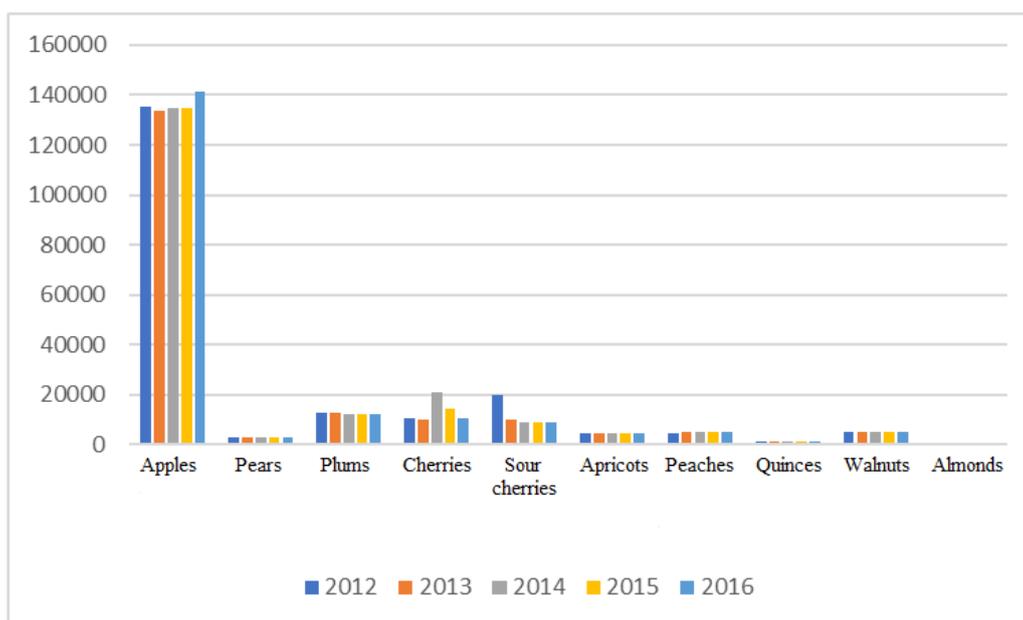
In the City area operates 16 registered wineries that produce around a million liters of wine.



Areas under plantation vineyards (ha) and total yield of plantation vineyard (t)

Fruit production

Fruit production has been stagnating since 2012. Apple trees have been planted in highest number (141.625 in 2016), while plum trees (12.200), cherries (10.860), sour cherries (9.100), walnuts (5.240), peaches (5.150) and apricots (4.800) have been planted in smaller capacity. Pear trees, melons and almonds have been planted in the lowest number.

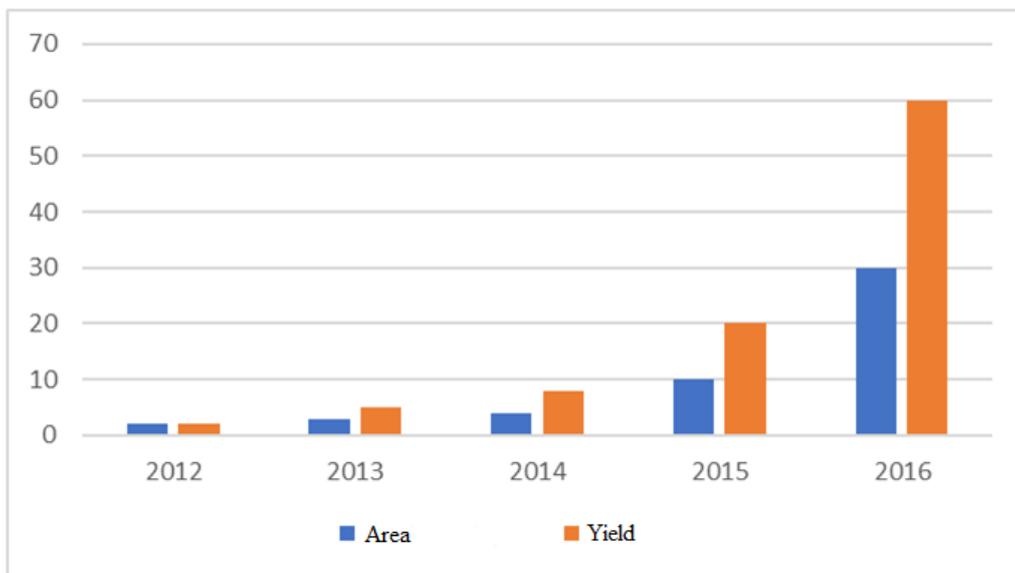


Fruit production, number of trees

Medicinal herbs

The areas under medicinal herbs are on the constant increase. There has been a 15 times increase in the period 2012 to 2016, therefore, medicinal herbs were planted on 30 ha in 2016, with 60 tonnes of yield. It is mainly about production of immortelle. A small amount of lavender is produced on Zubci and in Dračevo. Other medicinal herbs were planted on no more than 5 ha. Production of immortelle is excessive and production of other species, that can be cultivated in this area, is ignored: chaste tree, lemon balm, mint, wormwood, etc.

There are 4 distilleries in the City area that produce around 300 liters of essential oils. Another three distilleries, currently under construction, will support cultivation of medicinal herbs.

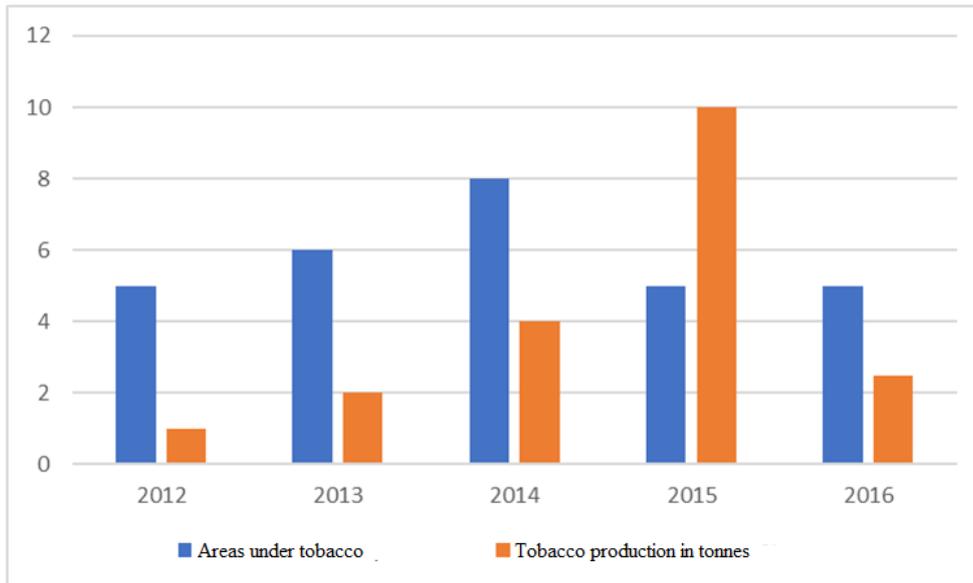


Areas under medicinal herbs(ha) and annual yields (m)

Tobacco production

Production of tobacco in the territory of Trebinje is in the stagnation phase. In 2016 under tobacco was 5 ha. In the period from 2012-2016 yields varied from one to ten tonnes. 2015 was the most successful with 10 tonnes of yield.

The reason for the stagnation of tobacco production lies in low purchase price and legislation.



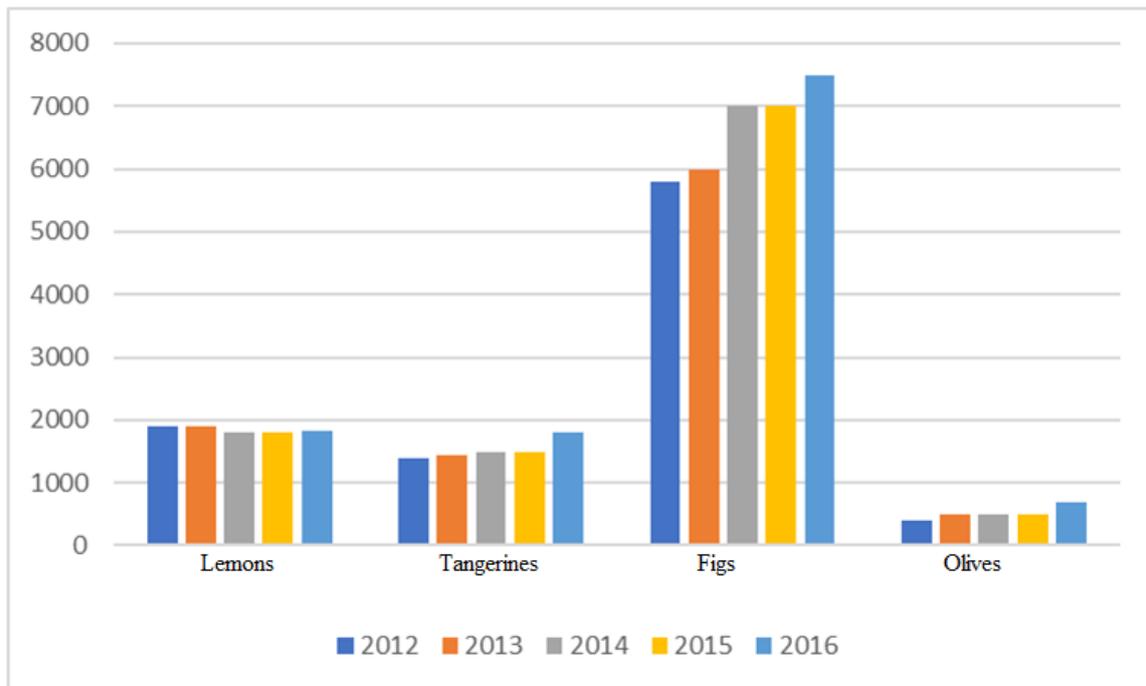
Comparative review of areas under tobacco (in ha) and cultivated tobacco (in m)

Mediterranean fruit and olives production

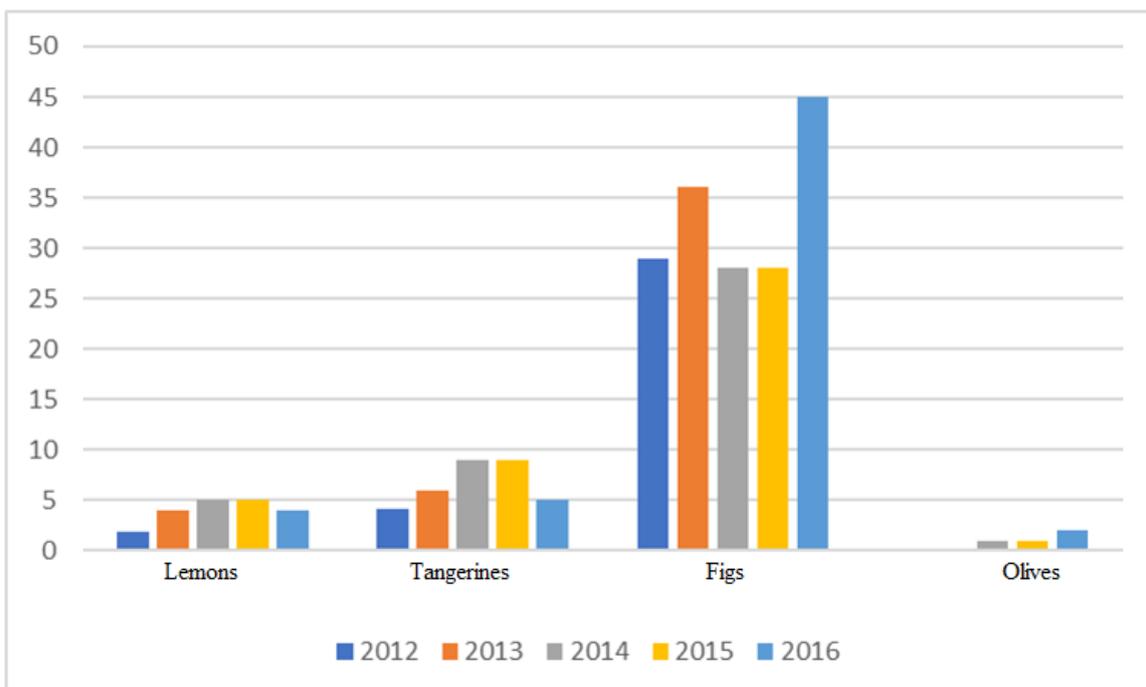
In the City territory the most common Mediterranean fruit are figs, 7.500 trees in 2016. Fig is the only culture that records significant increase, 33% since 2012. The explanation lies in the fact that it is organic fruit that can be stored (variety for drying), not demanding maintenance and gives good yields with a minimal care.

Production of lemon stagnates. Number of trees in 2012 and 2015 was at about same level (1.900 compared to 1.800). Production of tangerine records moderate increase, especially in 2016, when it was planted 300 of new trees (from 1.500 to 1.800).

Production of olives was on the slight increase until 2016, and in the period 2016-2017 the number of trees has risen from 500 to 700, while the entire production doubled from one to two tonnes. 1,000 of newly planted trees will give fruit in 2017, so it is expected a large increase in the field of olives production.



Number of trees of Mediterranean fruit and olives



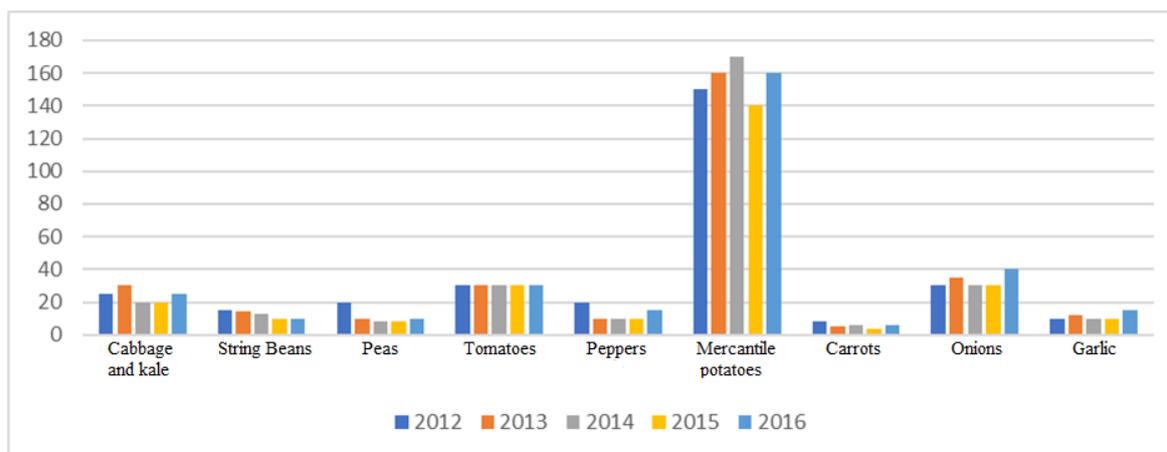
Total yields of Mediterranean fruit and olives in tonnes

Vegetable farming

Vegetable farming is in the phase of stagnation in the City territory. The greatest part of soil is under potato, 160ha, with yield of 1.280 tonnes in 2016.

Plantations of onion are not negligible. They were sown on 40 ha in 2016 and gave 320 tonnes of yield. Tomato is sown on 30 ha and it gave 420 tonnes of yield in 2016.

Cabbage and kale stand out by yields. They gave 375 tonnes of yield on 25 ha.



Areas under arable crops

Production of arable crops mainly stagnates or records slight increase. Significant increase has been recorded in the production of hybrid crop triticale. According to the official data, production of grape vine records slight increase, while according to the unofficial data records significant increase. 16 registered wineries produce a million liters of wine annually. Production of medicinal herbs, mainly immortelle, is on the increase, supported by four existing distilleries, and the other three which are under construction. Other crops such as chaste tree, lemon balm, mint, wormwood etc. are neglected. Tobacco production stagnates. Production of figs is increasing, and it is expected growth of olives. Vegetable farming is in the phase of stagnation.

Livestock breeding

Livestock breeding is mainly in the phase of stagnation, the poultry industry is in decline.

The number of cattle is around 2.000 (2.145 in 2012, 2030 in 2016). The number of sheep is around 5.900, while number of pigs is around 1.000 (1.086 in 2012, 982 in 2016). The number of goats is slightly increasing (830 in 2012 and 1.130 in 2016).

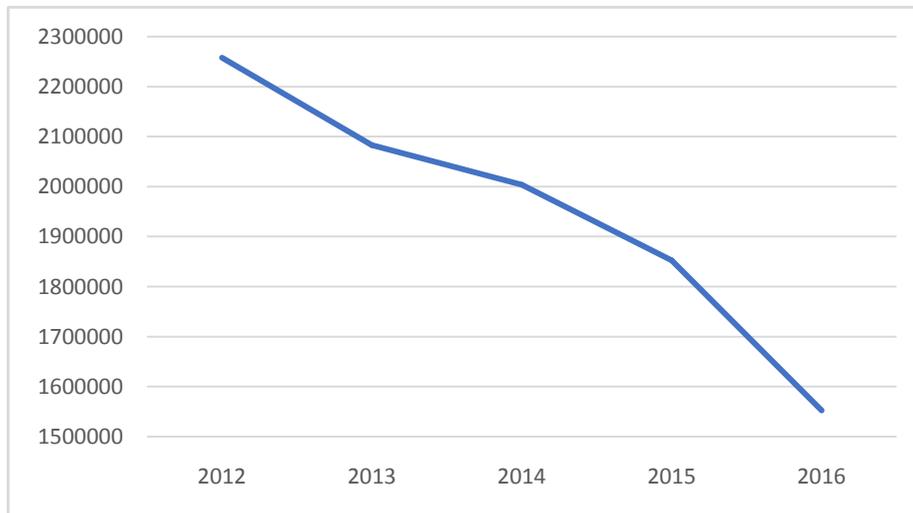
Production of cheese, after which Trebinje and Herzegovina are well known, largely depends on milk production. Trebinje cheeses ("škripavac cheese", sack cheese, cheese in oil) along with wines represent inevitable part of the gastronomic offer. Milk production is stable, with a slight decline in production of goat's milk. However, there are indications that there might be an increase in goats breeding in the future, given that there are 3-4 producers interested in goats breeding (due to cheese production).

Ordinal no.	2012	2013	2014	2015	2016
Cow 'smilk	2.680.000	2.850.000	3.000.000	3.000.000	3.000.000
Sheep 's milk	12.000	12.000	12.000	12.000	12.000
Goat 's milk	60.000	60.000	60.000	50.000	40.000

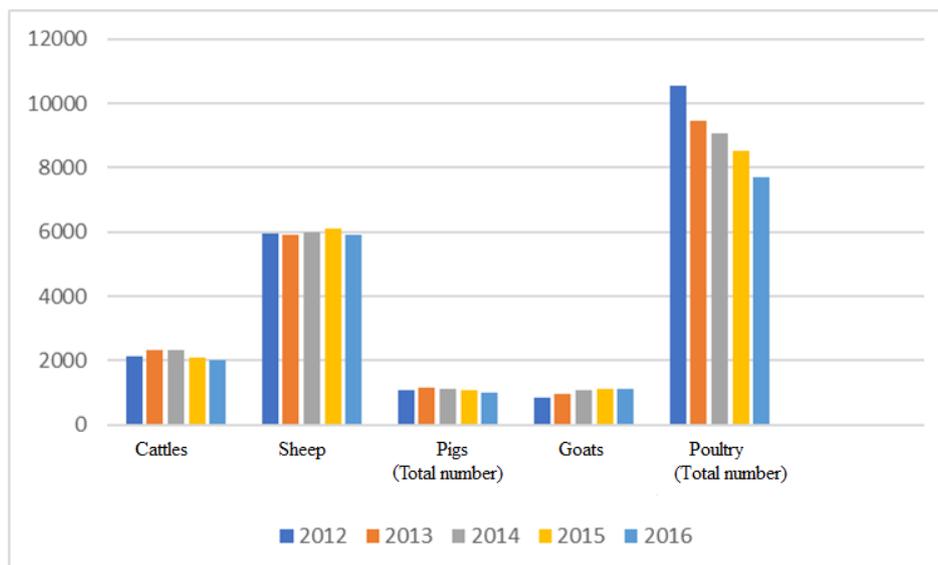
Milk production in the period 2012-2016. Data source: Republic of Srpska Institute of Statistics

Total cheese production capacity is around 300 tonnes.

The constant decline is being recorded in the field of poultry (10.550 poultry in 2012, 7.708 in 2016). This decline is reflected in decline of produced eggs, from 2.257.500 in 2012 to 1.552.814 in 2016. The explanation for this can be searched for in the absence of large agricultural areas for production of concentrate, relatively low purchase price of meat and lower import price.



Number of produced eggs in the period 2012-2016. Source: Republic of Srpska Institute of Statistics

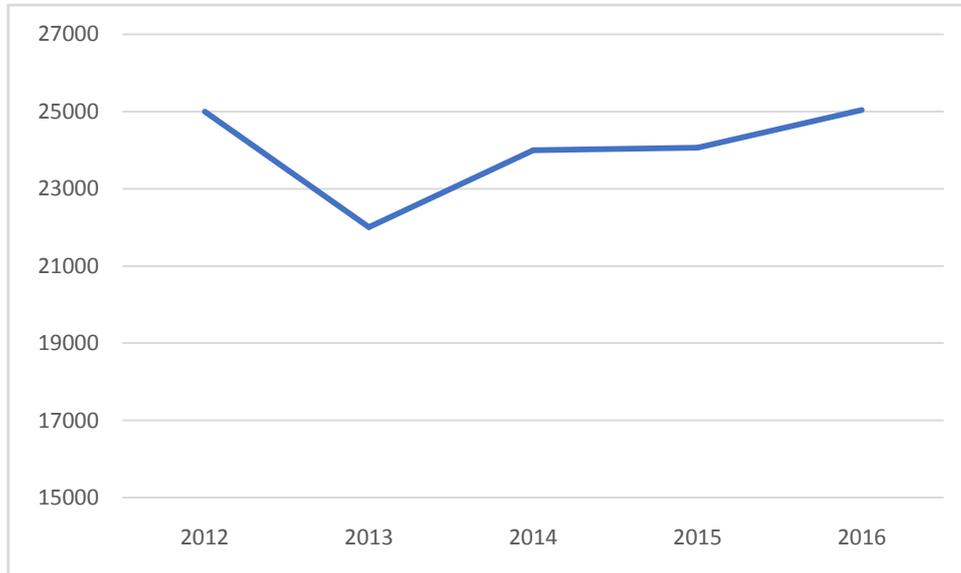


Livestock population, source: Republic of Srpska Institute of Statistics

Livestock breeding is in the phase of stagnation. Poultry farming is in decline, and therefore production of eggs. It is expected an increase of goat breeding in the future, given that there are several investors interested in production of goat cheese. Milk production is stable, what is important for cheese production, since cheese from Trebinje and Herzegovina (cheese in oil, sack cheese "škripavac cheese") represents an inevitable part of the gastronomic offer.

Beekeeping

Number of bees and quantity of produced honey are constant in the period 2012-2016. There are around 500 beekeepers and 15.000 bee colonies in the City territory. Annual honey production is 220-330 tonnes.



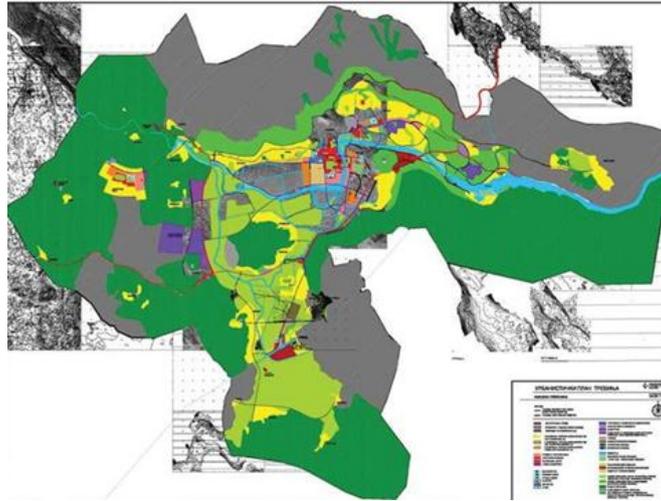
Number of bees in the period 2012-2016, source: Republic of Srpska Institute of Statistics

4.1.7. Space and infrastructure

Planning documents

The City of Trebinje has no adopted a Spatial plan. The Spatial plan from 1987 expired in 2000. The validity of the Urban Plan 2002-2015, developed by the RS Urban Planning Institute joint-stock company, was extended until 8 February 2020. ("Official Gazette of Trebinje City", no. 03, 2016).

The Urban Plan of Trebinje 2020 covers the urban area of the City of Trebinje, i.e. cadastral municipalities Mostači, Gomiljani, Gorica, Trebinje, Necvijeće, Arslanagića most, Pridvorci, Čičevo, Volujac, Bihovo, parts of cadastral municipality Površ (settlements Zgonjevo, Bugovina, and Velja Gora). In relation to the urban area, the scope of the plan was expanded to cover areas of interest i for the City expansion, i.e. the establishment of settlements-suburbs (area of Draženska Gora, Petrovo polje and Necvijeće). Total scope area of the Plan is 10.072 ha.



Scope of the Urban plan of Trebinje 2020, source: Urban Plan until 2020

Regulations of the Urban Plan are being carried out in the area applying the implementation plans: regulation and zoning plans. The implementation plans cover the urban area of Trebinje, certain rural areas, as well as economic zones, such as *Sun City* (Grad sunca). In order to more actively attract investors to the City of Trebinje, it has been started development of the Zoning plans for future economic zones, such as economic zone Novo Trebinje, residential -business and tourist zone *Otok* and economic zone Aleksina međa-Podgljivlje.

Existing implementation plans:

Type of implementation plan	Year of adoption
Regulatory Plan "Abazovina – Blace"	2007
Regulatory Plan "Bregovi"	2016
Regulatory Plan "Bregovi 2"	2010
Regulatory Plan "Centar"	2007
Regulatory Plan "Gradina"	2007
Regulatory Plan "Groblje Banjevci (Cemetery Banjevci)"	2008
Regulatory Plan "Južni gradski izlaz"	2010
Regulatory Plan "Mokri dolovi"	2006
Regulatory Plan "Prljača"	2007
Regulatory Plan "Sjeverni logor"	2007, Review in 2016
Regulatory plan "Stari grad (Old town)"	2007
Regulatory Plan "Zasad polje"	2004, Review in 2016
Regulatory Plan "Istočni logor"	2015
Regulatory Plan "Business zone Volujac"	2016
Regulatory Plan "Industrial zone Volujac 2"	2007
Plan of subdivision "Todorići 3"	2016
Zoning Plan "Sun City"	2016

Existing Regulatory and Zoning Plans, source: Department of Spatial Development

Road infrastructure

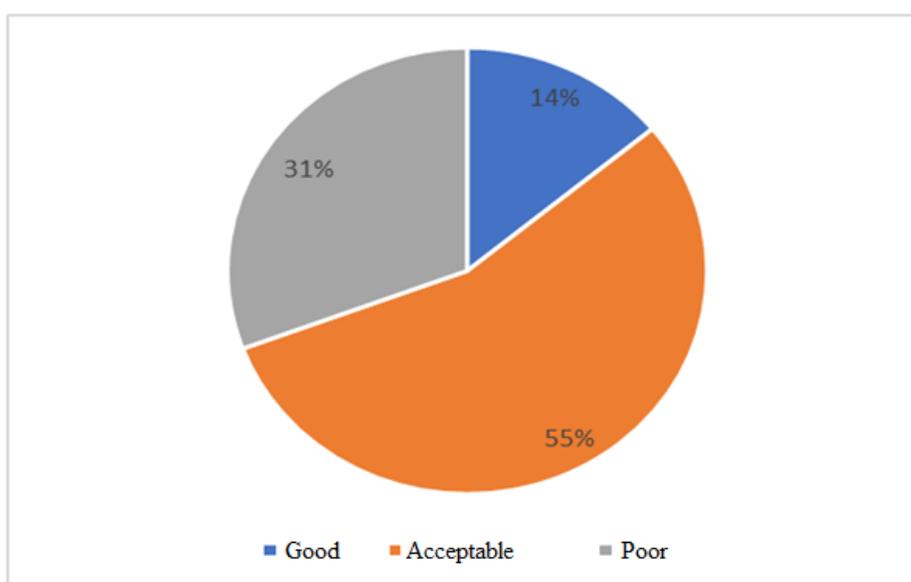
The road network in the City territory is 549 km long. There are 464 km (84%) of asphalt roads, and 86 km (16%) of macadam road.

Ordinal no.	Type of road	Length (2015) in km	Length (2016) in km	Length (2017) in km
1.	Highway	111,5	11,5	111,5
1.1.	Asphalt	111,5	111,5	111,5
1.2.	Macadam	0	0	0
2.	Regional	61	61	61
2.1.	Asphalt	61	61	61
2.2.	Macadam	0	0	0
3.	Local	171	171	171
3.1.	Asphalt	106	107	107
3.2.	Macadam	65	64	64
4.	City streets	91,83	91,83	91,83
4.1.	Asphalt	81,5	83,5	84
4.2.	Macadam	10,33	7,33	6,83
5.	Unclassified	114	114	114
5.1.	Asphalt	99	100	100
5.2.	Macadam	15	14	14

Road network structure, source: Department of Spatial Development

There are 111.5 km of highways and 61 km of regional roads. In these two categories all roads are paved with asphalt. In the City territory most roads are local (171 km), out of which 62% is paved with asphalt. Out of 91,83 km of City streets, 91% is paved with asphalt, and out of 114 km of unclassified roads 87%.

In 2017 the City Administration conducted an assessment of the state of the roads paved with asphalt and local and unclassified roads in the City territory, in three categories. The result of the assessment is as follows: good, acceptable and poor condition, i.e. 25,3 km (14%) of roads were rated as good, 99,7 km (55%) as acceptable and 55,3 km as poor (14%).



State of local and unclassified asphalt roads paved with asphalt in the territory of Trebinje City (2017), source: Department of Spatial Development

Comparing local and unclassified roads, it can be observed that the condition of unclassified roads is better than the local ones. The share of unclassified roads, which were rated as “good” is 24%, that is much higher than the share of “good” local roads (7%). The share of poor, unclassified roads (26%) is less than the share of poor local roads (34%).

