



BEST PRACTICES IN THE UNITS OF LOCAL SELF-GOVERNMENT IN THE REPUBLIC OF MACEDONIA



REPUBLIC OF MACEDONIA
Ministry of Local
Self-Government



USAID
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ZELS

BEST PRACTICES

IN THE UNITS OF LOCAL SELF-GOVERNMENT IN THE REPUBLIC OF MACEDONIA

The challenges that the units of local self-government are facing in the process of intensive overtaking of competences of vital importance for the quality of the life of citizens impose the need for innovation, creativity and practicality in solving problem from their competences

The Project "Selection of best practices in the units of local self-government in the Republic of Macedonia", which is being implemented in cooperation and supported by the Council of Europe, European Agency for Reconstruction, United States Agency for International

Development comes at the exact needed moment. The results will significantly contribute in the facing with the decentralization challenges, and allowing exchange of experiences, for successful solving of the problems common for all units of local self-government.

In the manual are gathered all submitted application from municipalities, in order to achieve informing about best

Practices and their implementation in other the units of local self-government for sure will Contribute for more qualitative and more efficient realization of their functions

Publishing this manual has three goals:

- Informing all interested subjects how the project has been implemented, and supporting and encouraging units of local self-government to continue to take part in such projects;
- Presenting the practices, and promoting their implementation in the municipal performance, where appropriate
- Supporting all units of local self-government in republic of Macedonia, for creative thinking, and promotion of innovations

I'm convinced that these goals, will be achieved, and by exchange of practices among municipalities, they will increase own capacities, improve the quality of the services the municipalities are providing and therefore municipal trust in the decentralization process is expanded.

With every right we can expect that by implementation of the project, units of local self-government will get an opportunity for further incensement of municipal efficiency, furthermore improving the citizen's quality of life, business environment and development of the country itself.

I express hope that the effects of this selection will be enough

Reason to continue with selection also in future, because the best practices are useful that much as they can be shared with the others

Skopje, November 2008

PROGRAM “SELECTION OF THE BEST PRACTICES IN THE UNITS OF LOCAL SELF-GOVERNMENT”

Program “Selection of the Best Practices in the Units of Local Self-Government”

Is being implemented in cooperation and supported by the Council of Europe, European Agency for Reconstruction and United States Agency for International Development and the Ministry of local self-government.

In order to advance the function of the units of self-government, similar projects until now were successfully implemented on Council of Europe initiative in other countries from the region – Serbia, Bosnia and Herzegovina, Croatia, Moldova, Slovenia, Albania, Montenegro and Bulgaria.

The objective of the Program is to identify the best examples (practices) in the functioning of the local self-government in the country, awarding publicly the units of the local self-government that have created them and implemented them successfully, as well as enabling their dissemination to the other subjects of the local self-government. For the best practices based upon priority set, objective and measurable criteria selected are those solutions that have already been proved in practice and are used without any major problems in the functioning of other units of the local self-government.

The selection of the best practices will be realized in the areas that of the most importance in the actual stage of the functioning of the local self-government in the Republic of Macedonia:

- Increasing of the efficiency and quality of services;
- Promotion of citizens' participation in the decision-making process;
- Financial management – increasing of sources of income in the municipality.

The implementation of the Program will contribute for:

- Increasing the standards of the work of the local self-government;
- Motivating the local self-government for continuously improvement of their work;
- Emphasizing the positive examples (practices) in the functioning of the local self-governments;
- Promotion of innovations in the functioning of the local self-government;
- Increasing of the trust in the local self-government and decentralization;
- Increasing of the trust in the local self-government and decentralization;

By achieving of these results can be expected that the local self-government will improve the efficiency of its functioning and through mutual cooperation and exchange of experiences, to contribute for the advancement of the quality of the life of citizens, business conditions and overall development of the country.

In the selection of the best practices are eligible to participate all units of the local self-government in the Republic of Macedonia, without any limitations in the aspect of the number of suggestions presented for best practices.

Criteria and procedures were developed and adopted by the Steering Committee of the project in order to be achieved efficiency and objectivity in the evaluation process of the best practices.

As an additional guarantee for objectivity of the selection, evaluation process of the practices was conducted by two separate bodies:

- **Selection Panel** is consisted of expert for local self-government that are not employed in the units of the local self-government and have no direct relations (connections) with them
- **Steering Committee of the Program** is consisted of representatives of ZELS,

the Council of Europe, USAID/ Program for local self-government, the Ministry of Local Self-Government, European Agency for Reconstruction, Dutch development organization (SNV), State Commission against corruption and representatives of superior education institutions. The Committee supervised the overall functioning of the Program and decided upon the suggestions submitted from the Selection Panel.

Selection panel evaluated the practices according to the developed criteria, agreed by ZELS and adopted by the Best Practice program Steering Committee:

- **Successfulness:**

- o In what scope the proposed practice contributes in solving the problem for which is being set?
- o Are the effects proportional with the resources engaged for its implementation?
- o Are there any clear positive effects for the budget, property and the equipment of the units of the local self-government?

- **Transparency:**

- o Did citizens or their associations participate in the establishing and the implementation of the best practices?
- o Have the media and public been familiar with the practice and the method of its implementation and the effects from the best practice?
- o Has the practice been registered, are there provided all necessary documents for its implementation.

- **Relevancy (Adequacy):**

- o Has the practice been harmonized with the strategic plans for development of the units of the local self-government?
- o Does the practice contribute for solving of any of the problems that citizens consider as priority?

- **Replicable:**

- o Can the practice without major problems (difficulties) be implemented in other units of the local self-government?
- o Does the problem that is solved with the best practice exist in the majority of the other units of the local self-government?

- **Sustainability:**

- o Is the practice established and it is being implemented only with own resources or it is assisted (supported) by subjects outside of the local self-government?
- o If the practice is assisted (supported) form outside, can it be sustainable even after finishing of external (outside) support?
- o What are the perspectives for long-term sustainability of the practice?

In order to be increased objectivity of the evaluation of the practices, each selection panel member evaluated the practices separately.

Each criteria selection panel members evaluated with 1, 3 or 5 grade.

Selection panel members received the applications in electronic version, as well as criteria and the forms for evaluation. The signed grades were given in the form for evaluation and signed were delivered to the project coordinator in ZELS. ZELS project coordinator summarized the grades and composed the rank list of the practices.

The best ranked practices from each area, were shortlisted and were visited and on field evaluated.

Selection panel assessed the short listed practices on field. Purpose of the on field evaluation is to see weather the written submitted application corresponds to the real practice in the municipality.

After on field verification visits, Selection panel composed and confirmed the short list. Short list was submitted to the Steering committee of the program, in order to select the best of them. Previously, the municipal administration was trained hoe to prepare presentation for the practice, and how to present the practice in front of the Steering Committee.

43 practices from 18 units of local self-government in our country competed for the title: Best Practice. 12 of them were shortlisted, and 6 gained the recognition: Best Practice for 2008. The 6 best were disseminated in other units of local self-government through organization of open days in the 6 municipalities, and by distribution of the promotional materials for the practice.

Dissemination, and at same time transparency, in the program implementation process is also supported by creation of the special web page: www.bestpractices.org.mk Starting from 2009, on line applications process will be supported through this web site, along with all relevant information for the program.

The Best Practices for 2008:

Practice title:

Promoting Citizens' Participation in Decision-Making Process - Municipality of Dolneni

Information management system for record-keeping, registration, categorization of accommodation capacities and monitoring the payment of tourism tax at basic and complementary accommodation capacities - Municipality of Ohrid

Reconstruction and superstructure of the Town Mol – municipality of Strumica

Establishing Joint Administrative Bodies between municipalities of Vasilevo, Bosilovo I Novo Selo

Reconstruction of the Water-Supply System – New Water Distribution and Control System - Municipality of Vevcani

Delegated competencies – Municipality of Veles

Besides 6 the best, in the short list for Best Practice competition for 2008:

E-meeting of the Municipal Council – Municipality of Veles

Updating the Property Database by Automated Data Processing – Municipality of Bitola

Field Communication Offices – True Citizens' Services – municipality of Gevgelija

Decentralization Processes, Transparent and Accountable Operation – Important Factors for Increasing Property Tax and Communal Charges Collection – Municipality of Strumica

Utilization of Solar and Wind Energy by Solar Lights in Goceva Suma, Solar Traffic Lights and Windmill on the “Lukubrija” Monument - Municipality of Kocani

Municipal Field Office - Municipality of Veles

All 43 proposals for Best practice 2008 are sublimed in the manual, presented by area they applied for selection.

AREA

**Increasing the quality of service in
the decentralization process**

ESTABLISHING JOINT ADMINISTRATIVE BODIES

Municipalities Vasilevo, Bosilovo, Novo Selo

Short description of the practice

The Law on Local Self-Government provides for the possibility particular municipal competencies to be performed by the establishment of joint administrative bodies. The Municipalities of Bosilovo, Vasilevo and Novo Selo have utilized this legal possibility and established three joint services – departments as follows:

Tax, Charges and Fees Collection Department with the seat in the Municipality of Vasilevo, which prepares the tax returns for taxpayers from the three municipalities and well as tax assignments stemming from the collection of communal charges; Inspectorate which performs supervision in the field of traffic, taxes, construction, urbanism, spatial planning and education with a seat in the Municipality of Bosilevo and Department on Spatial and Urban Planning, Construction and Environmental Protection, which prepares the necessary documents for obtaining construction permits, developing programs for construction site infrastructure and provides data necessary for the development of urban plans on the area of the three municipalities and is located in the Municipality of Novo Selo.

Description of the problem resolved with the practice

By establishing the joint services, these municipalities have overcome the problem with the lack of office premises for performing these competencies within their administrative buildings, as well as the problem in regard to lack of funds, expert staff and technical equipment.

Units of local self-government in 2005 faced exceptional challenge, by obtaining new responsibilities. New responsibilities require accountability of the local governance for successful implementation. Besides providing physical closeness to the services towards citizens, municipal administration is also directed in the way towards satisfying citizen's needs. A change in the organizational structure of the administration in order to secure progressive and efficient management is further step of the process.

Effective and efficient service delivery requires and imposes the need for modern equipment of the administration according to the new responsibilities, as well as usage of modern techniques.

All of the stated above, influenced mayors from the three units of local self-government and the Councilors of the same municipalities, to devote and establish joint administrative bodies in the areas: Inspectorate, Construction and Environmental Protection and Tax, Charges and Fees Collection Department.

Aims and results of the practice

Practice contributes to the improvement of the quality of services, informing citizens about their rights and obligations towards municipalities, shortening the period for providing necessary documentations, as well as reducing the fees for documentation provision.

Awareness of the citizens for contribution in the municipal development is raised.

Municipalities with implementation of the practice have efficient administration, savings of the financial resources, local government close to the citizens, legal entities and NGO sector. All of the subjects managed to find proper forms for cooperation and joint activities.

Goal of the practice is to establish joint administrative bodies as well as functioning of one stop shop, and the effects from practice implementation are small, efficient and capable administration. Municipalities are rational and transparent, available for the citizens and close to the citizens.

The amount of time for responding to the citizen's request is shortened thanks to the electronic networking between units of local self-government. Efficiency of the performance is increased as well. Costs for salaries are reduced, that directly influences to the structure of the budget and allows usage of the resources for development components.

10.098 households from the three municipalities have direct benefit from the practice. They received quality services and on timely appropriate service provision.

How this practice has been created?

With the start up of the decentralization process, these municipalities asked the question weather the services for the citizens will be provided timely and with high quality, without side effects such as loosing trust in the local government.

Therefore, the Mayors of these three municipalities, obeying the Article 61 on The Law on Local Self-Government, initiated the idea to establish joint administrative bodies.

On the other side, The Mayors, aware that realization of such an idea will require significant financial assets that they could not provide from own budgets, started to negotiate with donors in the country.

UNDP supported the idea, by developing the project "Inter-municipal partnership for improvement of the public service provision", starting at the end of 2006.

As a result of the performance of the joint administration, electronic networks were developed based on wireless technology, 5, 4 GHz co Voip (voice over IP) telephone lines for all three municipalities. Electronically networking enables free telephone communication between municipalities, without any limitation in the speed and the amount of information transferred, and most important of all without any financial expenditure, because the network is municipal property. Citizen's trust in the local government and efficiency of the municipal performance are achieved goals from practice implementation.

How is this practice implemented?

Joint administration functions in the following way: citizens can get the service they need in own municipality, where they are submitting and fulfilling requests and the administration is internally transferring the request to the department where the requests are processed. The department is returning processed files to the municipality that requested. Citizens are contacted by phone or mail to come to the municipality and pick up the document.

In order to provide more quality services from the established joint administrative bodies and to have direct insight in the performance of the administration mayors proposed schedule of the working hours, which day of the week, part of municipal administration is visiting each of the three municipalities, and directly are contacting with the citizens, so can help them in problem solving and meeting the citizens needs.

Today, the joint administration provides services for the 10.098 households in the three municipalities. Joint administration performance results in incomes in the municipal budget, and enough resources for municipal development, salaries and other benefic ions.

Necessary resources for practice implementation

Costs for functioning of the joint administration, each of the three municipalities is covering from the municipal budget. Municipality of Bosilovo for this purpose provides financial resources of 2.000.000, 00 denars, municipality of Vasilevo 1.700.000, 00 denars and municipality of Novo selo provides from the budget 1.900.000, 00 denars.

Employees in the joint administration are meeting the educational and working experience needs required for the specific position. Training was delivered to the administration at the start up of the project by the donors: UNDP, USAID, VNG and EAR.

IT equipment was also donated by the above mentioned donors: computers, printers, scanner, and electronic network.

Also a vehicle was provided by the UNDP.

Applicability of the practice in other units of a local self-government

The practice “Establishing joint administrative bodies“between municipalities: Vasilevo, Bosilovo and Novo Selo, is a solid base for replication in other rural municipalities, as well as in small urban municipalities, facing with similar problems such as: lack of premises, financial resources, professionals and technical equipment, needed for successful implementation of the decentralization process.

In the concrete case, we are talking about three municipalities that are naturally and geographically connected, citizens are connected and are sharing joint needs and interests, and there is possibility for material and social development of the municipalities, as well as for citizens participation in the decision making process.

Establishment of the joint administrative bodies' it is one completely functional practice, that not only results in reduction of the costs and positive influence on the municipal budget, but also human potential is increased, by selecting and hiring professional that will deliver timely and service with high quality.

This example is successfully implemented for 2 years, and by introducing of the electrical networking among municipalities, supported by UNDP, is the unique practice in republic of Macedonia.

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PROMOTING CITIZENS' PARTICIPATION IN DECISION-MAKING PROCES

Municipality of Dolneni

Short description of the practice

The Municipality of Dolneni together with the Tax Administration Department, as part of its competencies stemming from the Property Tax Law (Official Gazette of the Republic of Macedonia no. 61/2004) has decided – for the first time – to introduce external members in the Property Valuation Commission, established by the Municipal Council in Dolneni, as representatives (taxpayers) from all settlements, who are to participate on equal terms with other commission members in the valuation of property.

This approach will result in greater cooperation between the tax administration and taxpayers, greater transparency in regard to property valuation, as well as strengthening the mutual trust in this filed among all involved parties.

This, perhaps unique example in our country, provides solid results. Transparency achieved through direct contact among citizens and tax payers with the local administration was not a case till now.

Description of the problem resolved with the practice

Transfer of the competencies in the fiscal decentralization process, arises the need to evident and estimate the value of the immobile property, according to the Methodology for estimation of the market value of the immobile property, as a base for evaluation of the property tax and other taxes. Transfer of the responsibilities started on 1 July 2007. Municipality of Dolneni officially has the database from 1.01.2007.

Problem solved with the practice reflects on all physical and legal entities – tax payers that own property on the territory of the municipality of Dolneni. Subjective estimation, unreal estimation, miscalculation of the property value is no longer issues.

Aims and results of the practice

The practice completely solves the problem that was reason for practice establishment. The estimations of the property value are conducted precisely and objectively. Positive impact of the practice is reflected on above 3.600 citizens and 180 legal entities. They will fell the positive effects of the practice as a result of the investment of the collected taxes for improvement of the municipal infrastructure and improved living conditions.

Elaborated are 3.215 tax payers, in percentage approximately 85% of the total amount, and till now there is none remark of the estimation process of determination market value, proof for the practice efficiency.

Municipality of Dolneni, also has positive effect – direct cooperation with the local administration

And tax payers, exact determination of the municipal fiscal capacity, increased trust in the benefit of the local governance and increased collection of taxes. For 2008, it is expected collection of 1.800.000, 00 denars; compared to 2007 the number is tripled.

How this practice has been created?

The idea was initiated by the person dealing with local tax administration, junior coworker Aco Aleksoski, and the members of the Committee for estimation, created by the Council of the municipality of Dolneni.

The practice is implemented since 01.07.2007. There is project documentation fro the practice, and financial construction as well, accepted and approved by the Council of the municipality of Dolneni. There are no major problems, besides difficulties considering financial matters for its implementation, due to the limited financial potential of the municipality.

Practice is accepted by the citizens. Direct contact with the citizens for practice realization and citizen's opportunity to have an insight in the process does not leave room for manipulation.

Subjectivity in the process of property estimation value is totally excluded. The results are widely accepted from the participants in the process from two sides (tax payers and local administration)

How is this practice implemented?

Tax payers are informed for the process through the means for information, printed materials) leaflets and others), and by direct visit and direct contact wit the tax payers. Furthermore, in cooperation with the local communities' selection of the local representative, member of the Committee for estimation of the property value is performed. Selected persons are citizens with integrity, respected in the local communities.

After the selection process of the local representative in the committee, in coordination with the municipality and the committee, schedule for estimation visits is agreed. Local representative should facilitate and speed up the procedure for determination of the market value of the immobile property as an additional guarantee for the objectivity of the process.

There is no need for partner organizations involvement, besides for covering the financial costs for the practice

Necessary resources for practice implementation

Total amount for the practice implementation 687.000 denars:

- Per Diems and transportation costs for the local committee members: 352 000 den.
- Costs for committee members 240 000 den.
- Transportation costs – committee members 45 000 den.
- Promotion and project realization 30 000 den.
- Other costs (copy, paper, printing) 20 000 den.

There is no need for purchasing equipment. Existing equipment will do the work. Staff needed for practice realization relies on the hired staff in the municipality and local members of the Committee for estimation of the real market value of the immobile property.

Partner organizations participation is not necessary. Covering the financial costs for the practice can be supported by the partners, in case of limited financial resources in the municipality.

Applicability of the practice in other units of a local self-government

This practice can be replicated in other units of local self-government. Most of the municipalities are facing with such issues (determination of the real market value of the immobile property, citizens comments of the estimations, Committee objectivity, etc.)

Practice can be upgraded and adjusted to the local specifics, depending on the size of the municipality, municipal fiscal capacity, size of the immobile property in the municipality and similar. Our experience with the practice is very satisfactory, positive effects are obvious, and above mentioned material needs are needed.

Responsible person for the implementation:

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YOUNG PEOPLE IN ACTION - DREAM TEAM ONE

Municipality of Koc

Short description of the practice

In 2007, financially supported by NGO from municipality of Delcevo, activities for youngster involvement in youth policies creating through schools carrier centers were initiated. For those purpose fifty high school students from two high schools in municipality of Kocani attended series of training for communication and negotiation skills, public relation, projecting and managing, creating and modeling leaflets, conflict management, dealing with prejudice and stereotypes, public politics and participation in decision making process. Aim of this trainings were strengthening students capacities for writing and project proposals, lobbying, informing public as well as communicating and introducing state and non-governmental institutions with student's scope of work.

Description of the problem resolved with the practice

Youth marginalization problem in inherited from the previous political and economic system and lasts from independency of our country till nowadays. Persons involved in local politics, according to the surveys conducted on the streets, indicated that there are sufficient citizens associations, sport clubs, cultural clubs, where youngsters should look for and find its place in the society and from there to struggle for changes and involvement in decision making process in the community. According to the low collective awareness of the local representatives for importance of youth involvement in the community, raised the need for coaching youngsters and insure their spirit to change this situation and actively to participate in local activities. The problem concerns wide population, young people till age of 25 from municipality of Kocani.

Aims and results of the practice

Goal of the practice is to encourage and motivate youngsters in local activities, local government and community itself. It should give to the young people new perspective and new scope of work, and should help them in demarginalization process while the community will be refreshed with young spirit.

By implementing the practice, will have young people trained to apply for projects, and skilled with real practice experiences, imposing issues to the local community and able to communicate with relevant factors. Besides, it is strengthened youth cooperation with the local government and business sector, decreased are deviant behavior in the community and contribution in given for dealing with current problems.

How this practice has been created?

The idea initiated by the youth in the municipality of Kocani, willing to change and to follow the modern trends.

Having in mind the actual situation, NGO "Equal for all" – Kocani, decided to dedicate and to focus on the youth in the municipality. All this was supported by everyday facts, such as lack of youth involvement in the media, (there are no columns where they can express youth opinion),

not knowing how this situation should be changed, and what can be done to do so. Youth needs in the local community were guidance for improvement, change and actualization of youth involvement.

How is this practice implemented?

With this project, Youth in action acquired skills and knowledge for communication and negotiation skills, public relation, projecting and managing, creating and modeling decorative leaflets with messages for animating youth, distributed within the two high schools. Interviews were held, with the local administration in the municipality, and other local institutions.

Youth also attended one open Council session, and had a chance to meet Council members and the Mayor, and what is very important, that presented their leaflet, and informed local elected representatives for the activities undertaken, asked questions, and later on contacted wit the media. In addition, they had a chance to get familiar with the organization of the municipality of Kocani.

Within the project, questionnaire is prepared, used for the survey conducted on 500 citizens, and analyze on the data received is performed. Based on these conclusions, 50 young students were selected for participation in the trainings and seminars, where they sublimated youth priorities and created mechanisms for youth involvement in the society. Also attended training for communication skills, team work and participative approach. At the end, they disseminated the information for youth participation in the local community through local media.

Necessary resources for practice implementation

Financial assets - total 151.365 denars, in which municipality participated with 11.500 denars, ZELS with 120.565 denars, and NGO "Equal for all" 19.000 denars.

Applicability of the practice in other units of a local self-government

This problem in not distinguished characteristic of the municipality of Kocani, it concerns all other municipalities in the country, therefore easily can be implemented in ant other unit of local self-government. It depends from the municipal management, and NGO's willingness to support it.

The practice can be modified and adjusted to the local needs, as well as it can be upgraded, depending on the estimation of the subjects that will implement the practice.

Responsible person for the implementation:

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COOPERATION WITH THE HOUSEHOLDS COUNCILS

Municipality of Aerodrom

Short description of the practice

Municipality of Aerodrom signed memo of cooperation with 30 household's councils in the municipality.

Goal of the memo is to regulate the relation between municipality of Aerodrom and the household's councils, resulting in effectiveness and efficiency in the performance.

In order to directly involve citizens in decisions making process and in projects realization, municipality initiated signing memorandum for cooperation.

Signing the memo, resulted in new tools and equipment for the household's councils, that will be used for maintaining the green fields and environment in which they live.

Description of the problem resolved with the practice

One of the most common problems occurring in local government is lack of citizen involvement in local processes.

Very often, there is gap between administration and citizens, resulting in unsatisfied citizens from the local administration performance. In these cases, citizens feel they are isolated and have negative attitude for the local performance results.

Usually, citizens are willing to be involved in the local matters that directly concern them.

Aims and results of the practice

By implementing this practice, citizens are offered a chance to be directly involved in local issues. It resulted in reducing gap between citizens and local government, what usually occurs in byrocractic conditions.

Local government has direct benefit from cooperation with the citizens, and local government delegated part of its responsibilities for environmental maintenance to the citizens.

Citizen participation in local government is the benefit from implementation of the practice. Citizens feel they belong to the municipality they live in, they feel they can contribute to the local benefits.

By implementing this practice, all citizens can contribute and do something for their municipality. In addition, positive effects on the budget will be additional effect.

How this practice has been created?

Municipality of Aerodrom noticed that there is need for citizen participation in local issues, using the experiences from the countries with tradition in direct democracy. Based on these experiences, positive effects from its implementation are estimated.

The practice is not part of the municipal action plan, but it is a project that was prepared for a longer time, needed to define concrete areas of cooperation. After the preparation process, memos were signed on 21 of June 2007.

All municipal household's councils were invited to signee the memo with the municipality. 30 of them replied and signed the memo.

How is this practice implemented?

Since the memos have been signed, municipality of Aerodrom obliged to provide necessary tools and equipment for preserving the environment, while the councils obliged to take care of it.

Visible results are seen in front of each building whose household council signed the memo.

Tenants care about the environment, which was the result and goal of this initiative.

Through municipal newsletter, official web page (www.aerodrom.gov.mk), and through other public media, municipality of Aerodrom, send invitation to all household councils to participate and cooperate with the municipality by signing the memo.

On 21.06.2007, in the municipal yard, in presence of all presidents of the household's councils, memos were signed.

Realization of the practice does not require partner organization participation. Practice does not require additional costs.

Necessary resources for practice implementation

Each household council by signing the memo received tools and necessary equipment, needed to maintain the environment around the building. They have the equipment on usage, and they are obliged to take care of it.

Assets for purchase of the tools and equipment are anticipated in the municipal budget and there was no need to require additional resources for financing.

Applicability of the practice in other units of a local self-government

This practice is applicable in all units of local self-government, exception are rural municipalities.

Regardless for which municipality we are talking about, need for citizen participation in decision making process is universal. Therefore, this example will contribute citizens to feel they belong to the community they live in.

Making our environment more beautiful requires citizen participation. One way to do it is this kind of cooperation.

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CITIZEN PARTICIPATION IN POLICY CREATING

Municipality of Kavadarci

Short description of the practice

Local self-government performance in realization of the delegated responsibilities without citizen participation functioning is very difficult.

Basic principal for successful local functioning is citizen participation in local policy creation, meaning citizens to define priority list of the municipality.

In the municipality of Kavadarci, achievement is succeeding using following forms for including citizens:

- Referendum for local contribution, expressing willingness for citizen participation
- Presenting main documents and programs on the public gatherings
- Surveys for allocation of the donor funds
- Citizens boards

Moto of this municipality is – local government exists for its citizens, not vice versa.

Description of the problem resolved with the practice

Without citizen participation, policies and projects implemented by local government are not matching the priorities and needs of the citizens.

This might result in lack of trust in local government and elected representatives, and local government does not have real perception for the citizens needs. In addition to this, annual programs are not beneficial for the wider community.

Citizen's expectations are not meet, budget assets are spent for implementation of the policy that is not based on citizens needs.

Problem occurs while the electoral program for local representatives is prepared, and it continue to lasts in all local communities, till forms for conducting local policies with maximum citizen participation are discovered.

Aims and results of the practice

By citizen participation in local policy creation, local government creates annual programs and projects according to real needs and priorities, transparency is achieved, citizen democracy and awareness is raised for citizen participation, for improved municipal results.

Therefore, implementing activities in which citizens can express their needs and joint solutions will be beneficial for all citizens.

The community, whose requests and suggestions are considered, can perceive positive effects.

By citizen decision for local contribution, assets are used for capital investments such as public utilities, hospital, sports hall, communal infrastructure, etc, etc.

This practice contributes to the process of transparency, and establishing local democracy.

Positive effects to the local government are increased trust in the municipality, and increased quality of the services towards citizens.

This practice also requires high level of dedication of the elected representatives, especially counselors and the Mayor.

How this practice has been created?

The Mayor, due to intensive communication with the citizens, initiated the idea.

There is a program for utilization of the local contribution assets. The program was created with direct communication with the citizens, and surveys conducted. This is supported with documentation.

Phases for citizen participation are functional. This practice lasts for 8 years, and has proven functionality. Law is obeyed.

During some of the phases, problems of technical character arise, but successfully were overcome. System for wider control how the assets from local contribution are collected and spent has been established.

This practice lasts for 8 years. It is widely accepted by the citizens, and has visible results. Most of the projects selected with this practice are realized.

How is this practice implemented?

