



THE REPUBLIC OF MACEDONIA
Ministry of Local Self-Government



ACTION PLAN

**of the 2011-14 Programme for the
Implementation of the Decentralization
Process and Local Self-Government Development
for the period 2012-14**

ACTION PLAN



of the **2011–14**,
Programme for the Implementation
of the Decentralization Process
and Local Self-Government Development,
for the period 2012–14

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The views expressed herein are those of the document drafting group and do not necessarily reflect the official position of the United Nations Development Programme (UNDP).



DEAR CITIZENS,

The Action Plan regarding the Programme for the Implementation of the Decentralization Process and the Development of Local Government is a comprehensive operational document prepared by the Working Group on Decentralization, led by the Ministry of Local Self-Government, and adopted by the Government of Macedonia. The document defines a number of measures and activities aimed at ensuring the efficient and sustainable functioning of Local Government Units.

The implementation of the decentralization process, as a Government priority and as a measure included in the High-Level Accession Dialogue, is a programme devised with precisely defined goals that need to be implemented by 2014. This stage follows upon the adoption of the 2011–2014 Decentralization Programme and is a stage prior to the drafting of the Decentralization Process Monitoring Plan.

The Action Plan defines the measures and activities to be implemented in the programming period in order to achieve the set goals. It also precisely defines the bodies responsible for implementing the activities. These bodies are mostly line ministries and state institutions, coordinated by the Ministry of Local Self-Government. All the measures and activities will be carried out in consultation with local government units for the purpose of providing acceptable and applicable solutions.

The measures and activities in the Action Plan are grouped according to areas and are mainly directed towards achieving the main objective of the Decentralization Programme, i.e., ensuring conditions for the inclusive and sustainable development of Local Government Units, with an emphasis on economic empowerment and the developmental paradigm. Only by developing all municipalities in this way can we improve the quality of citizens' lives and reduce existing disparities, which are particularly pronounced between major urban centres and rural communities.

DEAR ASSOCIATES AND SUPPORTERS OF THE DECENTRALIZATION PROCESS,

We have achieved a great deal together over the past ten years. We have created a solid model of decentralized governance which is able to function in spite of numerous constraints, especially financial constraints. Decentralization is a process, however, rather than a destination, and it needs to be continuously improved and perfected.

Local self-government in the Republic of Macedonia is a constitutionally guaranteed right exercised in accordance with the principles of the European Charter of Local Self-Government which the Republic of Macedonia signed in 1996. This right grants greater independence and responsibility for local authorities and greater involvement for citizens in decision-making processes about issues that are essential to them.

It is our goal to promote such processes, always taking into account the needs of the citizens.

The implementation of the Action Plan will ensure the realization of a number of projects as part of the Government Programme, the aim of which is to improve public services for citizens and intensify the development of the municipalities.

The cooperation of central and local government and civil society in this process, together with invaluable support from numerous international organizations, is of great importance and I sincerely hope we will continue to work together in the future.

DEAR CITIZENS,

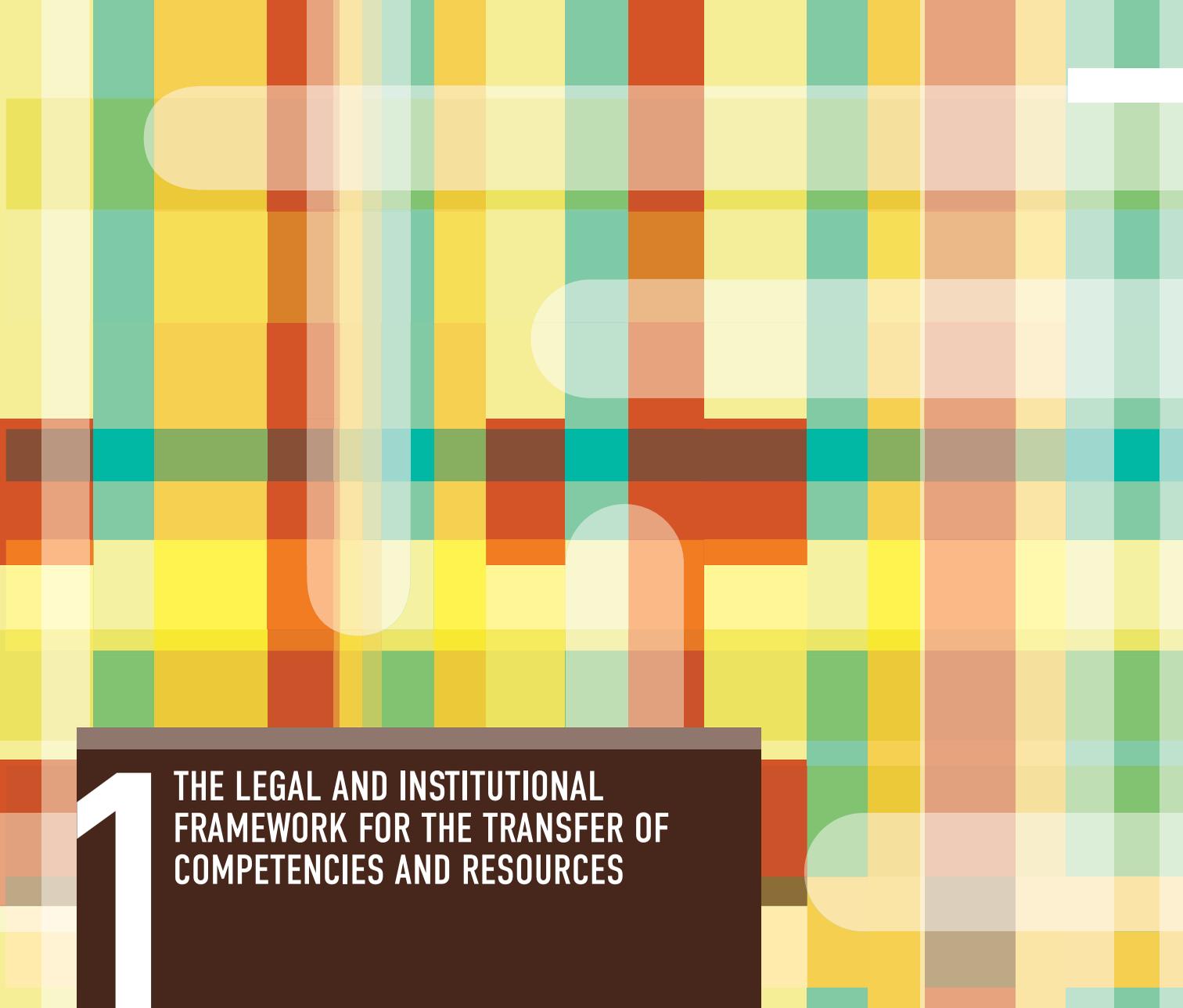
Democracy means government closer to the citizens! Through the decentralization process, a broad space has been created for cooperation and for your active participation in the public life of local communities.

