

## **CROSS-SECTORAL COOPERATION IN MANAGEMENT OF NATIONAL PARK UNA**

### **Međusektorska saradnja u upravljanju Nacionalnim parkom Una**

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#### **Abstract**

Protected areas have significant role in protection of biodiversity, social and cultural values followed by improvement of life standard of local population. As a country with economy in transition, Bosnia and Herzegovina is trying to follow globally increasing trends in nature protection. Yet, Bosnia and Herzegovina belongs to the group of countries that have difficulties to meet European criteria for minimal percentage of protected areas. Although in the last two decades numerous initiatives for proclamation of protected areas have been launched, the percentage of protected areas is still far from the European average. Establishment of new protected areas is often followed with certain misunderstandings between interest groups, lack of participation, transparency and involvement of all interest groups. The concept of cross-sectoral cooperation imply interaction between different interest groups in specific area characterized by efforts, cooperation and responsibility in order to accomplish joint consensus about the improvement of management of natural resources. This paper is focusing on the concept of cross-sectoral cooperation through the analysis of its implementation in management of National park "Una", as the youngest proclaimed National park in Bosnia and Herzegovina. The attitudes of interest groups related to cross-sectoral cooperation will be discussed together with proposal of several activities for improvement of cross-sectoral cooperation in National park "Una". Results could be useful for key decision makers in nature protection sector and institutions responsible for management of protected areas to recognize importance of cross-sectoral cooperation and promote its implementation and everyday practice.

**Key words:** *Nature protection, protected areas, Bosnia and Herzegovina, participation, cross-sectoral cooperation, National park "Una"*

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## **INTRODUCTION – Uvod**

In the last two decades Bosnia and Herzegovina (hereinafter B&H) have been facing with significant social, political and economic changes that contribute to rise of awareness of public when it comes to the necessity of protection of natural resources. The fact that B&H is one of the countries with smallest percentage of protected areas in Europe caused launching of many initiatives for proclamation of new protected areas. Requests for launching the initiatives for protection of nature come mostly from nongovernmental organizations (hereinafter NGOs), followed by media campaigns for promotion of natural values and initiation of proclamation of protected areas. Considering the fact that NGOs do not decide formally about the proclamation of protected areas, the process of establishment and proclamation of protected areas sometimes last for a long time. It is often the case that during the process of establishment of protected areas, authorities responsible for proclamation of protected areas (ministries at different levels and state authorities) come in conflict with local communities that are perceiving establishment of protected area as significant limitation in their day-to-day activities.

In most of the cases, misunderstandings between local communities and responsible authorities are consequence of lack of continuous communication and information-sharing. On the other side, local communities and local population often have wrong perception about allowed activities which have to be in accordance with management plan and developing possibilities offered by newly established protected area. Very often, their activities ought to be changed or limited/harmonized in accordance with sustainable development and management plan of protected area. Therefore, it is important to establish communication and cooperation between all interest groups at the beginning of the process of establishing nature protection area that will in time outgrow in cross-sectoral cooperation. While understanding that all participatory processes entail communicative action, it is useful to recognize that in the situation where problems are being defined and actors are forming or changing their roles, the essence of the participatory process is communicative action (SHANNON, 2003).

As concerns establishment of protected areas in B&H, previous procedures were not giving particular attention to the promotion of cross-sectoral cooperation. Such approach resulted with misunderstandings between different interest groups. Furthermore, it seriously jeopardizes the economic justification of establishment of protected areas. In the past, decisions about the proclamation of protected areas have been made at the state level, according to the top-down principle of decision making. Transition process which resulted with democratisation of the country, establishment of cross-sectoral cooperation, appearance of new interest groups and strengthening of NGOs contributed to the emergence of new concept for management of natural resources known as environmental governance. The concept of environmental governance differs from traditional hierarchical decision-making in

reduction and minimisation of power of state authorities, while at the same time implementing cross-sectoral cooperation, participation and harmonisation of activities of all interest groups in protected areas. The concept of "environmental governance" is focused on regulation of nature protection and coordination and steering of actors of nature protection. Focus is on cooperation and joint activities of NGOs and state authorities in order to improve the management of natural resources in protected area (DUFFY, 2005).