Practice is conducted according to the direct communication with the citizens and legislation, through the following forms:

- Referendum

Citizens express their opinion saying YES or NO on the referendum, whether should contribute with own resources to solve some problem from local interest in the community. List of priorities previously is prepared, proposed on the meeting between elected representatives and citizens. Commission for surveillance of the citizen's assets collection and allocation is created.

- Citizens Boards

These Boards are formed to solve particular problems that arise from transferred competences to the local government.

According to the competence, when expert opinion is required, experts are involved in the boards. Citizens, affected with the problem, also can participate in the boards.

- Meetings with the citizens

These meetings are organized aiming to present draft annual program (Budget of the municipality, Program for communal infrastructure, urban plans,) to the citizens, and on the other hand, municipal departments can get familiar with the real needs, and to integrate them in the annual programs, if possible.

- Surveys for public opinion

Surveys for public opinion are realized when municipality wants to consult citizens for allocation of the funds provided with donor support. What the majority of the citizens express opinion for in the surveys, it is taken into consideration and respected.

- Accountability

Transparency towards citizens, and informing public, are the reasons for preparation of the annual report for the achieved results of the local government. Annual report is printed and is distributed to the citizens, and citizens have information how their money are collected and spent.

Necessary resources for practice implementation

Each municipality can afford financial assets for implementation of the practice. This practice requires minimal assets, equipment and human resources already existing and functioning in the unit of local self government.

Applicability of the practice in other units of a local self-government

The practice is good opportunity for all municipalities to perceive real requirements and needs of the citizens. By participating in this practice, citizens can feel the municipal programs and activities as their own, because they participated in the decision making process for those programs and activities. Following to this, citizen's trust in local government in increased.

Municipality of Kavadarci is prepared to disseminate its experiences and knowledge to the other municipalities in the Vardar region, and wider over the country. For that purpose, municipality of Kavadarci will use all its material and human resources.

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OPEN DAY WITH THE CITIZENS

Municipality of Aerodrom

Short description of the practice

Municipality of Aerodrom introduced the practice to organize open day with the citizens. On the open day, citizens can have a chance to speak with the Mayor and with the representatives from municipal administration.

The goal of this organized event is to hear what the citizens have to say, to face their everyday problems, and jointly to find solutions for the problems. Using this method, municipality has direct insight in the citizen's problems, and increases municipal transparency. Citizens have a chance to participate in decision making process with this method as well.

Open day with the citizens is held on Saturday, and timeframe is created according to the number of citizens that scheduled appointment on the particular day. Each citizen has 15 minutes to speak with the Mayor and with the municipal representatives, on various subjects and problems.

Description of the problem resolved with the practice

One of the most frequent problems when public administration is involved is lack of transparency, as well as lack of citizen participation in local issues. The problem indicated also affected citizens in the municipality of Aerodrom, final users of the services provided by the municipality.

Often, citizen's needs are overwhelming, so in order to perceive real priorities, OPEN day with the citizens as a tool to achieve the goal is introduced.

After citizens present their problems, priority list of actions is prepared.

Concrete actions in the area of urbanism, culture, sports and other areas under local competences are undertaken.

Aims and results of the practice

By introducing this practice, municipality of Aerodrome had a chance directly to get familiar with the citizens problems. According to the information's obtained work priorities were defined, and the municipal administration took actions based on this priorities. Citizen's expectations were met.

Very often, problems expressed and requests were common for the community, however there are some concrete cases where individual problems were solved as well.

This way of approaching problems results in efficient resource allocation.

Established practice open day with the citizens contributes to increased citizen participation in decision making process, and increased transparency of the unit of local self-government.

Citizen's benefit is exceptional. Their problems are solved. Direct communication helps to face real situation the citizens are facing.

This practice concerns all subjects on the territory of the municipality of Aerodrom, cause indirectly influences several aspects and social life (hygiene, environment, safety and similar issues)

Local government also has exceptional benefit. Real location of the problems enables real allocation of resources and performance. General positive opinion for the local administration is created, and interest from citizens is arising to contribute in development of the municipality of Aerodrom.

How this practice has been created?

The need for mechanism that will more actively and more directly involve citizens in local decision making process initiated the idea for open day.

The proposal for open days gave the Mayor itself, while the municipal administration realized the idea.

There was no need to write a special project.

The practice was implemented in the period September – November 2007. After this period, citizen interest started to decrease. For a short period, break has been made, and after a while new cycle will begin.

How is this practice implemented?

On the official municipal web page (www.aerodrom.gov.mk), as well as in the municipal newsletter and other public informatory, citizens are informed when the open day is organized (Saturday), so they can speak with the mayor and with employees in the municipality.

All interested citizens in attending open day should fulfill request (on the internet or in the municipality) for participation in the meeting, stating the topics he/she wishes to discuss on. If the topics are public issues, not personal problems, citizen is allowing to speak for 15 minutes and to present the problems or the question.

Practice is self-sustainable, does not require additional costs, and it is not dependant from external support.

Necessary resources for practice implementation

For realization of the practice, additional or unplanned assets are not drawn. If equipment should be utilized, the actual one from the municipality can be used, such as LCD, photo camera, laptop, etc.

On the meetings, Mayor and head of urbanism department, communal issues and protection of the environment are present, while other representatives according to the topics discussed are invited to participate.

Practice is implemented by own resources.

No additional costs or resources are needed or spent.

Applicability of the practice in other units of a local self-government

Experiences demonstrated that this example is easy to implement in other units of local self-government.

Practice results in concrete actions for satisfying citizens needs. Citizens are interested in direct communication.

It is excellent opportunity for the citizens to participate in decision making process. Also, the municipality increased the process of transparency in its performance.

Applicability of the practice open day with the citizens is possible in all units of local self-government, the need to implement this practice is common, and the facts that no additional costs arise, contributes to the fact.

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FORUMS WITH THE CITIZENS

Municipality of Gjorce Petrov

Short description of the practice

Program” Forums in the Community” , financed by the Switzerland Embassy through Switzerland Embassy for development and cooperation (SDC), implemented by the Centre for Institutional development (CIRA),was successfully realized as a pilot program, in three municipalities on the country level, including municipality of Gjorce Petrov.

The program is implemented in the period: November -2006 – March 2007, and during the period 7 citizen forums, attended by 1200 citizens were held.

Citizens were involved in project development and project ideas development and within the projects development process all the time citizens are considered as the final beneficiaries of the project effects.

In the forum frames 10 working tables are established (urbanism, business sector, culture, citizens associations, social welfare, municipal table, youth enthusiast). Citizens can join the table according to their particulate interest in the topic. Municipal administration is on disposal to the working groups, offering its expertise, in the subject related.

Description of the problem resolved with the practice

Before this project, municipality of Gjorce Petrov did not have its distinguished mark, its center, and municipality was facing the risk of loosing its identity, known as pride of the citizens in the past. Citizens and local government, want what they missed in the past few years, - identity, place for socialization and citizen interactions, gathering spot for all generation, nationalities, gender and culture.

Forums essence comes from the need to involve citizens in decision making process on the local level. Whole process actually is allowing citizens in one organized way, to express for the problems they find most important for solving.

Forum process presents two side development platforms – for the local government and for the citizens, and the citizens are identifying the problem for ex. – Reconstruction of the central park in the municipality.

Aims and results of the practice

Project goals:

- Supporting citizen’s participation in community development, through their involvement in the decision process on the local level.
- Citizens involvement in local governance, by allowing citizens to develop projects and project ideas, and considering citizens as ultimate beneficiaries of the project effects and municipal governance effects.
- Supporting decentralization process by strengthening the local administration capacities, improving the social and economic environment through visible results from implementation of the forums.

All citizens in the area of municipality of Gjorce Petrov have benefit from implementation of the project. Central park is in the spot where urban and rural parts of the municipality are connected, and in the park there are various activities for all generations.

How this practice has been created?

Practice arises from need to involve citizens and their involvement in the municipality, and the donor intention – Switzerland Agency got cooperation and development to implement the project “Forums in the community”.

How is this practice implemented?

From the established 10 tables, 2 working groups were differentiated – Urban development and Environmental protection that were working on two projects:

Reconstruction of park in the in the center of the municipality.

- Reconstruction of the sports playgrounds in the elementary schools.

Citizens voted for the projects and the project reconstruction of park in the in the center of the municipality received 17 votes, and the project reconstruction of the sports playgrounds in the elementary schools 10. In order to obtain fair approach of the process municipal administration did not voted.

Achieving the described project goals, and fulfilling the standards required by the donor imposed the need for creation of operational group consisted of local government representatives, NGO sector, media, business sector, education, minority groups in the society. The operational group was assigned to monitor the forum process and to encourage citizen participation in the project (through leaflets, posters, bulletin, personal contacts, etc)

Operational group does not make decision within the project. The independent citizen coordinates it. The group also represents vector between forum implementation in the municipality (Center for institutional development) and the citizens.

Partner organizations in the process are: CIRA - Center for institutional development, as the process implementation and NGO FLOROZON as logical support of the process. The process is sustainable after competition. Municipality is responsible for managing, maintaining and renewing the park from its own sources.

Citizens were continuously informed for the project duration at all stages and steps through the following means: municipal web page, mayor’s presence in the public TV, articles in the daily newsletters on local and national level, municipal newsletter, as well as during open days in the municipality.

Necessary resources for practice implementation

To successfully implement such a process, local government should be mature, prepare and should properly implement the democratic process where citizens can speak out and make priorities of the problems in the community.

Enthusiasm is very important as well. Local administration should be aware that they are service for the citizens that they are on disposal for the citizens regardless what the purpose

of question is: budget, tax property, urbanism issues, local development...

In one word, local government has to offer transparent and responsible governance from one side, and to demonstrate capability in implementing decentralization process, which represents major responsibility and accountability towards citizens.

For these projects, as well as for any other project, the municipal council with consensus adopted the decision to co finance project implementation. Municipal participation is 25% of the total donor budget (120.000 €). Amount of the municipal participation is 30.000€.

For the process realization, municipality provided special room in one of the schools put all administrative potential engaged, provided heating, catering, materials for the sessions. All this costs were covered by the municipality.

Applicability of the practice in other units of a local self-government

The practice is one of the most suitable democratic means to involve citizens in local government. Evaluation process was conducted by the donor. Municipality of Gjorce Petrov was given the primate of the municipality that the most successfully and most democratically implemented the program Forums in the community.

Municipality of Gjorce Petrov was pilot municipality in which this project was implemented. In our country, besides in this municipality, the project was implemented in two other municipalities Kicevo and Prilep. Municipality of Gjorce Petrov served as a good example and successful example, and its success was one of the reasons for supporting this project in five other municipalities in Macedonia.

We consider this way of citizen inclusion applicable for problem solving from all areas and scope of work, related with the citizens. Namely, by direct contact and dialogue with the citizens, not only we saw the real face of the problems, but we also managed to find solution for it. Thanks to this project, not all citizens' problems are solved, but we found ideal and universal approach for solving the rest of the problems.

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AREA

**FINANCIAL MANAGEMENT -
INCREASING MUNICIPAL REVENUES**

USING SOLAR ENERGY

Municipality of Kocani

Short description of the practice

Municipality of Kocani started to use renewable sources of energy by posting 4 solar lights in the complex Goceva suma, solar traffic lights on the crossroad that did not had traffic lights and small windmill 1.5 KW.

With this electricity usage was reduced, namely the costs for electricity are covered by the municipal budget, so the costs for street lightening and vertical signalization in the road traffic were reduced.

As 90% of the electricity produced in Macedonia is of fossil origin, this project reduces the greenhouse gases on global level. Furthermore, the installation of these objects also satisfies the need for lightening locations that were previously void of possibilities for the same, secures a safer signalization system in the traffic, and reduces the electricity consumption on locations with installed electricity reflectors (the windmill is used for reflector lightening of the monument). All systems are of closed type; hence, the generated energy is used directly for providing electricity to lights and traffic lights with battery systems during night hours. This did not require larger calculations or special permits from the electricity distribution network for connecting them to the system.

The system is in operation for more than a year and functions without any mayor problems.

Description of the problem resolved with the practice

Problem with energy supplying is becoming more and more actual, and the pollution problems require special treatment of the energy used.

Electricity produced in Macedonia and overall in the world from fossil origin, is vanishing. European Union recommendation are related to renewable energy sources, aiming preservation of the fossil sources, and reducing greenhouse gases

Problem with fossil originated energy is concrete in the past 40 years, with the beginning of the industrialization processes in Macedonia, where primary energy source is coal. It should be mentioned that Macedonia has amount of water resources, as well as plenty sunny days. Costs of the investments for the alternative energy solutions are the reason why this alternative was not considered till now.

The problem affects total population in Republic of Macedonia, in two ways: socio-economical influence, where incensement of the fossil fuel costs is the reason for higher costs for electrical energy and ecologically, by using fossil fuels, which results is enormous gas emission and global warming, therefore consequences on the citizen's health and economy are produced.

On the local level, final project benefits are citizens, traffic participants, investors and students.

Aims and results of the practice

Reduction of the costs for the electrical energy is the most significant contribution from implementation of the project. Indirectly, reduction of the greenhouse gases is additional benefit. Furthermore, climate changes and influences in the economy are additional benefits.

Directly, 6000 citizens on annual bases have positive effect from this practice. They are the citizens that are visiting the complex Goceva suma.

The practice has direct positive effects on the municipal budget. Using the alternative sources of energy reduces the costs for electrical energy. Electrical energy costs are covered from the municipal budget.

Country resources, such as goal are saved by using renewable energy resource. 20.000 citizens in the municipality of Kocani, have direct benefit. Municipal budget is used for satisfying additional municipal needs.

New possibilities for investors are opened.

Local effect is reducing the costs for energy, and indirect effect is promotion of the significance of the renewable sources of energy and the possibilities for using them.

Safety in traffics and visibility in the late hours in low lighted areas are result of the functioning of the practice.

How this practice has been created?

Report on the renewable energy for the valley in municipality of Kocani is the basis for the practice.

In the same report, list of priority projects was given.

Solar cells very listed first, according to the economic efficiency of utilization.

Project proposal was prepared based on the Report on the renewable energy for the valley in municipality of Kocani. Calculation of the investment effects, calculation of the reeducation of the greenhouse gases, was also prepared. In addition, calculation of the investment return was elaborated.

How is this practice implemented?

Solar cells are functioning independently, without major intervention. Same can be said for the windmill used for reflector lightening of the monument.

During the daylight, systems accumulate solar energy and preserve it in batteries. In the evening, accumulated energy is used for lightening. There is no need fro engaging special person to take care of the system.

Investor that will cover financial construction of the project should be involved. Another possibility is bank loans. Companies that will provide services should be selected according to the procedures prescribed in law, with open call for proposals.

Special attention needs to be given to the offered guarantee conditions (minimum 5 years guarantee for the service is needed)

After 6 months from its installation, system is totally independent.

Based on the experience and positive effects from the practice, municipality of Kocani, in the period May – June 2007 provided 18 solar lights on the key of Kocanska River. Municipality funded this initiative from the budget. Total investment costs for the solar lights equal 1.793.000, 00 denars. This is good indicator that the municipalities can finance such practices.

Necessary resources for practice implementation

Financial resources total budget costs for -4 solar lights in the complex Goceva suma, solar traffic lights on the crossroad and small windmill 1.5 KW equals 2.019.618,00 denars. Resources are provided from Ministry for environment and Local governance.

Equipment – Equipment problem is solved with the open call for proposals and the selection of the most suitable offer. Guarantee period should be extended to more that 5 years.

Human resources – Besides physical surveillance of the project, not needed.

Applicability of the practice in other units of a local self-government

Proven economic efficiency of the practice is evident in various areas under municipal authority.

Street lightening, sport halls, places for parking can be illuminated with this system.

However, previous field research should be conducted before implementation of the practice.

This is important especially for the replication of windmill. If there is possibility for fog appearance, practice should be avoided in the areas occupied with fog.

In future, such projects will have even more economic efficiency and investment return rate will be reduced timely.

Economic condition in the country is offering possibilities for implementation of such practices.

European Union recommendations and strategic goals are focused on reducing emission of greenhouse gases; therefore we expect foreign investments and donor support for utilization of renewable energy resources.

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UPDATING THE DATA BASE FOR EVALUATION OF THE PROPERTY TAX

Municipality of Veles

Short description of the practice

Updating the base for calculation of property tax is one of the municipal means to increase budget revenues in the decentralization process. Engaging external and competent unemployed citizens, to estimate the real estates of the citizens and enterprises in order to determine its real, market value, this will serve as a base for tax collection.

Description of the problem resolved with the practice

Since the decentralization process started, municipality of Veles faced serious problems in administration of taxes, such as:

- Uncompleted data base received from Public Revenue Office
- Lack of information and communication technology based system for managing taxes
- Ineffective procedures
- Inadequate budget planning.

Problem exists from July 2005, and affects physical and legal subjects in municipality of Veles – owners of the real estate property, potential investors, as well as department for finance, municipal property and tax administration.

Problem was considered when the old and uncompleted data base could not provide sufficient data for tax estimation. Citizens were not satisfied. Procedures were inefficient. Potential investors couldn't receive the information for the market value of the property.

Aims and results of the practice

General goal is creation of the real data base for tax administration. Specific goals are:

- Creation of the efficient and effective system for tax administration,
- Strengthening the capacities for financial management,
- Realistic budget planning,
- Provision of efficient services in the area of tax administration,
- Provided assistance for the unemployed and
- Improved investment climate.

By implementation of the practice, most of the problems were solved:

- Efficient and effective system for tax administration is created,
- Capacities for financial management are strengthened,
- Real budget planning process is established,
- Efficient services in the area of tax administration are provided ,
- 21 unemployed citizens from municipality of Veles are engaged and
- Investment climate is improved.

Approximately 45.000 citizens benefit from implementation of the practice and approximately 100 enterprises from the region. Municipality increased its revenues from property tax collection, doubled it, and tripled it.

How this practice has been created?

The Mayor initiated the idea. Since 2006, the municipal administration implements the practice, and the municipal development team incorporated the practice in the development plan of the municipality.

Practice is documented; it is fully functional, and widely accepted by the citizens, business community and potential investors.

How is this practice implemented?

Municipality of veles, in cooperation with the Agency for employment engaged 18 unemployed citizens – architects, civil engineers, and technician. All of them attended 10 day training for practice implementation.

After the training was delivered, tests were conducted. The participants that passed the test became members of the Commission for determination of the market value of the real estate in the municipality of Veles. Commission was divided in 6 groups, comprised of 3 members. The group members and the trainers, two months worked on field to estimate the real estate, in order to meet the needs of citizens that bought or celled property, regulated its property inherited or received as a gift, etc.

At the same time, while the commission evaluated the real estate, municipality of Veles and the Agency for temporary employment hired 4 unemployed citizens to work on the data base. Data base was created in a very short time and resulted in increased municipal revenues from property tax collection.

To implement the practice, there is no need for cooperation with partner organization, or external support. Municipality of Veles implemented the practice from own revenues.

Necessary resources for practice implementation

Financial assets – 2.830.500 denars

Equipment – Office equipment, office materials, technical equipment (8 computers, scanner, copier and phones)

Staff – total 28 out of which 7 are employed in the municipality, and 21 are external staff engaged through Agency for temporary employments.

Applicability of the practice in other units of a local self-government

The practice is very easy to implement in all municipalities in Republic of Macedonia.

Key aspects for achieving results are cooperation with Agency of employment, municipal administration capacities, and preparation for intensive activities for estimation of the real market value. Services delivery is more efficient and from more that few months needed to fulfill the process, now the citizens can complete the process in few days.

Applying the practice depends on the willingness of the local representatives to conduct good analyses and to implement the process.

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CAMPAIGN FOR PAYMENT OF TAXES

Municipality of Strumica

Short description of the practice

In compliance with the initiated decentralization processes as of 1st July 2005, the Municipality of Strumica has established a separate Tax Administration Department as part of its Finance and Budget Sector.

The basic goal of the department is to prepare, keep records and collect all local taxes and charges (property tax, communal charges, property sales tax, inheritance tax, tax on gifts, and others). Having in mind the low collection rate of taxes and charges in the previous years (prior to the decentralization), the Municipality of Strumica initiated the process for informing citizens on the manner and the procedure for budget spending, i.e., transparent operation was established as a form for increasing local tax collection.

The results of the process were visible in 2006, when there was an increase of tax and charges collection by 12 % in comparison to 2005.

In 2006, a campaign on informing citizens for the spending was implemented on the local media, the web-site of the Municipality of Strumica and by means of public gatherings in urban and neighborhood units, on which citizens were presented with special brochures (prepared by the USAID Decentralization Project) that provided information for taxpayers.

Description of the problem resolved with the practice

Low level of collection of taxes is the problem in the past few years. Reasons are: lack of information provided to the citizens how the taxes are collected and how the allocation of the revenues is realized; inadequate system for allocation of revenues before start up of the decentralization process (only 6 municipalities received funds)

Furthermore, central government wasn't interested to collect local taxes. All of problems stated above, resulted in low tax collection.

Aims and results of the practice

These activities were implemented throughout 2006, and in the next 2007 they provided the expected results as follows: increased property tax collection by 111.37% in relation to the optimistically projected collection and increase of communal charges collection by 216% in regard to the projected budget income.

Concrete effects from implementation of the practice:

689, 87% incensement o the collection of communal tax compared to 2006

216,38% increase o the collection of property tax compared to 2006,

47,19% increase o the collection of communal tax according to planned percentage for 2007 and

111,37% increase o the collection of property tax compared to planned percentage for 2007.

Effects from the tax collection are evident. All citizens can benefit from it, because the allocation of the tax collection is returned to the citizens by solving infrastructural problems. Revenues collected from the taxes are returned in the economy.

Local economy benefits from implementation of the practice.

Effects from taxes collection are multiplied.

Problems of the citizens are solved; employment is increased, local economy is supported.

How this practice has been created?

USAID Decentralization Project prepared special brochures and leaflets that provided information for taxpayers.

Messages in the brochures and leaflets reached to the citizens. Municipality of Strumica supported the media campaign financially and also contributed to the achieved results.

Possibility given to the citizens to decide on their own for the allocation of revenues, by selecting priority problems on the urban and rural community meetings, resulted in increased awareness for tax payment.

These activities for two years are practiced in the municipality of Strumica

How is this practice implemented?

In the period September, October, urban and rural community meetings are organized. On these meetings priority problems of the citizens that should be solved are determined. These proposals are part of the municipal program for constructive land management.

Requirements for property taxes and communal taxes are prepared in the period March – April, and are distributed to the tax payers. At the same time, the municipality starts the media campaign.

Taxpayers that will not pay the taxes by the end of September will receive notification. Infrastructural projects that the municipality starts to realize in the period April – November, also contribute to the collection of tax payments.

Necessary resources for practice implementation

To implement the practice, units of local self government need to provide minimal financial resources, education of the staff for correct and pleasant attitude towards tax payers, and continuous informing of citizens how their money is spent.

Applicability of the practice in other units of a local self-government

All units of local self-government without any limitation can implement the principles of transparency that will result in increased tax collection and improved quality of the services provided.

Municipality of Strumica has only one goal – to function according to citizens needs.

Therefore, the activities that citizens are requiring are being realized.

Our conclusion is that feedback between municipality and citizens is a precondition for

awareness rising of the citizens to pay local taxes. Increased percentage of tax collection results in increased quantity and quality of the problems solved.

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UPDATING THE PROPERTY DATABASE BY AUTOMATED DATA PROCESSING

Municipality of Bitola

Brief description of the practice:

Valuation of the immovable property on the territory of the Municipality of Bitola is performed by means of visit and at-the-spot assessment in compliance with the Methodology for valuation of immovable property adopted by the Government of the Republic of Macedonia and announced in the Official Gazette no. 65 / 2005.

The Commission comprised of local administration employees and external associates is making field visits to property owners and verifies the accuracy of data provided/ collects new data on immovable property. After data is collected in the field, the same is processed by a previously designed software application and the amount of the property tax is immediately calculated, the same being real and verified. The implementation of this practice respects the right to equal treatment for all citizens in front of institutions and at the same time it increases the LSGU income, hence enabling funding for projects of public interests.

Description of the problem resolved with the practice

Unreal and inaccurate database as a base for tax collection, unjustified the owners of the immovable property, and the local government.

None updated database is the reasons for such problem.

Municipality of Bitola becomes aware of the problem when the database from the Public Revenue Office was undertaken by the municipality, November 6, 2006.

Problem is addressed to the municipality of Bitola, as well as to the taxpayers. Situation of unreal and unequal taxation in the municipality is a reality. Some of the citizens pay taxes according to the real market value of their property, and some of them are privileged and pay less, or don't pay at all.

Municipality is not able to realize its tax revenues. Therefore it can not invest in infrastructural projects, and without infrastructural projects, there are no conditions for local economic development.

Aims and results of the practice

Increased incomes and increased project realization are the direct consequences from updating the database for tax collection.

Respected is the right for equal treatment of all tax payers.

Indirectly, all citizens (100.000) in the municipality of Bitola have positive effect from implementation of the practice. Tax collection from property tax is increased for 56.3%; revenues are increased for 37.3%.

Positive effects also have private and business sector subjects, which indirectly feel the effects through solved infrastructural problems, development of the tourism and realized projects.

Revenues obtained from practice implementation are increasing the municipal budget, and the possibilities for investment in projects for citizens and the local community quality of life improvement are open.

How this practice has been created?

Idea is initiated in the department for revenues administration in the municipality of Bitola, as a result of the analyses of the current database and calculation of the partial examples for evaluation of the data.

Practice is achieving the goal of each municipality – to increase own revenues and to be financially independent.

How is this practice implemented?

Special Commission for estimation of the real estates, consisted of employees from the department for revenues administration, and externally hired coworkers, architects by vocation.

On the spot, they gather the information for the property and fulfill special forms. These forms are delivered to the technical operator, who is responsible for evidence of the data, and by using special software program for calculation of the market value of the real estate, the data base is created and the base for tax collection is determinate.

Commission was formed on the proposal of the municipal Council. Special attention was devoted to its organization, coordination and control of the actives undertaken.

Necessary resources for practice implementation

Financial resources: Less than 10% of the increased effect from the incensement of the revenues only in the first year of implementation, while planned effect in all upcoming years of the implementation of the practice, will reach 100%.

Equipment – One transportation vehicle is needed for transport of the members of the Committee to the final destinations.

Staff – If possible, 1 member of the group should have knowledge, degree in civil engineering or architecture, while other group members should have appropriate education

Practice is possible to be implemented with own resources, if the municipal administration is well equipped. For the practice realization, in municipality of Bitola, was engaged 20-25 persons, members of the committee groups. Parts of this group were also municipal administration employees, and part was externally engaged experts, hired on a temporary bases.

Applicability of the practice in other units of a local self-government

Municipality of Bitola practice is totally applicable and recommendable for all units of local self-government. With this activities, totally completely organized by the municipality, incomes of the municipality can be increased, based on the Law determined rights and obligations for the municipality and for the citizens. Multiple effects are achieved.

First, it is respected/obliged the rule for equal treatment of all citizens. No one is privileged; no one feels that is not treated equally. No one feels unsatisfied.

Second, Municipality manages to realize the budget in the income part, and possibility is established for real budget projection for the upcoming year.

Third, units of local self-government obtain assists for program realization. The Program was the reason why citizens voted for, and it wills the reason for another victory on the next elections.

Fourth and the most important, gathered money from the citizens are spent for realization of the project for citizens. Projects such as infrastructural, water supplying systems, school and similar are being realized. From these projects, local community benefits the most.

Fifth, this practice requires only one initial investment, and the fruits from the practice implementation are gathered in the upcoming years without any limitation.

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UPDATING THE DATABASE FOR TAX PAYERS

Municipality of Karbinci

Short description of the practice

Creating the database for tax payers enabled obeying of the principles for transparency that largely contributes for fair taxation of the property with similar characteristics. Also, taxation system and tax policy of the municipality are widely accepted and greeted by the citizens. Citizens are convinced for the proper taxation, by respecting the principle of all equal. Results are more than obvious. Municipality with all its available legal mechanisms managed to increase the collection of the taxes and the collection of the unpaid taxes in the past, and even more important, and managed to convince citizens to understand the important role to pay taxes for the local service providing by the municipality.