Your participation is of outstanding importance for the successful implementation of the actions and measures to be carried out in the decentralisation process.

We are determined to achieve these goals and welcome the continuation of our partnership at all levels.

NEVZAT BEJTA,
Minister of Local Self-Government





**1 THE LEGAL AND INSTITUTIONAL
FRAMEWORK FOR THE TRANSFER OF
COMPETENCIES AND RESOURCES**

1 THE LEGAL AND INSTITUTIONAL FRAMEWORK FOR THE TRANSFER OF COMPETENCIES AND RESOURCES

Ref. no.	ACTIVITY/ PROJECT	IMPLE- MENTING INSTITU- TION	TIMELINE	FISCAL IMPLICATIONS (IN MKD)	STRATEGIC MONITORING INDICATOR	AREAS AFFECTED	RELATION TO 2020 EU STRATEGY
1	New Law on Public (Communal) Utilities for the systematic regulation of the area of Public (Communal) Utilities	MTC	2012	RM BUDGET	Law adopted	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, ensuring social and territorial cohesion
2	New Law on the Registration of Underground and Overhead Infrastructural Facilities and Associated Installations for the introduction of records and the registration of the titles of the underground infrastructure lines	MTC	2012	RM BUDGET LGU BUDGETS	Law adopted	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, ensuring social and territorial cohesion
3	Amendments and addenda to the Law on Construction for the purpose of introducing standards and procedures for the promotion of energy efficiency in the facilities built	MTC	2012	RM BUDGET LGU BUDGETS	Law adopted	Entire country territory	SUSTAINABLE GROWTH, CLIMATE, ENERGY AND MOBILITY, promotion of energy efficiency
4	Amendments and addenda to the Law on Construction Land for the purpose of re-regulating the procedure for the disposal and rental of construction land owned by RM	MTC	2012	RM BUDGET	Law adopted	Entire country territory	SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs
5	Amendments and addenda to the Law on Acting with Illegally Built Structures to further clarify the procedure for legalizing illegally built structures	MTC	2012	RM BUDGET	Law adopted	Entire country territory	SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs
6	New Law on Concessions and Public Private Partnership for the purpose of facilitating private capital entry in the construction of infrastructure facilities related to public services at local level	ME	2012	RM BUDGET	Law adopted	Entire country territory	SUSTAINABLE GROWTH, COMPETITIVENESS - Sustainable and strong industrial base able to compete on a global level

Ref. no.	ACTIVITY/ PROJECT	IMPLE- MENTING INSTITU- TION	TIMELINE	FISCAL IMPLICATIONS (IN MKD)	STRATEGIC MONITORING INDICATOR	AREAS AFFECTED	RELATION TO 2020 EU STRATEGY
7	New Law on Youth promoting the status of young people and regulating the operations of youth organizations	MJ	2012	RM BUDGET LGU BUDGETS	Law adopted	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, participation in society by young people
8	Amendments and addenda to the Law on Agricultural Land for the purpose of simplifying the procedure for legalizing buildings constructed for agricultural purposes on agricultural land without paying for utilities infrastructure	MAFWE	2012-2014	RM BUDGET	Buildings for agricultural purposes (barns, ancillary facilities, etc.) legalized	Entire country territory	SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs
9	New Law on Equal Opportunities of Women and Men for the purpose of determining general and specific measures of LGUs in relation to the implementation of the equal opportunities principle	MTSP	2012	RM BUDGET	Law adopted	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, provision of social and territorial cohesion
10	Amendments and addenda to the Law on Civil Servants in relation to the mobility of LGU employees with the status of civil servants	MISA	2012	RM BUDGET	Law adopted	Entire country territory	
11	Amendments and addenda to the Law on Public Servants for the purpose of regulating the mobility of LGU employees with the status of public servants	MISA	2012	RM BUDGET	Law adopted	Entire country territory	