Based on the data, it can be concluded that the condition of the road infrastructure in the City territory is mainly acceptable, but it is closer to the poor than to good.

Significant roads for Trebinje are those that lead to the City territory. They are in extremely poor condition, and make arrival to Trebinje difficult. These roads are Stolac-Ljubinje-Foča- Tjentište, as well as road Trebinje-Nikšić.

The planned construction of the western and eastern bypass road will unburden urban settlements from transit traffic.

Roads in the City territory are generally in acceptable condition. Construction of the western and eastern bypass road is planned in near future. Roads that lead to Trebinje (Stolac-Ljubinje-Foča-Tjentište-Trebinje-Nikšić, section of the road to Lastva) are in poor condition and the reconstruction is required.

Water supply and sewerage system

The majority owner of the water supply and sewerage network is the City of Trebinje, while management is entrusted to PI “Vodovod“, joint-stock company Trebinje.

The first water supply network was constructed in 1903 in Trebinje. The City had around 6.000 inhabitants then. Along with its expansion, the city network was upgraded several times. The water supply network has been rehabilitated several times in recent years.



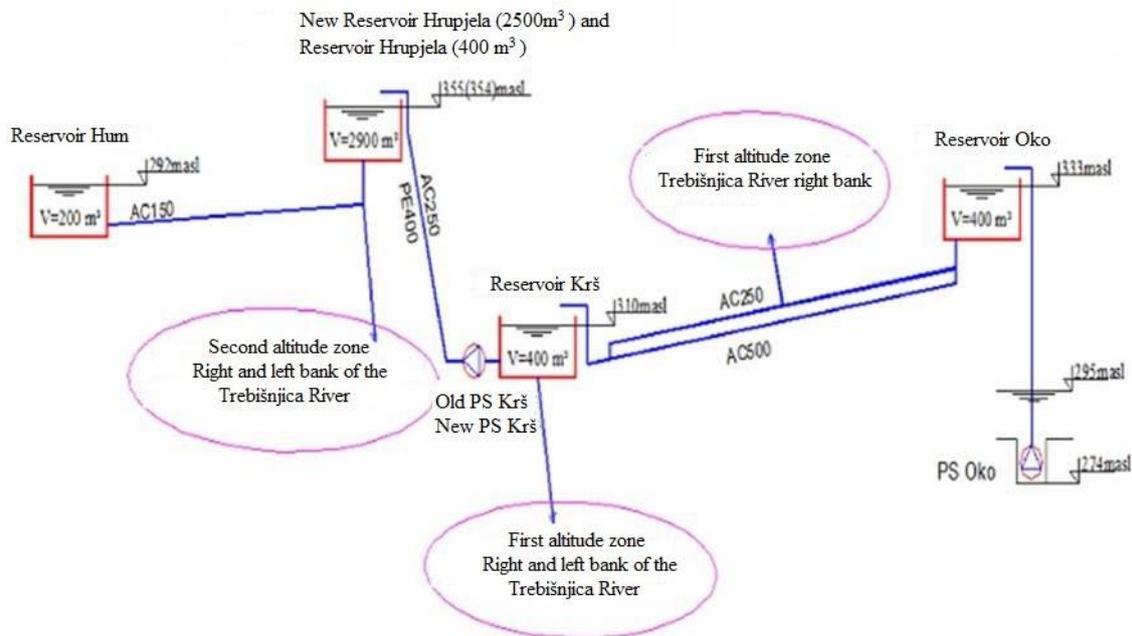
Pump station “Oko“

Today 10.064 households and 825 commercial users and institutions are connected to the water supply system, in the service area of 935 ha. The number of users is 26.300 and water supply is provided to 93% of inhabitants (according to the data of the RS Institute of Statistics on 2013 Census in B&H). The total length of the water supply network is 160 km. Compared to 1903, current water supply system has 6 reservoirs, volume of 5.900 m². Water spring is in deep karst spring “Oko“, located 7 km eastern from Trebinje, at an altitude of 274 m. Spring capacity is 0,5-20 m³/s and it is estimated that it will not represent a “bottleneck situation“ of Trebinje water supply in the future. The water is pumped out from the spring into the reservoir “Oko“ having capacity of 400 m³, from where gravitationally drains into the City reservoir “Krš“, Trebinje. Diameters of the pipes, which distribute water to consumers, are 50-600mm. Water quality is satisfactory, although sometimes occurs turbidity in groundwater, after heavy precipitation, a feature of a karst terrain.

After turbidity, water is chlorinated and thereby its quality regains satisfactory framework.

Water supply system of Trebinje includes:

- Spring, pump station “Oko”
- Reservoirs “Oko”, “Krš”, “Hrupjela” (new and old one) and “Hum”
- Pump stations “Krš” (new and old one)
- Transferring pipelines, diameter of 150-500 mm
- Distribution network, diameter of 50-300 mm



Scheme of water supply system

Apart from the main water supply system, there are three more local water supply systems in the City territory. In Lastva, located eastern of Trebinje, there is a local network since 1959, which is supplied with water from the captured spring, minimum capacity of 1,5l/s. From the reservoir, capacity 100 m³, was distributed a network length 10 km, with pipes diameter of 25-125mm. The network was upgraded in 2001 and supplies with water around 500 inhabitants.

10 km long network with pipes diameters of 15 and 25 mm was constructed in Ljubomir in 2010. The water is pumped out from two wells, capacity 5 and 10 l/s, and stored in a reservoir of 100 m³. Around 200 inhabitants are connected to the local water supply system.

A reservoir and one part of network having length of 12 km was constructed on Zubci. The water supply system currently has sanitary water.

After construction of one chamber of “Krš” reservoir, pipeline from Hrupjela to Vinogradi, pipeline from Krš-Centar, and a reservoir in Hrupjela and Podgljivlje, the situation of reserves can be rated as satisfactory. The construction and replacement of the primary and secondary pipelines is underway in Vinogradi and Podvorje. After these interventions the situation on the right bank of the Trebišnjica River could be evaluated as good.

It is also planned a construction of two more reservoirs, on Crkvina and in Police. These settlements have water, but have no good pressure, which results in the inhabitants waiting for the night to get water.

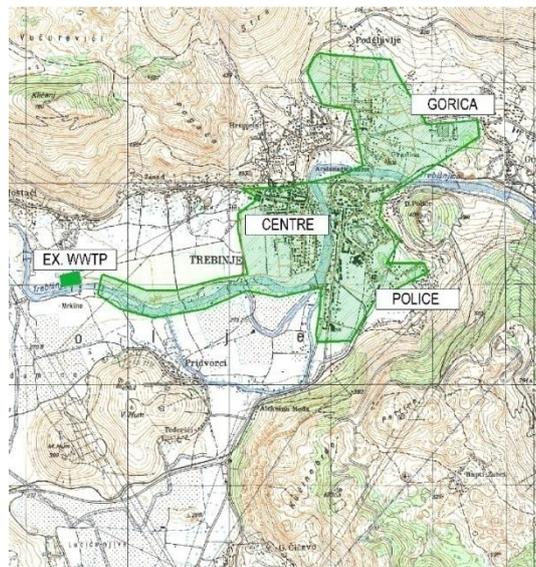
The advantage of the water supply system that is about to be finished is that that two banks i.e. two water zones will be separated. This means that if there is a failure on one bank, the water supply will

be normal on the another. It still remains the problem of large amount of unaccounted water (72%), a problem caused by water leak in the distribution network.



Service zone of water supply system

When it comes to collection and waste water treatment, there is a separate system constructed in 1982 in Trebinje. The system was constructed as to have excess capacity, capable to accommodate 85.000 users. It covers 330 ha, i.e. 4.600 households or 14.000 inhabitants (48% inhabitants of the urban zone). The estimation is that there are around 4.400 septic tanks in the City territory.



Service area of sewerage system Trebinje

There are three collectors and one waste water treatment plant within the system.

- The collector 1 is extended from Gorica, crosses the Trebišnjica River and through the centre, goes along the left bank of the Trebišnjica River.
- The collector 2 serves to the area of Potklisje and parts of Hrupjela settlement, it is connected to the the main collector on the right bank, nearby the old barracks.
- The main collector with flow of 1. 500 l/s, is extended along the right bank of the Trebišnjica River to the waste water treatment plant.

Waste waters are conducted to the main collector by network, total length 39 km, and after treatment discharged into the Trebišnjica River.



Waste water treatment plant and place of discharge into the Trebišnjica

Settlement	Existence of sewerage network
Bregovi	Yes
Old town	Yes
Luč	Yes
Centar	Yes
Tini	Yes
Mokri dolovi	Yes
Vinogradi	Yes
Zasad (100 m away from School centre)	Yes
Police (part around hospital and old Music school)	Yes
Police	No
Hrupjela	No
Zasad	No
Mostači	No
Banjevci	No
Gradina	No
Bogdanića do	No
Terzije	No
Podvori	No
Mala brana	No
Podgljivlje	No
Rupe	No
Rastoci	No
Pridvorci	No
Geljov most	No
Dražin do	No

Condition of sewerage system, source: Department of Spatial Development

Given that low percentage of the urban population is connected to the sewerage system, the priority in further network interventions is given to the expansion of the plant scope. Due to the poor state of waste water treatment plant, the priority is also its rehabilitation, i.e. replacement of technology and building reconstruction. Funds for reconstruction, in the amount of EUROS 1,8 million, have been provided and the process of selection of the most favourable tenderer is underway. This project is profusely important for the water quality downstream of Trebinje.

After significant network expansion in Gorica and Vinogradi (2005-2009), there were only minor interventions because the water supply system was a priority. The projects of the sewerage network

expansion in the urban area are underway. It is foreseen the completion of the construction of a sewerage system in Police (project for stormwater and fecal sewerage has been developed), the extension of the sewerage system in Hrupjela, Zasad, Mostaći and the connection of the industrial zone Volujac to the system. The plan is expansion of the sewerage network to the rural areas Dživar, Pridvorci, Gučina, Rastoci and Lastva.

The situation in the field of water management, after completion of ongoing works, will be satisfactory. The problem of water supply of Crkvina and Police is planned to be solved by construction of two reservoirs. It still remains the problem of large amount of unaccounted water (72%). As for the sewerage network, it is expected the beginning of reconstruction of the waste water treatment plant. Expansion of the sewerage network in the urban area is about to happen.

Public lighting

Public lighting in the City can be divided into three groups:

- City core: Public lighting lamps are installed on public lighting pillars along the City streets. Power supply, measurement and automation are located in Substation 10/0.4 KV, ownership of "Elektro Hercegovina", joint- stock company.
- Residential settlements with dominant dwelling units: Public lighting lamps are installed on public lighting pillars and pillars of low voltage network. Power supply, measurement and automation are located in Substation 10/0,4 KV, ownership of "Elektro Hercegovina", joint-stock company.
- Rural areas: Public lighting lamps are installed on public lighting pillars and pillars of low voltage network. Power supply, measurement and automation are located in Substation 10/0,4 KV, ownership of "Elektro Hercegovina", joint- stock company.

Type of light source	Total number
Hg 125 W	2.543
Hg 250 W	71
Hg 400 W	203
Na 70 W	187
Na 150 W	77
Na 250 W	24
MH 150 W	23
MH 250 W	9
MH 400 W	109

Overview of source in the City territory: SEAP 2011

Power supply is carried out from 78 substations. Total consumption was 2.315. 330 kWh in 2010.

Although the coverage of public lighting is at satisfactory level in Trebinje and rural settlements, electricity consumption is high due to use of outdated technology (mercury light bulbs). Due to the age of the existing lamps (Hg 125 W), layers of dust appeared, illuminators went dark, and ability ability to reflect is reduced. Almost a million BAM has been allocated for construction and reconstruction of the public lighting in the City territory from 2009 to 2014. During reconstruction and installation of new lighting have usually been installed mercury, high pressure sodium light bulbs and LED light bulbs.

LED light bulbs were installed as a part of pilot project at two locations: 154 light bulbs in the direction of Nikšićki put-Kameni most (Stone bridge)-Dušanova street-old bus station and 40 light bulbs on the way to Dubrovnik.

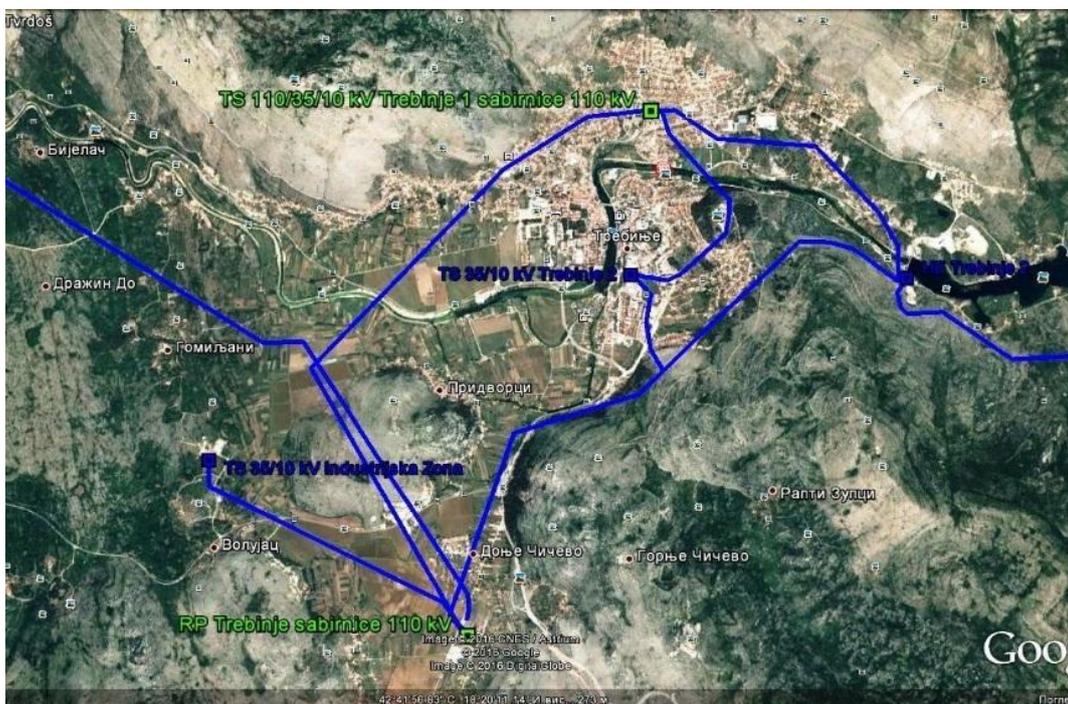
In the future, due to energy efficiency, it is desirable to limit the choice to high pressure sodium-vapor light bulbs and LED light bulbs. It should not be ignored a possibility of deferred payment of lightbulbs through savings in electricity consumption.

Although mercury light bulbs are used, which are not energy efficient, the level of coverage with public is good. During reconstruction of public lighting, high-pressure sodium-vapor light bulbs and LED lightbulbs should be used.

Electricity grid

Electricity supply in the City territory is provided by the working unit “Elektro Trebinje”, which operates within subsidiary company “Elektro Hercegovina” joint-stock company Trebinje. 13.412 households and 1.149 entities, within category of other consumption, is connected to the electricity grid. Consumers are supplied over two nodes owned by “Elektroprenos BiH”: Distribution switchgear 400/220/110/35/10 kV and substation 110/35/10 kV Trebinje 1. There are another five substations owned by Electricity unit “Elektro Trebinje”: Substation 35/10 kV Trebinje 2, Substation 35/10 kV Industrial zone, Substation 35/10 kV Veličani, Substation 35/10 kV Grančarevo, Substation 35/10 kV HPP Trebišnjica 2.

Coverage and supply of electricity are at a satisfactory level, though, due to the construction of new residential-business and commercial facilities, the capacity of electricity grid should be increased. It is also necessary to construct a new substation Trebinje 3, capacity 110/35/10 kV, in Zasad polje, the western direction of the City expansion .



Schemes of substations 30/10 kV and long distance transmission lines 35kV

Electricity coverage and supply are at a satisfactory level. Due to the City expansion, it should be built a new substation in Zasad polje, the western direction of the City expansion.

Telecommunications and Internet

The state of telecommunications can be assessed as satisfactory. Landline and cell phone network coverage satisfies the needs of population, economy and institutions.

Connecting optical cables are made of the telecommunication centre located in the centre of Trebinje and go up to: Ljubinje, Bileća, Nikšić (to Klobuk), Herceg Novi (to Border Crossing Zubci) and to Volujac.

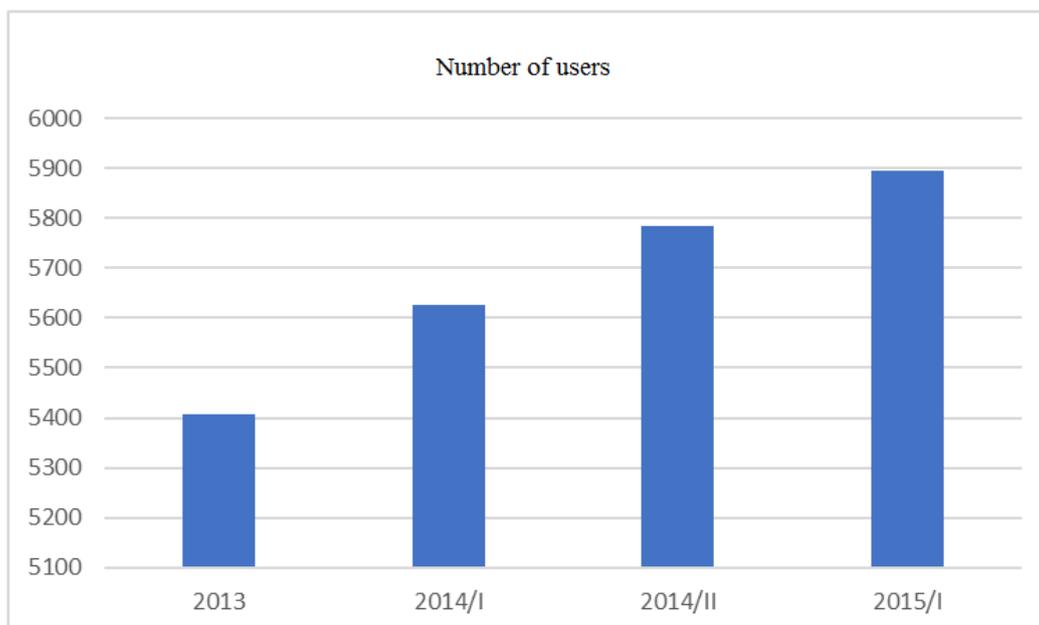
There is certain number of optical access networks, multiservice devices and base stations within the City.

Overall data for Trebinje region (Trebinje, Bileća, Ljubinje, Nevesinje and Gacko) indicate that the number of Internet subscribers is on the rise. There is no users of slow and outdated dial-up connection any more.

Year	Dial-up	Broadband	Total number of subscribers
2013	13	9.796	9.809
2014	9	10.366	10.375
2015	2	11.319	11.321
2016	0	12.159	12.159

Number of Internet users in Trebinje region (Trebinje, Bileća, Ljubinje, Nevesinje and Gacko), source: The annual survey of Communication Regulatory Agency users, License for provision of Internet access services in BiH

The number of users of broadband Internet was 5.895 in Trebinje in 2015.



Number of broadband Internet users in Trebinje, source: The annual survey of Communication Regulatory Agency users, License for provision of Internet access services in BiH

The percentage of penetration of broadband Internet was 18,7% in Trebinje in 2015, which is more than national average (13,47%) and puts Trebinje in the third place in the RS (immediately after Banja Luka and East Sarajevo).

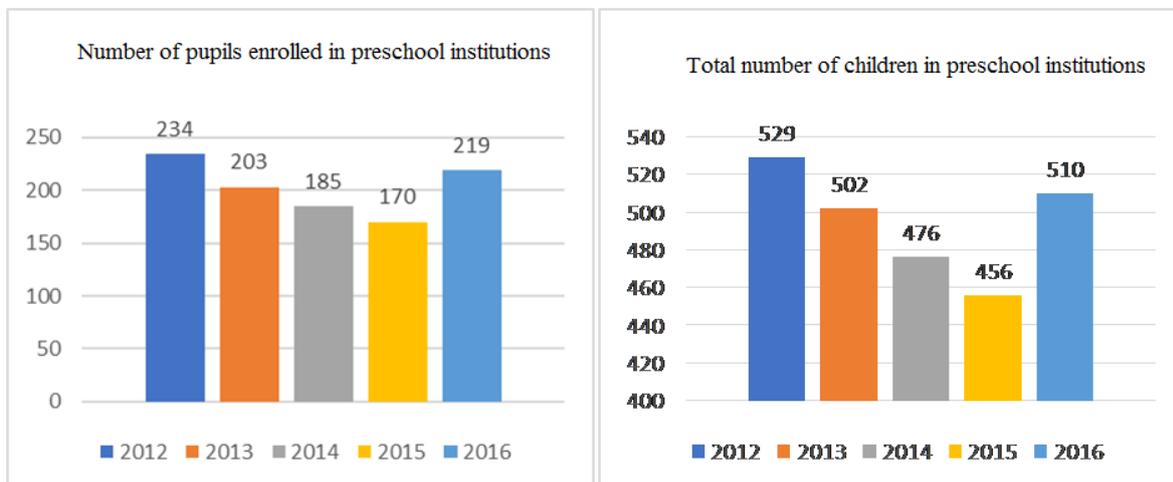
Users have at their disposal VDSL technology, which offers speeds up to 100 Mbps. FTTH network with use of optical network GPON is under construction, which will theoretically provide users unlimited speeds over optical cable.

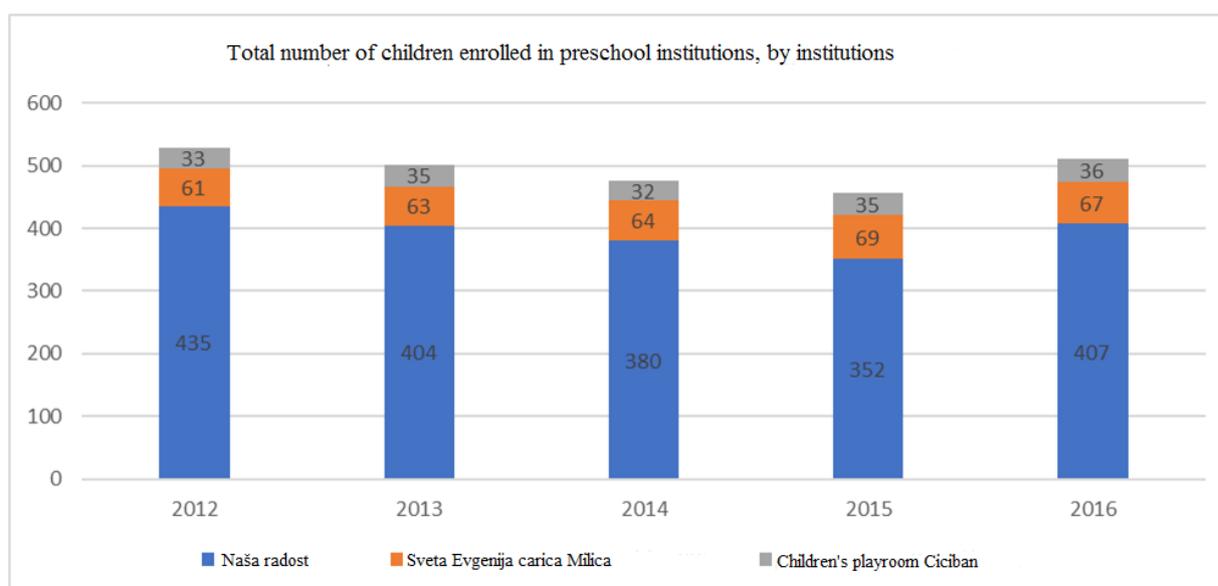
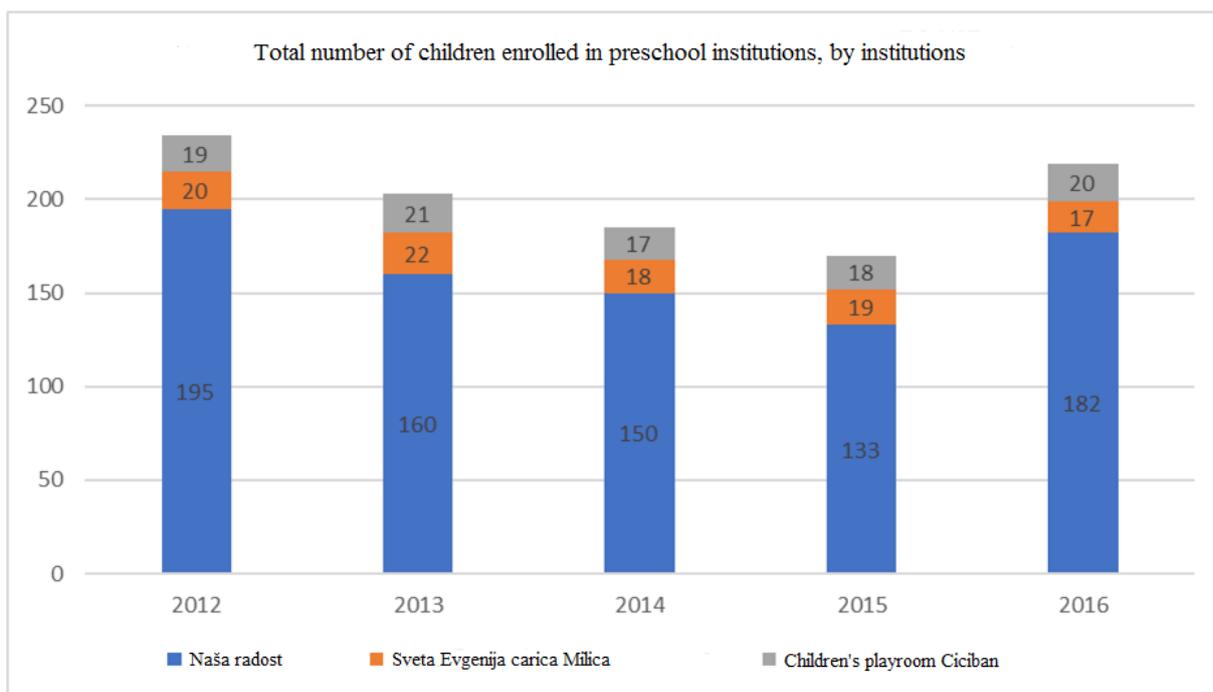
4.1.8. Social infrastructure and services

In the text below is given the situation, problems and challenges of the social infrastructure development by most important segments, from education, culture, health care and civil protection, up to sport and non-governmental sector.

Preschool education

In the field of preschool education, in the City area are operating the following institutions: PI "Naša radost", kindergarten "Sveta Evgenija carica Milica" and children's playroom "Ciciban".



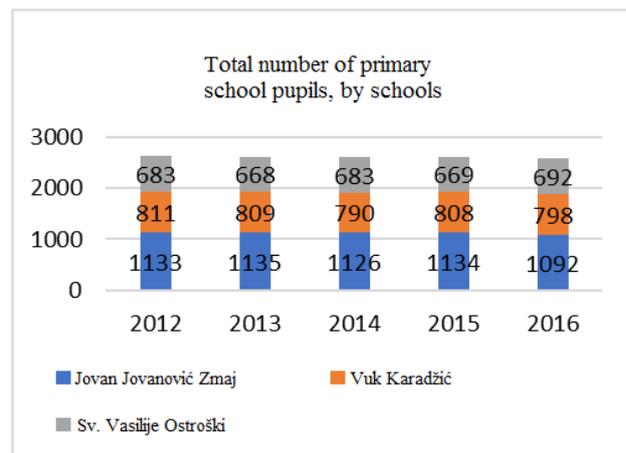
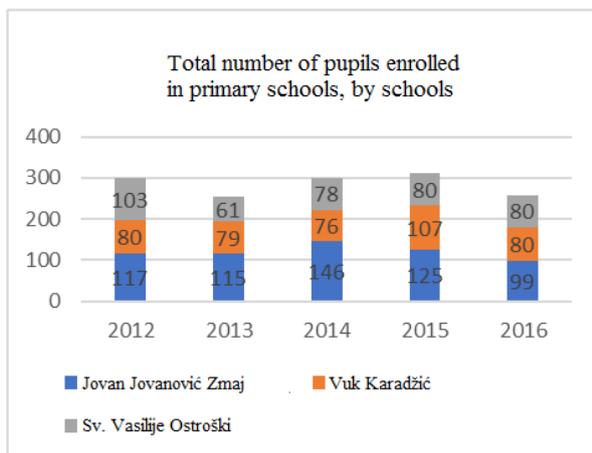
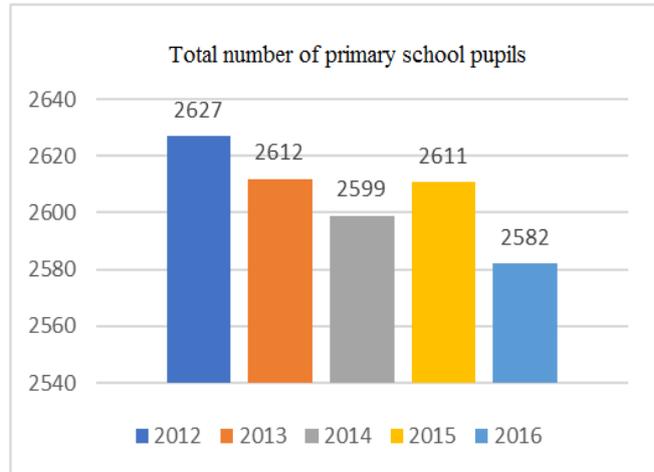
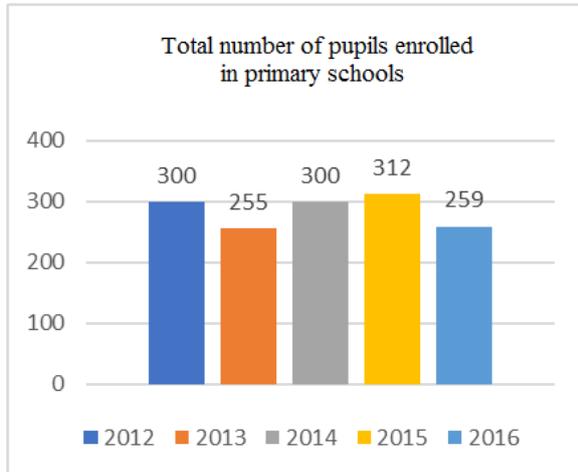


Previous data, compared to the number of newborn children show that preschool institutions possess sufficient capacities to accommodate preschool age children, which may mean that the perception of (im)possibilities of obtaining place in preschool institutions does not affect the parents' decision to have children. The facilities area also in good condition, rooms are adequately furnished and preschool institutions have the necessary human resources. The services are adequately distributed and available to everyone in the City area.