Description of the problem resolved with the practice

Target group of the practice are tax payers whose properties are located on the territory of the municipality of Karbinci. Very often, there are cases citizens to pay various amount of tax for very similar or equal market value property. Due to this, some tax payers are privileged compared to the others, and some tax payers are disappointed, unsatisfied and unwilling to pay its tax obligations. This situation resulted in horrible percentage of collection of taxes.

The problem occurred since 2005, when the municipality overtakes the local tax administration within the decentralization process. In order to overcome the problem, in 2006, ten committees

For evident ion of the immobile property were created. Committee from the municipality estimated the immobile property. These activities resulted in database for the immobile property located in the municipality, damaged objects, changing of the property status and new properties existing, but not included in the taxation process.

As a result of the conducted practice, determination of the real market value of the immobile property, the municipality posses accurate data for real activities planning.

Aims and results of the practice

Main reason for the practice implementation is the unreal base for taxation (delivered 826 tax payment bills, and 12 communal taxes bills, meaning 64.860 denars involved 1372 households and 104 legal entities according to the Census). There for, it was necessary to renew the tax payers' base and to create real base for taxation.

As a precondition for the activities for updating the municipal database, was purchased equipment (hardware and software) and trainings were held for the employees in the financial department within the project for successful decentralization, financed by the United Stated Agency for International development.

There is no concrete project documentation for the proposed example. Project has been initiated from the need for updated database. In order to be achieved the ultimate goal, it is necessary to pass certain amount of time, but the upcoming results should not be underestimated. Municipality possesses relevant information for all tax payers, and based on the database; municipal incomes from tax collection are increased. Encouraging is the fact that most of the citizens and legal entities are supporting the established practice. The practice is implemented for more than one year.

How is this practice implemented?

Having in mind the fact that major municipal incomes originate from collection of the immobile property taxes, one of the citizen's legal obligations toward municipality is the payment of taxes. Namely, Law for the property tax, (Official gazette of the Republic of Macedonia, no. 61/04) prescribes the taxation of the immobile property tax, taxation for the inherited property and taxation rates regarding selling or buying immobile property. Each of these taxes is separately elaborated regarding subject of the taxation, tax rates, as well as tax releases. Since municipality of Karbinici faced difficulties in determination of the exact numbers of tax payers, the decision for committee establishment was brought, field observations were conducted and citizens were trained in the property tax obligations.

For the purpose, municipality of Karbinici, set Committee responsible for determination of the market value of the real estates, according prescribed Methodology for determination of the market value and International standards for estimation, which represents base for calculation of the property tax.

According to the article 39, Law for property tax, Official gazette of the Republic of Macedonia, no. 61/04, municipality of Karbinici, is responsible for registering completely immobile property that should be subject of taxation, regularly updating the one, in order to be obtained updated and real database of the municipal property tax. Evidential of the new objects, subject under taxation, is ongoing process. Municipality of Karbinici, is cooperating with all related institutions, organizations that have the data necessary for achieving the final goal.

Results achieved

Generally speaking, implementation of the practice solved the problem. What should be done is ongoing updating of the database. There are taxpayers registered in the municipality of Karbinici, but their property is located in the neighboring municipalities, so clear picture for the taxpayers is still impossible to be determined. Exact number of the citizens that feel the positive effect of the practice is not calculated. However, increasing of the tax collection percentage is evident. In 2007, collected tax incomes 688.259 or 55.1% from the total tax, compared to 2006 when were collected 126.766 or, 14.7 % from the total tax incomes that equals 865.000

Municipal revenues are increased that contributes to the performance of the municipality.

Necessary resources for practice implementation

Updating the database for tax payers practice was conducted thanks to the additional engagement of the three employees in the department for financed and tax administration, and external coworkers, distinguished citizens (10), hired to support the practice.

Invested are 24.000 denars, from the municipal budget, for the following items:

- Costs for external coworkers 12.000 denars;
- Costs for copies 9.000 denars;
- Transportation costs 3.000 denars.

From the department for finance and tax administration computer equipment (hardware and software) for the practice realization is used (three computers, and one laser printer)

Applicability of the practice in other units of a local self-government

Keeping in mind the fact, that utility from the practice depends from the citizen's satisfaction after realization, from its successful implementation and willingness of other units of local self-government to replicate it, we considered the proposed practice relevant for achieving certain standards and for improving the quality of the services provided. Due to this, experiences for transferring in other municipalities are expected.

Every local governance ultimate goal is to provide high quality in service provision. One way to do so is exchange of experiences, best practices between units of local self-government, in order to have satisfied citizens and successful implementation of the decentralization process especially fiscal decentralization, and increased citizen's trust in the decentralization process.

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RECONSTRUCTION OF THE EX ARMY BUILDING

Municipality of Kriva Palanka

Short description of the practice

Administrative building, in the past belonging to the Army, in the last few years, existed without any purpose; meaning wasn't used at all, and as a result, in a very short period of time, was ruined.

With the project, overtaking of the building for 30 years is anticipated, revitalization and reconstruction of the building, and new concept for further purposes of the object utilization.

Financial construction for the project is calculated. In cooperation with the Mayor of the municipality of Kriva Palanka, Dragi Trajcevski, and the local economic department in the municipality, decision for applying with this project for utilization of the cross border funds was made. Project was accepted as a partner project with the municipality of Dupnica, from Bulgaria.

Same project was supported from the government of Netherlands, and also municipality of Kriva Palanka co financed the costs for establishing Tourist information centre within the project "Mountains are giving hands to each other", and the rest of the object was financed by municipal own resources. The roof was renovated completely, facade and interior as well. Development concept required engaging two persons to secure the building.

5 building facilities are rented in order to obtain sustainability.

Description of the problem resolved with the practice

In the transition period, Army of Republic of Macedonia, in order to function more effectively and economically, started to define the status of the objects in own possession, that were no crucial for functioning of the army. Therefore, the objects overburdening the army budget should have been solved. This problem exists from independency of the country till nowadays. The object, covered with this practice is located in the centre of city, as most of the army properties.

Beside Army of the Republic of Macedonia, with this problem are concerned the local governance, the city of Kriva Palanka, and the citizens that are not willing to allow such building to be ruined and forgot. Thanks to the good cooperation with the Army of the Republic of Macedonia, solution that will make each party in the process satisfied is agreed on.

The object is renovated, it becomes symbol of the city life, and most important, object is saved from devastation. New employments are secured, and the budget for further existent ion.

Aims and results of the practice

Preserving the building in its original structure is the most important benefit from the project, along with established cooperation with several institutions (state institutions)

All of them illustrated their capability to implement noble and effective practice, defined as

preserving and revitalization of one old building, but at the same time, the building has a new role in active participation in the city life of the municipality of Kriva Palanka.

Positive effects from the practice are feeling all citizens in the municipality. Establishment of the tourist information centre within the project “Mountains are giving hands to each other”, all other tourist and guests in municipality of Kriva Palanka, will feel the benefit.

Rental of 5 facilities, produced direct income flow in the municipal budget, and it is expected the income to increase when the overall process of renovation of the building will finish.

How this practice has been created?

The idea was initiated in one seminar/workshop, where participants were given assignment to create real example, possible to be realized, with resources that at present are not available, and the example should involve wider circle of participants.

This idea, by the workshop moderators was evaluated as exceptional. This was motivation for finding solution for further practice implementation.

In cooperation with the Mayor in the municipality of Kriva Palanka,

The Mayor is also supporting the idea. The elaborate for the building was developed and the Government of the Republic of Macedonia decided to allow the municipality to overtake the management of the building in the next 30 years. This solved all the dilemmas at the beginning.

In addition, in cooperation with the Mayor, and the department for local economic development, start up of the application process and gathering of all related documentation is initiated.

Possibility to apply with such example was offered in the cross border component of the European Union assistance. The technical documentation and finishing the application followed up.

Partnership approach of the municipality of Kriva Palanka with the Municipality Dupnica from Bulgaria is highly evaluated and accepted.

How is this practice implemented?

The building is functioning as and administrative and business centre. Tourist information centre and restaurant (the restaurant will start to serve national dishes, and its concept is to become national restaurant) are settled in the building. The building original form and facade are considered in the project technical documentation preparation process. However, the building is modern centre adapted to the modern needs and administrative working environment. Municipality of Kriva Palanka manages the object.

Conducting and realization of such an example, requires idea and lot's of coordination activities, with all relevant structures whose support helped successful realization of the concept for modern building in the centre of the municipality.

Achieved results from implementation of the practice

In the same base of the concept, public utility of the building is considered as biggest achievement. Tourist information centre is the missing link in the successful development of

the municipality as tourist centre. This concept is upgraded with promotion and functioning of the walking road, as well as possibilities for development of the Mount bike tourism, rural tourism, and alternative tourism. It is very important that the project is continuously upgraded and developed.

In the same object, offices for rent are service oriented, meaning improvement of the citizens needs. Conception for the object anticipates further transformation and closing the cycle with opening of the museum of the municipality of Kriva Palanka.

Municipality of Kriva Palanka, tourist sector have positive effects from implementation of the practice. Employment rate is increased.

Local government preferred to conserve the object. In order to achieve total functioning of the object, special attention should be given to the financial effect, city promotion and employments. Cooperation with foreign partners, government of the Republic of Macedonia and other institutions is also very significant segment from implementation of the practice.

Necessary resources for practice implementation

Financial resources: Totally 6.150.000.00 denars or 100.000 EYP

OEquipment : Office materials

Staff: Two employees hired through the local government

Practice can be implemented with own resources, if the unit of local self-government posses sufficient financial resources. Otherwise, support from donors or other relevant institutions is a must. In the concrete case, funds were received for renovation of the Tourist information centre 3.050.720.00 amount in Euros 49.611.67.

Applicability of the practice in other units of a local self-government

It is understandable that such an example can be replied everywhere. Good idea and its development through the institutions of the system are necessary.

What should be especially stresses is involvement of all relevant structures of the Local government starting from the Mayor. The Mayor should present the idea in from of all partners and supporters of the idea, such as Governmental institutions, non-governmental organizations, employees, citizens, foreign foundations and other partners and regional cooper ants. Coordination with wider number of participants from various profiles, is also very much important, and should be established from the beginning. Well established cooperation will last for a long time with positive effects.

Additionally to this, current situation and changes in the legislation are supporting such practices.

Necessity for attracting foreign investments and investing in development is contemporary condition in the country. The same example can be replicated in many cases, especially in the regions with limited financial resources. These regions must conduct strategy for development.

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YOUTH URBAN COUNCILS

Practice in Municipality of SHTIP

Short description of the practice

The absence of young people from the process of decision making is more than evident, they are absent from creation of public politics and, generally, from overall social life. A high level of apathy that affect a young man derives from a social changes during the period of transition in Republic of Macedonia, from high percentage of unemployed people, from nonentity of a moral value system. There are no forms of organizing of the young people, no forms for their animation, so they are left on the margins of social living, living their own life as they know, every single individual by his/her self, not aware about personal capacities, with no self-confidence and capability to affect on their own future. In fact, there is no recognition and confidence in young people as a constructive element in the process of decision-making on local level.

It happens rarely to affirm some question related to the problems, needs, and preferences of the young people, and, even when such question is raised, there is always someone else who makes decision in their name. For sure, we must stress the impact which political parties have over the everyday life of young people.

The Municipality of Shtip, in partnership with PPC Shtip, made a step further in organizing of young people, through establishing of Youth Urban Councils and it is expected, during the next elections for the Councils of Urban Communities that are members of the Youth Urban Councils will become equal members of those Councils.

Description of the problem resolved with the practice

There are 14 Urban Communities on the area of Municipality of Shtip, and the number of their members ranges from 7 to 13. The structure of the Councils is consisted of persons at the age of 35 and above. There is no a single Urban Community which involves young people who would act in direction towards discerning and representing of their problems as well as to seek for opportunities for solving.

We think that Urban Communities are the basic cells of a municipality, and we consider them as a way through which the social live should be organized. Improving the social life of the young people demands that they take a part in the decision making process, within the Urban Communities. Young people should be informed about the acting and performance of Councils of Urban Communities.

The inclusion of young people in a social life by forming of Youth Urban Councils will also allow a building of their capacity for future activities concerning the issues related to young people, as future members of the Councils.

Aims and results of the practice

In one of the Urban Communities, "Senjak", there is a member of a Youth Urban Council who is already engaged in the Council of the Community. Last elections that were held for

presidents of Urban Communities show that there is apparent shift in age structure, i.e. there were elected presidents at the age of 28-38.

Approximately, 140 young people were informed about this idea, and 78 of them are members of Youth Urban Councils. It is strengthened the consciousness of the young people about the fact that through their active involvement in Youth Urban Councils they will get opportunity to intervene in resolving the problems that relate to young population above all, and also to get actively involved in finding solutions for the problems of the Urban Community in which they live. Young people again feel confidence that there is a place where they can speak up their mind and where they can insist on some things to change for better. Local Self-government is regularly updated with concrete information about the living in Urban Communities and about the problems and reflections of young people that inhabit them, which enables accurate planning and performing activities for improvement of living conditions. Additionally, the Local Self-government provides it-self with a strong partner to whom it can count on during the initiating, planning and performing activities for improving of living conditions. It is planned that Youth Urban Councils should also be a strong partner of the institutions located in Urban Communities, like schools, kindergartens, and sport clubs. From this year on, an idea is accepted that within the cultural manifestation Shtip Cultural Summer, a part of activities, that is, cultural manifestations, to take place in Urban Communities, which will yield a greater level of instantaneousness.

The organizational structure that has been created had positive effect on the young people from rural areas, in regard to their organizing and future joining in favor of defining of local priorities in interest of young people and creating of local youth politics.

For the first time, young people are able to come out as a team in front of the publicity. The strengthened self-confidence and conscience about the necessity of organized, canalized, and common representation of needs of the young people thought out the planned trainings. An agency has been incorporated into UC, agency that stimulate to continuous proposals and implementation of activities for upgrading of overall living in Urban Communities, as well to make a pressure over institutions for faster overcoming of existing problems. For direct influence over a proper projection of a Municipality budget there is a need for ensuring the resources for their solving, faster development of Urban Communities in right direction, and via them of the Municipality as a whole.

How this practice has been created?

Municipality of Shtip has 50.000 inhabitants, out of them 80% live in town. It has 14 Urban Communities with 7-13 members of each of the Councils. In the frame of the project "Identification of conditions in Local neighborhood communities in Republic of Macedonia", financially supported by OSCE Mission in Skopje, as a project "Together towards cleaner environment", financed by REC, Hungary, PPC Shtip organized individual meetings in each of the Urban Communities. It was noticed that the structure of the Councils consists of individuals who are older than 35. There are no representatives of young population in any of the Councils.

For the implementation of this objective, a project proposal was prepared. All activities were accomplished in an anticipated deadline. This project, namely, the problematic is a part of a draft-version for local strategy for young people. The implementation of activities lasted for six months, but nearly two years after the constitution of Youth Urban Councils, they function successfully. Councils are the basic cells of a municipality that take care of organizing of the local population about the matters concerning infrastructure and communal hygiene,

cultural, educational and sport activities. Unfortunately, in these decision-making structures, the young people are not included.

There is a need of involvement of young people and their active participation in decision-making process. Their involvement through forming of Youth Councils will enable the building of their capacity, for future engagement in Urban Communities, as future members of Councils of Urban Communities.

How is this practice implemented?

Activities for implementation of the practice involve designing and printing of informative leaflets, the initial meeting with the presidents of Urban Communities and preparation of a program for foundation of Youth Urban Councils. This is followed by constitution of Youth Urban Councils and preparation of the Statute of the Youth Urban Councils. When all this is done, the demands of the Youth Urban Councils are presented before the Urban Communities Councils and the common platform for action in each Urban Community is prepared by the Councils of Urban Communities and Youth Urban Council.

If the practice is multiplied, it is better to build cooperation with local organizations. The practice could exist only if there are basic performance conditions for the offices of Urban Communities.

Necessary resources for practice implementation

Implementation of this project idea was enabled with financial support by FIOSM and the World Bank which granted the grantee with 246,450.00 MKD and PPC Shtip participated with 12,500.00 MKD. The overall budget was 258,950.00 MKD. The whole project was realized in partnership with the Municipality and NGO Center for Permakultura Peace building Shtip.

Applicability of the practice in other units of a local self-government

There are actual conditions for multiplication of the project idea in other municipalities, in cooperation with local self-governments and non-governmental organizations. It is the fact that, on one side, conditions in Urban Communities in almost all of the municipalities is similar and that the problems of young people, on the other, are nearly identical everywhere, as well as this is the only example of activity for involving the young people in basic cells of a social life. All this mentioned above clearly shows that this example can successfully be multiplied in other municipalities in the state. There is a common need of encouraging young people to be active, and is so of the revival of the Urban Communities. This is an example that shows how to put young people in situation in which they are able to make a contribution for satisfying their needs and in solving problems that are of their own interest.

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PARTICIPATION OF CITIZENS IN BUDGET ADOPTION AND MUNICIPALITY PROGRAMS

Practice in Municipality of VELES

Short description of the practice

The passing of Budget and activity programs of Municipality of Veles runs in two phases: Draft and project proposal version. After the draft version, there are organized public discussions with local and urban communities, representatives of the local institutions and agencies and civil associations.

Description of the problem resolved with the practice

This problem existed since 1991, as a result of the lack of transparency and accountability in financial managing, lack of conditions needed for a citizens' participation in decision-making, and because of insufficient communication between the municipality and the citizens. This problem has occupied the members of the Council of Veles Municipality, directors, and employees in local institutions, institutions, and public companies, members of LC and UC, NGO members and citizens of Veles.

The lack of conditions for citizens' participation in passing the documents of strategic relevance (the Budget and programs for activities in the Municipality) in the last period, stroke reactions and distrust among the citizens regarding the accountability of the municipality in managing of public finances. All this deepened the gap in communication between the citizens and the municipality, and had negative reflection on development of a municipality.

Aims and results of the practice

General purpose of the practice was expanded participation of citizens in passing the Budget and activity programs of the municipality and specific goals are as follow: Providing conditions for citizens' participation in passing the budget and the programs, increasing of transparency of the municipality, strengthening the accountability, improvement of communication with citizens, and deepening of cooperation with civil associations.

With the introduction of the practice were created conditions for citizen's participation in the process of passing the budget and the programs, the transparency of the municipality is increased, the communication with the citizens is improved, the accountability is reinforced and the cooperation with associations and citizens is deepened.

Following institutions are involved in implementation of the practice: The Council of Veles Municipality (23 members), 14 urban and 19 local communities, 16 local institutions and agencies, 2 public companies, 35 NGOs, 6 mediums, and- potentially- all of the Veles citizens (55.108).

The practice has positive effects over the Budget and other resources, by regular and proper planning and priorities defining. Citizens' participation in identifying of priorities on spending the budget resources is a contribution to an objective structure of the budget.

How this practice has been created?

The practice is a part of Local Agenda 21 of Veles Municipality, its conception started from a mayor, there is a project documentation which is totally functional and public discussion are held since 2002.

Organizational activities get better from year to year, and problems are solved by increasing of the openness and opportunity for involving the citizens into the organization. Is this practice yet in its testing period, or is it already in regular use? The practice is in regular use (public discussions are held each year in December).

The practice is adopted by citizens and is often pointed as a positive example of transparency, by representatives of domestic institutions and international community.

How is this practice implemented?

The Municipality of Veles and the Foundation for local development and democracy, FOKUS, every year in December organize public discussions. Public discussions are organized by draft-documents: the Budget of Veles Municipality and programs for municipality activities in area of the urbanism and communal issues (arrangement of building spots), local economic development, education, culture, sport and youth, cooperation with NGOs, fire protection, promotion, and communication with the public, and international cooperation.

Public discussions with the institutions representatives, institutions, local and urban communities, NGOs and mediums are held in the big hall of Municipality of Veles. There is organized transport for participants from the inhabited places. The materials for public discussions are in digital or printed form, and are distributed among the participants at least a week before the public discussion. The municipality prepares a Power Point presentation that enables a clear overview of the documents and is presented by the Mayor on a public discussion. Every constructive remark by citizens-participants is incorporated in the proposal-version of the documents, which are agreed by the Council of the municipality.

Practice performance requests providing of space, making of invitation cards and materials, printing and distribution of materials, preparation of the Power Point presentation, organizing the transportation of participants, performing the public discussions, incorporation of the conclusions in the proposal version of the documents and adopting the documents by the Council of Municipality.

Accomplishing of the practice requests other partnership organizations and especially participation of the civil sector. In past 4 years, Foundation Fokus (former CPNVO) took active part in organization of public discussions.

The practice is sustainable, and doesn't depend on outer support.

Results of the practice implementation

Implementation of the practice greatly overcomes the very problem it was created for- the transparency and the accountability of the municipality have been enhanced. There have been created conditions for larger participation of the citizens in decision-making and the communication between the municipality and the citizens has been enhanced.

A positive effect for the municipality is in a clearer picture about the needs of the citizens, which is of a great support in the process of planning of the Budget and municipality activities.

Necessary for practice implementation

Financial resources- 26.000 MKD in total

Equipment- A hall with 200 seats, sound reinforcement system, LCD projector, 1 vehicle for distribution of the materials

Personnel: 8 people in total: 2 coordinators of municipality activities, 2 coordinators of the Fokus Foundation, 1 person for communication with the media, 1 driver for distribution of a materials, 2 persons for preparation of a Power Point presentation.

The practice can also be performed with the own resources only, but it is preferable to have a partnership organization which will grant its resources on a dispose, like the Fokus Foundation did it, for organizing of a public discussions, with a support by FOSIM.

Applicability of the practice in other units of a local self-government

Organizing of the public discussions on the Budget and programs of the municipality is an example that is readily applicable in all municipalities in the Republic of Macedonia. Against the fact that municipalities have no legal obligation of organizing a public discussions on the budget, this way of communication with the citizens as a tax payers can have a great impact on establishing the principle of transparency in municipality affairs.

Municipalities can organize public discussions on their own expense, or as a project activity supported by donors. It is of a great importance that municipalities, in a name of tenability, can be capable to organize public discussions with their own resources. The Municipality of Veles organized its first public discussions with its own resources, and after that the FOKUS foundation came as a support. As a contribution to the tenability, there is also a potential for the use of own municipalities' resources (room, human resources, available equipment). Municipalities may also upgrade the practice with own ideas and approach that will be appropriate for demands of the citizens in their local communities.

Responsible person for the implementation

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INTRODUCTION OF A GENDER CONCEPT AT LOCAL LEVEL

Practice of Municipality of VELES

Short description of the practice

In accordance with international strategic documents and conventions for inclusion of gender equality in the mainstreams, politics and practices, for a first time in Macedonia a Commission for equal opportunities was formed and the first Office for equal opportunities between men and women was opened. The office was open by initiative of the Union of the women organizations, in cooperation with a Department for gender equality at the Ministry for labor and social politics, and OSCE.

Description of the problem resolved with the practice

The problem that is solved in practice is the absence of information and concrete activities about the implementation of a gender concept, which was a reason for dissatisfaction at the subjects who had certain knowledge in this field.

This problem exists since the independence of the Republic of Macedonia and is particularly significant in past few years, when the consciousness about the needs for introduction of equality among sexes and for introduction of a gender concept grew.

Solving of this problem involves Commission for equal opportunities, Council of Municipality of Veles, Municipality administration, civil associations, media, and citizens of Municipality of Veles.

The problem has been manifested through limitation of public job announcements and services, as well as the process of decision-making, all of which didn't included the gender concept in itself, what caused the increase of distrust at the female population in institutions and local self-government, which in turn had a negative impact over general performance of the municipality. The lack of information resulted with insufficient recognition of the problem by above mentioned target groups, and therefore, with a weak capacities for implementation of the highest European and world standards for application of a gender concept.

Aims and results of the practice

The general aim of the practice is promotion of the gender concept at the local level, while specific aims are respecting and promoting of the women rights, as a part of universal human rights, promotion of the gender equality in decision-making processes, enforcement of the institutional capacities and mechanisms for a gender perspective and incorporation of a gender concept into systematization act of the Veles Municipality.

The introduction of a practice consists of establishing of the Commission for equal opportunities, opening of the Office for equal opportunities, making of the Action Plan for gender equality at local level and gender education of the Council of Veles, municipality and of municipality administration. In addition to this, the awareness about gender roles was enhanced, the European and world standards for gender equality were practiced, capacities were reinforced and institutional cooperation was developed, as well as the cooperation with a non-government sector, and gender concept was incorporated into the systematization act.

This led to improvement of the state of recognition about the importance of a concept of gender equality, both in publicity and responsible local officials. A large number of subjects increased their participation in activities that are taken on this plan.

How this practice has been created?

The idea originated from the NGO “Union of organizations of women of Macedonia” and the Department for equal opportunities at MLSP and the Municipality of Veles, and there is a complete project documentation about the practice. The practice operates since 2005 and is a part of a National strategy and the Action program of the Commission for equal opportunities.

Thus far, the implementation of the practice didn't show any problem in its performing, it is in a regular use, and it is generally accepted by all structures and institutions.

How is this practice implemented?

After the civil initiative for promotion of gender equality at local level, the Commission for equal opportunities as a part of the Council of Municipality of Veles is a regular working group. There are five members of the Commission- three man and two women, from five political parties that participate in the work of a Council. For administrative support of a Commission, the first Office for equal opportunities was opened and the first Action Plan in the Republic of Macedonia was prepared. The program of the Commission comprises a series of strategic goals for gender equality. Information and reports for activities organized by the Commission are regularly sent to the Sector for equal opportunities at MLSP. There were realized a number of trainings, tribunes, public discussions, round tables, campaigns and project for incorporating of a gender concept at local level.

Intensive cooperation with civil associations and net cooperation with commissions at national level was developed. The work of the Commission is the most successful example in Macedonia, and the results are presented both at a national level and to representatives of the international publicity. The Office for equal opportunities took part in a preparation of a Handbook for practice of the commissions, supported by OSCE. The gender concept is incorporated into the systematization act. The application of the practice went through following activities - forming of the Commission for equal opportunities, providing a place for the office, organizing training for gender sensitiveness, media coverage of the activities and printing of promotional material.

Although this practice can be performed with the municipality resources and is self-sustainable, for the purpose of greater efficiency, rising of the level of awareness and continuing the actualization of a question of gender equality, a participation of partnership organizations is preferable.

Requisite resources for practice implementation

Financial resources- 550.000,00 MKD

Equipment- Office equipment, personal computer with internet, printer, telephone and fax machine

Personnel- One municipality coordinator and five members of the commission

In this case, the practice was supported by OSCE, which allocated resources for assistance of the activities of the office.

Applicability of the practice in other units of a local self-government

The practice is easily applicable in every municipality in the Republic of Macedonia. The capability for its application is reinforced by legal regulation that demands all municipalities to implement a gender concept at local level. The only risks for implementing the practice are the spatial conditions in the municipalities, which require one office and human resources for administrative support of the gender concept. Moreover, the application of the practice demands a political will of a local self-government for acceptance and application of legal obligations and established standards in regard to the gender concept. If all prerequisites mentioned above are accomplished, the practice can be established in all municipalities in Republic of Macedonia, at very short period of time.

Responsible person for the implementation

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ANNUAL REPORT OF THE MUNICIPALITY WORK

Practice in Municipality of VELES

Short description of the practice

Municipality of Veles is the first municipality between all municipalities in Republic of Macedonia that published the complete annual report for its work, for 2003 and 2004 evaluating the principle of accountability and transparency in its work as priority in the process of ensuring the effectiveness and efficiency in the services for the citizens.

The report that was published with the support from the donors was composed of narrative and financial overview of the implemented programs, projects, activities, and execution of the Budget of the Municipality. The distribution of the report raised immense interest at the citizens of Veles, as well as at the donors and the representatives of the international community which are supporting the development of the municipalities in Republic of Macedonia. This quite positive experience gave support to the municipality to continue the application of the principle of transparency in its work, besides the constant lack of financial means. The annual report of 2006 was created with the support by MCIC.

Description of the problem resolved with the practice

The lack of information about the municipality's work, the way how the money are spent and the lack of knowledge about the basic citizen's rights - municipality service users and tax payers that are filling the municipality treasure, created citizens disbelief.