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Ref. no.	ACTIVITY/ PROJECT	IMPLE- MENTING INSTITU- TION	TIMELINE	FISCAL IMPLICATIONS (IN MKD)	STRATEGIC MONITORING INDICATOR	AREAS AFFECTED	RELATION TO 2020 EU STRATEGY
12	New Law on Electrical and Electronic Equipment and Waste Management for the purpose of organizing electrical and electronic waste collection in LGU areas	MEPP	2012	RM BUDGET LGU BUDGETS	Law adopted	Entire country territory	SUSTAINABLE GROWTH, CLIMATE, ENERGY AND MOBILITY, separation of economic growth from use of resources
13	Amendments and addenda to the Law on Packaging and Packaging Waste for the purpose of collecting packaging waste in LGU areas	MEPP	2012	RM BUDGET LGU BUDGETS	Law adopted	Entire country territory	SUSTAINABLE GROWTH, CLIMATE, ENERGY AND MOBILITY, separation of economic growth from use of resources
14	Law on the Ratification of the Protocol on Strategic Environment Assessment	MEPP	2012	RM BUDGET LGU BUDGETS	Law adopted	Entire country territory	SUSTAINABLE GROWTH, CLIMATE, ENERGY AND MOBILITY, separation of economic growth from use of resources
15	Law on the Prevention and Control of Accidents with Hazardous Substances	MEPP	2012	RM BUDGET БУЏЕТИ НА ЕЛС	Law adopted	Entire country territory	SUSTAINABLE GROWTH, CLIMATE, ENERGY AND MOBILITY, separation of economic growth from use of resources

Ref. no.	ACTIVITY/ PROJECT	IMPLE- MENTING INSTITU- TION	TIMELINE	FISCAL IMPLICATIONS (IN MKD)	STRATEGIC MONITORING INDICATOR	AREAS AFFECTED	RELATION TO 2020 EU STRATEGY
16	New Law on Waste Management	MEPP	2014	RM BUDGET	Law adopted	Entire country territory	SUSTAINABLE GROWTH, CLI- MATE, ENERGY AND MOBILITY, sep- aration of econom- ic growth from use of resources
17	New Law on the Prevention and Control of Industrial Pollution	MEPP	2014	RM BUDGET	Law adopted	Допонително ќе се одреди	SUSTAINABLE GROWTH, CLI- MATE, ENERGY AND MOBILITY, de- carbonization of the economy

2

FISCAL DECENTRALIZATION

2 FISCAL DECENTRALIZATION

AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME				DECENTRALIZATION AND REGIONAL DEVELOPMENT			
1	The Favourable Loans for Municipalities project will provide attractive and favourable loans to municipalities through the implementation of a second project on the improvement of municipal services	MF	2012–2014	RM BUDGET	Attractive and favourable loans provided for municipalities	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, provision of social and territorial cohesion
2	Determination and implementation of measures and activities to improve the effectiveness of local tax collection by municipalities	MF, in co-operation with the MLSG, PRO and ZELS	2012–2013	RM BUDGET LGU BUDGETS ZELS PROGRAMME	Increased tax collection by LGUs (compared with 2010)	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, provision of social and territorial cohesion
3	The Social Services in Support of Social Development and Cohesion project for the determination of VAT grant allocation models to achieve a higher level of parity in local revenues	MF	2012	RM BUDGET DONOR SUPPORT UNDP (MKD 7 MILLION)	Study on municipal expenditure needs Study on revenue collection capacity Study on capital grants Study on local sources of funding Analyses to determine VAT grant allocation models	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, provision of social and territorial cohesion
4	Adoption and implementation of the Methodology for the Determination of Real Estate Market Value	MF	2012	RM BUDGET	Improved collection of property taxes through re-evaluation of taxable property	Entire country territory	
5	Decree on the methodology for determining criteria for the allocation of block grants to public institutions for kindergartens by municipalities	MLSP	For 2012, 2013 and 2014	RM BUDGET	Decree adopted	Entire country territory	

AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME				DECENTRALIZATION AND REGIONAL DEVELOPMENT			
6	Decree on the methodology for determining criteria for the allocation of block grants to public social protection facilities (homes for the elderly)	MLSP	For 2012, 2013 and 2014	RM BUDGET	Decree adopted	Entire country territory	
7	Decrees on the methodology for determining the criteria for allocating block grants for primary education	MES	For 2012, 2013 and 2014	RM BUDGET	Decrees adopted	Entire country territory	
8	Decrees on the methodology for determining the criteria for the allocation of block grants for cultural activities	MC	For 2012, 2013 and 2014	RM BUDGET	Decrees adopted	Entire country territory	
9	Decrees on the methodology for determining the criteria for the allocation of earmarked grants for fire-fighting	Mol	For 2012, 2013 and 2014	RM BUDGET	Decrees adopted	Entire country territory	
10	Decrees on the methodology for determining the criteria for the allocation of block grants for secondary education	MES	For 2012, 2013 and 2014	RM BUDGET	Decrees adopted	Entire country territory	
11	Rulebooks on determining the criteria for regulating the transport of pupils in municipalities and the City of Skopje	MES, in co-operation with ZELS, MTC and MF	March 2012	RM Budget (block grants and grants earmarked for transportation)	Rulebooks adopted	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, provision of social and territorial cohesion
12	Methodology on charging for services in the water sector under the 'polluter pays' principle to improve the system of collection	MEPP	2014	RM BUDGET	Methodology on charging for services in the water sector adopted	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, provision of social and territorial cohesion