Establishment and management of protected areas which is in accordance with practice of developed European countries promote instruments such as participatory planning and cross-sectoral cooperation in order to prevent and avoid unnecessary cross-sectoral conflicts. Main cause of conflicts is in wide range of interest of different actors in nature protection sector. Conflicts in nature protection sector mainly refers to the conflicts between different sectors that are depending upon usage of natural resources such as energy sector, forestry, agriculture and wood processing industry. Furthermore, experiences of developed countries related to nature protection indicate the significance of respecting the principle of participation which implies involvement of all interest groups in the process of establishment and management of protected area and transparency in decision making. In terms of nature protection, B&H has to respect above mentioned principles in order to join European Union (STRINGER AND PAAVOLA, 2013), (SARVAŃOVA ET AL. 2013). Furthermore, it will lead to the ensuring of sustainable management of existing and future protected areas. It is important to stress out that above mentioned principles have to be in accordance with political framework, economical realities and characteristics of respective localities in order to secure solid basis for its full implementation in protected areas in B&H.

Issues related to cross-sectoral cooperation in natural resource management are insufficiently and sporadically problematized in previous research in B&H. Several authors are dealing with different aspects of governance in nature protection sector and forest sector such as forest certification (AVDIBEGOVI , 2001, AVDIBEGOVI ET AL. 2003), relationships of nature protection and forestry sectors (NONI ET AL. 2006), protected areas (KADI ET AL. 2006, TOMI EVI ET AL. 2010), sustainable development in protected areas (MARTINI ET AL. 2008, MARTINI ET AL. 2010), dynamics of regulatory instruments of forest policy (AVDIBEGOVI ET AL. 2006, BRAJI ET AL. 2011, GRAŃI ET AL. 2011, DELI ET AL. 2012), conflicts and relations between different interest groups and sectors (SELMANAGI -BAJROVI AND AVDIBEGOVI , 2010, VULETI ET AL. 2009, VULETI ET AL. 2010, MARI ET AL. 2012, MUTABDŃIJA, 2012, MUTABDŃIJA, 2013), biodiversity in B&H (REDŃI , 2012) and cross-sectoral cooperation (MARI , 2013).

Research related to the significance of cross-sectoral cooperation in the process of establishment and management of protected areas in B&H are still in initial phase. This paper tries to contribute to scientific understanding of concept of cross-sectoral cooperation in establishment and management of protected areas in B&H

through the analysis of its implementation in management of National park "Una" (hereinafter NP "Una"), as one of the most attractive and perspective protected areas in B&H. The results of this paper will provide significant inputs for key decision makers of nature protection sector and managers of protected areas for promotion and implementation of cross-sectoral cooperation in practice.

### **RESEARCH METHODS – *Metode istraživanja***

According to the Law on the NP "Una" (Official gazette of the Federation of Bosnia and Herzegovina, number 44/08) total area of NP "Una" is 19.800 ha, out of which 13.500 ha is in the regime of strict and aimed protection while around 6.300 hectares is in the regime of directed development. Administratively, it belongs to the municipality of Bihać. Within the area of strict and directed protection by a special regime, certain traditional economic activities are allowed. On the other side, in the area of directed development, the development of traditional and some of the existing economic activities are also allowed, as well as the development of tourism that should comply with local specifics and values. NP "Una" is spread through the valley of the upper stream of the river Una as well as through the valley of the river Unac, right tributary of Una, all the way to the river Krka in the west. This area represents a unique natural complex in this part of Europe, very valuable for the conservation of the total landscape and biodiversity. Protected area belongs to the Una-Korana plateau, and covers valley parts of the river Una and Unac and orographic slope Plješćevica and Grmeč (Picture 1).