Although, there is a constant need for improvement of didactic equipment. Also, there is a need for higher degree of control in this field, so that all entities participating in this field act in accordance with the regulations.

Primary education

Primary schools in the City area are as follows: Primary school “Jovan Jovanović Zmaj”, Primary school “Vuk Karadžić” and Primary school “Sveti Vasilije Ostroški”.



Number of pupils enrolled in primary schools reflects variations in terms of newborns, but still remaining at approximately the same level as in the year preceding implementation of the previous strategy (296 enrolled children in primary schools in 2007). Considering a longer period, it can be perceived a decline in the number of pupils, but the number of pupils is stable in the last five years. The reasons for this decline may be searched for in birth rate and migration of the youth leaving the area of Trebinje.

Facilities of primary schools are generally in a good condition, have their own gyms and outdoor playgrounds. Services of extended stay are also available. However, needs for certain improvements still remain.

The facility of PS “Jovan Jovanović Zmaj” is partially constructed in accordance with the principles of energy efficiency (changed joinery), but there is still a need for construction of the thermal facade, roof and fence which will protect the surrounding area, as well as rehabilitation of the school yard and gym facade. Another problem is space lack, so it is necessary the facility extension within which should be addressed the problem of unequipped classrooms. Beside the computer room, which is in a pretty poor condition, other rooms are also inadequately equipped.

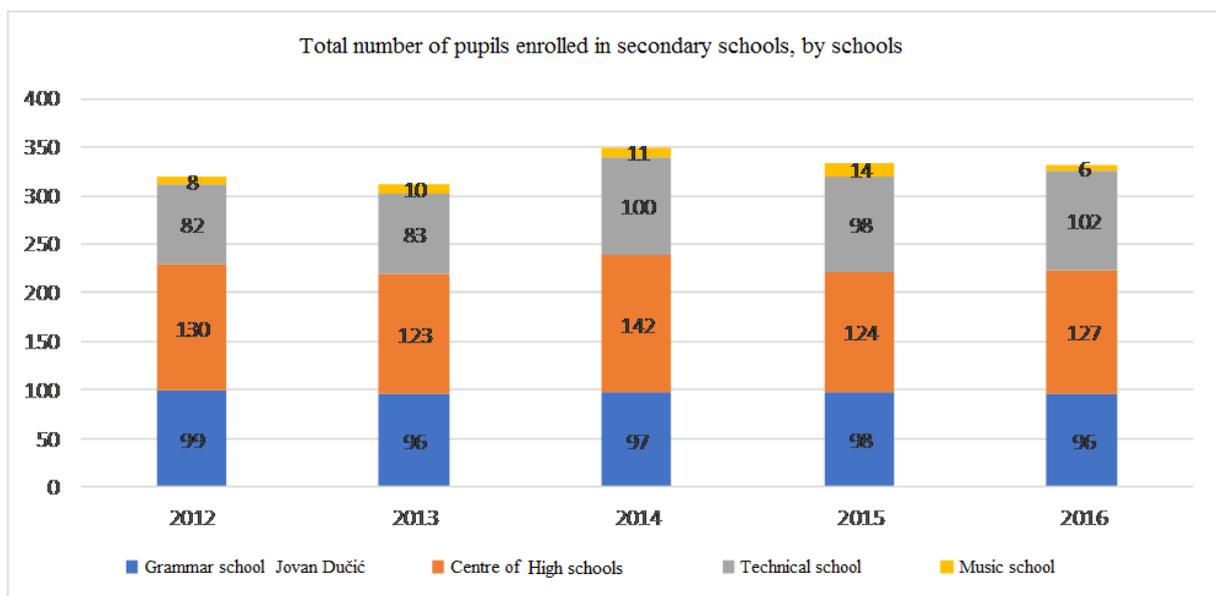
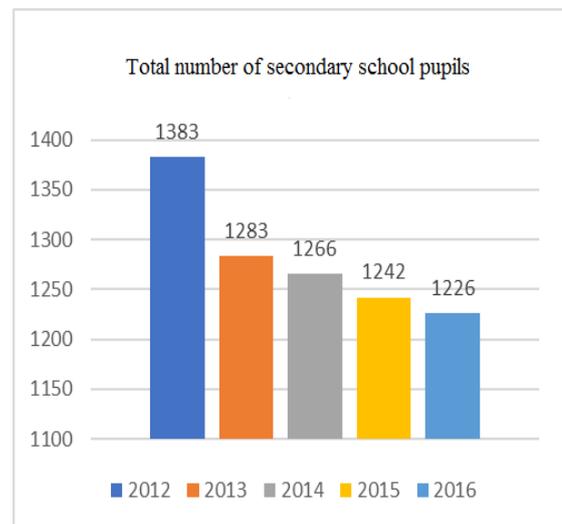
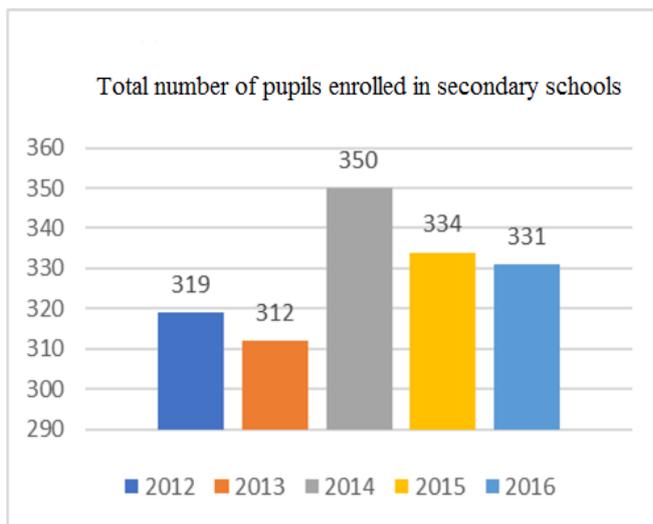
The facility of PS “Vuk Karadžić” is in a pretty good condition. It was reconstructed in 2008, and afterwards replaced all furniture, installed heating system and reconstructed the roof. Outdoor sports field, which is of an open type and can be used by the citizens, also needs reconstruction.

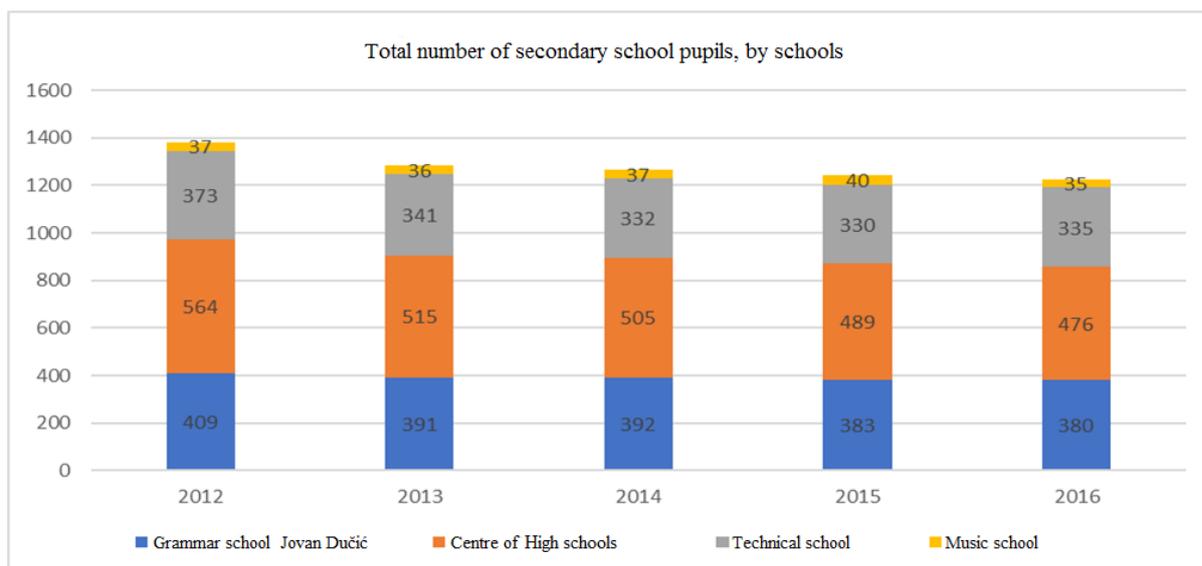
PS “Sveti Vasilije Ostroški” needs new joinery and roof reconstruction.

Another problem is that all primary schools have not adapted their facilities to the needs of pupils with disabilities. This issue should be tackled in the next period. It is also necessary to provide video surveillance in all schools, including school yard and outdoor sports fields, because there were cases of facade and sports fields damage. Previously implemented measures of video surveillance installation have given good results and reduced the number of damaged buildings and equipment.

Secondary education

Secondary schools in the City area are: Grammar school “Jovan Dučić”, Centre of High schools, Technical school and PI Music school.





It is noticeable the trend of continuous reduction in the number of secondary school pupils, despite periodic fluctuations in the number of enrolled pupils (increase in the number of enrolled secondary pupils in 2014). It is a continuation of the trend recorded in the period of 2004-2007.

Grammar school “Jovan Dučić” and Centre of High schools operate in the same building and use the same gym. On this building were reconstructed roof and joinery, and it is still necessary reconstruction of the facade, sanitary block and parking space. There is an intention for construction of a new facility for Grammar school “Jovan Dučić”, for which the land has been provided, but large funds necessary for its construction have not been provided yet.

Centre of High schools offers the following courses: economics, law and commerce, hospitality and tourism, agriculture and food manufacturing, as well as health care course. The interest for these courses generally exists, and they are substantially aligned with the economy needs. All courses have practical training and it has been established cooperation with more than 30 private companies, especially with entities engaged in the hospitality and food industry, but there is a chance for further improvement of cooperation with business entities in the field of fruit-growing, as well as in other fields with the aim of improving practical training. Additional activity is the education of adults in 14 occupations of formal education. There is also a need for provision of space for the restaurant of hospitality school. Staff is already available. In addition, it should be provided land or a greenhouse for practical training of agricultural course.

Technical school educates pupils in four courses: transport, electrical engineering, mechanical engineering and metal manufacturing, geodesy, construction. The gym needs roof reconstruction. A computer classroom needs reconstruction and equipment, and classrooms for practical training equipment.

Music school performs its lessons in two departments: vocal-instrumental and theory.

There is a need for constant work on compliance of educational programmes with the economy needs, in accordance with a new economic structure in Trebinje. Cooperation between secondary schools in planning pupils enrolment already exists, as well as cooperation with the Employment Bureau, Chamber of Commerce and the City Administration. Cooperation with economic entities should be increased. A need also arises for promotion of technical occupations and work in the industry, in order to increase the number of enrolled pupils and provide staff for the economy development. Besides, it is necessary to rehabilitate the heating system in secondary schools.

PI Dormitory Trebinje is located in the reconstructed barracks building and the space is adequate. It also provides accommodation for participant of cultural and sporting events.

Higher education institutions and number of enrolled students

In the area of Trebinje operate three public institutions of higher education: Faculty for Production and Management, Academy of Fine Arts and the College for Tourism and Hotel Management, as well as Department of the private University of Business Engineering and Management from Banja Luka.

Enrolled students by local community of permanent residence, for the City area

2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
893	955	928	930	963

Enrolled students by seat of higher education institution, for the City area

2010/2011	2011/2012	2012/2013	2013/2014	2014/2015
487	562	519	545	554

Graduated students by local community of permanent residence, for the City area

2011	2012	2013	2014	2015
119	152	154	110	141

Graduated students by seat of higher education institution, for the area of Trebinje City

2011	2012	2013	2014	2015
90	74	82	57	86

Source: RS Statistical yearbook 2015

Facilities of higher education are in a good condition. Department of the private University of Business Engineering and Management, located in the former barracks building is also in a good state. However, installation of exercise equipment outdoor, nearby faculties, would further improve conditions for recreation of students and other citizens of Trebinje.

There is a need for improvement of cooperation of higher education institution with the economy. Besides, the offer of occupations of higher education institutions in Trebinje is not completely harmonized with the needs of the local economy. Efforts for establishment of Faculty of Agriculture Department were unsuccessful. Additionally, insufficient number of faculties is also considered as one of the main causes for leaving of young people.

Preschool education services are available in sufficient measure in the area of Trebinje. Primary schools have infrastructure and human resources and require only minor interventions to improve infrastructure. Secondary schools also possess an adequate infrastructure and require only certain improvements and procurement of equipment for practical training. It is necessary further improvement of cooperation with the economy, primarily in performance of practical training and research needs of the economy for staff, in order to harmonize the enrollment policy with the development of the local economy. It is important to emphasize the need for promotion of courses that educate pupils for industrial work, in order to ensure sufficient number of staff for the development of local companies. Higher education is available in Trebinje, but it is essential compliance of offer with the needs of economy and improvement of cooperation of higher education institutions with the economy.

City of culture

Trebinje has a unique cultural tradition and enviable cultural infrastructure. Cultural tradition of Trebinje is primarily based on institutions, events and cultural zealous workers.

Cultural institutions in the City territory are as follows: “Museum of Herzegovina“, PI “Public Library“, PI “Cultural Centre“, PI “Media and Education Centre“ and PI “Youth Centre“.

“Museum of Herzegovina“, established in 1952, occupies a special place among the institutions. It is one of the few complex type institutions in the RS with permanent exhibitions. It belongs to the most representative museum institutions in B&H. Around 70% of the cultural heritage of the RS is located in the area under management of Museum of Herzegovina.

“Public Library“ was established in 1954. It has a general-educational profile, as it serves to satisfy cultural needs and professional development of Trebinje citizens and its surroundings. It has the status of the main library for Eastern Herzegovina since 1993. Dučić’s legacy represents an exquisite treasure of this library, with more than 5.400 valuable and rare library items.

PI “Cultural Centre“, PI “Media and Education Centre“ were formed as separate institutions by the decision of the City Assembly in 2013, from previously single PI “Media and Culture Institution“. “Media and Education Centre“ performs a function of the local media institutional carrier by publishing newspaper “Glas Trebinja“ (Voice of Trebinje) (established in 1975) and through “Radio Trebinje“. “Cultural Centre“ is one of the most significant carriers of cultural life of Trebinje. It organizes and produces numerous cultural events. The key investment¹² in the domain of cultural infrastructure was reconstruction of the Cultural centre, the most important City cultural institution. In this way were created excellent preconditions for even better realization of traditional Trebinje events, as well as for creation and implementation of new events.

Cultural events represent a significant part of social life in Trebinje and the sign of specific recognition of this City in broader spiritual and physical environment. The most famous are: “Poetry Evenings in Tribute to Dučić“, the most important cultural event in Eastern Herzegovina and one of the greatest events dedicated to verse and entire Serbian poetry, held every year more than four decades. Laureates of Dučić’s award are the most important names in contemporary Serbian poetry. The event of “Trebinje Summer Festival“ (with a new name since 2017 –“Cultural Summer of Trebinje“) takes place every year from May to October, presenting and promoting the highest achievements in culture and development and cultural-artistic amateurism in the City of Trebinje.

The following events are held within this seasonal event: Children’s Music Festival “Zvon zvonke pjesme“, Festival of Theater Amateurs “Festival festivala“, assembly of professional theaters, assembly of folklore.

Overview of cultural events and number of participants are given in the following table, according to annual calendar schedule .

¹² Turkish Cooperation and Coordination Agency (TIKA) invested BAM 4 million in reconstruction and equipping of the Cultural Centre.

Ordinal no.	Name of the event	Participants number
1	<i>Traditional Celebration of the Christmas Eve</i>	20
2	<i>Celebration of the Orthodox New year</i>	10
3	<i>Sveti Sava Ceremonies</i>	100
4	<i>Events within the Celebration of the City's Patron Saint</i>	
5	<i>Cultural Summer of Trebinje</i>	
6	<i>Concert for Celebration of 8th March</i>	30
7	<i>Poetry Evenings in Tribute to Dučić</i>	50
8	<i>Dučić's day</i>	
9	<i>Entertainers' Festival for Children</i>	15-20
10	<i>Night of Musems</i>	
11	<i>Zvon zvonke pjesme</i>	50
12	<i>Sculpture colony</i>	
13	<i>Traditional Exhibition of professor and associates of the Academy of Fine Arts Trebinje</i>	
14	<i>Infant and Toddler Conference</i>	30
15	<i>Vidovdan Celebrities</i>	40
16	<i>Festival festivala¹³</i>	50-70
17	<i>Trebinje Photo Days</i>	30-100
18	<i>Festival of Mediterreanean and European Film¹⁴</i>	
19	<i>Trebinje Guitar Festival</i>	30-40
20	<i>National Assembly "Iz ustanka nicaše sloboda"</i>	20-30
21	<i>Art Colony Lastva</i>	

So numerous and diverse cultural events are enabled not only by work and support of cultural institutions, but also by various associations.

In the City territory currently operate the following cultural associations: City Folk Ensemble "Alat-Swisslion" Trebinje, Folk Ensemble "Hercegovina" Petrovo polje, Ensemble of National Dances "Jovan Dučić" Trebinje, Fiddle Association "Vojvoda Nedeljko Vidaković", Gathering of Serbian Fiddlers and Poets "Svetosavlje", Association of Fiddlers and Epic Poets "Vojvoda Luka Vukalović", Literary Community "Jovan Dučić", Mixed Choir "Tribunia", Chamber Choir of Herzegovinian Gračanica, "Sveti Roman Slatkopojac", Ethno Group "Zahumlje", Cultural Scene "Male stvari", Association of Eastern Herzegovina Artists "Milorad Ćorović", Photo-Cinema Club Trebinje, Dance Club "Maris-Dineco", Alternative Club and Stage "Zoran Radmilović", Association "Ćirilica", Association of the Academy of Fine Arts Students, Citizens' Association Italian Cultural Club "Leonardo", Association of Art Makers "Rizba", Literary Association "Susret", Serbian Educational and Cultural Society "Prosvjeta."

There is an opportunity for enhancement of the tourist offer and achievement of higher tourism by engagement of resources of the Academy of Fine Arts and involvement of citizens having skills for making souvenirs and similar products acquired by work in industry, such as the textile industry, which has been well developed in Trebinje.

¹³ Its 60th anniversary will be celebrated in 2017.

¹⁴ This event has started in 2010, and with minor interruptions, grown into the traditional cultural event of Trebinje.

Although culture represents the most important part of Trebinje identity and one of key developmental levers of a new economic profile of the City, the key problems of development have not been solved yet. The most influential are: excessive dependence on meager budget and sponsorship funds; insufficient networking, cooperation and coordination of relatively large number of cultural institutions and organizations; insufficient research and promotion of indigenous cultural heritage.

Health care

Trebinje is a regional health centre and plays an important role in the treatment and protection of health of the citizens of Eastern Herzegovina. Services in the field of health care are provided by:

- PHI General hospital Trebinje,
- PHI Health care centre Trebinje, within which operate the following infirmaries:
 - 8 clinics of family medicine,
 - 1 clinic within emergency department,
 - 1 clinic in hygiene epidemiology department,
 - 1 clinic in centre for mental health,
 - 1 clinic in centre for basic rehabilitation,
 - 1 clinic in pediatric department,
 - 1 clinic in gynaecological department,
 - 3 dental clinics.

In the City area also operate the following health care institutions:

- 10 dental clinics,
- 2 clinics for ultrasound diagnostics,
- 1 pediatric clinic,
- 2 ophthalmology clinics.

Number and qualification structure of staff					
Qualification	Dec. 2012	Dec. 2013	Dec. 2014	Dec. 2015	Dec. 2016
1 Medical doctors	19	19	18	12	11
2 Medical specialists	17	17	18	22	21
3 Stomatologists	8	8	9	9	9
4.1 Professional nurses (technicians)	11	11	11	10	17
4.2 Nurses (technicians)-secondary education	65	61	62	63	57
TOTAL NUMBER OF MEDICAL WORKERS	120	116	118	116	115
TOTAL OTHER WORKERS	35	35	35	34	39
TOTAL EMPLOYEES	155	151	153	150	154

Total number of medical examinations				
2012	2013	2014	2015	2016
163.741	168.185	169.420	176.360	181.911

It can be perceived an increase in the number of medical examinations. Data show that the most common diseases are circulatory system diseases.

The General hospital has 4 operating rooms, out of which 2 with general anesthesia (the Republic of Srpska Risk Assessment Regarding Natural and other Disasters 2013:176).

The regional unit Trebinje operates within the Public Health Institute of the RS, which performs socio-medical, hygienic and environmental, epidemiological and microbiological health activities (Source: the Republic of Srpska Risk Assessment Regarding Natural and other Disasters, 2013:174).

Number and organization of teams are in accordance with the number of population. Coverage of Trebinje territory with health care services is good. Staff is highly skilled, but the number of employees is larger than necessary. Also, one part of equipment is obsolete and there is a huge need for new equipment, i.e. 4D ultrasound machine, vehicles for transport of patients, and equipment for physical and dental services departments. Besides, there is a need for improving the energy efficiency.

Having in mind the development of tourism in Trebinje, and vicinity of tourist destinations in Croatia and Montenegro, it can be said that there is a possibility of linking of health care services and tourist offer. Thus the tourist offer would be richer, tourism revenues higher, and the number unemployed health care professionals lower.

Number of insured persons (Health Insurance Fund Trebinje)

2012	2013	2014	2015	2016
29.645	29.228	29.009	29.109	29.140

It can be said that Trebinje has fully developed network for provision of health care services. There is a need for procurement of a modern equipment, which would improve quality of health care services. It also should be considered a possibility of linking health care services with tourist offer of Trebinje.

Social protection

Number of beneficiaries and allocations for social protection (basic and extended rights) for 2012, 2013, 2014, 2015, and 2016

Type of right	Year									
	2012		2013		2014		2015		2016	
	No. of benefic.	Amount	No. of benefic	Amount	No. of benefic	Amount	No. of benefic	Amount	No. of benefic	Amount
Legal	946	679.720	1.199	1.118.447	1.284	1.216.664	1.211	1.316.505	1.271	1.334.630
Extended	1.154	138.848	791	267.206	1.201	260.780	1.121	256.546	887	234.172

When it comes to social protection, it can be said that it was developed in accordance with the changes that have occurred in the area of Trebinje. PI Social Work Centre provides social protection and coordinates activities in the field of provision of social services and support. The City of Trebinje is implementing measures of pro-natalist policy which strives to improve the situation in which are expressed a negative birth rate and aging population. It has been established the Centre for children with special needs, which provides support to around 30 young people. In the area of Trebinje also operates the Retirement home.

On the other hand, a working body for social protection has not been formed. This is a legal obligation and should be done in the following period. Acting of entities providing support to the categories of socially vulnerable population in terms of establishment of precise and updated records, coordination, criteria for allocation of social assistance and other aspects of work should also be improved. Roads as well as access to facilities should be adjusted to persons with mobility problems. In addition, there is a need for completion of the Social protection Development Strategy. In the City area are acting the following associations in the field of health care and social protection: Association of Parents of Children and Young People with Special Needs "Sunce nam je zajedničko", Association of Families with Sterility Problem "BEBE", Diabetes Association, Intermunicipal Organization-Union of Blind and Bisually Impaired Persons Trebinje-Ljubinjje, Association of Paraplegics, those suffering from Polio and Other Physically Disabled People of Trebinje region, Association of War Invalids, Association of Amputees, Creative Centre, Association "NADA", Pensioners Association, Red Cross, Association "Sonata", Citizens' Association "Dječiji dnevni centar", Association of People Suffering From Psoriasis. All associations cooperate with the Social Work Centre.

Pension and Disability Insurance Fund data

Ordinal no.	Year	Old-age pension beneficiaries	Disability pension beneficiaries	Family pension beneficiaries	Total number of pensioners	Average pension
1	2012	3.777	1.824	1.941	7.542	BAM 322,00
2	2013	3.870	1.795	1.962	7.627	BAM 331,67
3	2014	3.943	1.769	1.938	7.650	BAM 353,00
4	2015	4.028	1.736	1.928	7.692	BAM 359,50
5	2016	4.171	1.693	1.924	7.788	BAM 359,30

Total number of pensioners in 2016 at the City level was 7,788 beneficiaries, out of which the most numerous are beneficiaries of old-age pension with 53,6%. They are followed by beneficiaries of family pension with 27,4% and disability pension with 21,7%. The average pension (for 7.788 pensioners) for the City of Trebinje was BAM 359,3 in 2016, according to the report of the RS Pension and Disability Insurance Fund -Branch office Trebinje. The ratio of employees and pensioners is 1,06:1. The number of pensioners increased for 1,2% in 2016 compared to the previous year, while the average pension at the City level remained the same compared to the previous year. (Source: *Information on basic financial performance indicators of Trebinje City economy* in 2016).

Social protection in the area of Trebinje is in accordance with changes in the local community. Significant financial means are being allocated, but it is still necessary to upgrade the database and to coordinate the entities work in this field.

Sports organizations and other activities

Sport is well developed and organized by work of clubs and many popular team sports, such as football, basketball, judo, karate, handball, athletics and swimming. In the City operate 46 sports clubs, societies and associations.

Number of sports clubs members

2010	2011	2012	2013	2014	2015	2016
1.781	1.838	1.978	2.313	2.100	2.356	2.593

In the City area are currently operating the following sports clubs: Football club "Leotar", Basketball club "Swisslion IAT Leotar", Judo club "Leotar", Athletic club "Leotar", Swimming club "Leotar", Handball club "Leotar", Female handball club "Leotar", Karate club "Trebinje", Karate club "Leotar+", Female football club "Leotar-teh", Rowing society "Trebišnjica", Table tennis club "Sveti Sava", Volleyball club "Leotar", Bowling club "Trebišnjica", Female basketball club "Trebinje 03", Mini football club "Leotar", Kickboxing and box club "Leotar", Aeroclub "Trebinje", Moto club "TNT", Paintball club "Arena", Diving club "Posejdon", Shooting club "Leotar War weterans" Trebinje, Mountaineering society "Vučji zub", Club of martial arts, Tennis club "Tini", Chess club "Leotar+" Youth basketball club "Leotar", Auto karting club "Leotar", Darts club "Trebinje", Youth volleyball club "Leotar". (Data for 2013).

The existing facilities provide very good conditions for preparation of athletes for competitions. "Dejan Bodiroga AND 1 Rising Star" basketball camp gathers hundreds of young participants from around 10 countries worldwide every summer, together with the best coaches of the European basketball. The key initiated investment that should significantly improve the sports infrastructure is the construction of an indoor swimming pool.

The Funds of the City budget planned for sport in 2017 amounted to BAM 885.000,00.

However, there is a need for development of numerous fields for outdoor recreational sports activities intended for population of all ages. It is also necessary to promote and increase availability of sports facilities in cooperation of educational institutions and clubs.

In Trebinje operates a significant number of sports clubs that bring together a large number of members. It is required to additionally improve sport, primarily recreational activities, as well as to promote conditions for engagement in sport in the following period for Trebinje citizens/inhabitants.

Development of civil society

The Sector of Civil Society is well developed. Fifty non-governmental organizations cover almost all parts of social life: from recognition of children, youth and women's interests up to the rights of pensioners, displaced persons and refugees, gathering of people who need help etc; as well as natural and cultural-art heritage to modern dances, trainings, art, sustainable and economic development.

Civil sector has the highest number of youth organizations: Youth Cooperative "OZ", Dance Club "Maris-dineco", Student Organization of the Faculty of Production and Management, Youth Movement for Development of Trebinje and Youth Organizations "BAT", Centre for Creativity and Initiative, Centre for Education and Development of Young People "Korak naprijed", Centre for Development of Youth Policy, Scouts Squad, Photo-Cinema Club, Youth Centre, Youth Forum, Youth association "Hertz-fest", and Youth organizations "Leader", "Iskra", and "Vratite nam osmijeh".

It seems that the main conclusion of the previous analysis regarding civil society sector still remains - Improvement of cooperation and development of civil society, as a significant factor of the new development paradigm of Trebinje, represent the equal challenge for both, public and civil sector. Serious analysis of opportunities and barriers with the aim of non-governmental sector development may represent a good basis for consideration of possibilities for its more active and larger contribution to the social and economic progress of Trebinje.

In addition to stated data on the number of NGOs in the area of Trebinje, there is a need for capacity building for preparation and implementation of projects financed from external resources, such as the EU and donor funds, where special attention should be paid to cooperation of entities in the local community who have capacity for projects and entities specialized for action in particular fields, which can precisely locate problems. Namely, beside significant number of organizations, capacities and

cooperation are not sufficiently developed, which results in focusing of NGOs on the local budget for funding of projects and relatively low level of activities of certain number of organizations. Capacity building for the use of external sources of funding would reduce pressure on the local budget and contribute to the sustainability of local NGOs, and facilitate implementation of development initiatives.

The NGO sector is developed in terms of number of fields covered by activities of NGO. However, there is a need for capacity building for preparation and implementation of projects financed by EU and donor funds, in order to reduce dependence of NGOs from the local budget and to attract additional resources for implementation of development projects.

City Administration under transformation

The City Administration is in the phase of an intensive adjustment to the three group requirements, i.e. standards:

- compliance with the standards in terms of number of employees pursuant to the new Law on Local self-government;
- meeting BFC standards (Business Friendly Certification) in terms of the area suitable for investment and attractive for investors;
- meeting standards of quality management, according to the ISO 9001 requirements, in terms of user's orientation in service delivery;

Meeting and maintaining of these standards will enable the City Administration to establish a new type of organizational culture, with more efficient service provision and more transparent work, so as to take the key role in leading and coordinating Trebinje development in the following period.

The City Administration is in the process of complying the number of employees with the Law on local self-government and meeting standards for obtaining BFC and ISO certificates. Further capacity building is oriented toward management of development processes and coordination of activities both with Trebinje entities and relevant entities in the region.

4.1.9. State of the environment

The analysis of the environmental state in Trebinje covers the following thematic areas:

- Energy efficiency,
- Civil protection and risks from natural disasters ,
- Water resources,
- State of forest ecosystems,
- Waste management and
- Impact of the local economy on the environment with protected natural goods

The state of the air has not been analysed, because there is no registry recording the air quality in the City area and available information (without appropriate data) are insufficient for any serious analysis. Similar observation relates to the state of soil.