3

BETTER DELIVERY
OF LOCAL SERVICES

3 BETTER DELIVERY OF LOCAL SERVICES

AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME				DECENTRALIZATION AND REGIONAL DEVELOPMENT			
1	Project for developing a database of development planning documents adopted at national and regional level and of the persons responsible for planning the development of institutions at national and regional level	MLSG	2012-2015	RM Budget Donor support	Established an electronic database of planning documents available to citizens and business entities through MLSG portal	Entire country territory	SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs
2	Job Fairs project to be held twice a year in each planning region to unite the interests of employers and job seekers	MLSG in cooperation with the Employment Agency	2012-2013	RM Budget	Improved accessibility to jobs for citizens in the 8 planning regions	Entire country territory	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, facilitation of labour mobility
3	Business Incubators project to encourage the development and operation of business incubators within the centres for regional development	MLSG	2012-2013	RM Budget	Established a network of 8 regional business incubators to support SMEs and unemployed persons	Entire country territory	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development
4	Project for the replacement of mercury bulbs in street lighting with energy-efficient bulbs	MLSG	2014	RM Budget	Replacing the bulbs in public lighting networks with more economical bulbs	Entire country territory	SUSTAINABLE GROWTH, CLIMATE, ENERGY AND MOBILITY, promotion of energy efficiency
5	Project for the development of a Geographic Information System of all spatial and other urban planning data to enable the electronic submission of requests for the approval of urban plans and auditing in the procedure for granting approval for urban plans.	MTC	2011-2015	RM Budget	Established a system for access to spatial and other information by municipalities, citizens and business entities	Entire country territory	SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs

6	Local Regulatory Guillotine project to simplify procedures for municipal administrative services, creating an integrated portal with local regulations	MISA IN COOPERATION WITH MLSG	2012-2014	RM Budget Donor support IPA2012/13 (project fiche for decentralization)	Simplified municipal administrative procedures	Entire country territory	SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs
7	Project for Cleaning Electrical and Electronic Waste	MEPP	2012-2013	RM Budget	Reduced amount of electric and electronic waste	Entire country territory	SUSTAINABLE GROWTH, CLIMATE, ENERGY AND MOBILITY, separation of economic growth from use of resources
AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME				BUSINESS CLIMATE AND COMPETITIVENESS			
8	Project for the Establishment of Regional Business Centres providing Support and Advisory Services to Small and Medium-Sized Enterprises	MLSG	2012-2013	RM Budget	Established a network of 8 regional business centres in eight development regions	Entire country territory	SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs
9	Project for the Electronic Services of Municipalities - permits, decisions and other administrative services for citizens and businesses	MLSG, MISA	2012-2014	RM Budget	Increased use of administrative services by citizens and businesses	Entire country territory	DESIGNED GROWTH, DIGITAL SOCIETY, digital era benefits for citizens and businesses
10	Project entitled '3 is less, but better than 21' reducing the number of stages involved in obtaining building permits and approvals from 21 to 3 steps for residential buildings, or 4 steps for commercial buildings	MTC	2012-2015	RM Budget	Simplification of administrative procedures	Entire country territory	SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs
11	Project for creating an interactive database of land lots and unused industrial facilities	MTC	2012-2013	RM Budget	Established an electronic database of land lots and facilities available to investors	Entire country territory depending on the interest of municipalities	SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs

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12	Project for the establishment of new industrial zones and determining locations for the development of logistics parks to support investors	MTC	2012-2013	RM Budget	New industrial zones and logistics parks formed to support investors	Entire country territory depending on the interest of municipalities	SUSTAINABLE GROWTH, COMPETITIVENESS, a strong and viable industrial base able to compete globally
13	Completing the construction of 4 technological and industrial development zones and the construction of 7 new TID zones	ME DITZ LGU	2012-2015	RM Budget	11 technological and industrial development zones built	Cities of Skopje (2), Stip, Tetovo, Kicevo, Prilep, Struga, Gevgelija, Strumica, Radovis and Rankovce	SUSTAINABLE GROWTH, COMPETITIVENESS, a strong and viable industrial base able to compete globally
14	Project for the Establishment of 3 Green Economic Zones using clean and advanced energy-saving technologies	ME	2012-2014	RM Budget	Formation of 3 green economic zones supported	Three municipalities that meet the requirements	SUSTAINABLE GROWTH, CLIMATE, ENERGY AND MOBILITY, use of renewable energy sources
AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME:				TOURISM			
15	Support provided through subsidies to 10 municipalities per year for the development of strategies on eco-tourism and alternative tourism development	MAFWE	2012	RM Budget	Strategies drafted for the development of eco-tourism and alternative tourism	Entire country territory	SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs
AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME:				SOCIAL POLICY			
16	Opening homes to accommodate the elderly	MLSP	2012 - 2014	2012 RM Budget - MKD 4,500,000 Funds from PPP	Two homes opened for the accommodation of the elderly with a capacity of 50–100 users	Cities Pehcevo (2012–2013) Demir Kapija or Kavadarci (2013–2014)	INCLUSIVE GROWTH, REDUCING POVERTY, dignified life for vulnerable elderly people and other adults
17	Opening day-care centres and clubs for elderly people and adults	MLSP in cooperation with municipalities	2012 - 2014	RM Budget LGU Budgets	4 day-care centres and clubs for elderly people and adults opened	Populated places: Ilinden, Skopje-Gazi Baba, Negotino Vevcani	INCLUSIVE GROWTH, REDUCING - FIGHT AGAINST POVERTY - dignified life for frail elderly and other adults