Without concrete information about the municipality budget structure and manner that the financial means are used for certain program activities, the citizens were not able active to participate in the budget creation for the next year and to use the opportunity to participate in the process of decision-making.

Aims and results of the practice

The aim of the practice is promotion of the approach towards transparency and accountability and creation preconditions for the citizens participation in the process of decision-making and specific objective is preparation, printing, and distribution of the Annual report for 2006.

Prepared and printed Annual report for 2006, realized distribution to the citizens, and ensured participation of the citizens in the public debates for the budget for 2008. Enlarged municipality's transparency and accountability; strengthened donors and citizens' trust.

Positive effect of the practice has 6.770 households or all citizens from the Municipality Veles (55.108), while the municipality with the provided donor help saved 160.000 MKD. Other subjects who have positive effects are the business community, citizens association, media, students, and experts, web site users, donors and the representatives of the international community.

With the practice implementation, the local self-government enjoys huge trust and participation of the citizens in all of the activities for local community development. The employees in the

municipality gain practical experience with the application of the principle of transparency and accountability in its work.

How this practice has been created?

The project initiative came from the Mayor and the Macedonian center for international cooperation - MCIC; it is embodied in the Agenda 21 of the Municipality Veles and the program for promotion and communication with the public for 2007.

The practice is regularly implemented since 2003, and for this example from 2007 there is project documentation for the practice.

How is this practice implemented?

On the base for the Contract for the project support, signed between Macedonian center for international cooperation - MCIC and Municipality Veles, about the implementation of the project "Transparent local self-government", Municipality Veles prepared the "Annual report for 2006" for the work of the municipality. The project was implemented by the team from Municipality Veles who prepared the content and the graphic design of the report.

The report was prepared at the end of July, and the first samples were printed at the beginning of August, 2007. In the report distribution up to 6770 household, participated PCC "Derven", whose employees delivered the report to the households together with the month bills.

Around 300 report samples are distributed to the Citizen Service Center, and the electronic version of the report was published on the municipality's web site and was presented to the media.

The activities that are necessary for the implementation of the practice are choice of the team, which was responsible for the project implementation, preparation of the content, project graphic design, printing, and distribution.

Support from the partner organization is welcomed, especially if they belong to the citizens sector, as well as external support for the municipalities that still are facing with lack of financial means. In the phase of sustainability and enlargement of the possibilities for development, the municipality can implement the practice by her self.

Necessary resources for practice implementation

- Financial construction for the complete implementation of the project is 320.000,00 MKD;
- Equipment: The existing municipality equipment was used (2 PC and printer);
- Personnel: Team composed of three members, employed in the municipality administration

The practice can be implemented only with its own resources - in this case the Municipality Veles found 160.00 MKD, and the same amount (160.000 MKD) was provided by MCIC.

Applicability of the practice in other units of a local self-government

The publishing of the Annual Report is practice that is applicable in all of the municipalities. Still the approach from organization up the implementation can differ at all municipalities. The core issue is the presentation of the information and data which can be easily understood by

the citizens. It is especially essential for the municipalities to apply the practice of cooperation with the citizen sector of such projects as common acting will strengthen the citizen's trust as well as donors and potential investors.

In the process of practice dissemination we should consider the fact that all municipalities possess the necessary minimal human resource for the implementation of such project activities. The practice dissemination is possible via newly established network of the ZELS for people for public relations in the frames of which can exchange data about the application of the practice and its principles, transparency and accountability in all municipalities in Macedonia.

Responsible person for the implementation

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PROCESS OF PREPARATION OF THE STRATEGY FOR THE LOCAL DEVELOPMENT

Practice in Municipality of NEGOTINO

Short description of the practice

Through the UNDP project in Municipality Negotino in 2005 the process of strategic planning and preparation of the Strategy for local development. The team was trained by local trainers for the implementation of trainings for planning, based on the UN Millennium Development objectives. Local leader group composed of the representatives from the local self-government and the public institutions, business sector and the citizens sector.

There was an open competition on topic “Millennium development objectives - do something” with UNDP’s rewards for the most successful one, with aim to include the young people and their ideas in the schools.

The citizen’s participation in the process of decision-making was the most important part of the strategic planning and with that aim were conducted 5 trainings and 3 two-days workshops for the local leader groups and other temporarily participants. They were implemented by the local trainers, UNDP consultant, and the consultant from BIM- FB. The citizen’s opinion was gained through the two conducted surveys - first conducted over sample of 150 and the second over 500 examinees, and focus group with the representatives of the vulnerable categories of the citizens.

The document got its draft-version in March 2007, when it was ready for over viewing and adoption by the Council of the Municipality Negotino, and in October 2007 the Council adopted the Strategy for local development in Municipality of Negotino for the period of 2007 up to 2012.

Description of the problem resolved with the practice

The gain and need for creation of the Strategy for local development for Municipality Negotino for the period of 2007-2012, means to have plan for all steps that would be taken towards the municipality development. The ad hoc solutions and lack of strategic approach for a period of one year, was a long term problem for the municipality. This could be easily seen during the process of preparation of the annual programs for the work of the municipality departments.

The problem has multiple dimensions and was point of concern not only for the employees in the municipality, but also for the citizens that live in municipality. As a result of it, the biggest gain from the preparation of this document is that in its creation were included group of citizens from different sectors, as well as local trainers and experts.

The participative approach in the planning and decision-making , followed by conducting public surveys, focus groups, public discussion and other forms of public inclusion, grants us the right to state that the principles for publicity, transparency and most of all participation were accepted as a need.

Aims and results of the practice

The strategic plan was prepared, which would mean plan and vision for the municipality for the following 5 years and gained experiences for the human resources, which has to lead the municipality towards new, qualitative events and perspective. In the planning process were directly included 24 people, members of the local leader group and for the identification of the needs and priorities of the citizens, around 700 citizens took part. All the citizens will have indirect effect from the project that will be implemented in the coming period.

For the implementation of the strategic planning, publication of the document on Macedonian and English language there was budget provided by UNDP, which was in great measure possibility for support and saving for the municipality budget. The materials gained by the implementation of the practice are used by the municipality for representation in front of the domestic and international factor, and as a direct product of the practice in the phase of implementation are the few projects that come out of the Strategy.

How this practice has been created?

The practice idea came out of UNDP, on the basis of previous examination and confirmed needs of the Municipality of Negotino. There is a complete documentation and photo material of the whole process. The Strategy came in force on March 2007, when was presented before the Municipality Council for adoption and even before it was adopted few other project, which are part of the Strategy came out.

There are no problems in the recent implementation - on contrary it is a useful example, which is multiplied in other municipalities with which Municipality Negotino has good cooperation and shares experience.

How is this practice implemented?

After the preparation for the strategy adoption, it was worked through on additional sessions for the preparation of the Action Plan as a part of the Strategy. In the plan were operated several project frames, which represent possibility for action implementation. In the past period the project application was done, on several places and few projects and citizen's initiatives were approved, part of the Strategy. Three projects were applied on the call for proposals of the BIM- FB, which were consultant in the process of Strategy preparation, out of which one is approved and in the phase of implementation. The project that is in implementation phase is dealing with the unemployment through establishment of small business and self-employment, as one of the ways for reaching the goals planned by the Strategy.

Besides this project, it is worked on another project in the field of development of the wine tourism - organization of traditional event St. Trifun 2008, for which there are promotional material prepared.

The practice generates sustainability for planning the further needs, planning the work and development of the municipality, as well as to the construction activities where the citizens again will be beneficiaries and bearers of the activities.

Necessary resources for practice implementation

For practice implementation, having into consideration the assured direct financial support by UNDP (the amount is still not confirmed) we did not need additional resources except one lap top, LCD projector and additional equipment for the implementation of the trainings. Now, as the team of local trainers is established, the future planning will be performed with their support as they possess experience. As confirmation for it, we can use the fact that they are hired by other municipalities to provide them with their services for preparing their Strategies.

Applicability of the practice in other units of a local self-government

Participative planning is necessary and good practice for all of the municipalities in the process of decentralization, where the citizens have prime role in the process of decision-making. The experience of the Municipality of Negotino can be used as good example for most of the municipalities that are in the phase of preparing the Strategy and similar Documents where it is important to ensure citizen's participation. It is practiced even via current cooperation with other near-by municipalities that are interested in the practice and ask for counsels for the needs of the regional planning.

Responsible person for the implementation

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PARTICIPATIVE BUDGETING

Practice in Municipality of DELCHEVO

Short description of the practice

The participative budgeting is a process/ mechanism / approach through which the population decides about decision-making or contributes towards it, i.e. process of direct, voluntary, and universal democracy, where people can debate and make decision about the municipal budget and the policies. The Law for local-self government in R. Macedonia allows public to take part in the meetings for decision-making about the municipal budget, i.e. it gives opportunity to the citizens to participate in the municipality financial planning and ensures possibility for them to state their concerns and attitudes. In this way are developed more transparent and effective financial policies.

The Municipality of Delchevo conducts the participative budgeting since 2006 as main tool for promotion of the citizen's participation in the planning and implementation of the municipal budget. The concept for participative budgeting was presented via held workshops with active participation of the representatives of the non-governmental and business sector, local and urban communities and was confirmed as useful tool for citizen's participation in the process of decision-making for spending the municipal resources. As a result of this process, step by step, but in a stable way the municipal administration was established, and was able to deliver directed and effective services for the public which granted them with trust, believe and support for them.

Description of the problem resolved with the practice

With the beginning of the process of decentralization in 2005, this is regulated with the Law for Local self-government and with the Law for financing the ULG, Municipality of Delchevo was faced with the challenge to maintain direct and stable relation with the new local financial management rights and advancement of the budget process, i.e. there was necessity to create stable municipal budget. The level of trust to the local government was on a very low level, the citizens were excluded from the decision-making processes in the place where they live. The payment of the municipal taxes and the responsibility and accountability in the management of the budget process were on a quite low level. As subjects that are concerned with this problem are the representatives of the citizen's association in the municipality, business sector and the citizens in Municipality in general.

With the implementation of the participative budgeting all above mentioned citizen's categories had the opportunity to participate with own proposals for spending municipal resources and at the same time the efficiency and the effectiveness in the municipal service providing.

Aims and results of the practice

The participative budgeting makes the local authority accountable/transparent and contributes towards the modernization of the public management trough improved transparency of the municipal administration and efficiency of the public spending. It enlarges the citizen's participation in the decision-making process for allocation of public means, enlarges the accountability of the public leaders and managers, and contributes towards collective

prioritization and joint managing of the recourses. As a result of all this, it also enlarges the trust at the local authorities with positive effect over all citizens that are individually included or as representatives of certain organizations.

The problem with the low level of trust at the local government, citizens exclusion from the processes of decision-making about the spending their money, partly is solved through implementation of the participative budgeting. Namely most of the citizens know that they will be asked about their opinion for certain decisions and on their own initiative were coming during the year and were giving proposals for the projects. The citizens and the included subjects in the process directly felt the positive effects, while the citizens that were not part of the process felt them on indirect way; still they were beneficiaries of the implemented projects. They are the associations: RCZ, KHAM, Bravura Cooperativa, businessmen etc. The positive effect for the local government is the building up of the stable, transparent municipal budget; tax culture and tax awareness of the local population that were initiated by the participation in the financial situation of the local government.

How this practice has been created?

On the call of proposals by FIOSM in November 2006, for participation in the project Open Municipal budget, Municipality of Delchevo was chosen as one of the sixth municipalities for implementation of this process. Appropriate project documentation exists in the municipality and the Unit for financing, budgeting and accounting introduced in its policies and planners. The practice was also implemented during the process of budget planning for 2007 and 2008.

The main problem is the enlargement of the level of citizen's participation, as the practice is new and they can not believe that they got opportunity to be part of the planning the municipal financials. But, as result of the held workshops and the given proposal by the citizen's side during the process of planning the budget for 2007, was implemented a project proposed at the workshops: Reconstruction of the water supplying system in the central part of the town. The practice is in the test period for the last two years, but having in mind the positive effects it will become a practice for planning and implementation of the budget.

How is this practice implemented?

The participative budgeting is implemented through the following phases:

- Local gatherings/ workshops

On these gatherings the Mayor , together with the representatives of the Unit for financing, budget, accounting and the experts from the Association of financial workers present what has been implemented and what hasn't been implemented in the last period, the investment plan is resented and the procedures with the rules for the participative budget. On these meetings the citizens propose projects and part of them get into the budget for the next year, associated with explanation why it is not possible part of the projects to be financed by the municipal budget.

- Local meetings

These are the meeting between the councilors and their community. Councilors have non-formal meetings on everyday base, when they discuss with the citizens, listen for their problems and concerns, and propose solutions.

- Council on municipal level

This is the event where the Mayor, officially via the departments submits the list of the priority projects as they are defined with the citizen's participation.

- Designing the budget matrix

The municipality designs the budget. The Investment plan/ program is composed, it is shared with the citizens and afterwards it is published so it can be used as monitoring as well as for completing the contracts.

- Evaluation of the process

After the cycle is completed, the rules for the PB are evaluated and adjusted and are chosen the new rules for the next year. For the implementation of the participative budgeting it is necessary to have partnership and cooperation with the NGO from the municipality, which can animate the citizens and encourage them to take part in the process, as well as with the professional associations which will be able to give professional support during the meetings. This kind of cooperation exists in the Municipality of Delchevo and it is pretty much developed, considering the participation of Regional center for advocacy, KHAM, Bravura Cooperativa, Association of the financial workers and other NHO. The first year of participative budgeting was supported by FIOSM and the second year it was conducted through the municipal resources.

Participating budgeting requires compliance with the following principles:

Universal participation: all citizens to participate, regardless of their socio-economic status. Organized groups have a significant role in the process, which implies finding a method to incorporate the marginalized groups in the process.

Budget transparency: As for income, so for outcome, too.

Flexibility: procedures should be flexible enough and should enable continuous evaluation and adjustment.

Objectivity: objective and explicit criterion should be used for allocation of the resources, with purpose of assuring the credibility of the process.

Focus on a gender: equal participation of male and female individuals in the process.

Multi-cultural and multiethnic focus: positive discrimination and affirmative activities, to ensure the power of participation and decision-making for excluded persons.

Necessary resources for practice implementation

Resources needed for a implementing of this process are consisted of municipal personnel which is trained for an implementation of the procedures, transport vehicles for circulating within local and urban communities and transporting of municipal personnel, resources for communication, personnel for technical, economic and budget studying for prioritizing of requirements.

Participative budgeting can be performed by the own resources, because those are not too demanding, and are reasonable if one considers the effects realized with their implementation. In a first year, the resources were provided by FIOOM, as a technical support for the Association of financial workers. During the second year, the municipality implemented the process using its own resources.

Applicability of the practice in other units of a local self-government

Participative budgeting, as an example for creation of stable and transparent municipal budget and building the citizens' confidence for local government, can be applied for all units of local self-government that have municipal administration willing and devoted to

build an efficacious, accountable and transparent municipality. Every single unit of local self-government, by its own, is capable to create the process of participative budgeting, following its own mode which is most appropriate and most acceptable in the surrounding of the respective municipality.

Responsible person for the implementation:

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PROJECT FOR MICRO-CREDIT PROVIDING – REVOLVING FUND

Best practice of Municipality of Kocani

Short description of the best practice

The unemployment in the community represents one of the biggest and the most difficult economic, social, and political problem. It affects the target groups of unemployed and socially endangered individuals, i.e. individuals that do not have secured sources of incomes and who have low living standard. Municipality of Kocani worked in partnership together with the local NGO and the interested beneficiaries and promoted an innovative employment policy by providing micro credits from established revolving (renewable) fund aimed to the vulnerable groups in the society. The credits are provided with the financial support of the Government of Italy through the IMG.

This example represents a mechanism for support of the vulnerable target groups available to the units of local self-government. The Units of local self-government established a revolving fund and provided small loans. The loans are granted through cooperation with local NGO, which facilitated the distribution to the beneficiaries.

Description of the problem solved by the practice

The problem of high level of unemployment has been present in the Municipality of Kocani even before the start of the transition, which had increased in the last years and become more complex and more emphasized. Besides the limitations caused by the lack of funds and restructuring of the ownership over the production assets which happened in the past decade, the unemployment is influenced by under developed private sector which did not succeeded to develop enough strength to be able to create new employments. This problem especially hits the following target group - unemployed and socially endangered individuals. The individuals that are financially unsecured and have a low living standard, but have a certain educational skills and idea for starting a business, as well as a need to get engaged in working process with a purpose to use their potentials, so they won't be disposed to a tendency of spending their lives by using the social care help. By the very fact that those people fall into a vulnerable category of population, the specified target groups have no access to any of bank loan lines, because of a high rate of interest and high mortgage requests for granting of the credits.

The aims and the results of the practice

With so far granted micro-credits (about forty), we can say that the scheduled project results are accomplished. We created sustainable employments of the applicants, increased the number of employments in municipality, reduced a projected migration, increased the level of a living standard, the confidence among vulnerable groups of the population in the Local self government, the confidence among the unemployed and socially endangered individuals in the Local self government and its role in a process of implementation of the active measures for employment.

The Municipality of Kocani, by building of a partnership with donors, NGOs and target groups, promotes a policy of employment with innovative character, by providing micro-

credits in a form of revolving fund for vulnerable groups in the municipality. The final purpose is to give support to the local economical development and to decrease the level of unemployment in the municipality, which all will contribute to increasing the living standard, indirectly by reducing the poverty, as direct users of micro-credits are vulnerable groups of a municipality's population. A direct investment of resources into fore mentioned target groups will set up a positive environment for, before all, for the citizens and at the same time will create conditions for an economic growth of the municipality in the following years. It will increase the confidence among the unemployed and socially endangered individuals in the Local self-government and in its role in implementation of active measures for employment. All of this also has a positive effect on the reduction of an obviously increased migration of the municipality residents, which will mean a retaining of existing human resources that are important for a sustainable development of the municipality.

How was the practice created?

This example is a result of a study for implementation of a pilot-project for providing the micro-credits in the Republic of Macedonia, which carried out by the Government of Italy through the IMG. It is related to an innovative program for a financial support for the weakest and most vulnerable groups in the local communities, as a part of an international year of micro crediting - 2005.

In fact, this example is a mechanism for a support of the units of a local self-government that uses a micro-credit provided in a form of revolving fund, realized through involvement of the NGOs that play fundamental role in providing the financial resources and their distribution to target groups. This project started in December 2005 with establishment of the Unit for project managing and entrance of representatives of selected NGOs into it; the Unit established the standards for providing the micro-credits, and so far, three rounds of micro-credits are provided. This happens to be a good practice and will go on in the future. The citizens accepted the project and the municipality, and especially by defined target groups.

How the practice is performed?

This project started in December 2005 with granting of 33.000 € to the municipality. Establishment of the Unit for project managing followed this and with entrance of representatives from the selected NGOs into it; the Unit set up the standards, conditions, and methods for providing the micro-credits. After that, came the public announcement for application (in local media) and, among all applicants, the ones with the best business ideas were chosen. After that, financial resources from the municipality account are transferred to the accounts of NGOs and, after ratification of the arrangements; the NGOs transferred the resources to all credit holders. All credits are interest free and have no bank guarantees, with grace period of 3 months, after which period the credit holders started with a payment of monthly instalments of their credits, and NGOs reported on monthly period about the repaid money. In accordance with the dynamics of repaying of the granted resources, 2 more rounds of the micro-credits were granted. 3 rounds of micro-credits are granted until now and this was proved as a successful practice that will continue in a future.

After the projected grace-period of three months during which the applicants started with a realization of their business ideas, credit holders started with a repayment of their credit instalments, and NGOs kept with monthly reporting for a refunded money. Considering the dynamics of money refunding, 10 months after the ratification of the arrangements it was stated that there are enough refunded resources to start the second round of micro-credit granting. Public advertisement was published in November 2006, 56 applications were

submitted, and 10 additional micro-credits were granted, under same conditions as for the first round.

Refunding of instalments of the first and second round of the micro-credits continued during 2007, and NGOs continued to monitor the appliance and assignment of provided resources, with making an insight in their purpose and dynamics of refunding, according to the ratified arrangement for cooperation.

According to dynamics of the refunding, a public advertisement for the third round of micro-credit granting was published in September 2007, and in October 2007, 10 selected credit holders signed the arrangements. In this moment, NGOs are performing an evaluation of refunded money and the forth round of micro-credit providing is been taken into consideration. All this implies to the conclusion that revolving fund can guarantee sustainability and enables the municipality to manage with a financial support of target groups without been dependent on external support.

Necessary resources for the practice implementation

For the demands of the practice in our municipality, the project was realized with a grant of 33.000 € from the Government of Italy, but revolving fund can also be established by own municipality resources or by resources from another donor. Along with the grant, the municipality also provided an office equipped with personal computers and telephone line with an internet connection, which was put on a disposal for the NGO.

The necessary personnel for successful implementation of the project was consisted of the Unit for project managing where besides the municipality Mayor who, at the same time, is also a Manager of the UPM, there are other participants such as members of the municipality administration in the field of finances, as well as representatives of selected NGOs, Agency for employment and the Centre for social work. The operational implementation of the project requires one person from each of the three NGOs.

Application of the practice in the other units of local self- government

With the Law for Decentralization, the units of local self-government became main holders of the municipal economic growth. They should play an important role in creation of the local economic politics, programs and projects of economic and social character and concerning capabilities, regulations, availability of the public services and so. This is the reason why the citizens, and especially vulnerable groups, rightly expect help and support from local authorities in the process of employing and increasing of the living standard. Because all municipalities in the Republic of Macedonia are facing the same or similar problems in the field of economics and social development, this effective example of good experience of the Municipality of Kocani for establishing of revolving fund designed for unemployed and socially endangered individuals. The financial unsecured and with low living standard, but equipped with certain professional skills and a business idea, can effectively be multiplied and applied in any municipality in the Republic of Macedonia.

Responsible person for the implementation

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ENABLING THE CONDITIONS FOR COMMUNICATION WITH THE CITIZENS - A HALL FOR PUBLIC RELATIONS

The practice of Municipality of Veles

Short description of the practice

The hall for public relations in the Municipality of Veles was open in 2007 and is fully equipped with furniture and audio and video equipment. The space is organized as a multiple facility for press conferences and briefings, meetings, contacts with the citizens and with particular target groups. The hall allows the citizens to follow the sessions of the Municipality Council via large screen, and, by prior appointment, to take active part in the sessions.

Description of the problem solved by the practice

The problem lasts since the independence of the Republic of Macedonia, and it has been manifested with a lack of appropriate room for communication with the citizens and the media; all that had a negative impact on the efficiency and transparency of the municipality.

The problem concerned the employees in the municipal administration and the managers of the municipality, the civil associations, media, and the citizens of the Municipality of Veles.

In the past, citizens of the Municipality of Veles had no opportunity to attend or to take active participation in the sessions of the municipality Council. This was the reason of growing distrust of the citizens and particular target groups who expressed a will to follow the activities of the Council. Inappropriate facility for press conferences generated further problems for the public media agents who were forced to operate in inappropriate environment.

The aims and the results of the practice

The general aim of the practice is the increasing of transparency in the municipalities, by enabling the conditions for increased participation of the citizens, and specific aims are as follows:

- Setting up and equipment of the hall for public relations activities
- Increasing of the citizens' participation in decision-making
- Ensuring the appropriate space for working with the media
- Increasing of transparency of the municipality

All objectives were realized by implementation of the practice; the practice enabled setting up of the space and fitting up the hall for public relations, it increased the participation of citizens in decision-making, ensured appropriate space for working with the media and increased the transparency of the municipality.

20 citizens (who are able in the same time to follow a broadcast of the Council sessions) and journalists (who attend at the press conferences) have a direct benefit from the practice, and all citizens of the Municipality of Veles (55.108) have an indirect benefit.

The hall is equipped with the budget resources and by utilizing of the existing room in the municipality building, which saved financial resources for building or appending of a new facility for this purpose.

How was the practice created?

The idea for the practice originated from the Mayor and the municipality team for development, which is part of the Agenda 21 and is functional in complete, but there is lack of concrete project documentation.

How the practice is implemented?

The Sector for urbanism, communal issues, and environment protection prepared project idea proposal for arrangement of the space near by the hall for electronic holding of the meeting's for the Municipality Council. With analyze of the financial means, it was proved that the municipality is able to implement the activities for arrangement of the hall by her self. The hall for communication with the public was promoted in the public as facility for the citizens and the media.

The implemented activities that are part of the project frame are defining the facility and technical conditions for arrangement of the hall for communication together with the public, allocation of the budget means for this practice, arrangement, and equipment of the facility with audio and video equipment and informing the public for their possibility to use the hall.

Necessary resources for the practice implementation

Financial means – 629.011,50 MKD

Equipment – Audio and video equipment, furniture

Personnel – 5 persons employed in the Sector for urbanism, communal issues, traffic and environment protection

The practice can be implemented in complete only with the resources from the municipality; in this case, the financial construction was completely covered by Municipality of Veles.

Application of the practice in the other units of local self- government

The arrangement of the hall for communication with the public is practice that is applicable in all municipalities where there is a need for such thing, i.e. in the municipalities that have regular communication with the media and citizen's association. It can be implemented only by using the own financial, facility and human resources for a short period. The potential problem of the practice implementation in the other units of local self- government might be the space where the hall will be placed, if the municipality does not posses available space for such thing.

The existence of such hall for public relations will strengthen the trust at the citizens in the municipality and allows regular media presence on the press conferences, briefings and other public events organized by the municipality. The arrangement of the space can strengthen the credibility of the municipalities that in this way can present them-selves as serious, responsible, and transparent.

Responsible person for the implementation

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RECONSTRUCTION OF THE STREET “MAKEDONIJA” AND CREATION OF ECO-PEDESTRIAN ZONE

Practice of Municipality of Centre

Short description of the practice

With the implementation of this project, the Municipality Centre aims were economic “waking up” of the street and raising the quality life of the citizens with the new infrastructural grip. The street Makedonija today is example for one perfectly designed component that suit to the citizen’s need, drags attention with its urban equipment, and is a place for communication with citizens and tourists. The street attracted the world famous companies and institutions. Directly boosted the local economical development of the municipality (gained via the process of decentralization), which defines the municipality as motion for new actions in the economy, new employment, attraction of the domestic and foreign investment, bigger income for the municipality as well as for the state.

Description of the problem solved by the practice

The existent condition of the street Makedonija, during the process of project beginning (2004) was looking for replacement of the old water supplying, sewerage and hydrant network and enlargement of the capacity, setting up a new open pipeline sewerage system for watering the street green areas, street lightening posts, and restoration of the electricity and phone infrastructure.

One of the basic reasons, the not-attractiveness of the space was the reason why r the entrepreneurs that were using the space had almost no income flow and to loose the interest for activity in that part. Starting up with those reasons, at the beginning of the reconstruction most of the object were closed, the shop windows were empty. The problems with the existing infrastructure made the construction even harder, which also reflected on the living conditions for the people that inhabited the apartments near by. The old open pipeline sewerage system and the lack hydrant network, caused street floating as well as over the sidewalks every time the rain was falling, which created stinking smell in the periods of higher temperatures. The water supplying and electrical lightening were big problems for the citizens and beneficiaries of the near by objects.

Aims and results form the practice

With the implementation of the Project were reached all planned aims: improved the local infrastructure that influence on the entrepreneur activities, improved water supplying, the problem with street floating was solved and the street is lightened in complete. Skopje gained qualitative and open space attractive for pedestrians, which in base connected all the pedestrians’ zones from the Old Railway Station through the square and the Stone Bridge up to the Old Bazaar. The price for the business and accommodation space was multiplied few times, the local economical development was enlarged which contributed with bigger income for the municipality budget and the economy was revived with enlargement of the number of employment.

The street is constructed without architectural barriers and is completely accessible for people with disability, which is very important, as the project was implemented with the municipal budget, without having any debt.

Other direct beneficiaries which had a positive effect: 45,000 citizens (inhabitants of Municipality of Centre), and indirect beneficiaries are 60,000 citizens (inhabitants of Municipality of Skopje) as well as many domestic and foreign visitors. The benefit from the invested financials of the Municipality came from the economical animation of the street, new employment, enlarged contributions from the communal and local taxes, multiple enlargement of the prices of business and accommodation space. Besides this, the municipality got one of the most attractive facilities for promotional events and activities of different domestic and foreign institutions.