Energy (in)efficiency

Sustainable Energy Action Plan - SEAP represents the main document which defines the guidelines of energy efficiency development. The said Plan was adopted by Trebinje Municipal Assembly at the session held on 7 December 2011, on the basis of adopted the Covenant of Mayors Initiative on reduction of CO₂ by at least 20% until 2020. The Covenant of Mayors Initiative was adopted by the Decision of Trebinje Municipal Assembly, at the session held on 30 December 2010.

By this Plan was determined reduction of CO₂ emission by at least 22% until 2020 compared with the reference 2001.

The priority areas of CO₂ emission reduction are the areas of buildings, public lighting, renewable energy sources. In the stated areas the main activities are:

- Increasing the energy efficiency in buildings owned by Trebinje City;
- Fostering citizens and potential investors to build energy efficient residential and commercial facilities;
- Replacement of the existing public lighting light bulbs with more energy efficient light bulbs;
- Fostering greater use of solar and geothermal energy by citizens;
- Creating incentive conditions for investors in the area of application of solar, wind and hydropower;

The activities defined by this Action Plan are envisaged until 2020, and divided into certain sectors and subsectors, according to propositions of "The Covenant of Mayors of European Cities"

An integral part of the Plan is the Baseline emission inventory for the area of Trebinje. It consists of two overviews:

- Consumption of energy-generating product in the area of Trebinje, expressed MWh and
- Equivalent CO₂ emission for the calculated energy-generating product consumption.

As the reference year for development of Trebinje City Baseline inventory of CO₂ emission was selected 2001 year. Emission monitoring is carried out every four years, since the Plan adoption, so that the monitoring of CO₂ emission for Trebinje for 2015 was performed in 2016. Energy

consumption and CO₂ emission for the City of Trebinje was categorized in accordance with the official Methodology for development of these plans.

The following table shows a comparative overview of energy-generating products consumption and CO₂ emission for 2001 and 2015

Type of energy-generating product	Total consumption [MWh]		Difference	Total consumption of CO ₂ [tCO ₂ emission equivalent]		Difference
	2001	2015		2001	2015	
1	2	3	3/2	4	5	5/4
ELECTRICITY	81.887	97.679	119 %	68.048	81.174	119 %
FUEL OIL	392	3.783	965 %	109	1.056	968 %
DIESEL	37.989	43.364	114 %	10.144	11.579	114 %
PETROL	25.087	33.673	134 %	6.247	8.385	134 %
COAL	8.268	6.212	75 %	2.857	2.150	75 %
BIOMASS - WOOD	41.414	37.159	90 %	16.690	14.975	90 %
Waste management	0	0	0	3.021	5.551	183 %
Waste water management	0	0	0	2.677	1.806	67 %
TOTAL CONSUMPTION	195.037	221.870	114 %	109.787	126.676	115 %

Below is given a brief overview of implemented energy efficiency projects in the period 2012-2017

Ordinal no.	Project name	Implementation period
1	Adoption of the Sustainable Energy Action Plan - SEAP	2010-2012
2	EMIS project	2011-2012
3	DELTER project	2011-2012
4	Pilot project –Replacement of the Public Lighting Mercury Light Bulbs with LED Light Bulbs	2012-2013
5	Reconstruction of External Joinery on PI “Youth Centre“ Trebinje	2013-2014
6	Reconstruction of the Heating System –Replacement of the Fuel oil Boiler with Pellet Boiler	2014
7	Installation of the Central Heating in Kindergarten “Gorica“-PI “Naša radost“ (Project-“Green Economic Development-UNDP“)	2015
8	Increase of Public Lighting Efficiency by Use of LED Technology	2015
9	Reconstruction of the External Joinery on the Centre of High Schools Trebinje	2016
10	Project "Let's Build Green Image"	2016
11	Replacement of the Coal Boiler with Pellet One-Kindergarten “Bregovi“-PI “Naša radost“	2016
12	Reconstruction of the Facility “Cultural Centre“-Trebinje	2016-2017
13	“Project of Energy Efficiency“-Student Centre; Faculty for Production and Management and Academy of Fine Arts	2016-2017

Observing the field of energy efficiency in the area of Trebinje City, it can be concluded the following:

- Consumption of energy-generating products in the area of Trebinje City in 2015 compared to the reference 2001 increased by 13,75% or 16.889 [tCO₂]. There was an increase in consumption of all

energy-generating products, except coal, whose consumption decreased by 25%, which can be explained by changes in heating technologies. The use of electricity and pellet heating systems is increasing. Consumption of electricity for cooling during the summer months reaches the level of its consumption for heating.

- In regard to implementation of energy efficiency projects and funding structure, it can be concluded that allocation of own funds is minimal. That indicates on the fact that insufficient attention has been paid to energy efficiency projects during formation of the annual budget. If more own funds had been allocated for these purposes, the effects of investments and achieved savings in consumption of energy-generating products would have been much higher.
- In the specified period were implemented two energy efficiency pilot projects in the field of public lighting. Positive indicators of the use of LED technology in public lighting should be used for the implementation of larger projects of this type and entire rehabilitation of the public lighting system.
- The use of IT system for energy management should be extended to all public institution. The system needs to be improved to enable online monitoring of energy-generating products.
- Insufficient attention has been paid to the use of renewable energy resources in the public administration buildings. This should be changed in the following period and created stimulating conditions for its use by citizens and businessmen.
- Beside one classified workplace for energy efficiency, there had not been made additional efforts to establish the Energy Council of the Trebinje City. The task of this Council would be periodic analysis of the SEAP implementation, encouragement and development of business friendly environment for energy efficiency projects, and reporting on implementation, as well as other related activities.

Civil protection

The Civil protection system is established within the City Administration of Trebinje, at the level of local self-government.

Its work is defined by the relevant legislation and acts of the City of Trebinje:

- Statute of the City of Trebinje ("Official Gazette of Trebinje City" nos 2/13, 5/14, 6/15 и 3/16),
- Rulebook on organization and classification of jobs of Trebinje City Administrative department "Official gazette of Trebinje City" nos 05/09, 04/10, 01/11, 06/11, 01/12, 07/12, 08/12, 02/13, 02/14, 06/14, 12/14, 03/15, 07/15, 03/16, 06/16, 08/16, 09/16, 10/16, 11/16, 13/16 и 14/16).

Article 30 of Trebinje City Statute "Official Gazette of Trebinje City" nos 2/13, 5/14, 6/15 and 3/16), were defines the tasks of Trebinje City in the field of protection of citizens and material goods from natural disasters and other major disasters in a way that City:

- enacts the Civil protection development plan in the field of protection and rescue,
- enacts the protection plan for the City area ,
- organizes civil protection and fire protection,
- implements the civil protection and fire protection measures,
- determines the preventive measures in a case of imminent danger from natural and other major disasters,
- plans and determines the sources of funding and execution of civil protection and fire protection tasks, establishes headquarters, units and designates trustees of civil protection,
- determines measures for mitigation and elimination of immediate consequences from natural and other major disasters,
- determines companies and other legal entities obliged to make fire protection plans and other general acts pursuant to Law and the Fire protection plan of the City,
- makes a decision on establishment of the Headquarters for Emergency Situations and
- performs other tasks in the field of civil and fire protection, pursuant to law.

The aforementioned tasks are performed by the Department of Civil protection which operates within Department of General administration of Trebinje City Administration. As a part of this Department is currently classified 14 jobs, together with the head of the Department.

The Civil Protection Department performs professional, administrative and other tasks related to:

- detecting, monitoring and preventing hazards arising from natural and other disasters,
- monitoring and informing about impending danger and providing instructions for protection and rescue,
- training of the civil protection forces,
- organizing and equipping civil protection forces,
- contacting and activating civil protection forces,
- mitigating and eliminating dangerous effects and consequences of natural and other disasters, up to provision of basic living conditions.

The tasks of the Civil protection are performed by citizens, government bodies, companies and other legal entities, units and commissioners of the Civil protection in accordance with their rights and obligations, as well as other humanitarian and NGOs.

The most important entities of the Civil protection are as follows:

- Headquarters of the Trebinje City Civil protection, led by Mayor,
- Territorial Fire brigade Trebinje (organizationally separate Unit within the City Administration of the Trebinje City),
- Volunteer Fire Department Lastva,
- Specialized Units of the civil protection, engaged when necessary,
- Units of the civil protection within big companies (e.g.: Unit of the Civil Protection of the "HPPs on the Trebišnjica River"-Trebinje),
- Economic organizations with their equipment and machinery.

The Centre for monitoring, alerting and informing has been established within this Department. It started with its work again in 2012. The Centre has its emergency and alerting phone number- 121. This Centre is active 24 hours. 8 persons is currently engaged within this Centre.

The main fields of actions of the Civil protection of Trebinje in the period 2012-2017 were as follows:

- Protection and rescue from fire,
- Protection and rescue from floods,
- Protection and rescue from snow and snowfalls,
- Protection and rescue from unexploded ordnance,
- Monitoring, informing and alerting,
- Other activities (cleaning of fire trails, transport of the injured, etc).

Considering the field of civil protection in the area of Trebinje City, it can be concluded the following:

- Civil protection system is organized in compliance with the legislation.
- Members of Civil protection are engaged in the prevention and treatment of all types of natural disasters in the area of Trebinje City.
- The most often risk members of Trebinje Civil protection are facing are forest fires. In accordance with that, highest investments of financial funds intended for civil protection are in fire-fighting equipment and machinery.
- Higher investments are needed in equipment and machinery for all specialized units of Trebinje Civil protection, e.g. additional specialized equipment for the fire unit, equipment and training for the unit engaged in rescuing on and under water, equipment and training of the unit for rescue from inaccessible terrains, etc.
- It is necessary to raise citizens' awareness of the importance of their participation and contribution to the of Trebinje City Civil protection system.

Risks from natural disasters

Based on the work report of the Civil protection, it can be concluded that the most common risks of natural disaster are as follows:

- Forest fire risks during summer months,
- Flood risks in the period from October to May,
- Drought risks during summer months,
- Snow and snow falls risks during winter period,
- Unexploded ordnance risks.

In the period from 2012-2017 the most common natural disaster in the area of Trebinje city were fires. In the stated period, 227 fires were recorded. 32.261 ha was affected by fire. The estimated damage is BAM 3.251.546.

There have been 466 forest fires in the area of Trebinje City in the last 15 years in, while the estimated surface affected by fire was 59.344,17 ha. It was affected 1.097.299,90 m³ of timber, out of which 80% are physiological damages (trees will rejuvenate), and only 20% is completely damaged.

When it comes to fire causes, it can be said that the most common are human-caused fires. It is estimated that 99% fires were caused by humans, intentionally or unintentionally. Low awareness of people on protection of forests and the environment was one of the main causes. It certainly should be emphasized that global warming and increase of average temperatures are important factor of frequent fire outbreaks.

Fires in the previous period, especially those in 2003, 2007 and 2011 significantly reduced forest cover of Herzegovinian karst. Year after year is significantly increasing area unsuitable for afforestation and exploitation, as a result of forest and forest cover loss. Special attention should be paid to areas under high forests which occupy only 3,92% of the entire forest cover in the area of Trebinje City. Measures of fire protection and prevention should be a priority, as it is extremely difficult to fight fire in high forests due to terrain complexity and inaccessability and lack of firewater.

Forest crops are classified as the 1st level fire danger and special attention is paid to their cleaning and maintaining. They have priority in firefighting together with high forest.

Although shrubberies and barren land make 80% of state-owned forests, which are mainly economically worthless, these areas environmentally represent a real fortune of barren land. Every bush in karst terrain is especially important in air purification, soil binding, erosion prevention and water regime regulation.

The most common are ground fires, where shrubbery and undergrowth are on fire. According to risk forest fire danger, forest areas are classified into the following groups:

I group (extreme), II group (high), III group (moderate), IV group (low) and V group (trivial).

The assessment of danger level is carried out by following parameters: vegetation, anthropogenic factor, climate, habitat (parent substrate and soil type), orography and forest order and organization of forest stand.

The table below shows the assessment of fire danger level of the state-owned forest and forest cover in the area of Trebinje by economic units, carried out by PC "Centar za gazdovanje kršom (Karst Management Centre)"-Trebinje

Economic unit	DANGER LEVEL					
	I	II	III	IV	V	Σ
RU Štirovnik-Bijela gora	58,50 [ha]	388,50 [ha]	14.649,00 [ha]	3.908,90 [ha]	0	19.004,90 [ha]
	0,31 %	2,04 %	77,08 %	20,57 %	0	100 %
RU Ljubomir	8,50 [ha]	29,00 [ha]	13.683,50 [ha]	4.786,50 [ha]	0	18.507,50 [ha]
	0,04 %	0,16 %	73,94 %	25,86 %	0	100%
RU Trebinjska šuma	0 [ha]	6.976,40 [ha]	372,00 [ha]	1.474,00 [ha]	0	8.822,40 [ha]
	0%	79,07%	4,22%	16,71 %	0	100%
RU Popovo polje	0 [ha]	3.033,50 [ha]	744,00 [ha]	2.425,00 [ha]	0	6.202,50 [ha]
	0%	48,91%	12,00%	39,09%	0	100%
Total City of Trebinje	67,00 [ha]	1.0427,40 [ha]	2.9448,50 [ha]	12.594,40 [ha]	0	5.2537,30 [ha]
	0,12 %	19,85%	56,05%	23,98%	0	100%

As it can be seen from the above stated, the highest percentage occupy forests classified as III fire danger level.

Also, in the area of Trebinje City, in Economic units Štirovnik-Bijela gora-Ljubomir, state-owned forests are mostly classified as III fire danger level, and in Economic units Trebinjska šuma and Popovo polje dominates II fire danger level .

In the area of Trebinje City, private-owned forests are mostly classified as III fire danger level. Due to bare land many forests are classified as IV fire danger level.

Based on the previously stated data in terms of natural disaster risk, it can be concluded following:

- It is necessary to complete the development of *Risk Assessment of Natural and Other Disasters for Trebinje City*, based on which other operational plans for reduction of natural disasters risk should be done
- In order to improve the civil protection, especially in the field of preventive actions, allocation of funds should be increased.

- Forest fires are the most common risk of natural disasters in the area of Trebinje. This is best seen in the large percentage of the areas affected by fire in the area of Trebinje City. The areas affected by fire are susceptible to accelerated erosion process, which results in increasing areas of infertile barren land. Thus, more attention should be paid to the forest fire protection and more funds invest in people and equipment.
- Human factor is the most common cause of forest fires. Culprits are usually unknown. Even when they are discovered, fine are negligible. Therefore, more attention, time and funds should be paid to prevention and protection.

State of water resource

The territory of Trebinje City has significant water resources, both ground and surface waters. They create special hydrological features due to the complex geological structure and significant amount of precipitation. The regional river basin of the Trebišnjica River is 1.980 km² and belongs to the Mediterranean basin. There are 13 watercourses in its river basin with catchment area greater than 10 km² (Trebišnjica, Oko, Sušica, Brova, Bukov potok, Obod, Ključka rijeka, Mušnica, Jasenička rijeka, Ulinjska rijeka, Gračanica, Rajića potok and Trnovac). The Trebišnjica River was one of the largest sinking rivers in Europe, possibly in the world until the sixties of 20th century. More systematic and intensive testing of the Trebišnjica River water quality began in 50s and 60s years of the XXth century. They indicate on possibilities of multi-purpose water use, as the most important water resource in this area. The construction of the hydropower plants, Grančarevo in 1968 and in Gorica in 1981, has changed the natural regime of the Trebišnjica River. Systematic sampling has been performed since 1974. Analysis were carried out by the Institute for Public Health of B&H with seat in Sarajevo, and since 1983 this analysis performs the Unit for laboratory testing of the HPPs Trebišnjica. Based on these data, physical-chemical and biological analysis, it can be concluded that most parameters meet the values prescribed for the Trebišnjica River by the Regulation on water classification and categorization of watercourses ("Official Gazette of the Republic of Srpska" no. 42/01). Namely, according to the categorization of the RS watercourses, Article 28 of the Regulation envisages that the Trebišnjica River downstream from the dam should meet conditions prescribed for II class of watercourses. However, the Trebišnjica waters downstream from the City treatment plant is often lower to the third class due to small flow rates and increased nutrient content.¹⁵ Indicators of bacteriological pollution of surface waters are occasionally present in all parts, but are the most prominent downstream of the City treatment plant.

Public institution "Vode Srpske", in order to implement the Law on water, respecting adopted planning documents, the Trebišnjica River Basin Management Plan.

When it comes to the waste water treatment coming from the public sewerage system, the City has a separate system which covers 45% of the urban population. The main collector is 3km away from the City. The projects which foresee improvement and expansion of the water and sewerage network at the City level, as well as the very collector are under way.

¹⁵ The problem occurred during development of the project of the existing treatment plant by which is envisaged water dilution that is after its treatment discharged into the recipient, requesting that $Q_{min}=8 \text{ m}^3/\text{s}$ during dry period, contrary to water management permit and defined flow rate. Therefore, special attention should be paid to the above stated problem during the planned reconstruction of the treatment plant.

Based on the previous analysis of water resources state in the area of Trebinje City, it can be concluded the following:

- City of Trebinje has significant water resources.
- The Trebišnjica River with its reservoir Trebinje particularly stands out.
- Currently the most significant aspect of water resources exploitation in the area of Trebinje City is exploitation of its hydro-energy potential.
- The percentage of hydro-energy potential exploitation will significantly grow upon completion of the “Upper horizons” project. With realization of this project, a significant part of the Trebišnjica River upperstream basin would be conducted to the Bileća reservoir, and at the further head of 400 m it would be used in energy sense up to the sea, through the already built HPPs-HPP Trebinje 1, HPP Trebinje 2, HPP Dubrovnik and PSHPP Čapljina.
- Quality and yield of ground and surface waters in the area of Trebinje City are not sufficiently exploited for production of drinking water, irrigation of agricultural areas and tourism promotion of water activities (fishing, water sports, etc.).
- Special attention should be paid to water protection, because pure water will gain in its importance in the future, especially as a result of industrialization, development of consumer society and sudden climate changes.
- It is important to protect the Trebišnjica and Sušica littoral zone from illegal urbanization by adoption of adequate spatial plans and timely control of compliance thereof.
- In order to preserve the existing water resources, it is necessary to establish protected water areas intended for recreation, fishing, swimming and reservoirs of drinking water.
- It is necessary to build a new and reconstruct the existing waste water treatment plant, with the aim of encompassing the entire urbanized area of the City of Trebinje with sewerage network.

State of forest ecosystems

Based on the data of PC “Centar za gazdovanje kršom” (Karst Management Centre)-Trebinje, under forests and forest cover is 68.648 ha in the area of Trebinje City, out of which majority is state-owned, i.e. 76%.

The table below shows an overview of the forest areas and forest soil in the state and private property by categories:

Ordinal no.	Forest and forest soil category	State-owned		Private-owned	
		Area in [ha]	Share in [%]	Area in [ha]	Share in [%]
1	High forests	2.061	3,92	541,26	336
2	Forest cultures	219	0,42	236	0,01
3	Sproutous forests	2.874	5,47	1.3455,65	83,52
4	Areas suitable for afforestation and management	43.885	83,53	2.073,50	12,87
4.1	Shrubberies	30.560	69,64	9.922,8	6,16
4.2	Barren land	13.325	30,36	1.081,22	6,71
5	Areas suitable for afforestation and management	3.488	6,64	37,82	0,23
6	Encroachments	11	0,02	0	0
	TOTAL	52.538	100	1.6110,59	100

In the area of Trebinje City, in the category of high forests, which are state-owned, the most represented are beech and European black pine forests. Their representation is only 3,9% and they the most often appear as mixed ones. Among sproutous forests the most represented are forests of oak,

cerris, ash trees and hornbeams. Low number of high and sprouting forests are state-owned, and they are mainly at inaccessible terrains. Most of the area is covered by shrubberies and barren land, and fire that occur more often at these areas occur just in shrubberies, so the area affected by fire is increasing year after year. Among private-owned high forests the most represented are forests of beech, European black pine, sessile oak, cerris and other deciduous trees. Among sprouting forest the most represented are forests of beech, oak and other coniferous trees, as well as degraded sprouting forests. The state of private-owned forests is much better, because they are better kept and nurtured in a better way, i.e. forest order is partially implemented.

In order to improve protection of the remaining forest treasure, cleaning of fire affected areas, afforestation and planting of new forests is carried out. During afforestation of fire affected areas, forest-breeding measures are used, as preventive fire protection measures. They involve leaving anti-fire lines and mixing of conifers and deciduous species. By regular planting arrangements of deciduous and coniferous seedlings, it is reduced occurrence, intensity and spread of potential fire.

Planting of solely coniferous trees-monoculture is avoided, because coniferous species have cones containing easily flammable resin, so when fire occurs it comes to sparkling and fire is transferred from one place to another.

In the period from 2002 to 2016, 466 fires was recorded, 59.344,17 ha of forest cover was affected by fire and the estimated damage was BAM 5.344.006,00. This shows that forest fires destroy substantial areas of the forests and forest cover every year.

The aforementioned results in soil erosion, barren land and unsuitable areas. High forests, whose percentage is very low in the City of Trebinje, are especially under threat. The opportunity for reduction of fire consequences lies in higher investment in recovery of fire affected areas and rapid afforestation. This would contribute to prevention of the soil erosion and destruction of the existing ecosystem.

Based on the review of attacks of forest pests and plant diseases on the forest cover of the City of Trebinje, it is evident that the most threatened are coniferous forests. They are attacked by *Thaumtopoea pityocampa* and drying caused by the presence of the fungus *Thyriopsis halepensis* and *Sphaeropsis sapinea*.

In the period from 2009 to 2016, afforestation of 38,5 ha, filling of 23 ha, recovery of 39,94 ha fire affected areas, as well as maintenance of 2,15 ha afforested areas was carried out. Afforestation was mostly performed by coniferous trees. Comparing these areas with the total area affected by fire, it can unambiguously be concluded that stated areas are disproportionately small, and that higher investments are needed in this field.

Based on the stated data regarding state of the forest ecosystems, it can be concluded the following:

- The percentage of high forests is very low. They are mostly located in difficult area and their economic exploitation mainly would not be profitable.
- The highest percentage of forest consist of state-owned shrubberies and barren lands. From the economic point of view they are completely worthless, while from the ecological represent real wealth of karst. Therefore, more attention should be paid to their protection and investments.
- Investments in the fire protection system require significant increase.
- Forests and forest cover are under threat from plant diseases and pests. Beside fire fighting, this should be the other, not less important, activity for protection of the existing forests and forest cover.
- Despite the severe environmental consequences of forest fires on the state of fire cover, significant surface is still suitable for afforestation. Comparing the areas affected by fire with afforested, it can be seen disproportionate ratio in favour of areas affected by fire. Taking into account the importance of forests and forest cover on karst terrains, it can be assumed that more funds should be invested in new afforestations and filling of the existing afforested areas.

Waste management

Waste, as one of the environmental thrusts, occurs as a result of human actions in all economic activities, so it can be said that waste is a consequence of human existence.

The tasks of municipal waste management in the territory of Trebinje City are entrusted to the Utility company "Komunalno" jointy-stock company, and are reflected in waste collection and its disposal at the rehabilitated City landfill "Obodina". The landfill "Obodina" is located nearby village Gornje Čičevo and about 4km away from the City centre. This is an old City landfill rehabilitated in 2008 through the project financed by the EU funds. It was also built a new sanitary landfill which is fenced and has access control. The disposed waste is covered with a layer of sand and gravel material, eliminating the possibility of fire break.

Waste transport to the landfill is carried out by special vehicles (rottopresses and vehicles for transport of containers with auto-unloading). The disposed waste is pushed and flattened by a special machine (bulldozer), and then partially covered by available material (earth, stone, barren soil, building waste-debris, etc.). Because waste is not covered completely, we very often have cases of firebreak, which are not completely controlled. There is no waste selection in the process of its collection, and therefore no conditions for waste recycling.

The quantities of disposed waste in the period 2012-2016 were on average 7.266-9.015 tonnes annually. The structure of waste is as follows: plastic 30%, bulky waste 20%, building waste 20%, organic waste 5%, paper 5%, electrical waste 2%, animal waste 1%, others 15%. For disposal of other types of waste, the owners must sign a contract with a legal entity that has a license for performance of the necessary activity, within waste management of special waste flow. The number of beneficiaries involved in the waste collection in the area of Trebinje City is 11.051, 10.191 in the urban area and 860 in the rural area, i.e. the entire urban area and most of suburban settlements.

Individual attempts of introducing selective waste collection have not come true. A Memorandum on Cooperation was signed between "ECO-PRESS SYSTEM" Ltd from East Sarajevo, the company engaged in the waste management activities and the City of Trebinje in 2013 in Trebinje. The City of Trebinje has provided conditions for installation of a machine for baling of five materials, at the local landfill, as an introduction for the construction of the recycling yard. This pilot project functioned less than a year, due to the fact that Trebinje is a small city and its waste capacities are insufficient for functioning and profitability of such plant.

The capacities of the existing landfill are near the end. Therefore, investments for expansion of the existing landfill, construction of a local landfill, or establishment of a regional landfill should already be planned.

The establishment of a new sanitary regional landfill is in progress. By its establishment, the regional landfill will stop operating. The most likely location of the regional landfill is municipality Gacko-Metiljave doline. The construction of the landfill will be financed from the loans, while Feasibility study is a project of the European Commission and will be financed by IPA funds.

Based on the available information regarding waste management , it can be concluded the following:

- The largest part of the urban and suburban areas is covered with the waste collection system. Taking into account the fact that majority of inhabitants live in the aforementioned area, it can be said that City coverage with the waste collection system is satisfactory.
- Collected waste is disposed on the sanitary landfill, which meets standards for its disposal. But, on the other hand, it can be observed that the period of use and capacity of the landfill is near the end. There is no waste selection for recycling, i.e. sustainable waste management. Therefore, it is necessary to provide funds for the expansion of the existing landfill capacities or establishment of a new local or regional landfill. Efforts should be made to find a suitable solution for selection and recycling of the collected waste in the area of Trebinje City.
- It should be provided conditions for the disposal and destruction of specific waste, such as medical or animal waste within existing or planned regional landfill.
- Activities for raising citizens' awareness on importance of establishing a sustainable waste management system and their significant contribution in the mentioned system should be more actively and continuously encouraged and supported.
- Permanent investments in equipment and machinery for waste collection, processing and disposal should be continued.

Impact of the local economy on the environment

Regarding the impact of economy on the environment, it can be concluded that:

- There are no relevant records and data on the basis of which could be carried out adequate assessment of the impact of local economy on the environment in the City of Trebinje.
- Assessment of the impact of local economy on the environment can be carried out on the basis of indirect parameters, such as the quality of surface and groundwaters in the area of Trebinje City, the structure of companies and type of production, quantity and structure of waste, the number and structure before violation of the environment etc.
- Based on the available data, with particular review of the number and structure of environmental permits issued by the City Administration of Trebinje, it can be concluded that Trebinje has no heavy polluters.
- "Swisslion Industrija alata" JOINT-STOCK COMPANY Trebinje represents a larger potential polluter. Considering the water quality of the Trebišnjica River, it can be concluded that hazardous impact of this facility is negligible.
- Existence of the farms of laying hens, pigs, cows etc, fish ponds as well as the facilities for cattle slaughtering and processing of meat raises a question of an adequate facility for disposal of animal waste.
- Appropriate measuring stations for measuring basic parameters for monitoring the quality of air, water and soil should be installed in the key places of City area . These data should be processed and as such presented to the public at least once a month. In addition, the data would be a good basis for development of appropriate studies and researches of environmental quality, with a particular review of the anthropogenic impact.
- There is a need for good cooperation with civil society organizations engaged in preservation of the environment, which represents an important factor for monitoring and identification of the negative impact of a man and his activities on the environment.

Overview of the “Hydro Power Plants on the Trebišnjica River” activities for protection and monitoring of the environment

The “Hydropower Plants on the Trebišnjica River” performs the following activities prescribed by environmental and water management permits which are mostly related to the environmental protection of the City:

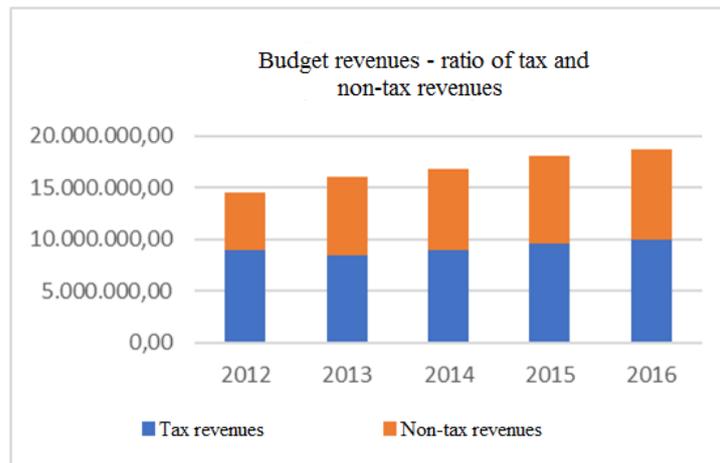
- Measuring the air quality (in the area of HPP 1, HPP 2, and a boiler room of the headquarters, over a 5 year period, according to the environmental permit),
- Measuring the total equivalent of external noise level (in the area of HPP 1, HPP 2, over 1 year period, according to the environmental permit),
- Waste management defined by the Waste management plan, which inter alia includes the regular transport and disposal of hazardous waste, by authorized operators,
- Cleaning and maintenance of the Trebišnjica River banks and the river bed downstream the Gorica dam,
- Implementation of the measures from the internal “Plan on Prevention Large-Scale Disasters” in which are defined Precautionary measures, Measures of acting in the case of large-scale disasters, and Remedial measures for natural (flood, earthquakes, rockfalls and landslides) and technological disasters (fires, oil spills, demolition of dams, terroristic attacks). By the Plan is also defined the Organization of alerting and intervention in case of emergency, as well as the Organization of informing and alerting (alarm systems, scheme of informing in case of large scale disasters, informing of the public),
- The Studies for “Defining the Trebišnjica River flood zones from the Gorica dam to Dražin do, taking into account different flow rates” and “Increase of the Trebišnjica River throughput capacity through the urban part of Trebinje” have been developed, with the aim of flood protection,
- Fish stocking of the Trebinje fishing waters (Bileća, Gacko, Berkovići, Ulog and Nevesinje), with rainbow and brown trout of different age categories (0+,1+,2+).