Primary data, necessary for the preparation of this paper, were collected in two phases through conduction of qualitative research on attitudes of key actors of nature protection policy in the Unsko-sanski canton.

Qualitative research is interpretative research, with inquirer typically involved in a sustained and intensive experience with participants, introducing the range of strategic, ethical and personal issues into the qualitative research process (LOCKE ET AL. 2000). Qualitative research focuses on the process that is occurring as well as the product or outcome. Researchers are particularly interested in understanding how things occur (MERRIAM, 1998).

By using adequate techniques of interviewing (*in depth, face-to-face interview*) qualitative data about the involvement of interest groups in the process of establishment and management of NP "Una" and involvement of above mentioned interest groups in cross-sectoral cooperation were collected.

Face-to-face interviews with participants, involve unstructured and generally open-ended questions that are few in number and intended to elicit views and opinions from the participants (CRESWELL, 2003).



Figure 1: Map of National park "Una"  
 Slika 1: Karta Nacionalnog parka "Una"  
 Source: <http://nationalpark-una.ba>

Snowball technique was used for the selection of examinees (representatives of interest groups) in order to collect qualitative data. According to THOMPSON, 2002, implementation of snowball technique is conducted by asking a few identified members of a rare population to identify other members of the population; those so identified are asked to identify others, and so on, for the purpose of obtaining a non-probability sample or for constructing a frame from which to sample.

Initial interview was conducted with manager of NP "Una". He suggested interest groups, relevant by his opinion for process of establishment and management of NP "Una". The same procedure of nomination of interest groups was applied in case of all interviews with representatives of interest groups.

Table 1: List of abbreviations of interest groups

*Tabela 1: Lista skraćenica interesnih grupa*

<b>Public administration (PA)</b>	
FMOiT	Federal ministry for environment and tourism
MGPUiZO	Ministry for construction, spatial planning and environment protection of Unsko-sanski canton
MPViS	Ministry of agriculture, water management and forestry of Unsko-sanski canton
KU <sup>Ti</sup>	Cantonal forest office of Unsko-sanski canton
ZZKNB	Institute for protection of cultural heritage Biha
<b>Local administration (LA), Municipalities (O)</b>	
OB	Municipality Biha
<b>Local communities (MZ)</b>	
MB	Martin Brod
KV	Kulen Vakuf
O	Ora-ac
<b>Religious institutions (VI)</b>	
MR	Monastery Rmanj
<b>Private sector (PP)</b>	
RK	Riz Krajina
PDKV	Poljoprivredno dobro KulenVakuf
UC	Una Consulting
PS	Pansion Saraj
SB	Sport Bijeli
<b>Public companies (JP)</b>	
NPU	NP ðUnaö
US <sup>Ti</sup>	Unsko-sanske -ume
<b>Nongovernmental organizations (NGOs)</b>	
USRUB	Association of sport fisherman Una-Biha
TZ	Touristic organization of Unsko-sanski canton
LOB	Hunting organization Biha
US	Unski smaragdi
PC	Plod centar
EKUS	Ecological coalition of Una basin
PK	Chamber of economy
RRA	Regional development agency

Taking into consideration all nominated and contacted representatives of interest groups, the final sample consisted of 25 examinees. For the purpose of conducting the first phase of qualitative research, an appropriate questionnaire was designed in order to collect data about the attitudes of key interest groups which were involved in the process of establishment and management of NP "Una" as well as to the involvement of interest groups in cross-sectoral cooperation. The questionnaire comprises of 28 questions, divided in five groups: ice braking questions, establishment and management of NP "Una", interest groups, cross-sectoral cooperation and sociological, ecological and economic benefits. First phase of qualitative research was conducted in the period July-September of 2011. Representatives of interest groups had chance to express their positive, negative or neutral attitude for each question which was used as a basis for creation of opponent-advocate matrix. Abbreviations for each interest group in the first phase of qualitative research (used in opponent-advocate matrix) are presented in Table 1.