For successful implementation of this project, Municipality Centre got the third place reward on the open competition organized by EU "The best municipality for 2006".

How was the practice created?

On a proposal by the Mayor, in 2004 the street Makedonija was placed as priority in the Municipality Program and was voted by the Council. In addition, the financial construction was presented. The project was delivered to the Ministry for transport and communication, where it was evaluated as successful and priority one and donated 3 million MKD for it. Four project proposals were prepared for the design of the street and were placed on the billboards and the citizens chose for the best solution.

Meetings were held with all the economical stakeholders and the street inhabitants and it was presented to them that there would be a small obstacle in the economical development in the next 2 years, as the street should be reconstructed.

We faced unbelievable understanding and cooperation by the citizens and other business entities.

The Municipality prepared the main projects for partial arrangement of the street, water supplying, sewerage and electricity, after what moved to phase implementation of the main project. It was implemented by the following schedule -restoration and revitalization of the infrastructure, setting up new infrastructure, construction activities of the partial arrangement, horticultural arrangement and establishment of the urban equipment.

In the passed period of 2 years, the project showed as fully functional. Since the beginning of the idea until the end, the citizens and the business subjects that live and work there completely accepted and approved the project.

How the practice is implemented?

The Citizens Council was established due to the importance of the citizen's trust and the one of the business subject from the same street, which acted as equal partner with the Municipality since the beginning until the end of the project implementation. The cooperation went on smoothly and was very important especially when the project management was facing with lots of unplanned obstacles, before all due to the lack of the underground land registry.

Partnerships at different levels were established for the project implementation, with the central government Ministry for transport and communication, city authorities for the permissions and approvals, project design companies INPUMA, Begramo inžinering (project preparation), companies contractors of the project activities as are Granit, Krin proizvodstvo, Granit elektrika, Botanika, Begramo inžinering, business subject as are Fershped, Dam met Fu, Peko, Play café, partnerships with the citizens, the established Citizens Council and media.

The project is sustainable and it is with an open end, which means possibility for its future fulfilment and additional building, which is as matter of fact happening today. Meanwhile new possibilities are opened for project activities on the neighbouring streets, the two branches of the street Luj Paster (that come out on the street Makedonija) were reconstructed identically as was reconstructed the street Makedonija. The two new parks were opened (before House of Army of Macedonia and the Parliament) and the horticultural and urban arrangement is going on.

This project has possibility for future growth and expansion with additional arrangements of the pedestrian path with new horticultural parts, 3 fountains and playground for children.

Necessary resources for the practice implementation

93.983.342, 00 MKD was spent in total for the project implementation. Out of them, the Municipality Centre covered 90.983.342, 00 MKD that is 96, 8% and additional 3.000.000, 00 MKD were covered by the Ministry for transport and communication, i.e. 3, 2 %. The implementation of this project offers new, innovative approach that should be notion for in-depth, expert and hostile work. It was implemented with almost all own financial means, without any debt towards the partners and no other debt towards the outside entrepreneurs.

Application of the practice in the other units of local self- government

The project street Makedonija can be implemented in other municipalities in the Republic of Macedonia. Namely, this project can represent a model for future work. It can be copy and is a methodology for solution of problems of the central parts of the town, with priority to the eco-zones without cars.

Part of this project was replicated in Negotino.

What we can learn from this project for future successful and complete implementation:

- It is necessary in advance to prepare real financial construction;
- Choice of well-known companies;
- Setting up a tested and controlled materials
- Team work at all levels of the authorities, but also direct participation and trust between the citizens, which can mean a moral support for this type of projects

With this project, the Municipality Centre introduced a new style in its work through transparency, accountability, public information and cooperation with the citizens in all phases of the project implementation.

The implementation it self proved the list of local policies, which are, groundwork for future municipal development. The base for these policies is placed on the systems for visionary, analyze, transparency and inclusion of the beneficiary target groups as active promoters of the project. The implementation of the project gave new image of the Municipality and confirmed it that she is able to deal with the challenges. This project offers new innovative

approach, which should be a notion for in-depth, expert and hostile work. It gave us a model for modern pedestrian path - eco zone in the centre of the town, which did not, existed before. Today the new look of street Makedonija become a kind of a mark not only for the Municipality Centre but also for the whole City Skopje.

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DELEGATED RESPONSIBILITIES

Practice of Municipality of VELES

Short description of the practice

Municipality of Veles has used the clauses of the Local self-government Law and, for the first time in Macedonia, delegated responsibilities to one individual and two civil associations. Responsibilities delegated belong to fields of social welfare, sport and administrative services. The delegation of responsibilities showed excellent results in citizens' participation in decision-making processes but also in implementing of responsibilities. The practice resulted in new ideas and lots of projects and events that were realized.

Description of the problem resolved with the practice

Since the decentralization, the municipality faced a large amount of responsibilities, the lack of financial resources for their realization and the challenge for incorporation of the citizens in decision-making process and in development of a local community. On other hand, NGO sector actively faced the challenge to participate in decision-making and in overall performance of the municipality.

The lack of financial resources required for proper and effective implementation of all of decentralization responsibilities urged the municipality to search for an alternative ways to resolve an actual situation and, in the same time, to increase the participation of the citizens in the process. NGO sector faced the question of accountability and of building a confidence of a local government at the capacities of civil associations. This practice joins them together and offers a solution to both problems, as it actively involves both the NGO sector and the citizens in performance of the municipality and, in the same time, increases the quality of provided services.

Aims and results of the practice

The general aim of the practice is to raise the participation of the citizens in decision-making process and development of the local community. Its concrete aims are: to provide conditions for active participation of NGOs and individuals in performance of the municipality, to implement the responsibilities in a field of social welfare and sport, and to provide administrative services for the citizens.

The establishing and implementation of the practice helped to overcome the financial problems and to determine the real capacities of a NGO sector to participate in performance of the municipality, wherefrom also came direct and positive effects for 2.700 inhabitants of Gorno Orizari, for all NGOs of a respective territory as well for all citizens of Veles (55.108).

The positive effects on local self-government are the following: deepened cooperation with NGOs, increased participation of citizens in decision making processes, increased quality of the services, a large number of performed projects and provided new grants. The municipality saved some budget resources for employment of new individuals and for realization of activities.

How this practice has been created?

The very idea originated from the Mayor and the developmental team of Municipality of Veles; the practice has been implemented since 2006, it is fully functional and the problems recognized are been resolved continuously. The practice is part of the Programs for activities of Municipality of Veles in the fields of social welfare, sport and local economic development, and it has prepared project documentation. It is accepted by citizens and other subjects and is in a regular appliance.

How is this practice implemented?

Following the proposition by the Mayor, the Council of Municipality of Veles decided to delegate responsibilities to civil associations and to one individual. Basing on decisions, a public announcement for selection of holders for practicing of delegated responsibilities was published. Considering the offered programs and operation plan, as well as the previously performed projects, following subjects were selected: CA "Initiative for social support", for delegated responsibilities in the field of social welfare, CA "Sports' union", for delegated responsibilities in the field of sport, and individual Mujadin Bekovic, as an administrator in a branch office in Gorno Orizari. One of the criterions of a selection of the office in Gorno Orizari was the residence in the inhabited place.

The selected holders signed one-year agreement, with possibility to resume the contract. Within the activities for implementation of delegated responsibilities, the two civil associations implemented the programs for activities of the municipality in fore mentioned areas, and the individual performed the projected activities for operating in the office in Gorno Orizari. Before starting his duty, the individuals were trained in computer skills and administrative procedures. All holders of a delegated responsibility send six-month reports for performed activities to the Council of municipality.

In the sustainability stage, after the accomplishing of the requirements for employment of one person - executer in the field of social welfare, the Municipality of Veles employed a person from CA "Initiative for social support", and that was the start of taking a responsibility by the municipality. Selected holders still perform the responsibilities in the field of sports and in the office in Gorno Orizari.

The practice is self-sustainable, and its implementation requires a partnership of the municipality with a NGO sector.

Necessary resources for practice implementation

Financial resources required for practice implementation amount 312.000 MKD a year, requisite equipment consists of office equipment, seven personal computers, Internet connection, and telephone line for the office in Gorno Orizari. The required personnel include two coordinators, 42 members of NGOs, one administrator - individual, and five employees in the municipal administrator, or 48 people in total.

The practice can be implemented using its own resources and in this particular case, Municipality of Veles have not gained any external resources, aside its own budget resources.

Applicability of the practice in other units of a local self-government

The practice can be applied in every municipality in Republic of Macedonia, especially in ones with insufficient resources for effective performance of responsibilities, and those that don't have developed civil sector, on other side. The participation of civil associations and unemployed individuals in the performance of the municipality means a lot for establishing of the principles of citizens' participation, openness, accountability, and transparency in a performance of the municipality. It is advisable every municipality to use the capacities and the creative potential of the citizens in resolving of every-day problems and for motivating the dynamic development of a local community. The mutual confidence and cooperation is especially important for municipalities in respect of reliability in the eyes of donors, and of possible investors.

The practice of delegating responsibilities, as the first one that has been performed in Macedonia, aroused the interest of many municipalities and representatives of international community, which gives an advantage to possibilities for dissemination in every single municipality in Republic of Macedonia.

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RECONSTRUCTION AND OUTBUILDING OF A TOWN MARKET

Practice of Municipality of STRUMICA

In 2006 Municipality of Strumica started with a realization of the project named Reconstruction and outbuilding of a town market, basing on a principle of a public-private partnership. For that purpose, the Municipality announced a tender offer to select a co-investor for construction of a town market; a company Deluxe engineering from Strumica won the tender because they offered the best conditions concerning other participators in the tender offer.

The construction was built by the most rigorous European norms and standards. It consists of covered town market built by the most up-to-date standards; business tract designed for other accompanying contents; cargo elevators for distribution of goods, and mechanical moving stairway - escalators for people; and floor parking lot with capacity for 380 family cars.

The construction extends over 40.000 square meters. It is the largest and most modern construction of that kind in the country and is an example of how a variety of one construction can contribute to a new quality of an urban life of the town. It is expected that a number of retail shops densely aggregated in one area will provide a high incentives for a local economy, and that the construction will enable service for whole region, which will make Strumica the ultimate shopping destination.

Description of the problem resolved with the practice

The town market in Strumica was built in far 1963 and until now, there were several interventions for its paving. Several business objects of the former social corporations were made inside the market, but many of them were temporal and some even with no construction permission. It was equipped with 175 stands, made of combination of metal and iron plate but during the time, the market ceased to obtain even the most elementary sanitary-hygienic requirements for selling of agricultural and grocery products.

The second problem was the downtown traffic, because along with the spreading of the town, came a traffic jam in the central town area, especially on a market day- Saturday, and, later, in every day of the week. Detailed level urban plan for this part of the town was adopted in 1990s; a modern market was to be built in this area, but with no effective solution for a parking lot for this part of the town. Finally, an urban planning point of view required a performance of a modern construction that will give a special, contemporary dimension to town of Strumica.

Aims and results of the practice

After the project performance Municipality of Strumica is an owner of the most modern town market in Republic of Macedonia as well in the region; the construction extends over 3.200 square meters and has 206 modern stands. It is the first municipality in Republic of Macedonia with floor parking lot that resolved the traffic problem in town; 18 % of the garage is property of municipality and it has capacity for 380 vehicles. New job positions and

modern business center were open. The plan with this project is to offer at least 1.000 new job positions; it upgraded the whole business environment and built 500 new and modern business objects in the central town area. The Municipality received about 1.100.000 euros as a communal recompense and about 500.000 euros from income tax. These resources were the basis for performance of a number of infrastructural projects in Strumica and other settlements.

The example proposed, means an upgrade of the services offered by municipal public corporation. Implementation of the contemporary trends in the field of trade and marketing; complete and permanent solving of the aggregated parking problem in central town area; urban completion of a town center; the most up-to-date solution of the parking in a central town area and building the basis for development of a local economy. All citizens of the Municipality of Strumica as well as the great number of inhabitants of South-Eastern Macedonia can feel the effect of this project. This project enforced the municipality budget and increased the investments, both in the municipality and in global investment activities in the country.

How this practice has been created?

Detailed level urban plan for this part of the town was adopted in 1990s. Within this plan, a modern market was to be built in the area of an old town market. This necessity remained for ten years and in 2005 started the elaboration of this idea. According to all developmental documents for the Municipality of Strumica (Strategic plan of economic development, Developmental platform 2007 - 2015, Two-year plan for development of the public economy), the resolution of this problem had a priority, not just for Municipality of Strumica but also for a whole Strumica region which includes 4 municipalities.

The preliminary estimates showed that the performing of this idea requires 15 to 17 millions of euros. The municipality started with preparation for plan implementation and, according to general and detailed urban planning, project proposal for reconstruction of the town market in Strumica was prepared. The project proposal gained support from the Urban planning commission and the citizens, for it was put on public insight. Further, in February 2006 the Municipality Council passed the decision for reconstruction of a town market and accepted the project - project proposal for reconstruction and outbuilding of the town market. Because of the high costs of a project performance, a model of public-private partnership was chosen.

Basing upon this, a tender offer was announced to select a co-investor; a company Deluxe engineering from Strumica was chosen because it offered the best conditions about other participators in the tender offer. The co-investor had an obligation to finish the project in 24 months and therefore it provided a bank guarantee. Only 17 months after the start of a construction performance, the object was put in use. It functions for a several months and is a pride for all citizens of Strumica.

How is this practice implemented?

The Public Communal Enterprise Komunalec - Strumica manages the recently constructed town market. Modern retail shops are hired monthly or daily, according to prices that were established by the decision of the Council of Municipality of Strumica. These resources are solid basis for effective and daily maintenance of the market.

The fact that no money resources were invested in this practice (quite contrary, it generates solid income resources for the municipality and for the Public Communal Company) affirms that the example described above is self sustainable and does not depend on any external influence.

The performance of this project is a successful example of resolving the problem but also increasing of the municipal incomes. Namely, the performance of the project resolved the indicated problems on one hand, and on the other, the municipality increased its budget for 2007: 1.100.000 euro as a bill for communal service. More than 500.000 euros as an income tax for this stage only and more resources are expected on the same grounds; furthermore, there are positive implications on the budget, because of the personal income tax by recently opened 1.000 job positions. The collection of various taxes increased the central state budget of Republic of Macedonia for about 3.000.000 euros.

Necessary resources for practice implementation

Municipality of Strumica started this project with an idea and with no money investment at all. All other activities were conducted by the investor - Deluxe engineering, which implemented the project of Municipality of Strumica in most wonderful manner. The investor did the overall investment in this project and it amounts more than 15.000.000 euros. The confirmation that public-private partnership may be a strong mechanism for a local economic growth can be found in the fact that the 3.200 square meters site was transformed into 40.000 square meters of a net usable space. In addition, that the 3.200 square meters of a town market was transformed to 3.600 square meters of a net usable space, with greater number of larger and better-looking retail shops. The municipality provided the best solution to traffic problems (floor garage with capacity of 380 vehicles) and increased the resources of municipal budget income for the current (2007) and for the next budget years.

Applicability of the practice in other units of a local self-government

The public-private partnership, as a mode of economic cooperation between the public and the private sector, should contribute to resolution of many problems imposed to citizens. Thus, the public-private partnership is a strong mechanism for local economic development and for providing the efficient municipal services to citizens. Municipalities have opportunity to put all their attractive resources, objects, locations and ideas in operation and thus to design the growth and the development of its own municipality.

The fore mentioned example (reconstruction and outbuilding of the town market) is applicable in any municipality, town, or settlement. The case described is also applicable from the aspect of providing of efficient services for the citizens, but also as a way of increasing of the municipal resources and income. In the ambient that is characterized with a great number of responsibilities and inadequate income resources, the latter component of the proposed example must not be neglected, for our described example shows that effective resolving of several problems brought financial resources for solving some other problems too. Concerning numbers, a positive financial implication of around 1.600.000 euros on the budget of any municipality means a significant financial input.

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NEW SYSTEM FOR DISTRIBUTION AND CONTROL OF A WATER SUPPLY

Practice of Municipality of VEVCANI

Short description of the practice

An opportunity for reconstruction of an asbestos-cement water supply (resources are provided by the European Agency for reconstruction, from the CARDS program) was a challenge to find a way to eliminate an elementary weakness of managing with a water supply systems in Macedonia: great loss in the system and bad results in money collecting. Advising with expert teams of the Municipality, with a Public Company and with experts in the field of a water supply, we came to conclusion that, during the project design, we should consider all distributive (connective) coal pit with enough room for installing of measuring instruments (water meters).

We started with an assumption that many users are illegally connected to a main network, and that certain number of citizens that have a legal connector have installed “wild” (illegal) connector before the measuring instrument and so on. Even those citizens who have a measuring instrument but refuse to pay a communal tax cannot be removed from the system because of inaccessibility to the installation (large depth, no subterranean cadastre for a water supply system and so). All these weakness contributed PC Eremja to distribute a large amount of water with a minimal financial effect; out of 700 connections, only 350 users were regular payers, 100 of them were enforced to pay by court decision after court procedures and the rest of them are put in category of debtors. In percents, the PC Eremja could hardly collect just 55% of invoiced expenditure, and the relation between supplied water and collection level is even more disastrous.

The solution came by it self. Measuring instrument of the users should be under complete and every day checks by the public company. It could only be done by constructing of a connector coal pits that will be placed on public areas (streets).

Description of the problem resolved with the practice

Vevchani is a settlement with 2.500 inhabitants, with a water supply system made of asbestos-cement network that was constructed in a first half of 1960s, with resources provided by the citizens. In past ten years, water supply system showed more and more signs of deterioration, and constant malfunctions resulted with a great loss of water. On other side, the inappropriate legal regulation, the social state of the people that followed a long economic crisis, the level of a public consciousness, and the limited capacities of a Public Corporation that managed the water supply system gave rise to continuous decrease in collection of distributed water. The inability of a Public Company to put some order into the water supplying, put the conscientious citizens, but also the public institutions and companies who settled their debts regularly in an unenviable position. During the periods of a greatest necessity of water, unconscientiously citizens increased the consumption to a state of overloading of a system, causing an absurd situation: those who do not pay, to be the ones who “control the system”. This imperiled the basic functions of a Public Company in its financial operation: unpaid salaries to the employees, unpaid debts to certain creditors,

impossibility for current system maintenance and new investments, with a risk of complete collapse.

Aims and results of the practice

After placing of measuring instrument in connective coal pits (a single instrument for every single user), the Public Company can fully control distribution of the water. The Company is able, quickly and easily, to disconnect from the system those citizens who (out of any reason) did not pay for their debts. This caused an enhanced discipline at the citizens who now regularly pay their current debts towards the Public Company. This caused a positive benefit and efficient water supply to an overall population of Vevchani. Before the implementation of this project, the Public Company was constantly subvention by the Municipality of Vevchani, but after the performance of this project, the Public Company that manages in Vevchani can operate with profit.

Performing the project for reconstruction of a water supply system, Municipality of Vevchani resolved the citizens' water supply problem for a longer period, as well the managing with the system. We should also mention the satisfaction of the inhabitants and the economical entities, because the implementation of the project completely resolved the water supply problems, in both quantitative and qualitative aspect. In addition, a water supply system regulated in such way can be served and controlled much easier, which provides more efficacious collection for the provided service.

How this practice has been created?

The outdated water supply system in Municipality of Vevchani prompted for its reconstruction - for replacement of an old water supply system (asbestos-cement pipes and their inappropriate sized profiles) with new and modern lines, properly sized according to actual standards. In the same time, the regulation of illegal connectors imposed as a problem, and other problem was how to find a way to increase a money collection. Thus far, resolving of a problem through a court was proved as ineffective. All this was a reason to start the idea of reconstruction of the water supply system in Vevchani, after the previously held consultation with experts. After that, for the requirements of the project, there was prepared an appropriate program and technical documentation according to actual norms and standards for this kind of constructions. The program was one of the strategic goals and action plans of Municipality of Vevchani.

The project is performed completely. It is in functional in 50%, and in the other part the Public Company is connecting the users to a new system, what means that testing stages are performed fully and regularly and that the system is in regular use. The project is completely adopted by the citizens, who are satisfied with regular and effective supply with adequate water and with increased level of services of the Public Communal Company "Eremja" Vevchani.

Today, the new and reconstructed water supply system for the households, economic and other subjects, operates properly, and there are no significant problems with the system. Municipality partner during the implementation of this project was a PC "Ermija" which (effectively and in time) performed all the necessary works and activities for undisturbed transfer from an old asbestos-cement system to a new water supply network. PC "Ermija", as a public municipal company that manages the water supply network, successfully managed

the defects that emerged, and the illegal connectors; it decreased the network loss to a minimal level, what made the water supplying to run freely. Moreover, there was a rapid increase in collection and in any time, due to a successfully solved method of connection, the system can be controlled with no trouble - in any time, all of the users can be connected to or disconnected from a system, depending on whether they pay regularly for the provided service or not.

Therefore, as a conclusion, it can be stated that the system is self-sustainable and that it allows effective operation of the public company, better financial results, and its development in the future.

Necessary resources for practice implementation

Financial resources: 300.000 euros - donation of the European Agency for reconstruction (CARDS Program) and participation of the Municipality of Vevcani for 30 % of a water supply system reconstruction.

Applicability of the practice in other units of a local self-government

This project and the experiences that resulted from it, as a distinctively sustainable case, can easily and adequately be implemented in other units of self government in Republic of Macedonia, especially in smaller and rural municipalities which encounter the same or similar problems with water supplying systems. For sure, the project needs to be adjusted to a size, capacities and available resources of a particular local self-government.

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ADMINISTRATIVE INFORMATIVE SYSTEM FOR TOURISTS

Practice of Municipality of OHRID

Short description of the practice

According to the new responsibilities that, municipalities gained from the process of decentralization, and in relation with recording of the small-sized apartment lease holders, increasing the quality of services that municipalities provide to the citizens, good financial managing through a sustainable economic performance and increasing of the incomes, in April last year the Municipality of Ohrid started with conceptualization and application of an innovative practice in the field of tourism, and with a preparation of the “Administrative informative system for a recording, registration, categorization of the accommodation tourist facilities, and observing of the payment of a tourist tax in a basic and complementary accommodation capacities”.

Innovative informative system started with implementation, which in same time upgrades the quality of the services, simplifies the performance of the administration and amends the financial management, by increasing the municipality income.

Description of the problem resolved with the practice

Because analysis affirmed that there is no updated documentation for small-sized apartment leaseholders (the complementary accommodation facilities) and there is no control over accommodation services (which are conducted illegally), and practically there is no collection of a temporal residence tax, it was started with defining of steps and activities to resolve this problem. The problem of unreported private accommodation has existed for a long period and has created a negative image of Ohrid as a main tourist center in Republic of Macedonia.

The problem resolved with the practice concerned private apartment lease holders, domestic and foreign visitors - tourists, hotels, and the whole community in Municipality of Ohrid, for there was a disloyal competitiveness dictated by individuals and groups that handle the accommodation and renting of the accommodation capacities in an inappropriate manner. A large part of the profit of legally registered apartment leaseholders was detracted, there was no possibility for collection of a tourist tax, and there was a lack of information about the number of the visitors and the number of realized lodgings. The accommodation of a domestic and foreign guests and tourists ran in uncontrolled and inappropriate conditions that do not correspond to the established standards. The solution of this problem has a great impact on the development of a tourist infrastructure and social and economical development of the Municipality, and on income and living standard of the citizens of Municipality of Ohrid.

Aims and results of the practice

The practice increased the number of recorded, registered and categorized subjects, the collection of tourist tax, and it upgraded the conditions for residing and vacation of domestic and foreign guests. The practice increased the loyal competitiveness of accommodation facilities, the records on realized lodgings for domestic and foreign tourists, and also the cooperation and confidence among the citizens and the Municipality of Ohrid. It also raised a level of cooperation between factors that are involved in tourism, both directly or indirectly

(agencies, police, state statistical and financial institute and so). It improved the possibilities for regional and cross-border cooperation as well for making of regional tourist products, and stimulated the family business and self-employment, and it enabled better conditions for investments in tourist infrastructure.

The whole community of Municipality of Ohrid can feel the effects and results of the practice, both the citizens that benefit from the implementation of this project and the tourist industry; moreover, the local self-government improved the quality of the services, simplified the administration performance and improved the financial management by increasing the municipality income.

The citizens of Ohrid are interested in legalization, order, and competitive environment for tourists' accommodation, the police efficiently record the domestic and foreign tourists, the municipality is able for checking, recording and collecting of temporal residence tax more easily, and the socio-economic conditions get improved as well as the tourist infrastructure.

The practice defined the standard procedures, directions and activities of the problem, and the record, registration and categorization of about 900 subjects was carried out. Data base and appropriate software for effective recording and registration of domestic and foreign visitors, and also the record and check on collection were prepared, which all resulted with increase in income of Municipality of Ohrid. The revenue of a temporal residence tax is increased for 239%, which means, from about 6.700.000 MKD in year 2006, to about 16.000.000 MKD in 2007.

How this practice has been created?

The idea originated from a law regulation and tendency to improve the situation in the tourism area, by finding of a new ways and methods that are based upon a positive practice and contemporary trends, with a purpose to establish a complete system for efficient tourism management. There was a need for better and more efficient private accommodation on one side, and for increased collection of a tourist tax, on other. The tendency to overcome the conditions in area of tourism, by gradually established order in organized - regular accommodation, resulted with mutual satisfaction of tourists, apartment leaseholders, and Municipality of Ohrid.

The practice is in accordance with strategic goals, priorities incorporated in the action plan and monitoring, and evaluation plan; its priority is to define a tourist offer and a product, and to present and to promote those two. The action plan is set for a thematic field of tourism, and its strategic goals are to record, register and categorize the tourist facilities. There is documentation for the activities performed within a practice, and the practice is completely functional since April 2007.

During the process of implementation, some problems of a coordinative kind with external institutions were stated (e.g. with the police, department for public incomes, municipal inspection office, and finances), and directions were prepared to solve those problems.

How is this practice implemented?

In the First stage, the mayor of Municipality of Ohrid formed a commission for categorization. In the same time, there were also performed the preparations for process of informing the small-scale regale providers, the public sector, and all interested subjects. The process of application - submitting of Application for categorization, follows this. The next stage of

a project is the process of registration, record, and categorization of the accommodation facility, which is held on the very place. In same time goes the preparation of the registry of individuals and granting of arrangements, the creation of a digital database and development of specific software.

The implementation of the practice demands right coordination and cooperation within the municipality (tourism department, municipal inspection office, and finances), and external institutions (police, basic and complementary accommodation tourist facilities, media). The development, adjustment and maintenance of the software demand an external partnership company.

The practice is self-sustainable, both financially and institutionally.

Necessary resources for practice implementation

Financial resources are required to obtain the software, hardware, training for the user, and for continuous media campaign. Necessary equipment consists of personal computers, setting of a computer network, digital photo camera, printer, office supplies, hired telephone line to establish a communication between the basic and complementary accommodation facilities and the municipality (tourism department - financials - municipal inspection office, police), and one vehicle. Engagement of 10 persons for Categorization Commission was required during the establishing of the practice.

This practice can be performed using the municipal resources, as it was in this particular case - the Municipality of Ohrid completely performed this practice with its own resources.

Applicability of the practice in other units of a local self-government

Taken into consideration that this project is a result of implementation of the legal regulation in the process of decentralization it means that every single mayor is obligated to make record, registration and categorization of the accommodation facilities. He is also obliged to maintain the registry of small-scale tourist activities, all of this implicates that all municipalities in Republic of Macedonia with any tourist activity, should perform this project.

Municipality of Ohrid, through appliance of an innovative approach and using informational technology, successfully implemented the mentioned project, which facilitated the everyday activities of the employees, defined the procedure of applying to and payment of the temporal residence tax for apartment lease holders, and markedly increased the financial income of the municipality.

The personnel of the department for Tourism and Local Economic Development in Municipality of Ohrid gained new experience in the process of implementation of this innovative system and can perform a skill and proficiency transfer (in the form of practice and training) to other units of a local Self Government.