In order to permanently protect the littoral zone and the very flow of the Trebišnjica River, in addition to cleaning the riverbed, it is necessary to develop a Cadastre of the existing and potential polluters with assessment of the impact on water quality, based on appropriate monitoring. The Cadastre should involve the catchment areas of Trebinje and Bileća’s reservoirs, as well as the flow of the Trebišnjica River, downstream of the Gorica dam.

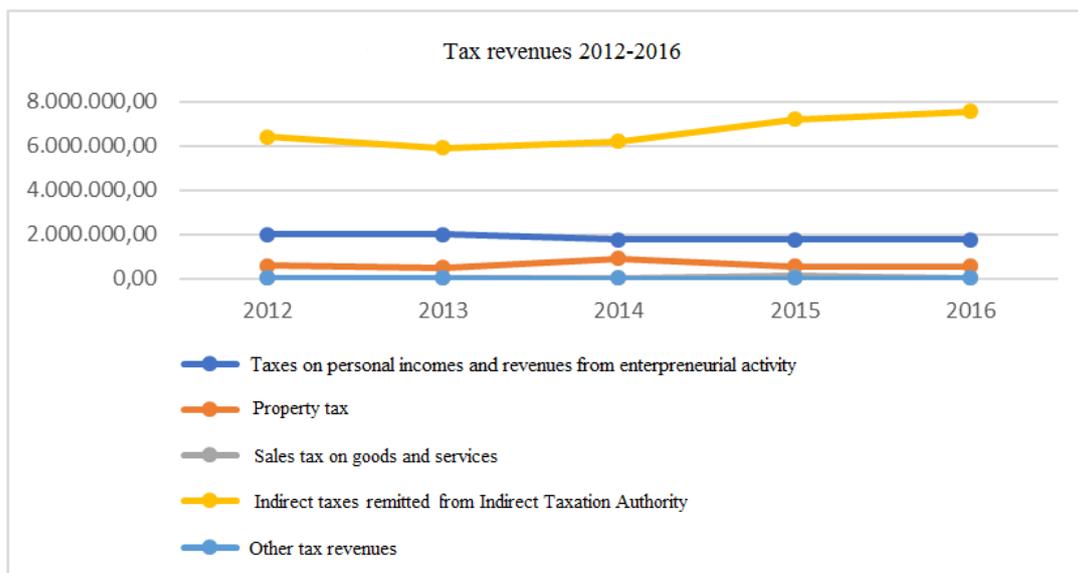
4.1.10. Budget analysis

Revenues

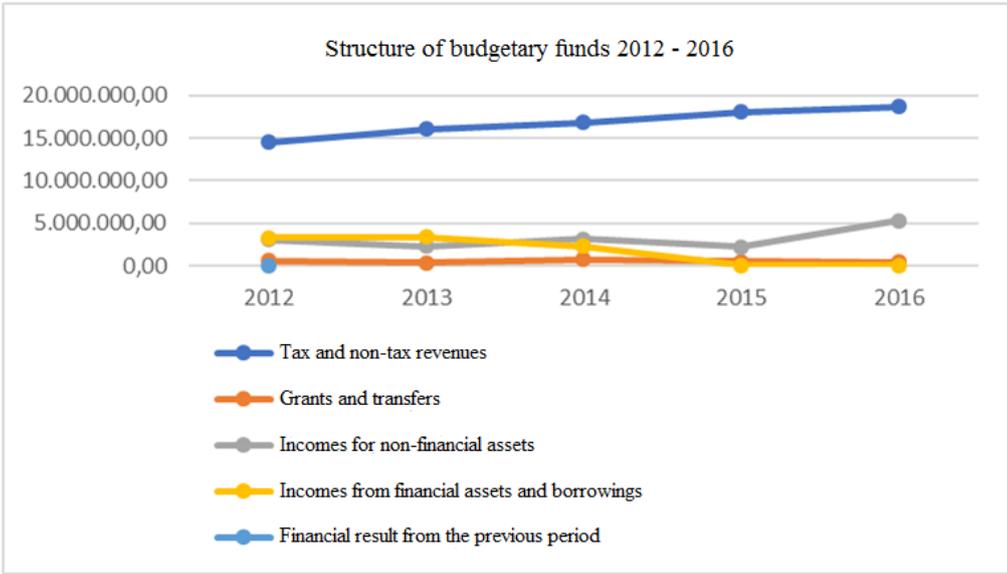
The total budgetary funds of Trebinje City for 2016 were BAM 24.560.000,00, which is 16,95% higher than 2015 budget, and 14,43% higher compared to 2012. The budget structure for 2016 consists of tax and non-tax revenues in the amount of BAM 18.685.500,00 (76,08%), grants, and transfers in the amount of BAM 472.000,00 (1,92%), while incomes for non-financial assets are BAM 5.311.500,00 (21,63%) and incomes from financial assets BAM 91.000,00 (0,37%).



The ratio of tax and non-tax revenues shows the tendency of almost equal share of tax and non-tax revenues in the budget revenues for the period 2013-2016 (10-14,50% difference in favour of tax revenues). In 2012 tax revenues were higher by 63,86% compared to the non-tax revenues. The reason for increase of non-tax revenues lies partially in the budget concept, where the revenues from provision of public services are included in the non-tax revenues, as well as higher achievement of fees for the use of municipal assets and fees for use of natural resources for electricity. In 2017 the budget revenues were planned (tax and non-tax ones) in the amount of BAM 19.768.000,00, which is 5,79% higher compared to the previous year.

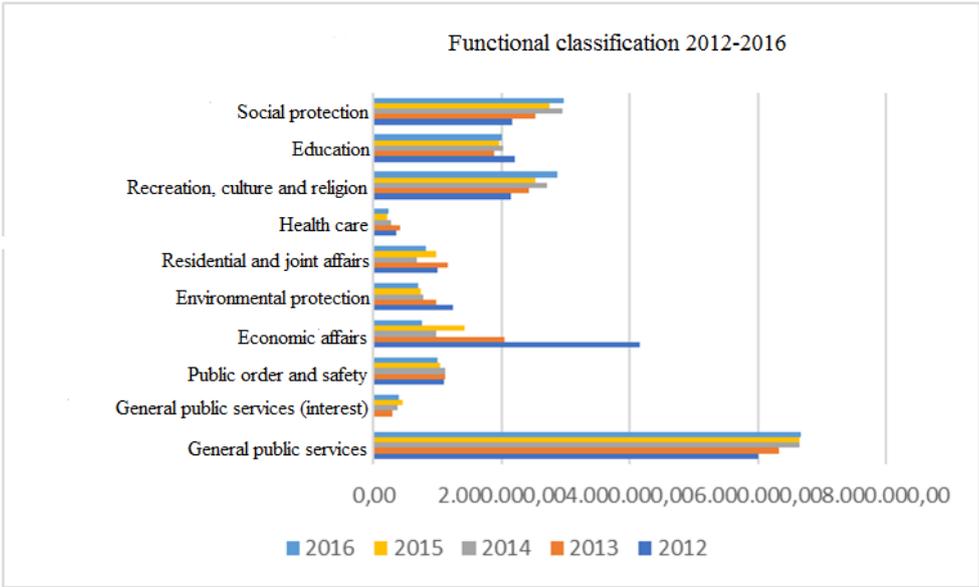


Indirect taxes remitted by the Indirect Taxation Authority in 2015 have been increased (16,13% compared to 2014), while the property tax and tax on personal incomes and revenues from self-employment have been declining. Tax on property after its increase in 2014 by 85,71% compared to 2013 had a downward tendency until the end of 2016.



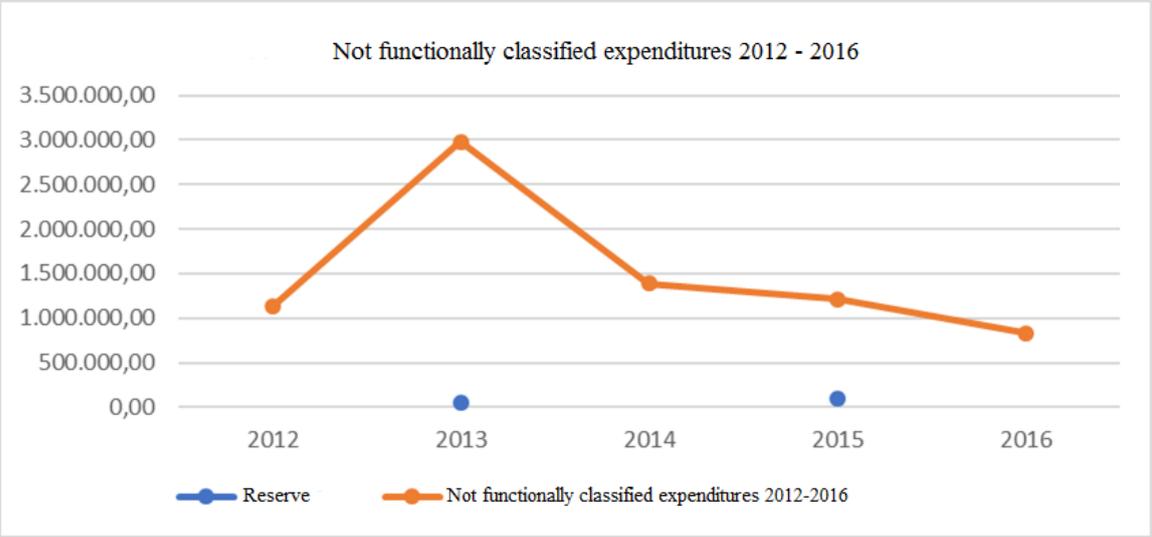
The income value for non-financial assets (incomes for business facilities and premises, urban construction land, stock of goods incomes, ...) significantly increased in 2016 (by 133,62% compared to 2015).

Expenditures

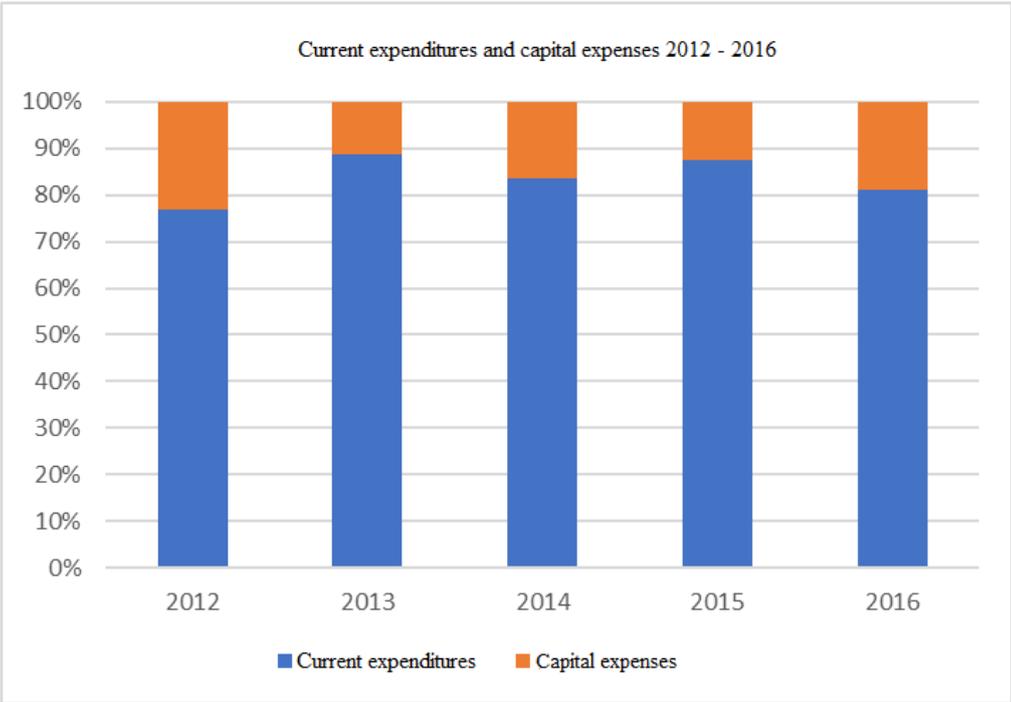


Overview of allocated funds by functions (purposes) show that the allocation for general public services, social protection, and recreation, culture and religion plays a dominant role. Allocations of

funds for education and public order and safety are balanced, while allocations of funds for economic affairs (excluding 2015) and environmental protection have been declined.



Not functionally classified expenditures are expenses for financial assets, expenses for debt repayment and other expenses.



In the previous graph is given the ratio of current expenditures and capital expenses, where the capital expenses represent the sum of expenses for the produced fixed assets, non-produced fixed assets and expenses for stock of materials, small inventory etc (VAT-based expenses are not included). The capital expenses in 2016 were BAM 4.412.760,00, which is by 73,80% more than in 2015 and approximately equal to the allocations for capital investments in 2012 (BAM 4.683.374,00).

4.2. Strategic orientation for the period 2018-2027

4.2.1. Strategic focusing

The Strategic focusing was carried out in two steps: through SWOT a analysis, that represents a synthesis of key findings of previous socio-economic analysis and general determination of the strategic focuses, which will be elaborated later through sectoral plans.

SWOT analysis

This part outlines Trebinje's most important, strategic strenghts on which the Development strategy can be built, the most pronounced weaknesses, which should be minimized or neutralized, opportunities which should be strategically exploited and threats which should be avoided or minimized during creation and implementation of the strategy.

Only the most important strengths, weaknesses, opportunities and threats are extracted here, synthesized from previous analysis findings.

Strengths:

- The City is on a three-boarded area, with a short distance from ports, railways stations, airports and well-known tourist destinations; by natural-geographical characteristics, one of the most attractive locations in the Western Balkan for healthy living and vacationing.
- Multi-faceted, vibrant, spiritually strong and stable identity and character; hospitality and openness of the people.
- Unique harmony of cultural and natural heritage, spiritual and secular, Mediterrenan and continental, city and village, old and new
- The area of Trebinje area covers one of the most significant endemic centres in the Balkans
- Area rich in water; created conditions for irrigation of almost 70% of cultivable soil (around 5.100 ha);
- Permanently positive migration balance
- Population of Trebinje is more educated than the RS average (20% with university and college degree, in the RS that average is 11%)
- Increase of employment in the food industry and entrepreneural stores (catering industry and crafts)
- Control and generation centre of the energy sector, strategically the most important sector of RS and B&H
- Rapid growth of the business activities and export of confectionery and essential oils, with the relative stability of tool industry, wine production and production of honey.
- Tendency of permanent increase of profit in the construction industry, hotel management and catering industry
- Steady and dynamic development of tourism (construction of tourist infrastructure, arrivals and overnight stays of foreign tourists); started strategic investements in tourism
- Increase of plantation vineyards and medicinal herbs yields (2015-2016), as well as number and yield of figs and olives
- Intensive development of business infrastructure (business zone, restructuring of the Agency for development of Small and Medium-sized Enterprises, Tourist organization, Agrarian fund; financial support)
- Developed educational infrastructure and institutions for all levels of education, from preschools up to higher education
- Significant and numerous cultural institutions, events and associations
- Built image of the City of culture, attractive filming and sports locations
- Numerous active sports clubs, societies and associations; good conditions for athletes preparations

- Developed institutional network and services of health care and social protection
- City Administration is about to meet all required criteria for obtaining BFC certificate in terms of the area suitable for investment and attractive for investors and ISO 9001 standard in terms of beneficiaries' orientation and service delivery
- Quality water supply
- Good public lighting and electricity grid coverage
- Zoning plans under preparations
- A range of infrastructural investments underway and under preparation

Weaknesses:

- Far from main administrative and economic centres, unsatisfactory commercial and passenger traffic with Dubrovnik and Ploče
- Constantly negative population growth, since 2002
- Less than 20% of inhabitants live in the rural parts, around 25% older than 60
- 34% of unemployed in the labour force structure (25% in the RS)
- Increase in the number of unemployed over 50 (waiting for old age pension?) and number of pensioners
- The industry does not still equally participate in the overall revenue, employment and value added
- Activities related to tourism does not still sufficiently contribute to the overall revenue, employment and value added
- Business incubator is at a standline
- Textile industry under bankruptcy
Surfaces under tobacco (2015-2016) and yields(2016) decline
- Cattle breeding mainly in the stagnation phase, decline of poultry farms
- Tendency of constant fall in the number of secondary school pupils, especially on technical courses
- Poor coordination of educational profiles, programmes and enrollment policy with the economy ; poor promotion of "scarce" occupations
- High dependence of culture on the meager budget and sponsorship funds
- Insufficient research and promotion of indigenous and cultural heritage
- Partially obsolete equipment of health care institutions
- Delay in the development of social protection system; low level of implementation of the goals and activities of the Social Protection Development Strategy of Trebinje 2011-2016.
- Huge number of employees in the public sector, operational costs endanger the scope and quality of programme activities
- Insufficient profiling and coordination of NGOs; undeveloped orientation and capacities for use of external sources of funding (project approach)
- Nearly one third of the local roads marked as poor; highways (to Ljubinje and Nikšić) are insufficiently safe
- High maintenance costs of public lighting
- Insufficient sewerage network coverage and worn-out waste water treatment plant
- Insufficient capacity of the reservoir and main pipelines in the water supply system; an extremely large amount of unaccounted water (72,3%)
- Increased consumption of energy-generating products and CO₂ emission despite adopted Sustainable Energy Action Plan; minimal allocation of own funds and insufficient use of the European funds for energy efficiency projects;
- Trebinje has no decision on springs protection zones yet
- Incomplete data on disasters risk assessment, there are no operational plans for risk reduction
- Unfavourable ratio of areas affected by fire and afforested areas; insufficient investments in forest fire protection system, insufficient number of firefighters in the critical fire period
- The existing landfill time expired

- Unsuccessful attempts of the selective waste collection; insufficiently raised awareness on the environment protection, essential for city of tourism and culture

Opportunities:

- Promotion of natural, religious and cultural heritage, especially as a part of regional, cross-border and tourist offer
- Acceleration of investments and attraction of new strategic investors in tourism and agri-food industry
- Successful implementation of the initiated and announced infrastructural investments
- Build proactive project approach to the European regional and cross-border funds and donors in B&H
- Use of surface and ground waters quality and yield for production of drinking water, irrigation of agricultural areas and tourist promotion of water activities
- Establishment of a regional sanitary landfill
- Obtaining of protected geographical indication for the key products (e.g. honey, wine)
- Big traffic projects (Adriatic-Ionian highway, railway Nikšić-Čapljina, highway Belgrade-Sarajevo and reconstruction of the road Foča-Tjentište, airport Zubci)...

Threats:

- Continued decline in the birth rate and demographic abandonment in the long run
- Increasing number of vulnerable groups, higher pressure on social funds, and increasing demand for health care service... due to unfavourable age structure of the population
- Reduction of the highest quality agricultural soil area due to the increasing demand of land for construction
- Uncontrolled intensive residential and business construction may lead to irreparable distortion of the natural, cultural and architectural heritage of Trebinje
- Increased risk of water pollution and uncontrolled construction and use of littoral area of the Trebišnjica and Sušica Rivers
- High risk of forest fires (high percentage of fire affected areas in the area of Trebinje City)
- Limited funds of higher government levels for construction/reconstruction of regional roads and highways
- Threat of plant diseases and pest to high coniferous forests

Strategic focuses

As in the case of the previous Strategy, Trebinje is preparing this Development strategy in time of *glocalization* (the process of permeation of globalization and localization) in which locations (cities) compete in the global frameworks to attract human capital and investors.

Besides, it is a Strategy of integrated development and the requirement to harmonize the key aspects of economic development, social development and the environment, which sometimes actually have opposite tendencies and directions (e.g. improvement of economic competitiveness and ensurance of social inclusion of marginalized groups, or industrial growth and preservation of the environment).

The Strategy primarily implies the concentration of available resources to address problems which have the greatest development potential. Its focus must be the most important strategic challenges, because it will, on the contrary, lead to waste of always scarce resources, without achieving real strategic effect.

Taking into account the unique strengths that Trebinje has compared to the other similar locations, it seems justified the choice of an offensive variant in terms of an economic development which recommends the combination of estimated strengths and perceived opportunities, so that strengths (advantages) focus on the use of development opportunities. In terms of social development, the combined approach is recommended by using strengths (advantages) to reduce the impact of dominant threats and enable the use of corresponding opportunities. In the environmental sector is recommended the focusing on perceived weaknesses and threats, i.e. defensive strategy.

In accordance with such choice, the following strategic focuses are recommended for Trebinje for the period 2018-2027:

1. Acceleration and facilitation of investments in industry, tourism and agriculture (offensive strategy);
2. Constant improvement of public services, education and cultural life quality (combined strategy);
3. Preservation of the natural heritage and protection from natural disasters (defensive strategy).

Focusing on acceleration and facilitation of economic investments has several significant reasons and justifications. First, it provides continuity of the economic development initiated in the previous strategic period by a wide range of businessmen and entrepreneurs's investments in the industry, tourism, agriculture and construction. These investments have enabled gradual shaping of a new economic structure of Trebinje, that is no longer crucially dependent on energy sector. Second, in every of these fields Trebinje can effectuate the unique advantages and encircle a new, more flexible and long-term sustainable economic structure in the conditions of the global competition and economy by new, already strategic investments. Third, a range of other planned and initiated investments in terms of physical and developmental infrastructure should be in the function of these economic investments by which new, better jobs are created and ensured higher public revenues, necessary to improve the availability and quality of public services, on the one hand and environmental preservation, on the other hand.

Constant improvement of the public services quality is the main focus of social development in the next period, primarily because Trebinje should respond to two major demographic and social challenges: the necessity to retain and attract young people, on the one hand and increasing health care and social needs of an aging population on the other hand. In addition, inflow of population in the urban part of the municipality (currently around 81% live in the populated place Trebinje) questions the capacity of the existing utility and other infrastructure and ability to provide quality public services. The special emphasis is on *improving the quality of education and culture*, that represent a key social lever of Trebinje development.

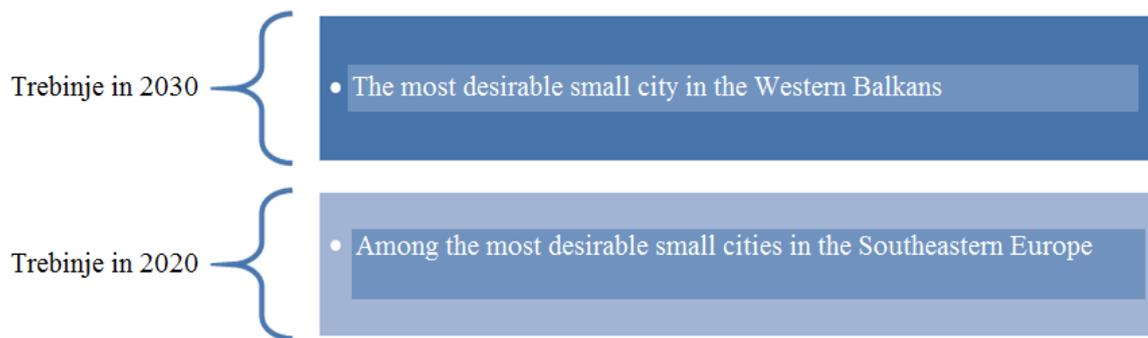
By focusing on the *preservation of natural heritage* (environmental aspect), the perceived weaknesses should gradually be reduced and converted into location advantages in the next period, while by focusing on the *disasters protection* (prevention and more efficient reactions) should be reduced and neutralized threats from natural disasters, which have increased in the conditions of accelerated climate changes at the global level.

4.2.2. Vision and strategic development goals

During creation of a development vision, it was presumed that the previous vision of development has significantly fulfilled its purpose: to be a strategic landmark for all stakeholders in terms of competitive position which Trebinje plans to win in the first quarter of the 21st century, in the time of glocalization (the process of permeation of globalization and localization) in which locations (cities) compete in the global frameworks to attract human capital and investors.

It was concluded that the previous vision is still actual for the next period, and it was accepted that attitude should be more time-limited and "raised" to a higher level.

The previous and new version of the development vision are concisely shown in the picture below:



In the new version and new time horizon (until 2030) Trebinje is in spatial terms located in the geographical framework of the Western Balkans, in which it will have to prove its competitiveness in relation to other sites that also want to attract investments, companies and people, acting in the similar, politically still unstable regional surrounding.

In its elaborated variant, the new vision of development has the following content:

Trebinje in 2030:

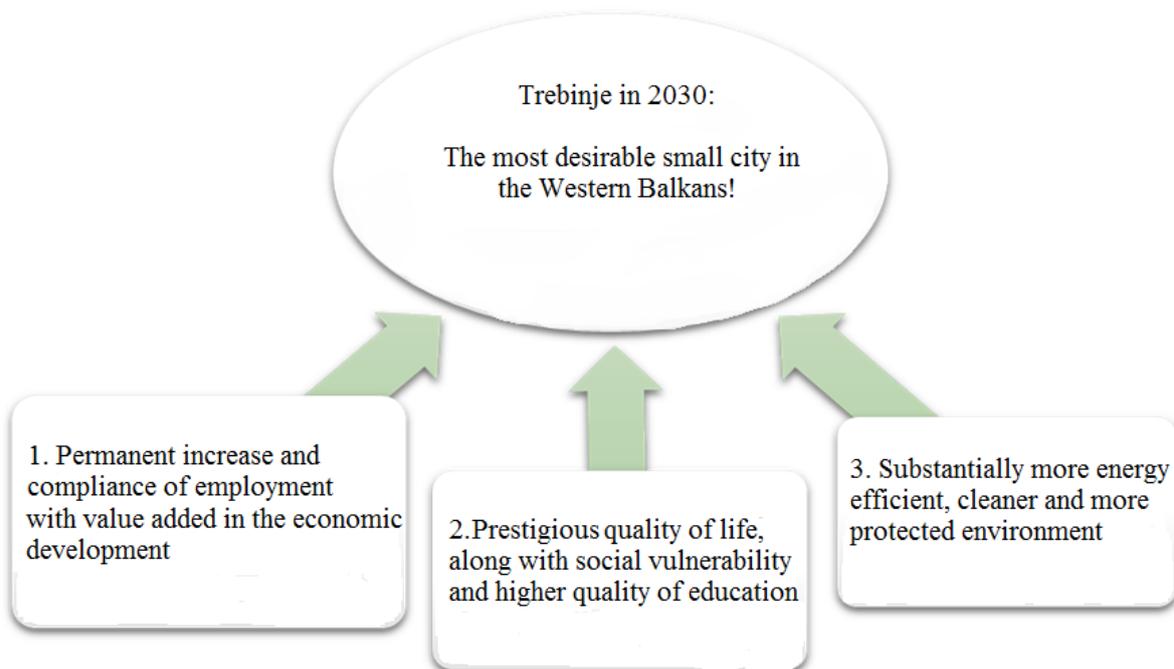
Trebinje gains the image of the most desirable small city in the Western Balkans until the third decade of the 21st century. Such image will be realized by providing prestigious quality of life, offering the most interesting holiday and top quality indigenous products, being the regional leader in the generation of electricity and renewable energy sources and also through high level of social vulnerability. The first decade of the new Strategy implementation (2018-2027) offers opportunities for joint ventures in all fields for all stakeholders in Trebinje and beyond.

The vision consists of three main parts. The first marketing part of the vision is summarized in the syntagma *the most desirable small city in the Western Balkans*. Therefore, Trebinje “does not play”, competitive game against the big cities and metropolis, but against small ones, trying to keep the dimensions and attractiveness, social warmth and human closeness as an advantage of these areas. Therefore, the most prominent part of this message is built on the desirability, characteristic impression of Trebinje in relation to the other surrounding areas. This impression involves already developed image of a creative environment, Dučić’s city, metaphor of Trebinje as the poet among cities. On the other hand, that experience involves a unique spirit of the Mediterranean atmosphere, vicinity of the sea, a sense of spiritual and physical health that this atmosphere carries within itself. Beside the undeniable emotional side, formulation of the vision opens a rational side for selection of Trebinje as a location for business activities and lifetime destination.

The second part of the vision includes the basic objectives that should be achieved to realize the vision to its fullest extent, combining the key benchmarks of social and economic development, harmonized with advantages of Trebinje environment. These objectives are based on the idea that **we use in the best way what we have and produce and offer something superior**, as it has already been done in wine making, honey production, religious tourism and top cultural events, etc.

The third part represents an invitation to all stakeholders to invest, both financially and non-financially, emphasizing that it is a special location with an exquisite natural and cultural heritage, that gives value added to any new investment and at the same time represents a framework that should not be jeopardized by any new investment.

Display of the vision and strategic goals is given in the picture below:



The strategic goals are arising from the defined strategic focuses and represent the expected, long-term effects of interventions (projects and measures) that will be planned and realized through sectoral and operational plans in all three sectors. They are mutually complementary and arranged to imply harmonized intersectoral action.

The first strategic goal represents the main benchmark of the economic development of Trebinje, to increase and harmonize employment in the economy, as one of the main interests of the community on the one hand and the value added¹⁶ as the sum of profits, important interest of investors and gross salaries, i.e. interest of the employees on the other hand. The goal is neither the increase in the number of employees at any cost (because Trebinje is not in such critical situation and because such orientation may jeopardize the key aspects of the local development) nor maximising investors' profit in the short term (because this threatens long-term sustainability of the economic structure). The goal is to harmonize the degree of realization of the key stakeholders' interest (community, investors and employees) through a constant increase in employment and value added. Thereby is sufficiently narrowed scope for investments and sectors where Trebinje cannot and should not compete with other locations, and that can offer only cheap labour force, but is created an opportunity for investors and sectors that seek and offer something more.

The second strategic goal guides the social development until 2027. Prestigious quality of life implies primarily high quality of public services, from municipal up to social, with high social vulnerability, i.e. ensurance of availability of all public services both for socially vulnerable and marginalized groups. It also means rich cultural and sports life throughout the year, not only during the summer season, as it is characteristic for tourist places in the area. The higher quality of education is a precondition for better economic and social development of Trebinje, and reduction of reasons for young people leaving to other countries as for education, studying and often employment, which leads to demographic abandonment of this area.

¹⁶ Value added is understood here as the sum of profit and gross salaries.