In the August of 2012, second phase of qualitative research was conducted in Unsko-sanski canton in order to determine the level of progress in cross-sectoral cooperation in the NP "Una". By using the technique of *in depth face-to-face interview*, qualitative data about the assumptions for cross-sectoral cooperation in NP "Una" were collected. The list of stakeholders from the first phase of research was used in a way that at least one representative from the group of stakeholders was interviewed. The questionnaire designed for the second phase of qualitative research consisted of six main questions with appropriate sub questions. The attitudes (positive, negative, neutral) of stakeholders were presented in the form of advocate-opponent matrix. The list of abbreviations for stakeholders is presented in the Table 6.

## RESULTS AND DISCUSSION - *Rezultati i diskusija*

As previously mentioned, qualitative research and use of appropriate questionnaire were used for collection of the data about the attitudes of key interest groups related to the different aspects of functioning of NP "Una" with special accent on their involvement in the process of cross-sectoral cooperation.

Table 2: Involvement of institutions/organizations in the establishment of NP "Una"  
 Tabela 2: Uključenost institucija/organizacija u ustanovljenje Nacionalnog parka „Una“?

INSTITUTION	YES	NEUTRAL	NO
Public administration	FMOiT MGPUiZO  KU <sup>TP</sup> ZZKNB		MPViS
Local administration	OB		
Local communities	O		MB KV
Religious institutions			MR
Private companies	RK  UC  SB		PDKV  PS
Public companies			US <sup>TP</sup>
Nongovernmental organizations	USRUB  LOB US PC EKUS PK		TZ     RRA

The responses of interest groups representatives on the question “*Was your institution/organization involved in establishment of NP "Una"?*” are presented in Table 2. Based on collected answers, one can conclude that certain institutions (especially those from forest sector, local communities and touristic organization of Unsko-sanski canton) and interest groups were not completely involved in the process of establishment of NP "Una". Undoubtedly, involvement of previously mentioned institutions at the beginning of process of establishment of NP "Una" could contribute



positively to the quality of the entire process of establishment. With regard to the fact that forest covers significant area of the National park as well as the fact that prior to its proclamation, entire area of National park was managed by the public forest company *ŠPD Unsko-sanske županije*, this is particularly related to the representatives of forest sector. Based on the long term management experience and available forest road infrastructure, National park could benefit much more if they had involved public forest company in the process of establishment of NP "Una" at the beginning. By doing so, it will increase their internal capacities until the moment they employ sufficient number of employees and build necessary infrastructure for optimal functioning of National park. Table 3 does not contain public company NP "Una" due to the fact that previously mentioned company was established after the proclamation of National park.

Table 3: Satisfaction with the role of institutions/organisations in the process of establishment of NP *ŠNP*.

*Tabela 3: Satisfakcija uloga institucija/organizacija u procesu ustanovljenja nacionalnog parka „Una“*

INSTITUTION	YES	NEUTRAL	NO
Public administration	FMOiT MGPUiZO  ZZKNB		MPViS KU <sup>11</sup>
Local administration			OB
Local communities	KV		MB  O
Religious institutions			MR
Private companies	RK PDKV UC		PS SB
Public companies			US <sup>11</sup>
Nongovernmental organizations	USRUB  LOB US PC EKUS PK		TZ
		RRA	

The results of the research presented in the Table 3 imply to the conclusion that opinions of the representatives of interest groups are divided. Although the municipality Biha was involved in the process of establishment of NP "Una", they are not satisfied with the role of the municipality in the initial phase of establishment of National park. Arguments for that can be find in the fact that municipality did not have any influence to the nomination of acting executive manager whose head office was located in Sarajevo, affecting the whole process outlast more than necessary. With the nomination of manager of NP "Una" the process was significantly improved. In the period when the research was conducted, municipality Biha supported recently established NP "Una" by provision of offices for employees and vehicles. Other interest groups stated that they were not duly and enough informed. Although the significant area of the National park was previously managed by the public company *ŠPD Unsko-sanske župe*, they were not informed and involved in the process of establishment as well.