18	Opening centres that provide help at home for vulnerable elderly people and other adults	MLSP in cooperation with municipalities	2012 - 2014	RM Budget Vevcani Budget: MKD 2,000,000 Skopje Budget: MKD 750,000	Two centres providing help at home to vulnerable elderly people and other adults opened	Populated places: the city of Skopje and the municipality of Vevcani	INCLUSIVE GROWTH, REDUCING POVERTY, dignified life for vulnerable elderly people and other adults
19	Opening centres that provide help at home for vulnerable elderly people and other adults	MLSP in cooperation with municipalities	2012 - 2014	RM Budget: MKD 500,000 LGU Budget	5 centres providing help at home to vulnerable elderly and other adults opened	Populated places: Skopje-Gazi Baba, Cair and Karpos, Veles and Tetovo	INCLUSIVE GROWTH, REDUCING POVERTY, dignified life for vulnerable elderly people and other adults
20	Opening soup kitchens for vulnerable elderly people in rural areas	MLSP	2012- 2014	RM Budget: will be determined after the poll on the ground	Soup kitchens for vulnerable elderly people opened in 7 municipalities	Villages: Vasilevo, Gradsko, Karbinci, Centre Zupa, Ceshinovo, Obleshevo, Rankovce	INCLUSIVE GROWTH, REDUCING POVERTY, dignified life for vulnerable elderly people and other adults
21	Opening day-care centres for children with special needs	MLSP	2012 - 2014	RM Budget: MKD 2,250,000	Two day-care centres for children with special needs opened	Populated places: Strumica and Lipkovo	INCLUSIVE GROWTH, REDUCING POVERTY, dignified life for children with special needs
22	Opening a day-care centre for children with autism	MLSP	2012	RM Budget: MKD 3,000,000	A day-care centre for children with autism opened	City of Skopje	INCLUSIVE GROWTH, REDUCING POVERTY, dignified life for children with autism
23	Opening counselling services for parents and child victims of domestic violence	MLSP PI ICSW in Resen and Kratovo	2012- 2013	RM Budget: MKD 150,000 for construction works and equipment 4,500 positions for volunteers Overheads	Counselling services opened	Municipalities of Resen and Kratovo	INCLUSIVE GROWTH, REDUCING POVERTY, dignified life for child victims of domestic violence

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24	Opening a Transit Centre providing 24-hour accommodation for street children and opening day-care centres for street children	MLSP	2013	-RM Budget: MKD 2,000,000	A Transit Centre for street children opened in Ohrid A day-care centre for street children opened in Pileip	Towns of Pileip and Ohrid	INCLUSIVE GROWTH, REDUCING POVERTY, dignified life for street children
AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME:				EDUCATION			
25	Project to establish centres for completing education and acquiring knowledge and skills competitive in the labour market for adults	MES	2012-2015	RM Budget: MKD 55 million	Centres for formal adult education organized	Eight municipalities with the largest number of unemployed people ¹	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, modernizing labour markets
26	Early Socialization project that will contribute to the acquisition of key preschool knowledge and raise the quality of preschool education curricula	MES in cooperation with BDE	2012-2014	RM Budget: MKD 600 million	Number of preschool children covered	All municipalities in which there are kindergartens	DESIGNED GROWTH, EDUCATION, LABOUR SUPPLY AND DEMAND, encouraging improved performance in educational systems
AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME:				HEALTHCARE			
27	Encouraging cooperation between municipalities and public healthcare centres for the promotion of preventive healthcare in accordance with regional priorities for improving the health of the population	MH	2012-2015	RM Budget LGU Budgets	Conducted 17 prevention programmes related to the implementation of the Law on Infectious Diseases	The entire country territory (all municipalities and all public health centres)	INCLUSIVE GROWTH, REDUCING POVERTY, ensuring social and territorial cohesion
28	Support for activities to protect the young population by engaging physicians in municipalities	MH	2013-2015	RM Budget LGU Budgets	Education of young people in healthcare topics conducted	Entire country territory (all municipalities and all public healthcare centres)	DESIGNED GROWTH, EDUCATION, LABOUR SUPPLY AND DEMAND, encouraging improved performance in educational systems

¹ Pileip, Stip, Kumanovo, Strumica, Struga, Gazi Baba, Cair, Suto Orizari

AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME:				JUSTICE AND SECURITY			
29	Project entitled 'Old Barracks for New Development' that will assign barracks or parts of barracks, watchtowers, storage groups, and offices, etc., for other purposes	MD LGUs		RM Budget LGU Budgets	Facilities assigned for the needs of local economic development	City of Skopje - Aerodrom and Karpos, Veles, Kicevo, Tetovo, Stip, Prilep, Ohrid, Bitola, Strumica and Kumanovo	SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs
30	Project to organize classes in secondary schools for learning the basics of traffic safety and culture	Mol Republic Council for Transport Safety LGUS	2012	RM Budget	Classes conducted for all secondary schools on traffic safety and the basics of traffic culture for high-school children / future drivers	Ministry of Interior's departments in the City of Skopje and 26 cities in the country	DESIGNED GROWTH, EDUCATION, LABOUR SUPPLY AND DEMAND, encouraging improved performance in educational systems
31	Project entitled 'Safe Moped Steering'	Mol	2012	RM Budget	Classes conducted for interested high-school children (future drivers) from all secondary schools	- Ministry of Interior's departments in the City of Skopje and 26 cities in the country	DESIGNED GROWTH, EDUCATION, LABOUR SUPPLY AND DEMAND, encouraging improved performance in educational systems
32	Project entitled 'Safe Everywhere'	Mol	2012	RM Budget	24-hour safety surveillance provided in three cities	- The cities of Skopje, Kumanovo and Tetovo	SUSTAINABLE GROWTH, CLIMATE, ENERGY AND MOBILITY, modernization of the transport sector