The third strategic goal outlines three priority groups in terms of the environment: increase of energy efficiency by reduction of hazardous gases impact and generation of energy from renewable sources, better attitude towards cleanliness and waste disposal, as well as more effective protection from natural disasters, primarily from fires and floods. The systematic work on planning, realization and monitoring of projects and measures to address these priorities can significantly reduce perceived weaknesses and threats on the environment, and increase the preconditions for achieving the goals of economic and social development .

Achievement of the set strategic goals and their impact on the development of Trebinje will be monitored by the following indicators:

Strategic goals:	Indicators:
1 Permanent increase and compliance of employment with value added in the economic development	1.1. Increase in the number of employees in economy (including tourism, agriculture and entrepreneurial stores) 1.2. Increase of business entities profit 1.3. Increase of gross-salaries in the economy 1.4. Increase of Trebinje City budget
2 Prestigious quality of life, along with social vulnerability and higher quality of education	2.1. Increase of population satisfaction with life quality in Trebinje 2.2. Increased availability (number of beneficiaries) of public services 2.3. Positive sum of migration balance and population growth
3 More energy efficient, cleaner and more protected environment	3.1. Reduction of CO ₂ emission 3.2. Increase of population and visitors satisfaction with tidiness and cleanliness 3.3. Increase of ratio of afforested and fire affected areas

5. Sectoral development plans

Sectoral development plans (Economic Development plan, Social Development plan and the Environment Protection plan) represent an integral part of the City of Trebinje Development Strategy for the period 2018-2027. Each of these plans represents a mid-term elaboration (for the first five years) of the long-term strategic orientation of the city development, expressed through the vision and strategic development goals in the draft of the Strategic platform, created at the end of June 2017. The Economic Development Plan represents an elaboration of the first strategic focus and the first strategic goal, Plan of Social Development of the second strategic focus and the second strategic goal and the Plan of the Environment Protection of the third strategic focus and third strategic goal.

Sectoral development objective consist of sectoral SWOT analysis, sectoral focuses and development objectives for the period 2018-2022, as well as of wider list of projects and measures that contribute to the achievement of the set sectoral goals and expected outcomes. Besides, it has been clearly stressed their mutual, horizontal compliance and vertical one with the relevant strategies and plans at the level of the Republic of Srpska and possibly Bosnia and Herzegovina.

Sectoral working groups (for economic and social development and the environment protection) composed of competent and interested stakeholders of public, non-governmental and private sector have given the key contribution to development of the sectoral development plans of Trebinje. Their contribution is reflected in the active participation in thematic meetings (workshops on sectoral focuses and objective with expected outcomes, and potential projects and measures), as well as in the comments and suggestions submitted after these meetings. A wide range of other individuals and institutions has also contributed to preparation of the sectoral development plans by submitting their project proposals and measures that should be included in the Development Strategy.

5.1. Compliance, complementarity and mutual impact of sectoral plans

Sectoral plans (Economic Development Plan, Social Development Plan and Environmental Protection Plan) were created according to the model of developmental that combines economic progress with social inclusion without over-exploitation of natural resources, so during their preparations was taken into account of the fact that implementation of any of the stated plans does not adversely affect the implementation and results of the other plans. The objective in each of these plans were formulated to help each other, are complementary and in no case threaten each other. Thus, in defining the elements of the Economic Development Plan was taken into account impact on the environment, and on the social development. On the other hand, the environmental protection is significant for economic development, i.e. development of tourism and agriculture. Regarding the strong cultural orientation and long tradition of Trebinje, culture is considered more as a lever of economic and overall development of Trebinje and less as an activity in the domain of public consumption. Education, which has taken a prominent place in the plans of social and economic development, was included in the similar way. It has also affected constant improvement of attitude towards the environment.

The table below shows mutual impact of the sectoral development goals.

Sectoral goals of the economic development	Mutual impact of sectoral goals
1.1. Higher employment rate and valued added in the manufacturing industry	It creates preconditions for achieving the goals of social development and the environment protection through the contribution to employment and budget increase.
1.2. Increased agricultural exploitation of natural resources, respecting environmental standards	It seeks continuous liaison maintenance with the goal 3.2 (reduction of water, air and soil pollution); depends on achievement of the goal 3.3 (reduction of risk and consequences of natural disasters)
1.3. Increased share of tourism in the economic structure	It is connected with the goal 2.3 through higher binding of culture, tourism and sport. It depends on the achievement of the goal 3.3, especially in the part relating to cleanliness and tidiness of the area.
1.4. Created a “critical mass“ of entrepreneurs in creative industries	Strong mutualiasion with the goal 2.2 and reverse impact (entrepreneurial and innovative orientation of education); it is expected a positive long-term impact on other goals of the economic development.
Sectoral goals of the social development	Mutual impact of sectoral goals
2.1. Expanded scope and improved quality of municipal and traffic infrastructure and services	It creates preconditions for better achieving of the economic development goals (1.1, 1.2. and 1.3), as well as to other goals of the social development.
2.2. Increased employability of young people and hard/less employable groups and stronger entrepreneurial and innovative orientation of the education and training system	It contributes to the achievement of the economic development goals (1.2, 1.3. and 1.4), and may contribute to the achievement of the goal 3.2. (project preparation)
2.3. Higher degree of cultural heritage importance promotion and connection of culture and sport with tourism	It directly contributes to the achievement of the goal 1.3. and indirectly to the goal 1.4.
2.4. Expanded scope and improved quality of health care and social services	It contributes to the achievement of other goals of the social development, and inidrectly to the goals of the economic development.
Sectoral goals of the environment	Mutual impact of sectoral goals
3.1. Higher level of protection and valorization of natural heritage and architectural identity	It directly contributes to the achievement of the goal 1.3. and indirectly to the goal 1.4. It is in the positive liasion with the goal 2.3.
3.2. Continous reduction of water, air and soil pollution, with the prestige degree of cleanliness and tidiness	It directly contributes to the achievement of the economic development goals (particularly 1.2 and 1.3), as well as the social development goals.

3.3. Reduced risks and consequences of fire, droughts and floods	It directly contributes to the achievement of the economic developments goals (especially 1.2 and 1.3), and to the goals of the social development, as well as to other goals of the environmental protection.
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5.2. Economic development plan

The Economic Development plan of Trebinje covers the period 2018-2022. It is recommended an offensive approach to the economic development in this period, based on good combination of strenghts and oppourtunities presented in the following SWOT analysis for this sector.

Strengths:

- Operational and generation centre of the energy sector, strategically the most important sector of RS and B&H
- Increase of employment in the food industry and entrepreneurial stores (catering industry and crafts)
- Rapid increase of business activities and export of confectionery and essential oils, along with the relative stability of tool indsutry, wine making and production of honey.
- Tendency of permanent increase of profit in construction industry, hotel management and catering industry
- Steady and dynamic development of tourism (construction of tourist infrastructure, arrivals and overnight stays of foreign tourists); initiated strategic investements in tourism
- Increase of yields of plantation vineyards and medicinal herbs (2015-2016), number of trees and yield of figs and olives
- Intensive development of business infrastructure (business zone, restructuring of the Agency for Development of Small and Medium-sized Enterprises, Tourist organization, Agrarian fund; financial support)
- City Administration is about to meet all required criteria for obtaining BFC SEE certificate (business and investments friendly location in the South East Europe).

Opportunities:

- Promotion of natural, religious and cultural heritage, especially as a part of regional, cross-border and tourist offer
- Acceleratation of investments in the economy and attraction of new strategic investors in tourism and agri-food industry
- Use of available capacities to support the development of new small businesses (more active use of business incubator opportunities, use of funds for favourable funding and lending, better organized technical support to entrepreneurs, etc.)
- Successful implementation of the initiated and announced infrastructural investments
- Build proactive project approach to the European regional and cross-border funds and donors in B&H
- Obtaining of protected geographical indication for the key products (e.g. honey, wine)
- Opportunities of greater exploitation of natural resources for the purpose of attracting investements and development of economy (e.g.drinking water, high-quality stone, etc.).

Weaknesses:

- The industry does not yet participate equally in the overall revenue, employment and value added
- Activities related to tourism does not yet contribute to the overall revenue, employment and added value
- Textile industry under bankruptcy
Surfaces under tobacco (2015-2016) and yields(2016) decline
- Cattle breeding mainly in the stagnation phase, decline of poultry farms
- Poor coordination of educational profiles, programme and enrollment policy with the economy department; poor promotion of “scarce” occupations
- 34% of unemployed in the labour force structure (25% in RS)
- Increase in the number of unemployed over 50 (waiting for old age pension?) and number of pensioners

Threats:

- Difficult state of freight and passenger traffic with Dubrovnik and Ploče
- Trend of experts leaving B&H and the region, particularly trend of young educated people
- High degree of indebtedness of B&H and the RS can lead to reduction in revenues of Cities and municipalities
- Political tensions in B&H and the region can substantially slow down economic development of this area
- Postponing and slow implementation of the announced major transport projects that would better connect Trebinje with other parts of the country and the region

The main focus of the economic development should be facilitating and accelerating investments in manufacturing industry (experienced stabilization and creation of positive trends in the previous period), agricultural production (in which the orientation towards authentic/indigenous products of this area is shown as successful) and tourism (which records steady and dynamic increase). Each of these economic sub-sectors has its characteristics and seeks customized approach, so that it is actually about three focuses of economic development for the next period. Each has its role in the economic structure of Trebinje and its wider rationale: investments in the manufacturing industry and strategic investments in tourism may lead to a significant increase in employment, along with a number of other positive effects. Investments in agricultural production and tourism lead to converting of comparative (natural and cultural-historical) advantages of Trebinje in unique competitive advantages, which is considered a major task of strategies and plans of the local and economic development.

Along with these three focuses that have basically been derived from the first strategic focus (*acceleration and facilitation of investments in industry, tourism and agriculture*), it is suggested the fourth by which would be completed the new economic structure of Trebinje, adapted to the requirements and opportunities of the 21st century economy. It is about partial focusing on starting

a new business in so-called creative industries¹⁷. Although starting a business in the creative industries was included in the previous strategy (2009-2017), along with tourism, this field, unlike tourism, has not experienced any significant progress. Bearing in mind the expected effects of interaction of this sub-sector with other elements of the economic structure of Trebinje, as well as preconditions that have already been provided in Trebinje (cultural tradition, city image, corresponding faculties), it is recommended that the creative industries be the fourth, additional focus of the economic development of Trebinje. Its emphasis should be on *starting a new business*, with greater City support, i.e. public sector, contrary to the other three sub-sectors, where the emphasis is on private sector investments.

5.2.1. Overview of sectoral goals with outcomes and indicators

The following table shows the sectoral goals along with the expected outcomes and indicators. By their defining, several important criteria were taken into account: to be in compliance with the strategic and sectoral focusing; to represent elaboration of the first strategic goal and practically enable its achievement; to be in sufficient measure specific and measurable; to be realistic and attainable on the basis of resources that Trebinje owns or may use in the planning period; to be time-bound and that is possible monitoring of their achievement based on the available data or those which may be provided without any major investments and costs.

Sectoral goals:	Expected outcomes:	Indicators:
1.1. Higher employment rate and added value in the processing industry	<ul style="list-style-type: none"> -Significant increase of employment rate in the manufacturing industry until 2022, at least 20% compared to 2017 - Increase of value added achieved in the manufacturing industry until 2022, at least 5% compared to 2017 	<ul style="list-style-type: none"> - Number of employees in the manufacturing industry - Average achieved value added (expressed as a sum of benefit and gross salaries) in the manufacturing industry
1.2 Increased agricultural exploitation of natural resources, respecting environmental standards	<ul style="list-style-type: none"> - Increase of environmentally accepted investments in the agricultural production in the period 2018-2022, at least 15% compared to the period 2014-2017. - Increase of agricultural products export in the period 2018-2022, by at least 20% compared to the period 2014-2017 - Meeting of tourist and catering demands for local products 	<ul style="list-style-type: none"> - Investment value in the agricultural production - Revenues from export of agricultural products - Revenues from domestic sale of agricultural products
1.3. Increased share of tourism in the	<ul style="list-style-type: none"> - Significant increase of employment in tourism until 2022, by at least 30% compared to 2017 	<ul style="list-style-type: none"> - Number of employees in tourism and ancillary services (including seasonal

¹⁷ The term creative industries is a new term characteristic for the new global economy based on knowledge and creativity. It includes products and services in which provision of creative services (e.g. ICT, software development, design, advertising, architecture) and creation and use of intellectual property (e.g. pictures, music, books, films, fashion design, publishing, media, arts & crafts, games...) is stressed.

economic structure	<ul style="list-style-type: none"> - Significant increase of tourism and ancillary services revenue until 2022, by at least 20% compared to 2017 - Steady increase of length of tourists' stay in Trebinje (in and off- season) until 2019. - Steady increase of revenue from off-season offer of cultural and sports contents (cultural and sports tourism) from 2019 	workers) <ul style="list-style-type: none"> - Total tourism, catering industry and related activities revenue - Ratio of number of overnight stays and number of visitors/tourists' arrivals - Cultural events and sports tourism revenues
1.4 Created a “critical mass” of entrepreneurs in creative industries	<ul style="list-style-type: none"> - Initiated at least 5 new companies in creative industries until 2022 - Achieved positive impact on branding of Trebinje 	<ul style="list-style-type: none"> - Number of active new companies in creative industries - Results of the research of brand/image perception of Trebinje in 2018 and 2022

5.2.2. Compliance with higher-levels strategic documents

The Economic Development Plan of Trebinje is complied with the relevant sectoral strategies at the level of the Republic Srpska, primarily with: the Republic of Srpska Foreign Investment Strategy Encouragement 2016 to 2020, the Strategy of the RS for the Development of Small and Medium-sized Enterprises for the period 2016-2020, the Strategic Plan for Development of Agriculture and Rural Areas of the Republic of Srpska in 2016-2020, Tourism Development Strategy of the Republic of Srpska for the period 2010-2020 and the Employment Strategy of the Republic of Srpska for the period of 2016-2020.

More detailed information confirming these compliances:

The Republic of Srpska Foreign Investment Strategy Encouragement 2016 to 2020 distinguishes 5 sectors. Their focus will be attracting and encouraging foreign investments. Four of these sectors are crucial for realization of the Economic plan of Trebinje, in terms of economic investments: agriculture, industry, renewable energy and tourism. The support policies include adaptation of the agricultural production structure to the deficit demand in the global market (in the case of Trebinje it is a about medicinal and aromatic herbs and organic agricultural production etc.), while sub-sectors, highly attractive for foreign investments, involve the following: production and processing of fruit and vegetables, production and processing of medicinal herbs, cattle breeding, production and processing of meat as well as beekeeping. The largest part of locations designated for investments in wind and sun energy are in the southeastern part of the RS, i.e. the area of Trebinje. In regard to the strategic goals of the Strategy of the RS for Development of Small and Medium-sized Enterprises 2016-2020, all three are relevant to the economic development of Trebinje: 1st Strengthening the competitiveness of the SMEs, 2nd Supporting creation of business environment of SMEs, and 3rd Stimulating the development and promotion of entrepreneurship and entrepreneurial skills.

The Economic Development plan of Trebinje complies with the following goals of the Strategic Development Plan of Agriculture and Rural Areas of the Republic of Srpska in 2016-2020: (1) Increasing the volume and productivity of the agricultural production and ensuring the agricultural producers stability of income, (2) Strengthening the competitiveness of agricultural sector through increase of investment level, and (3) Increasing the level of marketability and finalization of agricultural production.

All four strategic goals of tourism development in the RS until 2020 are significant for Trebinje (1st *Improving the quality of tourist product*; 2nd *Improving conditions for tourism development*; 3rd *Increasing the volume of tourism traffic*; 4th *Improving the tourist product based on sustainable development*). The operational objective within the fourth strategic goal are particularly important for Trebinje. They relate to *the protection of all resource potentials and their optimal valorization and undertaking the greater role of tourism in increasing quality of direct environment*.

Within 2nd strategic goal of the RS Employment Strategy, operational objective was quoted - *improve the employment and self-employment by encouraging investments*.

5.2.3. Intermunicipal cooperation initiatives

The greatest potential for intermunicipal cooperation, including cross-border cooperation, have projects and measures for the achievement of the third sectoral goal, focused on development of tourist offer. It is primarily a word of tourist valorization and promotion of natural and cultural heritage. This cooperation should involve, beside other Herzegovinan municipalities with similar heritage, other municipalities from Montenegro, Croatia and Serbia, that have similar natural attractions and types of cultural-historical monuments. In all these countries, particularly in our, this type of heritage, which is of utmost importance in the context of European cultural heritage, has not been adequately valorized and touristically used. Such projects are highly suitable for funding from the relevant EU programmes, particularly programmes of the cross-border cooperation of B&H with Croatia and Montenegro, and the ADRION programme. This programme encourages cooperation within wider Adriatic-Ionian region.

Similar potential for cooperation, instead of competition, have the projects and measures which should enable achievement of the second sectoral goal, oriented towards agricultural production that uses and affirms unique features of the Herzegovinian climate. Thus, the protection of the geographical origin, that should enable a new export breakthrough for wine production (honey possibly), is practically feasible only as a complete Herzegovinian initiative and common interest of all municipalities, where wine typical for this climate is already produced, or may be produced. Similar approach may be applied to the other types of agricultural production, specific for this area, including organic production of medicinal/aromatic herbs and vegetables. The reasons for such approach are twofold: on the one hand, funds of international support may be easier obtained in this way, particularly the European funds that support cross-border and regional cooperation, while on the other hand, only thus recognition (“branding”) of the region for competitive tendering in all conditions of the global economy may be built. In the global economic map are not visible certain locations, but regions that have managed to build a unique competitive advantages.

5.2.4. Programmes, projects and measures

Forty potential projects and measures, grouped in 8 programmes, have been proposed for implementation of the Economic Development Plan of Trebinje City:

Programme:	Project/Measure ¹⁸ :
1.1.1. Programme: Development of business infrastructure	1.1.1.1. Construction of roads in the business zone Volujac 1.1.1.2. Construction of a water supply network- Business zone Volujac 1.1.1.3. Construction of a sanitary water network- Business zone Volujac – Novo Trebinje 1.1.1.4. Development of the economic zone Aleksina Međa-Podgljivlje 1.1.1.5. Construction of a drinking water factory (spring Mlinice) 1.1.1.6. Investors support centre
1.1.2. Programme: Development of labour force	1.1.2.1. Measure: Establishment and development of the local partnership for education and employment 1.1.2.2. Measure: Update and implementation of the Employment action plan
1.2.1. Programme: Ensuring the preconditions for development of agricultural production	1.2.1.1. More efficient agricultural land management /consolidation and allocation of land 1.2.1.2. Purchasing stations with cold storages (storage, packaging and distribution of agricultural products) 1.2.1.3. Construction of a system for irrigation of Petrovo and Trebinjsko polje 1.2.1.4. Construction of a system for irrigation of Ljubomirsko polje, Vrpolje, Mosko and other villages 1.2.1.5. Adaptation of a facility for needs of Herzeg House (Belgrade and Banja Luka) 1.2.1.6. Investment in modernization and equipping of farms 1.2.1.7. Fair of Eastern Herzegovina agricultural products
1.2.2. Programme: Support to specific types of agricultural production	1.2.2.1. Protection of geographical origin (for wine) 1.2.2.2. Support to development of fruit and grape production 1.2.2.3. Support to collection, conventional and organic production of medicinal herbs 1.2.2.4. Support to development of greenhouse production 1.2.2.5. Support to development and improvement of cattle production 1.2.2.6. Development and promotion of value chain in the beekeeping sector
1.3.1. Programme: Promotion of tourist offer	1.3.1.1. Branding of Trebinje City 1.3.1.2. Creating of tourist offers with the aim of season extension - sports, recreational, cultural, creative and entertainment tourism 1.3.1.3. Tourist promotion and valorization of the rural, cultural and historical heritage in villages - wealth of offer for villages revival and tourism development 1.3.1.4. <i>Slow food</i> travel through Trebinje and Herzegovina 1.3.1.5. Use of Bileća lake potentials
1.3.2. Programme: Improvement of	1.3.2.1. Reconstruction of the mountain hut and development of tourist infrastructure on Ubla village

¹⁸ It is about the projects and measures collected from various sources (Midterm Capital Investments Plan, Investment conference held in Trebinje, the project ideas and proposals submitted by institutions, organizations and individuals), which have been discussed and initially supported by the Sectoral group for economic development.

infrastructure for tourism development	1.3.2.2. Construction of tourist points at the City entrances 1.3.2.3. Improvement of infrastructure in the area of economic zone Novo Trebinje 1.3.2.4. Construction of the indoor olympic pool 1.3.2.5. Establishment of autocamps 1.3.2.6. Support to construction of eco and ethno complex 1.3.2.7. Feasibility study for construction of cable cars (Crkvina, Strač, Gljiva) and their construction
1.4.1. Programme: Development of creative industries	1.4.1.1. Establishment of Creative industries centre 1.4.1.2. IT trainings for use of advanced technologies with the aim of new jobs creation 1.4.1.3. Improvement of incubator's operation 1.4.1.4. Trebinje - Smart City
1.4.2. Programme: Support to development of entrepreneurship	1.4.2.1. Development of social entrepreneurship 1.4.2.2. Establishment of Female Entrepreneurs forum 1.4.2.3. Measure: Introduction and improvement of entrepreneurial learning in formal education

The total expected investments for the implementation of the Economic Development sectoral plan are estimated to around BAM 27.000.000. The investments do not include the expected large investments of private investors in the amount of several hundred million BAM in the next five-year period.

5.3. Social development plan

The Social Development Plan of Trebinje covers the period 2018-2022. It is recommended the combined strategy in the social development during this period, using the strengths (advantages) to reduce impact of the dominant threats and enable the use of corresponding opportunities, represented in the SWOT analysis for this sector.

Strengths:

- Multi-faceted, vibrant, spiritually strong and stable identity and character; hospitality and openness of the people
- Permanently positive migration balance
- Population of Trebinje are more educated than the RS average (20% with university and college degree, in the RS that average is 11%); tendency of improvement of educational structure of the employees
- University centre, with the capacity for education and support to the economy and initial experience of preparation and implementation of the projects financed by external sources (EU)
- Developed educational infrastructure and institutions for all levels of education, from preschools up to higher education
- Significant and numerous cultural institutions, events and associations
- Built image of the City of culture, attractive filming and sports locations
- Numerous active sports clubs, societies and associations; good conditions for athletes - preparations
- Developed institutional network and services of health care and social protection
- City Administration is about to meet all required criteria for obtaining BFC certificate in terms of the area suitable for investment and attractive for investors and ISO 9001 standard in terms of beneficiaries' orientation and service delivery
- Quality water supply
- Good public lighting and electricity grid coverage
- Zoning plans under preparations
- A range of infrastructural investments underway and under preparation

Weaknesses:

- Constantly negative population growth, since 2002
- Less than 20% of inhabitants live in the rural parts, around 25% older than 60
- Tendency of constant fall in the number of secondary school pupils, especially on technical courses
- High dependence of culture on the meager budget and sponsorship funds
- Insufficient research and promotion of indigenous and cultural heritage
- Partially obsolete equipment of health care institutions
- Delay in the development of social protection system; low level of implementation of the goals and activities of the Social Protection Development Strategy of Trebinje 2011-2016
- Huge number of employees in the public sector, operational costs endanger the scope and quality of programme activities
- Insufficient profiling and coordination of NGOs; undeveloped orientation and capacities for use of external sources of funding (project approach)
- Lack of developed areas and facilities adapted for play and stay of children, particularly in the urban settlements
- Nearly one third of local roads marked as poor; highways (to Ljubinje and Nikšić) are not

sufficiently safe

- High maintenance costs of public lighting
- Insufficient capacity of the reservoir and main pipelines in the water supply system; an extremely large amount of unaccounted water (72,3%)

Opportunities:

- Proactive approach to the European regional and cross-border funds and donors in B&H
- Compliance of priorities in the area of social development with the strategic documents of the RS, particularly in the field of culture, education and employment
- Promotion of social responsibility and greater involvement of socially responsible companies in the projects and measures of Trebinje social development
- Use of more favourable image of Trebinje, as the city of culture in the region
- Opportunities of cooperation in the field of sport and culture in terms of integration into the regional tourist offer

Threats:

- Continued decline in birth rate and demographic abandonment in the long run
 - Reduced opportunities of support from the RS level for key fields of Trebinje social development (education, culture, sport....) due to credit load and relief of public sector costs
 - Increasing number of vulnerable groups, higher pressure on social funds, and increasing demand for health care service... due to unfavourable age structure of the population
-

The focus of social development should be *permanent improvement of public services, education and cultural life quality*. In compliance with the stated strategic focus of social development, and in the context of the Social Development Plan, the following five-year focuses have been set:

- Improvement of municipal and traffic infrastructure and services;
- Lifelong learning;
- Cultural-historical heritage, culture, and sport;
- Social vulnerability, health care and social protection and services.

Social development puts an accent on enhancement of municipal and traffic infrastructure and services in order to achieve further improvement of public services quality, that should be in compliance with already achieved results in the city development and the image of the location attractive for tourism, life and business activities. The focus of social development should be lifelong learning, which provides a quality labour force and thus contributes to the economic and social development. The focus should also be the cultural and historical heritage, culture and sport, which not only enrich life of the local community and represent the part of Trebinje identity, but provide a basis for promotion of the tourist offer. Attractive and developed local communities show a high degree of social vulnerability, hence health care and social protection and services, i.e. their quality and availability are also in the focus.

5.3.1. Overview of sectoral goals with outcomes and indicators

The following table shows the sectoral goals along with the expected outcomes and indicators. By their defining, several important criteria were taken into account: : to be in compliance with the strategic and sectoral focusing; to represent elaboration of the second strategic goals (*Prestigious quality of life, along with social vulnerability and higher quality of education*) and to practically enable its achieving; to be in sufficient measure specific and measurable; to be realistic and attainable on the basis of resources that Trebinje owns or may use in the planning period; to be time-bound and that is possible monitoring of their achievement based on the available data or those which may be provided without any major investments and costs.

Sectoral goals:	Expected outcomes:	Indicators:
2.1. Expanded scope and improved quality of municipal and transportation infrastructure and services	<ul style="list-style-type: none"> - Increase the number of water supply system beneficiaries, by at least 5% - Increase the number of sewerage beneficiaries for by least 15% - Expand the public lighting coverage scope, by at least 15%; at least 40% of public lighting has LED lightbulbs - Construct at least 30 km of the road infrastructure - Reconstruct and develop at least 50km of the road infrastructure and signage - Permanent increase of beneficiaries satisfaction with municipal and transportation infrastructure and services 	<ul style="list-style-type: none"> - Number of water supply system beneficiaries - Number of sewerage beneficiaries - Public lighting coverage - Length of newly built road infrastructure - Length of reconstructed and developed road infrastructure - Percentage of beneficiaries satisfied with the state of municipal and transportation infrastructure and services
2.2. Increased employability of young people and hard employable groups and stronger entrepreneurial and innovative orientation of the education and training system	<ul style="list-style-type: none"> - At least 20% of graduated pupils and students find a job during the first year, upon completion of education - At least 5% of young people selects self-employment and entrepreneurial career - At least 3 projects annually with individual value of at least BAM 50.000 co(financed) from external sources - Created at least one brand of innovative education - Improved conditions for conducting classes and organized training in all primary and secondary schools 	<ul style="list-style-type: none"> - Percentage of graduated pupils and students finding a job during the first year upon completion of education - Percentage of young people choosing self-employment and entrepreneurial career - Number and project value co (financed) from external sources, annually - Created brand of innovative education - Number of primary and secondary schools with improved conditions for conducting classes and trainings
2.3. Higher degree of promotion of cultural heritage importance and connection of culture and sport with tourism	<ul style="list-style-type: none"> - At least 40% of funds necessary for funding of culture and sport provided from external sources - Number of visitors of sports and cultural events higher by at least 25% - Improved infrastructure for recreational activities of citizens and tourists 	<ul style="list-style-type: none"> -Percentage of funds necessary for funding of culture and sport provided from external sources - Number of visitors of sports and cultural events - Infrastructure for

		recreational activities of citizens and tourists
2.4. Expanded scope and improved quality of health care and social services	<ul style="list-style-type: none"> - Introduced new services for socially vulnerable groups, on the basis of a new social protection development strategy - Promoted capacities of health care for new target groups (tourists and people from diaspora) - Improved financial conditions for provision of health care services -At least 75% of beneficiaries satisfied with health care and social services 	<ul style="list-style-type: none"> - Number of new services for socially vulnerable groups and number of their beneficiaries -Measures of promotion of health care offer capacity for new target groups (tourists and people from diaspora) - Number of facilities/institutions with improved financial conditions for provision of health care services -Percentage of beneficiaries satisfied with the health care and social services

5.3.2. Compliance with higher-levels strategic documents

Elements of Social development plan are in compliance with the following strategic documents at the level of the Republic of Srpska:

- Cultural Development Strategy of the Republic of Srpska for the period 2017-2022 is primarily in connection with the goal 2: *High-quality of artistic production and professionalization within which are special goal 9- Increasing the strategic opinion level, special goal 10- Strengthening the capacity for cultural policy and practical action and specific goal 4-Internationalization and presence on the international stage, within which is special goal 1-Support organizations and institutions that apply for international projects funds (Creative Europe, Euroimages, UNESCO, Horizon 2020...)* by project proposals and special goal- Support development of cultural tourism.
- One part of the intertwining strategic goals in the Educational Strategy of the Republic of Srpska refers to the life-long learning, i.e. education of adults. It is about raising the general level of individuals' education, recognition of their personal potentials and capabilities and training for managing in changing working conditions, as well as increase of employment opportunities. One part of the intertwining goals refers to entrepreneurial learning.
- Employment Strategy of the Republic of Srpska for the period of 2016-2020, within which are Strategic goal 1- Increase of employment and economic activity of the Republic of Srpska population, along with the Operational objective 1.1. Enable greater connection of the educational system with the labour market and the Operational objective 1.5-Improve employability of active employment seekers.
- Integrated Water Management Strategy in the Republic of Srpska for the period 2015-2024, i.e. with General objective: Development and rational exploitation of the RS water resources, Water protection within integral protection and improvement of the environment, Protection against hazardous effects of water, that should be complied with the importance level of urban, economic, traffic and other systems to be protected.