Table 4: Involvement of institutions/organizations in the process of management of NP *Una*  
*Tabela 4: Uključenost institucija/organizacija u procesu upravljanja sa NP „Una“*

INSTITUTION	YES	NEUTRAL	NO
Public administration			MGPUiZO MPViS KU <sup>TP</sup>
Local administration	ZZKNB		OB
Local communities			MB KV O
Religious institutions			MR
Private companies			RK PDKV UC PS SB
Public companies	NPU		US <sup>TP</sup>
Nongovernmental organizations			USRUB TZ LOB US PC EKUS PK RRA

From the results presented in Table 4 it is obvious that most of the interests groups are not involved in the management of NP "Una". Exceptions are municipality Biha (reason for that is because the biggest percentage of the area of National park administratively belongs to the municipality Biha ) and Institute for protection of cultural heritage Biha which is responsible for protection of cultural and historical heritage in the National park. Public company NP "Una" is established for management of National park. By the time when the research was conducted, NP "Una" was established recently and had only one person employed (manager of National park). Therefore, it was hard to expect the involvement of interest groups in the management process since it is necessary to allocate certain amount of time to establish necessary organizational structure and employ adequate personnel. Still, interest groups expect to be involved in the process of management in the future. It would be very useful that National park, once it is consolidated with personnel and infrastructure, starts with the process of continuous information of all interest groups and gradually involves them in the management process in accordance with real possibilities and management plan of the NP "Una". Through the contact with the interest groups, one can conclude that most of them would be satisfied with regular information about the planned activities in the management process of NP "Una". There are also interest groups which are unsatisfied with the current situation (Ministry of agriculture, water management and forestry of Unsko-sanski canton and public forest company "Unsko-sanske šume") considering the fact that their involvement in the management would contribute to the better management of NP "Una". This is substantiated with the fact that public forest company "Unsko-sanske šume" has trained employees and necessary machinery that could improve management activities in the National park. In general, it is too early to make a sound conclusion about the fulfilment of expectations of all interest groups related to their involvement in the process of management of NP "Una".

The attitudes of representatives of interest groups related to the question: "Was there enough cross-sectoral cooperation during the establishment of NP "Una?" are divided (Table 5). Examinees that answered on this question positively substantiated their opinion with the statements that they had enough discussions and workshops related to the establishment of NP "Una", and everybody had a chance to participate, get enough information and be involved in the process of cross-sectoral cooperation. The opposite attitudes are justified with the statement that process of establishment of NP "Una" (especially at its beginning) was accompanied with the lack of timely information, decision making at the Federal level, modest promotional activities causing the weak interest and absence of certain interest groups from the process of establishment of NP "Una". Having in mind the unique attitude of all interest groups about the importance of cross-sectoral cooperation, it is necessary to take all measures and activities for full implementation of this principle in the process of management of NP "Una".

Table 5: Responses of representatives of interest groups on the question: Was there enough cross-sectoral cooperation during the establishment of NP "Una"?  
 Tabela 5: Odgovori predstavnika interesnih grupa na pitanje: da li je bilo dovoljno međusektorske saradnje tokom ustanovljenja NP „Una“?

INSTITUTION	YES	NEUTRAL	NO
Public administration	ZZKNB	MPViS	MGPUiZO KU <sup>TP</sup>
Local administration			OB MB
Local communities	KV O		MR
Religious institutions Private companies	RK PS		PDKV UC SB
Public companies		NPU	US <sup>TP</sup>
Nongovernmental organizations	USRUB US RRA	TZ LOB PK	PC EKUS

All interest groups have similar understanding of the term cross-sectoral cooperation. Under the cross-sectoral cooperation they consider: harmonization of interests, coordination, interaction, dialogue, respect and cooperation between different sectors and interest groups and public-private partnership, with respect of principles of transparency, continuous communication and full information of all interest groups in the process of management, decision making, implementation and monitoring of all activities in the NP "Una". All representatives of interest groups fully support cross-sectoral cooperation as a principle in management of NP "Una" and consider that full implementation of cross-sectoral cooperation is one of the most important preconditions for effective and efficient functioning of the NP "Una".