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OTHER ACTIVITIES RELATED TO THE DECENTRALIZATION PROCESS

33	<p>Exchange of best practices in the innovative delivery of local services and the promotion and establishment of forms of Inter-Municipal Cooperation (IMC)</p> <p>Further regulation of IMC as a tool for the absorption of funds for capital investment</p>	MLS (in cooperation with ZELS, relevant ministries and LGUs)	2012 - 2014	<p>Support from donors UNDP Programme ,Local Action for Inclusive Growth': MKD 5.6 million UNDP Project ,Think globally - Develop locally': MKD 4.7 million</p>	<p>Number of reports on best practices appropriately distributed Number of new forms of IMC Number of innovative forms of IMC Number of replicated forms of IMC Number of established IMC for capital investment</p>	<p>Entire country territory LGUs with expressed interest in establishing IMC</p>	<p>INCLUSIVE GROWTH, REDUCING POVERTY, ensuring social and territorial cohesion</p>
34	<p>Evaluation of the framework for alternative methods of local service delivery and local support for the development and enhancement of small and medium-sized enterprises</p>	MLS (in cooperation with ZELS, relevant ministries and LGUs)	2014	<p>Budgets of LGUs and RM Support from donors IPA2012/13 (project fiche for decentralization)</p>	<p>Enhanced regulations Scope of responsibilities and services delivered locally</p>	Entire country territory	<p>SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs</p>
35	<p>Introduction of ISO / CAF standards and standards for obtaining international credit rating of LGUs</p>	MLSG, MISA, MF, ZELS, Ministry of Economy, LGUs	2014	<p>Support from donors IPA2012/13 (project fiche for decentralization) LGUs Budgets</p>	<p>Number of municipalities certified with ISO / KAF Standards Number of municipalities with an international credit rating</p>	<p>LGUs with an expressed interest in introducing standards</p>	<p>SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs</p>
36	<p>Improving mechanisms for citizen participation in local governance and articulating communities' initiatives with particular attention to promoting the role of local and urban communities</p>	MLSG (in coordination with MF, ZELS, other relevant institutions and LGUs, and civic associations)	2012 - 2014	<p>Support from donors IPA 2012/13 (project fiche for decentralization)</p>	<p>Increased role of local and urban communities</p>	Entire country territory	<p>SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs</p>

37	Evaluation of the framework for inclusive local development and establishment of mechanisms and tools to include vulnerable groups in the processes of local governance, planning, activity implementation and M & E	MLSG (in close cooperation with ZELS, LGUs and civic associations)	2014	Support from donors IPA 2012/13 (project fiche for decentralization)	Recommendations for normative framework improvement Improved regulations	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, ensuring social and territorial cohesion
38	Preparation of a ten-year Review/Evaluation of the implementation of the decentralization process in the period 2004–2014 and the new Programme for the Development of Local Self-Government 2015–2018	MLSG (in cooperation with all relevant ministries, ZELS, LGUs, civic associations and other relevant stakeholders)	2014	Support from donors IPA 2012/13 (project fiche for decentralization)	Evaluation and Programme prepared and adopted		SUSTAINABLE GROWTH, COMPETITIVENESS, better business environment for SMEs



4

DEVELOPING
THE ADMINISTRATIVE CAPACITY
OF LOCAL SELF-GOVERNMENT UNITS

4 DEVELOPING THE ADMINISTRATIVE CAPACITY OF LOCAL SELF-GOVERNMENT UNITS

AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME:				DECENTRALIZATION AND REGIONAL DEVELOPMENT			
1	Project providing support to the process of fiscal decentralization by strengthening the capacity for sound financial management and internal financial control at local and central level	MF	2012-2013	RM Budget Donor support EU	Staff trained in organizational units for financial management and financial control of LGUs	In 40 major municipalities	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development
2	Project entitled 'Social Services in Support of Social Development and Cohesion'	MF	2012	RM Budget Donor support UNDP (MKD 7 million)	Strengthened the capacity of LGU employees who work on the calculation and implementation of fiscal transfers and capital grants	Entire country territory	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development
3	Identification and implementation of measures and activities to improve the collection of local taxes by municipalities	MF in co-operation with the MLSG, PRO and ZELS	2012-2013	RM Budget	Trained employees in municipalities where collection of local taxes is low	LGUs where collection of local taxes is low	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development
4	Project entitled 'Municipalities Manage Undeveloped State Land' providing continuous training for municipalities to facilitate their entry into the process of managing construction land	MTC	Continuous as from 2012	RM Budget	Trained staff in organizational units for the management of undeveloped state land	Entire country territory	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development
5	Training to increase the capacity of the State Inspectorate for Local Government and LGUs in supervising the legality of municipal regulations and overseeing the procedure for their adoption	MLSG	2012-2013	RM Budget Donor support from OSCE	Trained staff in organizational units on regulations in LGUs	Entire country territory	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development
AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME:				ЈАВНА АДМИНИСТРАЦИЈА И ИНФОРМАТИЧКО ОПШТЕСТВО			
6	Implementation of the Annual Programme for the Generic Training of Civil Servants	MISA	For 2012, 2013 and 2014	RM Budget LGU Budgets Donations	Implemented generic training of employees in municipal administration	Entire country territory	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development

AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME:				ENVIRONMENT AND NATURE PROTECTION AND PROMOTION			
7	Training to familiarize LGUs with their obligations arising from the negotiation process	MEPP	2012	RM Budget Donor support Sweden	Trained staff in organizational units for sustainable development in LGUs	LGUs	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development
8	Staff training in the preparation of planning documents regarding the adoption of measures for improving air quality in LGUs	MEPP	2012	RM Budget	Trained staff in organizational units for air quality in LGUs	LGUs	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development
9	Training in implementing the Law on Protection from Noise in the Environment and bylaws on managing data on noise and monitoring, as well as training in handling equipment for measuring noise	MEPP	2012	RM Budget	Staff in LGU organizational units trained in protection from noise	LGUs	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development
10	Training in the preparation of strategic noise maps and action plans for noise	MEPP	2012	RM Budget	Staff in LGU organizational units trained in protection from noise	City of Skopje and municipalities of Bitola, Kumanovo and Tetovo	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development
11	Training in the experience of implementing Directive 2000/14/EC, which is modified by Directive 2005/88/EC concerning the emission of noise in the environment by equipment used outdoors	MEPP	2012	RM Budget EU-TAIEX	Staff in LGU organizational units trained in protection from noise	LGUs	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development
12	Training to raise public awareness of the importance of the ecological network Natura 2000 for all stakeholders	MEPP	2013	RM Budget IPA funds	Workshop held	LGUs	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development

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13	Strengthening institutional capacity for the approximation and implementation of legislation in the area of water management	MEPP	2014	RM Budget IPA funds	Staff in organizational units trained in water quality in LGUs	LGUs	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development
OTHER ACTIVITIES TO STRENGTHEN THE CAPACITY OF LOCAL GOVERNMENT UNITS							
14	Project entitled 'Strengthening National and Local Integrity Systems' to strengthen the capacities of LGUs to promote transparency and accountability in LGUs	State Commission for the Prevention of Corruption (in co-operation with ZELS and LGUs)	2012 - 2014	SCPC Budget UNDP (Government of the Kingdom of Norway)	- LGU employees trained in the use of integrity systems	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, ensuring social and territorial cohesion
15	Capacity building of NGOs / CSOs to support the process of decentralization and participation in decision making at local level, implementing M & E activities and strengthening the application of the concept of social responsibility. Concluding strategic partnerships with public institutions.	SG of Government (in co-ordination with MLSG, ZELS, LGUs, NGOs / CSOs)	2012 - 2014	Support from donors IPA 2011 (project fiche for civil society) IPA 2012/13 (project fiche for decentralization)	- Training delivered - Number of proactive civic associations - Number of partnerships	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, ensuring social and territorial cohesion

16	<p>Definition and implementation of an integrated policy and institutional solutions for capacity building based on the needs of LGUs, line ministries and civil society organizations:</p> <ul style="list-style-type: none"> • Implementation of quick needs assessments • Creation of an interactive Platform for Local Integrated Learning, including a database of advanced knowledge, skills and good practices <p>Establishment and implementation of integrated systems for information about the processes of recruitment, evaluation, training needs and progress.</p>	MLSG (in co-ordination with MISA, ZELS, MF and LGUs)	2012 - 2014	RM Budget LGU Budgets ZELS Programme Support from donors IPA2012/13 (project fiche for decentralization)	<ul style="list-style-type: none"> - Capacity- building system established - Indicators and data on capacity-related situations - Database formed - Portal created through MLSG's website 	Entire country territory	INCLUSIVE GROWTH, EMPLOYMENT AND SKILLS, life-long skills development
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5

LOCAL DEMOCRATIC PRACTICE AND CIVIC PARTICIPATION

ACTION PLAN

of the 2011–14 Programme for the Implementation of the Decentralization Process and Local Self-Government Development for the period 2012–14

5 LOCAL DEMOCRATIC PRACTICE AND CIVIC PARTICIPATION

AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME:				DECENTRALIZATION AND REGIONAL DEVELOPMENT			
1	Project entitled 'Ask the Competent Bodies'	MLSG	2012	RM Budget	Public informed through debate contact shows on MTV on local government issues	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, active participation in society by poor and socially excluded people
AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME:				EDUCATION			
2	Проект „Советување на родители – родителска школа“ со кој ќе се зајакне воспитната компонента преку определен протокол за активно вклучување на родителите во образованието и образовниот процес на нивно дете	MOH (Педагошка служба)	2012	RM Budget	Protocol established	All primary and secondary schools in all municipalities	DESIGNED GROWTH, EDUCATION, LABOUR SUPPLY AND DEMAND, encouraging improved performance of educational systems
AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME:				SOCIAL POLICY			
3	Формирање на Комисии за еднакви можности во сите општини, заради поефикасно спроведување на принципот на еднакви можности на локално ниво	MLSP	2012 - 2020	LGU Budgets	Committees for Equal Opportunities formed in all municipalities	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, active participation in society by poor and socially excluded people
AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME:				YOUTH, SPORT AND PHYSICAL CULTURE			
4	Project entitled 'Establishment of Youth Councils in Municipalities' to take the first step towards increasing youth participation in decision making at local level	Agency for Youth and Sport	After the adoption of the Law on Youth	RM Budget Support from donors UNDP project 'Youth and Good Governance': MKD 1 million	Youth Councils formed in all municipalities (pilot projects in 6 municipalities ²)	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, active participation in society by young people
5	Project for the establishment of regional youth information and counselling centres	Agency for Youth and Sport	2012–2014	RM Budget: MKD 3 million a year are needed	7 regional youth information and counselling centres established ³	The cities of Kumanovo, Ohrid, Stip, Strumica, Gevgelija, Gostivar, Bitola and 3 in the Skopje region	INCLUSIVE GROWTH, REDUCING POVERTY, active participation in society by young people