5.3.3. Intermunicipal cooperation initiatives

The inter-municipal cooperation potentials can be found not only in the projects related to road infrastructure, but also in the field of culture and sport where cooperation not only improves the capacities and enriches the offer of cultural and sports facilities in each of participating local communities, but also enables linking of these facilities with the tourist offer, which in that way becomes more attractive. That is particularly significant in the case of Trebinje, where there is an increase in the number of tourists, but in order to achieve higher tourism revenues their stay in Trebinje should be longer.

The position of Trebinje creates opportunities for cooperation within the framework of cross-border cooperation programme, financed by the EU, where there are opportunities for cooperation with developed tourist destinations in the neighbouring countries, such as Herceg Novi and Dubrovnik. Namely, the focuses of the programme area such that they provide opportunity for the implementation of projects in the field of social development, primarily in the areas of cultural heritage promotion, innovative education, but also in other fields that are the focus of social development of Trebinje.

Trebinje is a regional, medical and university centre of the Eastern Herzegovina, so inter-municipal cooperation in these fields is essential.

5.3.4. Programmes, projects, measures

There has been defined 46 projects and measures, grouped in 10 programmes, for implementation of the social development plan of Trebinje:

Programme:	Project/Measure¹⁹
2.1.1. Programme: Improvement of municipal infrastructure and services	2.1.1.1. Construction of a water supply system 2.1.1.2. Rehabilitation of a water supply network 2.1.1.3. Construction of a fecal sewerage 2.1.1.4. Reconstruction of the public lighting –LED
2.1.2. Programme: Improvement of transportation infrastructure	2.1.2.1. Improvement of a transportation infrastructure 2.1.2.2. Construction of an eastern bypass road 2.1.2.3. Construction of a western bypass road
2.1.3. Programme: Management of assets and improvement of citizens' safety	2.1.3.1. More efficient assets management (capacities, basis, software) 2.1.3.2. Construction of the City video surveillance system and connection of the institutions by optical cable 2.1.3.3. Construction of "Palace of Justice" 2.1.3.4. Annual survey of beneficiaries' satisfaction with municipal and road infrastructure and services
2.2.1. Programme: Improvement of working conditions in preschool	2.2.1.1. Improvement of infrastructure in pre-school institutions 2.2.1.2. Reconstruction of primary schools and improvement of pupils' safety and assets 2.2.1.3. Improvement of capacities for practical training

¹⁹ It is a about the projects and measures collected from various sources (Midterm Capital Investments Plan, Investment conference held in Trebinje, the project ideas and proposals submitted by institutions, organizations and individuals), and which has been discussed and initially supported by the Sectoral group for economic development

institutions and primary and secondary schools	<p>2.2.1.4. Expansion of the Music school “Trebinje“ capacities and reconstruction of the old school in settlement Police</p> <p>2.2.1.5. Construction of a new Grammar school</p> <p>2.2.1.6. Reconstruction of the secondary schools and improvement of pupils' safety and assets</p> <p>2.2.1.7. Measure: Award of scholarship to students and pupils of “scarce“ occupations</p>
2.2.2. Programme: Building of life-long learning capacities	<p>2.2.2.1. Building of capacities and accreditation of Technical school/ Media and education centre for conduct of trainings for industrial occupations</p> <p>2.2.2.2. Measure: Support (financial) to formal and informal pretraining and additional training</p> <p>2.2.2.3. Measure: Co-funding of seasonal, probation and volunteer work</p> <p>2.2.2.4. Construction and upgrade of the Media and education centre</p>
2.2.3. Programme: Innovative education	<p>2.2.3.1. Research station Zgonjevo</p> <p>2.2.3.2. Capacity building and networking for preparation and implementation of the projects financed from external sources</p>
2.3.1. Programme: Promotion of cultural heritage	<p>2.3.1.1. Archeological research of the Old town Trebinje (Museum of Herzegovina backyard)</p> <p>2.3.1.2. Development of the site Mičevac</p> <p>2.3.1.3. Research, mapping and promotion of cultural heritage</p> <p>2.3.1.4. Relocation of the memorial room</p> <p>2.3.1.5. Improvement of networking, cooperation and coordination of cultural, sports and educational institutions and organizations</p> <p>2.3.1.6. Architectural project for adaptation of Museum of Herzegovina Trebinje</p> <p>2.3.1.7. Creation of Trebinje City Cultural Strategy</p>
2.3.2. Programme: Improvement of capacities in the field of sport	<p>2.3.2.1. Measure: Classification of sports facilities</p> <p>2.3.2.2. Installation of playground equipment</p> <p>2.3.2.3. Construction and development of sports fields (Ubla, sites in the City area)</p> <p>2.3.2.4. Construction of cycling paths in the City area</p> <p>2.3.2.5. Construction of a walking trail and cycling path from Aleksina međa-City</p> <p>2.3.2.6. Construction and equipping of the bowling alley</p>
2.4.1. Programme: Improvement of health care protection	<p>2.4.1.1. Promotion and preventive health care protection (lectures, medical check-ups)</p> <p>2.4.1.2. Health care institutions equipping (4D ultrasound machine, vehicles for transport of patients, equipment for physical and dental service)</p> <p>2.4.1.3. Health care centre within the hospital backyard</p> <p>2.4.1.4. Construction of a regional hyporehabilitation centre</p> <p>2.4.1.5. Connection of health care services and tourist offer (mapping and promotion, establishment of cooperation with the EU cities)</p>
2.4.2. Programme: Improvement of social protection	<p>2.4.2.1. Evaluation of the previous and creation of a new social protection Development strategy</p> <p>2.4.2.2. Improvement of records, coordination and criteria for allocation of social aid</p> <p>2.4.2.3. Measure: Introduction of provision on removal of architectural barriers for people with mobility problem into spatial-planning documentation</p>

	2.4.2.4. Construction of a Safe house in Trebinje 2.4.2.5. Counselling centre for young parents 2.4.2.6. Establishment of a day care centre for the old in the local community Petrovo polje
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The total expected investments for implementation of the social development sectoral plan in the next five- year period are estimated at around BAM 80.000.000.

5.4. Environmental protection plan

As a starting point for creation of the Environmental protection plan for the period 2018-2022, it served the following SWOT analysis.

Strengths:

- One of the most attractive sites in the Western Balkans for health life and leisure by its natural and geographical features
- The area of Trebinje represents a unique natural heritage and encompasses one of the most important endemic centres in the Balkans
- The Trebišnjica River, once the largest sinking river in Europe
- Area rich in water; created conditions for irrigation of at least 70% cultivable areas (around 5, 100 ha)
- Recognizable Mediterranean architectural identity of the City
- High degree of coverage of the City area with municipal infrastructure and services

Weaknesses:

- Insufficient research, protection and promotion of cultural heritage
- Insufficient sewerage network coverage and worn-out waste water treatment plant
- Increased consumption of energy-generating products and CO₂ emission despite adapted Sustainable Energy Action Plan; minimum allocation of own funds and insufficient use of the European funds for energy efficiency projects
- Trebinje has no decision on springs protection zones yet
- Lack of greenery and distortion of architectural identity in newly built urban parts
- The existing landfill time expired
- Unsuccessful efforts of selective waste collection; insufficiently raised awareness on the environment protection, essential for city of tourism and culture
- Incomplete data on disasters risk assessment, there are no operational plans for risk reduction
- Unfavourable ratio of areas affected by fire and afforested areas; insufficient investments in the system of forest fire protection, insufficient number of firefighters in the critical fire period

Opportunities:

- Promotion of natural (along with religious and cultural) heritage, especially as a part of regional, cross-border and tourist offer
- Build proactive project approach to the European regional and cross-border funds and donors in B&H
- Greater use of significant international (donor) support for switch to an active energy management in public institutions
- Use of surface and ground waters quality and yield for irrigation of agricultural areas
- Establishment of a regional sanitary landfill
- Greater use of international (donor) support with the aim of switching to an active risk management and protection against natural disasters

Threats:

- Reduction of area of the highest quality agricultural land and green areas due to the increasing demand of land for construction
- Uncontrolled intensive residential and business construction may lead to irreparable distortion of the natural, cultural and architectural heritage of Trebinje
- Increased risk of water pollution and uncontrolled construction and use of littoral area of the Trebišnjica and Sušica Rivers
- High risk of forest fires (high percentage of fire affected areas in the area of Trebinje City)
- Threat of plant diseases and pest to high coniferous forest

It is recommended the application of so-called defensive strategy, i.e. the concentration of resources on removal of influential weaknesses and prevention/avoidance of major threats, using suitable strengths and opportunities. For defining the goals and planning of suitable projects and measures in this sector, the following three focuses are proposed:

- Preservation of natural heritage and architectural identity of Trebinje ;
- Provision of healthy and clean environment; and
- Protection against natural disasters.

Each of these focuses is multilayered and demanding.

The first focus includes increased efforts on preservation, valorization and promotion of the unique natural heritage and biodiversity, on the one hand and on the other hand regulatory solutions and managing mechanisms to ensure Mediterranean and architectural recognition and protection from so-called investor urbanism, which most severely affect the visual identity of the city and urban greenery.

The second focus includes more intensive and quality introduction of new management mechanisms for monitoring and reduction of air, water and soil pollution on the one hand, as well as construction of more advanced behavioural culture in terms of cleanliness and tidiness of the city and the entire territory of Trebinje, in compliance with high standards that should be met by the place that aspires towards prestigious tourist and cultural image.

The third focus has an urgent and systematic character. It implies, at the same time, strengthening of preventive and reactive readiness for protection against fire, flood and drought as natural disasters that frequently affect this area .

5.4.1 Overview of sectoral goals with outcomes and indicators

The following table shows the sectoral goals along with the expected outcomes and indicators. By their defining, several important criteria were taken into account: to be in compliance with the strategic and sectoral focusing; to represent elaboration of the third strategic goal and practically enable its achievement; to be in sufficient measure specific and measurable; to be realistic and attainable on the basis of resources that Trebinje owns or may use in the planning period; to be time-bound and that it is possible to create preconditions for monitoring of their achievement with necessary additional investments and costs.

Sectoral goals:	Expected outcomes:	Indicators:
3.1. Higher degree of protection and valorization of the natural heritage and architectural identity	<ul style="list-style-type: none"> - Regulated/provided protection of the key natural heritage fields by corresponding protection status²⁰, until 2022. -Regulated/ provided protection of architectural identity and greenery through corresponding managerial solutions²¹, until 2020. 	<ul style="list-style-type: none"> - Surface area of the natural heritage with corresponding protection status - Definition degree of architectural identity and greenery protection through spatial-planing documentation and instruments of control
3.2. Continous reduction of water, air and soil pollution, along with the prestigious degree of cleanliness and tidiness	<ul style="list-style-type: none"> - Provided continous water quality since 2018. - Established a reliable system for measuring of water and soil pollution, since 2019. -Provided continous reduction of CO₂ emission in the city core, since 2019. - Increase of citizens (and tourists') satisfaction with tidiness and cleanliness of the city in 2022, compared to 2018. 	<ul style="list-style-type: none"> - Measurement results of water quality - Installed instruments for measuring of air pollution - Functional instruments for measuring soil pollution - Percentage of CO₂ emission in the city core - Survey results of satisfaction of citizens (visitors)
3.3. Reduced risks and consequences of fire, droughts and floods	<ul style="list-style-type: none"> - Reduced total fire, drought and flood damage in the period 2018-2022, compared to 2014-2017. 	<ul style="list-style-type: none"> - Estimate of the total fire, drought and flood damage for the periods 2014-2017 and 2018-2022.

²⁰ In the term of nature parks, protected areas etc.

²¹ Through spatial-planning documentation, assignment of an authority and responsibility for control,etc.

5.4.2. Compliance with higher- levels strategic documents

The Environmental Protection Plan of Trebinje is complied with the corresponding sectoral strategies at the RS level, primarily with: Environmental Strategy of the Republic of Srpska (adopted in 2011), Strategy for Integrated Water Management in the Republic of Srpska 2015-2024, Energy Strategy of the Republic of Srpska up to 2030 and the Strategic Development Plan of of Agriculture and Rural Areas of the Republic Srpska 2016-2020, and the Spatial Planning of the Republic of Srpska.

Thus, the first sectoral goal of the Environmental Protection Plan of Trebinje is complied with the fourth strategic goal of the Strategic Development Plan of Agriculture and Rural Areas of the Republic Srpska-*Sustainable management of natural resources and mitigation of climate changes consequences* and the first strategic goal of the Environmental Protection Strategy of the Republic of Srpska-*Protection of biological, soil and geo-diversity of the Republic of Srpska through strenghtening the existig institutional framework for implementation of the effective measures for the environment protection.*

The second sectoral goal of the Environmental Protection Plan of Trebinje is complied with one of the goals of the Energy Strategy of the RS- *Establish an efficient system to encourage energy efficiency stimulation and use of renewable energy sources in compliance with set goals and obligations that will arise from the membership of Bosnia and Herzegovina in EU.* This goal is in compliance with the indicative objective for energy savings from the RS Energy efficiency Action plan until 2018. The second goal is harmonized with the Water Management Strategy, because it contributes to the implementation of *management measures with the goal of water quality protection.* In terms of soil pollution reduction, it is complied with the Strategic Development Plan of Agriculture and Rural Areas of the Republic Srpska

The third sectoral goal is complied with the Water Management Strategy, because it contributes to the implementation of *management measures in the field of protection against harmful effects of waters.*

5.4.3. Intermunicipal cooperation initiatives

The realization of all three sectoral goals will require significant degree of intermunicipal, somewhere cross-border cooperation.

In the case of natural heritage protection and valorisation, such cooperation is necessary for two main reasons: 1 identical natural heritage extends over the territory of more municipalities and countries (e.g. Orjen mountain) and 2 significant projects in this field can be planned and financed within the programme and funds aimed for support of cross-border and regional cooperation.

The opportunity of substantial funding from these programmes and funds relates to the energy efficiency projects, and reduction of soil pollution, involved by the second sectoral goal, provided that it is about intermunicipal and cross-border projects.

Effective fire protection is practically impossible without duly and well-coordinated cooperation with the neighbouring municipalities from B&H, Croatia and Montenegro. By planning and implementation of projects and measures in this field, that should also be taken into consideration.

5.4.4. Programmes, project and measures

The thirty-two projects and measures, grouped in 7 programmes, have been proposed for implementation of the Environmental Plan of Trebinje:

Programme:	Project/Measures ²²
3.1.1. Protection and valorization of the natural heritage	3.1.1.1. Preparation and implementation of the procedure for the establishment of Orjen and Bijela gora as protected areas 3.1.1.2. Development of Paul 's cave 3.1.1.3. Project of protection and valorization of ground waters and karst in the area of Trebinje City 3.1.1.4. Protection of endemic species (human fish, minnow) 3.1.1.5. Measure: Financial support to projects of protection and valorization of the natural heritage
3.1.2. Preservation of the architectural identity	3.1.2.1. Measure: Establishment of the Council for urbanism, architecture and the environment 3.1.2.2. Creation of a new Urban development plan (preservation of architectural identity and greenery) 3.1.2.3. Measure: Introduction of the position of the Chief architect 3.1.2.4. Rehabilitation of the Old town
3.2.1. Systematic protection of the environment	3.2.1.1. Creation of regulations and development of capacity for constant monitoring of the air and soil state/quality (with measurement instruments) 3.2.1.2. Creation of a Local Environmental Action Plan (LEAP) 3.2.1.3. Creation of a new Sustainable Energy Action Plan (SEAP) 3.2.1.4. Creation and implementation of the programme for raising awareness and informing population on environmental protection (selection and disposal of waste, energy management and efficiency, proper use of chemicals). 3.2.1.5. Increase of energy efficiency in public health care facilities 3.2.1.6. Measure: Introduction of the energy management in public institutions 3.2.1.7. Measure: Financial support to the LEAP and SEAP projects 3.2.1.8. Measure: Rewarding the most beautiful locations and tidiest local communities
3.2.2. Improvement of waste management	3.2.2.1. Participation in the project of a regional landfill construction along with the neighbouring municipalities of Eastern Herzegovina 3.2.2.2. Improvement of the system for solid waste management (expansion of the landfill) 3.2.2.3. Construction of a recycling plant (construction of a sorting plant, <i>Paper league (Papir liga)</i> -education, collection and recycling of paper) 3.2.2.4. Introduction of a system for selective waste collection in the City area
3.2.3. Water protection	3.2.3.1. Construction of a new waste water treatment plant (Volujac, Novo Trebinje, Sun City)

²² It is about projects and measures collected from various sources (Midterm Capital Investments Plan, and proposals submitted by institutions, organizations and individuals), which have been discussed and initially supported by the Sectoral group for the environment.

	<p>3.2.3.2. Rehabilitation of the existing waste treatment plant</p> <p>3.2.3.3. Development and protection of the natural flow of the Trebišnjica River</p> <p>3.2.3.4. Development of the small channel (Ćatović's armlet)- location Otok</p> <p>3.2.3.5. Development of the big channel (bridge in Rastoci, in direction of Geljo bridge, Pridvorci armlet)</p>
3.3.1. Systematic protection against disasters	<p>3.3.1.1. Creation of a Risk assessment regarding natural and other disasters of Trebinje City (risk assessment and creation of the operational plans)</p> <p>3.3.1.2. Improvement of regional/cross-border cooperation mechanisms (including the field of fire protection and natural disasters)</p> <p>3.3.1.3. Education of citizens about appropriate behaviour and participation in the civil protection system</p> <p>3.3.1.4. Measure: Antierosion protection and afforestation</p>
3.3.2. Strengthening institutions for protection	<p>3.3.2.1. Construction of a Fire house</p> <p>3.3.2.2. Equipping and training of the specialized civil protection units</p>

The total expected investments, in the next five-year period, for the implementation of the Environmental sectoral plan are estimated to around BAM 28.000.000.

6. Operational part

6.1. Strategic projects implementation plan and measure for 3 years (1+2)

L i n k t o g o a l s	Project /measure (first year of implementation)	Remarks regarding project status/measures	Total approximate expenditure s (until project completion) (BAM)	Funding from the City budget				Funding from other sources				Implementation holder
				Overview by years				Overview of other sources by years				
				2018	2019	2020	Total (2018- 2020)	2018	2019	2020	Total (2018-2020)	
SC3/Sec 1.1.	1.1.1.1. Construction of roads in the Business zone "Volujac" (2018)	Capital Investments Plan: Economy, Project 4.	800.000	100.000	100.000		200.000	0		600.000	600.000	Department of Spatial Planning
SC3/Sec 1.1.	1.1.1.2. Construction of a water supply network- Business zone "Volujac" (2019)	The Regulatory Plan has been adopted. Main project is missing. (Capital Investments Plan), Economy, Project 5)	250.000		100.000	150.000	250.000	0	0	0	0	Department of Spatial Planning
SC3/Sec 1.1.	1.1.1.3. Construction of a sanitary water network -Business zone "Volujac" and Novo Trebinje (2019)	Main project has not been developed. (Capital Investments Plan: Economy, Project 10)	550.000			300.000	300.000	0	250.000		250.000	Department of Spatial Planning
SC3/Sec 1.1.	1.1.1.4. Development of a new economic zone Aleskina međa- Podgljivlje(2020)	The project was presented at the Investment conference, held in 2017. Necessary					0	0			0	Department of Spatial Planning

		development.										
SC 3/Sec 1.1.	1.1.1.5. Construction of the drinking water factory (spring Mlinice) (2019)	The Project was presented at the Investment conference, held in 2017 as an opportunity for private investments.					0	0			0	Private investor
SC 3/Sec 1.1.	1.1.1.6. Centre for investors' support (2018)	Its establishment is planned within the Agency for the Development of Small and Medium-sized Enterprises, no additional costs .					0	0			0	Agency for the Development of Small and Medium-sized Enterprises
SC 3/Sec 1.1.	1.1.2.1. Measure: Establishment and development of the local partnership for education and employment (2019)	Prepare a project for the next public call of ILO-LEP.	240.000		5.000	5.000	10.000	0	100.000	100.000	200.000	Agency for the Development of Small and Medium-sized Enterprises
SC 3/Sec 1.1.	1.1.2.2. Measure: Updating and implementation of the Employment Action Plan	Measures will be implemented within the project carried out and financed by the Employment Bureau.					0	0			0	Employment Bureau, Branch office Trebinje
SC 3/Sec 1.2.	1.2.1.1. Efficient agricultural soil management /consolidation and award of soil (2018)	Link to the the Capital Investments Plan , Economy, Project 8.	750.000	150.000	150.000	150.000	450.000	0	150.000	150.000	300.000	Agrarian Fund

SC 3/Sec 1.2.	1.2.1.2. Purchasing stations with cold storages (storing, packaging and distribution of agricultural products) (2018)	Procurement of cold storages is planned in 2017. It will be funded from the other sources in the next period. The Agrarian Fund will have to provide sources.	410.000				0	110.000	100.000	100.000	310.000	Agrarian Fund
SC 3/Sec 3.3.	1.2.1.3. Construction of a a system for irrigation of Petrovo and Trebinjsko polje (2017)	The contract has been signed with the Contractor. The works are starting in 2017. Link to the the the Capital Investments Plan, Infrastructure, Project 6.	5.600.000				0	1.055.000	3.000.000	1.545.000	5.600.000	City , “Hydro Power Plants on the Trebišnjica River“, Governement
SC 3/Sec 3.3.	1.2.1.4. Construction of a system for irrigation of Ljubomirsko polje, Vrpolje, Mosko and other villages (2018)	The project exists, but funds are not provided so far. Link to the the the Capital Investments Plan, Infrastructure, Project 49.	1.100.000	100.000	100.000		200.000	300.000	200.000	200.000	700.000	Department of Economy
SC 3/Sec 1.2.	1.2.1.5. Adaptation of a facility for sale of traditional products- Herzeg House (Belgrade and Banja Luka) (2019)	Project form developed by the Agrarian Fund.	150.000	10.000	10.000		20.000	0	40.000	40.000	80.000	Agrarian Fund
SC 3/Sec 1.2.	1.2.1.6. Investment in modernization and farms equipping (2018)	Project form developed by the Agrarian Fund.	300.000	27.000	27.000	27.000	81.000	20.000	33.000	46.000	99.000	Agrarian Fund

SC 3/Sec 1.2.	1.2.1.7. Fair of Eastern Herzegovina agricultural products (2018)	Project form developed by the Agrarian Fund.	100.000	6.000	6.000	6.000	18.000	14.000	14.000	14.000	42.000	Agrarian Fund
SC 3/Sec 1.2.	1.2.2.1. Protection of geographical origin (for wine) (2018)	Development and beginning conditioned by new wine growing regionalization (Government of the RS).					0	0			0	Association "Vinos"
SC 3/Sec 1.2.	1.2.2.2. Support to development of fruit and grape production (2018)	Project form developed by the Agrarian Fund.	200.000	24.000	24.000	24.000	72.000	16.000	16.000	16.000	48.000	Agrarian Fund
SC 3/Sec 1.2.	1.2.2.3. Support to collection, conventional and organic production of medicinal herbs (2018)	Project form developed by the Agrarian Fund	150.000	20.000	20.000	20.000	60.000	10.000	10.000	10.000	30.000	Agrarian Fund
SC 3/Sec 1.2.	1.2.2.4. Support to development of greenhouse production (2018)	Project form developed by the Agrarian Fund.	300.000	30.000	30.000	30.000	90.000	30.000	30.000	30.000	90.000	Agrarian Fund
SC 3/Sec 1.2.	1.2.2.5. Support to development and improvement of cattle production (2018)	Project form developed by the Agrarian Fund.	500.000	30.000	30.000	30.000	90.000	70.000	70.000	70.000	210.000	Agrarian Fund
SC 3/Sec 1.2.	1.2.2.6. Development and promotion of value chain in the beekeeping sector (2018)	Project form developed by the Agrarian Fund.	250.000	24.000	24.000	24.000	72.000	26.000	26.000	26.000	78.000	Agrarian Fund

SC 3/Sec 1.3.	1.3.1.1. Branding of Trebinje City (2020)	Faculty for Production and Management should develop the project and apply for IPA funds .	1.000.000				0	0		200.000	200.000	Faculty for Production and Management
SC 3/Sec 1.3.	1.3.1.2. Creation of tourist facilities for the season extension - sports, recreational, cultural, creative and entertainment tourism (2018)	Prepare a project to be funded from the Cross- Border programme.					0	0			0	Tourist Organization
SC 3/Sec 1.3.	1.3.1.3. Tourist promotion and valorization of the rural, cultural and historical heritage in the villages-wealth of offer for village revival and tourism development (2020)	Agency for the Development of Small and Medium-sized Enterprises and Tourist agency of Trebinje City should develop a project and apply for IPA funds.	750.000				0	0			0	Agency for the Development of Small and Medium-sized Enterprises and Tourist Agency
SC 3/Sec 1.3.	1.3.1.4. Slow food travel through Trebinje and Herzegovina (2019)	City and TO expressed interest for a project launching. Undertake first initiatives.	100.000	10.000	20.000		30.000	0	30.000	40.000	70.000	Tourist Agency
SC 3/Sec 1.3.	1.3.1.5. Use of Bileća lake potentials	The project exists only as an idea. Locality is not specified. There is no planning act. Link to the the Capital Investments Plan, Others, project 15.	800.000		50.000		50.000	0			0	Tourist Agency

SC 3/Sec 1.3.	1.3.2.1. Reconstruction of the mountain hut and development of tourist infrastructure on settlement Ubla (2020)	Link to the the Capital Investments Plan, Others, Project 14.	450.000			50.000	50.000			400.000	400.000	City of Trebinje, Mountaineering society "Vučji zub"
SC 3/Sec 1.3.	1.3.2.2. Construction of tourist points at the City accesses(2018)	The project has not been done. Link to the the Capital Investments Plan, Economy, Project 9.	250.000	50.000	50.000	50.000	150.000	0			0	Department of Spatial Planning
SC 3/Sec 1.3.	1.3.2.3. Improvement of infrastructure in the area of economic zone Novo Trebinje	The concept was presented at the Investment conference. Necessary development.					0	0			0	Department of Spatial Planning
SC 3/Sec 1.3.	1.3.2.4. Construction of an indoor olympic pool (2017)	Implementation of the investment has started. Works will be finished in 2018.	10.000.000				0	5.000.000	5.000.000		10.000.000	Subsidiary Company "Hydro Power Plants on the Trebišnjica River"
SC 3/Sec 1.3.	1.3.2.5. Establishment of autocamps (2018)	The project has not been developed. Link to the the Capital Investments Plan, Others, Project 10.	150.000	50.000	50.000	50.000	150.000	0			0	Department of Spatial Planning
SC 3/Sec 1.3.	1.3.2.6. Support to construction of eco and ethno complex (2018)	The idea is to help the investors who have already invested in the construction of eco and ethno villages. The project has not been developed	500.000	20.000	80.000	100.000	200.000	0			0	Department of Spatial Planning

		yet. Link to the the Capital Investments Plan, Economy, Project 7										
SC 3/Sec 1.3.	1.3.2.7. Feasibility study for construction of cable cars (Crkiva, Strač, Glijiva) and their construction (2020)	Development of the Feasibility study is financed by the City. Link to the the Capital Investments Plan, Sport, Project 3.	100.000			100.000	100.000	0			0	Department of Spatial planning
SC 3/Sec 1.4.	1.4.1.1. Establishment of the Centre of creative industries (2020)	Faculty for Production and Management should develop project and apply for IPA funds.	800.000			30.000	30.000	0		300.000	300.000	Faculty for Production and Management
SC 3/Sec 1.4.	1.4.1.2. IT training for use of advanced technologies with the aim of new jobs creation (2018)	Project form, Agency for the Development of Small and Medium-sized Enterprise	300.000	15.000	15.000		30.000	135.000	135.000		270.000	Agency for the Development of Small and Medium-sized Enterprises and Tourist agency
SC 3/Sec 1.4.	1.4.1.3. Improvement of the Incubator's operation (2018)	Development of a project proposal will be done by the Agency.					0	0			0	Agency for the Development of Small and Medium-sized Enterprises and Tourist agency
SC 3/Sec 1.4.	1.4.1.4. Trebinje-Smart City (2020)	Necessary development of a project. It should be followed suit of Dubrovnik.					0	0			0	

SC 3/Sec 1.4.	1.4.2.1. Development of social entrepreneurship (2019)	A project should be prepared to apply for donors funds.	120.000				0	0	60.000	60.000	120,000	Women's Centre Trebinje
SC 3/Sec 1.4.	1.4.2.2. Establishment of the Female entrepreneurs forum (2018)	No funds required for implementation.					0	0			0	Women's Centre Trebinje
ЦЦ 1/Сек 1.4.	1.4.2.3. Measure: Introduction and improvement of entrepreneurial learning in the formal education (2018)	No funds required for implementation of the measure.					0	0			0	Secondary schools
SC 3/Sec 2.1.	2.1.1.1. Construction of a water supply system (2018)	The project has been implemented in cooperation with the RS Government since 2011. One contract has been implemented (BAM 2.050.000) to this day, and the other is in the implementation phase.Link to the the Capital Investments Plan, Projects ord. nos 19, 26, 42, 43, 44, 45, 47.	12.712.515	350.000			350.000	8.173.795	3.588.719	200.000	11.962.514	City, Process management team (the RS Government team)

SC 3/Sec 2.1.	2.1.1.2. Rehabilitation of the water supply network (2018)	Current investment maintenance aimed at repair of a network and reduction of losses is performed and funded by PC"Vodovod" Trebinje.Link to the the Capital investments Plan, Infrastructure, ord. no 18.	1.250.000	50.000	50.000	50.000	150.000	200.000	200.000	200.000	600.000	PC"Vodovod" Trebinje
SC 3/Sec 2.1.	2.1.1.3. Construction of a fecal sewerage system (2020)	The project exists for some settlements, but not for the entire investment. The idea is expansion of the City's network. Link to the the Capital Investments Plan, Infrastructure, ord. no 48.	1.500.000			500.000	500.000	0			0	City, PC"Vodovod" Trebinje "
SC 3/Sec 2.1.	2.1.1.4. Reconstruction of the public lighting - LED(2017)	This Project is under development. Documentation for the entire City has not been developed yet. The idea is reconstruction of the lighting in the City area and savings in electricity consumption. Link to the the Capital	1.010.000				0	300.000	300.000	410.000	1.010.000	Department of Housing and Utility Services