Since all interest groups recognized importance of cross-sectoral cooperation, it was necessary to determine the minimal assumptions for implementation of this concept. Representatives of all interest groups agreed that it should consider: employment of adequate personnel, formation of coordinating cross-sectoral advisory body, development of educational programmes for interest groups, urgent adoption of spatial documentation, harmonization of interests through the continuous education and contacts between all interest groups, developed system of promotional activities and involvement of media in order to secure necessary level of transparency of all management activities in National park. Suggestions for improvement of cross-sectoral cooperation are similar to the assumptions for cross-sectoral cooperation with accent on formation of coordinating cross-sectoral advisory body with purpose to provide help to the NP "Una", including the representatives from all interest groups. The special focus was given to the cooperation and equal representation of interests of all participants, especially local community, in order to decentralize decision making process. Most of the interest groups agreed that it is necessary to implement and respect Law on NP "Una", to adopt spatial documentation in order to improve cross-sectoral cooperation and to be informed about the possibilities and restrictions related to the different activities in National park.

Establishment of public-private partnership in order to mobilize private capital and develop ideas in accordance with current legal framework for management of NP "Una" were suggested as one of the key elements for improvement of cross-sectoral cooperation. Preconditions for all previously mentioned suggestions are employment of adequate staff, improvement of technical capacities and existence of veritable willingness of all interest groups for understanding and compromise based on principles of respect, cooperation and tolerance.

The list of abbreviations of stakeholder interviewed in the second phase of qualitative research is presented in the Table 6.

Table 6: List of abbreviations of interest groups

Tabela 6: Lista skraćena interesnih grupa

<b>Public administration (PA)</b>	
MGPUiZO	Ministry for construction, spatial planning and environment protection of Unsko-sanski canton
MPViS	Ministry of agriculture, water management and forestry of Unsko-sanski canton
<b>Local administration (LA), Municipalities (O)</b>	
OB	Municipality Biha
Local communities (MZ)	
KV	KulenVakuf
O	Ora-ac
<b>Private sector (PP)</b>	
SB	Sport Bijeli
<b>Public companies (JP)</b>	
NPU	Nacionalni park Una
US <sup>TP</sup>	Unsko-sanske -ume
<b>Nongovernmental organizations (NGO)</b>	
USRUB	Association of sport fisherman Una-Biha
LOB	Hunting organization Biha
US	Unski smaragdi
PC	Plod centar
RRA	Regional development agency
DVD KV	Voluntary fire department KulenVakuf

Table 7 contains answers of interest groups on the question: *“Is it necessary that NP “Una” has more employees?”*. Almost all interest groups agreed that it would be necessary to employ more persons in order to secure that NP “Una” functions in full capacity. Interest groups support the idea of employing local population in NP “Una” and by that directly stimulate the sustainable development and employment of young people. After the adoption of Law on NP “Una”, the public company NP “Una” was established. Until 2011, public company NP “Una” had supervisory board and acting executive manager followed by election of manager and establishment of directorate and monitoring service. By having these preconditions, public company NP “Una” started with implementation of activities related to protection of nature and establishment/improvement of current infrastructure. In the moment when the research was conducted in 2012, public company NP “Una” had 20 employees. This represents significant improvement in one year time but, still, it does not fully meet the needs of National park indicating that number of employees should be increased.

Table 7: Responses of representatives of interest groups on the question: Does NP "Una" need more employees?

Tabela 7: Odgovori predstavnika interesnih grupa na pitanje: Da li NP "Una" treba više uposlenika?

INSTITUTION	YES	NEUTRAL	NO
Public administration	MPViS	MGPUiZO	
Local administration	OB		
Local communities	KV O		
Private companies	SB		
Public companies	NPU UST <sup>13</sup>		
Nongovernmental organizations	USRUB LOB US PC RRA DVD KV		

Table 8: Response of representatives of interest groups on the question: Do you think that NP "Una" is managed on a transparent way?