² Strumica, Radovis, Negotino, Resen, Stip, Kavadarci

³ One works and was opened in 2010 in Prilep

AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME:							
6	Support for the establishment of Local Action Groups composed of representatives from local government, businesses and the NGO sector to prepare and implement measures for local community needs	MAFWE	2012-2015	RM Budget LGU Budgets	Local Action Groups established	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, active participation in society by people in rural areas
AREA OF 2011–2015 GOVERNMENT WORK PROGRAMME:				ENVIRONMENT AND NATURE PROTECTION AND PROMOTION			
7	Establishment of regional bodies for utilities	MEPP	2013-2014	RM Budget	Regional body for utilities established	Entire country territory	SUSTAINABLE GROWTH, CLIMATE, ENERGY AND MOBILITY, separation of economic growth from use of resources
8	Establishment of regional bodies for waste management	MEPP	2012-2014	RM Budget	Regional body for waste management established	Entire country territory	SUSTAINABLE GROWTH, CLIMATE, ENERGY AND MOBILITY, separation of economic growth from use of resources
9	Councils to be formed for Catchment Area Management for the River Vardar basin	MEPP	2012	RM Budget	Councils formed	River Vardar basin	SUSTAINABLE GROWTH, CLIMATE, ENERGY AND MOBILITY, separation of economic growth from use of resources
ACTIVITIES OF OTHER BODIES AND ORGANIZATIONS							
10	Project entitled 'Strengthening National and Local Integrity Systems' in the preparation of standards, guidelines and tools for promoting transparency and accountability in municipalities	State Commission for the Prevention of Corruption (in co-operation with ZELS and LGUs)	2012 - 2014	SCPC Budget UNDP (Government of the Kingdom of Norway)	Prepared assessment with recommendations for reducing risks of corruption and building integrity system at local level Mechanisms for social accountability established at local level	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, ensuring social and territorial cohesion



6

COMMUNICATION,
COORDINATION,
MONITORING
AND EVALUATION

6 COMMUNICATION, COORDINATION, MONITORING AND EVALUATION

6.a. Communication and Coordination

IN ACCORDANCE WITH THE MEASURES OF THE 2011–2014 PROGRAM FOR THE IMPLEMENTATION OF THE DECENTRALIZATION PROCESS AND LOCAL GOVERNMENT DEVELOPMENT

1	Design and implementation of awareness-raising programmes and campaigns, communication strategies and materials for the purposes of decentralization	MLSG (in cooperation with ZELS, relevant ministries and LGUs)	2012 - 2014	RM Budget LGU Budgets Support from donors IPA 2009 - (project fiche for decentralization) Support from donors	Number of campaigns Perception of decentralization improved	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, ensuring social and territorial cohesion
2	Strengthening the technical and strategic capacities of MLSG and RGD to meet the new needs of the decentralization process	MLSG (in cooperation with MISA, ZELS, MF, other relevant ministries and LGUs)	2012 - 2014	RM Budget Support from donors UNDP Project on mid-term evaluation of decentralization: MKD 0.5 million Support from donors IPA 2009 (project fiche for decentralization) IPA 2012/13 (project fiche for decentralization)	Training conducted Applied research Generating data and establishing specific databases	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, ensuring social and territorial cohesion

6.b. Monitoring and Evaluation

IN ACCORDANCE WITH THE MEASURES OF THE 2011–2014 PROGRAMME FOR THE IMPLEMENTATION OF THE DECENTRALIZATION PROCESS AND LOCAL GOVERNMENT DEVELOPMENT

1	Formulation of a Plan for establishing a system of Monitoring and Evaluating the decentralization process	MLSG (in cooperation with MISA, ZELS, MF, other relevant ministries and LGUs)	2012	RM Budget	M & E Plan developed	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, ensuring social and territorial cohesion
2	Preparation of M & E Methodology, standardization of new protocols, M & E guidelines and terminology, harmonization with reporting mechanisms. This methodology will also be used to evaluate the implementation of the 2011–2014 Programme for the implementation of the decentralization process and local government development (In accordance with the 2012 NPAA)	MLSG (in cooperation with MISA, ZELS, MF, other relevant ministries and LGUs)	2012	RM Budget Support from donors UNDP Project on mid-term evaluation of decentralization: MKD 0.5 million	M & E methodology, protocols and guidelines prepared	Entire country territory	INCLUSIVE GROWTH, REDUCING POVERTY, ensuring social and territorial cohesion

3	<p>Definition of the baseline and implementation of measurements based on performance indicators in all areas of transferred competencies and local services</p>	<p>MLSG (in cooperation with MISA, ZELS, MF, other relevant ministries and LGUs)</p>	<p>2012 - 2013</p>	<p>RM Budget Support from donors IPA 2009 (project fiche for decentralization)</p>	<p>Baseline indicators established Initial measurements implemented</p>	<p>Initial measurements in 10 LGUs</p>	<p>INCLUSIVE GROWTH, REDUCING POVERTY, ensuring social and territorial cohesion</p>
4	<p>Adoption of the Final List of Performance Indicators, interventions in the normative framework and the implementation of continuous measurements</p> <ul style="list-style-type: none"> • Establishing and strengthening M & E units within the relevant ministries and LGUs • Integrating M & E activities in national and local development documents • Establishing and / or strengthening mechanisms for the participation of all stakeholders in the M & E process 	<p>MLSG (in cooperation with MISA, ZELS, MF, other relevant ministries and LGUs)</p>	<p>2014</p>	<p>RM Budget Support from donors IPA 2012/13 (project fiche for decentralization)</p>	<p>Final List of Performance Indicators Improved regulations increasing the number of plans where M & E principles are integrated Number of initiatives taken by all stakeholders for M & E purposes</p>	<p>Entire country territory</p>	<p>INCLUSIVE GROWTH, REDUCING POVERTY, ensuring social and territorial cohesion</p>