		Investments Plan, Infrastructure, ord. no 21.											
SC 3/Sec 2.1.	2.1.2.1. Improvement of transportation infrastrucutre (2018)	Link to the the Capital Investments Plan, Infrastructure, ord. nos: 8,9,12,13,14,15, 16,28,29,30,31,3 2,33,34,35,36,37 ,38,39,40,41,46, 53,54. (BAM 883.000, realized in 2017, are excluded)	12.811.000	1.329.000	1.990.000	1.100.000	4.419.000	1.082.000	3.840.000	286.000	5.208.000	City (and PC of the Republic of Srpska Roads, "HPPs on the Trebišnjica River", project- Capital Investment Plan ord. no. 36)	
C SC 3/Sec 2.1.	2.1.2.2. Construction of an eastern bypass road (2018)	Project documentation is under development. Link to the the Capital Investments Plan, Infrastructure, Project 2.	24.600.000				0		3.300.000	2.500.000	5.800.000	PC of the Republic of Srpska Roads,	
SC 3/Sec 2.1.	2.1.2.3. Construction of a western bypass road(2020)	Project documentation is under development. Link to the the Capital Investments Plan, Infrastructure, Project 17.	6.000.000				0			953.000	953.000	PC of the Republic of Srpska Roads,	

SC 3/Sec 2.1.	2.1.3.1. More efficient assets management (capacities, basis, software) (2018)	Follow suit of Banja Luka	30.000	15.000	15.000		30.000	0			0	Department of Housing and Utility Services
SC 3/Sec 2.1.	2.1.3.2. Construction of the City video surveillance system and connecting the institutions with optical fibres. (2017)	Implementation initiated in 2017. Link to the the Capital Investment plan,Others, Project 4.	250.000	130.000			130.000	0			0	Department of Housing and Utility Services
SC 3/Sec 2.1.	2.1.3.3. Construction of "Palace of Justice" (2018)	The project has been developed, construction permit issued. Link to the the Capital Investment Plan,Others, Project 5.	2.000.000	1.940.000			1.940.000				0	Department of Spatial Planning
SC 3/Sec 2.1.	2.1.3.4. Annual survey of beneficiaries' satisfaction with municipal and road infrastructure services 2018)	Co-funding (50%)	6.000	3.000			3.000	3.000			3.000	Department of Housing and Utility Services
SC 3/Sec 2.2.	2.2.1.1. Improvement of infrastructure in preschool education (2018)	Link to the the Capital Investments Plan, Education, Project 1.	800.000	30.000		100.000	130.000	0	120.000	250.000	370.000	Preschool institution "Naša radost"
SC 3/Sec 2.2.	2.2.1.2. Reconstruction of primary schools and improvement of pupils' safety and assets (2018)	Link to the the Capital Investments Plan, Education, Project 2.	450.000	50.000	50.000	50.000	150.000	0	50.000	50.000	100.000	Primary schools

SC 3/Sec 2.2.	2.2.1.3. Improvement of capacities for practical training (2019)	Within the Project 1.1.2.1.						0	0			0	Agency for the Development of Small and Medium-sized Enterprises and Tourist agency
CU 2/Ceuj 2.2.	2.2.1.4. Expansion of the Music school "Trebinje" capacities and reconstruction of the old facility in settlement Police	Developed projects are missing.						0	0			0	
SC 3/Sec 2.2.	2.2.1.5. Construction of a new Grammar school (2021)	There is a location adopted by the Regulatory Plan. There is project design. Link to the the Captial Investments plan, Education, Project 3.	5.000.000					0	0			0	Grammar school "Jovan Dučić"
SC 3/Sec 2.2.	2.2.1.6. Reconstruction of secondary schools and improvement of pupils' safety and assets (2018)	Link to the the Captial Investments Plan, Education, Project 5.	200.000					0	200.000			200.000	Secondary schools
SC 3/Sec 2.2.	2.2.1.7. Measure: Scholarship of pupils of scarce occupations and students (2018)	Annual budget allocation.	750.000	150.000	150.000	150.000		450.000	0			0	Department of Economy, Department of Social Affairs

SC 3/Sec 2.2.	2.2.2.1. Capacity building and accreditation of Technical school/ Media and Information Centre for conduct of trainings for industrial occupations (2019)	Within the Project 1.1.2.1.					0	0			0	Agency for the Development of Small and Medium-sized Enterprises and Tourist agency
SC 3/Sec 2.2.	2.2.2.2. Measure: Support (financial) to formal and informal retraining and additional training (2019)	Within the Project 1.1.2.1.					0	0			0	Agency for the Development of Small and Medium-sized Enterprises and Tourist agency
SC 3/Sec 2.2.	2.2.2.3. Measure: Co-funding of seasonal work, probation period and volunteering (2018)	Measure directed towards employment of young people and hard employable categories	250.000	50.000	50.000	50.000	150.000	0			0	Department of Social Affairs
SC 3/Sec 2.2.	2.2.2.4. Construction and upgrade of the Media and Education Centre (2018)	There is no developed project of reconstruction and upgrade. There is an urgent need for replacement of the entire roof. Link to the the Capital Investments Plan, Culture, Project 2.	1.100.000	50.000	50.000	50.000	150.000		200.000	200.000	400.000	City, Culture and Education Centre

SC 3/Sec 2.2.	2.2.3.1. Research station Zgonjevo (2018)	The donor funds. have been provided. In the implementation plan are only listed funds invested by the City. Link to the the Capital Investments Plan, Education, Project 4.	1.500.000	50.000	50.000	50.000	150.000	450.000	450.000	450.000	1.350.000	Department of Social Affairs
SC 3/Sec 2.2.	2.2.3.2. Capacity building and networking with the aim of projects preparation and implementation financed from the external sources (2018)		18.000	6.000	6.000	6.000	18.000	0			0	Agency for the Development of Small and Medium-sized Enterprises and Tourist agency
SC 3/Sec 2.3.	2.3.1.1. Archeological research of the Old town (Museum of Herzegovina backyard) (2020)	The Museum of Herzegovina should develop a project and apply for donors' funds.					0	0			0	Museum of Herzegovina
SC 3/Sec 2.3.	2.3.1.2. Development of the site Mičevac (2020)	The Museum of Herzegovina should develop a project and apply for donors' funds.					0	0			0	Museum of Herzegovina
SC 3/Sec 2.3.	2.3.1.3. Research, mapping and promotion of the cultural heritage (2020)	The Museum of Herzegovina should develop a project and apply for donors' funds					0	0			0	Museum of Herzegovina
SC 3/Sec 2.3.	2.3.1.4. Relocation of the memorial room (2018)	The Regulatory Plan defines the location. The project documentation is under	80.000	30.000	50.000		80.000	0			0	Department of Spatial Planning

		development.										
SC 3/Sec 2.3.	2.3.1.5. Improvement of networking, cooperation and coordination of cultural, sports and educational institutions and organizations (2018)	No funds required for implementation.					0	0			0	Culture and Media Centre
SC 3/Sec 2.3.	2.3.1.6. Architectural project of adaptation of the Museum of Herzegovina Trebinje (2020)	The project proposal has been developed. The Museum of Herzegovina should develop the project and apply for donors' funds.	1.500.000									Museum of Herzegovina
SC 3/Sec 2.3.	2.3.1.7. Creation of Trebinje City Culture development strategy (2018)	The Museum of Herzegovina should develop a project.										Museum of Herzegovina
SC 3/Sec 2.3.	2.3.2.1. Measure: Clasification of sports facilities (2018)	No special funds are required for the implementation.					0	0			0	Department of Social Affairs

SC 3/Sec 2.3.	2.3.2.2 Installation of playground equipment (2018)	The City plans to build and equip playgrounds in all settlements, where possible. Link to the the Capital Investments plan, Sport, Project 2.	150.000	10.000	20.000	20.000	50.000	0		50.000	50.000	Department of Spatial Planning
SC 3/Sec 2.3.	2.3.2.3. Construction and development of sports fields (Ubla, and sites in the City area) (2018)	The idea is to build and equip sports fields in the City area, in the settlement where there are no any. Link to the the Capital Investments Plan, Sport, Project 1.	2.000.000	200.000	100.000	400.000	700.000	0			0	Department of Spatial Planning
C SC 3/Sec 2.3.	2.3.2.4. Construction of cycling paths in the City area (2018)	The Project has not been developed. Link to the the Capital Investments Plan, Sport, Project 4.	200.000		50.000	50.000						Department of Spatial Planning
SC 3/Sec 2.3.	2.3.2.5. Construction of a walking trail and cycling path from Aleksina međa-City (2019)	The project has not been developed. The Urban Plan should first be amended. Link to the the Capital Investments Plan, Infrastructure, Project 34.	250.000		100.000	150.000	250.000	0			0	Department of Spatial Planning

SC 3/Sec 2.3.	2.3.2.6. Construction of and equipping of a bowling alley (2019)	The Project has not been developed. Link to the the Capital Investments Plan, Sport, Project 5.	800.000		100.000		100.000	0		200.000	200.000	Department of Social Affairs
SC 3/Sec 2.4.	2.4.1.1. Promotion and preventive health care protection (lectures, medical check-ups) (2018)	The Health centre should develop activities.					0	0			0	Health Care Centre
SC 3/Sec 2.4.	2.4.1.2. Equipping of health care institutions (4D ultrasound machine, vehicles for transport of patients , equipment for physical and dental service) (2018)	Envisaged by General hospital Trebinje plan.					0	0			0	General Hospital Trebinje
SC 3/Sec 2.4.	2.4.1.3. Health centre within the hospital backyard (2019)	City and the RS Government will jointly implement and finance the construction. Link to the the the Capital Investments Plan, Health care, Project 2.	1.200.000		50.000		50.000	0	500.000	650.000	1.150.000	Government of the RS, City
SC 3/Sec 2.4.	2.4.1.4. Construction of a regional hyporehabilitation centre (2019)	City participates in infrastructure f. There is no project for this investment. Link to the the the Capital Investments Plan, Health, Project 3.	2.000.000		50.000		50.000	0		600.000	600.000	City, donor

SC 3/Sec 2.4.	2.4.1.5. Connection of health care services and tourist offer (mapping, promotion, establishment of cooperation with EU cities) (2020)	The Project should be developed.					0	0			0	Department of Social Affairs
SC 3/Sec 2.4.	2.4.2.1. Evaluation of the previous and development of a new Social protection development strategy (2018)		20.000	20.000			20.000	0			0	Social Welfare Centre
SC 3/Sec 2.4.	2.4.2.2. Improvement of records, coordination and criteria for allocation of social assistance (2018)	No funds required.					0	0			0	Social Welfare Centre
SC 3/Sec 2.4.	2.4.2.3. Measure: Inclusion of the provision on removal of architectural barriers for people with mobility problem into spatial-planning documentation (2018)	No funds required for implementation.					0	0			0	Department of Spatial Planning
SC 3/Sec 2.4.	2.4.2.4. Construction of the Safe house in Trebinje (2020)	The Project should be developed and nominated for donor funding.	1.230.000				0	0			0	Women's Centre Trebinje
SC 3/Sec 2.4.	2.4.2.5. Counselling of young parents	The Project should be developed and nominated for donor funding.					0	0			0	Women's Centre Trebinje

SC 3/Sec 2.4.	2.4.2.6. Establishment of day care centre for the elderly in LC Petrovo polje	The Project should be developed and nominated for donor funding.					0	0			0	Women's Centre Trebinje
SC 3/Sec 3.1.	3.1.1.1.1. Preparation and implementation of the procedure for establishment of Orjen and Bijela gora as protected area (2018)	NGO CORIE from Trebinje has started a petition to declare the stated areas protected, i.e. National park . The process of signatures collecting is underway.	200.000	20.000	20.000	20.000	60.000	0	20.000	80.000	100.000	City of Trebinje (in cooperation with the Republic Institute for Protection of Cultural and Historical Heritage of the Republic of Srpska)
SC 3/Sec 3.1.	3.1.1.1.2. Development of Paul's cave (2018)	It includes the project of entire development of the cave, illumination, and development of the access path in the length of 2 km.	130.000	10.000	30.000	12.000	52.000	0	30.000	48.000	78.000	City of Trebinje (in cooperation with the Republic Institute for Protection of Cultural and Historical Heritage of the Republic of Srpska) and Spelological Society "Trebinje")
SC 3/Sec 3.1.	3.1.1.1.3. Project of protection and valorization of groundwaters and karst in the area of Trebinje City (2018)	BAM 20.000 will be allocated annually for the project implementation, with the aim of valorization and protection of ground waters, karst and karst phenomen.	60.000	4.000	4.000	4.000	12.000	16.000	16.000	16.000	48.000	City of Trebinje (in cooperation with the Republic Institute for Protection of Cultural and Historical Heritage of the Republic of Srpska) and Spelological Society "Trebinje" and "HPPs on theTrebišnjica River")
SC 3/Sec 3.1.	3.1.1.1.4. Protection of endemic species (human fish, minnow) (2018)	BAM 10.000 will be allocated annually for the implementation of projects for protection of the endemic species .	30.000	2.000	2.000	2.000	6.000	8.000	8.000	8.000	24.000	City of Trebinje (in cooperation with the Republic Institute for Protection of Cultural and Historical Heritage of the Republic of Srpska and Spelological Society "Trebinje" and "HPPs on

SC 3/Sec 3.2.	3.2.1.1.1. Creation of regulations and development of capacities for monitoring of the air/soil state/quality (with measurement instruments) (2018)	BAM 20.000 will be allocated annually for funding of an activity/project	60.000	4.000	4.000	4.000	12.000	16.000	16.000	16.000	48.000	City of Trebinje (in cooperation with the Republic Institute for Protection of Cultural and Historical Heritage of the Republic of Srpska and "HPPs on the Trebišnjica River", Hydrometeorological Institute of the RS and NGO sector).
SC 3/Sec 3.2.	3.2.1.1.2. Creation of a Local Economic Action Plan of Trebinje (LEAP) (2018)	The development is underway.					0	0			0	City of Trebinje
SC 3/Sec 3.2.	3.2.1.1.3. Creation of a Sustainable Energy Action Plan (SEAP) (2020)	Funds for development of a new SEAP will be allocated in 2020.	20.000			20.000	20.000	0			0	Unit for Local Economic Development, Investments and Energy Efficiency
SC 3/Sec 3.2.	3.2.1.1.4. Creation and implementation of the programme for raising awareness and informing population on environmental protection (selection and disposal of waste, energy management and efficiency, proper use of chemicals, etc.) (2018)	BAM 30.000 annually will be allocated for project implementation.	90.000	30.000	30.000	30.000	90.000	0			0	Department of Housing and Utility Services
SC 3/Sec 3.2.	3.2.1.1.5. Increase of energy efficiency in public health care facilities (2018)		560.000	280.000			280.000	280.000			280.000	PI Hospital

SC 3/Sec 3.2.	3.2.1.6. Introduction of energy management in public institutions (2018)	Funds are planned for training of energy managers and programme support.	30.000	10.000	10.000	10.000	30.000	0			0	Unit for Local Economic Development, Investments and Energy Efficiency
SC 3/Sec 3.2.	3.2.1.7. Measure: Financial support to LEAP and SEAP projects (2018)	BAM 100.000 will be allocated annually for projects implementation.	300.000	30.000	30.000	30.000	90.000	70.000	70.000	70.000	210.000	Unit for Local Economic Development, Investments and Energy Efficiency
SC 3/Sec 3.2.	3.2.1.8. Measure: Rewarding of most beautiful localities/sites and tidiest Local communities (2018)	BAM 50.000 will be allocated annually.	250.000	50.000	50.000	50.000	150.000	0			0	Department of Housing and Utility Services
SC 3/Sec 3.2.	3.2.2.1. Participation in the project of a regional landfill construction along with neighbouring municipalities of Eastern Herzegovina	The regional landfill is planned by the RS Spatial planning (in Gacko). Beginnig depends on approval of all participants.					0	0			0	
SC 3/Sec 3.2.	3.2.2.2. Improvement of the system for solid waste management (expansion of the landfill) (2018)	The project has not been developed yet. Link to the the Capital Investments Plan, Environment protection, Project 6.	1.500.000	100.000	100.000	100.000	300.000	0		600.000	600.000	Department of Housing and Utility Services
SC 3/Sec 3.2.	3.2.2.3. Construction of a recycling plant (construction of sorting plant, Papir liga (Paper league) - education, collecting and recycling of paper) (2018)	There is a project design and potential donor for 50% of the investment. Link to the the Capital Investments	5.000.000				0	2.000.000	2.000.000	1.000.000	5.000.000	Department of Housing and Utility Services

		Plan, Environment protection, Project 3.										
SC 3/Sec 3.2.	3.2.2.4. Introduction of a system for separate waste collection in the City area	A project should be developed.					0	0			0	
SC 3/Sec 3.2.	3.2.3.1. Construction of a new waste water treatment plant (Volujac, Novo Trebinje, Sun City) (2018)	A project has not been developed. The investment depends on the dynamics of settlement construction. Link to the the Capital Investments Plan, Environmental protection, Project 4.	4.900.000	50.000	100.000	350.000	500.000	0			0	Department of Spatial Planning
SC 3/Sec 3.2.	3.2.3.2. Rehabilitation of the existing waste water treatment plant (2017)	The commencement is expected in October. The Contract will be signed by the end of September. Link to the the Capital Investments Plan, Environmental protection, Project 1.	2.700.000				0	2.700.000			2.700.000	PIT (City team)

SC 3/Sec 3.2.	3.2.3.3. Development and protection of the natural flow of the Trebišnjica River (2018)	The works have been implemented by the subsidiary company "Hydro Power Plants on the Trebišnjica River". The project has been developed .	1.500.000				0	300.000	300.000	300.000	900.000	Subsidiary company "Hydro Power Plants on the Trebišnjica River"
SC 3/Sec 3.2.	3.2.3.4. Development of the small channel (Čatović armlet) - location Otok (2017)	The commencement of works is expected in 2017. Investor is Subsidiary company "Hydro Power Plants on the Trebišnjica River". Link to the the Capital Investment Plan, Environmental protection, Project 2.	2.700.000				0	2.000.000			2.000.000	Subsidiary company "Hydro Power Plants on the Trebišnjica River"
SC 3/Sec 3.2.	3.2.3.5. Development of the big channel (bridge in Rastoci in direction of Geljo bridge, Pridvorci armlet) (2020)	These works have been implemented by the subsidiary company "Hydro Power Plants on the Trebišnjica River". The Project is under development. Link to the the Capital Investment Plan, Environmental protection, Project 7.	4.000.000				0	0		1.400.000	1.400.000	Subsidiary company "Hydro Power Plants on the Trebišnjica River"

SC 3/Sec 3.3.	3.3.1.1.1. Creation of risk assesment regarding natural and other disasters of the City (risk assessment and creation of operational plans) (2018)	The activities of risk assessment started in 2017.	20.000	20.000			20.000	0			0	Department of General Administration-Civil Protection Sector
SC 3/Sec 3.3.	3.3.1.1.2. Improvement of regional/cross-border cooperation mechanisms of (including the field of fire and natural disaster protection (2018)	Funding the participation of the City Civil protection memebers in regional activities against fire and other natural disasters will be financed.	60.000	20.000	20.000	20.000	60.000	0			0	Department of General Administration-Civil Protection Sector
SC 3/Sec 3.3.	3.3.1.1.3. Education of inhabitants on proper behaviour and participation in the civil protection system (2018)	BAM 5.000 will be allocated for funding of education in this field annually.	15.000	5.000	5.000	5.000	15.000	0			0	Department of General Administration-Civil Protection Sector
SC 3/Sec 3.3.	3.3.1.1.4. Measure: Antierrosion protection and afforestation (2018)	Karst Management Centre should develop a measure.					0	0			0	Karst Management Centre
SC 3/Sec 3.3.	3.3.2.1. Construction of a Fire house (2016)	Implementation started in 2016. The project has been developed, and construction permit issued. Link to the the Capital Investments Plan,Others,Project 3.	700.000	350.000			350.000	0	350.000		350.000	Department of Spatial Planning

SC 3/Sec 3.3.	3.3.2.2. Equipping and training of specialized Civil protection units (2018)	Funding of equipment procurement and education of the members.	90.000	30.000	30.000	30.000	90.000	0			0	Department of General Administration-Civil Protection Sector
TOTAL:			136.282.515	6.254.000	4.327.000	4.969.000	15.450.000	24.684.795	25.122.719	15.084.000	64.891.514	

Unit for operational management of development and holders of individual projects implementation should regularly search current calls of external sources of funding, in order to prepare applications on time and thus provide funds necessary for project implementation. Special attention should be paid to the external sources of funding- EU funds (www.europa.ba), and to international organizations and donors such as: USAID, UNDP, GiZ, World bank, SIDA, embassies. The external sources of funding have been accurately identified for the first year of implementation (2018) and listed in a separate document, operationally used by the Unit for Development Management. (Implementation plan has been prepared in the Excel format).

Recap by sectors for the first three years

Sector	Total approximate expenses (until the project completion)	Total foreseen expenses (2018-2020)	Funding from budget of the local self-government unit				Funding from other sources				Number of projects (about to begin)
			Overview by years				Overview of other sources by years				
			2018	2019	2020	Total (2018-2020)	2018	2019	2020	Total (2018-2020)	
Economic sector	26.970.000	22.700.000	546.000	831.000	1.326.000	2.703.000	6.786.000	9.264.000	3.947.000	19.997.000	40
Social sector	81.667.515	40.076.514	4.463.000	2.931.000	2.726.000	10.120.000	10.408.795	12.548.719	6.999.000	29.956.514	48
Environmental protection sector	27.645.000	17.665.000	1.245.000	565.000	917.000	2.727.000	7.490.000	3.310.000	4.138.000	14.938.000	32
TOTAL	136.282.515	80.441.514	6.254.000	4.327.000	4.969.000	15.550.000	24.684.795	25.122.719	15.084.000	64.891.514	120

Recap by years (2018-2020)

Sector	1 st year Total	Funding from budget of the local self-government unit	Funding from other sources
Economic sector	7.332.000	546.000	6.786.000
Social sector	14.871.795	4.463.000	10.408.795
Environmental protection sector	8.735.000	1.245.000	7.490.000
Total	30.938.795	6.254.000	24.684.795
Sector	2 nd year Total	Funding from budget of the local self-government unit	Funding from other sources
Economic sector	10.095.000	831.000	9.264.000
Social sector	15.479.719	2.931.000	12.548.719
Environmental protection sector	3.875.000	565.000	3.310.000
Total	29.449.719	4.327.000	25.122.719
Sector	3 rd year Total	Funding from budget of the local self-government unit	Funding from other sources
Economic sector	5.273.000	1.326.000	3.947.000
Social sector	9.725.000	2.726.000	6.999.000
Environmental protection sector	5.055.000	917.000	4.138.000
Total	20.053.000	4.969.000	15.084.000
TOTAL (I + II + III)	80.441.514	15.550.000	64.891.514

6.2. Plan of organizational and human capacities for implementation, monitoring and evaluation of the Strategy

The function of managing local development in Trebinje represents a new managerial function in the City Administration organization. Its introduction should be considered in the context of initiated transformation of the City Administration, on the one hand and in the light of an appropriate model for establishing a function for management of the local development, as recommended by the Methodology for Integrated Local Development Planning for B&H.

Transformation of the City Administration should fulfil requirements and limitations of the new RS Law on Local Self-Government, primarily in terms of number of employees, so as to improve efficiency and effectiveness of local self-government, along with improvement in the ratio of servants and employees. The City Administration should also implement in practice the concept of sustainable local development, achieving and maintaining the status of a place suitable for investing, in compliance with the BFC SEE certificate.

One of a wide range of conditions for obtaining this certificate was establishment of a special Unit for Local Economic Development (LED). On the other hand, Methodology for Integrated Local Development Planning envisages a unique organizational solution for management of the local development by establishing a special Unit for Development Management, which would unite tasks of an operational coordination of planning, implementation, monitoring and the Strategy evaluation in an integrated way.

To ensure an optimal fulfillment of both requirements, a new organizational solution should be carried out by transforming the newly established Unit for Local Economic Development, Investments and Energy Efficiency within Mayor's office, without making additional costs and organizational overlapping. According to the proposal of a new decision, one smaller part of the Unit should remain within Mayor's office, and obtain the status of the **Unit for Development Management**, as envisaged by concept and Methodology for Intergrated Management of the Local Development. Most activities of the Unit is listed hereinafter, in the table below. The activities of LED should be transferred to the Agency for Development of the Medium and Small-sized Enterprises, along with transfer and allocation of appropriate resources necessary for performance of these tasks.

The key operational role in coordinating implementation, monitoring and evaluation of the Development Strategy in the following period will have the *Unit for Development Management*, organizationally positioned within Mayor's office. This Unit will perform tasks of coordination of strategic planning and implementation, as well as tasks of analysing, monitoring and evaluating the Strategy implementation.

The Unit will, with constant cooperation with the Mayor, (and Deputy Mayor), coordinate preparation and realization of the three-year strategy implementation plan as well as compliance of department's annual work plans and budgetary plan with the plan of implementation. Departments and other holders of measures and project implementation should implement and monitor their responsibilities regarding implementation, monitoring, evaluation within their jurisdiction, including incorporation of priorities in their annual plans, development and implementation of corresponding projects and measures, monitoring of indicators' status and project reporting. All departments and other implementation holders will submit the information on project activities and measures, which are under their jurisdiction, to the Unit for Development Management within Mayor's office. This Unit will keep overall records regarding development indicators defined by Strategy (strategic, sectoral and project). Regular and quality record keeping for monitoring of the indicators' status will lead to better monitoring and evaluation.

Along with the Unit for Development Management and the City Administration departments, specialized public institutions, such as Agency for Development of Small and Medium-sized Enterprises (for economic sector development), Agrarian fund and Tourist organization should provide significant contribution to the Strategy implementation, through development and implementation of the planned projects and measures, as well as public institutions and companies from other sectors.

An important role in the implementation, monitoring and evaluation of the Strategy will have a Partnership for Trebinje City Development, which will be established by expanding the structure and assigning a new mandate to the Board for Coordination of Activities in the process of preparation Trebinje City Development Strategy. The establishment of such partnership for local development is envisaged by the concept and the Methodology for Integrated Local Development. It should involve representatives of public institutions and companies, private sector, local communities, NGOs and other that respond to the Partnership invitation and sign a joint statement on local development partnership. The work of this Partnership shall be regulated by the Rules of Procedures of the Partnership. The Rules of Procedures regulates that the Partnership shall meet at least twice a year during implementation phase of the Strategy, once for consideration of an annual report on implementation (for the previous year) and the second time to update the annual implementation plan for the next 1+2 years. The Unit for Development Management within Mayor's office is responsible to provide operational support to the work of Partnership.

Control evaluation of the Development Strategy implementation will be performed upon expiration of the five-time period (2022), and final evaluation upon expiry of the period of the Strategy implementation (2027). Redefining of sectoral development plans and possible check of the further validity of strategic goals will be carried out along with the control evaluation, while final evaluation will serve as a basis for a new cycle of strategic planning.

The table below shows the overview of the main activities and responsibilities for the Strategy implementation, involving key stages of development management process and defining the process owners and other participants, as it is required by quality management system and which is currently being introduced by the City Administration.

Table: Overview of main activities and responsibilities for Strategy implementation

Primary roles and responsibilities for implementation, monitoring, evaluation and reporting		
Activities	Jurisdiction(who?) /	Deadline(when?)
Defining priorities <u>for the next year</u> based on strategic-programme documents and development of the Implementation plan (1+2)	Process initiator and owner: Unit for Development Management Process holders and participants: Collegium of Mayors Directors of public institutions and companies	First quarter of the current year (by deadlines of the RS Law on the budget)
Including of strategic projects and measures in the Budget plan <u>for the next year</u>	Process initiator and owner: Head of Finance Department Process holders and participants: Collegium of Mayors Unit for Development Management	1-31 October (first draft); 1-30 November (second draft) 1-15 December (third draft) of the current year
Preparing department draft plans <u>for the next year</u> , including projects and usual tasks of the Development strategy.	Process initiator and owner: Heads of Departments Process holders and participants: Unit for Development Management, Heads of Departments	1 - 30 September of the current year

Harmonizing work plans with the adopted budget <u>for the next year</u>	Process initiator and owner: Unit for Development Management Process holders and participants: Collegium of Mayors	15-30 January of the next year
Preparing a calendar for monitoring of the City annual plan implementation	Process initiator and owner: Unit for Development Management Process holders and participants: Heads of Departments Directors of public institutions and companies	31 January of the next year
Project development	Process initiator and owner: Unit for Development Management Process holders and participants: Competent Departments Public institutions and companies NGOs and associations	Continuously
Monitoring of external sources of funding	Process initiator and owner: Unit for Development Management Process holders and participants: Competent Departments Public institutions and companies NGOs and associations	Continuously
Monitoring of the Strategy implementation plan	Process initiator and owner: Unit for Development Management Process holders and participants: Competent Departments	Continuously
Implementation monitoring and development of a report on the implementation of departments' annual reports	Process initiator and owner: Heads of Departments Process holders and participants: Collegium of Mayors Unit for Development Management	Quarterly: Collegium of Mayors Twice a year: until 31 July (for the first 6 months of the current year) Annually: until 31 May (for the previous year)

Primary roles and responsibilities for Strategy implementation, monitoring and evaluation

Activities	Jurisdiction(who?)	Deadline (when ?)
Involving the Partner group in monitoring of the Strategy implementation	Process initiator and owner: Unit for Development Management Process holders and participants: Partner group	First meeting of the Partner group: until 31 May (for the previous year) Second meeting of the Partner group: until 31 July (for the first 6 months of the current year)
Developing the Annual report on Development Strategy implementation, its adoption and publication	Process initiator and owner: Unit for Development Management Process holders and participants: Heads of Departments	Until 31 May of the next year, in relation to the one for which a report is being prepared

<p>Other significant activities:</p> <ul style="list-style-type: none"> • Regular updating of the City web site in the field of information pertaining to the development activities; • Regular contacts with higher -levels of authorities; • Establishing and improving inter-municipal cooperation 	<p>Process initiator and owner: Unit for Development Management</p> <p>Process holders and participants: The Mayor Expert Unit Agency for the Development of Small and Medium-sized Enterprises</p>	<p>Continuously</p>
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Note:

* A Partner group is a Partnership for Development of Trebinje that should be established by expanding the structure and assigning a new mandate to the Board for Coordination of Activities in the process of preparation of Trebinje City Development Strategy. It is established on the basis on Joint statement on partnership, and its work is regulated by the Rules of Procedures of the Partnership for Trebinje City development.