Tabela 8: Odgovori predstavnika interesnih grupa na pitanje: Mislite li da se sa NP "Una" upravlja na transparentan način?

INSTITUTION	YES	NEUTRAL	NO
Public administration	MPViS	MGPUiZO	
Local administration	OB		
Local communities	KV O		
Private companies		SB	
Public companies	NPU UST <sup>13</sup>		
Nongovernmental organizations	USRUB LOB PC RRA DVD KV	US	

Responses of representatives of interest groups on the question: “*Is NP "Una" managed on a transparent way?*” are presented in the Table 8. Most of the interest groups agree that NP "Una" is managed in a transparent way and all information related to the NP "Una" are available to public and interest groups. General information related to the NP "Una" are available to public by media, while detailed information can be obtained from employees of the public company by direct contact or in written form.

## CONCLUSIONS - *Zaključci*

Complexity of natural resource management in Unsko-sanski canton is conditioned by influence of different sectoral policies and existence of great number of interest groups. Results of this paper indicate particular emphasis of such complexity in case of the NP "Una". Interests of different groups are numerous. Still, it is obvious that NP "Una" represents their meeting point. Diversity of interests implies necessity of participatory planning and cross-sectoral cooperation as main elements of *environmental governance*. In case of NP *Una*, implementation of the concept of *environmental governance* considers high level of cooperation between public institutions (governments, ministries, public administration, public company NP "Una") and civil society (NGOs, public and local community). In such complex situation, all interest groups, especially general public and local communities, require to be involved in planning process and implementation of natural resource management. Strategic decisions related to management of the NP "Una" should be based on the principles of participation, inclusiveness and transparency, with full implementation of concept of cross-sectoral cooperation between all interested parties. Cross-sectoral cooperation means interaction between interest groups (public, private and civil sector) characterized by dialogue, cooperation and responsibility in order to accomplish joint attitude about the management of NP "Una".

All interest groups undoubtedly support an idea that cross-sectoral cooperation should be one of the key principles in functioning of NP "Una". Most of the interest groups that support activities in NP "Una", recognize chances for development of Unsko-sanski canton and improvement of living standard of local population. Enhancement of cross-sectoral cooperation represents joint interest for all interest groups.

When it comes to the level of involvement of interest groups to the process of establishment and management, certain interest groups stated more frequent objections at the beginning of the process of establishment of National park. The most frequent critics were related to the slow process of establishment of public company for management of NP "Una" and lack of information about activities related to the NP "Una". Gradually, as process of establishment and functioning of National park advance, cross-sectoral cooperation become more intensive with tendency of



continuous improvement. There are certain limitations related to the establishment of system of information sharing of all interest groups followed by the lack of employees and organizational limitations implying that more attention should be dedicated to these activities in the future. It is necessary to secure institutionalisation of information sharing and communication between public company NP "Una" and other interest groups, particularly because of the fact that interest groups who were not satisfied with their involvement in the process of establishment of National park would change their attitude if they were timely and continuously informed about the activities related to NP "Una".

By respecting the principles of cross-sectoral cooperation, results of this paper could serve as a basis for creation of guideline for management to strengthen NP "Una". Involvement of all interest groups, and especially the public, in the process of planning and management of natural resources in NP "Una" would result in improvement of transparency and increase the level of satisfaction of all interest groups. Above mentioned results can be used as a basis for continuous monitoring and analysis of requests of society in order to accomplish sustainable management of natural resources by securing protection of natural potentials for future ecological, sociological and economical needs of population. It is necessary to stress that establishment and development of cross-sectoral cooperation requires support from key political actors, followed by adequate institutional solutions, harmonization and improvement of legislation and adoption of spatial documentation related to the NP "Una". Cross-sectoral cooperation is long term process and requires not just time, but also significant investments of human and material resources. Complexity of cross-sectoral cooperation lies in the importance of communication whose maintenance and constant improvement is far more important than its outcomes. There is not universal model of cross-sectoral cooperation; still cross-sectoral cooperation should fully respect the specificity of concrete area together with requirements of all interest groups.