The software corporation, which spent almost a year to develop and adjust the specific software, is now ready to offer the same software as a final product to other municipalities that are interested for implementation of this practice, for a privileged price.

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OTHER PRACTICES AREA
INCREASING THE QUALITY OF SERVICES
IN THE PROCESS OF DECENTRALIZATION

DISPERSED MUNICIPAL OFFICE

Practice of Municipality of VELES

Short description of the practice

According to strategic determination of the municipality, in regard to supplying always available, fast, effective, and cheap services for the citizens, Municipality of Veles began with opening of dispersed municipal offices. The first office of this kind was opened in the village of Gorno Orizari, 7 km far from the town. This office approximates and unifies the services in the local environment, shows multifunctional features and plays important role in increasing of the confidence among the local government and the citizens. Due to information and communication technology (ICT), this office is part of the municipal information system. This allows all the services to be available on local level, realized electronically, via computer over a network. The office also allows basic computer science training for native inhabitants, as well as free approach to the Internet. In purpose to functionality of the office, Municipality of Veles delegated a responsibility to a local individual.

Description of the problem resolved with the practice

The problem can be divided into two parts: first, inhabitants who live outside the town don't enjoy the same level of availability to the municipality services, and second, in order to gain those services, they have greater expenses and have to spend more time to accomplish their objects, for they have to travel to the central office of the municipality. The essence of the practice is in the following: "instead the citizen to go to municipality, the municipality comes to the citizens".

The practice is intended to wide target group - the citizens and the local business community. Because of the physical distance of the municipality the citizens and the business community who reside in other inhabited places, outside the municipality headquarters, do not have sufficient possibility for alternative approach to information related to services. Except through direct contact with the services, and they have to spend a lot of their precious time, which force them to neglect their professional and family responsibilities.

Aims and results of the practice

The practice completely resolves the problem for which it was arranged. Dispersed office provides the citizens of Gorno Orizari and smaller inhabited places that are concentrated towards it (about 3.700 inhabitants) with the same information and services they can acquire in the town. Besides them, four corporations permanently settled in Gorno Orizari, as well as the primary school and the Local Community gain benefits from the practice.

Besides the completion of the scheduled strategic goals related to the service orientation, there also came to a great increase in the confidence between local authorities and citizens. This effect gets important in financial aspect too, in regular collection of debts of local citizens to the municipality.

All local services that are in responsibility of a local self-government in the area of urban planning, taxations, inspection, and inspection services for the citizens and business community are available in the dispersed office. Using the free Internet access through a web

site www.usugi.gov.mk, they can realize services that are in state responsibility. Additionally, various local target groups can attend basic training of computer science, for effective use of these services.

On other side, the municipality increased its incomes through reimbursements of a land arrangement, communal tax and property tax.

How this practice has been created?

The idea of the practice came from the Mayor and the employees in a municipality administration. It is a result of a prior good experience with the way Citizens' informative centers and free internet access points perform. The performance of this case was the basis for testing of the concept for establishing a front office and its multiplication at dispersed location.

There is project documentation for the practice and it is part of the strategic goals defined with the "Strategy for establishing of an e- municipality" and the "National strategy for development of an informational society"

The practice is in regular use, it started with implementation since May 5 2006 and is completely functional - all problems related to its functionality have been solved. The practice is fully accepted by the citizens and business entities in inhabited places that use the dispersed office.

How is this practice implemented?

An individual leads the office with delegated responsibility. The ICT allows access to the municipal informational system, which gives the citizens a direct access to all information, and opportunity to realize the services that are in local competence. In case some services can't be realized electronically, or if the citizens request original documentation, the employee performs those tasks in the name of the person that demands a service. The office collects proposals and ideas from the citizens and also performs the distribution of final documents.

Implementation of the practice requires adaptation and supplying of an appropriate space, linking the dispersed office with a central municipal informational system, delegating the responsibilities and training the person for performing of administrative activities, and for distribution of information and services.

Implementation of the practice doesn't require partnership organizations or other sort of external assistance - the municipality can perform the practice by its own. The practice is completely self-sustainable for if operates as a part of municipal administration. Giving the information and delivering of services in the dispersed office of the whole competence are gathered in single place and are performed by one person (because of a small number of users).

Necessary resources for practice implementation

The implementation of the practice requires 450.000 MKD - 180.000 MKD for adaptation and supplying of the space and 270.000 MKD for information and communications technology. Personnel requirements are reduced to a minimum, and can be managed with engagement of one local person for performing of a delegated responsibility.

Implementation of the practice is self-sustainable and does not require large financial resources, and from the size of an inhabited place in which the office is established (in regard to space and equipment) depends whether the office will be “extended” with additional activities, than, what kind of communication technology will be the chosen, and so. The practice can be implemented independently, without any external support, and in this particular case, the Municipality of Veles was granted with 180.000 MKD from the United Nations Development Program.

other units of a local self-government

The modified concept of this example has already been implemented for performance of a common administration established between the municipalities of Vasilevo, Bosilovo and Novo Selo. During the 2008, Municipality of Veles will open two more dispersed offices in Ivankovci and Buzalkovo.

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BRANCH OFFICES FOR COMMUNICATION - REAL CITIZENS' SERVICE

Practice of Municipality of Gevgelija

Short description of the practice

Branch municipal offices for communication with citizens in the inhabited places: Miravci, Negorci, Prdejci and Bogorodica, which belong to Municipality of Gevgelija, effectively operate since February 1 2006, or 2 years till now. They were opened because of perennial existence and activity of the Office for communication with citizens, which is situated in a municipal building in Gevgelija. In its beginnings it served as a Citizens service center, as a part of the project "Open office for citizens' informing" (2003) and was opened with a financial support from the EU and FARE - Program for development of a local self-government. Citizen's service center was opened within this project, what enabled an opportunity for more efficient communication with citizens and assistance in realization of their legal rights. The service was not available only to citizens of Gevgelija, but also to citizens of municipalities of Bogdanci, Star Dojran and Miravci, who realized all of their administrative services in Gevgelija, where the headquarters of regional units of government body was situated. That is why the necessity for opening of such offices approved as reasonable and justified for the inhabitants of Miravci, Negorci, Prdejci and Bogorodica, as well for the surrounding settlements: Smokvica, Davidovo, Miletkovo, Petrovo, Gabrovo, Kovanci, Moin, Mrzenci and Novo Konsko.

Description of the problem resolved with the practice

Before the implementation of the practice, the communication between the inhabitants of fore mentioned settlements and others that are in their surrounding and the mayor and municipal administration was very difficult. There was no accurate and appropriate identification of the demands and problems that rural community was faced with, nor appropriate application forms and information about the performance of the municipality and regional offices of the government departments or other public institutions.

This problem exists since the cessation of some of the municipalities that are now part of the Municipality of Gevgelija, and it concerns the inhabitants of a rural community (agriculturists, farmers, young unemployed people, retired persons, civil associations, students etc). The target group consists of 7.000 people approximately. Financial effects in trying to get some of the municipal services, for they have a larger expense while traveling to a certain institution situated in a town, affect them all. Besides that, they spend more time, which is particular problem for most of the target group, during a season of agricultural works. Educational level of a target group indicates that its members require technical and competent assistance for activities related to communication with the municipality and the regional governmental department agencies.

Aims and results of the practice

The practice increased the quality of the services, the communication of local inhabitants with the Mayor and municipal administration; it enabled an easier access to administrative application forms, flyers, and pamphlets. The practice also produced personnel that are

skilled for work with inhabitants; it established appropriately provided offices and expanded the activities within the municipal projects.

All this gained benefits for about 80% of the local inhabitants, because they now have easier access to services, competent assistance for gaining of those services, and they can save their time and money. Enhanced communication enabled the inhabitants' feedback on the services and more advanced identifying of the municipal priorities, which resulted in achievement of a number of their needs - street lighting, communal hygiene, road infrastructure, construction of sewage system and so.

On other hand, the municipality has positive effects of the practice, for it facilitated the collection of revenues and taxes, made a saving in human resources in the municipality and in expenditures in municipal activities.

How this practice has been created?

The idea for this practice originated from successful implementation of the project "Open office for communication with citizens", financially supported by EU and FARE - Program for development of a local self government, and from starting with Citizens service center (CSC), situated in a municipal building which today operates as an Office for communication with citizens and NGO associations. It owns its own telephone line and e-mail, as well as a data base of the citizens and their activities, demands and problems. A brochure named "Informative guide through administrative procedures" was published to meet the project and citizens' demands. This guide was later implemented in the practice by the employees in these offices, and by the inhabitants.

The implementation of this practice is based upon successful implementation of the EU and FARE program - "Open office for citizens' informing", and is a part of the program named Better communication and satisfaction of the demands of the citizens, from the strategy of Local sustainable development if the Municipality of Gevgelija (2006 - 2011).

How is this practice implemented?

The practice is in implementation for two years, it is a fully functional, the individuals engaged in offices work full time (40 hours a week), and implementation problems are detected and resolved in time.

The persons engaged in offices inform the inhabitants of the inhabited places and surrounding about the latest activities in the municipality; they enable the access to administration forms and give assistance in their filling. They do the distribution of a local Informative bulletin and various flyers, and collect the citizens' responses through surveys, organize tribunes and other kinds of meetings, and moderate the scheduling of the meetings with a mayor and municipal administration. They organize activities related to implementation of municipal activities in rural region - street lighting, communal hygiene, street asphaltting, sport and other activities.

For the practice to be established, there are certain requirements, such as: adequate office equipment, training for the individuals engaged to work in branch offices, and further training and improvement of skills of the personnel engaged in branch offices, with one final purpose - successful implementation of the scheduled project activities.

It is preferable to have a partner while implementing the practice - in this particular case, the partners of Municipality of Gevgelija are the Center for support of the NGOs - Gevgelija, farming associations and other individuals and legal entities in the field of agriculture.

The practice can also be established and implemented without any external support and, once established, it is self sustainable and non-dependable on support by other institutions - this is the way Municipality of Gevgelija performed the practice. Self sustainability of these offices stimulated the interest of the project named Program for support in consultation services in agriculture (MAASP), within which came to a technical arranging of the office in Negorci, which gained one additional activity: Rural informative center (RIC). Soon, these offices will perform one more function: they will operate as a Municipal service centers (MSC). They are enclosed in the project of Support for the process of decentralization, financially supported by EU and EAR.

Necessary resources for practice implementation

A successful performance of the offices requires 700.000 MKD a year from the budget of Municipality of Gevgelija, for arranged activities and other current expenses. It also requires following office and computer supplies: 4 personal computers, office desks, closets and auxiliary closets, printers, scanners, telephones, fax machines, office chairs for the employees and 8 chairs and 4 smaller tables for parties. The four offices have one person engaged per office.

For technical equipment of the office in Negorci, the MAASP project spent more than a 300.000 MKD. Within the project "Support for the process of decentralization" (EU and EAR) there were performed trainings of a persons engaged in branch municipal offices, and works on additional equipment and repairing of those offices are currently running. For this project, this is in stage of implementation, and for repairing of the offices that started with activity, the donor will spend about 700.000 MKD, plus additional resources for additional technical equipment.

Applicability of the practice in other units of a local self-government

Considering the successful two year performance of this practice, other ULSGs in the Strumica region are encouraged to establish such branch offices, from the following reasons: increasing the quality of services in the process of decentralization, reducing the bureaucratic procedures, and arousing the interests of donors for this kind of offices, precisely, for the way in which they perform.

Implementing of this example in practice will allow the municipalities to have appropriately supplied offices and trained personnel, increased communication with inhabitants of rural areas, and efficient collection of local taxes. This would promote the employment in rural areas, and appropriate project activities for enabling of self-employment, development of farming and so. The implementation of this practice creates a climate for development of the agriculture, training for pre-accession funds of the EU (the IPARD program), enhancing of capacities of a local self government, creating of data base for identification of the citizens' demands, and would increase the cooperation with NGO associations and also the regional cooperation.

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MODEL OF MACEDONIAN MUNICIPALITY

Practice of Municipality of VELES

Short description of the practice

Even before the decentralization, the reform of an organizational model of Municipality of Veles emerged as a priority question. Performing the project activities in two year period, the actual model of organization of a municipal administration was transformed into a model that is organized according the EU standards of general and specialized administration.

Description of the problem resolved with the practice

The lack of human resource management, according to principles of public administration organization that are implemented in Europe and worldwide, had a negative impact on the efficiency and effectiveness of the municipality. A useless waste of time in case of overlapping responsibilities also complicated the working duties and the communication with the citizens. This problem lasts since the independence of Republic of Macedonia, and it affects the local self-government and all the citizens that use its services.

The basis of the problem was in the lack of systematization act that would sublimate all the legal inputs, responsibilities, competencies, accountabilities, working conditions, and mutual communication in the municipal administration; all of this often was the cause for problems in implementation of responsibilities. The officials were not capable of clearly discern between responsibilities and obligations, which had a negative effect on communication with the citizens - users of the services, who had to spend additional time to obtain a service.

Aims and results of the practice

General aim of the practice is to create a model of Macedonian municipality using the highest European standards aimed at improving the services for the citizens. The specific aims are to create small, efficient and effective administration, to increase the capacities of human resources, to build a base for development of the municipality following the principles of a private sector, and to upgrade the services that are offered to the citizens.

During the implementation of this practice, following procedures were conducted: general analysis of the spatial and technical potentials and capacities of human resources in the municipality; making of a new model of organization of a municipal administration; training for the employees in a municipal administration; preparation of a new systematization act; and analysis and upgrade of the model of organization. This all helped to overwhelm the problems in great degree, and to improve the efficiency and effectiveness of a municipal administration, what gained the benefits for all the citizens of Veles (55.108).

The making of a new organizational model had influence over fast development of a local self government as a citizens' service. It led to increase in efficiency and effectiveness, opening of dispersed offices of the municipality, and starting with one-desk work system named "Citizens' service center". The model contributed to municipality's continuous appliance of the highest standards in the field of public services and to start the process of standardization of the services.

How this practice has been created?

The practice was created as an initiative of the Mayor and the United Nations Development Program - UNDP; it has been implemented since 2005 and is a part of the Agenda 21. There is project documentation for this practice.

How is this practice implemented?

The “Model of Macedonian municipality” project, performed with a financial support by UNDP, transformed the model of existent internal organization in Municipality of Veles; this transformation was performed during 2003 - 2005. The new model was realized after the analysis of the condition of the spatial and technical potentials and capacities, and human resource capacities in regional units of government departments in Municipality of Veles. Basing on the performed analyses, consultancy enterprise “LDK consultants”, using the standards of general and specialized administration, prepared and proposed a new model of organization of a municipal administration. After the analysis conducted by Mayor and municipal development team, the proposed model was adjusted to conditions and demands of the citizens of Municipality of Veles. The training of employees in municipal administration ran continually. The development team performed three-week training for management in local self-government, and the employees attended specialized trainings in 7 modules (areas). Basing on a proposed model, new systematization act was prepared, with principles of management of human resources that were learned during the training embedded in it. In August 2005, the Civil Service Agency approved new systematization act. Since then, the systematization act is publicly available and is liable to continuous analysis and refinement.

In order to implement the practice, it is required to perform an analysis of the spatial and technical potentials and capacities, and human resource capacities, to prepare a proposal Model of the municipality, and to adjust the model to conditions and demands that exist in Veles. After that, there should be a training of employees in municipal administration, preparing and passing of systematization act, performing of public presentation of the model, and working on continuous analysis and refinement of the model.

Necessary resources for practice implementation

The implementation of this practice required the following resources:

Financial resources: 132.660 USD;

Equipment: 1 personal computer, printer, 1 office desk, Internet connection, telephone;

Personnel: 1 municipal program coordinator, 6 members of municipal development team, and all of the 45 employees in municipal administration.

The practice can be performed using own resources, but in this particular case it was performed with an external support - 302.800 MKD from Municipality of Veles, and 132.660 USD from the UNDP.

Applicability of the practice in other units of a local self-government

Every municipality in Republic of Macedonia can implement the process of making of a new municipal model, adjusting the model to a specific conditions and demands of the

citizens - users of the services. The project Model of Macedonian municipality involved 6 municipalities that implemented a new organizational structure of the administration. The new systematization act of Municipality of Veles was created upon the newly established model of the Civil Service Agency that served as an example document. The systematization act was conveyed to more than 40 municipalities in Macedonia, on their own demand.

The implementation of the model is possible only through a serious approach to the problems in human resources organization, in purpose to improve the services that are offered to the citizens, with continuous training of the employees and analysis and upgrade of the model. It is of great importance to apply the European standards in organization of the general and specialized administration, and to incorporate a one-desk work system for the services enclosed in the model. Smaller municipalities can use the actual experiences to create an organizational model that will involve common administration, with purpose to facilitate the citizens' access to municipality services.

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PROVIDING OF INTELLECTUAL SERVICES TO OTHER MUNICIPALITIES

Practice of Municipality of Veles

Short description of the practice

Providing of intellectual service from municipal administration of Municipality of Veles to other municipalities is a practice that was established as a contribution for greatest possible number of citizens to get timely and quality service. The practice was started with setting the legal framework for organization and delivery of the services.

Description of the problem resolved with the practice

Smaller municipalities nearby Veles, due to restricted financial resources, are not able to provide required human resources for implementing of all responsibilities; this has a negative impact on providing of services for the citizens.

The problem originated in 2005 and it concerns the local officials and municipal administrations of the municipalities of Chashka, Lozovo, and Gradsko, as well as the citizens of those municipalities. The lack of services in their settlements forces the citizens of Chashka, Lozovo, and Gradsko to search for services in Veles, and this entails time spending and additional costs.

Local officials who manage the municipalities are unable to perform all of their competencies, because of the lack of resources, and municipal administrations spend additional time to direct the citizens how to get the needed service.

Aims and results of the practice

General aim of this practice is to provide quality, efficient and effective service for the citizens in smaller municipalities that don't have professional municipal administration in certain fields of competence. Concrete aims of the practice are to provide services for managing of property tax, to provide service for communal tax, to perform supervision and inspection services from authorized education, environment, road traffic and construction inspectors, to provide services of internal auditor and authorized accountant, and to engender the inter-municipal cooperation.

14.285 citizens of municipalities of Chashka, Lozovo, and Gradsko enjoy benefits of this practice; the practice enables them to save budget resources for they do not have expenditures of opening the new job positions. In addition, Municipality of Veles gains benefits from the practice, for it receives additional income.

This practice overwhelms a number of problems, and improves the conditions for delivery of services to the three smaller municipalities. Local officials are able to enforce legal competencies, municipal administrations are free from additional time spending, and citizens get the services in the place where they live.

How this practice has been created?

The idea originated from the Mayor and development team of Municipality of Veles; it has been implemented since 2005 and there is project documentation for this practice.

How is this practice implemented?

The Council of Municipality of Veles passed amendments and complements to the Decision for organization of the municipal administration, that determines the mode, range, and the method of performing of activities, use of the facilities and the equipment, and financing in providing of services in various fields. Basing on this decision, Municipality of Veles signed the agreement with municipalities-users. According to this agreement, the employees of municipal administration in Municipality of Veles provide services to municipalities of Chashka, Lozovo, and Gradsko, and regularly send reports for provided services.

Necessary resources for practice implementation

Financial resources: 2.496.000 per year

Equipment: 2 vehicles, 8 telephones, personal computer, Internet connection, fax machine

Personnel: 8 persons from the municipal administration of Municipality of Veles.

Applicability of the practice in other units of a local self-government

The practice is applicable in all larger municipalities in Republic of Macedonia that satisfy financial and technical conditions, and have enough human resources to utilize clauses from the Local self-government law and to deliver services to smaller municipalities which are not in dispose of mentioned conditions. Application and dissemination of the practice have positive effects on deepening of inter-municipal cooperation, on exchange of experiences between municipal administrations, and, before all, on satisfied citizens who are now capable to get the services in the place where they live.

Ways of dissemination of the practice depend on circumstances that are specific in every distinct municipality, and can be organized by adjusting the actual conditions and demands of the citizens. The risk in implementation of this practice is in the question of the serious approach of the two partnership sides: municipality that delivers the services, and municipalities that receive the services from larger municipalities.

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ESTABLISHMENT OF ONE-DESK SERVICE SYSTEM - CIVIL SERVICE CENTER

Practice in Municipality of VELES

Short description of the practice

The citizen's service center of Municipality of Veles, as one-desk service system is established in November 2006. The project idea belongs to the municipality, and its implementation was supported by the USAID in the frame of the Program for decentralization. The general aim of the project was the municipality to grow up into real service for the citizens.

Description of the problem resolved with the practice

The priority problem before the start of the decentralization was the lack of the system for ensuring the public services, as there were complicated and not clear procedures, lack of information for the service beneficiaries, lack of support for the citizens in the getting the service and non-efficiency and not effectiveness of the municipal administration.

The problem is point of concern for the municipal administration, for all citizens that use the municipality services, business community and all other relevant stakeholders - citizens from the other municipality, visitor etc.

They all were facing the complicated and not clear procedures that caused problems for the citizens - service beneficiaries that were wandering from office to office and were waiting for days and months to get the service. That caused reactions, citizen's distrust and lack of the local self-government efficiency.

Aims and results of the practice

With the implementation of the practice, all services are ensured at one place, equally qualitative and fast delivered to the citizens, service - beneficiaries, service identification, introduction of the effective and efficient way of service delivery based on the ICT. The system is developed for the support of the process of improvement of the service quality, ensured information for the service beneficiaries and conditions for improvement of the business climate for domestic and foreign investors.

It is ensured access to the fast, qualitative and equal services on one place, identifies 28 procedures and it is opened an office of Economic chamber Macedonia.

The positive effect of the practice is felt by 45.000 citizens (at the age above of 15, according to the Census in 2004) and with this investment is saved 1.415.646 MKD from the budget, and with the engagement of the existing human resources are saved 159.180 MKD per month or 1.910.160 MKD per year.

How was the practice created?

The civil service center (one-desk service) is part of the "Strategy for establishing e-municipality", adopted by the council of Municipality of Veles. The ideas for this project

came from the Department for informative technology and local economical development of the Municipality of Veles.

The practice is a product of detailed developed project, which is implemented since 09 January 2006 and there is project documentation for it. The work of the center is subject to constant analyzed by the development team. The problems are continuously identified and solved. The municipality currently implements new project activities for the enlargement of the civil service center efficiency.

How is this practice implemented?

The civil service center functions by the principle “All services at one place”, where the citizens have possibility to get services in 28 basic procedures (fields: urbanism, communal issues, environment, tax administration, education, free access to the information of public character), services from the Economic Chamber of Macedonia as well as information for the overall work of the municipality. The center is arranged according to the model of open for the citizens, which allows direct communication without desks and barriers.

The center has a windowed office in which is the officer of the CSC can not answer on the citizens request the manager comes and in front of all present discuss with the citizen. The office is windowed also to be able to avoid any type of corruptness. The center gathers the citizen’s requests, which are later, processed in the back part of the office. The answers on the requests are again sent to the center, which informs the citizens about it.

In the center is also the EU info point where via brochures, flyers and bulletins the citizens can be introduced about the EU policies and funds. The center is accessible for the people with disability. There are 6 people from the municipal administration employed there. Each of the employees is specialized in providing special service in the special field.

The center has available a computer for the citizens needs and there is a free access to the internet or ensuring the right for free access to the public information. In average per day 60-100 citizens, representatives of the business community and other beneficiaries visit the center.

The implementation of the practice covers the adaptation of the center facilities, eternal arrangement, supply of office equipment, supply of the technical equipment, visualization and sounding, identification of the working procedures and training for using.

Necessary resources for practice implementation

Financial means - 2.005.941,00 MKD out of which USAID gave 1.415.646,00 MKD , and the municipality of Veles 590.295,00 MKD.

Equipment - Office equipment (desks, chairs, tables and chairs for the citizens, cupboards, info boards); technical equipment - 8 computers, scanner, copy machine, phone and software.

Personnel - total 7 people (6 employed in the municipal administration and 1 person which is under the responsibility of the Economic Chamber of Macedonia).

The project for the establishment of the one-desk system can be implemented with own

resources. In this case it is supported by USAID, Fund for good municipal management - Program for decentralization.

Applicability of the practice in other units of a local self-government

One-desk system - Civil service center is a model that can be implemented in all municipalities. Because of it, is included as a model in the current project SUDEP, which with the support of the EU via EAR is implemented in 36 municipalities. The aim is to establish unified system of one-desk services. The process of dissemination is supported with the efforts for unifying the procedures for service providing, that are implemented in all municipalities according to the legal procedures.

In addition to the possibilities for the practice dissemination is the growing interest for the representative of the numerous municipalities (Mayors and municipal administration) as well as the representatives of the international community for visiting the Center and for a possibility to see the model of one-desk system in Municipality of Veles.

It is of special importance to spread the practice in the between municipal cooperation which in this case is supported with the help of the project SUDEP. This provides joint work of the municipalities in the process of standardization of the services in the one-desk system (Civil service center).

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ELECTRONIC IMPLEMENTATION OF THE MEETINGS OF THE MUNICIPAL COUNCIL

Practice in Municipality of VELES

Short description of the practice

Electronic implementation of the meetings of the municipal council in Veles is a practical sample. By using the possibilities of the informative-communication technology (ICT) allows preparation and implementation of the meeting of the Council, access to all current materials and the one that are in the archive (decisions, solutions, minutes, and official gazette) and overall legal framework that is available in electronic form. In this way of implementation of the Council meetings are conditionally “closed” in the frames of the municipal informative system and in its working part. It is done on easy and simple way that allows publication of all official materials that are result of the Council’s work on www.veles.gov.mk.

With the implementation of this concept, the working conditions of the Council of Municipality of Veles are improved. Overall the efficiency, information availability (important for the current work of the Council) and the implementation of the meetings are improved. On the other hand, the citizens are informed about the Council work and have overview for each of the meetings as well as about the adopted decisions, solutions and other documents.

Description of the problem resolved with the practice

Before the practice was implemented, there was a big problem with the great number of paper, materials copying and material costs in line with it, costs for postal services etc. When the council members got the materials, they had to go back to the Municipality to follow the Council meeting and to discuss according to the agenda. In eventual, agenda change it was necessary to make additional copy, new costs and slowing of the Council work.

The municipal administration lost lots of time on technical issues related to the preparation and implementation of the Council meetings. The meetings went on slowly and not efficiently, and the access to the important information for the decision-making was hard and always in hard copy. The access to the information for the citizens was again in hard copy via the official gazette.

Aims and results of the practice

With the practice introduction, the administration and municipal Council efficiency is raised, created fine working conditions for the Council, lowered the costs for the meetings implementation, distribution of the working material is done in electronic form, and in complete the informative-communication technology is applied.

There is no exact figure for the number of citizens that have direct effect from this example. Relevant indicator is the number of the visitors of the official web site and the number of the “downloaded” documents in electronic form, as well as the answers on the proposed suggestions, comments and initiatives by the citizens. This number is growing everyday and becomes a normal way for access to the information related to the work of the Council and the municipal administration.

The practice managed to solve the problem - overall preparation for the Council meetings, eventual changes and amendments, distribution of the materials and the implementation of the Council meetings are completely in electronic form.

The working costs are lowered, and the overall efficiency is enlarged, which allows dissemination of the information to the citizens and local institutions, promotion of the transparency and improvement of the local business climate, using of the all available resources and fight against the corruption.

With the implementation of the practice are saved around 300.000 MKD per year from the municipal budget, that were spent just on material costs, without the evaluation for the engagement of the human resources.

How was the practice created?

The practice is part of the planned projects for implementation in the frame of the “Strategy for the introduction of the e-municipality” and the “National strategy for development of the informative society”.

The idea came from the Mayor and the employed in the municipal administration. The practice is implemented since 24 of May 2006, and is completely functional and covers the municipal administration, Council members, institutions on the local level and the citizens.

How is this practice implemented?

The electronic implementation of the meetings of the Council of Municipality of Veles is actually integrated system, which allows preparation for the meetings in cooperation with the administration, Mayor, the President and the members of the Council. It allows overview and access to the archive of the agenda, minutes, decisions, solutions, official announcements, presence and discussions in the frame of the forums. The practice ensures fast transfer of the final documents on web and allows searching by the beneficiaries.