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## SAŽETAK

Bosna i Hercegovina je zemlja koja je u protekle dvije decenije prošla kroz dinamične društvene, političke i ekonomske promjene koje su doprinijele rastu svijesti javnosti kada je u pitanju neophodnost zaštite nacionalnih prirodnih bogatstava. činjenica da je Bosna i Hercegovina jedna od zemalja sa najmanjim procentom zaštićenih područja u Europi je uzrokovala pokretanje brojnih inicijativa za formiranje novih zaštićenih područja, kako bi se povećala površina pod formalnom zaštitom. U prošlosti su se odluke o proglašenju zaštićenih područja donosile na državnom nivou, po principu šod vrha prema dole i kao takve su se implementirale u praksi. U novije vrijeme procesi, kao što su razvoj demokracije, uspostavljanje međusektorske saradnje, i udjelovanje interesnih grupa i udjelovanje nevladinog sektora su doprinijeli nastanku novog koncepta upravljanja prirodnim resursima, poznatog kao "environmental governance". Ovaj koncept se razlikuje od tradicionalnog hijerarhijskog odlučivanja na način da reducira i minimizira ovlasti državnih institucija, uz istovremeno zagovaranje međusektorske saradnje, participacije i usklađivanja aktivnosti svih interesnih grupa u zaštićenim područjima. U slučaju Nacionalnog parka "Una", fokus je na saradnji i zajedničkom

djelovanju nevladinih i vladinih organizacija u cilju unapređenja stanja u konkretnom području.

Za potrebe ovoga rada provedena su kvalitativna istraživanja u dvije faze, uz korištenje metode direktnog intervjuisanja. Ukupno je intervjuisano 39 predstavnika interesnih grupa sa područja Unsko-sanskog kantona. U svrhu provođenja kvalitativnih istraživanja dizajnirana su dva odgovarajuća upitnika, kako bi se prikupili podaci o stavovima ključnih interesnih grupa po pitanju upoznatosti sa konceptom međusektorske saradnje, pretpostavkama za realiziranje koncepta međusektorske saradnje i uključenosti interesnih grupa u proces međusektorske saradnje i upravljanja Nacionalnim parkom "Una".

Sve interesne grupe nedvojbeno podržavaju međusektorsku saradnju kao jedan od ključnih principa u funkcioniranju Nacionalnog parka "Una" i imaju visok nivo usaglašenosti po pitanju njenog razumijevanja. Većina interesnih grupa podržava zadržavanje Nacionalnog parka u punom kapacitetu i u tome prepoznaje važnost za razvoj kompletnog Unsko-sanskog kantona i unaprijeđenje kvaliteta života lokalnog stanovništva. U tom smislu, međusektorske saradnje predstavlja zajednički interes svih interesnih grupa. U smislu unaprijeđenja komunikacije i stvaranja pretpostavki za implementaciju međusektorske saradnje, preporučljivo bi bilo formiranje koordinacionog savjetodavnog tijela koje bi okupljalo predstavnike svih zainteresiranih strana. Takvo tijelo bi zasigurno doprinijelo usuglašavanju različitih interesa putem stalnih kontakata između svih interesnih grupa i osiguralo viši nivo transparentnosti, ali bi također predstavljalo i svojevrsni forum za generiranje novih ideja u vezi Nacionalnog parka "Una".

Međusektorska saradnja je dugoročan proces koji pored vremena traži i značajna ulaganja ljudskih i materijalnih resursa. Konačno, treba naglasiti da ne postoji univerzalni model međusektorske saradnje, te da međusektorska saradnja u Nacionalnom parku "Una" treba u potpunosti uvažavati specifičnosti konkretnog područja i izražavati zahtjeve svih interesnih grupa.