For the practice implementation, it is necessary to have high level of implementation of ICT in the frames of the administration, as the Council work is related to the work of the administration and the Mayor’s. The facility conditions are not of less importance, which has to ensure appropriate setting up of the technical- technological part related to the system functionality.

Necessary resources for practice implementation

Financial means - 3.800.000 MKD.

Equipment - ICT - 1.600.000 MKD and other equipment – 2.200.000 MKD.

Personnel - running costs.

The practice of Municipality of Veles is completely implemented by own resources, based on the principle “from idea up to implementation” and there were no additional resources for it from other sources.

Applicability of the practice in other units of a local self-governme

The practice can be easily implemented in any other unit of the local self-government if there is a political will, technical infrastructure, equipment and appropriate level of e-education. By it self the practice can be adapted according to the specific needs, that makes it maximum flexible and applicable in the other municipalities according to the number of the Council. It means that from the costs aspect the practice can be easier implemented in other municipality and vice versa.

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SCHOLARSHIPS FOR THE GIFTED STUDENTS AND PUPILS

Practice in Municipality of VELES

Short description of the practice

In 2002, the Municipality of Veles established the Foundation for scholarships for the gifted pupils and students "Kole Nedelkovski". From the budget of the municipality of Veles are allocated financial means for 6 scholarships, 3 for the pupils and 3 for the students. The scholarships are given 9 months in the year, for a period of one school year. The scholarship for the pupils is 1.500 MKD and for the students is 2.000 MKD per month.

In 2006, for the first time the business sector in Veles took part with donation of on scholarship per gifted pupil, and in 2007, 6 other companies from Veles donated scholarships for 1 high school pupils and 5 students.

Via the Foundation for scholarships for gifted pupils and students, the Municipality of Veles stimulates the gifted pupils and students to make better results. No matter how many scholarships are going to be covered by the business sector, the Municipality always covers 6 scholarships. Every year in October (after the October session), a call is opened where all the pupils from high school that has finished at least second year and have excellent note and the students that has finished the first year with the average of 8,50 can apply. Scholarships are only for the inhabitants of Municipality of Veles.

Description of the problem resolved with the practice

The Municipality of Veles was looking for a way to support the gifted pupils and students, to stimulate them and to reward them for the reached results. The need to support the gifted pupils and students was defined in 2002 when the Council of Municipality of Veles adopted the decision for establishment of the Foundation.

The practice is covering the following categories:

- *High school student with finished at least second year*

The pupils have to have continuous excellent notes in the previous years during the education, to be participants of the domestic and international competitions in different fields and to be pupils in one of the high schools in R. Macedonia.

- *Students with finished at least first year from their studies*

The students must have continuation in their studying, to have finished at least the first year, to be students at the one of the state universities in R. Macedonia and to have average result of 8, 50. All the scholarships holders must be inhabitants in the Municipality of Veles.

Aims and results form the practice

Financially supported gifted pupils and students try to keep the real success so they can continue to use the scholarships for the next year. It is raised the interest for financing the education of the youngsters - future stakeholders of the economy in Veles with the inclusion of the business sector in the process of ensuring the scholarships.

It is not rare case that the scholarship bearers are social cases, so the scholarship it self is the only way for continuation of the education.

In 2007, 12 bearers of scholarship, their families and the community feel the scholarship effects.

Out of the municipal budget every year are allocated 94.500 MKD, which are not enough means for the interest and the need for such generous practice.

How was the practice created?

The idea came out of the enlarged number of citizens, which at the beginning of every school year came and ask for help them for their children' education which have great success in the education process.

The practice is a result of the detailed analyzes for what we have Program and report for each of the passed years and it is in function since 2002.

How is this practice implemented?

The foundation "Kole Nedelkovski" works according to the Statute and the Program for what there must be accordance form the founder - the Municipality Veles. The Foundation's Management Board functions on a voluntary base - without any honorees. With the financial means from the Municipal budget, are supported six scholarships on an annual base, publishing the call in the local media and the student's accounts are opened.

Every October, the opened call is published in the local media, it is also published in the citizen's service center and in all high schools in Veles. The call lasts for two weeks that is enough for the candidates to prepare all the necessary documents. The technical support and the organization of the foundation activities are supported by the municipal administration - Sector for education and culture. The acceptance of the documents and their evaluation is done in the Citizens service center. After the documents arrived, there is a range list prepared with the candidate's data, which is later submitted, to the members of the Management Board of the foundation. In a period of five days after the call is closed, the Management Board decides about the scholarship's delivery according to the previously set up criteria. The executive Board informs all the candidates and media for public information.

After the deadline for submission complaints, every scholarship receiver signs a contract for rights and responsibilities of the scholarship receiver and the foundation.

The inclusion of the other partnership organization in the practice implementation only can contribute towards the satisfaction of the needs of a bigger number of citizens. As it is about inclusion in the economy, it means that the business sector is opened for cooperation with the local community, following the success of the gifted pupils and students and invests in them, as they are its future potentiality - bearer of the economy development in Veles. The practice can be sustainable even without external support, but there will have an influence over the service quality.

The results of the implemented practice

Though the number of submitted requests for scholarship is always bigger then the number of given scholarship, according to our evaluation this problem is solved by the practice. The number of citizens that gained the positive effect of the practice every year is different, in dependence of the number of delivered scholarship and direct effects scholarship receivers and their families.

Indirect effects of the scholarships are felt in the high schools in Veles; the pupils try to get better results so they can become eligible for scholarships; the students from Veles that are not receiving scholarships, try to improve the average. It is also felt by the economic entities

from Municipality Veles that show increased interest for investment in education of the gifted personnel.

The positive effect for the local self-government is that the citizens' trust in the local self-government and its care for the needs of all citizens categories. The special significance has the information that most of the scholarships receivers are the students with the average 10,00 and in few additional cases the scholarship receivers are students that confirmed their success in the further education and became students that received the scholarships.

Necessary resources for practice implementation

Financial means - 10.500 MKD are necessary for the practice implementation per month or 94.500 MKD on a year base for 6 scholarships and 10.000 MKD for media presentation, means that are part of the municipal budget. The donor's participation from the field of economy differs every year, and has influence over the quantity and the number of citizens that have direct effects from the practice.

Equipment - For the practice, implementation there is no need for special equipment. What matter are the documents and the necessary steps: decision for establishment, statute and program for work, open call etc.

Personnel - the necessary personnel for the implementation of the practice is the Foundation Management Board and the personnel employed at the municipal administration - Department for education and culture.

The practice can be implemented even with its own resources. From 2002 up to 2005 was implemented with own resources, and resources gained by other sources just confirmed the justification for the practice introduction.

Applicability of the practice in other units of a local self-government

There is no single local foundation for scholarship of the gifted pupils and students in any other municipality, except in the Municipality of Veles. This practice can be used in all units of local self-government. With the allocation of minimal budget, means of 100.000 MKD the Municipality can show its interest towards the gifted pupils and students. In all other parts, there are gifted pupils and students in different areas. Because of the one of the preconditions, delivering of an essay "How I can help to the community development", the Municipality can learn about the visions of the future stakeholders of the economic life in the community.

The Municipality of Veles can help others municipalities in the preparation of the documentation necessary for the establishment of the Foundation, and to give them directions for criteria creation for choice the scholarship receivers, the steps for the open call etc.

With the implementation of the practice, the municipalities will get a possibility to establish cooperation with the economy in its own surroundings, to offer them a possibility to choose for which candidate they will cover the scholarship and to open up space for employment of the future young experts in their own municipality.

The experience form the Municipality of Veles can be adjusted according to the needs of the Municipality, and instead of gifted students to give scholarships for the social case, to stipend only pupils or just students.

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LOCAL ACTION PLAN FOR THE ISSUE OF DISABILITY - AGENDA 22

Practice of Municipality of VELES

Short description of the practice

In line with the effort for application of the highest European standards for socialization of people with disability at local level, and by initiative of the Handicap International, the citizens associations and the Municipality of Veles the Local Action Plan for the disability issue was prepared, Agenda 22 for the Municipality of Veles. The Agenda 22 was prepared because of the joint workshops held by the citizens associations, representatives of the local self-government and the institutions at the local level. The Council of Municipality of Veles adopts the Local Action Plan for the disability issue.

Description of the problem resolved with the practice

The problem that the municipality faced with in the field of the undertaken responsibilities from the social sphere was the lack of legal frame as a base for the activities for socialization of people with disability. The problem exists since 1991, and it related to the local self government, institution at the local level, citizens associations that work with people with disability as well as with the people with disability it selves.

It was consisted of the lack of strategic document for the local self-government for socialization of the people with disability, which made the process more complicated to find out appropriate solutions for their socialization. For the local institutions, a problem was the lack of directions for taking activities towards improvement of the quality life for people with disability. For the citizens association the problem was lack of legal framework for joint action with the local self-government and the responsible institutions in the field of socialization of the people with disability.

Aims and results of the practice

The general aim of the Agenda 22 is to help to the authorities at local level to create strong capacities for actions for the issues of disability. Specific aims are:

- Provision of the legal framework for the socialization of the people with disability;
- Provision of the wider action at the local community and
- Establishment of the highest European and world standards for socialization of the people with disability.

With the implementation of the practice, a legal framework was created for the socialization of the people with disability, which provided environment for wider action at the local level. It also ensured application of the highest European and world standards for socialization of people with disability at local level and ensured support for the local authorities to create strong capacities for the actions in the field of disability.

Around 600 people and their families, five citizens associations, four local institutions, one private company and six local media gained positive effect of the practice, as well as all 55.108 inhabitants of the Municipality of Veles.

How was the practice created?

On the initiative of the Association of the parents of children with cerebral paralysis - Veles, association of people with visual impairments of Municipality Veles and other nongovernmental organizations as are Handicap International we initiated the creation of the Local Action Plan that will be suitable for the people with disability. This working group worked together to evaluate the current situation, available resources and necessary services that will be covered in the preparation of the Local Action Plan for the disability issue in Municipality of Veles.

How is this practice implemented?

With aim to adopt effective Local Action Plan for the disability issue, the working group was trained through five training modules, after what were organized a serial of workshops where the Local Action Plan for the disability issue. The prepared version was presented to the all relevant stakeholders and after the debate with them; the Municipal council of Veles adopted the draft version.

The undertaken activities that during the practice implementation are:

- Presentation of the initiative for adoption of Agenda 2
- Establishment of a working group for project preparation
- Trainings for the working group
- Implementation of tribunes and workshops
- Preparation of the draft version of the document
- Distribution of the draft version to all relevant stakeholders
- Preparation of the proposal version
- Document adoption by the Council of Municipality of Veles.

Necessary resources for practice implementation

Financial means - around 250.000 MKD

Equipment - facility for the workshops, LCD projector, two computers, Internet connection, phone and fax.

Personnel - one coordinator and 20 participants.

The practice can be implemented with own financial resources without problems, but the side support is advisable, as it is in this case, Handicap International gave us support with the financial cost and covered half of it, in amount of 120.000 MKD.

Applicability of the practice in other units of a local self-government

The practice can be applied in all municipalities in Republic of Macedonia if there is a will, in the frames of social protection to establish legal framework for action in this field. Adoption of the Agenda 22 is of extraordinary meaning for all local communities, but also for the state in its processes of euro-integration. The municipalities can implement this practice on its own or with support by the donors. All municipalities' possess the minimum necessary resources for the practice implementation - facility and technical, as well as human resources, which makes this practice easy to apply.

The responsibility of all stakeholders is of great importance in the phase of the sustainability, as well as for the establishment of the system for monitoring and evaluation of the implementation of Agenda 22, out of which new initiatives and project activities can come out.

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OPENING CLUB FOR ELDERLY PEOPLE

Practice in Municipality of VELES

Short description of the practice

Through the Program for work in the field of social protection for 2006 and the implementation of the Action Plan, the Municipality of Veles raised the importance of the meaning for the social life of old people and respect of their specific needs in the field of social inclusion. For the implementation of the managed policy for planning, organizing, financing and initiating range of activities for ensuring conditions for old age, human dignifying, access for opening daycare center - Club for elderly people.

Description of the problem resolved with the practice

Most of their old age days, elderly people were forced to pass in rest homes, as they had no place to go. In Veles, there is a House for people in pension that works in two shifts, unfortunately did not fill the contemporary standards for social life. Old people - the ones that are in pension, from Municipality of Veles often are facing with isolation, loneliness, physical weakness, friends loss or their close family members.

They are additionally suffering the lack of contemporary way of communication, lack of conditions for daily socialization and the lack of daily ambulance for health controls that would be part of the rest home. The existing facility most of the times was unsurpassed by the chess players in pension, and there was no possibility for other spare time activities for the others. Out of total number, most of them are woman, and due to the prejudices and stereotypes, the only facility they use was once per month.

Aims and results of the practice

The general aim of the practice was to create conditions for organizes social life for 10.200 people in pension, and the specific aims are:

- Reconstruction of the House for people in pension
- Enterer arrangement of the House with inventory and technical equipment
- Equipping a room for daily health control
- Urban planning of the balcony
- Ensuring social security for on several levels
- Implementation of the gender equality on local level
- Ensuring access to the infertile technology

The problem was solved the one that initiated establishment of the practice as the environment was improved, better conditions for social life for the old people, ensured daily health control, ensured access to the information technology and improved conditions for gender equality and equal opportunities.

10.200 pensioners from the Municipality, their families, feel positive effects and the local self-government created equal conditions for access to the services for the old people, which are members of the local community.

Modified facility in the House for people in pension for the needs of the Club of old people, where are created conditions for social life. It is equipped with inventory and technical aids,

ensured access to the informative technology, opened daily ambulance and introduced gender equal opportunities.

How was the practice created?

The idea for the practice came up from the needs assessment and the problems of the community members, which is covered by the Elaborate of the social care for Municipality of Veles. There is a prepared project proposal with project documentation and it is in the process of implementation for two years.

How is this practice implemented?

Activities for the practice implementation gone through the following schedule:

- Prepared analyze for the needs of old people in Municipality of Veles
- Priorities were identified in the elaborate for the social care in Municipality of Veles
- It was prepared the project documentation for the condition of the facility capacity in the existing House for people in pension
- Ensured grant in the amount of 488.936,00 MKD
- It was established implementation team
- The facilities for daily socialization were adapted
- It was opened ambulance for daily care
- Ensured access to the information technology.

Besides that, there was adaptation of the object, enterer and the technical equipment of the facility, equipment of the facility for the ambulance and the reconstruction of the balcony of the House for old people.

This project was implemented with the partnership with the Association of pensioners, citizens association Initiative for social support and Municipality Veles, which with own means covered the costs for maintenance of the Club for old people, because of it there is no need for external support for the self-sustainability of the practice.

Necessary resources for practice implementation

Financial means - From the project for municipality development there are 488.936,00 MKD, and from Municipality of Veles 218.500,00 MKD, i.e. total financial amount invested in this practice is 855.936,00 MKD.

Equipment - Office equipment; two computers with connection, as well as equipment for the ambulance.

Personnel - The implementation team is composed of 6 people, representatives of NGO-initiative for social care, Municipality of Veles and the Association of people in pension.

The project, opening a Club for old people can be implemented even with own resources. In this case, the World Bank through the program "Project for municipal development" supported the project, via allocation of financials to the CA "Initiative for social support".

Applicability of the practice in other units of a local self-government

The opening of the Club for old people is practice that can be easily applied in all municipalities in Macedonia with minimal allocation from the budget means. With the adaptation of the existing capacities or assignment of object, the municipalities can easily ensure services

for this marginalized group. The member's volunteer, support and partnership with NGO, contributes towards application of new forms in ensuring and delivering of the social services in the local community.

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APPLICATION OF THE GEOGRAPHICAL INFORMATION SYSTEMS (GIS System)

Practice of Municipality of NEGOTINO

Short description of the practice

GIS system is a computer-based system for facility data which is represented as plans, maps, charts and 3-D overview and will serve for gathering, visualization, control, confirmation, keeping, manipulation, processing and gain from the results. It represents a tool for modeling and analyze of the complex problems in everyday life.

From local self-government point of view of, GIS system is a mainstream for all data that has to be available for one modern town or municipality and that has to be managed effectively. Additional use of the establishment of GIS system is its un-doubtful influence over enlargement of the electronic exchange of data between the employees in the municipal administration. It is proved by the experience of the Municipality of Negotino with the implementation of this practice in the past five years. It is about proved example that will leads towards modern, effective and chipper administration.

Description of the problem resolved with the practice

Using the binders and book stands for keeping the documents was problem as in that form the work was slower, especially that their further elaboration mean exchange of paper documents, which further on made the work slower. With the process of taking up the responsibilities from the Sector for urbanism by the municipality, in the process of decentralization the workflow enlarged and that created difficultness in providing services to the citizens. It was an everyday problem for the employees at the sector for urbanism, as well as for the citizens as it was hard for them to access the necessary data.

The citizens of Municipality of Negotino had to come few times to get a certain data and to wait for a long period before the complete documentation was issued and approved, before we started with the implementation of the GIS system and one-desk work.

Aims and results of the practice

We can create certain planning and structure in field with the data analyze and the graphic overview. The preparation of the urbanistic plans is faster. During the process of preparation of new plans and change of the existing ones, they are just included in the existing urbanistic plan. We get in time with the elaboration of the data, and with visual solution of the problem, it contributes to the quality of the solutions.

Information system allows fast access to any information in the filed of urbanistic planning and all issues that are in relation with the urbanism with which ate concerned all citizens of Municipality of Negotino.

How was the practice created?

The GIS system is USAID donation in 2004 that was followed with training to use it. The equipment and the software were filled in 2006 with the participation in the project TRAIN of the EAR, which also donated GIS software for two more computers and organized training, where one municipal employee participated.

All data that are available at the municipality and are in digital form allow easier way to present in front of citizens the conditions and opportunities for the construction and restoration of the objects in the construction site. All problems that showed up during the installation were sanitized on time and the system is functioning properly.

The easy access to the citizens' services gives the right that it is effective and accepted by the citizens. The services are delivered in shorter time and the movement of the necessary documentation is the bigger part of the municipal administration responsibility, not citizen's responsibility.

How is this practice implemented?

Part of the urbanistic plan were scanned, geo-referenced and vectored by the USAID, and part of them were elaborated by the Municipality of Negotino, as are the names of the streets, house numbers, numbers of the land registry sites and other data.

A contract was signed with the companies that prepare urbanistic plans to deliver to the Municipality in paper form, but also in digital form, so they can directly be placed into the existing plans. With all that the work was additionally easier, the waiting time was shorted and the municipality time and resources were saved.

There is a need for cooperation with public enterprises for the effective use of the GIS system application, to use their data (for example underground land registry) in the process of preparation of the urbanistic plans and their implementation. For example, the data from public enterprise "Komunalec" are used for the needs of water supplying network.

The results of the implemented practice

The success of the system for support of the sector for urbanism is seen in the possibility to support everyday work of the employees in the sector, and the beneficiaries will be happier with the quality and the speed of the delivered services. According to the number of the issued permissions and other conditions related with the GIS system and one-deskwork, the number of delivered services to the citizens is doubled. That led towards citizen's satisfaction from the delivered service and the municipal work.

The effectiveness of the services id enlarged in the area of urbanism, and the work of the sector for urbanism is easier as well as documentation flow. These are enough reasons for the municipality to multiply the GIS system in the other departments and sectors of different fields.

At the same time, we work on the establishment of the citizen's service center that will have to make easier the transfer of the documentation from the front up to back office and in the part of the communal services, delivering information from public character, payment of the municipal taxes and other.

Necessary resources for practice implementation

For the system establishment was realized direct support in equipment and training from USAID, as well as additional training and equipment from the project TRAIN of the EAR.

Municipality has on availability the necessary equipment with built in software solutions and educated team for complete implementation of the GIS system and without any problem in the recent period is implemented.

Once established practice it is self-sustainable, until there is a need for future system updating. The USAID and ERR aid is direct, and the own means are used for sustainability of

the system which is responsibility of the municipality as a guarantee for future sustainability and continuing benefit from the system.

Applicability of the practice in other units of a local self-government

Main condition for the system implementation is its installation and existence. Besides that, it is necessary to have the will, interest, dedication and readiness to acquiring knowledge for successful future benefit in the everyday work by the employees in the municipal administration.

There is interest for experience exchange with other municipalities, the ones we met regularly and during the presentation for the system in front of different stakeholders. Quite often, international organization that work in the field of local development and urbanistic planning show interest in the system, as they would like to make comparative analyze of the system application in our and their countries. The usage of GIS system is recommended for the municipalities that still do not have it and Municipality of Negotino is ready to share the experiences.

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OPENING OF PUBLIC KITCHENS

Practice of Municipality of VELES

Short description of the practice

With the pledge of Municipality of Veles to improve the situation of most of the citizens - victims of the transitions, in the process of taking over the responsibilities in the field of social protection, the public kitchens are opened. The public kitchens provide warm meal, once per day for 300 people from Municipality of Veles, as a form of support for the citizens that are part of the jeopardized social category. In Veles, the project activities are implemented in two models: public kitchen in the facilities of the kindergarten and the church-public kitchen.

With the take over of the responsibilities in the field of social protection, the municipality faced with the problem of existential issue of 300 most jeopardized citizens. The problem exists continuing since the independence of the state, after the closing up of the industrial capacities and at the very moment 100 old people above 65 years, users of financial support and 200 socially jeopardized citizens at all ages.

As victims of the transition, around 16.000 citizens faced with a row of existential problems. 300 of them were in worst situation, without any possibility to get 100 MKD per day for their living. In such situation, the most jeopardized target group was not able to provide themselves food on regular base.

Aims and results of the practice

The general aim is to provide possibilities for improving the social and economic problems of the social jeopardized citizens, and the specific aims are:

- Opening up public kitchen and at the same time using the available facilities and human resources;
- Opening up church-public kitchen;
- Ensuring warm meal for 300 citizens.

With the introduction of the public kitchen for 100 old people above 65, the users of social financial support, the church-public kitchen was open for 200 social mostly jeopardized citizens and the warm meal is ensured for 300 people.

The cooperation with the Ministry for labor and social policy, MOC and the donors released the municipal budget from allocation of additional means for the work of the public kitchen.

With this were saved financial means for other activities in field of social protection.

The project represents great support for implementation of responsibilities of the local self-government in the field of social protection and meaningful practical experience for the employees in the local self-government.

How was the practice created?

The idea came up from the Department for education, culture, social protection and sport in cooperation with the citizens associations and foundations. The practice is part of the Elaborate for social protection of Municipality of Veles and is completely functional and is in

application since 2006 (Model 1) and since 2007 (Model 2), for both of which there is project documentation.

The citizens and other stakeholders accepted the practice - Module 1 is approved and accepted by the Ministry for labor and social policy, and implements in other 20 municipalities.

How is this practice implemented?

The implementation of the practice covers implementation for the following activities:

- Providing facility in the kindergarten “Dimche Mirchev”
- Providing space, reconstruction and equipment of the object for the church-public kitchen
- Arrangement of the space in front of the church -public kitchen
- Providing equipment for both public kitchens
- Preparation and distribution of the warm meal.

Model 1 that the MLSP took it over is a model for a public kitchen opened with the available capacities of the municipal real estate. The municipality used the available capacities and human resources in the kindergarten “Dimche Mirchev” for the preparation and distribution of the warm meal for 100 jeopardized citizens at the age above 65. The distribution is delivered in the branch facilities of the kindergarten that are closer their place of living. The food is provided by the MLSP, and the beneficiaries are approved by the Center for social care. In the preparation and food distribution are included employees from the kindergarten.

The Model 2 is implemented with the cooperation with MOC - Vardar Diocese and MCIC. The municipality Veles with the Council decision approved one facility to be used as church-public kitchen. The reconstruction on the object was done with the financial support from MCIC, and the space in front of the kitchen from the municipal budget. The municipality provided the equipment for the church-public kitchen, and the Vardar Diocese provides the volunteers, as well as food, preparation and food distribution. The kitchen functions as a restaurant and provides 200 meals per day for the most jeopardized citizens, beneficiaries, no matter their gender, age, ethnic background, religious or other beliefs.

Necessary resources for practice implementation

Financial means – 2.631.460 MKD

Equipment – Inventory and technical equipment for the kitchen

Personnel– 20 people – employed at the kindergarten, volunteers and employees in the municipal administration

The practice can be implemented with own resources, but having in considerations the necessary financial means it is better if it external support is included, in this case the support form MCIC which donated 30.000 Euro.

Applicability of the practice in other units of a local self-government

Model 1 from the practice is implemented in 20 other municipalities in Republic of Macedonia, by the MLSP, and it can be implemented in the rest of the municipalities in the country. Model 2 from the practice is also applicable in any other municipality in the country, with slight adjustments of the specific issues that come out of the available facility capacities, interest in the religion communities and other partner organizations, business community or

nongovernmental organizations. The possibility's range is wide, but the model depends on the specific categories of beneficiaries that live in that specific area.

Generally looking at the two models of the practice they are easy to be implemented and used, if at the leadership of the municipality and other stakeholders is a will for support of the socially jeopardized people, and available resources necessary for the practice.

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INTRODUCTION OF THE ONE-WAY TRAFFIC IN THE CENTRAL PART OF THE TOWN

Practice of the Municipality of STIP

Short description of the practice

Introduction of the one-way traffic in the central part of the town is a technical solution that solves many of the problems in the existing traffic network. The most pointed problem in the existing traffic network in the CPT is the problem with the static traffic, i.e. parking of the motor vehicles in the SPT where are situated most of the business enterprises that creates everyday traveling for the citizens. For the problem solution with the static traffic, it is necessary to ensure new parking lots.

As possible solutions of this problem are the following two: ensuring new parking lots that will be connected with the existing traffic network or adjustment of the existing traffic areas into parking lots. The second solution was chosen as better solution for solving existing problems in the traffic network, part of the network for motion traffic to be adjusted into static traffic. The solution is one traffic lane from the urban streets in the CPT will be used for parking lot, and other lane for traffic.

Description of the problem resolved with the practice

The towns, and Stip it self, most of the cases do not have enough space for parking in the central part of the town (CPT). On the other side in the CPT in Stip are situated administrative and business units, which leads towards heavy traffic and results in bigger need for parking lots. Besides this, the growth of the need for traveling, i.e. growth of the citizen's mobility and enlarged number of motor vehicles results in bigger request for parking lots and bigger traffic float.

Because of the lack of parking lots, this caused irregular use of the traffic parts in the CPT Stip, the occurrence of traffic hard breathing is unavoidable. Due to it, there is bigger pollution in the environment, economic lost, large time for traveling, drivers with psychological frustrations, which are facing the problem of no available free parking lot. If we solve the problem with the parking, most of the above-mentioned problems will be solved too.

Aims and results of the practice

With the introduction of the one-way traffic in the CPT whole ranges of problems are solved, part of the problems of the existing traffic network.

The biggest problem is lack of parking lots in the CPT, which is almost completely solved with the new parking space with 320 parking places over the whole length of the town streets that are covered with the one-way traffic system.

This system is providing even safer traffic for the pedestrians, i.e. there is lower number of irregular parking on the sidewalks and green area, which at that time were forced to pass over the road unsecured. The vehicle float was lowered as well as the stands at certain spot over town streets. The traffic floats were canalized and the parts of the streets that were not used enough, as there were some parts that were over used now they are balanced.

Positive effects from the introduction of the one-way traffic system in CPT are over the budget in sense of choosing not only simply, but also not so expensive regulatory measure with which we are released from the traffic jam.

How was the practice created?

After the conducted analyze and leading of the traffic in the CPT by the working group composed of experts from MIA - DIA Stip it was proofed that bigger part of the traffic network is stuck. The same was confirmed by the organized public debate for the citizens to prove the priority problems that need urgent solution and by the survey of the local TV station.

In the cooperation of the experts from the MIA - DIA Stip, local self-government Stip and the Municipal Council for security in the traffic in Stip, the data and gathered information were discussed. At he end the proposal initiative came up for introduction of the one-way traffic in the central part of the town, as simplest and not so expensive regulatory measure for solving the traffic jam.

After the proposed regulatory measure for solving the bigger part of the problems with traffic network in the CPT, it was approached towards preparation of project documentation, i.e. Elaborate for vertical signalization for one-way traffic in CPT and Elaborate for determination of the parking lot over the length of all town street covered with one-way traffic regime.

How is this practice implemented?

The system for the one-way traffic regime functions according to the settled traffic horizontal and vertical signalization. The posed signalization is according the legal regulation for the security in the road traffic. For the conduction of this system for traffic regulation, first it is necessary to gather all data. Data collection from the source and goal of the traffic float; establishing traffic overview in a certain zone; gathering data about the traveling time and time lost at peak and non-peak hours and detailed calculation of the capacities for one-way and 2-way system. Besides this, it is necessary to posses' knowledge of the geometric features of the traffic roads where the one-way system is introduced, to provide value and comparison and analyze of the effects, reached in the field of accessibility, providing and pedestrian movements.

After the data gathering it is approached towards their analyze and establishment of opinion for justification for the introduction of the new regime in the traffic, by the experts from MIA - DIA Stip, the Municipal Council for security in the traffic in Stip and local self-government Stip, that were responsible for the introduction and implementation of the one-way traffic system. The one-way system is self-sustainable, in a sense of its function. The system is subject of sustainability and improvement of the horizontal signalization, which during the time fades away and exchange of the vertical signalization if it damaged.

The implementation of this project in Stip was faced with huge interest and support from the citizens and business sector. It resulted with donation from one our citizens who with its own financial means built a bridge over river Otinje on a strategic spot, which created ideal conditions for introduction of the one-way traffic in the central part of the town.

The results of the implemented practice

The results from the practice implementation is enlargement of the parking lot in the CPT with 320 parting places and the lowering of the traffic jam with enlargement of the capacities for roads traffic. Lowering the number of the irregular parking over the side walks which was obstacle for the normal pedestrian float and exposing of the pedestrians to not safe movement and parking over green areas and their damaging.

With the length parking over the road a protection wall was build, wall between the dynamic motor traffic and the pedestrian traffic on the sidewalks, i.e. the traffic culture is raised on higher level without using other repressive measures.

The negative aspect is enlargement of the length of traveling until the final aim. The negativity of the one-way systems compared with the positive aspect is much smaller and due to it, the system functions properly.

The trade and administrative entities feel the benefits from this system as the parking lots are ensured which provide effective working in their field. Local self-government is responsible for most of the functions in the town, including the traffic policy, finding solutions, which are improving everyday town functioning and improved quality of citizens' lives.

Necessary resources for practice implementation

For the implementation of this practice in the municipality in the examination are included pupils from high schools and NGO which were paid 20.000 MKD. Elaborates are prepared by our experts offices. There is a certain amount spent on horizontal and vertical signalization, which via the program of the public enterprise Stip, project that were ensured via the budget of the Municipality Stip. The construction was performed by the employees of the public enterprise, whose responsibility was road maintaining and possess the necessary equipment.

Applicability of the practice in other units of a local self-government

This system for solving the problems of the town traffic network because of the lack of parking lots and removal of the traffic jam is applicable in all urban municipalities, whose traffic network is suitable for introduction of the one-way system.

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EFFECTIVE AND EFFICIENT EDUCATION - new education concept on local level

Practice of the Municipality of VELES

Short description of the practice

In the first phase of the decentralization, Municipality Veles took over the responsibility for the 8 elementary school, 1 elementary music school and 4 high schools.

The municipality took over the responsibility for organizing the transport of the pupils and maintenance of the facilities, and the transfer of the responsibilities in the education allowed municipality to make decisions for financial means allocation. The analyze base for the current conditions introduced new education concept at local level.

Description of the problem resolved with the practice

The problem exists since 1991 and is concern for the local self-government, Ministry for education and science, 247 employees in the education institutions, 2.632 pupils and double number of their parents.

The problem manifested in different way at these groups of interested stakeholders:

- For the pupils - distance between schools and their home, lack of sport facility, lack of educational means and possibility for education in specialized cabinets;
- For the parents - enlarged costs, time lost, not being able to send their children in the whole day caring;
- For the employees - insecurity in keeping the work position and inappropriate working conditions;
- For the municipality and the Ministry - enlarged costs of the taxes, un-effectively used employees' working time as well as administration doubled.

Aims and results of the practice

The general aim of the practice is ensuring effective, efficient and rational organized education and the specific aims are:

- Rational using the directed means;
- Ensuring equal opportunities for all pupils;
- Economical and rational managing with the school objects;
- Creation of the conditions for development in the high school;
- Creation of conditions for establishment of common offices.

With the implementation of the practice, the following results were achieved:

- Rational used of the educational objects;
- Lowered costs for transport and heating;

- Strengthening the capacities for maintaining the objects;
- Separated elementary and high school education;
- Lowered double-side of the administration and the technical service;
- Established education in the cabinets;
- Ensured available and ready to use sport hall;
- Implemented new area division according to the distance from the school;
- Improved education quality;
- Opened up high education institutions.

The one - forth of the population in Municipality of Veles, i.e. 10.000 citizens, feels the benefit from the practice and the local self-government managed to do savings in the financial means for the education.

How was the practice created?

The idea for the practice showed up from the Department for education in Municipality of Veles, first phase is implemented in 2006/07, and the second in 2007/08. There is Elaborate for the practice, adopted by the Council of Municipality and there are explained few phases for its implementation.

Besides this, the practice is component part of the Agenda 21 and it completely functional with some minor problems that showed up during the begging of the implementation which were sanctioned.

How is this practice implemented?

The detailed analyze of the situation was done, compared with the previous years and the number of pupils planned to be covered in the education process in the following five years. The survey was conducted, with the pupils and employees in the education institutions, and evaluation was conducted of the hygienic-technical conditions for work, number of employees and personnel structure.

On the analyze base, in Veles a new concept for education was prepared, which covered new area division, reforms in the school managing and their property, which by the decentralization process is under the responsibility of Municipality Veles. Two schools merged in one legal entity, which ensured better conditions for the pupils. Reconstruction and sanitation of the school objects and sport halls was covered by the municipal budget and were created better conditions for education in the cabinets.

In the second phase the transfer was performed, so pupils and educational personnel moved in the new school object, which provides better facilities. The old building was free to be adopted into object for dispersed studies for the high education.

The concrete activities in the process of practice implementation covered closing of the legal entity (ES "Trajko Adreev"), merging the pupils and personnel in ES "Blaze Konevski", as well as transfer of the inventory and equipment. The new area division created conditions for working in two shifts in the Elementary school "Blaze Konevski". The transfer of the high school "Jovce Teslickov" in the free building and transfer of the elementary school "J. H. K. Dzinot" in the free building of the "Jovce Teslickov", after what it was re-arranged as object for high education. All this was followed with the construction activities and adaptation of all three objects for its new function.

Necessary resources for practice implementation

Financial means - 32.000.000 MKD

Equipment - complete property and municipality equipment

Personnel - 20 employees in the municipality administration.

Applicability of the practice in other units of a local self-government

The implementation of the new concept for education in Municipality of Veles is practice that can be applied in all municipalities in Republic of Macedonia, by using own financial means, technical and human resources. The results of the conducted reform at local level raised the interest of the numerous representatives of the international community and donors. Municipality of Veles was chosen as municipality consultant for the reforms in the education reforms at local level in the frames of the project supported by the Government of The Netherlands in the frames of conducted educational reforms in few other municipalities in Republic of Macedonia.

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APPLICATION OF MODERN ICT TOOLS IN THE EDUCATIONAL PROCESS

Practice of Municipality of VELES

Short description of the practice

Starting up with the vision: “Education for all pupils, implemented by professional and competent teachers; with the application of the modern educational technology; implementation of new educational curriculum in adequate facilities are conditions as well as with the municipality motto “ *Local environment where everyone is participating*” and according to the National strategy for development of the information society, in 2007 the Municipality of Veles established the “Municipal educational portal” (MEP).

As a modern working platform, MEP ensures maximal usage of the existing human, infrastructural and technical resources in the community, schools and families, using tools and services for improvement and advancement of the educational process via application of the possibilities that are offered by the information-communication technology (ICT). The inclusion of the Municipality of Veles and partners: Microsoft Macedonia, Foundation Institute Open Society, Macedonian Association for Electronic Society and local cable operator “Sprint” is example of public-private partnership directed towards ensuring: access to the global knowledge, better conditions for living and working as well as faster community development. 8.500 pupils in elementary and high school, 350 in high education, their parents and 700 teachers in the local educational institutions have available unique system for cooperation, communication, knowledge exchange and monitoring.

Description of the problem resolved with the practice

The not enough information of the possibilities that ICT offers and the need for modernization and qualitative advancement of the educational processes can be directly related to the general level of IT education of the education teachers and ability to applicate the modern and sophisticated communication and collaborative tools that will integrate all stakeholders in one unique system.

The problem that is caused by the general lateness behind the world trends in relation to the implementation of the technological solutions based on ICT and continuing improvement of the way and quality of the educational process is a problem that has no time dimension.

The pupils, their parents, teachers in elementary and high school, high education and the municipal administration are concerned with the problem, as the educational system does not have available unique working platform based on OCT, which will allow optimal use of the resources, knowledge exchange, cooperation and communication between pupils, teachers, parents and the administration.

Aims and results of the practice

We cannot say that the problem due to which the practice is implemented is solved in a classical way, as the practice has a continuing influence over the problem. Significant improvement of the information for the possibilities that ICT offers in the process of improvement and modernization of the educational processes, implemented IT trainings with the teachers and municipal personnel and the established MEP, contribute towards overcoming of the problem.

The pupils, parents, 5 elementary, 4 high schools, local self-government have benefit from them, and the local self-government implements the planned strategic priorities (local and national) and creates better conditions and possibilities for the application of the modern educational tools based on ICT.

All elementary schools are connected in one unique network system. For that aim, the existing network infrastructure of the local cable operator is used. The localized web-solution in Macedonian language is prepared. The training is ensured for the teachers - as beneficiaries and as administrators as well as for the employees in the municipality that are administrating the system from the technical and functional aspect.

At this moment 2.164 citizens, i.e.: 1.020 pupils, 1.020 parents, 117 teachers, 12 pedagogues and psychologists and 5 principles in the elementary schools are covered with the practice, and it is advancing everyday and continuing.

How was the practice created?

The idea belongs to the Municipality of Veles. It is result of the priority defined in the cooperation with the educational institutions, NGO sector and the citizens included in the public debated conducted during the processes of preparation of the new educational concept and the Strategy for establishing e-municipality.

There is complete project documentation for the practice. It ensures local application of the solution and scenarios for inclusion of the other municipalities, i.e. implementation of the so-called district scenario that plans implementation of the practice in the state level.

It is implemented since 24 of May 2007 and is part of the Strategy for establishing e-municipality, Strategy for reform in educational system in Municipality of Veles and National strategy for development of the information society.

The citizens and other stakeholders accept the practice, but we have to mention that according to the project documentation and the implementation plan we cannot expect fast results in short-term period. The reasons for this is the decision that the practice will be implemented step by step, from the elementary up to the higher levels of the education, continuing including other municipalities or other education institutions.

How is this practice implemented?

The practice is completely oriented towards the beneficiaries. From functional, point of view it is important to mention that practice is tool for communication between all stakeholders, library of knowledge, possibility for creations, exchange and distribution for electronic materials - for education and testing, automatic evaluation and complete overview in the parents work and administration.

The necessary activities that have to be implemented are divided into few parts. They are: building capacities for management of informational systems at local level through implementation of the trainings for using the modern educational tools based on ICT and establishment of the necessary infrastructure in the frames of the educational institutions for access towards resources, which on long-term base will not create enlarged financial costs.

For with the introduction of the practice, you need to have other partner organizations. The right choice of the partner organizations ensures expertise in different segments and contributes toward easier implementation, from financial and functional aspect. Still, the key issue is possession of internal resources for ICT systems management, as well as knowledge that will ensure long-term sustainability and support for the beneficiaries.

The practice is self-sustainable, which is result of the improved management capacities and knowledge possessed by the employees in the administration and educational institutions. External help is especially important for the implementation part of the practice due to the expertise in the appropriate field, which will ensure sustainability.

The following issues were proved as important for the sustainability: intensive media activities, which ensured knowledge about the existence of the practice, possibilities and ways for using as well as the reached advancement. In this way, it was shown the interest of the future beneficiaries to use the practice, which also contributes towards the sustainability. Especially having in mind the fact that after the first investment, the costs for further existence of the practice are minimal and they can be easily adapted according to the needs for spreading.

Necessary resources for practice implementation

For the initial implementation of the practice, Municipality of Veles and the partners (2.680.000MKD) invested financial means in total amount of 3.660.000 MKD out of which:

Equipment - 2.470.000 MKD

Personnel - 1.290.000 MKD

The practice can be implemented even with its own resources having into consideration the practice concept and the appropriate district scenario, which could additionally lower the future investments in the equipment. According to the current resources, 250.000 beneficiaries can use the practice, and the maximum capacity that will be reached with appropriate enlargement is 750.000 beneficiaries, no matter the type of the educational institution and its geographic location.

For the initial implementation of the practice, the partners invested 2.680.000 MKD.

Applicability of the practice in other units of a local self-government

This example is multi-applicable by it-self. There are no obstacles form technical or functional aspects, any of the educational institutions on local or state level to use the resources on www.veles.edu.mk. now it is conducted the connection of the educational institution of Municipality of Karpos.

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ART GALLERY - MULTYMEDIA FACILITY

Practice of Municipality of VELES

Short description of the practice

In the central part of town in Veles in November 2006 the Art Gallery - multimedia facility was opened:

- Presentation of art acts;
- Promotion of literature acts;
- Chamber concerts;
- Public classes for the pupils from ES "Kiro Dimov"
- Marriage hall.

On the existing object, the Municipality of Veles did the reconstruction, as the citizens of Veles that had lack of facilities for fulfilling their needs got hall, office and assistant space.

Municipality of Veles, equipped the object with concert piano, furniture with woodcarving in the room for contracting marriages, which at the same time was an art exposed in the facility. The employees in the local institutions, Popular Museum and the library, serve the Art gallery and there is a plan for use that same facility by the Department for marriage contracting and elementary music school. The facility is used for exhibitions, concerts, recitals, book promotion and marriage contracting.

Description of the problem resolved with the practice

With the application of the Law for denationalization, objects Hall for marriage contracting and facility for marriage contracting and the Gallery were returned to the owner and the citizens of Veles did not have facility that will satisfy their needs in the field of culture and facility for marriage contracting.

The problem is visible since 2003 when the act for marriage contracting had to be performed in the hall of the Municipality building, where were the art exhibition held too. The problem is related to the citizens that are contracting marriages and their families, painters, literature artists, pupils from elementary school "Kiro Dimov" and their parents and culture public from Veles.

The lack of facility had negative influence over the development and the presentation of the cultural values. That led toward stagnation of the presentation of the cultural values of the artists from Veles, pupils from the elementary school which had no place to hold their public lessons, in addition, the marriage contracting was done in in-appropriate environment, in corridor, with out dignity, far from each couple deserved.

Aims and results of the practice

With the practice introduction and the investment in one object, the needs of the following target groups were satisfied:

- The painters form Veles and the followers of the art in Veles (19 members of APV and around 60 visitors on each of the exhibitions);
- Artists from all over the country, believe that the Veles Gallery id one of the most beautiful in Macedonia;

- Members of the Writers Club “Koco Racin” and the followers of the written word;
- Teachers, parents and pupils from ES “Kiro Dimov”;
- Musicians and music public;
- Employees in the Department for the marriage contracting; citizens that contract marriages and their families.

With the reconstruction of the object and its equipping, the conditions for the needs of the artists from Veles were changed, the needs of the cultural public, citizens and the problem was overcome.

The positive effects from the practice are felt by the all citizens of Veles, mostly the pupils and employees in elementary music school, artists and their public, citizens that are contracting marriage and the employees in the Department for marriage contracting.

There are no positive effects over the budget of Municipality of Veles, but there are over the other resources as the use of the Art gallery is non-paid.

How was the practice created?

The idea for introducing this practice came from the need of ensuring facility for satisfying the needs of all above-mentioned categories of beneficiaries and that we were not able to build and equip three different objects.

There is project documentation. Before it got today look and dedication, the Association of Hunters “Ruen” - Veles, used it and it was a bar of open type. The location in the central part of Veles, closeness to the parking lots, accessibility for the people with disability was just some of the advances that this object offered. The reconstruction is part of the Municipality Strategy, which created conditions for satisfying the needs of all citizens.

The citizens, who in general accept the practice, especially the beneficiaries of the services called it “Cultural temple”, in general accept the practice.

How is this practice implemented?

The Municipality of Veles prepared Regulation for the use of Art Gallery. The Popular Museum in cooperation with the Library, ES “Kiro Dimov” and the Department for marriage contracting part of the MIA- DIA Veles prepared Annual program for the Art Gallery. Based on the Program a monthly Plan of activities is prepared and a monthly report that is delivered to the Department for the education, culture, health, social protection and to the CA and foundations in Municipality of Veles. According to the regulation the marriage contracting is held every Tuesday, Friday, Saturday and Sunday, exhibitions on Thursday, promotion of books on Monday, and public lessons in music and concerts on Wednesday.

There is a possibility for re-scheduling the event on a previous mutual agreement.

For a proper functioning of the multimedia facility, it is necessary logistic support from the municipality (covering the cost for maintain the object - communal cost, hygienic means etc.). Technical personnel that is covered by the museum and the library (cleaners) and responsible person, employed at the in the Popular Museum that cares about implementation of the plan and coordination of the beneficiaries of the Art Gallery (curator), that realize its working obligations and activities in the Art Gallery.

For a proper implementation of the practice, it is necessary to have continuing cooperation with partners in relation to all beneficiaries of the facility with aim to have on-time information

for the activities, including the preparations for their implementation, creation of technical conditions for the event (setting up exhibition, sound, chairs, instrument preparation etc.).

The aim of Municipality of Veles is to make available to the citizens all the services that can be gained by the Art Gallery. Because of it the use of the facility is not paid, neither for the ones who expose their arts nor for the visitors.

Necessary resources for practice implementation

Financial means - 5.043.679 MKD for the reconstruction and eternal decoration

Equipment - Inventory, furniture wood carved, and air-conditioners

Personnel - 5 people from the municipal administration and 3 people from the Popular Museum - Veles are included. The personnel employed in the local institutions from the field of culture serve the object. Because of it, there are no additional costs for salaries and contributions.

The practice is implemented only with own resources, from the Municipality of Veles, and no additional support for building, equipping nor regular functioning are included.

Applicability of the practice in other units of a local self-government

The practice can be implemented in all areas where the municipalities don't have on disposal enough objects for satisfying the citizens' needs. The Municipality of Veles can put on their disposal acts - the Regulation for the use of the Art Gallery from where you can see that way of rational and maximal usage of the facility.

Due to the multimedia function the object the maintain costs are justified. Everyday there is an event going on. The object is visited by different type of public. If the Municipality has own Program for culture for promotions of books, exhibitions, and affirmation of young music talents can adapt this multimedia facility and to implement its program and satisfy the citizens' needs.

The experience showed that since the opening of the Art Gallery up until today the number of the cultural events - exhibitions and promotions is few times multiplied, the interest for the others artists from Macedonia in presentation in Veles is enlarged, as well as the number of the visitors to the cultural events, especially youngsters. The good experience is also seen in the cooperation based on this multimedia facility with the local cultural institutions as well as the developed cooperation between elementary and high schools.

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ENVIRONMENT ACTIONS

Practice of the Municipality of AERODROM

Short description of the practice

In its two and a half existence, the Municipality of Aerodrom conducted five ecological actions: “To make it beautifier the Municipality of Aerodrom”; “Battle against the waste in Aerodrom”; and three actions “More beautiful and cleaner Municipality of Aerodrom”. The actions were conducted two times per year, in spring and in fall on a whole area of the Municipality of Aerodrom.

The basic need is make it beautiful and greener the area of Municipality of Aerodrom, to enrich it horticultural, to clean the waste disposals and the waste itself. In addition, the aim is to initiate the citizens to take active participation in protection and advancement of the environment, to educate the youth and the wider citizenship about the care for the environment.

In the actions directly were included the pupils from the elementary schools that are on the area of Municipality of Aerodrom, as well as number of citizens that voluntarily agreed to get included into the actions.

Description of the problem resolved with the practice

One of the most important problems that exist in the urban areas is the pollution and the dirtiness of the environment. This problem is present in reality for a longer time, but with constant education and raising awareness, the differences in the citizen’s attitudes can be felt. Most of all, with the education of the youngest, children and pupils they will gain habit for protection of the environment. The pollution of the environment is a point for concern for all citizens that live in Municipality of Aerodrom.

Due to the citizens’ profile, this problem in Municipality of Aerodrom is not so emergent as it is in other areas, but still there is a need for taking certain measures of this type to raise the awareness of the citizens.

What is important is the fact that the citizens of Municipality of Aerodrom voluntarily took part in the actions, which gives positive signals for this type of initiatives. The active inclusion of the children and pupils in the action, contributed to raise the awareness of the youngsters into the environment protection. After the conducted actions it was visible the lowered level of the pollution and dirtiness in Municipality of Aerodrom.

The citizens are satisfied by the conducted actions, as their environment is more beautiful. The approved actions by the citizens and their inclusion actually contributed towards the savings in the budget, which later were used for tools, and equipment, which are necessary for such actions. In the actions, the citizens used their own tools and equipment.

How was the practice created?

The practice came because of the need to make the environment beautiful. The Mayor, together with the municipal administration saw the need to conduction such action, most of all related to the education of the youngsters. Before the implementation of the actions, we prepared projects with precisely set terms, included personnel, locations and necessary equipment. The project was implemented with out any obstacles as it was widely accepted by the citizens. The first action was conducted in the fall 2005.

In the environment protection actions participated all schools, kindergartens, health institutions, local neighborhood community, representatives from PE “Communal hygiene”, PE “Parks and green areas” and PE “Streets and roads”. In the process of implementation of the last action, we hold educative presentation for the youngest with mini quiz for learning the new area.

Short description of the practice

How is this practice implemented?

First are set the locations, necessary equipment and personnel and how the citizens are going to be informed. Later after it is defined, all stakeholders are informed and the citizens for the planned actions, general publicity and the media. In the actions Municipality of Aerodrom cooperated with public enterprises from City of Skopje, which saw the need to bigger engagement. Municipality of Aerodrom provided the tool and equipment for future actions.

The project implementation contributed toward the problem lowering. The change of the attitudes and habits of the children and youth is visible in relation to the environment protection. All citizens that gave open support to these actions use the positive effects.

Local self-government through this type of actions full fills one of its own duties. In this way the citizens are directly included in the activities of local meaning.

Necessary resources for practice implementation

For the implementation of the ecological actions, the tools are necessary, bags for waste and protection gloves. The equipment was provided by the Municipality of Aerodrom, but citizens can use also their own tools. The administration of Municipality of Aerodrom, together with the Mayor actively participated in cleaning and arranging of the environment.

The project do not generates any bigger costs, and because of it is self-sustainable and self-applicable.

Applicability of the practice in other units of a local self-government

There is possibility for application in other units as this was a good example where the citizens readily accepted the participation in the project. It is noticeable the need for such actions that have direct impact over the improvement of the environment. This need is global and is present in other municipalities in Republic of Macedonia.

Having in mind this, we believe that such actions are easily applicable in other areas, no matter if they are urban or rural areas. The care for the environment should be all present and the citizen’s education continuous.

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AREA

**PROMOTION OF CITIZENS' PARTICIPATION IN
THE DECISION-MAKING PROCESS**

COOPERATION WITH THE CITIZENS ASSOCIATIONS - HOUSE OF THE NON-GOVERNMENTAL ORGANIZATIONS

Practice of Municipality of VELES

Short description of the practice

In line with the effort for the enlargement of the participation of the citizens sector in the process of decision and development of the local community, Municipality of Veles, with a decision of the Municipal Council gave decision to dedicate one of its objects for the needs of the citizens sector. The renovated and arranged object in cooperation with FIOSM and the Swiss Agency for development and cooperation, is transformed into House for non-governmental organizations, and was opened in 2005. Today there are working 8 citizens associations to which the Municipality provides support for the running costs and provides hygiene for the facility.

Description of the problem resolved with the practice

The existing problem was due to the lack of appropriate facilities and technical conditions for work of the citizens associations, which had negative impact over their results and the participation in the development of the local community. It exists since 1991 and it was a point of concern of all NGO that exist on the area of Municipality of Veles (around 100), especially for the most active ones - Center for NGO support (Foundation Fokus) and 7 others citizens associations.

Faced with the space problems and the lack of the technical conditions for work, most of the citizens associations in the Municipality spent valuable time trying to solve the problems. Most of them faced with this problem besides the fact that they exists for more then one decade. In such situation, the Municipality could not expect their full engagement in the citizens sector in the process of decision-making and the development of the local community.

Aims and results of the practice

The general aim of the practice is enlargement of the non-governmental participation in the process of decision-making and the development of the local community, and the specific aims are:

- Ensuring conditions for work of 8 citizens associations;
- Initiating joint activities with the NGO;
- Initiating the citizens sector to actively participate in the process of municipal development;
- Initialization of the development of the local democracy.

With the practice implementation 8 citizens associations are ensured with appropriate working conditions, the joint municipal and NGO activities are implemented, the participation of the citizens sector in the municipality development is initiated, and the development of the local democracy.

How was the practice created?

The idea came from the Mayor, team for development in the Municipality of Veles and the Center for NGO support. It is part of the Agenda 21 and is regularly implemented since 2005. The practice is completely functional, and there is project documentation for it. It is completely accepted by all stakeholders and the donors evaluate it as positive example.

How is this practice implemented?

On the Mayor's proposal, the Council of Municipality of Veles decided to dedicate one object in its possession, as House of NGO. In cooperation with FIOSM and Swiss Agency for development and cooperation, the object that is located in the central town area was renovated, arranged and equipped. The Municipality made a selection of the citizens associations that will work in the House on a base of the previous successful implanted projects in cooperation with the Municipality. The projects' beneficiaries are the most of the citizens or all of the citizens in Veles. Seven NGOs were chosen. In the House was accommodated the Center for NGO support (today the Foundation Fokus), with whom the municipality made a contract for the object using. With aim to strengthen the support, the municipality provided financial means from the budget, as well as one person for hygiene of the House. The Foundation Fokus adopted a Regulation for using the objects' facilities, which provides appropriate conditions for work of the NGOs.

The House has on its disposal, meeting hall and appropriate technical equipment for workshops and similar activities. More than hundred people from the citizens' associations from Veles and other municipalities use the house services. For the citizens associations that the municipality could not provide accommodation, offered them a possibility to work in the facilities that belong to the Municipality of Veles, where the urban and the local communities are situated.

In the frames of the practice, the following activities are conducted: adoption of the Decision for the object dedication, object renovation, internal arrangement and equipment of the object and selection of the 7 citizens associations according to the based criteria and their contribution. Afterwards followed the contract with the CNGOS (today Foundation Fokus), ensuring financial means from the budget for the running costs, marinating of the object and one person for maintain the hygiene in the House.

Necessary resources for practice implementation

Financial means - 30.000 CAД USA \$

Equipment -inventory, furniture and LCD projector

Personnel - 8 employees in the municipal administration and 2 coordinators in the CNGOS.

The practice can be implemented with its own resources, but the external support is meaningful and welcomed, as it was now, FIOSM and the Swiss Agency for development and cooperation provided 22.000 USA \$.

Applicability of the practice in other units of a local self-government

The practice is applicable in all municipalities in Republic of Macedonia, where the citizens associations are active and there is a need at the municipality leadership for such type of cooperation. The cooperation with the NGO sector is of great meaning for the municipal development as it allows via joint activities to ensure wider action for establishing local democracy, application of the highest European standards for the citizen's participation,

transparency and accountability. This ensures the credibility of the municipality and the citizens are satisfied with the work of the municipality according to the European and world standards in the field of ensuring the public services. With the approach of enlargement of the citizen's participation, bigger numbers of projects are implemented in all fields of the local community life. On the other hand, the citizens acquire knowledge, skills, experience, and most of all self-confidence so they can contribute towards the development of its local community.

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